

OVERVIEW OF THE PUBLIC SERVICE WORKFORCE

October 2025 - December 2025



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Report Summary

This report represents the fourth Overview of the Public Service Workforce report, covering the quarter to 31 December 2025. While the overall workforce has expanded during the quarter, overall levels of growth remain controlled and are concentrated in a small number of key service areas.

As anticipated, Manx Care accounts for the largest increase reflecting sustained investment in front-line services.

Within Education, Sport and Culture, the overall increase in FTE during the quarter was driven predominantly by growth across schools, University College Isle of Man, and the Education, Advice and Support Division, reflecting normal recruitment cycles and the ongoing delivery of statutory education services, with growth targeted within service delivery rather than central functions.

The Department of Infrastructure also recorded an increase during the quarter. This reflects approved recruitment from previous quarters and the filling of existing vacancies following resignations and retirements, rather than the creation of new roles. No new positions were established in DOI during the reporting period, and all posts are approved and funded within the current financial year to support business-as-usual operations.

Overall, variations between Departments reflect routine recruitment patterns, staff turnover, and targeted workforce adjustments aligned to organisational priorities. Work continues on internal reorganisations and workforce planning to ensure that resources are deployed efficiently and effectively across the public service, with a continued focus on value for money, service resilience, and sustainability.

Key changes in the quarter to 31 December 2025:

Departments Excluding Manx Care

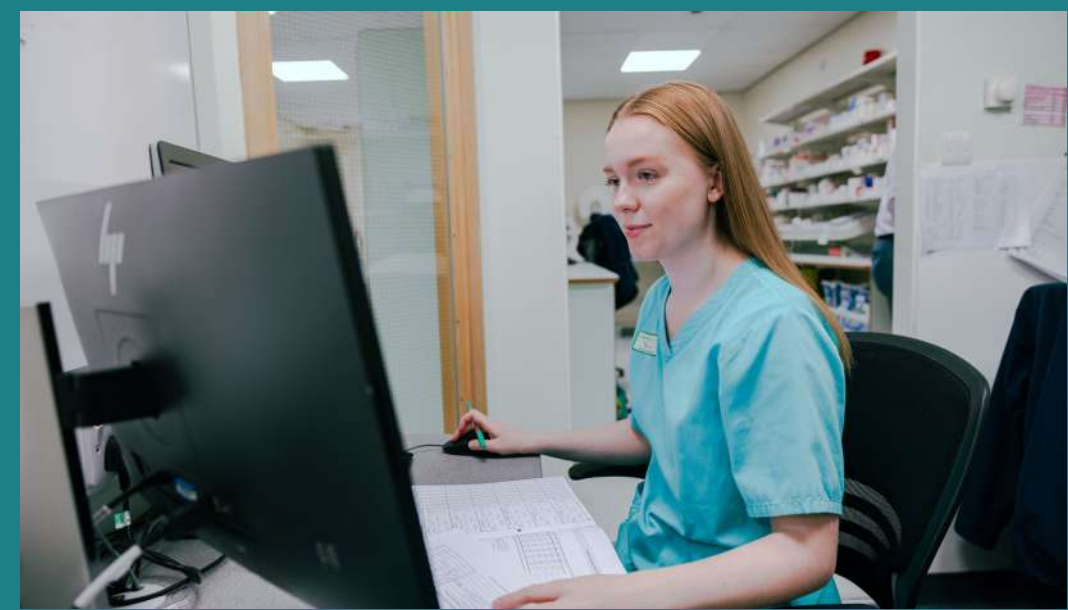
- The quarter saw FTE increases across four of the eight core Departments.
- The largest increase was within **Education, Sport and Culture** (+15.64 FTE), followed by **Infrastructure** (+7.94 FTE).
- Modest increases were seen in the **Cabinet Office** and **Enterprise**, with increases of +2.96 FTE and +3.08 FTE respectively.
- **Environment, Food & Agriculture** (-1.76 FTE), **Health & Social Care** (-1.20 FTE), **Home Affairs** (-1.12 FTE), and the **Treasury** (-3.46 FTE) all recorded slight decreases over the quarter.
- Overall, the total FTE workforce across all core Departments increased from **4,403.48 FTE** to **4,425.56 FTE**, representing a modest **net increase of 22.08 FTE** (+0.5%) over the quarter.

Manx Care

- Manx Care recorded an increase this quarter from 3,016.90 to 3,044.40 FTE, an increase of **27.50 FTE** (+0.9%). This reflects continued investment within health and care services.

All Departments, Boards and Offices

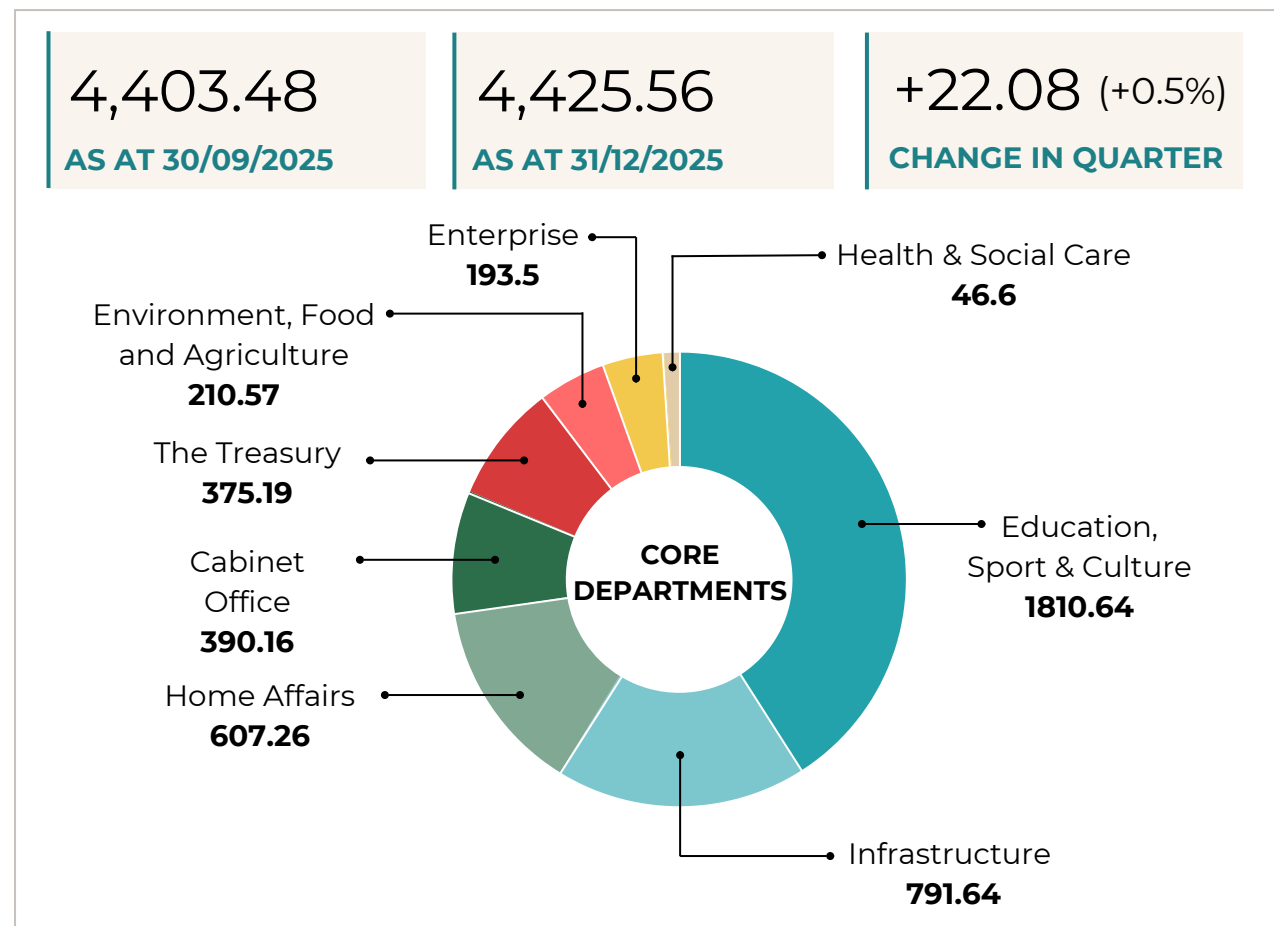
- Over the quarter, the total number of Full-Time Equivalent employees increased from **7,837.87** to **7,890.04 FTE**, representing an overall increase of **52.17 FTE** (+0.7%). This indicates workforce, driven primarily by increases within Manx Care and selected frontline services within core Departments.



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.

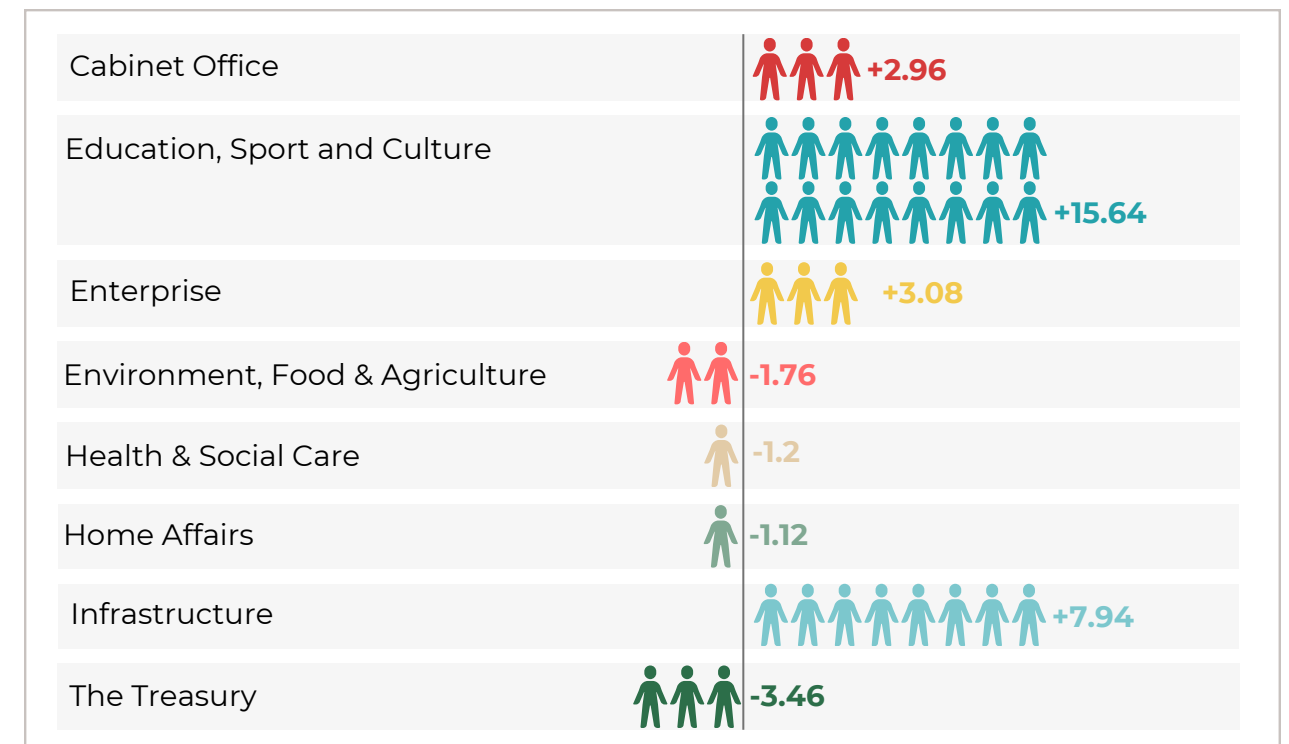


The Department for Education, Sport and Culture is the largest of the core departments, followed by Infrastructure. This is reflective of their service delivery roles in our communities.

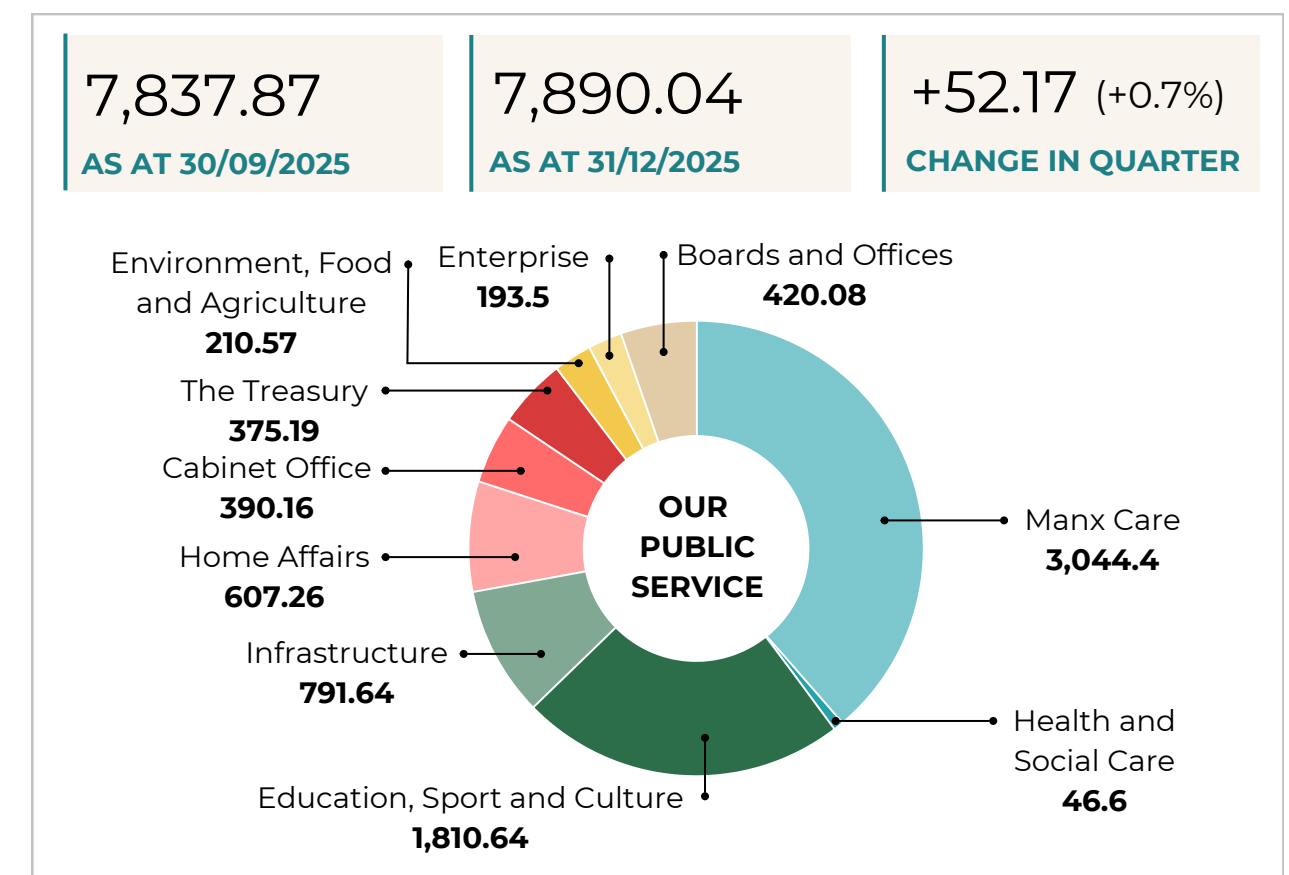
In the following pages, this report will delve deeper into the specifics of workforce composition within each Government Department, providing a comprehensive overview of how resources are allocated across the public service.

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.



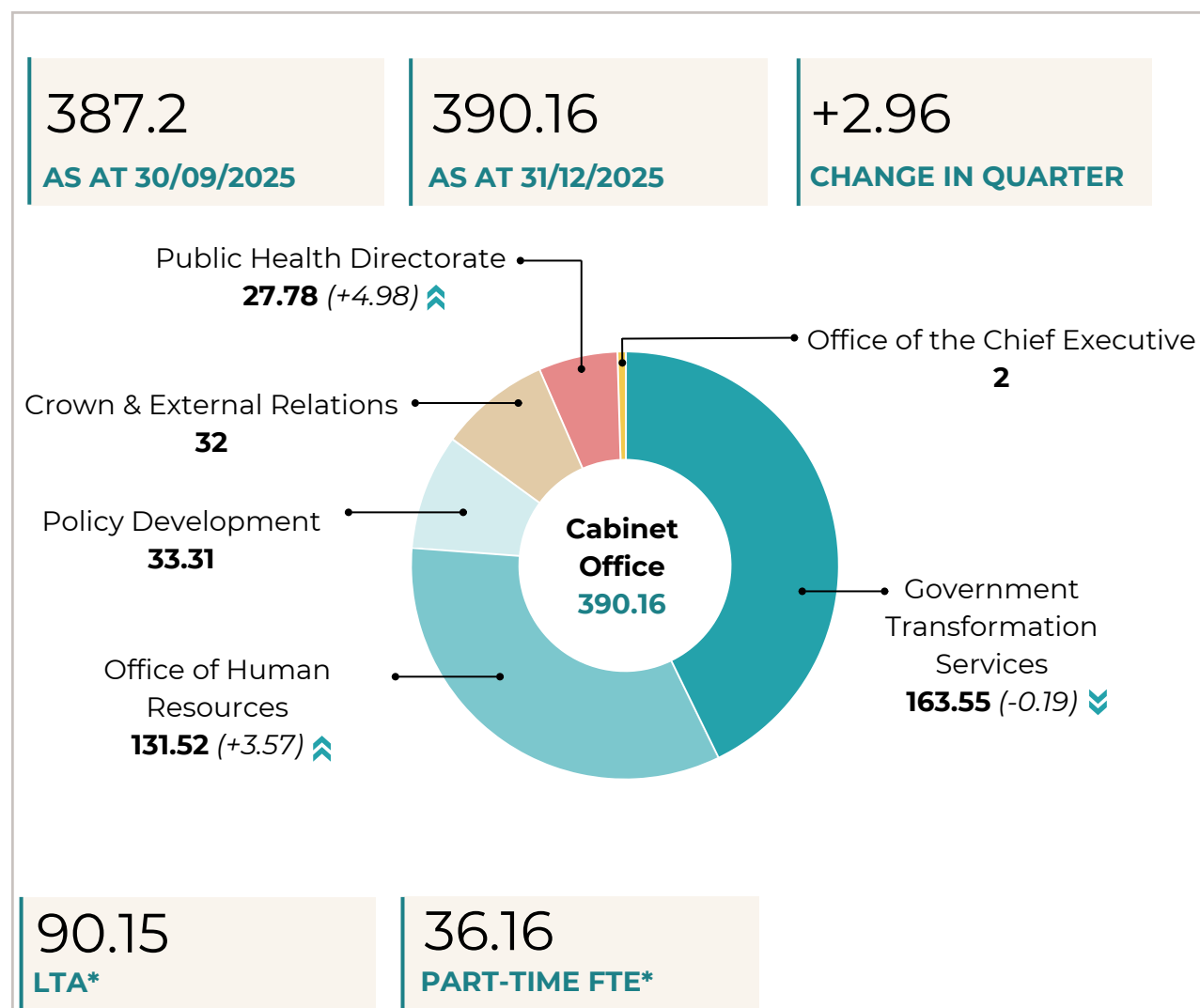
All Departments, including Manx Care, Boards & Offices



1. Breakdown of Core Departments

Cabinet Office

The Cabinet Office saw an increase of 2.96 FTE during the quarter. Changes include: for OHR, five filled vacancies, -0.31 FTE of an HR Training Lead, and two 'new' positions as part of their ongoing restructure. Public Health saw their actual staff number grow also, again in line with their restructure agreed in early 2025, with a change in FTE of -0.4 for a Student Public Health Officer, the appointment of two Wellbeing Advisors, one Public Health Advisor, and 4.38 FTE in filled vacancies. The AML/CFT Policy Office (5.4 FTE) transferred to the Department of Home Affairs.



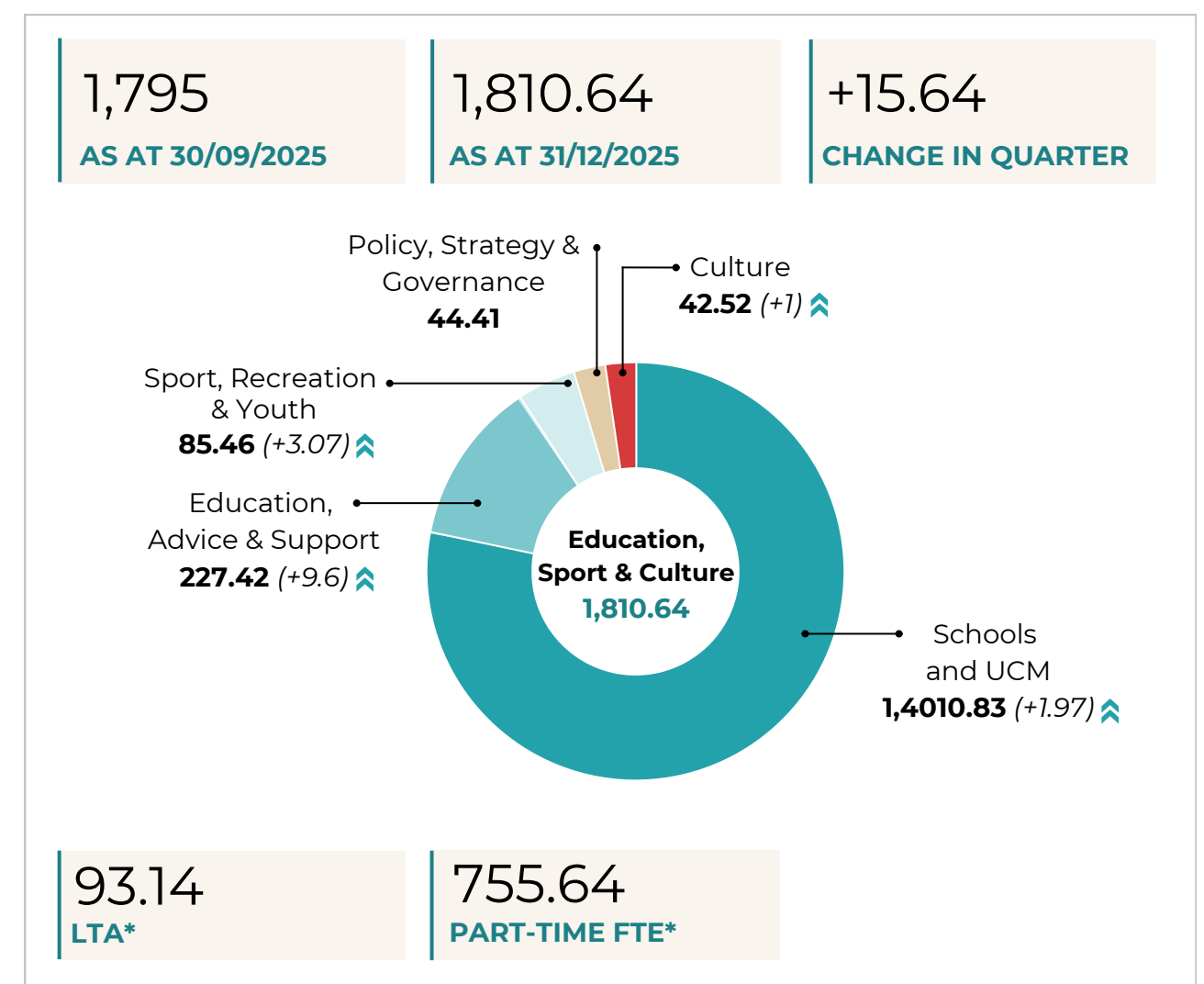
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

Education, Sport and Culture

This reporting period has seen variance to 412 roles across DESC, where individuals have either increased or decreased their hours, left a role, or started a new role.

The net effect of some of those changes is an increase of 11.57 FTE across schools, UCM and the Education Advice and Support Division.

Within this 11.57 FTE, 5 are new roles for AEN and the extra 6.57 is variance to existing roles.

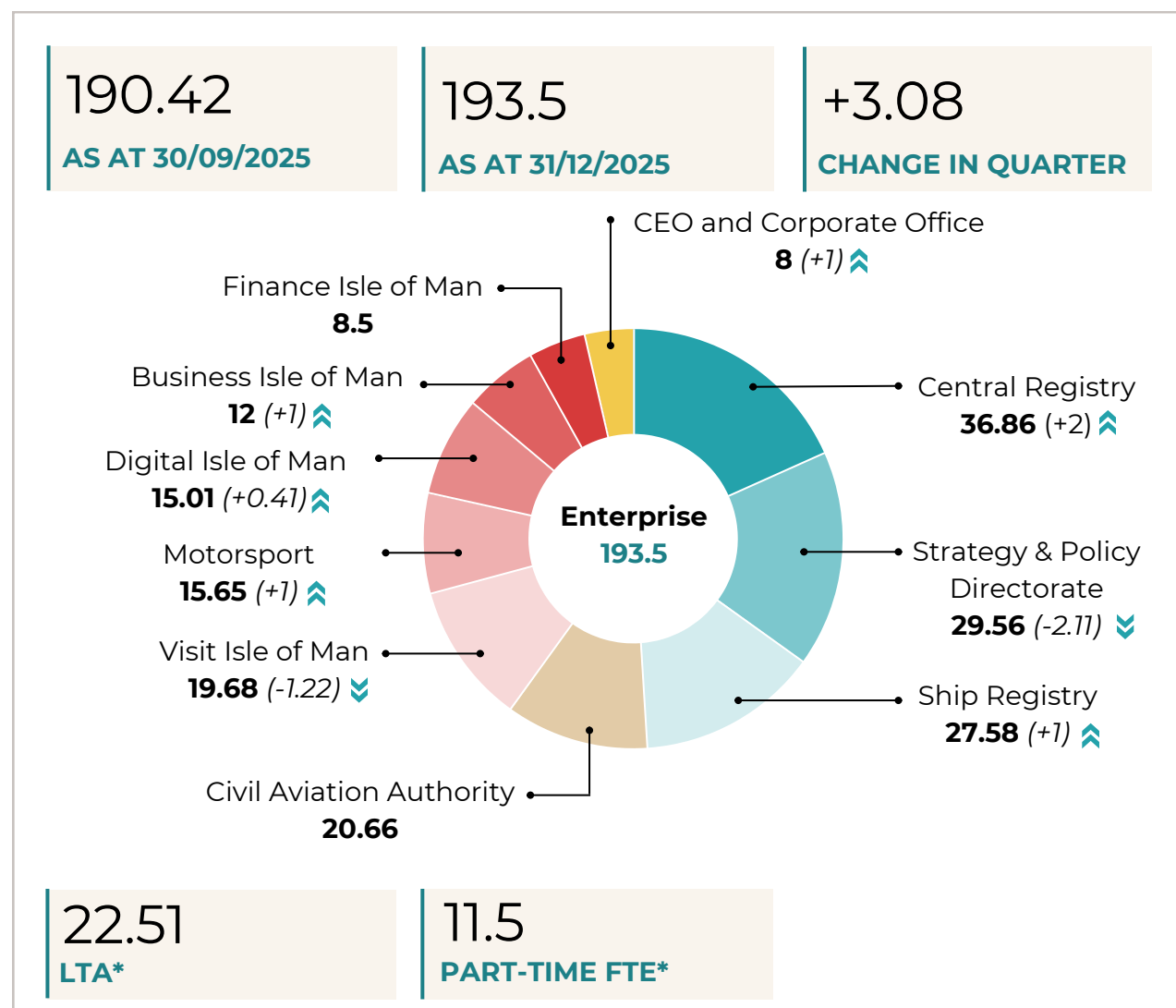


*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.



Enterprise

In line with previous quarterly reports, there has been no significant change in the overall FTE of the Department, with normal churn and recruitment cycles resulting in a headcount returning to a level broadly similar to that at the end of June 2025.



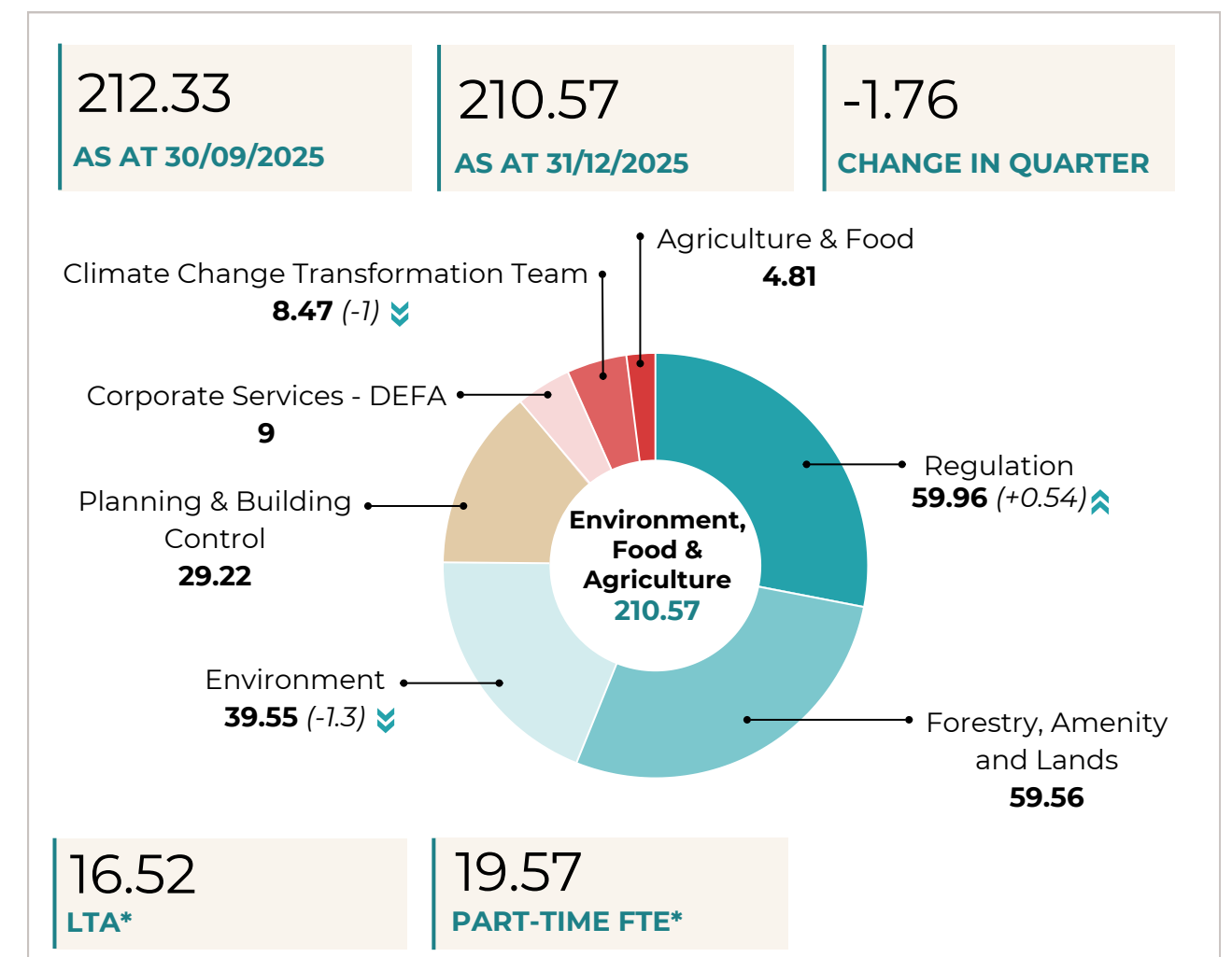
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

Environment, Food and Agriculture

Over the past quarter DEFA has seen a slight decrease in its overall headcount, by 1.76 FTE.

The Climate Change Directorate and Environment Directorate have seen a reduction in head count. This decrease is due to a resignation within the Climate Change team, this post will not be replaced. It is also as a result of the end of a Limited Term Appointment within the Environment Team, this comes at the end of phase one of the Blue Carbon Project.

The fluctuation in numbers are a reflection of some natural movement expected within an organisation. There have been no new posts created in this period.

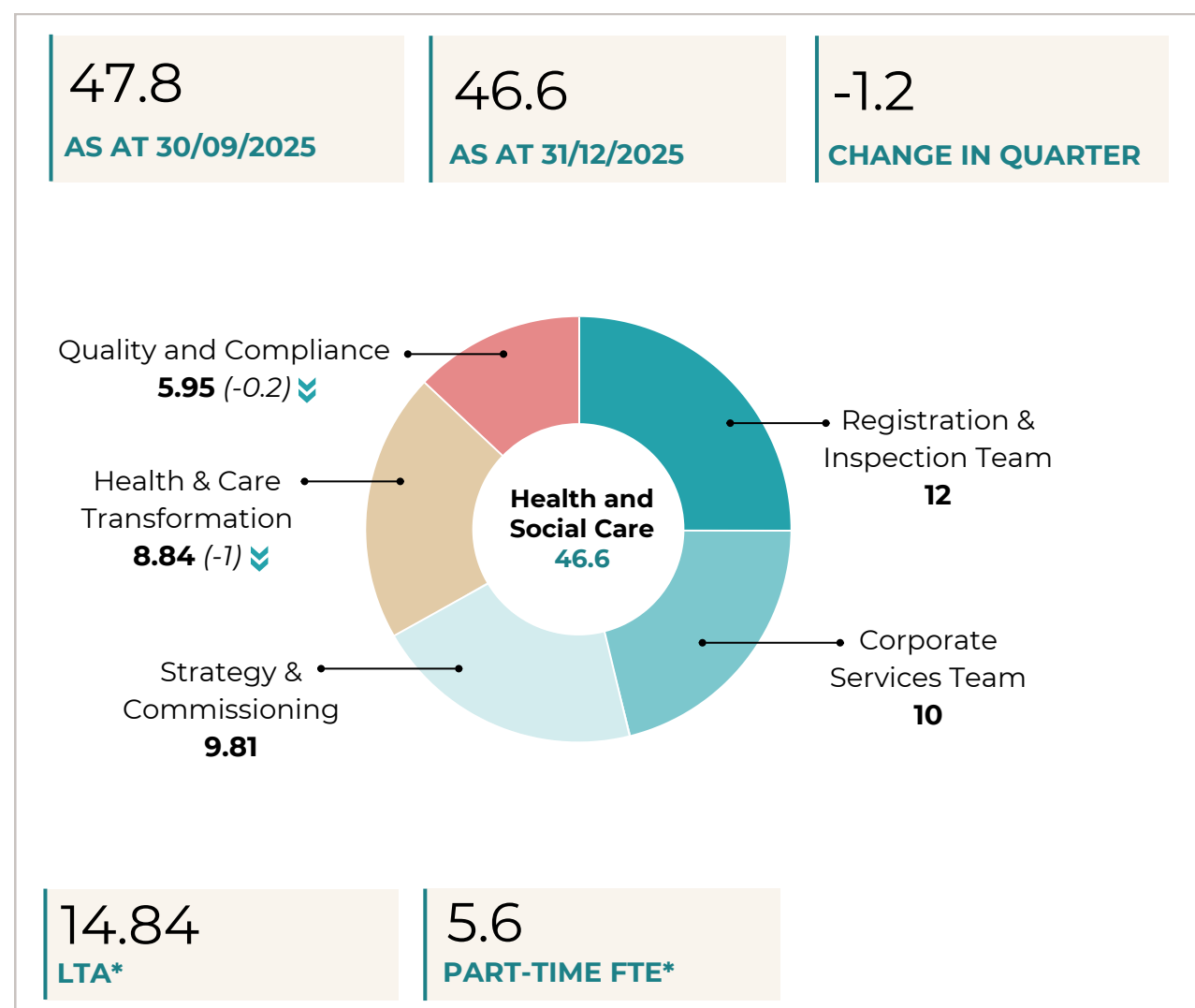


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Health and Social Care

One officer was recruited to the vacant Engagement Manager role in the Corporate Services Team (reflected in the LTA post).

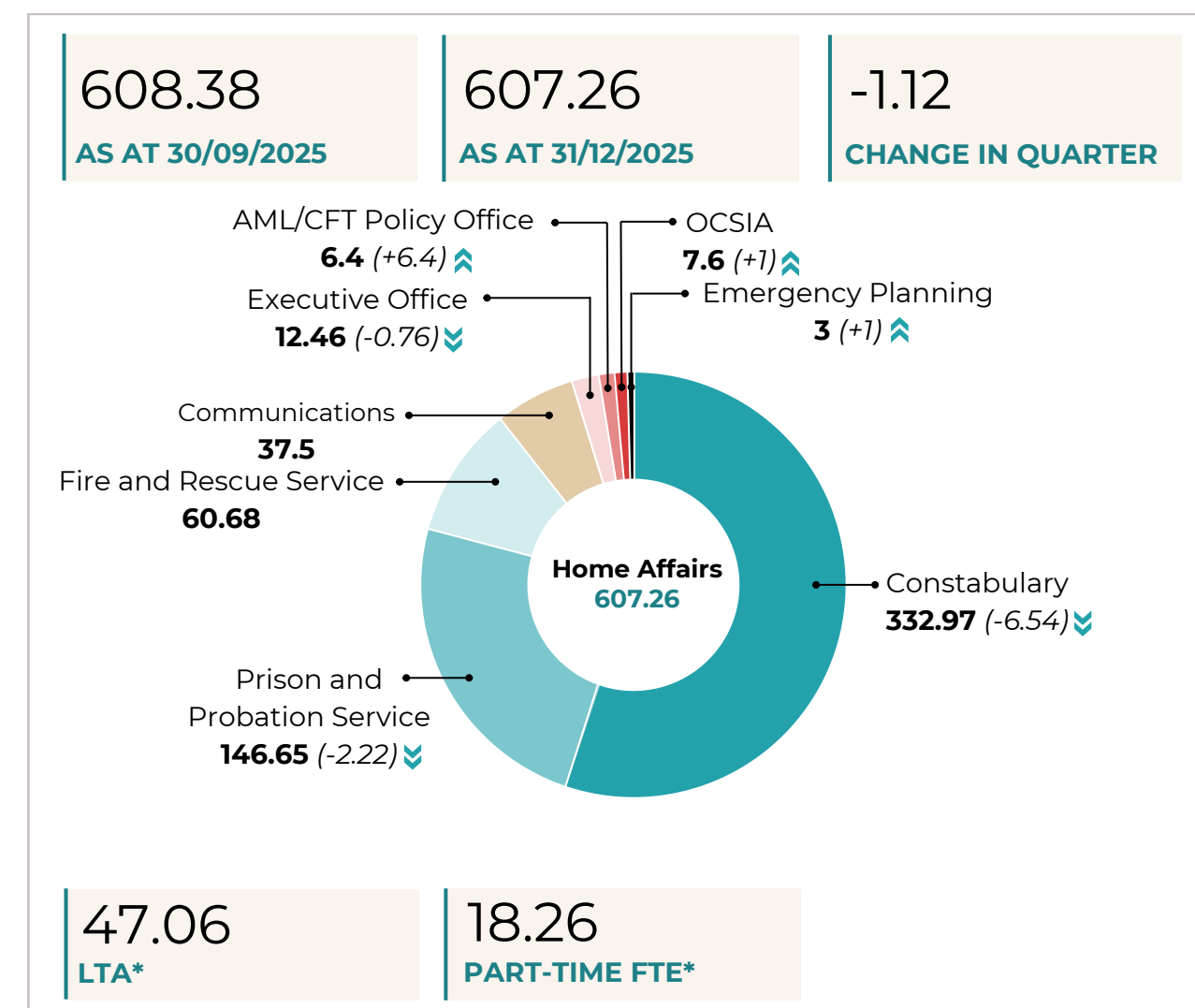


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Home Affairs

This quarter, the AML/CFT Policy Office team transferred from the Cabinet Office to DHA. As a result, the chart below shows a 6.4 FTE increase in DHA headcount. However, this does not represent new staffing, but a transfer of an existing function. Comparing like-for-like, the division's headcount increased by 1.0 FTE, from 5.4 FTE in the Cabinet Office last quarter to 6.4 FTE in DHA this quarter.

Resignations from Constabulary include long term staff retiring and transferring to other public service roles and student officers. Recruitment ongoing for experienced staff and new recruits.



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



Infrastructure

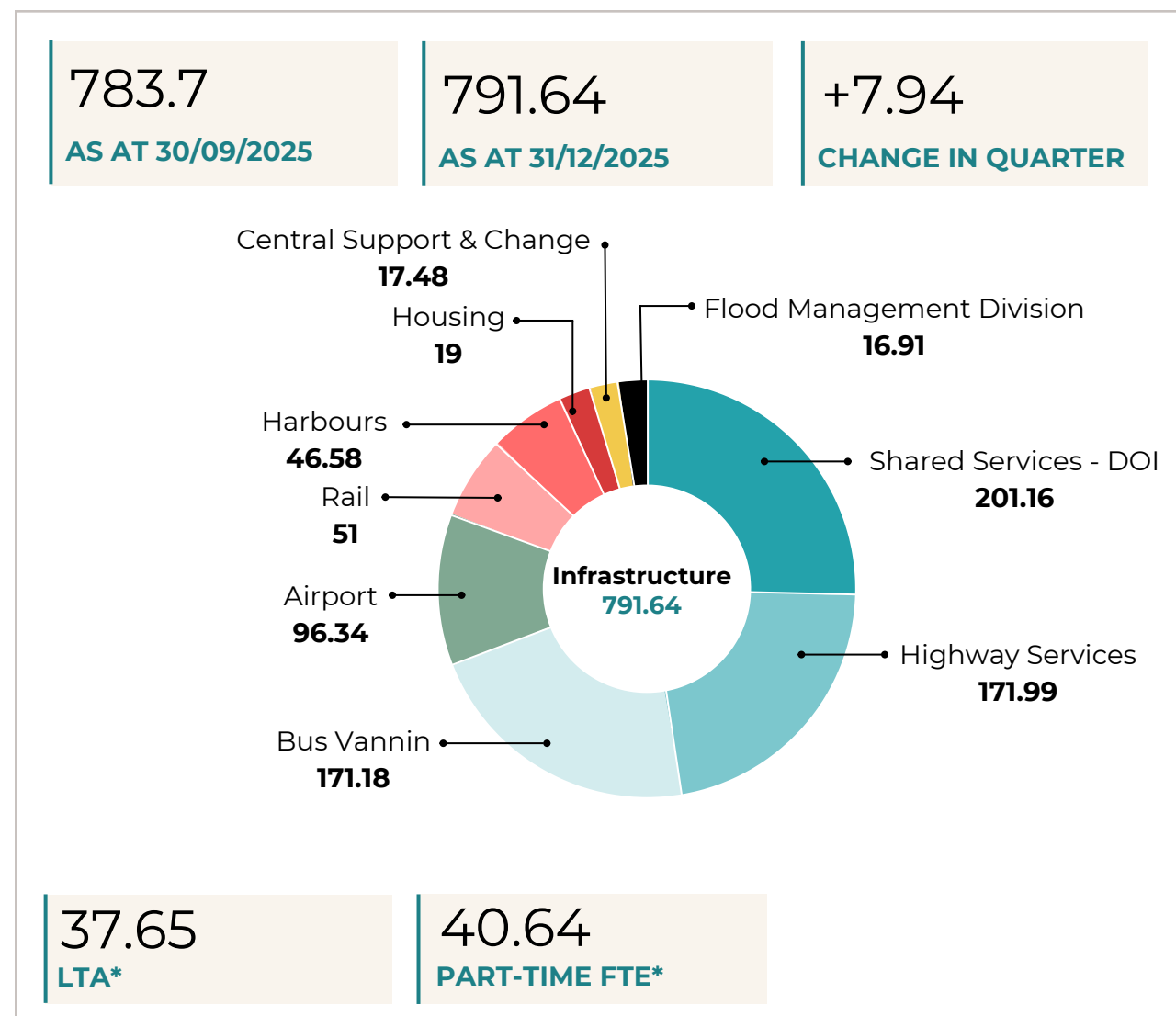
During the reporting period, the Department has had a small increase in the staffing numbers. There have been ongoing movements due to a number of resignations and retirements and approved recruitment from previous quarters.

There have been no newly created positions during the quarter.

All posts are approved and funded for the current year to perform business as usual. 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.

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

Please note comparable changes are not shown in the chart below as during the quarter The DOI has undertaken a restructure which has substantively changed divisions and division names.



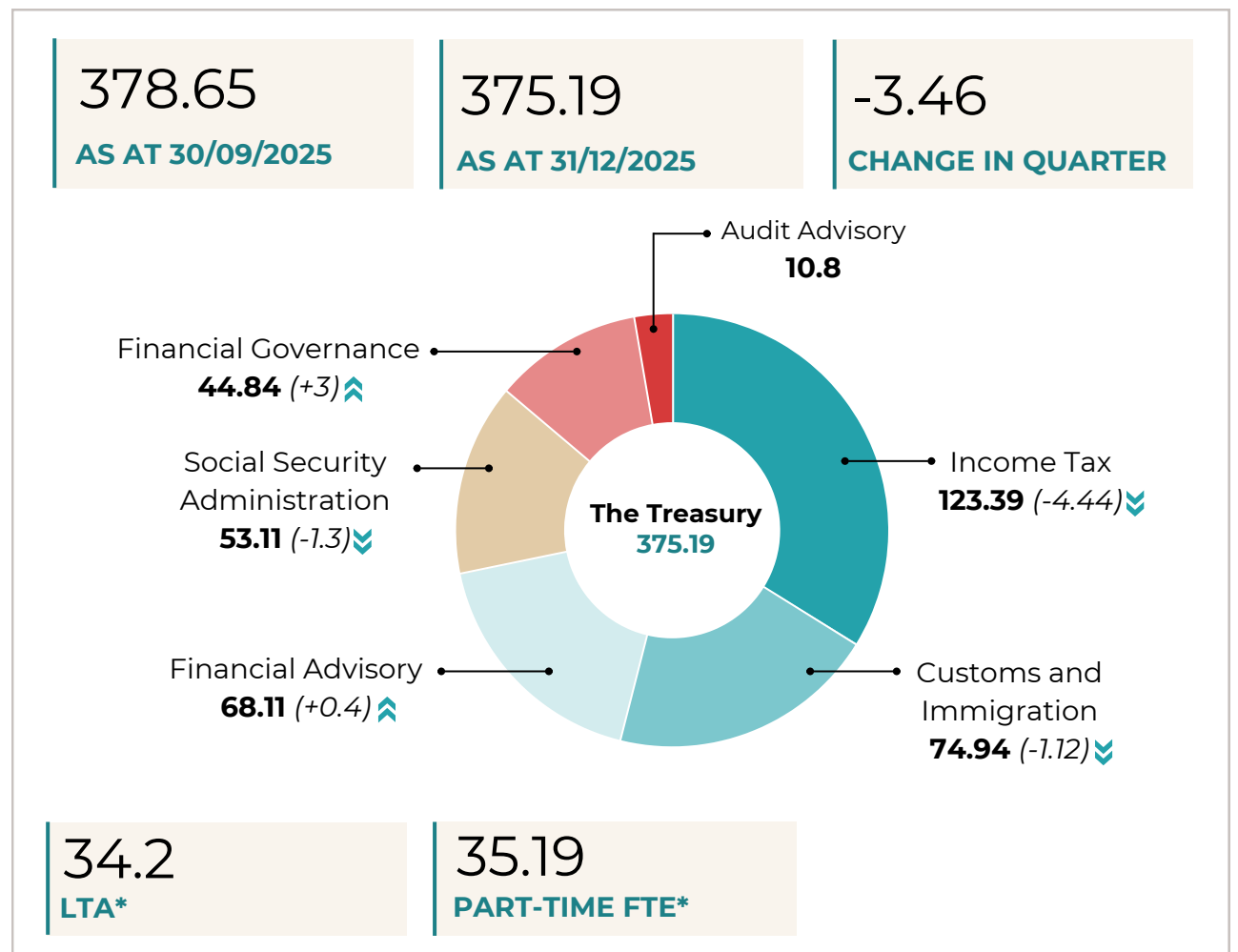
*Please note LTA and Part-Time FTE have been included in the total at the top of this chart.

The Treasury

Treasury Authorised Establishment is as follows:

- Income Tax Division: 147
- Customs and Immigration: 91
- Audit Advisory: 13
- Financial Governance: 47
- Financial Advisory: 75.81
- Social Security Administration: 66

There have been no additional posts created in the last quarter and just normal replacement of posts/recruiting in to existing vacancies.



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



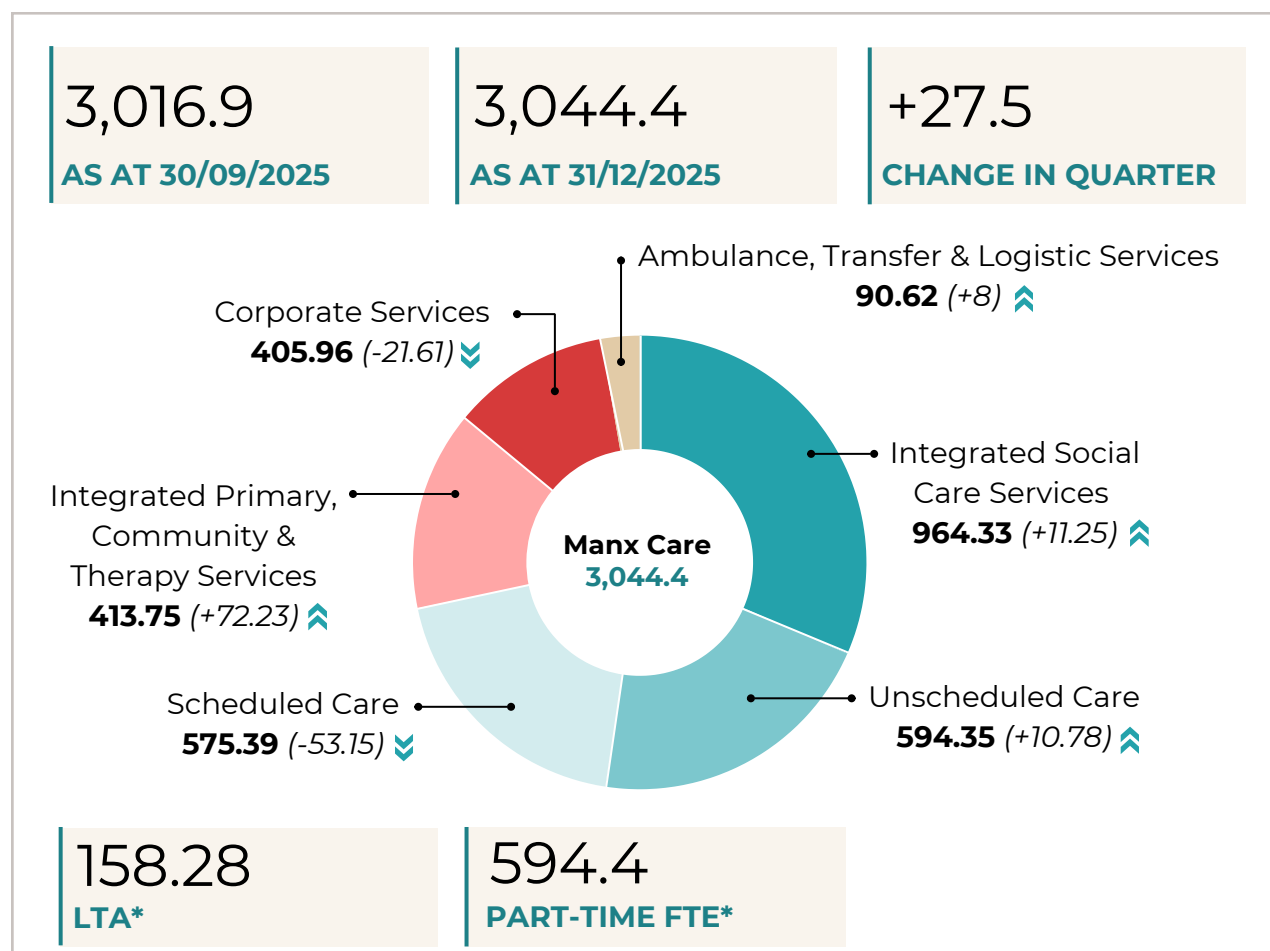
2. Manx Care

Overview of the Public Service Workforce - Manx Care

Manx Care continues to focus on substantive staff recruitment in Health, Care and Social Work Divisions to minimise reliance on contingent workforce supplied through agencies.

Integrated Primary, Community and Therapy Services has shown the strongest growth this quarter, in line with the requirements of Mandate and the associated Home First focus of the Operating Plan. In particular, the developments in wellbeing partnerships across the island and sexual health services represent positive planned improvements.

Vacancies successfully recruited in this quarter include Consultants in Histopathology, Geriatric Medicine, Gastroenterology, and Stroke, Emergency Department Specialty Doctors, a Diabetes Support Nurse, Registered Nurse supporting prison healthcare, Specialist Therapists in Speech & Language, Occupational Therapy and Physiotherapy, a Senior Community Healthcare Assistant, Midwives, Ambulance Paramedics, a Medical Secretary, Clinical Education Tutors and Social Care Support Workers.

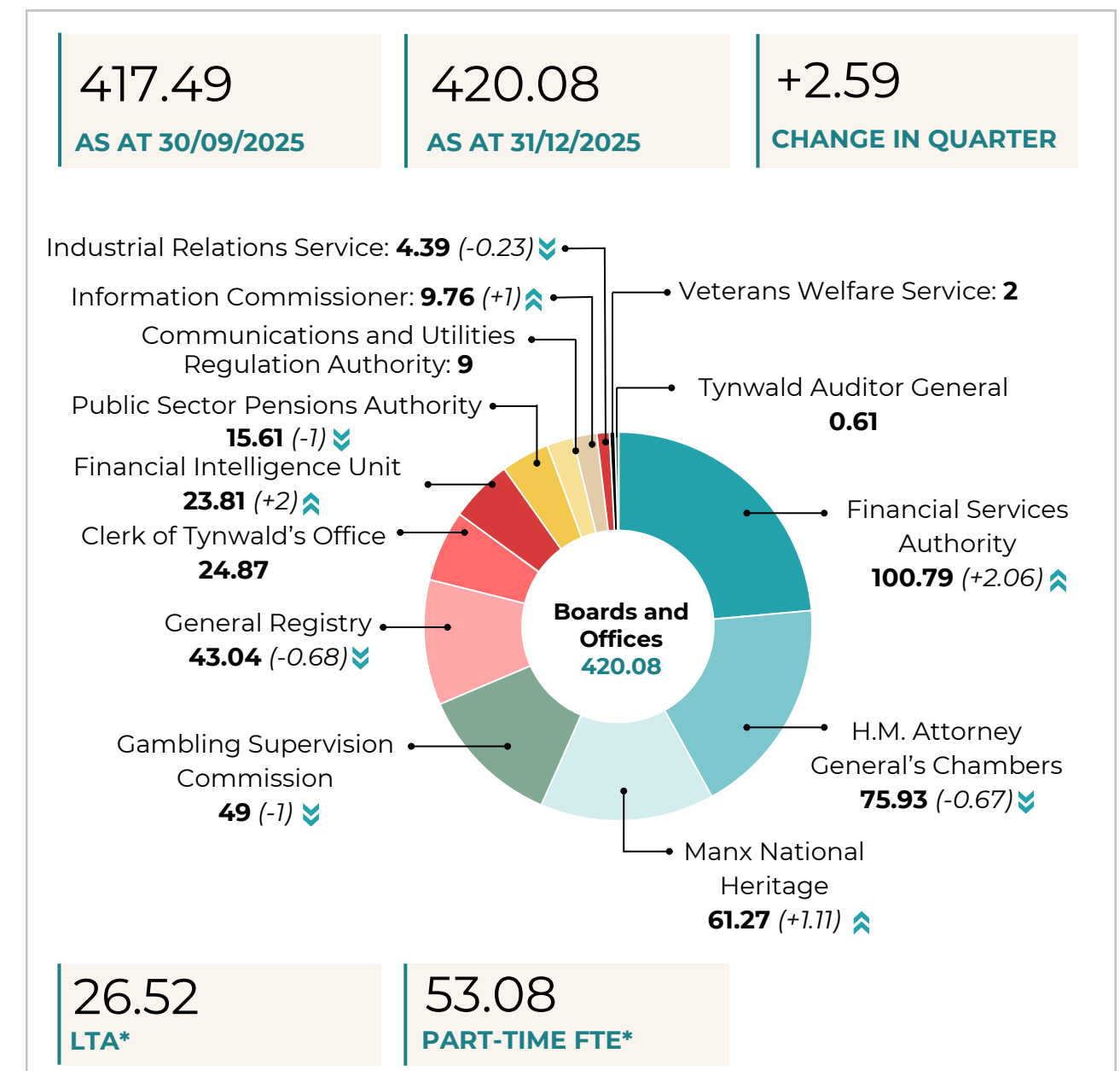


**Please note LTA and Part-Time FTE have been included in the total at the top of this chart.*

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.

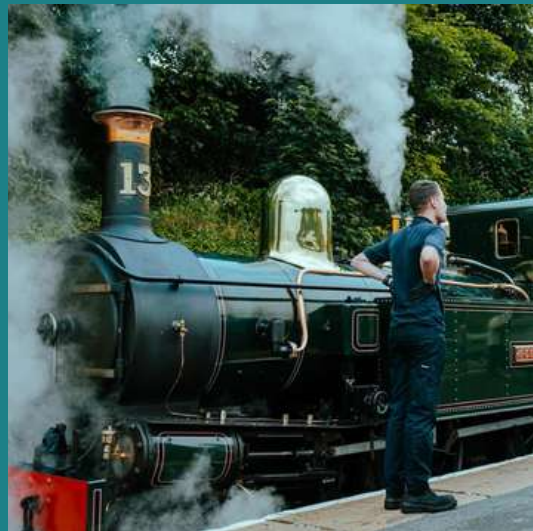
Department	2022	2023	2024	2025
Cabinet Office	410.11	401.94	371.53	390.16
Clerk of Tynwald's Office	26.7	25.2	25.95	24.87
Communications & Utilities Regulatory Authority	12	13	8	9
Department for Enterprise	177.42	184.73	201.58	193.5
Department of Education Sport and Culture	1694.18	1759.91	1793.43	1810.64
Department of Environment Food and Agriculture	189.98	207.66	214.37	210.57
Department of Health and Social Care	42	35.16	48.11	46.6
Department of Home Affairs	575.25	542.39	562.96	607.26
Department of Infrastructure	857.15	831.99	822.15	791.64
Financial Intelligence Unit	12.81	18.81	20.81	23.81
Financial Services Authority	92.74	94.54	102.7	100.79
Gambling Supervision Commission	32.39	42	51	49
General Registry	44.63	45.48	43.67	43.04
H.M. Attorney General's Chambers	77.57	77	81.73	75.93
Industrial Relations Service	4.81	4.76	3.77	4.39
Information Commissioner	4.95	4.88	4.95	9.76
Manx Care	2640.26	2796.26	2982.82	3044.4
Manx National Heritage	66.21	62.75	57.5	61.27
Public Sector Pensions Authority	18	18.28	15.47	15.61
Treasury	332.04	332.84	385.76	375.19
Tynwald Auditor General		0.55	2	0.61
Veterans Welfare Service	2	2	2	2
Total	7313.2	7502.13	7802.26	7890.04

Main points:

- The overall increase in the public service workforce between Q4 2022 and Q4 2025 is **576.84 FTE**
- Manx Care has increased by 404.14 FTE
- Boards and Offices have increased by 25.27 FTE, from 394.81 in 2022 to 420.08 in 2025
- Departments have increased by 147.43 FTE, from 4,278.13 in 2022 to 4,425.56 in 2025

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 internal 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 patient safety and quality care. The biggest investments made were in increasing the nurse staffing across Nobles as well as in 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 delivery. A number of these, such as Nobles Stores, Cost Improvement 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 roles without a guarantee of regular hours. This workforce encompasses individuals working in bank, relief, and supply positions across the public service such as education, health, and social care. 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 FTE the hours worked equates to in each department, 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 (31/12/2025)	Casual Staff FTE Equivalent Worked (01/10/2025 – 31/12/2025)
Boards and Offices	96	26.7
Cabinet Office	69	0
Education Sport and Culture	2277	159.1
Enterprise	27	6.6
Environment Food and Agriculture	26	2.2
Health and Social Care	8	0.6
Home Affairs	209	15.7
Infrastructure	403	118.3
Manx Care	2056	334
Treasury	3	0

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 what 'full time' constitutes – it can vary across areas. Further, hours are paid in arrears. 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 role these figures relate to for each department, please see the lists below. Please note, these lists are merely illustrative 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 Environment, Food & Agriculture

- Casual Sea Fisheries Officer
- Bank Environmental Health Officer
- Bank Pest Control
- Relief HSO - Head of Microbiology
- Relief Meat Inspector

Department of Health & Social Care

- Bank Inspector
- Bank Multidisciplinary Advisor
- Professional Advisory - Children, Families and Social Work

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

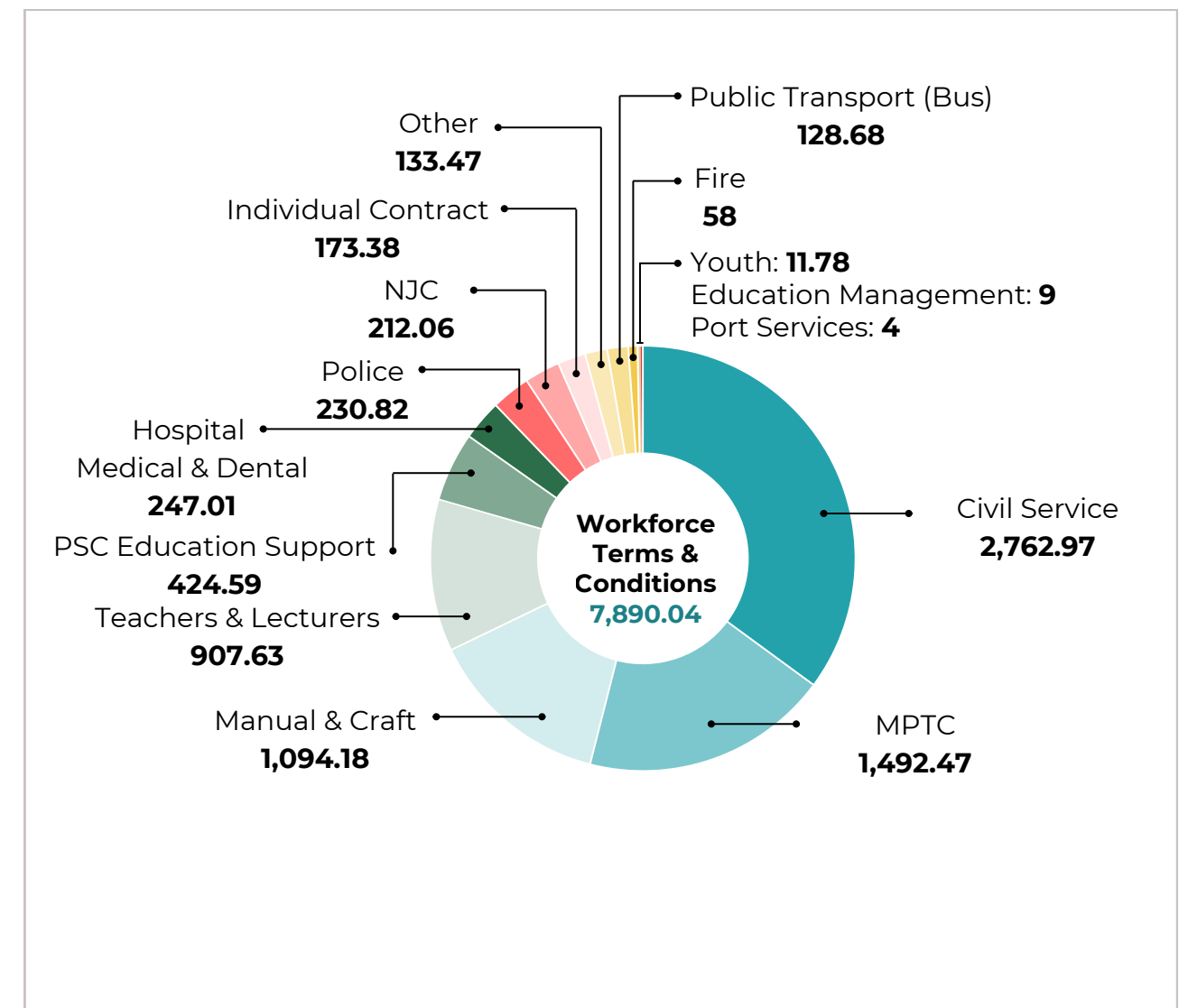
- Bank Air Ambulance Coordinator
- Bank Dental Nurse
- Bank Laundry Operative
- Bank Nurse
- Bank Paramedic
- Bank Pharmacist
- Bank Theatre Practitioner
- Relief Cook
- Relief Residential Support Worker



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, therapists, healthcare management, 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 JNC. 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 workers, prison officers, environmental health officers, emergency joint control room staff, and airport 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 Tynwald 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 based on Full Time Equivalent (FTE); however, other areas of 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 (including casual contracts). This is particularly common in education 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 complimentary 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, converted into the equivalent number of full-time workers. For example, two part-time employees who each work half the hours of a full-time worker would together equal one FTE. This 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 positions they hold. Including this data helps provide a fuller picture 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
- Coroners
- Manx 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 CEO
The Office of the CEO reflects the two leadership posts in the Cabinet Office – the Chief Executive (IOMG) and the Chief Operating Officer, who are directly supported by staff in the Policy Development directorate. The Office supports the Council of Ministers, Chief Minister and Cabinet Office Minister in the effective running of Government and delivery of Our Island Plan, and in running the Cabinet Office as a Department, including its shared services. The CEO (IOMG) also acts as advisor to His Excellency the Lieutenant Governor.
OHR
The Office of Human Resources (OHR) provides a wide range of services that support employees and ensure effective people management, and the effective operation of the public service. Key services include Talent Acquisition and Recruitment, Learning and Development, Operational Design and Development, Payroll, Health Safety and Welfare, HR Advisory and Occupational Health.
GTS
Government Transformation Services (GTS) is responsible for enabling, supporting, governing, and delivering technology-enabled change across the organisation, providing the digital leadership, assurance and capability required to support, deliver and modernise public services underpinned by strong governance, security, and professional standards. GTS also maintains the government’s systems, operational stability and cyber security.
Crown and External Relations
Crown and External Relations Directorate is responsible for managing relationships with foreign national jurisdictions and supranational organisations, particularly our relationship with the UK Government and CTA partners; supports the Lieutenant Governor; policy, legislation and delivery of elections and electoral registration; international development policy and funding; and leading and delivering corporate communications.

Policy Development
The Policy Development Directorate is responsible for the operation of the Council of Ministers and Executive Office; Policy Development; Planning Policy; Statistics Isle of Man; and the Safeguarding Board. All play a central role in the Cabinet Office fulfilling its role at the heart of Government and its statutory functions.
Public Health
Public Health Isle of Man provides national leadership on population health, with responsibility for protecting and improving health and wellbeing and reducing inequalities across the Island. Specialist public health functions include health protection, health improvement, and healthcare public health, delivering health intelligence, commissioning advice, service evaluation, and prevention.
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 VillaGaiety complex, Kensington Arts and the Arts Development Team, which supports the delivery of the Arts Council funding and objectives within the National Development Strategy for Culture and the Arts.
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 Primary School sports festivals.
The Activ8 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, PR & Communications, 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 (IOMAR). IOMAR 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 Classic TT , and provides assistance to other motorsport events including the Manx Grand Prix and Southern 100.
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 Licencing Committee (RTLCL), 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 manages the Tree Preservation Act, providing expert advice on planning applications and ensuring the protection of individual trees. The Forestry Team oversees the Department's plantations, promoting sustainable forestry practices while maintaining public recreational access. Similarly, the Upland Team focuses on managing hills and uplands, with an emphasis on habitat preservation, sustainable land use, and peatland restoration. The Properties Team handles lease management, and property and infrastructure refurbishment projects for the Department. The Amenity Team 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
Qualirt and Compliance
Responsible for overseeing the governance process in Manx Care's 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: Nursing, Residential and Homecare; the Manx Care Record; Frailty Pathways and Information Governance.
Registration and Inspection Team
Responsible for registering, inspecting and reporting on health and social care related service providers, under the Regulation of Care Act 2013. Registration and Inspections also have regulatory responsibilities under both the Medicines Act 2003, and the Misuse of Drugs Act 1976.
They would have extended regulatory responsibilities following the enactment of the Regulation of Health and Social Care Bill which will encompass the registration and inspection of additional public and private providers on the Isle of Man.
Corporate Services Team
Responsible for the central administrative functions of the Department, including: Executive Support for the Minister and Members and the Executive Leadership Team; Governance (including Information Governance), Freedom of Information and Data Protection obligations; Risk Management, and; Engagement.
Policy and Strategy
Comprising the Policy & Legislation, Strategy & Policy and Mandate Performance functions of the Department. It is responsible for review, research, development and implementation of policy, legislation and strategy.
The legislative programme and key strategic priorities are guided by the Island Plan. The directorate creates and implements the Mandate to Manx Care which sets out the DHSC expectations of Manx Care and the commissioned services. The Mandate incorporates 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
Shared Services - DOI
Facilities Management and Commercial manages, maintains, designs and provides the Capital programme delivery for the Government property portfolio and ensures that the Government's buildings are fit for purpose and provide safe, clean, good quality buildings to operate its services from.
Shared Fleet Services (SFS) manages the procurement, administration, compliance, maintenance and disposal of the Government's vehicle and plant assets. With over 2000 assets from cars, vans, emergency response vehicles, municipal HGV's, plant and trailers, the service operates 5 in-house maintenance workshops to service and repair these assets.
In addition, the service operates a sixth workshop that is solely for the Department's welding and fabrication services; covering a range of operations supporting not only Fleet, but Highways and Harbours infrastructure.
The Project Management Unit (PMU) provides Construction and Civil Engineering project support and Project Management, from inception to completion, to various Government Departments.
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.
Housing Agency
The role of the Housing Agency is to develop our provision of affordable housing via public sector provision and housing purchase assistance. External board members guide strategy, governance, and development, offering independent oversight and expertise to improve delivery. The Agency is tasked with helping to meet the Island's growing need for adapted and affordable homes.
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.
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 Metrological 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.
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.