



Manx National Heritage
Eiraght Ashoonagh Vannin

Securing the future of our past!

Forward Development Plan
Plan son Bishaghey sy Traa Ry-heet
2021 - 23

Edmund Southworth, Director

March 2021

Forward Development Plan

Foreword

Jonathan Hall, Chairman

Every year the Trustees of Manx National Heritage (MNH) review our Forward Plan to see the extent the content and priorities have changed over the past twelve months. In most years the content of the Plan and the priorities change very little. It is a long term plan after all so there should be consistency. This year it has been very different.

The events of the past year could not have been foreseen and have been unprecedented. MNH derives income from three principal sources – a Grant from the Government, donations and legacies from the public, and self-generated income from admission charges, rentals and retail sales. Three lockdowns and closed borders meant no visitors to the Island and closed sites which had a profound effect upon self-generated revenue. This has made it clear how reliant MNH is upon on-going Government support. Without that support, for which the Trustees are extremely grateful, the loss of revenue would have reduced limited reserves and prevented future developments.

The lockdowns have presented opportunities. We have been able to progress some projects such as the digitisation of records ahead of plan. Free access has been provided to online resources such as iMuseum Newspapers and school material. We provided events, talks and tours aimed at the Manx public. Our sites provided a perfect environment for exercise and outdoor activity. Many local people realised that the Island's natural and built heritage is a key part to everyone's well-being. This has strengthened the Trustees' belief that MNH provides an essential service to the local community.

Notwithstanding the headwinds we can point to a number of notable achievements. Not least amongst these are the launch of the Historical Environment Record on-line, the MOU with Manx Wildlife Trust, preparatory work for the TT Gallery and some exceptional exhibitions such as the Ruth Borchard self-portraits and the timepieces most generously loaned by John Taylor.

The period covered by this plan will be one of significant change for MNH. We are not going to be free from Covid for some time to come. It is not clear when our borders will be re-opened to tourists. We have to plan for another year of reduced revenue. In addition we can expect a new Director within the next few months, there is the possibility of changes within Government and there will be new Trustees following the election.

We have some major projects approaching completion including the Baillie Scott house Thornbank, the aforementioned TT Gallery, and essential repairs and maintenance to the Laxey Wheel. However in looking ahead the Trustees are very mindful of their statutory duties which must take priority. Meeting these responsibilities take up most of our available resources. Trustees believe that the Manx public understand the importance of the Island's heritage to our sense of identity. It is not possible to put a price on something so intangible. For this reason we will be commissioning a strategic review to confirm the contribution which MNH makes to the local community and not least the visitor economy. Such a contribution comes at a cost so we will also identify what options exist to ensure that MNH is financially sustainable and capable of being an internationally recognised organisation of which we are all proud.

1. Purpose of Plan

The purpose of this document is to summarise actions agreed by Manx National Heritage (MNH) to deliver its charitable and statutory objectives in the shorter and medium terms. It sets the context for its work and focuses on key priorities which can be delivered within its resources and capacity.

The published Plan is primarily for information and made available to staff, key stakeholders and the public alike.

It is under-pinned by an internal “Priorities and Objectives” (P&O’s) spreadsheet – which is a key operational performance tool within the organisation. Performance against these “P&Os” is reported quarterly to the Board, along with data on a series of Key Performance Indicators (KPIs). At an individual level, staff have annual personal plans which contribute to and are cross-referenced to this Forward Development Plan. The Plan also forms part of our formal reporting process to the Isle of Man Department for Enterprise (DfE) and Treasury – with whom we have a draft Memorandum of Understanding.

2. Context and issues

The significant local and international impact of Covid-19 during 2020 and early 2021 was unforeseen. The Isle of Man adopted a strict approach to border control alongside social-distancing and “lockdown” measures to achieve “local elimination” of the infection. The first lockdown started in March and was partly lifted in the summer. Two further “circuit-breaker” interventions were imposed in January and March 2021.

MNH responded swiftly in the first lockdown to close public sites and offices, and move staff to remote working where possible. A number of (mainly) front of house staff were redeployed to other parts of the Isle of Man Public Service. Whilst our doors were shut many staff were able to continue with their programmed work and we placed a greater emphasis on expanding and improving access to digital output. We removed the subscription to the iMuseum Newspapers, for example, and created a series of “Museum on the Move” educational resources.

Working remotely was not without its challenges but it has offered new opportunities and in particular links with other heritage agencies such as the National Trust. Staff have indeed been able to attend more Professional Development activities than in a normal year – and at much reduced cost. Whilst some of our sites remained closed to casual visitors all year we maintained public access through a range of tours, workshops, children’s activities and “pop-up” catering opportunities. In some cases we attracted “new” users who would normally have been holidaying off-island. The “staycation” later in the year generated a high level of occupancy in our holiday accommodation. A short-lived “air-bridge” to Guernsey in the late summer opened up some new audiences – and we raised our profile somewhat by signing a new reciprocal arrangement with the Guernsey National Trust. Our online shop did better than target for obvious reasons and our local community patronised our shops well at Christmas.

Trustees met digitally for regular briefings and have continued with hybrid or digital meetings since.

However, the closure of borders and the cancellation of events such as the TT had a profound effect. We estimate that we lost over 90% of our annual visitors in 2020. Our commercial tenants also suffered losses in trade and we had no option but to offer deferrals and reductions in rents. We partially offset the loss of income by not recruiting our normal seasonal teams – but the total net loss for the financial year is

likely to be significant. An emergency budget was published by Treasury in June 2020 which promised additional support to be drawn down at year end and “balance our books”.

At the time of writing this plan the Island’s borders are still closed. MNH is therefore planning to operate its 2021 public services at a reduced level similar to last year until the situation changes significantly. 2021 will also see an element of “catching up” on delays created by Covid.

Financial sustainability

Over the last 10 years MNH has been successful in securing efficiencies whilst maintaining services and investing in income-generation. This has become increasingly challenging due to the impact of inflation, increasing staff costs, deteriorating assets and a pressure to provide increased services as well as supporting evolving areas such as planning and the environment.

MNH approached Treasury for additional grant support in 2020-21 and again for 2021-22 to assist in addressing these pressures but its bids have been declined. The loss of funding for Sunday opening at the Manx Museum, failure of Government’s grant support to keep pace with staff costs including National Insurance contribution rises, diminishing support for maintenance, high inflation costs in the construction sector and a requirement to meet higher governance standards will result in a requirement to find savings and utilise reserves to cover running costs. In addition MNH’s work to demonstrate its role as a charity at arms-length from Government will require new registration for VAT.

It is now inevitable that to remain within the budget defined by the Treasury grant difficult decisions about levels, or even the continued provision of certain services will have to be considered. In the short term the Trustees have agreed to use reserves to support day to day services and plan ahead. This is of course only a short term and “one-off” measure and Trustees are keen to discuss these issues with Government.

Operating environment – impact of Covid

MNH does not exist in isolation and Covid demonstrated perversely that our recent success in generating our own income has left the organisation vulnerable. We are not alone. It is estimated that the heritage and culture sector in the UK is one of the top ten worst affected sectors – with an average 40% reduction in revenue.

At the time of writing there is more uncertainty about key issues than for many years. The key one is the presence or absence of Covid on the Island and the health of our population. This last 12 months has been very stressful for staff, their families and the community with which we work. In some cases people have lost loved ones. Loss of income, confinement to home, restricted contact with family and friends etc. have all had an impact on physical and mental health.

The closure of borders to tourism has a dramatic impact on our service as well as income – and to an extent morale. It is of course completely out of our control. We are working on the assumption that there will be some relaxation during the year but that this will be limited. On its own MNH has little ability to influence directly the number of visitors to the Island and so works with others such as the Department of Infrastructure’s Public Transport Division to promote and celebrate the Island’s offer. Recent direct discussions with Loganair for example have been very positive and our Group contacts have a strong book of visitors keen to visit when they can.

Many of our UK suppliers of services have been impacted by lockdown and have been unable to visit the Island. Recruitment has also had to be undertaken remotely. All these issues will continue to impact during the year.

Brexit still remains a potential issue – currently mainly in terms of specialist supply chains which could impact on projects' delivery. Other issues may emerge as we move through the year.

Ever increasing governance requirements remain a challenge MNH shares with many other organisations. Diverting scarce resources from customer-facing activities to meet these obligations will be increasingly difficult with our financial pressures but is something we are very aware must be effectively and appropriately managed.

Governance

Early in 2018 Manx National Heritage received clear direction from the Attorney General in his capacity as regulator of Manx Charities about its status and the way it reports its activities. This advice can be summarised as follows:

- Manx National Heritage (MNH) is the trading name of the Manx Museum and National Trust and should not be used in a way which suggests that there are two separate organisations
- The organisation is an independent Manx Registered Charity and should report all its activities in an integrated way irrespective of the source of funding
- The fact that MNH receives revenue support from Government does not mean it is part of Government
- All property in the name of the Trust is owned by the Trust irrespective of the source of funding.

This advice was accepted by MNH and the Isle of Man Government. It had considerable implications but all parties recognised and accepted that procedures and systems take time to assess and adjust.

MNH is currently working to move more at arms-length from Treasury by establishing its own accounting system and supporting processes from April 2022. The previous timetable was delayed by Covid. This is a major shift and will be a key priority for delivery during 2021/22. Registration for VAT will also take place from this date as MNH moves out of the Government VAT Group.

Since its foundation in the 19th century MNH has received financial support from Government. This support has been forthcoming on the basis of broad political support for heritage and culture expressed by successive administrations. Apart from the key MNH legislation, the Manx Museum and National Trust Act 1959, there was no formal documentation which set out the basis for this financial support. Work continues to address this. We will continue to work closely with Government to ensure we understand what it desires us to deliver and what it will fund. A Strategic Review has been suggested as a way of achieving the necessary clarity.

3. Budgets

As a consequence of Covid the budget for MNH has a degree of uncertainty at the beginning of the financial year. The impact of the pandemic on income during 2020/21 was considerable but Treasury agreed that a sum of up to £806k would be available at year end to cover the expected deficit. Trustees

are grateful for this commitment to keep MNH as a “going concern”. As the borders are not forecast to be open until the main tourism season in 2021 is well-under way (or even over) MNH is likely to suffer a significant loss of income again.

As previously indicated a bid to increase our revenue grant in 2021/22 to tackle the historic underfunding referred to above was unsuccessful. Trustees will be considering what savings may be possible this year to compensate and if necessary will use reserves to maintain core services. This is not of course a long-term solution and will impact on the ability to deliver other initiatives.

A bid to repair the Laxey Wheel and bring forward essential maintenance was initially unsuccessful but further discussions immediately after the Budget resulted in an offer of 50% of the funding, if Trustees would match this. The Trustees have agreed to sell a property bequeathed to them by John Donald (Donny) Collister some years ago and allocate the proceeds to the Laxey Wheel repair and essential maintenance. This is not seen as a precedent or policy shift – but rather a pragmatic response to the economic impact of Covid on Government finances.

Minor Capital Works and Gallery Refurbishment Scheme funding remains in the budget and will allow the substantial completion of the new TT Gallery during the year. It should be noted that this funding ceases in two years time.

MNH was asked to suggest to the Economic Recovery Group how it could contribute to the recovery of the local construction sector after Covid. A sum of £235k has been offered to be targeted at elements of work which would support small local contractors. This will make some inroads into the backlog of non-essential maintenance which has developed in recent years.

The following table summarises the budget structure.

Activity	Detail	Funding	Notes
1. Core Activities	<ul style="list-style-type: none"> • Core operational activities which are embedded in the organisation. This includes the staffing of the charity. • Statutory Functions • Services to users and community • Annual operational delivery. • Routine maintenance of assets 	<ul style="list-style-type: none"> • Annual grant from Government • Admissions and other self-generated trading income • Routine charitable donations • Rents • Commercial sponsorship 	<p>Based on a formal agreement with Government to define and fund these services.</p> <p>NB. This budget should normally aim to break-even or make an operational surplus at the end of the year.</p>
2. Protecting our assets	<ul style="list-style-type: none"> • Projects to repair facilities • Significant projects to maintain sites e.g. replacing boilers or reroofing buildings • Significant cyclical maintenance projects e.g. repainting the Laxey Wheel 	<ul style="list-style-type: none"> • Capital and grant funding from Government • Possible contributions from external sources 	<p>Based on a formal agreement with Government to manage access to capital and grant funding.</p>

	<ul style="list-style-type: none"> Care of collections 		
3. Development	<ul style="list-style-type: none"> Short term activities which improve facilities or services Time-limited projects or services New facilities or services 	<ul style="list-style-type: none"> Capital and revenue grants from Government Fundraising projects Commercial sponsorship Transfer from charitable reserves 	<p>Based on a formal agreement with Government to manage access to funding.</p> <p>Builds on current “Commitments and Pipeline” process for use of reserves.</p>

4. Core Activities

Our Statement of Purpose is:

“Manx National Heritage exists to take a lead in protecting, conserving, making accessible and celebrating the Island’s natural and cultural heritage for current and future generations whilst contributing to the Island’s prosperity and quality of life”

Critical Success Factors: Trustees have agreed the success of Manx National Heritage will be judged by the following:

- Responsible management of the IOM’s natural and cultural heritage
- Accessible assets and services
- Coordinated natural and cultural heritage activity on the Island
- Being accepted as an essential part of the visitor economy
- A positive working relationship with our supporters and members
- Delivery against agreed performance measures
- MNH internationally respected as a National heritage organisation

The following table summarises the wide range of core activity that underpins the delivery of these Critical Success Factors. This now forms the basis of a draft “Memorandum of Understanding” with Government via the Department for Enterprise and Treasury which takes the current level of activity as a baseline.

Critical Success factor	Core activity
Responsible management of the IOM’s natural and cultural heritage	<ul style="list-style-type: none"> Research, registration and maintenance of Ancient Monuments Management of MNH land Maintenance of MNH property assets Research, care and conservation of collection assets Advice on planning to Government and community Advice to Coroner and Treasury on Treasure

	<ul style="list-style-type: none"> • Advice to developers on the Historic and Natural environment • Support for the IOM War Memorials Committee
Accessible assets and services	<ul style="list-style-type: none"> • Heritage sites open to the public • Library and Information services • Safe environments and spaces • Sustainable systems and processes • Online access to data and collections • Publication programmes • Displays and exhibitions
Coordinated natural and cultural heritage activity on the Island	<ul style="list-style-type: none"> • Events and activity programmes such as Heritage Open Days, Wildlife week • Advice on professional standards • Research strategy and programmes • Providing facilities and support for creative industries • Teaching the Manx National Curriculum • Campaigning on issues such as biodiversity • Hosting meetings with stakeholders • Heritage Partner for the TT races
Being accepted as an essential part of the visitor economy, and leading on key areas of delivery	<ul style="list-style-type: none"> • Heritage sites open to the visitors • Catering and retail facilities • Car parking, footpaths and signage • Partnerships with public and private sector • Support for group travel and cruise ships • Supplying data to partners • Providing accommodation in historic buildings • Joint ticketing and marketing • Working with Visit Isle of Man Agency
A positive working relationship with our supporters and members	<ul style="list-style-type: none"> • Providing opportunities for community engagement and learning • Providing opportunities for volunteering • Communicating what we do effectively and regularly
Delivery against agreed performance measures	<ul style="list-style-type: none"> • Responsible and accountable Governance • Sound and effective management of resources • Compliance with legal and relevant standards • Managing safety and risk
MNH internationally respected as a National heritage organisation	<ul style="list-style-type: none"> • Participating in international programmes • Maintaining reciprocal relationships • Promoting the Island internationally • Meeting professional standards • Hosting professional and academic visitors and events • Having appropriate professional staff and resources

5. Protecting and using our assets

This core statutory function extends across the whole of MNH in terms of its built and natural assets, and its material and non-material cultural heritage in the form of its museum collections, its library and archives and expanding digital repositories.

Investing in collections care, conservation and providing access to our collections is a priority for the organisation and one that requires a continual cycle of investment to meet professional standards in the facilities used for housing the collections. This cycle of investment also applies to protecting our considerable digital assets which feed iMuseum, NBN Atlas and the recently developed Isle of Man Historic Environment Record.

MNH faces a growing challenge from the ongoing effects of cumulative real-term reduction in budgets coupled with increased costs of operating in most areas of our business. A backlog of routine maintenance has developed which is beginning to impact on our core purpose and which it is essential to address.

In response to Trustees concerns this plan places greater emphasis on this core statutory activity. However, funding is a fundamental issue. Trustees have therefore agreed to allocate reserves to assessing the condition of existing properties and to developing business cases and architectural solutions to the needs of our collections. This includes preparatory work on new collections facilities at Balthane; continued development of plans for a new National Library and Archives; continued development of the Quayle Legacy Project, and a number of minor schemes. Discussions will need to continue with DfE and Treasury over the mechanisms for funding future schemes.

This year will also see the completion of the restoration of Thornbank, enabling works at the Manx Museum for the TT Gallery and refurbishment of the former courthouse at Castle Rushen.

6. Achievements and variations

The format of this plan is relatively stable and no new sections have been added. See the next section 7 for a discussion about changes to the Forward Priorities.

a. What was completed during the period of the last plan

As explained earlier the impact of three lockdowns in the previous financial year has meant a number of delays to some projects. However, the majority of the 2020/21 programme was achieved and the following will be removed from the 2021-23 Plan.

- Research and preparation for Cregneash development
- Launch of the Isle of Man Historic Environment Record on line
- Joint working with the Public Records Office to produce a joint Capital bid for new facilities
- The TT Collections development and the gallery development.
- Revised Management Plan for the Calf and the Curraghs
- Succession management planning
- Removing admission charges for children
- MoU with Wildlife Trust
- Environmental sustainability policy for MNH

- Recruitment of new Director

b. What is being carried forward to this plan

Covid caused delays to some projects because specialist contractors were not available. We also consciously held back on the procurement of Thornbank as the construction sector “overheated” immediately after lockdown ended in 2020. Other things (e.g. Records Management) were deferred due to higher operational priorities for key staff.

- Records Management processes and procedures
- Cregneash Development Plan
- Castle Rushen Courthouse (MCW deadline May 2021)
- New use for Baillie Scott Police Station
- Thornbank restoration and use
- Plan recruitment and induction of new Trustees
- Invest more in Member services and systems
- Delivering Digital collections plan

c. What has been superseded or no longer a priority

- Development of plan for new Laxey Wheel visitor facilities has been put on hold due to the rejection of the funding bid by Treasury
- Avoca Barn visitor centre Cregneash is similarly on hold but discussions with DfE and the Economic Recovery Group may lead to the re-evaluation of the scheme.

d. What is new for 2021 onwards

- Implementation of Thornbank project
- Capital Development Strategy
- Closure of Collister Bequest Scheme and evaluation
- Byelaws and communications development
- Commissioning of an Asset Management System to record and manage our properties
- Quayle Legacy project
- Appointment of consultants for development and delivery of new accounting system
- Review and implementation of new MNH processes for transfer of Treasury finance functions
- Plan and prepare for VAT registration from April 2022
- Delivery of selected film archives through iMuseum
- Delivery of selected sound archives through iMuseum

7. Development priorities

We retain 6 key priorities but have introduced a new specific priority relating to our heritage assets and merged two others relating to Governance where we have made significant progress in recent years. Each Development Priority has a vision statement and a list of current or planned activities.

As noted in section 2, Financial Sustainability, MNH's budget is under significant pressure. Most staff time, budget and resource is allocated to Core Activities – often described as “business as usual”. Ensuring we meet our statutory and core activities may impact on our ability to deliver the development priorities noted. Only a small number of staff have the capacity to focus on forward development projects and we rely on being able to “buy in” external support where appropriate. Most of our development work relies on support from Government. A number of bids have been rejected by Treasury in the current budget cycle and this will inevitably delay some key Trustee and community priorities.

In these tables there are three categories of timescale

- Short: within the term of office of current Trustees. Under one year.
- Medium. Within the term of office of current trustees and the next board. Up to 6 years (1 + 5)
- Long: beyond the current and next board. Over 6 years.

The six priorities are:

1. To be a trusted advisor or partner that supports and enables the community on matters of cultural and natural heritage.
2. To focus on our statutory duties to protect and promote our heritage assets
3. To remove all physical, intellectual and financial barriers to accessing our heritage assets.
4. To campaign for the sustainable future of the Island's natural heritage.
5. Have enough money to do amazing things.
6. To give public confidence in MNH as a well governed, active and effective Manx Charity caring for the cultural and natural heritage of the Isle of Man

Priority 1	
Relationships with others caring for natural and historic environments and assets	
Vision: To be a trusted advisor or partner that supports and enables the community on matters of cultural and natural heritage.	
Current planned activities	Time Frame
1. Public Record Office/MNH National Archive & Library formal partnership and potential development of new facilities	Medium/long
2. Manx Crosses Project	
a. Maughold Cross Shelter	Medium
b. Interpretation Strategy	Medium
3. Develop and exploit new MoU with Manx Wildlife Trust	Short
4. Evaluate Collister Bequest Grant scheme	Short
5. Strengthening our 'Statutory' Consultee role	
a. Development of Policies and Guidance as part of new Historic Environment Record	Short
b. Develop new Biodiversity and Planning Guidance	Short
Future activities, aspirations & opportunities	Time Frame

Priority 2	
Protecting our assets	
Vision: To focus on our statutory duties to protect and promote our heritage assets	
Current planned activities	Time Frame
1. Design, procure and implementation of repair of Laxey Wheel	Short
2. Physical development of Nautical Museum site	Medium
3. Complete infrastructure for TT Gallery	Short
4. New collections facilities at Balthane design development	Short
5. Procure and complete refurbishment of Thornbank	Short
6. Complete refurbishment of former Courthouse at Castle Rushen	Short
7. Implement programme of repointing and repair of stonework at Peel Castle	Short/medium

8. Review of condition of assets and maintenance liabilities	Short
9. Interim replacement of kiosk at Laxey Wheel	Short
10. Review Gallery Redisplay programme and submit business case for extension	Short/medium
Future activities, aspirations & opportunities	Time Frame
<ul style="list-style-type: none"> Develop scheme for conversion of Avoca Barn at Cregneash Peel Castle: review of future options for entrance, staff accommodation, toilets Derby House assessment and outline schedule of repair 	Short/medium Long Long

Priority 3	
Access and Availability	
Vision: To remove all physical, intellectual and financial barriers to accessing our assets.	
Current planned activities	Time Frame
1. Development of “blended” public programme with online and physical attendance	Short
2. Development of Quayle Legacy Project including <i>Peggy</i>	Short/medium
3. Complete TT Gallery by Spring 2022	Short
4. Complete Cregneash interpretation strategy and action plan	Short/medium
5. Launch Athol papers research and cataloguing	Short
6. Commission Chronicles of Man project (delayed by Covid)	Medium
7. Delivery of Digital Collections Plan <ul style="list-style-type: none"> Royston film archive through iMuseum Delivery of selected sound archives through iMuseum as part of wider British Library Unlocking Our Sound Heritage Project 	Short Short
8. Complete Rushen Abbey monograph	Short
9. Complete RESA research and publication	Short
Future activities, aspirations & opportunities	Time Frame
<ul style="list-style-type: none"> Derby House review of future options for reinterpretation & development Grove: review of future options for improvements to toilets and visitor facilities Laxey Wheel Visitor Centre. Consultation with stakeholders and development of business case and funding bids 	Long Long Medium/long

Priority 4	
Biodiversity, landscape and marine	
Vision: To campaign for the sustainable future of the Island's natural heritage.	
Current planned activities	Time Frame
1. Develop NBN Atlas as platform for engagement, learning, advice and campaigning	Short
2. Develop Historic Environment Record as platform for engagement, learning, advice and campaigning	Short
3. Deliver Countryside Interpretation project	Short
4. Consult on and implement Calf of Man Management Plan	Short
5. Refresh and develop Curraghs Management Plan	Short
6. New management for Zone 2 and 3 land at Cregneash	Short
7. Consultation on new draft byelaws	Short
Future activities, aspirations & opportunities	Time Frame
Adjusting future policies and procedures to take account of the Climate Change agenda and Government action plan when published	Medium/long

Priority 5	
Financial sustainability	
Vision: Have enough money to do amazing things.	
Current activities	Time Frame
1. Deliver Covid Recovery programme	Short
2. Invest further in developing our self-generated income capabilities including fundraising	Short
3. Bring Thornbank into use as self-catering accommodation	Short
4. Invest in further self-catering accommodation	Short/Medium
5. Refresh the relationship with Friends of Manx National Heritage	Short
6. Strengthen Financial capacity	Short
Future activities, aspirations & opportunities	Time Frame
Consider development of long-term endowment	long

Priority 6	
Good Governance and MNH's work as a Manx Charity	
Vision: To give public confidence in MNH as a well governed, active and effective Manx Charity caring for the cultural and natural heritage of the Isle of Man	
Current activities	Time Frame
1. Promote our charitable status	Short
2. Programme of Communications with community and stakeholders	Short
3. Implement actions following the direction from the Attorney General	Short
4. Strategic Review including economic impact assessment	Short
5. Plan recruitment and induction of new Board members	Short
6. Records and data management plan and roll out	Short/medium
7. Programme of capital forward planning and funding	Short/medium
Future activities, aspirations & opportunities	Time Frame
MNH Heritage Legislation Review	Medium