

Rob Callister MHK

Election of Chief Minister 2026



Our Island,
Our Future,
Our Responsibility.

A Manx Government that Delivers

INTRODUCTION

Strong Government Leadership

The Isle of Man needs a focused, united and determined Government capable of addressing major challenges in housing, healthcare, public finances, infrastructure, economic resilience and public confidence.

These challenges require clear leadership, collective responsibility and a practical “Programme for Delivery” that brings Tynwald, central Government and the Manx public together around shared priorities.

If elected Chief Minister, I would seek to lead by building trust across the House of Keys and Tynwald, valuing the experience of Members, encouraging proper scrutiny, and creating an administration focused on measurable progress over the next five years.

This document sets out the basic blueprint I would bring to the role: the principles, priorities and early actions needed to help Government move from day one, shaped by the election campaign, the views of Members and the priorities raised by the Manx public.



A Different Style of Leadership

The next Chief Minister must do more than chair meetings or oversee the machinery of Government. The role is to set a clear direction, bring the right people together, make sure decisions are followed through, and ensure the Council of Ministers remains focused on the priorities that matter most to the people of the Isle of Man.

If elected Chief Minister, my approach would be built around five simple principles: unity of purpose, delivery over process, financial responsibility, respect for expertise and accountability. These principles would shape how the next administration works, how priorities are agreed, how public money is used, and how progress is reported to Tynwald and the public.

They would also provide the foundation for a concise Programme for Delivery: a practical plan setting out the next administration's priorities, early actions, milestones, costs, funding routes and measures of success. In that way, the principles below would not sit apart from delivery; they would guide it.

Unity of Purpose

A Manx Government that works across Departments, Boards and Tynwald to agree a small number of shared national core priorities, with Ministers and Political Members working to the same agenda rather than pulling in different directions.

Delivery Over Process

A Government that reduces unnecessary bureaucracy, makes decisions more quickly, assigns responsibility clearly and measures success by outcomes delivered, not by the number of strategies, reports or meetings produced.

Financial Responsibility

A Government that protects essential frontline services while being honest about costs, challenging waste and duplication, improving procurement and ensuring every major commitment has a realistic funding route.



Respect for Expertise

A Government that listens properly to Ministers, Members, officers, frontline staff, businesses, the third sector and local communities, so decisions are informed by practical experience, professional knowledge and the realities people face every day.

Accountability

A Government that is open about choices, timescales and trade-offs; publishes progress in a way people can understand; welcomes proper scrutiny; and takes responsibility when things go wrong or delivery falls short.

Taken together, these principles would help create a more focused, disciplined, open and transparent administration over the next 5 years: one that works collectively, spends responsibly, listens carefully and is judged by the practical improvements it delivers for the people of the Isle of Man.

Our Programme for Delivery

The next Government must begin with a clear and practical Programme for Delivery that matches the scale of the challenges facing the Isle of Man. It cannot rely on broad ambitions or general statements of intent; it must set out what Government will do, how it will organise itself, how progress will be measured, and how public money will be used responsibly.

The priorities below focus on the areas where strong leadership and early action will matter most: making Government more effective and efficient; protecting healthcare and social care; delivering housing; supporting families through cost pressures; growing the economy; improving digital services; investing in young people, skills and education; fixing essential infrastructure; strengthening connectivity, energy security, food security and community resilience; reforming decision-making; managing population growth; and putting the Island's finances on a more sustainable footing.

These sections are not intended to be an exhaustive list of every action Government may need to take. They provide the foundations for a focused five-year plan, shaped by the input of elected Members, tested through proper scrutiny, costed responsibly, and reported openly to Tynwald and the public.

A More Effective Government

Government must become more focused, accountable and easier to deal with. I would support a clearer set of national priorities, less duplication between Departments, faster decision-making and a stronger culture of delivery. Taxpayers should be able to see how public money is being spent, what outcomes are being achieved and where Government is falling short.

Government Efficiency, Headcount, Workforce Planning & Reform

Government must be honest about its own size, structure and cost. An early evidence-based review should examine headcount, vacancies, consultancy spending, agency staff, management layers and duplication across Departments, Boards and Offices, with the aim of directing taxpayers' money where it delivers the greatest public value.

A clearer public-service workforce plan is needed to address recruitment, retention, succession planning, training, pay pressures and the appropriate use of temporary or specialist support, while protecting frontline services and reducing unnecessary bureaucracy.

With Government expenditure increasing significantly over the past decade, reform must

be structured and transparent. Consideration should be given to a Government Reform Act to review how Departments and Boards are organised, how services are delivered, and how the cost of Government can be better controlled.

Sustainable Healthcare for Future Generations

A sustainable health and care system must be one of the next Government's highest priorities. Islanders need timely access to treatment, stronger community and preventative services, properly supported staff, improved mental-health provision and a funding model that is honest, realistic and capable of meeting future demand. Healthcare cannot be viewed in isolation from social care: residential care, home care, support for carers, discharge planning and services for an ageing population must be planned as part of one joined-up system.

The next administration should set out a clear Health and Care Recovery Plan, with measurable targets for waiting times, workforce pressures, service quality and financial control. This should include restoring appropriate services at Ramsey Cottage Hospital, responding fully to the Manx Care governance review due before Tynwald in autumn 2026, and considering whether the current separation between DHSC and Manx



Care is delivering the political accountability, efficiency and joined-up decision-making that the public expects.

Delivering the Homes Our Island Needs

Housing must be one of the next Government's defining priorities. The Isle of Man cannot retain young people, attract key workers, support families or grow its economy unless people can find homes they can afford in communities with the infrastructure and services to support them.

The next administration should establish a focused Housing Delivery Programme, bringing together Government, local authorities, planning, infrastructure providers and the construction sector. This should identify the homes the Island needs by type, location and affordability, make better use of public land and brownfield sites, and give the public clear reporting on progress.

Affordability must remain central, with stronger support for first-time buyers, improved rental supply and quality, properly maintained public-sector housing and a planning system that is robust, fair and timely. Housing decisions should be aligned with population policy, healthcare, schools, transport, utilities, drainage, energy and employment needs.

By 2031, Government should be judged on whether more genuinely affordable homes have been delivered, young people and key workers have a clearer route into secure housing, public and brownfield land has been used effectively, and housing growth has been planned alongside the infrastructure communities rely on.

Supporting Islanders Through the Cost-of-Living Challenge

Government cannot remove every pressure on household budgets, but it must act where it can. A practical cost-of-living response should focus on targeted support for working families, vulnerable households and those facing the greatest pressures, while improving childcare affordability, energy efficiency and access to advice.

Affordable childcare should be treated as economic infrastructure, helping parents stay in work, supporting young families and strengthening the wider economy. Existing schemes should be reviewed to ensure support is simple, practical and reaching those who need it most.

By 2031, the test should be whether public money is focused where it has the greatest impact, support is easier to access, and more Islanders feel able to manage household pressures while remaining in work, training or secure family life.

Building a Stronger Economy

A successful economy funds the public services we value and creates the opportunities that allow families, young people and businesses to build their future on the Island. Government should be an enabler, not an obstacle. That means building a stronger partnership with business, improving the speed and clarity of regulation, making public services easier to use, supporting entrepreneurs, attracting inward investment, developing skills, encouraging innovation and creating the conditions for high-quality private-sector employment. Tourism, hospitality, culture, heritage, sport and events must also be recognised as vital parts of the Island's economy, identity and international reputation.

Delivery options should include a Chief Minister's Business Council, bringing together key sectors, small businesses, entrepreneurs, employers and the third sector to identify barriers to growth and agree practical solutions. Government should also establish a clearer route for major investment proposals, with named points of contact, realistic timescales, faster cross-departmental responses and a stronger focus on helping good projects progress without unnecessary delay.

A stronger economy will also require targeted action on skills and workforce shortages. This should include closer links between schools, UCM, employers and Government; expanded apprenticeships and vocational pathways; support for people changing careers; and practical measures to help businesses recruit and retain the workers they need. Regulation should remain robust, but it must also be proportionate, timely and predictable, so businesses can invest with confidence.

By 2031, the test should be whether Government has made it easier to do business on the Island, supported more start-ups and scale-ups, attracted responsible investment, strengthened key sectors, improved career pathways, increased private-sector employment and ensured that economic growth is felt across local communities, not just in headline figures.





Modern Digital Government

Modern public services must be simple, secure and easier for residents and businesses to use. Government should accelerate digital identity, improve online services, reduce repeated form-filling, strengthen cybersecurity and make better use of data and new technology, including artificial intelligence, while protecting privacy, fairness and public trust.

A clear Digital Government and Connectivity Programme should set responsibility for digital identity, online services, data standards, cyber resilience, digital inclusion and the next generation of connectivity, including 5G. The aim should be better services, less duplication, stronger resilience and support for those who cannot easily use digital systems.

Digital infrastructure must be treated as core economic infrastructure. Government should work with regulators, telecoms providers and industry to improve coverage, resilience, secure data use, digital skills and responsible innovation, supported by a modern regulatory framework that gives confidence to invest.

By 2031, the test should be whether residents and businesses can access faster, more reliable digital services, Government has reduced unnecessary administration, and the Island is better positioned to attract and retain digital, financial, professional and technology-led businesses.

Young People, Skills and Opportunity

The Island's future depends on young people seeing a clear future here: affordable homes, good careers, strong education, practical skills, accessible childcare, reliable transport and the confidence that opportunity exists on the Isle of Man.

I would support a Manx Skills Guarantee linking schools, UCM, employers and Government, so every young person has a clearer route into further education, apprenticeships, vocational training, work experience, employment, entrepreneurship or higher education.

This should include renewed structured work experience, expanded apprenticeships and stronger skills pathways in sectors where the Island faces shortages, including construction, healthcare, engineering, technology, energy, hospitality, tourism, agriculture and public services.

Transport should not be a barrier to opportunity. The next Government should examine practical support, including free bus travel for under-22s, so young people can access education, training, interviews, volunteering, work experience and early employment across the Island.

By 2031, the test should be whether more young people have stayed on the Island, entered skilled employment, gained meaningful work experience and felt that Government, education providers and employers were working together to give them a fair start in life.

Education for the Future

Education must prepare young people for the economy and society of the future. Government should reduce unnecessary burdens on teachers, strengthen additional educational needs provision, improve STEM, digital and financial literacy, expand vocational routes, improve careers advice and ensure appropriate mental-health support is available.

A focused education programme should bring together schools, UCM, employers, families, health services and the third sector to improve inclusion, earlier support, practical skills and clearer pathways into apprenticeships, training, further education, employment or enterprise.

By 2031, the test should be whether education is delivering higher attainment, better wellbeing, stronger inclusion, more meaningful work experience and a smoother transition from school into adult life and the future economy.

Infrastructure People Can Rely On

The Island must fix the basics first. Roads, pavements, schools, healthcare facilities, utilities, ports, the airport, public buildings, public transport and digital connectivity are the foundations of daily life, public safety, economic confidence and community pride.

The next Government should establish an Infrastructure Delivery Programme focused on maintaining and improving the assets people rely on every day, with clear priorities, realistic costs, funding routes, timescales and responsibility for delivery.

A practical option would be to ring-fence vehicle duty for a fixed period into a dedicated highways and active-travel improvement fund, supported by a published annual works programme so communities can see what is planned, when it will be delivered and how progress is measured.

Delivery should be practical, coordinated and transparent, with better planning between utilities, highways, local authorities and contractors, stronger preventative maintenance, and clearer reporting.

By 2031, Islanders should see better roads and pavements, improved drainage, well-maintained public buildings and more disciplined infrastructure decisions.

Connectivity and National Resilience

Our Island cannot thrive in isolation. Reliable sea links, air services, freight capacity, public transport and digital connectivity are essential economic and social infrastructure, supporting residents, visitors, businesses, students, patients, families and the movement of goods.

The next Government should establish a clear National Connectivity Strategy covering sea services, air routes, freight resilience, public transport, digital infrastructure and emergency planning. This should identify the minimum level of service the Island needs and the practical steps required to improve reliability, affordability, choice and long-term confidence.

Air connectivity must be a particular focus. Government should use an open skies approach wherever it can help secure stronger competition, attract new routes, support year-round services and ensure that local residents, visitors and businesses have access to the flights they need for work, healthcare, education, tourism and family life.

To give this work clear leadership, I would establish a dedicated Tourism Department to drive the visitor economy and strengthen the Isle of Man's year-round appeal. It would bring together destination marketing, events, hospitality, culture, heritage, transport links and workforce development, with clear targets for visitor numbers, local spending and economic impact.

Sea services should also be more transparent and accountable, including clearer reporting on fares, discounted travel, punctuality, cancellations, freight resilience, passenger experience and medical travel support. The public should be able to see whether key connectivity commitments are being delivered and whether support is reaching those who need it most.

By 2031, the test should be whether the Island has more reliable and affordable sea and air links, stronger freight resilience, better public transport, improved digital connectivity, better route choice, a stronger year-round visitor economy with increased visitor numbers and local spending, and a more open system for showing how nationally important connectivity and tourism commitments are being delivered.

Energy Security and a Greener Island

The energy shocks of recent years have shown why energy security must be treated as a national priority. The Isle of Man needs an energy policy that protects households and businesses from unnecessary volatility, strengthens resilience, reduces emissions and supports long-term economic confidence.

A greener Island must also be an affordable and practical Island. Renewable energy, energy efficiency, network modernisation, storage, interconnection and demand management should be pursued where they are environmentally responsible, economically realistic and capable of improving security of supply.

Major climate and energy commitments must be properly costed, transparently reported and aligned with public finances, infrastructure capacity, planning policy and the needs of residents, businesses and future generations. The transition should create opportunities for local skills, jobs, innovation and responsible investment, not simply add costs without clear benefits.

By 2031, the test should be whether the Island has stronger energy security, greater efficiency, more resilient infrastructure, lower exposure to external shocks, credible progress on emissions and a clearer plan for delivering a greener economy in a way that remains affordable, practical and fair.

Agriculture, Food Security and Our Countryside

Agriculture is central to the Island's identity, landscape, food resilience and rural economy. Food security should be treated as a national priority, with Government working closely with farmers, producers, retailers, hospitality, schools and the wider community to strengthen local supply chains, increase the use of Manx produce and ensure the Island can better withstand external shocks.

A stable long-term agricultural policy should support sustainable farming, fair returns for producers, diversification, young farmers and new entrants, while protecting the countryside, improving biodiversity, maintaining productive land and recognising the role farmers play as custodians of the Manx landscape.

This should include stronger promotion of Manx meat, dairy, seafood, crops and added-value products, better public procurement where appropriate, practical support for innovation and environmental stewardship, and closer links between agriculture, tourism, education and health.

By 2031, the test should be whether the Island has a more resilient local food system, stronger support for farmers and producers, better use of Manx produce, improved countryside stewardship and a clearer long-term plan for sustaining agriculture as part of the Island's economy, environment and identity.





Strong Towns, Villages and Communities

Strong communities are the foundation of a confident Island. Economic growth must be felt across towns, villages and local neighbourhoods, not concentrated in one place. Government should work with local authorities, businesses, community groups and residents to bring vacant buildings back into use, support independent traders, regenerate town centres, improve public spaces, make better use of brownfield sites and ensure communities remain places where people can live, work, shop, meet and belong.

Regeneration should be practical and locally shaped, with clearer plans for town and village centres, improved access, better transport links, safe walking and cycling routes, community facilities, green spaces, heritage assets and public areas that encourage footfall, pride and participation.

This should include a mature conversation about local-government reform, shared services, duplication, rates, boundaries and the relationship between central Government and local authorities. Stronger communities need local decision-making, but they also need structures that are efficient, accountable, financially sustainable and able to deliver visible improvements.

By 2031, the test should be whether more vacant and underused sites have been brought back into productive use, town and village centres feel more vibrant, local businesses have stronger support, public spaces are better maintained, and communities across the Island can see that regeneration is delivering practical benefits.

A Fairer and Stronger Social Contract

A compassionate society supports people who genuinely need help, recognises carers, protects families from poverty and ensures disability support is responsive, fair and easy to access. A sustainable social contract must also help people who can work to enter or return to employment, with dignity, practical support, clear expectations and services that are joined up around the person rather than the system.

Mental Health, Wellbeing and Prevention

Mental health must be treated as part of mainstream healthcare, with greater emphasis on prevention, early intervention, children's services, community support, crisis response, workplace wellbeing and collaboration between health, education, employers and the voluntary sector. The aim should be earlier help, shorter waits, better support in the community and a clearer focus on wellbeing before problems become emergencies.

Safer Communities and Emergency Preparedness

Our police, fire and rescue, ambulance, civil defence and emergency services must have the people, equipment, facilities and training they need. The lessons of Covid and recent global instability are clear: resilience must be planned before the crisis arrives. Government should strengthen emergency planning, cyber resilience, recruitment, retention, public communication and the Island's ability to respond quickly and confidently to major incidents, extreme weather, supply-chain disruption or other national risks.

Reforming How Government Makes Decisions

The Chief Minister cannot run the Island alone. The role requires leadership, collaboration and the ability to build consensus across Tynwald, Government, business and the wider community. I would restore a culture of constructive scrutiny, clearer performance reporting, published ministerial priorities, stronger cross-departmental working and more honest communication when Government cannot deliver something. Decision-making should be more disciplined, evidence-based and joined up, with major policies tested

against cost, capacity, deliverability and long-term impact before commitments are made.

Reconnecting Government with the Public and Local Media

Government must do more to explain its decisions clearly, honestly and consistently. Too often, important decisions taken in Tynwald, the House of Keys or within Government have not been communicated in a way that helps the public understand why those choices were made, what alternatives were considered, and what the consequences will be.

The next administration should rebuild a stronger relationship with local media, community organisations and the Manx public. That means regular briefings, clearer explanations of major decisions, honest communication about difficult choices, and a willingness to answer questions openly rather than allowing confusion, frustration or mistrust to grow.

Good government is not just about making decisions; it is about explaining them in plain language, setting out the costs and trade-offs, being clear about who is responsible for delivery, and reporting progress honestly. Local media have an important role in that process, and Government should treat them as a vital route for keeping the public informed.

By 2031, the test should be whether Islanders feel better informed, major decisions are explained before trust is lost, local media have more consistent access to accurate information, and Government is seen to communicate with openness, confidence and respect for the public it serves.

A Responsible Approach to Population

Population growth can bring workers, investment, entrepreneurs and taxpayers, but growth without sufficient housing, healthcare, education, infrastructure, childcare and transport creates pressure. We need a more sophisticated approach that focuses on our economically active population, skills shortages, housing availability, public-service capacity, tax contribution and environmental impact. Future policy should link population decisions directly to the Island's ability

to plan homes, services, roads, utilities, schools and healthcare responsibly, so growth strengthens the community rather than placing unmanaged pressure on it.

Financial Discipline and Long-Term Stability

The Isle of Man has significant financial strengths, but reserves must not become an excuse for permanently spending more than Government can sustainably afford. I would support a balanced medium-term financial strategy, stronger scrutiny of capital projects, improved procurement, clearer financial information and a firm rule that no major new spending commitment should be made without identifying how it will be funded.

A sustainable financial strategy must also consider how the Island protects and grows its tax base. Economic growth, careful spending, prudent use of reserves and maintaining the Isle of Man's competitiveness must be considered together, so that long-term commitments are matched by realistic and sustainable income.

How We Pay for Delivery

Ambition must be matched by financial responsibility. The next Government cannot simply promise more spending without being honest about how it will be paid for. Delivery must be funded through a stronger economy, a broader and more resilient tax base, tighter control of Government expenditure, better procurement, reduced duplication and a clear focus on value for money.

Every major commitment should identify its funding route, its expected benefits and its impact on long-term public finances. Reserves should be used prudently to support investment and resilience, not as a permanent substitute for sustainable income. This means difficult choices will be necessary, but those choices should be made openly, with Tynwald and the public able to see what is being prioritised, what is being delayed and why.

A New Partnership with Business

Businesses should not have to navigate Government department by department. I would establish a clearer route into Government for major investment proposals, with named points of contact, realistic timescales and faster cross-departmental responses. A regular Chief Minister's Business Council should also bring together major sectors, small businesses, entrepreneurs, employers and the third sector to identify barriers to growth, improve regulation where needed, support skills and workforce planning, and agree practical solutions. The aim would be simple: stronger partnership, faster problem-solving, better investment decisions and a Government that helps responsible businesses create jobs, confidence and long-term economic value for the Isle of Man.

The Island Plan 2021–2026

The Island Plan set out a vision for a more secure, vibrant and sustainable Isle of Man, built around five broad priorities: strong communities, health and wellbeing, a resilient economy, environmental responsibility, and learning and development. The final report records that 161 milestones were completed, with a further 30 still in progress at the end of the administration.

That progress should be recognised, but the next Government must also be honest about what remains unfinished. Major challenges around housing supply, healthcare waiting times, social care funding, roads and pavements, public transport, energy resilience and deeper Government reform still need to be addressed. These issues should now be brought together into a more focused and consolidated Delivery Plan, with clear priorities, named responsibilities, realistic timescales and measurable outcomes.

Our First 100 Days

The priorities set out in this document are ambitious, but ambition only matters if it is turned into disciplined action. The first 100 days of a new administration should therefore be used to establish direction, build momentum and show the public that Government is serious about delivery, accountability and responsible use of public money.

This period should not be about launching more reviews for their own sake. It should be about setting clear priorities, assigning responsibility, identifying costs and funding routes, removing barriers to progress and creating the systems

needed to track delivery openly. The actions below would provide the foundations for a more focused and disciplined Government, linking early decisions on housing, health, reform, infrastructure, business growth, population and public reporting into a single Programme for Delivery.

Publish a Five-Year Delivery Plan

setting out a small number of national priorities, responsible Ministers, Departmental Chairs and Political Members, indicative costs, funding routes, delivery milestones and published measures of success. This plan should become the central framework for the administration, enabling Tynwald and the public to see what is being delivered, who is responsible, what progress is being made and where difficult choices or delays need to be explained openly.

Launch a Housing Delivery Programme

bringing together housing, planning, infrastructure, local authorities, utilities and population policy into one coordinated programme, with a clear focus on affordable homes, first-time buyers, key workers, public and brownfield land, and the services communities need to support sustainable growth.

Government Efficiency and Reform Review

to examine duplication, waste, headcount pressures, vacancy levels, consultancy costs, agency staff, unnecessary bureaucracy, departmental silos and the wider structure of Government. This review should identify where



services can be better joined up, where decision-making can be simplified, where digital systems can reduce administration, and where reform is needed to ensure taxpayers' money is focused on frontline delivery and measurable public value.

Publish a Health and Care Recovery Plan

with waiting-time, workforce and financial targets.

Business Growth Partnership

to address barriers to investment, employment and business expansion, speed up decision-making, support entrepreneurs and new sectors, and ensure Government works with employers to create high-quality private-sector jobs.

Agree an Infrastructure Priority List

focused on essential assets, realistic funding, lifetime maintenance costs, resilience and the infrastructure needed to support housing, healthcare, transport, energy security and economic growth.

Population Growth Policy

so housing, healthcare, education, childcare, transport, employment opportunities and infrastructure capacity are central to future decisions, with a stronger focus on economically active residents, skills gaps and long-term sustainability.

Develop a Public Government Dashboard

so residents can track commitments, spending, delivery milestones, housing completions, healthcare waiting times, infrastructure progress, public-service response times, Government headcount, vacancy levels, reserve levels and other key indicators of whether the administration is delivering against its promises.

How We Should Be Judged by 2031

By 2031, the people of the Isle of Man should be able to judge the next Government against clear and practical outcomes, not political promises alone. That means more homes delivered, shorter waits and stronger community healthcare, a more resilient economy, better maintained infrastructure, improved digital and public services, stronger skills pathways, greater energy security, regenerated communities, safer and better connected towns and villages, and public finances placed on a more sustainable footing.

Success should be measured by whether Islanders can see and feel real progress in their daily lives: easier access to services, better value from public money, clearer responsibility for delivery, and a Government that is open about what has been achieved, what remains difficult and where further work is still needed.

The Leadership Commitment I Make

I will not pretend that Government can solve every problem, fund every project, reduce every tax and expand every service at the same time. That would not be responsible leadership. The next administration will have to make difficult choices, and those choices must be made honestly, openly and with proper respect for Tynwald and the public.

What I can promise is honesty about the choices we face, discipline with public money, ambition for our economy, compassion for those who need support, respect for those who deliver public services and accountability when Government gets things wrong.

The Isle of Man has enormous strengths: our people, our political stability, our natural environment, our international reputation, our businesses, our communities and our unique identity. But potential is not enough. The next five years must be about turning potential into delivery.

We must build homes, improve healthcare, grow our economy, fix our infrastructure, strengthen education, support communities, protect our environment and put Government finances on a sustainable footing.

The Isle of Man does not need another five years of promises. **It needs five years of delivery.**



ABOUT ME

Experience, Service and Delivery

I have often described myself as an ordinary Manxman who has had the extraordinary privilege of serving the people of Onchan and the Isle of Man for more than ten years. My journey has not always been straightforward: I left school with few qualifications, but through hard work, further study and determination I built a career in the Isle of Man's financial services sector before bringing that experience into public service.



Alongside that practical experience, I have continued to strengthen my professional knowledge through qualifications with bodies including the Institute of Directors, the Chartered Management Institute, the International Compliance Association, ACCA and the Society of Trust and Estate Practitioners.

Since being elected, I have served as a constituency MHK, Chair of Manx Utilities, Chair of the Planning Committee, Chair of the Public Service Commission and Minister for Health and Social Care. These roles have given me a clear understanding of where Government delivers, where it falls short and why the next administration must be more focused, disciplined and accountable.

I believe leadership is about listening carefully, taking responsibility, communicating decisions clearly, working with others, and focusing on the improvements people need in their daily lives.

This manifesto is therefore not a list of easy promises. It is a serious programme for delivery, shaped by experience, accountability and a belief that the Isle of Man can do better if Government is clearer about its priorities, more honest with the public and more determined to deliver.

If elected Chief Minister, I would bring that same approach to Government: listening carefully, working constructively across Tynwald, respecting expertise, using public money responsibly and keeping the focus firmly on delivery for the people of the Isle of Man.

A Final Word to Members

This manifesto sets out the approach I would bring to the role of Chief Minister: focused, disciplined, open and determined to deliver. It is not intended to be the final word on every issue, but a serious starting point for a Government that listens, works together and acts with real purpose.

I respectfully ask for your support and your vote in the election of Chief Minister.

If you have questions, would like further information, or simply want to discuss any part of this manifesto in more detail, I would welcome the opportunity to meet, speak by phone, or sit down over a coffee.

The next five years will require honesty, teamwork and determination. If elected, I would work constructively with Members across Tynwald to build a Government focused on delivery, accountability and the long-term interests of the Isle of Man.

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The Isle of Man needs a focused, united and determined Government capable of addressing major challenges in housing, healthcare, public finances, infrastructure, economic resilience and public confidence.

These challenges require clear leadership, collective responsibility and a practical "Programme for Delivery" that brings Tynwald, central Government and the Manx public together around shared priorities.



CONTACT DETAILS

Water's Edge Cottage, Abbeylands, Onchan, Isle of Man, IM4 5ED

Home: 664475 | Mobile: 457511 | Email: rob.callistermhk@tyrwald.im