

## **Manx Museum and National Trust**

**(Trading as Manx National Heritage (MNH) Charity registration number 603)**

### **Annual report to accompany accounts 2020/21**

#### **1. Governance**

The Manx Museum and National Trust Act (as amended in 2012) makes provision for the establishment of a new Board every five years after a General Election and a new Tynwald. Board members can serve a maximum of two five year terms and must re-apply for the position after each term. Recruitment of a new Board took place in the spring of 2017 – with the new Board being formally endorsed by Tynwald in May 2018.

There were no changes to the Board during the year.

Jonathan Hall remained Chairman and Malcolm Kelly continued as Vice-Chairman during the year. In December 2020 David Martin was elected Vice-Chairman.

Members of the Board:

Mr Jonathan Hall, Chairman

Mr Malcolm Kelly, Trustee

Mr Rob Callister MHK, Trustee

Mrs Joan Conway, Trustee

Mr Phil Gawne, Trustee

Dr Catriona Mackie, Trustee

Mr Dave Martin, Vice-Chairman

Mr Mark Shimmin, Trustee

Mrs Jennie Thompson, Trustee

Mr John Watt, Trustee

Ms Eva Wisemark, Trustee

The Board continued with two committees – whose remit and membership was reviewed during the year.

- Audit and Risk
- Performance, Policy and Development

The Charity's registered address is:

Manx National Heritage

Manx Museum

Douglas

Isle of Man IM1 3LY

Statement of Purpose:

The powers and duties of the Manx Museum and National Trust, registered charity number 603, are laid out in section 24 of the Manx Museum and National Trust Act 1959 (and subsequent amendments)

The Trust shall:

- a. Promote the permanent preservation for the benefit of the people of the Isle of Man of lands and tenements (including buildings) of beauty or historic interest and, as regards lands, the preservation (so far as practicable, of their natural aspect, features and animal and plant life; the preservation of buildings of national interest or architectural, historic or artistic interest, and places of national interest or beauty, and the protection and augmentation of the amenities of such buildings and places and their surroundings;
- b. Preserve all furniture and pictures and chattels of any description having national or historic or artistic interest;
- c. Provide access to, and enjoyment of, such buildings, places and chattels by the public, whenever desirable

The formal objectives of the Charity are as follows:

1. Public Museum, Library and Art Gallery and any purpose of a historical, scientific, archaeological, ecclesiastical, physical, industrial or educational character with or incidental to a Public Museum, Library or Art Gallery (Section 5, 1959 Act)
2. Manx National Trust the promotion or the permanent preservation for the people of Isle of Man of lands and tenements including buildings of beauty or historic interest, the preservation of buildings, features and chattels of national, historic or artistic interest (Section 24, 1959 Act)

The following statement of purpose adopted by Trustees in 2018 remained unchanged:

*"Manx National Heritage exists to take the 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"*

The following "Critical Success Factors" agreed in 2018 remained unchanged:

- 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

## **2. Overview and Impact of Covid-19**

MNH started the year in lockdown as a result of the Isle of Man Government's actions to control the impact on the Island of the worldwide pandemic. The decision had already been taken in late February not to open seasonal sites and these remained largely closed until the summer. Indeed some of the smaller sites have been closed to casual visitors ever since. With the exception of a brief "air bridge" to Guernsey in the summer of 2020 the island's borders were closed to visitors for the entire financial year. Two further lockdowns happened in January and March 2021 – with borders now open to visitors on a restricted basis since 28<sup>th</sup> June 2021. The impact of all this on MNH has been considerable but not completely negative.

### **2.1 Governance**

At the beginning of the emergency normal Trustee meetings were suspended in favour of regular briefing by the Director and Executive where key operational decisions were recorded. As familiarity with virtual meetings increased the "normal" cycle was resumed with virtual, hybrid or in person depending on the level of precautions necessary. This continued throughout the year and whilst not always perfect has worked well. Indeed the need to focus on key issues and the crisis arguably improved communications and a shared sense of purpose between the Board and the Executive.

### **2.2 Staffing and working arrangements**

At the start of the year all staff who could work from home did so for several months. For some this caused very little disruption but for others it was problematic due to childcare or caring responsibilities. We were unable to fully assess or address home-working needs and it took time to provide hardware and effective software. As lockdown ended we were able to support the desire of some staff to work more flexibly. Lessons were learnt during the first lockdown so that the second and third "circuit breakers" were better managed. However, the cumulative impact on mental and physical health has been noticeable.

A significant number of the front of house team and those with public facing roles were by definition unable to work from home and were redeployed to support the Island's Health and Community services. This was much appreciated by the community but it did mean that there was a time-lag when restrictions eased as we "retrieved" the team from redeployment.

## **2.3 Budgets**

The lockdowns and border closures had a significant impact on our income and indeed highlighted how much we have done in recent years to reduce our financial dependence on Government by generating our own income. We had no admissions, retail, events income, or donations from visitors for the first quarter of the year and then a much reduced amount for the remainder of the financial year. With significant fixed costs our ability to flex our services was very limited. Our commercial tenants faced similar challenges and we were encouraged by Treasury to be supportive with rents. We agreed a number of measures including suspensions of rent for the first quarter and a tapering schedule for the re-opening period.

MNH as an organisation was not eligible for the various support schemes for the hospitality sector but instead was invited by Treasury to submit an emergency budget request in May 2020. In essence, this was a "guarantee against loss" exercise in which MNH identified in the region of £250k of savings but a potential net loss of income in the region of £800k. Treasury supported this approach.

Throughout the summer of 2020 MNH operated a programme of opening sites and events targeted at the local community and providing leisure and well-being opportunities during lockdown. The "staycation" factor allowed our tenants to recover some income and indeed our self-catering accommodation performed above expectation. At the end of the calendar year our two retail sites provided shopping opportunities for local people unable to leave the island and our online shop performed above target.

We retained a reduced public offer right through to the end of the financial year and deferred spending where possible. In some cases we had no option as suppliers were unable to deliver and the construction sector was also locked down. The financial picture at the end of the financial year was better than forecast. The deficit was part funded by a transfer from reserves of £172,189 with the Treasury funding £371,507 from the Covid-19 Contingency fund.

## **2.4 Public programming**

The three lockdowns had a significant impact on public programming. Two exhibitions had opened in March but had to remain closed to visitors. The works of art in the "Art of Nature" exhibit at the House of Manannan were made available online. Dr John Taylor was kind enough to extend the loan of "The Luxury of Time" exhibition from his collection till September. All the larger scale events were cancelled during the year but a range of workshops, tours and activities allowed local people to enjoy the facilities and sites. Pop-up food events with local suppliers proved particularly popular at the Grove.

As the normal schools programme was suspended the team rapidly developed a series of videos and associated educational material for home use under the banner "Museum on the move". This was well-received by the local community.

A greater emphasis was placed on social media and other online activity as the pandemic progressed. A decision was made at the start to remove the subscription to the Newspapers element of the iMuseum service making all access free for digital services. The response was very positive and Trustees agreed that this experiment would be made permanent – bearing in mind the not insignificant costs of managing subscriptions. By year end over 200,000 individuals had used the MNH website and 30,000 had used the newspapers.

By the end of the year the team were more experienced in online technologies and were able to support webinars. These included the Richard Hall Symposium in York on Viking Thing sites and a seminar on the Calf of Man organised for the UNESCO Biosphere team in conjunction with two Irish Biospheres.

## **2.5 Projects**

The lifting of the initial lockdown in June 2020 allowed the team to focus energy on the programme of projects identified in the 2019-2020 Forward Development Plan. However the accumulated impact of the Island's three lockdowns meant that a number of projects were delayed. These were mainly those that involved construction or off-island contractors. The construction sector "overheated" in the summer of 2020 as companies attempted to get back to work and Trustees agreed to postpone the procurement of the Thornbank refurbishment till the financial climate cooled.

## **2.6 Positives and learning**

Whilst this year has been very challenging and stressful we have taken some positives from it. We can see that there is a clear demand for our services from our local community and this is a different demand than from visitors. Different activities have been successfully tested and the enforced change has given us the confidence to do things differently in the future.

We have seen our online audiences grow worldwide and we have tested and adopted new technologies. We have been able to build relationships with our peers and colleagues online worldwide – saving time and money in the process. Conferences, seminars and trade fairs have all been accessible to us this year and we have been able to raise the profile of MNH and the island significantly.

## **3. Plan for 2021/2022**

The pandemic has highlighted the increased reliance of the charity on its self-generated income and the importance of its key relationship with the public and its sponsoring and funding partners. Developing opportunities to increase self-generated income will be a priority and early discussion will take place with Treasury on future funding processes.

In the year ahead a strategic review will be undertaken involving key stakeholders to help inform the charity's future aims and objectives, including the services MNH delivers or supports. In addition an Economic Impact Assessment and a review of the charity's buildings to assess current and ongoing liabilities will also take place. MNH will review its Commercial Strategy, with a view to generating additional income which can be used to fund

improvements and enhancements to its, cultural, heritage and environmental responsibilities.

Whilst the use and allocation of the reserves will also be reviewed, Trustees recognise that for some people the level of disposable reserves may be considered to be high. However it is important to understand that of the total reserves held, approximately £1.4 million is already committed to support projects and service delivery that would otherwise not take place within the funding provided by Government. Taking into account these committed funds, MNH's uncommitted cash reserves are in the region of £1 million; a level of reserves the Trustees consider prudent to retain, particularly in these uncertain times.

These reviews may result in changes to the charity's Forward Plan 2021-23, published and available on the website [www.manxnationalheritage.im](http://www.manxnationalheritage.im)

## **4. Activity Report**

### **4.1 Responsible management of the IOM's natural and cultural heritage**

#### **George Quayle Legacy & the Peggy**

MNH was pleased to facilitate public access to the Peggy when circumstances permitted, with tours arranged of her conservation facility. Since the Peggy was removed from her home at the Nautical Museum and access made available to the public in 2017, about 2000 people have visited her.

During lockdown the Collections Care and Conservation Manager took the opportunity to build the scans of the Peggy already carried out by MNH with new imaging data into a very detailed 3D model which details every timber and fixing, alteration, restoration and layer of paint. This method has previously been used on archaeological wrecks and this is potentially the first time this type of work has been undertaken for a complete vessel of this type. This gives an invaluable insight to historians and conservators both on and off Island who realise the importance of the Peggy.

#### **Maritime Survey Project**

In February 2020 Trustees had authorised expenditure up to £6,000 to obtain high resolution multi-beam data from sea bed sites, including wrecks, in Manx Territorial Waters, in collaboration with Dr. Michael Roberts, Centre for Applied Marine Sciences, University of Bangor. Due to COVID-19 restrictions, survey work got underway in August, rather than in April as planned. A total of 80 wrecks were surveyed between Peel and Anglesey – far more than expected. Once the data from the survey is received and assessed, we will liaise with Dr Roberts about potential future projects.

#### **UNPATH**

MNH were approached by Historic England (HE) to become a partner in a potential new maritime heritage project. The project covers three geographical areas; the North Sea, the

Solent and adjacent English Channel, and the Irish Sea. It aims to involve local and national heritage organisations to explore and resolve the complexities of joining up maritime and marine collections (datasets, maps and charts, documents, archives, surveys, artefacts) in order to help the public access, understand and even co-create a more complete British-Isles wide marine heritage record.

HE is leading a bid to the Arts & Humanities Research Council's (AHRC) *Towards a National Collection* programme (CADW and Northern Ireland are all closely involved as well). MNH has accepted the invitation to become a partner, and a letter of support has been sent. If the bid is successful, although no funding will be available to MNH directly, collaboration with HE *et al*/will allow cross-organisational knowledge-sharing (including IT considerations such as the incorporation of maritime sites into the Isle of Man Historic Environment Record (IOMHER) via Arches) and a raised awareness of the significance of the Island's maritime heritage, both on and off-Island. HE also use *Arches* to manage their Historic Environment data.

### **Thornbank**

This project continued to be developed with building regulations consent for the proposed additional use as holiday accommodation added to the Planning permission and registered building consent already in place. As stated above our confidence in the accuracy of QS estimates is questionable at the present time since the construction industry has not been working normally over the past year and price certainty will be hard to achieve. There are also noticeable supply challenges and significant price increases for some items such as wood and steel.

Work resumed with Attorney General Chambers (AGCs) to complete the contract documentation for the tender exercise with the intention of going when (and if) the construction industry appeared to be slowing down.

### **Peel Castle masonry**

In June 2020 a stone fell from the capping of the curtain wall adjacent to the entrance to Peel Castle. Inspections revealed significant voids within the masonry and very poor bedding mortar with little or no binder and a large section was dismantled to a safe level pending repair. Scaffolding was subsequently erected along a 15m length of wall which is predominantly Victorian repair above an historic wall collapse with some 20<sup>th</sup> century capping. The whole of the 15m length of capping was removed and rebuilt up to 1m in height and the face of the wall below repointed. This work is being undertaken by the Sites and Monuments Team who were already on site in the process of rebuilding an earlier collapse within the castle.

### **The Isle of Man Historic Environment Record.**

The Isle of Man Historic Environment Record (IOMHER) is the primary information service for the historic environment of the Isle of Man and will inform its future management and enjoyment.

The IOMHER includes all statutorily protected Ancient Monuments and all war memorials as well as more than 200 medieval carved stone crosses; 200 medieval chapels (*keills*) and burial grounds; more than 300 Neolithic and Bronze Age prehistoric burial sites between 1,500-5,500 years old; over 100 medieval upland seasonal settlement sites or 'shielings'; over 500 mills and water-management features associated with them; and over 1,500 records of prehistoric finds including worked flint and pottery.

During 2020 the IOMHER was migrated to a new software called Arches and went live at [isleafmanher.im](https://isleafmanher.im) at the end of March 2021 with an initial live dataset of 1500 records following an extensive programme of data-cleaning and enhancement to professional standards.

Further datasets will be added to IOMHER and records enhanced against a three year roadmap.

### **Calf of Man & Meayll Peninsular LiDAR**

The Island is fortunate in having significant coverage of LIDAR which is used by a variety of public agencies. As part of the development of the new Management Plan for the Calf of Man, we commissioned an analysis of the LIDAR data of the Calf and Meayll Hill areas. A full report, database and accompanying mapping data has been completed and submitted to us by Wales based Heritage Consultant, Trysor. This study provides a significant volume of data, much of it new, on the locations and characterisation of physical objects and structures at or close to ground level which are typically difficult to identify in the field. Following a review and quality check of the data they will be added to the IOMHER and will be accessible via Arches.

### **Castle Rushen Courthouse**

One of the priorities in the Forward Plan was to tackle historic issues to do with water penetration into the former Courthouse at Castle Rushen. These stem from the insertion of windows and changes to the stonework in the middle of the 19<sup>th</sup> century. The room had been significantly modified in the 1970's with the insertion of a suspended ceiling and the installation of pine court fixtures.

Whilst MNH was keen to bring the space back into public use, the Council of Ministers had also expressed the view that they wished the formal investiture ceremony for the next Lieutenant Governor to take place in the room as on previous occasions. Despite the challenges of lockdowns the work was planned and commissioned during the year. Whilst the start of work was delayed until the end of the third lockdown the contractor was able to make good initial progress. The MNH Sites and Monuments Team have also been on site undertaking repointing to the interior elevation of the parapet wall over the quayside (north) elevation where an old flue has previously been capped off by the parapet and the mortar is in poor condition generally permitting penetrating damp. Further work is also required to the exterior elevation in due course.



Supply chain issues due to a combination of Brexit and Covid meant that there was no contractor to guarantee the provision and installation of a lift. This element will be deferred to a future phase.

### **Baillie Scott Police Station**

Following the consultation exercise on the future use of the Baillie Scott Police Station MNH advertised for expressions of interest in leasing the building. A single Expression of Interest was received – which was then reviewed by a panel (including a Trustee and a representative of the AGCs). The panel were satisfied that it met the essential criteria and, subject to receipt of due diligence records, negotiations should commence. The suggested use is as a reception facility for the neighbouring hotel which is under development. It also includes proposed community use. The tenants wish to invest in restoring the structure under MNH's supervision and planning for this is underway alongside the negotiation and conclusion for the signing of the lease.

### **Captain Quilliam relocation**

The statue of Capt. Quilliam RN which was commissioned by the Isle of Man Government in 2005 as part of the 200<sup>th</sup> anniversary of the Battle of Trafalgar and has stood in the grounds of Castle Rushen since that time. It has been felt that the statue by Bryan Kneale MBE deserved a more prominent location and the Quarterdeck in Castletown seemed highly appropriate. This newly refurbished public open space in front of the former military library (now owned by MNH and used as a coffee shop) is being well used by the local community and visitors alike. A small ceremony on Trafalgar Day to mark the relocation was well attended and much appreciated. It had strong media coverage on and off island.

### **Laxey Wheel**

A further failure has occurred to one of the timber members of the Laxey Wheel rod system. This time the last rod has snapped leaving the wheel disconnected from the T-rocker. With the current absence of a connection to the L-rocker at the other end the Wheel has no counterweight to control its turn and therefore it cannot be operated until a repair is possible.

The fracture occurred at the worst possible place, as far away from the crane base as the rod can be, and across the river to make matters worse. The need to make repairs to the rods and the bogies was known and the wheel inspected weekly by DOI engineers however this sudden failure due to internal water damage was unexpected. We were already in the early stages of developing a strategy to repair the rods and bogies however it will be time consuming and costly given the access difficulties.

A revenue bid of £750k was submitted to undertake a comprehensive repair and replacement programme of the components of the rod duct system connecting the Wheel and counterweight with the T-rocker, and to undertake the seven yearly redecoration and refurbishment of the Wheel itself. This bid was initially rejected by Treasury but subsequent negotiations after the budget in February agreed a compromise whereby Treasury would fund half the works and MNH would sell a property asset to match the funding.

## **Planning matters**

### **Cregneash Agricultural Tenancy**

After significant delay due to various factors including the complexity of the project and Covid, progress was made on moving to a lease of 120 acres of land at Cregneash. This is intended to allow MNH to focus on the public interpretation of the core of the historic site. The documentation covers a five year tenancy, a livestock loan agreement and the optional lease of Calf View Barn. We worked with external estate agents to develop marketing materials and a joint communications plan to generate interest in the tenancy.

### **4.2 Accessible assets and services**

The concept of access covers a wide range of activity and is core to the Trusts charitable purposes. It implies the removal of all barriers including social, economic, intellectual and physical.

As is the case every year a wide range of public programming was offered to visitors. This included exhibitions, lectures and family activities.

### **TT Gallery**

The TT Gallery made significant progress during the year despite the challenges of lockdown. A particular challenge was working virtually with our UK-based exhibition designers *Core*. For example the MNH team have had to provide CORE with detailed measurements as they have been unable to visit. Changes have had to be made to filming schedules as the TT was cancelled for two years running.

*Core* presented their outline concept designs for the new gallery at a meeting in June 2020. This incorporated feedback that the team had already given on the style guide and space allocations. Final concept designs for the new gallery were complete by the end of July and shared with staff and various stakeholder groups – including the Joey Dunlop Foundation. The detailed design scheme showing layouts and final renders was complete in December.

Graphic design is making good progress with the first draft package delivered in February 2021. The brief for the Gallery AV Kiosks, which will deliver archive film and reflections interviews as well as access to TT Collections via iMuseum, was completed and moved to procurement.

The Infrastructure Design Team finalised the design and specification documentation for a project to install the M&E services, wall linings, lift, roller shutter door and selected wall, floor and ceiling finishes. This had been planned for two stages but no contractor was available for the first stage immediately after lockdown. Contract documentation was prepared with the expectation that work will commence following full tender procurement procedures at the beginning of June 2021 and completing in November 2021. With no bids received for the second tender exercise documents are being reviewed and have been re-advertised. Delivery is likely to be delayed until late summer of 2022.

Conservation assessment of the display collections was undertaken and we engaged specialist textile conservator Zenie Tinker to provide advice in relation to the mounting of costumes and textiles for the gallery.

A number of items for the Gallery were acquired during the year. Our sponsoring Department agreed that MNH could have a section of the TT Scoreboard when it was dismantled. Whilst there was some media comment at the time – the consensus seemed to be that MNH’s role in preserving a section in the museum was positive.

### **Laxey Wheel Visitor facilities**

An ambitious and creative concept design for a new visitor building for the Laxey Wheel site was developed by a local architect and formed the basis of a capital bid to Treasury. The cost of the proposed development would have been shared between Isle of Man Government and MNH through its reserves and fundraising. However, under the current circumstances the opportunity wasn’t seen as being a priority for public finances and it was necessary for MNH to commit a sum from its reserves to match the contribution from Government to carry repairs and redecoration to the Laxey Wheel and rod system. The development has therefore been placed on hold and MNH is now considering a low cost interim solution.

### **Exhibition Programme, Visits and Events**

2020 saw us reviewing and adapting our public programme to meet the needs of a local only audience and adapting our traditional events to meet the Covid-19 control requirements, in some cases this meant taking events attracting large numbers in one place, like Hop tu Naa at Cregneash and turning it into a roadshow of smaller events at different sites.

We reached out to third parties to help supplement our resources and broaden our reach such as Manx Wildlife Week with the Manx Wildlife Trust and food pop-ups to support events at the Grove.

We promoted access to our outdoor sites and delivered wellbeing and mindfulness sessions in some of our open air spaces to support mental health in our community in the aftermath of the lockdowns.

We delivered weekday workshops, developing new audiences and creating return visitors.

We developed blended events (live and digital) to reach local and overseas audiences.

Our Exhibition programme was a little disrupted by the Pandemic but we were still able to deliver a programme that included; The Luxury of Time, an exhibition of some of the amazing timepieces from the Dr John Taylor OBE Collections, Art in Nature with Manx Wildlife Trust and the self-portrait art exhibition showcasing the Ruth Borchard collection. A series of events was programmed around each of these exhibitions increasing engagement, appreciation and understanding.

## **Manx Language**

Manx language awareness training continued to be rolled out to staff throughout the year and meetings held with Culture Vannin to contribute to a month of Manx language celebrations planned for summer 2021. In October a number of original recordings by The Manx Society made in the 1950s of some of the last native Manx speakers were transported to National Museums Northern Ireland to be digitised as part of the *Unlocking Our Sound Heritage* project. A small team of *listening volunteers* have been brought together to provide translations and summary descriptions which will be available online later in 2021.

### **4.3 Coordinated natural and cultural heritage activity on the Island**

As the national heritage agency MNH works closely with many other individuals and agencies. As is the case every year it responded to many individual planning applications on the Island. In some cases it recommended further archaeological investigations or survey of site biodiversity. Staff and Trustees have engaged at Officer and Ministerial level over the future resourcing and direction of work on Registered Buildings. The Director has attended meetings of the Building Conservation Forum.

Staff of the Trust continued to support the Biosphere Vannin project and have engaged with communications and marketing.

## **Manx Wildlife Trust**

The Memorandum of Understanding with the Manx Wildlife Trust was signed publicly in association with our joint exhibition. Staff have met several times to take forward the principles of the agreement. We have continued to meet to discuss the management of the Calf and develop a new research strategy to inform this work. Discussions have also started on the development of a formal partnership between the two charities to replace the previous process of procurement. It was also agreed to formalise the support given by MWT to Wildlife Week.

## **Round Mounds Isle of Man**

Excavations were postponed in 2020 due to the Covid pandemic, however Drs Rachel Crellin and Chris Fowler delivered the 2019 Excavation Interim report in July 2020. In October they published an article in *Antiquity* "Thinking outside the Cist: Interpreting a unique artefact assemblage from an early Bronze Age burial on the Isle of Man".

## **Treasure**

On 18<sup>th</sup> February 2021 a stunning collection of Viking Age artefacts discovered on the Isle of Man was declared Treasure by the Isle of Man Coroner of Inquests, Mrs Jayne Hughes.

The internationally significant find consists of a gold arm-ring, a massive silver brooch, at least one silver armband and other associated finds, buried around AD 950. It was discovered in late 2020 by metal detectorist Kath Giles whilst metal detecting on private land.

The hoard went on display in the Viking and Medieval Gallery at the Manx Museum prior to valuation and further conservation work. The location of the find and details of the landowner will remain confidential to protect the integrity of the find site. Due to the significance of these finds we will seek to acquire them for the national collections. Officers will submit a report to Treasury to request funding for this acquisition as *The Treasure Act 2017* is Treasury's legislation and ultimately their responsibility.

In addition to the above we are aiming to conclude the acquisition of another Viking assemblage – two highly decorated brooches and a glass bead – discovered in 2018 and declared treasure in July 2020. The valuation of £6,500 has been confirmed by the Treasure Valuation Committee and accepted by both finders and landowner. We will also request funding for this acquisition from Treasury in order that they remain on Island as part of MNH's collection. .

### **Peggy Rum**

During the summer of 2019 we were approached by representatives of a new company on the Island who were developing a new range of blended rums. These are currently blended in the UK but the company's aspiration is to manufacture on island. They also intend to market a small range of artisan foods from the Island into the UK and beyond. The people behind the company are existing successful entrepreneurs and known to us.

The company wishes to use stories relating the Manx heritage to create a distinctive identity for their product and company. They saw the Peggy and the myths/legends around George Quayle as key to their first product. At the time the Black Lives Matter protests were underway and we were able to give them a broader and more sensitive perspective on Quayle's activities.

The company has labelling its first range of products as "Peggy" and have offered to support our project to re-tell the Quayle story. The development of the drinks industry on the island as part of the Government's Food Matters strategy has been very successful and we already engage with two other distilleries as part of our group travel strategy. We successfully applied for off-sales licences at the Manx Museum in order to sell small gift merchandise based on these new local product lines.

#### **4.4 Being accepted as an essential part of the visitor economy**

The impact on our traded income due to border closures resulting from the Covid-19 Pandemic was significant with income falling by some 60% compared to the previous year. Overseas visitors to our sites usually make up, in the region of 75% of our total visitors with 25% being local resident visitors. With the borders closed, we targeted our visitor offer to the local resident market encouraging repeat visits by staging special events, activities and tours at the sites rather than opening the sites daily. The latter being unsustainable without the throughput of tourist visitors.

## **Group and Travel Trade overview**

MNH are members of UKInbound a body that supports businesses engaged in the UK inbound visitor market and with whom we share stand space at the annual World Travel Market, representing Destination Isle of Man. In 2020 World Travel Market was conducted virtually with MNH, Isle of Man Transport and the Island's Cruise Ship Agents jointly staffing the virtual terminals. Appointments with buyers were conducted virtually by video call with some good contacts made for future business development and relationships with existing contacts strengthened.

## **4.5 A positive working relationship with our supporters and members**

### **Friends of Manx National Heritage**

Our Horticultural Manager has continued to improve presentation and enhance interest at MNH gardens with the generous support of using FMNH funding. Small projects have been undertaken at: Speakers Garden, Castle Rushen to introduce wildflower seed mixes into planting beds and at Cregneash to develop the cottage garden bed. Work has also continued to the ongoing development of gardens at Rushen Abbey (willow dome perennial bed, wildflower seeding) and at the Grove (conservatory garden new bed, 2 new woodland beds)

We continue to enjoy the enthusiastic support of a small number of long term garden volunteers at our sites and hope to increase their number in the coming year.

### **Heritage Open Days**

This was the eleventh consecutive year of Isle of Man Heritage Open Days. Run over the first two weekends in October each year, the programme has grown and developed into a much anticipated feature in the heritage events calendar. Bringing together operators of heritage attractions large and small, public and private but all with the common theme of showcasing something not usually open to public view. 120 tours, drop-ins and walks were included in the programme, with 40 partner organisations, and 30 FMNH/MNH volunteer stewards supporting the programme. Approximately 2,250 visits were made over the six days. This year walking tours in the countryside were particularly popular with people relishing the opportunity to be in the great outdoors after the restrictions of the Covid-19 lockdowns.

## **4.6 Delivery against agreed performance measures**

The Trust is concerned to maintain and demonstrate high standards of governance and performance and has worked closely with the Executive to establish appropriate systems to record and monitor these aspects of its work. Its core committee structure remained unchanged but the remit of the committees changed:

- a. Finance Audit and Risk Committee was renamed "*Audit and Risk*"
- b. Policy and Development was renamed "*Performance, Policy and Development*"

Day to day management of the organisation is formally delegated to the Director and staff through a formal scheme. Several internal project boards have a Trustee in attendance to support communications.

A rolling three year "Forward Development Plan" is produced – underpinned by annual "Priorities and Objectives". A "traffic light" review of performance was presented to the Board on a quarterly basis. The Trust also accepts the current IOM Government Financial Regulations as best practice along with a number of other policies.

### **Staffing**

A number of staff were seconded elsewhere during Covid. The position of MNH staff is that they are employed by the Isle of Man Public Services Commission which sets their terms and conditions, facilitates their pensions, and is ultimately responsible for recruitment and disciplinary matters. Staff are "stationed" with Boards, Offices and Departments with delegated authority to Chief Officers for a range of management and supervisory functions.

It is within the authority of the Commission to redeploy staff, and indeed staff who are surplus to requirements within MNH can be offered redeployment elsewhere. This reduces the risk of redundancy. The request for redeployment came from the Office of Human Resources in this instance. The financial implications were not considerable but were in any case accepted by Treasury in their review of the MNH grant. As well as Trustees, several "hosts" of seconded staff have expressed their thanks for the work done to support the wider Manx Community at a very difficult time.

### **Director Recruitment**

The Director announced his intention to retire in April 2021 and the recruitment process was put into train during the year.

### **Grounds Maintenance Contracts**

The provision of grounds maintenance services at the main visitor sites is currently undertaken by contractors who are appointed on the basis of open competitive tenders every three to five years.

One of our contractors notified us that they did not intend to re-tender when the current three year term of their contract expired. We reviewed our options and decided that the MNH Sites & Monuments Team should take over their grounds maintenance responsibilities to offer savings and efficiencies.

### **4.7 MNH internationally respected as a National heritage organisation**

MNH continued to be a member of a number of professional bodies and staff have attended seminars and conferences. The Head of Properties continued to serve on the Board of the Visitor Safety Group. The Director continued to serve on the Board of the Destination Viking Association.

## **Viking Routes of Cultural Heritage**

The AGM for the Destination Viking Association (DVA - the organisation responsible for the management for the Viking Route, certified by the Council of Europe) was due to take place in the Isle of Man in April 2020, hosted by MNH with a varied programme of events with colleagues internal and external to IOM Government. Due to the pandemic, the AGM was initially postponed until Oct 2020, then April 2021 but the ongoing situation led to the AGM being held virtually. Virtual board meetings have continued throughout. The board is looking at the sustainability of the Association and how to increase and make more effective the digital presence of both DVA and the cultural route. There is an acknowledgement that the DVA website is in urgent need of upgrading to make it easier to navigate for visitors and to update for members. The DVA produces a magazine, *Hugin and Munin*. Issue 5 has been delayed due to the pandemic, but is due out by the end of Sept 21.

## **5. Financial sustainability**

### **Property disposal**

After the year end a property bequeathed to MNH was agreed for sale by Tynwald as required. Legal matters remain to be concluded.

### **Fundraising Review**

This has not been a priority during Covid. We have spent time instead preparing submissions to Treasury for our emergency budget in May, the economic Recovery programme, and our Revenue grant application.

We have installed a contactless donations system from Barclays at the Manx Museum but it has had significant teething problems. The concept has however been proven but we are looking at other options. We continue to develop our relationship-building through a monthly E-newsletter produced within our ACT CRM system.

It is clear that the Manx fundraising landscape has changed during Covid and many charities are experiencing difficulties. MNH will be reviewing its options in the year ahead.

### **Child Admission**

In September 2019 when the Board approved the recommended admission prices for 2020 and 2021, as part of our "Removing all barriers to access" vision, we proposed working towards a removal of all child admission prices to be effective by January 2022. All child admission prices were standardised at £2 per head for 2020 and 2021. Since then, as a result of COVID-19 with our borders closed, there was no need to apply the £2 admission fee as all Isle of Man school children are admitted free of charge to our sites under the ACE Card scheme. In light of the continuing closure of our borders and our commitment to removing all barriers to access, it was agreed that the removal of the child admission fee was made effective immediately rather than waiting until 2022. This has provided savings in administration with limited loss of income.



## **Bequests, donations and income**

A long-standing benefactor continued to make further regular donations to the Curatorial and Professional Development Fund.

## **Retail**

With closed borders for the full financial year and our visitor sites only partially open from July 2020, our retail offer was focused online and into our two main sites at the Manx Museum and House of Manannan.

- Local audience market represented 30% of our normal trading income this year, with closures, restrictions and uncertainty in 2020
- Engaging public programme, with bookable tours and workshops, enabled us to plan staffing and resources, in addition to understanding the needs of our audiences better.
- Our relationship with our artisan suppliers was as ever crucial for audience engagement particularly reflected in Christmas sales.
- There was strong growth in online sales +42% on 2019/20

## **6. Relationship with IOM Government**

The relationship with the IOM Government is key to the Charity's sustainable funding and is at the heart of our service delivery. We worked very closely with DEFA on a range of issues including signage, Registered Building and Planning Issues. We continued to work closely with IOM Railways on ticketing, marketing, familiarisation visits, and cruise ship excursions.

MNH has continued to provide support to the IOM Preservation of War Memorials Committee during the year. Over 200 war memorial records are now available on line through [isleofmanher.im](http://isleofmanher.im); a resource which has been used by the registered buildings team at DEFA to inform their work to add the war memorials to the protected buildings register.

The Isle of Man Government continued to provide a range of infrastructure and services to the Trust including computing, accounting, staffing, insurance and legal advice.

### **Calf of Man stamps**

We worked with IOM Post Office regarding a Calf of Man 10 stamp issue which also celebrated the 70th anniversary of the founding of Manx National Trust in 1951.

## **7. Challenges and risks**

MNH continues to operate within a challenging environment arising from the pandemic, as noted in section 2 above. Whilst borders opened on 28<sup>th</sup> June 2021 some restrictions still apply and it will take time for the economy and visitors to recover to pre-pandemic levels.

Other key risks to the organisation during the year remain around the resources available to it to fulfil its statutory duties. The financial strategy for the organisation has had three main components: seek efficiencies and savings wherever possible, increase income from visits, and increase income through diversifying and exploiting assets. However, the organisation is

dependent on Government funding, circa 75%, for its long-term sustainability and in particular the care of its assets and the delivery of its public services. In recent years this funding has been capped or reduced. The inability to generate income during the pandemic with high fixed costs has highlighted the risk to the charity at an unprecedented period with borders closed. Support from Treasury from the Covid Contingency Fund for 2020/21 was very welcome in addressing the income shortfall but uncertainty remains on a grant to address a similar 2021/22 expected deficit. Covering this from reserves will impact on the delivery of future projects.

MNH has a significant responsibility for the care and storage of its collections, much of which are held in reserve. The space to do so is now full and there is significant pressure on our ability to accession further items. This was alleviated in the short term as reserves were used to buy a storage unit which will also aid the creation of the new TT Gallery at the Manx Museum. A major investment is required to extend the current collections store or otherwise provide additional facilities.

By the nature of the items in its care MNH has a significant number of assets, property, land and collections that require conservation, repair and maintenance. Concern continues that the current financial resources are not sufficient to address these matters and work will be undertaken in 2021/22 to review condition of assets and future needs.

## **8. Note on accounts**

The Isle of Man Government makes a significant contribution to the core activities of the Trust and the Trust uses the Government's accounting services and systems to hold and manage transactions. Historically the Government has included that financial contribution within its Revenue budget and as a consequence has also included the Accounts relating to these activities within its consolidated accounts. A draft unaudited version of these is published annually for the July Tynwald (Light Blue Book) and a summary, audited, version for the October Tynwald (Dark Blue Book).

Historically the Trust's operational budgets and accounts associated with the Government support have been managed and reported separately from accounts described by the Trust as "Charitable". As a result of matters raised by the Attorney General's Chambers, in the capacity of Attorney General's statutory role concerning Manx charities, it is accepted that the Trust has an obligation to describe the full range of its activity in its accounts, and should not artificially separate out accounts or describe them in this way.

Significant progress has been made in rectifying this position with 2020/21 being the first year that Manx National Heritage ("MNH") was funded through a grant. MNH continued to use Treasury's accounting system for the period with the aim of moving to a separate system from 2021/22. It has not however been possible to resolve this in this reporting period due to issues identified in amending the Government's accounting system to allow the effective separation of MNH's accounts. Diversion of resources and challenges facing the charity due to the pandemic means that the framework to provide a single set of accounts will not be available


until April 2023, later than previously forecast. As previously provided, the relevant extracts from the Light Blue Book have therefore been appended to the Trust's accounts for the year.

Discussions with the Attorney General's Chambers have also confirmed that all property in the name of the Trust is owned by the Trust irrespective of the source of any funding. Significant progress has been made with documenting this but work is yet to be concluded in this respect. Revaluations for the financial year 2020/21 have been completed. Trust property also remains in the Government consolidated accounts, details of which are appended.

Work continues to conclude a draft Memorandum of Understanding between the Trust and its sponsoring Department, the Department for Enterprise. This documents the relationship between the Charity and the Government.

In March 2020, the Isle of Man declared a state of emergency to deal with the Coronavirus crisis. Two further lockdowns subsequently occurred and the Island's border was closed for 2020/21. The Trust took action to limit its activities in line with Government requirements.

**On behalf of the Trust**

  
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Trustee

  
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Trustee

