

OVERVIEW OF THE PUBLIC
SERVICE WORKFORCE
January 2025 - March 2025



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Report Summary

This is the second quarterly report and covering the Public Service with over 7,800 full-time equivalents (FTE), spanning a diverse range of areas that provide essential services, to support the lives of island residents. Essential front line services include education, healthcare, social security, and welfare programmes, as well as the maintenance of infrastructure and the provision of critical emergency response teams. Additionally, behind these key front line services, there are numerous support teams working to ensure the smooth operation of all of the services as well as running what ultimately is a large and complex set of organisations for the people of the Island.

In an organisation of this size and complexity, it will be natural to see change from one period to the next during normal periods of expansion and contraction. Each year the Public Service will see over 800 FTEs depart, with a similar number being recruited and as such there will be regular movements in overall numbers. There are also annual seasonal fluctuations such as in Departments like Education, Sport, and Culture, where teaching staff will typically plan departure around key term dates, and similarly, within the Department of Home Affairs, the Constabulary recruits new officers annually, resulting in a predictable but temporary increase in staff during this period. These types of movements are reflected in the figures presented in this report, which covers the first quarter of the year, from January to March 2025.

Typically at any point in time there could be over 1,000 vacancies across the Public Service and all Departments are currently in the process of reviewing these, closing down historic positions, such that going forward a more accurate reflection of overall establishment can also be included.

Key changes in the quarter to 31st March 2025 can be summarised as:

Departments Excluding Manx Care

- We have recruited 17 police probationers this quarter which reflects a successful recruitment campaign, leading to a larger than usual cohort of trainee police officers
- 16 Port Security Officers have transferred from the Department of Infrastructure, into the Constabulary as part of the Securing Our Island Strategy.
- 6 additional FTE in DECS, filling vacancies in our schools, University College, and across the Sport, Recreation, and Youth Division. This ensures that educational, youth, and recreational programmes can run smoothly, providing essential services that support the development and well-being of our students and the wider community.
- Six additional FTE in Cabinet Office following business cases being approved to invest in the HR technology and change functions to support the likes of the Efficiency programme.
- 110 replacement roles reviewed through the new Recruitment Control Framework together with 33 new roles approved through the panels.

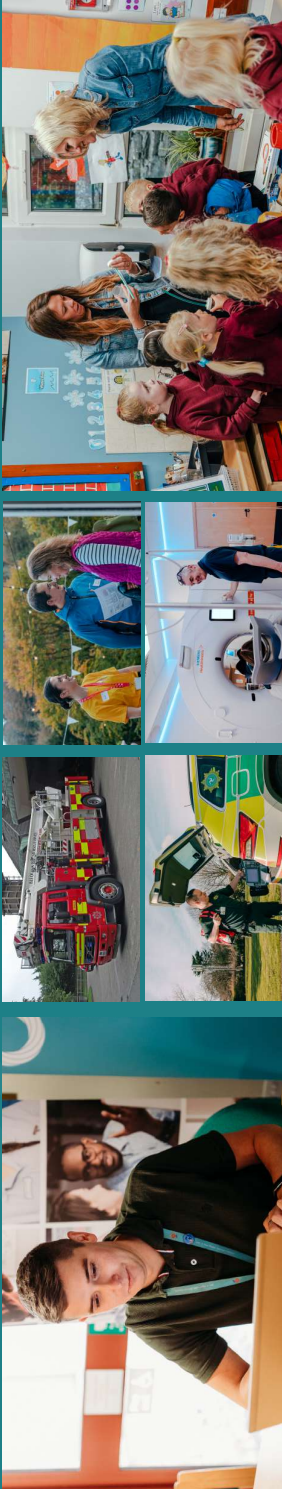
- **Representing a slight growth of 715 FTE in the quarter from 4,399.89 to 4,407.05 (0.2% Change from 31/12) excluding Manx Care which has its own controls**

Manx Care

- Manx Care has appointed 20 new residential support workers, as part of an ongoing strategy to reduce reliance on bank and agency contracts.
- Adult Services has added three support workers and four social care workers to the team, along with additional nurses in Cardiac Rehabilitation and Stroke Services.
- **Manx Care has increased by 32.92 FTE as a result of these changes and general turnover going from 2,982.82 to 3,015.74 (1.1% Change from 31/12)**

All Departments, Boards and Offices

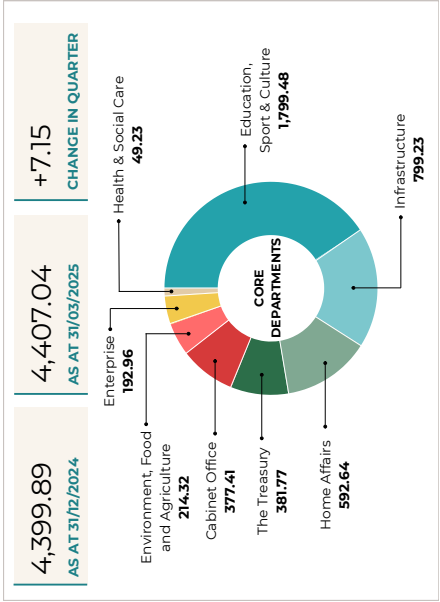
- **Over the quarter the actual number of Full Time Equivalent Employees has changed from 7802.26 to 7842.3 an increase of 40.04 (0.51% Change)**



Overview of the Public Service Workforce

Core Departments

The following chart provides a visual representation of the composition of the core government departments, allowing for broad comparison of workforce distribution across all areas.

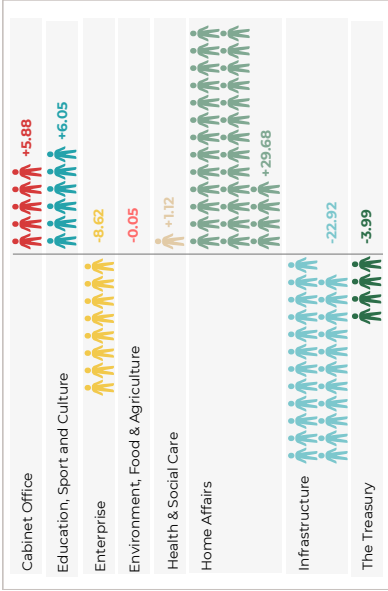


The Department for Education, Sport and Culture is the largest of the core departments, followed by Infrastructure. This is reflective of their service delivery roles in our communities.

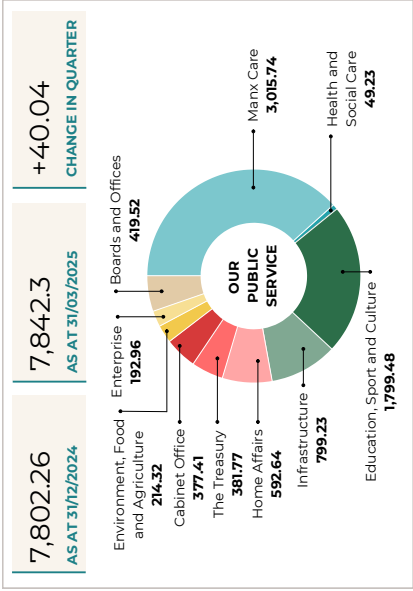
In the following pages, this report will delve deeper into the specifics of workforce composition within each Government Department, providing a comprehensive overview of how resources are allocated across the public service.

Quarterly FTE change distribution

The following graph illustrates the distribution of FTE changes across the Government Departments during the specified period, highlighting both increases and decreases in personnel and providing insight into the overall changes to workforce composition.



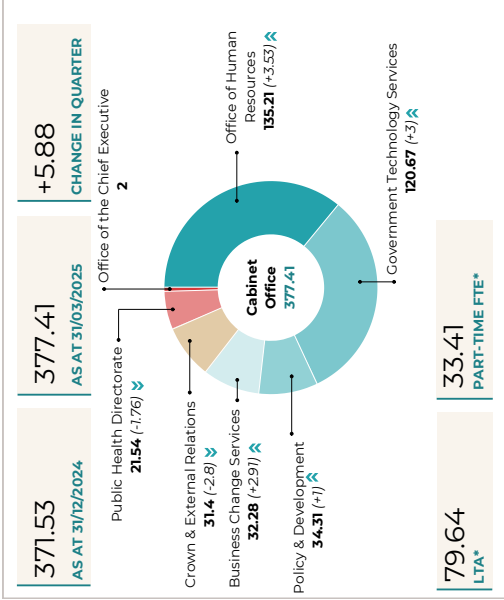
All Departments, including Manx Care, Boards & Offices



1. Breakdown of Core Departments

Cabinet Office

Overall Cabinet Office shows an increase in its actual staffing number of 5.88. The increase is planned, comprising approved new roles including limited term appointments for the Efficiency Programme and Office of Human Resources service improvement programme (tHRive), and a number of replacement posts.



*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

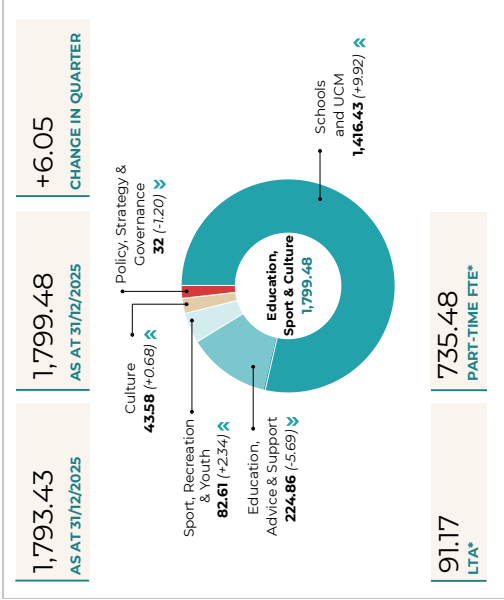
Education, Sport and Culture

DESCs overall FTE increased by 6.05 in the last quarter (31/12/2024 and 31/03/2025). The Policy, Strategy and Governance Division's FTE decreased by 1.2 due to some existing posts becoming vacant during the period.

The Sport, Recreation and Youth Division's FTE increased by 2.34 during the period due to vacancies being filled in that Division.

Across Schools, UCM and the Education, Advice and Support Division (which provides support into Schools and UCM) the FTE increased by 4.23 during the period. This was due to vacancies being filled and a change in hours for some staff members.

The Culture Division's FTE increased by 0.68 due to a vacancy being filled in that Division.



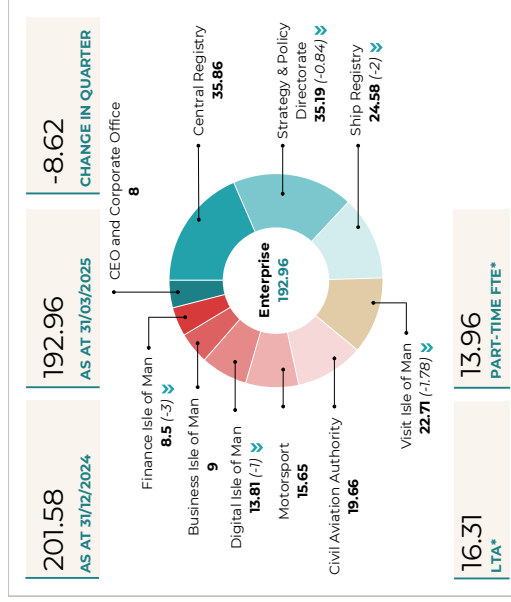
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

Enterprise

The Department's overall FTE headcount has reduced from 201.58 to 192.96 over the latest reporting period. As highlighted in the last report, a reduction of c.4 FTE was expected due to anomalies with limited hours roles being recorded as a full FTE being identified and resolved.

The further reduction is purely one of timing in recruitment cycles as roles being vacated have not yet been recruited into, as such marginal increases in FTE may be expected in future reporting periods.

There was 1 new FTE (PSC, EO) position approved for creation during the reporting period, which is for a role within Information Governance with the duties of this position being covered by temporary staffing resource for some time.



*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

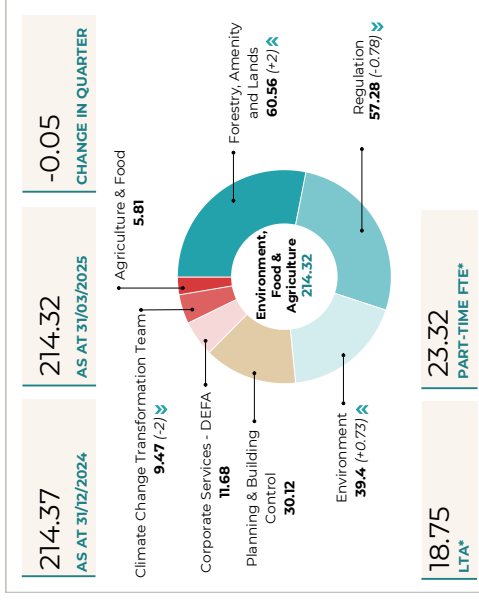


Environment, Food and Agriculture

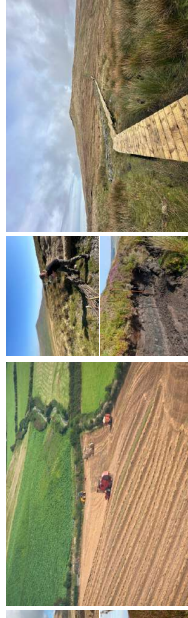
There have been minimal staffing changes over the last quarter – the Department's FTE headcount has decreased by 0.05 FTE overall – (decreased by 2.78 FTE and increased by 2.73 FTE). All positions recruited to have been vacant positions for the Department. There have been no newly created positions during this period.

There have been no functions transferred during this period.

The Authorised Establishment figure for the Department is 228.



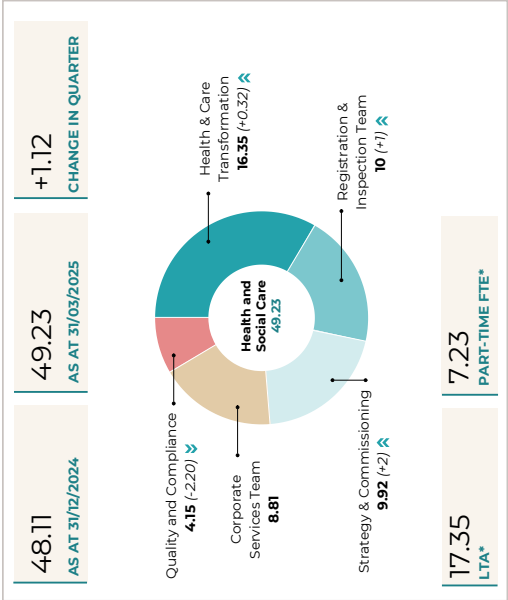
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



Health and Social Care

The Department is showing a slight increase in FTE over this quarter. This is because some vacancies been filled in the Health and Care Transformation Programme and the Strategy and Commissioning Team.

There were no newly created positions.



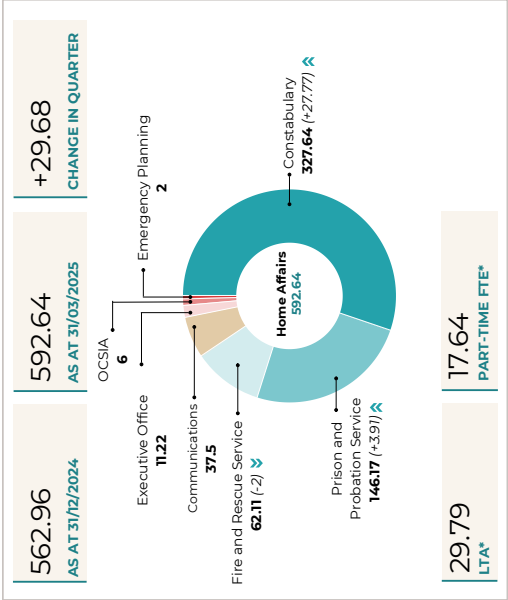
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



Home Affairs

The Department has seen an increase in FTE over the period with active recruitment underway with a transfer of functions as part of the Securing our Island Strategy and recruitment to establishment levels.

Ports Policing, which was previously part of Department of Infrastructure, joined the Isle of Man Constabulary, forming a new Ports Unit as part of the Securing our Island Strategy. The Constabulary also welcomed 17 new recruits in January 2025 to maintain establishment of Police Constables in order to keep our Island safe. There has also been a small increase in the Prison and Probation service over the period with vacancies continuing to be advertised to meet capacity challenges.



*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



Infrastructure

During the reporting period, the overall FTE for the Department has reduced due to the transfer of the Port Security Team to PHA, and a small number due to resignations and recruitment in line with authorised budgeted establishment and service demands.

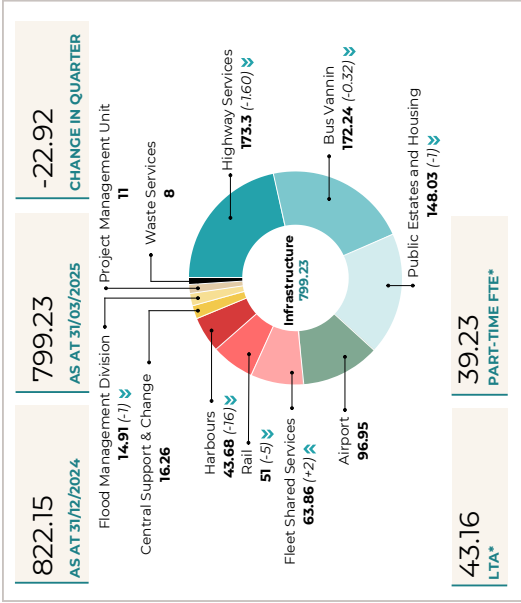
To note the numbers in the report are FTE, whereas the DOI Department Plan refers to number of people, therefore there is some difference as not all staff work full time.

There have been 6 newly created positions this quarter:

- 2 Administrative Officer, Vehicle Test Centre (VTC) - 2 FTE, engaged on 2 year Limited Term Appointments to support the existing VTC team as the VTC online services project progresses.
- 4 Casual rail fitters/engineers - 0 FTE, for casual and bank cover/support to ensure optimum operating performance and efficiency of payroll budget.

The Port Security team transferred to the Department of Home Affairs in February 2025 with a total reduction of 16 FTE to support the work of DOI Reform and Our Island Plan. All posts are approved and funded for the current year to perform business as usual.

The Department employs a number of casual staff across the teams for operations in Bus Vannin, Rail (Seasonal), Coastguard, Harbours.

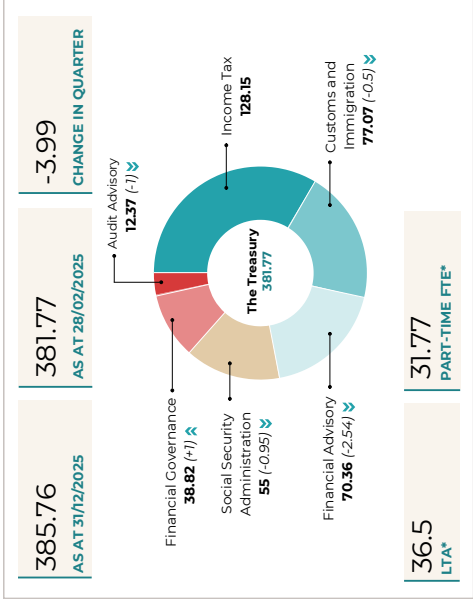


*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

The Treasury

For the quarter to end of April 2025 there have been no changes in staff except the normal resignation/replacement of existing posts - recruitment remains a challenge for the Department due to the need for professionally qualified staff.

There have been no functions transferred to another Division or Department during the quarter to end of March 2025.



*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



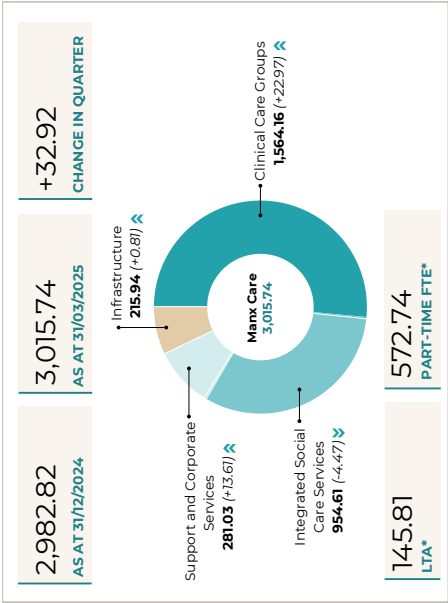
2. Manx Care

Overview of the Public Service Workforce - Manx Care

During the last three months Manx Care has appointed 20 new residential support workers who are caring for residents in adult care homes across the island. These colleagues had previously been engaged on a casual/bank basis, but as the clients have specific care needs which have been funded, costs have been reduced through using permanent contracts.

The Adult Services team have recruited three additional day support workers, four social care workers and a team of four clinical support workers. We have also recruited two new clinical care specialists to their team. Stroke Services have one additional registered nurse and the surgical consultants have recruited two additional secretaries.

In addition, Manx Care has also increased the intake of first year Foundation Doctors by one this year (a limited term contract medical position).



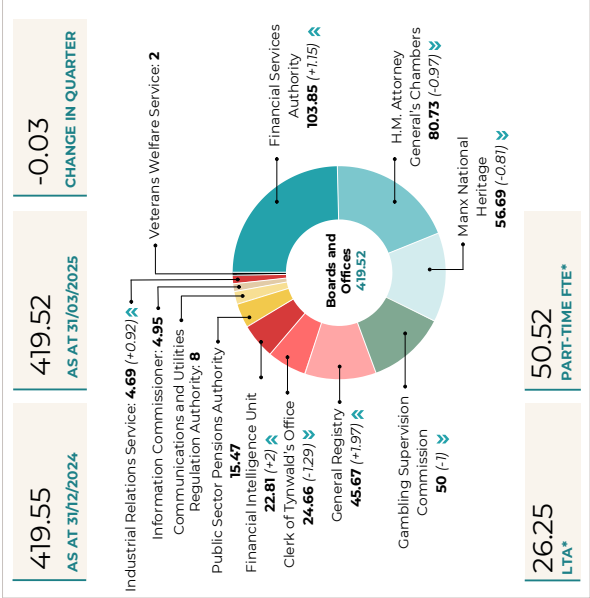
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



3. Boards & Offices

Overview of the Public Service Workforce - Boards & Offices

Please find below detail in relation to Isle of Man Government Boards and Offices, which has been provided to give a full view of our Public Service and how it is comprised.



*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



4. Historic quarter end comparison

The data in this section is based on the latest quarter, and in order to provide a more detailed view of the Public Service Workforce, historical data to the end of the same quarter from 2022 is below.

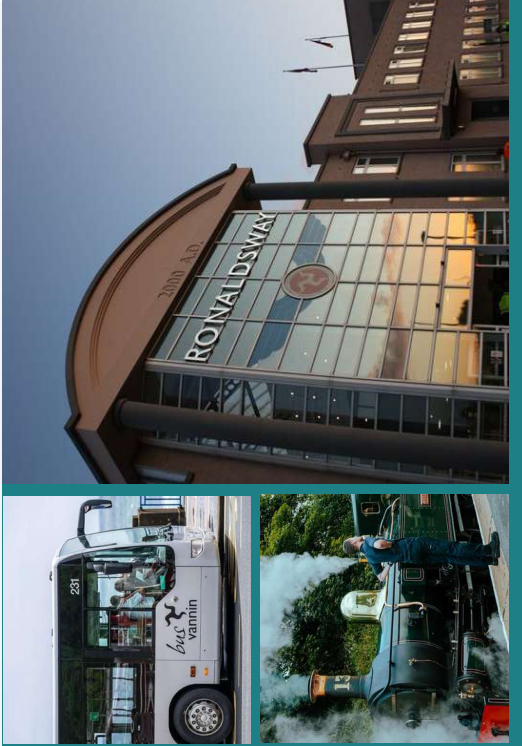
Department	2022	2023	2024	2025
Cabinet Office	465	404.17	378.1	377.41
Clerk of Tynwald's Office	22.32	26.7	23.2	24.66
Communications & Utilities Regulatory Authority	13	11	12.61	8
Department for Enterprise	177.98	183.64	190.16	192.96
Department of Education Sport and Culture	1683.76	1713.21	1761.52	1799.48
Department of Environment Food and Agriculture	1961.13	194.53	211.92	214.32
Department of Health and Social Care	44.61	43.95	32.7	49.23
Department of Home Affairs	569.83	581.4	553.95	592.64
Department of Infrastructure	846.6	843.49	830.04	799.23
Financial Intelligence Unit	12.81	15.81	19.81	22.81
Financial Services Authority	90.48	91.74	99.73	103.85
Gambling Supervision Commission	32.8	37.8	49	50
General Registry	45.64	43.67	45.98	45.67
H.M. Attorney General's Chambers	716.69	777.94	73.73	80.73
Industrial Relations Service	4	4.81	3.76	4.69
Information Commissioner	5	4.95	4	4.95
Manx Care	2640.21	2688.09	2845.51	3015.74
Manx National Heritage	77.69	66.61	63.27	56.69
Public Sector Pensions Authority	17.8	19	18.28	15.47
Treasury	334.08	331.15	364.03	381.77
Veterans Welfare Service	2	2	2	2
Total	7,358.43	7,385.66	7,583.3	7,842.3

Main points:

- The overall increase in the public service workforce between Q1 2022 and Q1 2025 is **483.87** FTE.
- Manx Care has increased by 375.53
- Boards and Offices have increased by 19.29 FTE (please note the Tynwald Auditor General is now excluded from the calculations of Boards and Offices as it is Crown Appointment).
- Core Departments have increased by 89.05 FTE.

Manx Care note the following: Manx Care uses budgeted establishment to track growth or changes in posts. This means that the figures reported previously by Manx Care do not align with these figures that have been taken from the PIP system. Manx Care's increase in FTE is due to inter-department transfers, replacing agency staff with permanent employees, bringing contracted services in-house, internal movements, and new posts created following successful business cases. These new roles focus on:

- **Safe Staffing Levels:** To meet demand and compliance requirements, ensuring the safety of the public. This includes the Emergency Department, investment in nurse staffing across Nobles as well as the Emergency, Department, investment in Cancer Services, Learning Disability and Women and Children's
- **New Services and Functions:** Establishing new frontline services (such as Covid Vaccines, Wellbeing Partnerships, CFS/ME/Long Covid service and Safeguarding) and essential corporate functions that were not present at Manx Care's inception (including Health & Safety, Emergency Planning, Risk, Information Governance, and MCALS)
- **Support Functions:** Enhancing corporate governance and supporting frontline services. This includes the role of the Chief Executive, Chief Financial Officer, Programme Manager, Temporary Staffing Office and Social Care Debt Management posts are directly or indirectly supporting Cost Improvement initiatives



5. Isle of Man Government Casual Workforce

In the context of public sector staffing on the Isle of Man, the term "casual workforce" refers to individuals engaged in a variety of roles across the public sector, often on a short-term basis. These roles are typically filled to meet short-term staffing needs, such as covering for permanent staff absences or responding to fluctuating service demands.

Individuals with a position that has set hours with the organisation may also hold additional casual contracts - for instance there may be an individual working in a position with regular hours, who also has a casual contract either with the same Department or with a different department. The casual contract may then be used to work additional hours when suitable for them and the organisation. Casual workers provide vital support by offering their services as needed, ensuring the continuity and efficiency of public services.

The figures provided for casual staff show the headcount figure, not FTE, as the FTE for these positions is zero. The data shows the number of individuals who have at least one casual contract in the area specified, whether or not they also have a contracted-hours position.

Individuals may hold multiple casual positions. If these positions are across different Departments, they will be counted in each Department. If they hold multiple casual positions in the same area, they will only be counted once. For this reason, the figures for casual staff in departments will not be the same as the number of casual staff in the whole public service. Casual contracts are not the same as limited-term or seasonal positions. These positions will be included in the normal FTE figures.

Where the data is provided for the FTE equivalent of hours worked in the period, it should be noted that, (as stated above), casual employment is always counted using Headcount rather than FTE, because the nature of being engaged on a casual basis means that expected hours are zero. However, to provide an indication of how many FTEs would be required to cover the hours worked, the following calculation has been made: Total numbers of hours worked in the period divided by 444 (using the assumption that full time is 37 hours a week and the total available time is 12 weeks for the three months).

Department	Casual Headcount (31/03/2025)	Casual Staff FTE Equivalent Worked (01/01/2025 - 31/03/2025)
Cabinet Office	85	2.5
Enterprise	8	0.1
Education, Sport & Culture	2148	147.3
Environment, Food & Agriculture	29	1.5
Health & Social Care	7	0.9
Home Affairs	202	7.8
Infrastructure	387	50.9
Treasury	2	N/A
Manx Care	1,968	244.5
Boards and Offices	82	8

Please note: Due to the nature of different contracts within the public service, and the number of terms and conditions, this figure is not exact, as there will be some variation in the number of hours worked by individuals. This report refers to hours spent in the period however, these may not all be worked within the period of the report. This means that the Casual FTE figure is an estimated, rather than exact, figure that has been provided for indicative purposes only.

As an example of what types of roles these figures relate to for each department, please see the list below. Please note that this is not an exhaustive list of the variety of roles - it is not exhaustive, and is not in any particular order.

Cabinet Office

- Bank Head of Health Protection
- Bank Public Health Dental Consultant
- Bank Staff Welfare Officer
- Specialist External Investigating Officer

Department for Enterprise

- Ceremonial Registrar
- Retained Civil Ceremony Registrar
- STEP Student

Department for Education, Sport & Culture

- Bank Leisure Assistant
- Casual Bar Staff
- Exam invigilator
- Relief Caretaker
- Relief Education Support Assistant
- Relief General Catering Operative
- Relief Youth Worker
- Supply Teacher

Department of Home Affairs

- Bank Hostel Assistant
- Civil Defence Volunteer
- Project Manager
- Retained Firefighter
- School Crossing Patrol Officer - Relief
- Special Constable
- Station Officer
- Trainee Engineer

Department of Infrastructure

- Bank Bus Engineer
- Bank Engine Driver
- Bank Port Security Officer
- Casual Bus Driver
- Casual Diver
- Casual Horse Tram Stable Hand
- Locomotive Fireman (Casual - steam railway)
- TT Course Warden
- Coastguard

Treasury

- Financial Governance Consultant
- Senior Accountant - Financial Governance

Manx Care

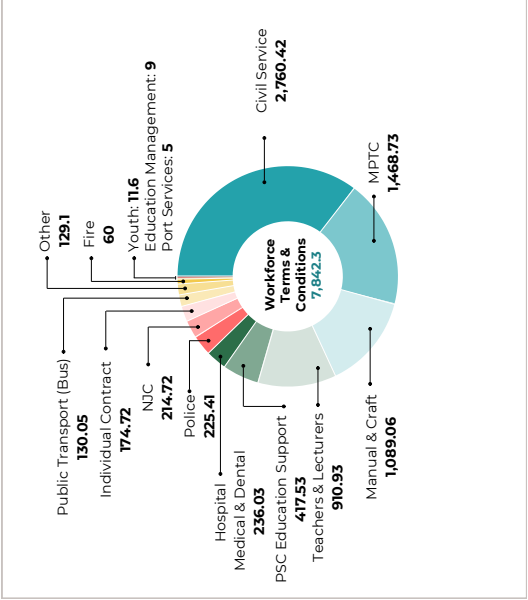
- Bank Air Ambulance Coordinator
- Bank Dental Nurse
- Bank Laundry Operative
- Bank Nurse
- Bank Paramedic
- Bank Pharmacist
- Bank Theatre Practitioner
- Relief Cook
- Relief Residential Support Worker



6. Terms and Conditions

The Public Service engages individuals on different terms and conditions depending on the role. A description of the main sets is below, to accompany the data.

- **MPTC: Manx Pay Terms and Conditions:** This includes nursing staff, healthcare assistants, health care support workers, health visitors, therapists, and many more staff working in healthcare delivery.
- **NJC: National Joint Council:** Includes residential support workers and duty managers within residential care facilities.
- **Public Transport (Bus):** Includes Bus Drivers, Bus Engineering and Fueller/Cleaner/Driver terms and conditions.
- **Youth:** Contains Youth workers and Youth Workers INC. These are part of the Public Services Commission (PSC).
- **Education Support Staff:** Contains Education Support Assistants, Education Support Officers (ESO), Senior ESOs and principal ESOs. These are part of the PSC.
- **HMD: Hospital, Medical and Dental:** Includes foundation doctors, specialty doctors and consultants.
- **Fire:** Fire and Rescue Staff
- **Police:** Police Officers appointed under the Police Act 1993.
- **Civil Service:** Includes secretarial, support and administrative staff, managers, social care workers, and other staff, including air traffic controllers. These are part of the PSC.
- **Manual and Craft:** Includes cleaners/caretakers, housekeeping, catering lunchtime assistants, airport firefighters, labourers, electricians, railway staff, social care workers, laundry staff, community support workers. These are part of the PSC.
- **Individual Contract:** Includes individual contracts with Departments where terms do not fit any standard terms and conditions as well as FSA staff.
- **Teachers and Lecturers:** Teachers, Head and Deputy Teachers, Lecturers.
- **Other:** Auxiliary coastguard, individual contracts, board members not on individual contracts, Gambling Supervision Commission, Communications and Utilities Regulatory Authority, DHSS Therapeutic, HM Attorney General and HM Solicitor General. It also includes Civil Service Analogous and Port Services which covers employees with terms aligned to the Civil Service however are not employed by the Public Service Commission.



Appendix 1: Data Explanatory Notes

As part of our ongoing commitment to transparency and accountability, this report offers a clear and accessible overview of the current workforce, including casual staff. Reports will include narratives from individual departments, providing context for any expansion or contraction in staff numbers.

The Chief Minister's statement in Tyrvold in June 2024 highlighted the need for greater clarity and discipline in reporting public sector headcount, acknowledging the confusion surrounding this issue in the past.

One of the reasons reporting the size of the public service has proven difficult historically, is that there are several ways the size can be reported. For instance, this report uses data on the number of people employed in the public sector (FTE). The Government will use alternative measurements, such as Headcount or Position Count.

The table below provides a description of each measure and how it can be used:

Count	Explanation
FTE	Full-Time Equivalent (FTE) measures an individual's working hours as a proportion of their standard full-time contract in a way that makes them comparable. A full-time person is counted as one FTE, while a part-time worker gets a score in proportion to the hours he or she works. A casual worker with no substantive hours has a value of zero FTE.
Headcount	The count of unique people who have one or more contracts, either with or without regular hours, with the organisation. Subtotals such as by department or division are unlikely to add up to total figures because people with multiple positions in different groups would be counted once in each group but only once in the total.
Headcount (excluding casual)	As above but excludes any records with 0 FTE.
Position Count	This counts every position with an occupant in the system, including those on zero-hours contracts and who potentially haven't done any hours that period. People with multiple positions will be represented more than once.

An example of how this works in practice is as follows. All worked examples are based on one person who works 18.5 hours in a job in Manx Care and holds three casual contracts (two in Manx Care and one in DESC).

Count	Worked Example
FTE	- The data will show as 0.5 FTE - No casual positions reflected
Headcount	If broken down by Department, it will show: 1 Headcount in Manx Care; and 1 Headcount in DESC. If not broken down by Department the figure will show as 1 person working for the Isle of Man Public Service.
Headcount (excluding casual)	- The data will show as 1 in Manx Care if broken down by Department. No headcount will be shown in DESC. - If the data is counting all people who work for the public service, the data will show as 1 person.
Position Count	The data will show as 4 if it is showing for all the Public Service. If it is split by Department, it will show 3 in Manx Care and 1 in DESC.

The significant difference in position count is due to the prevalence of people holding multiple positions in the public sector, particularly in education, health and healthcare, where bank and supply roles are more frequently used. The example in the table above shows how someone could appear as 0.5 FTE, or as 4, depending on what method is being used to produce the figures.

Whilst it can be confusing, each of these measures has their own advantages and uses, so they should be thought of as complementary rather than conflicting. For instance:

- The FTE (or Headcount) approach gives a clear view of how large the public sector or government is in terms of human resource and can be used to provide a view of individual departments, capacity, and so forth.
- The position approach provides a view of the organisation in terms of roles performed and, importantly, is the only current measure that allows comparison with the Private Sector (since we only have sight of Private Sector employment by the number of positions).

It is acknowledged however, that while all counting methods are valid and useful, it can lead to perceived irregularities in the data reported and a lack of transparency. As such, it has been important to reach a point where regular reporting is based on a set of predetermined parameters, and that this is replicated in the same way, every time, unless a clear explanation is also provided.

This report is based on the following data:

- FTE of government department, broken down to division level
- FTE of Boards and Offices
- FTE of Manx Care, broken down to division level
- FTE of Limited Term Appointments
- Explanatory narrative

The report will also include information on the number of workers engaged who have a 'casual' contract. This type of worker fulfils many vital roles for the public service, and more detail on what a 'casual' worker is, along with definitions on the above, and additional information, is available below.

For information on the functions and responsibilities of each division, please refer to

Appendix 2

To provide further explanation of some of the terminology used in this report, please refer to the headings below.

Full Time Equivalent (FTE)

FTE is a standard measure representing the total number of hours employees work, divided by the number of hours a full-time employee would work. It allows for a more accurate comparison of staffing levels and changes across different areas and over time, regardless of the variety of working arrangements. It also provides the most accurate representation of how many 'hours' are required to operate our public services. For this report, FTE is calculated by dividing a person's work hours by the full-time hours and full-time working weeks for that position.

Headcount

This report includes the headcount for casual staff. Unlike FTE, headcount refers to the actual number of individuals employed, regardless of how many hours they work or how many hours they are paid. This includes the use of casual staff, which is a significant part of the workforce especially in areas where the use of casual staff is significant. This report calculates the headcount by performing a unique count of personal reference numbers within a data set, regardless of the hours of the position.

Limited Term Appointments

The Full-Time Equivalent (FTE) figures for individuals on Limited-Term Appointments within the organisation. These figures are part of the total FTE for the area and are not additional FTEs; they are presented for further context.

Limited term appointments can serve various purposes, such as covering maternity, adoption, or other long-term absences, completing project work, or backfilling positions where the substantive post holder is temporarily reassigned. They may also be used for seasonal roles, apprenticeships, or training positions. There may be permanent staff included in this data who are sitting in a limited term position for example covering a project or period of maternity leave somewhere else. Additional work is required to improve the data quality within this data set.

Exclusions

The following data has been excluded from reporting in all cases:

- Board and Committee Members - many departments have boards that include external board members. Often these board members are paid by the department, using the payroll system, but are not actually employees
- Crown Appointments - The Judiciary and Lieutenant Governor
- MLC/MHKS
- Crowners
- Māori Heritage Foundation
- MUA and Post Office data is not held on the Isle of Man HR system and is excluded.

The reports and figures only display the FTE of employees contracted and paid with the Isle of Man Government. It will not include any contractors, agency staff, individuals seconded from other areas outside of Isle of Man Public Service and not being paid by the Isle of Man Government HR payroll system or temporary workers.

Manx Care

Given the complexity of Manx Care, a more detailed breakdown of what functions are in each of the four divisions is below:

Clinical Care Groups
• Cancer & Diagnostics Services • Primary & Community Care Services • Women, Children & Families • Medicine, Urgent Care & Ambulance Service • Surgery, Theatres, Critical Care & Anaesthetics
Infrastructure
• Hospital Operations
Integrated Social Care Services
• Adult Services • Children & Families • Health Safeguarding Team • Mental Health Services • Senior Management & Business Support
Support and Social Care Services
• Corporate Services • Director of Health Services Team • Finance, Performance & Delivery • Medical Director's Team • Nursing, Patient Safety & Governance Services

Appendix 2: Functions and Responsibilities by Department/Division

Across all departments, there are corporate service functions that are broadly similar, and usually based in the central teams alongside support for the Chief Officers and Ministers. Responsibilities include:

- 1. **Policy and Strategy Development**
- 2. **Administrative Services**, including support for the Minister and Members, and central administrative functions.
- 3. **Governance and Risk Management**
- 4. **Support for Operational Services**
- 5. **Legislative Responsibilities**
- 6. **Project and Change Management**
- 7. **Customer Service and Engagement**
- 8. **Coordination and Support**

Cabinet Office
Office of the Chief Executive
The Office contributes to the good government of the Isle of Man by providing professional advice and services to the Chief Minister, the Council of Ministers and to His Excellency the Lieutenant Governor.
The Office also takes a leading role in helping to promote further economic development and in protecting our quality of life and the Island's constitutional position.
OHR
The Office of Human Resources (OHR) in the Isle of Man Government provides a wide range of critical services aimed at supporting government employees and ensuring effective people management, and the effective operation of the public service. Some key services are Talent Acquisition and Recruitment, Learning, and Development, Operational Design and Development, Payroll and Health Safety and Welfare.
GTS
Government Technology Services (GTS) play a crucial role in ensuring the smooth running of government, providing support to critical front-line services, such as those in health, education, emergency services and public transport. GTS focuses on securely operating and supporting the day-to-day technology and infrastructure for the whole of Government, and safely delivering technology change, making sure it is always available, confidential and safe.
Crown and External Relations
The Crown and External Relations Directorate is responsible for a wide array of functions. These include maintenance of the relationship with the UK Government, specifically working with the Ministry of Justice. Additionally, the division handles policy and legislation for elections and electoral registration, provides administrative functions

for General Elections, and supports the Lieutenant Governor. The Corporate Communications Team, which manages communications outreach to internal and external stakeholders, is also part of this division.	
Policy Development	
The Policy & Development Directorate is responsible for a diverse range of functions, these are: Planning Policy, Statistics (Isle of Man), Policy Development, the Safeguarding Board, and the operation of the Executive Office for Council of Ministers.	
Business Change Services	
Business Change Services is responsible for the management of both digital and non-technical programmes and projects across Government and ensuring that projects are prioritised and strategically aligned.	
The service incorporates a Portfolio Management Office (PMO) providing the core functions of governance, support and standards at portfolio, programme and project levels.	
Public Health	
The role of Public Health Isle of Man is to protect and improve the health and wellbeing of residents and to reduce inequalities in health outcomes relating to healthcare interventions. This is achieved through strong partnerships with individuals, communities and key public, private and voluntary organisations and through the provision of evidence-based advice on sustainable and effective health and care services.	
Education, Sport & Culture	
Policy, Strategy & Governance	
The Policy, Strategy and Governance Division has responsibility for providing guidance and advice to the Department on policy and legislation matters, providing a widerange of administrative services, overseeing customer service, student awards, Vocational Training Assistance and Apprenticeships schemes, primary school catering, estates, project delivery, business change programmes, policy development and monitoring Departmental performance and improvement.	
Schools and UCM	
The Department is responsible for operating educational establishments throughout the island comprising 32 primary schools, five secondary schools and UCM.	
Culture	
The Culture Division includes the Villa Galet complex, Kensington Arts and the Arts Development Team, which supports the delivery of the Arts Council funding and strategy.	
Sport, Recreation and Youth	
The Sport, Recreation and Youth Division has responsibility for the IOM Government's Sports facilities – the National Sports Centre, Regional Astro Pitches and Glencrutchery Swimming Pool. The Division also includes the Sports Development Unit who facilitate and provide primary school swimming and sports coaching in schools, the Manx Youth Games, school holiday schemes and sports festivals.	
The Active8 Team provide physical activity opportunities to staff throughout DESC and other government Departments, in a bid to improve the health and well-being of the	

public sector workforce.
The Youth Service offers 'somewhere to go, something to do, and someone to talk to' at 24 different locations each week.
Education, Advice and Support
The Education, Advice and Support Division (EAS) provides a clear integrated support network, intended as a single point of referral for advice, guidance and support for education.
Parts of this team also maintain a range of specialist provision for children and young people with complex needs. The EAS team have a broad and rich level of experience in a range of fields across educational settings including school practice and leadership, careers education and guidance, educational psychology, Additional Educational Needs, and safeguarding.
Enterprise
CEO & Corporate Office
Central Department Administration, including Executive Assistant support for the Minister and Members; Finance, Governance (including Information Governance), risk management, and facilities
Finance IOM
The Finance Agency's purpose is to promote and develop the Isle of Man's significant financial and professional services industry and ensure its recognition as an international business centre of excellence, in turn delivering long term sustainable economic growth to the Isle of Man.
Digital IOM
Digital Isle of Man was created to support the tech sector, developing and implementing a strategy to support sustainable economic growth and establishing the island as a centre of international excellence for the digital economy.
Business IOM
Business Isle of Man's purpose is to support businesses involved in either the export of physical goods and related services from the Isle of Man or the operating of services within the domestic Manx economy. Coordinating the promotion and development of opportunities within these sectors to ensure a prosperous and vibrant place to live, work and invest.
Visit IOM
Visit Isle of Man was created to establish and promote the Isle of Man as a quality, year round, visitor destination, capturing a representative share of a growing UK visitor market. Post pandemic, its focus is on rebuilding the island's visitor economy, with industry's help, to capitalise on the interest in domestic British tourism and the island's UNESCO Biosphere status, working towards a long term aim of achieving 500,000 visitors per annum by 2032.
Policy and Strategy Development
The Policy and Strategy directorate covers a wide variety of functions, including Marketing, Business Intelligence, Legislation and Work Permits which support the Department's mission of creating an environment, through innovation and

collaboration, where the economy is able to thrive. The Policy and Strategy division's key contribution is to improve skills and the attractiveness of the island as a place to live, work and invest and support cross-government strategic initiatives.
This directorate also encompasses the Enterprise Support division, which provides funding and advice to new and established businesses of all sizes to promote sustainable economic growth alongside Locate Isle of Man, the division with responsibility for promoting the island as an attractive destination to live and work.
Isle of Man Civil Aviation Administration and Aircraft Registry
The Isle of Man Civil Aviation Administration (IOM CAA) regulates the island's airspace, airport, air traffic service provision and aviation security and also administers and oversees the daily operations of the Isle of Man Aircraft Registry (IOMAP). IOMAP is a registrar and subsequently maintains aviation safety regulatory oversight of the IOM aircraft register.
Isle of Man Ship Registry
The Isle of Man Ship Registry (IOMSR) continues to effectively regulate a worldwide fleet of Isle of Man registered vessels. The Ship Registry is currently the 18th largest by tonnage in the world, and is firmly positioned on the global 'white lists' for Port State Control and on the United States Coast Guard QualShip 21 programme for high performing flag states.
Motorsport
This division also leads the promotion, organisation and delivery of the Isle of Man TT Races and Manx Grand Prix , and provides assistance to other motorsport events.
Central Registry
The Department is also the stationed employer of the Registrar General, who is responsible for the management of the Central Registry . The Registrar General holds statutory obligations under several Acts of Tynwald including those relating to Civil, Companies, Deeds & Probate, and Land registration as well as the Public Record Office, the National Archive of the Isle of Man Government and other public bodies such as Tynwald, the courts and local authorities.
Environment, Food & Agriculture
Corporate Services
The Corporate Services Directorate functions include: the Chief Officer's Office; administrative support; governance and compliance, including in terms of FOIs; policy and legislation; and business development.
Agriculture and Food
The Agriculture & Food Directorate supports, and works in partnership with the island's Agricultural and Food sector to facilitate a strong, sustainable, dependable, responsive and innovative Manx food chain that can both maintain and increase international and on-island trade.
Regulation
This includes Environmental Health and Pest Control, Animal Health, the Government Analyst Laboratory, and the Health and Safety at Work Inspectorate. The Regulation Directorate provides advice, guidance, the promotion of good practice and where appropriate, the enforcement of legislative responsibilities with the aim of

raising and maintaining standards and ensuring compliance with the law in relation to its areas of responsibility. The Department is the sponsoring Department for the Office of Fair Trading (OFT) and the Road Transport Licensing Committee (RTL), who operate as independent regulators.	
Forestry, Amenities and Land	The Directorate oversees a wide array of responsibilities, supported by small yet highly dedicated teams operating across an extensive area. The Arboriculture Team (3) manages the Tree Preservation Act, providing expert advice on planning applications and ensuring the protection of individual trees. The Forestry Team (2) oversees the Department's plantations, promoting sustainable forestry practices while maintaining public recreational access. Similarly, the Upland Team (3) focuses on managing hills and uplands, with an emphasis on habitat preservation, sustainable land use, and peatland restoration. The Properties Team (2) handles lease management, and property and infrastructure refurbishment projects for the Department. The Amenities Team (2) enhances recreational spaces, manages public access and events, and ensures high-quality amenities for visitors. The Sawmill Team processes all timber from the DEFA estate, supporting sustainable forestry operations and managing timber sales. The Wildlife Park Team cares for a diverse range of animals, maintaining the park as a premier visitor attraction. Finally, the Central Team oversees the maintenance of the Department's estate, including glens, plantations, and the arboretum, ensuring these areas remain accessible to the public. Together, these teams manage a vast land portfolio, implementing sustainable land management practices and maintaining public access throughout the Department's estate.
Environment	The Environment Directorate leads on promoting the UNESCO Biosphere Isle of Man vision as an island where people and the rest of nature have a sustainable future. We work to ensure that the valuable resources of wild animals and natural habitats within the island and its Territorial Sea are properly managed and effectively conserved for future generations. We work closely with key stakeholders including the Manx fishing industry and environmental NGOs to develop innovative and dynamic management and marketing measures that seek to balance the social, environmental and economic needs of the island and meet our international obligations. We lead on energy policy matters to assist in delivering key actions in the climate change transition to net zero emissions.
Planning and Building Control	The Directorate has 3 main areas of responsibility: Building Control: Oversight/updates to legislation to ensure the health, safety and stability of structures and their uses. The assessment of approx 800 applications for building work and @4000 site inspections. Planning: Oversight of the legislation; the appraisal and negotiations for @1400 planning applications and their assessment against Government Policies, which includes securing affordable housing; planning appeals; and enforcement. Registered Buildings: Auditing the architectural and/or historic merit of the island's Buildings, assess relevant applications, support improvement works by providing hands-on expertise.

Climate Change Transformation Team	The team facilitates delivery of the Climate Change Plan 2022-2027 (and future plans), overseeing 100 actions with stakeholders and reporting to DEFA, the Climate Change Board, and Comin. They track progress under the Climate Change Act 2021, including toward targets: 35% reduction by 2030, 45% by 2035, and net zero by 2050. Reporting under the Paris Agreement to the UK, they monitor emissions via the Greenhouse Gas Inventory and update progress to Tynwald annually. The team administers the Climate Change Fund and engage with multiple stakeholders to promote actions that limit global temperature increases.
Health and Social Care	
Quality Safety and Engagement	The Quality and Compliance team oversee the governance process in Manx Cares delivery of health and social care services. Through this function, the Department gains assurance that service providers on the Isle of Man are delivering safe, high quality health and social care.
Health and Care Transformation	Responsible for implementing the recommendations of the Sir Jonathan Michael review into health and social care on the island. Some live projects include: • Care Pathways and Service Delivery • Nursing, Residential and Homecare • Primary Care at Scale • Workforce and Culture
Registration and Inspection Team	Responsible for registering, inspecting and reporting on NHS and some Non NHS health and social care service providers, under the Regulation of Health and Social Care Act 2013. They are also responsible for the implementation of the new Regulation of Health and Social Care Bill which will encompass the registration and inspection of all public and private providers on the Isle of Man.
Corporate Services Team	Central Department Administration, including Executive Assistant support for the Minister and Members; Governance (including Information Governance) and risk management, and engagement.
Strategy and Commissioning	Strategy and Commissioning is responsible for review, research, development and implementation of policy and strategy. The team drafts legislation, the legislative programme and key strategic priorities are guided by the Island Plan. The Mandate team creates and implements the Mandate to Manx Care which sets out the DHSC expectations of Manx Care and the commissioned services. The Mandate team operate the Mandate Framework which sets out the DHSC approach to measuring the performance of health and social care services across the whole system. The Framework seeks to align the strategic priorities defined within the Mandate with the operational priorities of Manx Care and other service providers commissioned through the Mandate.

Home Affairs	
Executive Office	The administrative headquarters for the Department of Home Affairs that coordinates the operational divisions, supports the operational services, and the Chief Officer and the Minister. A small central team is responsible for development of policy and strategy, corporate governance and projects, improvement and other support across the Department and its service areas. It is also responsible for the Department's legislative programme, appointments, support for the Department's Committees and Independent Monitoring Boards, multi-agency representation and Motorsport safety.
Isle of Man Constabulary	Isle of Man Constabulary (IOMC) provides a full range of policing services to the people of the Isle of Man, 24 hours a day, 365 days of the year. It is also responsible for the Economic Crime Unit and the Proactive International Money Laundering and Investigation Team. The IOMC is not a Division of the Department and has functional and operational autonomy to ensure separation of powers but receives finance, policy and legislative support from the Department.
Isle of Man Fire and Rescue Service	The Fire and Rescue Service responds to emergency events such as fires, flooding and road traffic collisions, and provides specialist services such as Incident Command, hazmat and technical rescue responses and emergency medical interventions. It is also responsible for enforcing fire safety legislation through education, advice and inspections and providing community safety initiatives to reduce the risk to the island's most vulnerable.
Isle of Man Prison and Probation Service	The Prison and Probation Service is responsible for the management of community sentences and the detention of offenders. It is also responsible for the management of their release from custody, including community rehabilitation to enable offenders to change and reform their lives and reduce the risk of re-offending. As part of the Prison and Probation Service, the Family Court Welfare Service safeguards and promotes the welfare of children involved in family court proceedings by serving the needs of children whose parents are involved in separation or divorce or whose families are involved in disputes in family law.
Communications Division	The Communications Division is responsible for the management, operation and maintenance of the Emergency Services Joint Control Room by supporting an effective response to 999 calls. It is also responsible for the management, operation and maintenance of the Government's radio communications network and the provision of Site Sharing facilities for both the public and private sector at the Government owned radio sites which forms the Communications Infrastructure.
Emergency Planning & Civil Defence Corps	The Emergency Planning Officer is responsible for meeting the Department's statutory obligation to prepare, test and exercise the Government's emergency plans. Our plans show how local services and organisations will work together to respond to different types of disasters. Civil Defence support the emergency services and provide public resilience through a committed team of volunteers.

OCSIA Office of Cyber Security and Information Assurance	OCSIA focuses on information assurance within the Isle of Man Government and acts as the focal point in developing the island's cyber resilience, working in partnership with private and third sector organisations across the island alongside the wider population. As a part of OCSIA, the Cyber Security Centre (CSC) works in the public sphere, providing advice, guidance and practical support to island residents and businesses. OCSIA supports island residents and businesses by providing practical and targeted advice and guidance.
Infrastructure	
Bus Vannin	Bus Vannin is the Isle of Man's public transport bus network provider, reporting into the Department of Infrastructure. It operates hundreds of bus services each week connecting all the major settlements of the island. Delivering transport for work, education, and leisure. It also provides services in collaboration with Manx Care and the Department of Education, Sport and Culture.
Harbours	The Harbours Division operates and maintains the island's 7 ports and marinas, as well as the 24-hour Marine Operations Centre for the Manx territorial sea and management of the Manx territorial sea.
Airport	Operates Ronaldsway airport serving around 400,000 passengers per year.
Highway Service	The Highway Services Division is responsible for all aspects of the island's highway infrastructure from legislation, administration, design, maintenance and construction; it provides civil and structural design and construction services to others in Government and administers driver and vehicle licensing and testing.
Waste Management Unit	The Waste Management Unit manages the Waste Management Policy and strategically important waste assets and operations; it is currently working with partners to develop a new strategy and policy for waste on the island.
Rail	Isle of Man Railways' primary function is to provide an attractive, safe, and enjoyable railway experience for our visitors, including organised and cruise ship tourists. The Division operates 4 railways, the Manx Electric Railway, the IOM Steam Railway, the Snaefell Mountain Railway and the Douglas Bay Horse Tramway.
Flood Risk Management	Manages the flood risk for the Isle of Man, including provision of the Meteorological Services.
Government Public Estates and Housing	Manages the Isle of Man Government's property estate including maintenance, facilities management and commercial management. The Division manages the Government rented housing accommodation and builds, first time buyer and rented homes.

Government Fleet Management	Provides and maintains the Government's vehicle fleet, including fire engines, police cars, ambulances, haulage wagons, paving machines, cars vans and small plant and tools.
Project Management Unit	The Project Management Unit (PMU) provides Construction and Civil Engineering project support and Project Management, from inception to completion, to various Government Departments.
Minister and Chief Executive Office (Corporate Services)(Central Support & Change)	Preparing the political and strategic direction for the Department and managing parliamentary business. It also manages central administrative functions such as data protection and Freedom of Information. Strategic change projects in relations to the structure of the Department are also managed by this office.
	Administration in relation to local government including the administration of the Housing Deficiency Fund and local government legislative provisions.
Treasury	
Audit Advisory	Audit Advisory performs an independent appraisal function throughout the Isle of Man Government by examining, evaluating and reporting on the adequacy of internal controls and providing assurance to Accountable Officers and stakeholders.
Income Tax	The responsibilities of the Income Tax Division include the assessment and collection of income tax and National Insurance, development of new direct tax and National Insurance legislation, generally ensuring the Island's direct tax and National Insurance legislation is complied with, compliance with all international matters affecting direct taxation and National Insurance and dealing with exchange of information at both a domestic and international level.
Customs and Immigration	Responsible for collecting indirect tax applicable in the Isle of Man through compliance and enforcement activities to ensure sustainable public finances and provide a Passport, Immigration and naturalisation service.
Financial Advisory	Provides the Departments with financial management and advisory service located within the Departments and centrally provides finance support services in relation to payable, debtors, sales, rates and procurement management and oversight.
Social Security Administration	Responsible for the administration of the Island's social security benefits and arrangements for occupational and personal pension schemes. It is also responsible for the Job Centre, Employment Services and the Legal Aid Scheme (Civil) and Criminal Injury Compensation.

Financial Governance	Provides high quality professional financial advice, oversight and governance services to the Treasury and Isle of Man Government. The Division also delivers the annual budget, audited accounts, strategic project and legislative work and manages Government's investments, borrowing, currency and insurance.
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