



Irish Georgian Society Strategic Plan 2021-23

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Irish Georgian Society
City Assembly House, 58 South William Street, Dublin 2

INTRODUCTION

(i) Vision

The vision of the Irish Georgian Society is to conserve, protect and foster interest in and respect for Ireland's architectural heritage and decorative arts.

The Society will pursue its vision, either working on its own or in partnership with others, through:

- the provision of education and information, including publications, lectures, conferences, tours and other learning programmes and
- undertaking, supporting and campaigning for conservation and protection relating to the decorative arts, historic structures and places, including gardens and landscapes.

(ii) About the strategic plan

The Irish Georgian Society's strategic plan 2021-23 serves as a guiding document for the organisation as the country emerges from the Covid 19 crisis and throughout its course will be frequently reviewed by the IGF board to assess its delivery. While considerable uncertainty remains, the objectives set out in the strategy seek to ensure the Society continues to fulfil its stated vision and to meet the expectations of its members and supporters in Ireland, the UK and the USA.

Central to the strategy are objectives relating to the Society's conservation and education programmes which include its grants initiatives and campaigning work, and the promotion of scholarship in and awareness of our architectural and decorative arts heritage. The strategy also sets out objectives relating to funding, governance, and status and reputation which ensure the Society meets its legal and financial obligations and that it secures acknowledgement for its sterling work.

Over the next three years the Society will continue to build its reputation as a leading voice in promoting architectural conservation in Ireland and as one of the principal sources of information on new research into Ireland's decorative arts heritage. In doing so it is an ambition to further develop the Society's audience at home and abroad, to deliver new and innovative activities for its members, and to ensure the City Assembly House continues to serve as a destination for all who have an interest in Ireland's history and heritage.

The Strategic Plan 2021-2023 will be underpinned by a detailed Funding Plan and by a Communications Plan.





Strategic objectives 2021-2023

1. CONSERVATION

Campaigning

Protect historic structures and places, including gardens and landscapes.

Conservation grants

Support building conservation through the IGS Grants Programme.

Landmark project

Adopt landmark building conservation project to save a building at risk.

2. EDUCATION

Scholarship

Support original research into Ireland's architectural & decorative arts heritage

Conservation education

Promote best practices in repairing & conserving traditionally built buildings.

Exhibitions in the City Assembly House

Host exhibitions on Ireland's architectural heritage and decorative arts.

Membership events

Organise compelling events for members.

3. OPERATIONAL FUNDING

Secure funding through government and foundations, membership support, philanthropic donations and earned income.

4. GOVERNANCE

Meet standards of excellence in governance through adhering to the six principles of the Charities Governance Code.

5. STATUS & REPUTATION

Ensure the work of the IGS is recognised by its members, supporters, other stakeholders and a broader public.

1. CONSERVATION

The Irish Georgian Society promotes the conservation of Ireland's built heritage through providing conservation grants, undertaking landmark conservation projects, advocating for the protection of buildings at risk and on policy issues, and through a biannual awards scheme.

1.1 Conservation grants

| Objectives | Actions | Responsibility | Timeline | Metric |
|---|---|--|---|---|
| Support voluntary groups, heritage organisations and individuals undertake important building conservation projects through the IGS Grants Programme. | Deliver annual grants programme through the support of IGS London and IGS Inc | Grants Committee/ IGF Exec Dir/ IGS London trustees / IGS Inc Exec Dir | i. Feb-May annually , ii. Oct/Nov annually | i. Annual allocation of €30k-€50k from IGS London, ii. Funding from IGS Inc determined annually. |

1.2 Landmark project

| Objectives | Actions | Responsibility | Timeline | Metric |
|--|---|--|-------------------|---|
| Explore the prospect of the IGS adopting a landmark building conservation project. | Using the 'IGS Buildings Project Matrix', explore the viability of projects as they arise | Exec. Dirs IGF & IGS Inc/IGF Chair/IGS Pres/ACPC | Strategy duration | i. Engagement with partners ii. Six-monthly assessment of project options iii. Selection/ adoption of project |

1.3 Planning & Buildings at Risk

| Objectives | Actions | Responsibility | Timeline | Metrics |
|--|--|----------------|----------------------------|--|
| Campaign for the protection of historic structures and places, including gardens and landscapes. | (i) Bi-monthly meeting of planning committee, (ii) Monitor planning applications (iii) Write to local authority planning departments when required | ACPC/Exec Dir | On-going / review each Oct | (i) 6 meetings of ACPC p.a., (ii) Weekly review of planning issues, (iii) Measure submissions made relative to issues raised with IGS. |
| Contribute to and promote public discussions relating to conservation policy issues. | Engage with Department of Housing, Local Government and Heritage, Office of Public Works, Heritage Council and with other relevant government bodies on policy issues. | ACPC/Exec Dir | On-going / review each Oct | Based on engagement with public bodies |



2. EDUCATION

The promotion of scholarship and the Society's educational activities are delivered through its annual journal and other publications, through the lectures, seminars and exhibitions of the Conservation Education Programme, through exhibitions held in the City Assembly House, and through membership events. *Ref. IGS Education Policy (2015)*

2.1 Scholarship

| Objective | Actions | Responsibility | Timeline | Metrics |
|--|--|--|--|--|
| Support the work of scholars doing original research into Ireland's architectural & decorative arts heritage and relevant historical subjects adjacent to these. | Seek and publish original research through the IGS journal, <i>Irish Architectural & Decorative Studies</i> , and endeavour to have it added to online academic databases such as JSTOR.. | Journal editor & Journal Editorial Board | Delivered throughout the year; review each Oct | i. Annual publication of IADS, ii. secure online availability |
| | Partner with academic and/or heritage organisations in delivering study days and/or lectures on Ireland's architectural & decorative arts heritage and relevant historical subjects adjacent to these. | Conservation Manager / Journal Editorial Board | Delivered throughout the year; review each Oct | Deliver either one study day or one programme of lectures annually |

2.2 Conservation education

The Irish Georgian Society promotes best building conservation practices through its Conservation Education Programme which aims to inform and support protected structure owners, conservation professionals and practitioners, and members of the public who have an interest in Ireland's architectural heritage.

| Objective | Actions | Responsibility | Timeline | Metric |
|---|--|----------------------|-------------------------|---|
| Promote best practices in the repair & conservation of traditionally built buildings. | Continue annual delivery of the CPD accredited Conserving Your Period House (CYPH) lecture series. | Conservation Manager | Spring /review Oct | Annual delivery of lecture series. |
| | In association with local authorities and/or the OPW, continue delivery of traditional building skills exhibs. | Conservation Manager | Annual/ review each Oct | Annual delivery of exhibition. |
| Promote the care and preservation of architectural artefacts | Work with OPW in securing funding for and developing structure to undertake inventories of public and private collections of architectural artefacts | IGS Exec Dir | 2021/22 Review each Oct | Completion of inventory of Peter Pearson Collection |



2.3 IGS exhibitions in the City Assembly House

As the country emerges from the Covid crisis in 2021 and public events once again are permissible, the Society plans to deliver two exhibitions in the City Assembly House that will promote the Irish walled garden and the development of the Irish country house garden. During this time it will also be an objective to devise a programme of IGS exhibitions in the CAH for 2022 and 2023.

| Objective | Actions | Responsibility | Timeline | Metric |
|--|---|---|-------------------------------------|--|
| Develop CAH as a venue for exhibitions relating to the IGS mission | Host Walled Gardens exhibition in May 2021 & exhibition on history of the Irish country house garden in Sept 2021 together with its associated publication, documentary and conference. | Gardens Exhib WG/ CAH & Comms Coordinator | i. May 2021; ii. Sept 2021 | i. Delivery of exhibitions, ii. Broadcast of film, iii. Publication of book, iv. Delivery of conference |
| | Partner with other organisations such as Dublin City Council, the Irish Antique Dealers Association, and others in developing and delivering exhibitions relating to the Society's mission in 2022/23 | CAH & Exhibition Committee/ IGS Exec Dir/ CAH & Comms Coordinator | On-going/ review position each Sept | Delivery of IGS-led exhibitions in O'Connell Room and Knight of Glin Room |

2.4 Membership events

The Society's membership events programme is one of the principal means by which members can engage in the activities of the organisation. With the prospect of the Covid crisis receding during the course of 2021, the Strategy anticipates that the trips and tours offered as part of the events programme will only return to normal in 2022. However, it is expected that much wider audiences will be attracted to the lecture programmes which will be made available online.

| Objective | Actions | Responsibility | Timeline | Metrics |
|--|---|--|-----------------------------|--|
| Fulfil membership expectations for talks, trips and tours through delivering excellence in events programmes | Deliver compelling lectures both in the CAH and online relating to Ireland's architectural & decorative arts heritage and relevant historical subjects adjacent to these. | Membership Events Committee/ Membership & Events Coordinator | Advertise Oct 2021/22 | Increase participation by metrics set in annual budgets. |
| | Deliver programme of walking tours, day, weekend and week long tours in Ireland abroad | Membership Events Committee/ Membership & Events Coordinator | Advertise April & Oct 21/22 | Increase participation by metrics set in annual budgets. |



3. OPERATIONAL FUNDING

Funding the operational activities of the IGF is driven by grant applications, government grants, 'development/fundraising' initiatives including membership subscriptions, philanthropic donations and by activities generating 'earned income' such as the rental of the CAH and its basement, sales from the bookshop and membership events.

3.1 Membership subscriptions

| Objective | Action | Responsibility | Timeline | Metrics |
|----------------------|---|---------------------------|------------------------------|--|
| Membership retention | Successfully deliver the Society's conservation and education programmes and organise compelling members' events. | IGF and its subcommittees | On-going/ review each Oct | Achieve metrics set in annual budgets. |

3.2 Philanthropy

| Objective | Action | Responsibility | Timeline | Metrics |
|--|--|--|--|--|
| Develop funding strategy to underpin the Society's operational and capital costs | Devise and implement plan to raise funds for budgetary requirements from trusts and foundations, and from individuals. | Fundraising Committee/ IGS Exec Dir | Adopt and implement plan in March 2021 | Achieve metrics set in annual budgets. |

3.3 Government

| Objective | Action | Responsibility | Timeline | Metrics |
|--|--|-------------------------------|----------------|--|
| Secure funding for the Conservation Education Programme and other core activities of the IGS | Continue engagement with Built Heritage Unit of the Dept. of House, LG & Heritage, and with the Heritage Council | IGS Exec Dir/ Cons Manager | Sept 2021 & 22 | Achieve metrics set in annual budgets. |



4. GOVERNANCE

4.1 Introduction

The Charities Governance Code was introduced in 2018 by the Charities Regulator and sets out minimum standards that must be met to effectively manage a charity. This is made up of six principles of governance which all registered charities in Ireland are expected to meet.

4.2 Governance objectives

| Objective | Action | Responsibility | Timeline | Metric |
|---|---|--|-----------|---|
| Adhere to the six principles of the Charities Governance Code | i. Quarterly meeting of Governance Committee to assess compliance, ii. IGF approval of Compliance Form each Sept for Annual Return | IGF/ Governance Comm/IGS Exec Dir/Accounts Admin | Each Sept | Annual board approval of Gov Compliance Record Form |
| Ensure board and committee structures are suitably representative and meet the needs of the organisation. | Review roles and membership requirements of board and committees | Gov Comm / IGF Chair / Exec Dir | Feb 2022 | Adherence to Committee Roles & Responsibilities |

5. STATUS & REPUTATION

In implementing this strategic plan, the Irish Georgian Society will aim to ensure that its work is recognised by its members, supporters, other stakeholders and a broader public. In doing so it will endeavour to consolidate its status as one of the foremost champions of Ireland's built and decorative arts heritage and to ensure that it amplifies its message to audiences at home and abroad.

| Objective | Action | Responsibility | Timeline | Metric |
|---|---|--|----------------------------|--|
| Consolidate IGS status as a foremost champion of Ireland's built & decorative arts heritage | Deliver conservation and educational objectives detailed in sections 1 & 2 of this Strategy | IGF/ Exec Dir | On-going; review every Oct | Fulfilment of objectives in Sections 1 and 2 |
| Ensure recognition of IGS work in championing Ireland's built & decorative arts heritage | Devise and implement Communications Plan for IGS conservation and education initiatives so as to ensure effective engagement with all stakeholders. | Exec Dir/ CAH & Comms Coordinator | Ongoing; review each Oct | Meet targets set in Communications Plan |
| Enhance awareness of CAH as public cultural institution on South William Street | Assess options to improve visibility of the CAH on SWS and implement findings | CAH & Exhibitions Comm / CAH & Comms Coordinator | Feb 2022 | Implementation of recommended improvements |

