



Irish Georgian Society

**Priorities and Actions:  
a strategy for the Society to 2020**

2014-20

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

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

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

## Introduction

The Irish Georgian Society is now a multifaceted organisation, with extensive conservation, education and events programmes, employing three full-time staff and drawing on the enthusiasm of members and volunteers from Ireland, the United Kingdom and the United States of America.

While the Society has survived one of the most severe financial crises of the last fifty years, it has seen a forty per cent reduction in its staff since 2007. Nevertheless it remains healthy and has a number of strengths and advantages, particularly its dedicated staff and its active members who, in a voluntary capacity, passionately engage on boards, committees, chapters, and working groups. The Society has a solid reputation and is immediately recognisable in the worlds of conservation and scholarship. It is the authority on building conservation in Ireland, where it can lay claim to many impressive successes.

The City Assembly House, as the Society's new headquarters, is one of its principal strengths. The Society realised a major strategic objective of acquiring, conserving and refurbishing an historic and culturally important building in the heart of the capital. Here, members from all around the country and from abroad, can meet, exchange ideas and attend events in a very special place in the heart of Dublin. The Society will complete the conservation of the City Assembly House in 2016.

With Ireland slowly emerging from the recession of the last years, it is a good time for the Irish Georgian Society to set a course for its future development. This document focuses on four particular areas of the Society's activities: conservation, education, membership, and fundraising. Other important areas of the Society's activities, such as events and social occasions will receive attention in a future strategy document.

Dr David Fleming

Chairman  
Spring 2014

## Abbreviations

ACPC	Architectural Conservation and Planning Committee
CAH	City Assembly House
M&EA	Membership & Events Administrator
EC	Education Committee
CM	Conservation Manager
Exec. Dir.	Executive Director
FC	Fundraising Committee
IADS	Irish Architectural & Decorative Studies
IGS	Irish Georgian Society
M&EC	Membership and Events Committee
MC	Maura Currivan
PW	Primrose Wilson
SGCS	Small Grants Conservation Scheme
WG	Working Group
WL	William Laffan

## CONSERVATION

### C1 Undertake a significant 'building-at-risk' conservation initiative

	Objective	Action	Responsibility	Timeframe	Target
(a)	Work in partnership, with one or more heritage organisations in undertaking and managing a significant 'building-at-risk' project.	Prepare draft criteria for possible type of building, location, size, state of repair, ownership and other pertinent data	ACPC/Exec. Dir	2015	1M
		Locate a suitable building by alerting Chapters, heritage organisations, Conservation Officers etc. that IGS is aspiring to undertake a restoration/conservation project of a suitable building-at-risk after the completion of the CAH project	ACPC/Exec. Dir/Chapters/members	2016	
		Initiate project	Board	2016-20	
(b)	Explore the potential of launching a 'Revolving Buildings Fund' to acquire, restore, and dispose of properties with the aim of re-investing proceeds into further such projects	Prepare a feasibility report on how this scheme might operate.  The report should identify the type of building, location, size, state of repair, ownership, and other pertinent data	ACPC/Exec. Dir	2018-19	1M
		In considering the feasibility of the scheme the Board shall examine the legal and financial challenges that it might entail	Board/Governance/Finance Committee	2019-20	

**C2 Provide conservation grants for small scale conservation projects**

	Objective	Action	Responsibility	Timeframe	Target
(a)	Maintain and develop newly re-established Small Grants Conservation Scheme (SGCS)	Assess application procedures/outcomes of 2014 SGCS and adjust as necessary	ACPC/Board	Aut. 2014	
		Work closely with London Chapter (which provided the initial funds to re-establish SGCS in 2014) and encourage other Chapters and funding sources to continue the scheme	CHAIR/Exec. Dir	2015-20	200k

**C3 Consolidate the position of the Society as the principal advocate for the protection of Ireland's built heritage**

	Objective	Action	Responsibility	Timeframe	Target
(a)	Campaign for the conservation of at risk buildings.	Develop action plans to be undertaken for selected at risk buildings using PR, lobbying and other acceptable means to achieve our objective.	ACPC	2014	
(b)	Extend the Buildings at Risk Register to other counties [Co. Cork has been completed]	Estimate the cost of employing a part-time person for a limited period to extend the Buildings at Risk Register to other counties and appoint if financially feasible.	Exec. Dir/ACPC Finance Committee/Board	2014	10k
(c)	Create a part-time position to support the Society's planning activities	Draft job specification for a part-time position (Planning Officer) to support all facets of the Society's planning activities	ACPC/Finance Committee/Board	2014	
		Appoint officer	Board	2015	20k p.a.

## EDUCATION

### E1 Develop the educational capacity and impact of the Society

	Objective	Action	Responsibility	Timeframe	Target
(a)	Re-establish an Education Committee (EC)	<p>Appoint group to re-establish Education Committee according to procedures set out in Regulation 7. 2 of IGS Regulations (May 2013)</p> <p>Review remit of Education Committee in IGS Regulations and generate new ideas to further the educational aims of the Society other than those being successfully carried out by IGS Conservation Education Officer.</p> <p>Devise an education policy for the Society</p> <p>Explore the possibility of developing an app that provides information on the Society, its projects, events, or how to give time or money</p>	<p>MC and CM</p> <p>Governance</p> <p>EC/CM</p> <p>EC</p>	<p>2014</p> <p>2015</p>	
(b)	To educate further, members and the public on the importance and relevance of Ireland's built heritage.	Increase information issued to members and the public through social and print media.	EC/CM	2014	

**E2 Campaign and promote pride and respect for our architectural and landscape heritage**

	Objective	Action	Responsibility	Timeframe	Target
(a)	Position the Society as the main source of information and practical advice for historic homeowners.	Continue to partner with the Office of Public Works and local authorities in delivering a range of accredited conservation seminars and events which demonstrate practical understanding of conservation skills	CM	2014-18	
		Update and develop new conservation factsheets on the Society's website	CM	2015	

**E3 Promote all aspects of Ireland's architectural heritage so that everyone will feel welcome to engage**

	Objective	Action	Responsibility	Timeframe	Target
(a)	Develop a Summer School either in partnership with other organisations or under the Society's own auspices	Prepare a feasibility report on how this can be achieved, at what cost, and identify partner organisations.	EC/CM/PW	2016	
		Identify a suitable name for the School			
(b)	Deliver one or two study days annually that focus on built heritage, landscape or the decorative arts	Integrate into EC annual plan	EC/CM	2015	

**E4 Promote the Decorative Arts**

	Objective	Action	Responsibility	Timeframe	Target
	Organise events/study days with focus specifically on one of the decorative arts, taking note of what might attract UK and/or IGS Inc. members	This to be done in tandem with <b>E3(b)</b>	EC/CM	2015	

**E5 Stimulate wider readership of the Society’s journal: *Irish Architectural and Decorative Studies***

	Objective	Action	Responsibility	Timeframe	Target
	Endeavour to have <i>LADS</i> added to the online academic database JSTOR	Obtain written support from academics and members to lobby JSTOR	CHAIR/WL/Editor <i>LADS</i>	2016-18	

## FUNDRAISING AND DEVELOPMENT

The implementation of many of the following objectives will be met by the employment of a fundraising/development officer.

### F1 Fundraising Committee and Strategy

	Objective	Action	Responsibility	Timeframe	Target
	Establish a permanent fundraising committee	Decide on scope and remit of a Fundraising Committee (FC)	Board/Finance Committee	Spring 2014	
		Establish FC and appoint chair, to include and work alongside Exec. Dir. and Development Officer	Exec. Dir./Development Officer/Board	Summer 2014	
		Prepare Fundraising Strategy by outlining priority targets including approaches to high net worth individuals/corporate organisations/ multiple small donations/government and foundations	FC/Development Officer/Exec. Dir	Autumn 2014	

## F2 Bequests and charitable giving

	Objective	Action	Responsibility	Timeframe	Target
(a)	Promote through literature, word-of-mouth, and advertising the idea of 'legacy giving'	Promote the idea of legacy giving through Newsletter and specific appeals in send-outs	FC/Development Officer	2015	50,000 p.a.
(b)	Promote national Initiatives such as the One Per Cent campaign	Engage with One Per Cent campaign organisation to see how the Society might avail of fundraising opportunities	FC/Development Officer	2015	

## F3 Sustainable Income

	Objective	Action	Responsibility	Timeframe	Target
	Create additional annual income to support office salaries and expenditure	To be a specific objective in Fundraising Strategy	FC/Board	2014-16	100,000 p.a.
		Convert office overheads into unit costs to justify members' subscriptions and donations	Exec. Dir/Finance Committee	2014	

#### F4 Endowment Fund

	Objective	Action	Responsibility	Timeframe	Target
	Create an endowment fund to secure the financial future of the Society	An endowment of €3m, properly invested in a managed risk portfolio would provide an income of about €150,000 per annum, which would provide the Society with financial security and scope for the expansion.  Investigate legal and financial frameworks for creating an Endowment Fund	Governance Committee	2016-20	3m
		Decide if time frame for endowment Fund should be dependent of achievement of target figure for sustainable income (F3)	Board/Finance Committee	2015	

#### F5 City Assembly House

	Objective	Action	Responsibility	Timeframe	Target
	Utilise the City Assembly House (CAH) to its full potential	On completion of Phase Two conservation, appoint a Building Manager to review and implement the CAH Business Plan  The Building Manager will be expected to: (i) pursue income-generating uses for the building (ii) manage the building and its events; and (iii) manage and expand the shop and e-commerce possibilities, as well as develop IGS branded products	Exec. Dir/Board	2015-16	

## MEMBERSHIP

### M1 Social Media

	Objective	Action	Responsibility	Timeframe	Target
	Develop the Society's social media presence	Adopt a social media policy  Designate an individual to manage content	Membership Development WG	2014	

### M2 Membership types

	Objective	Action	Responsibility	Timeframe	Target
	Arrest the decline and stimulate recruitment in tandem with M1	Explore/expand all types of membership, in tandem with M1, such as:  (a) e-membership (b) YIG/student (c) special offers/promotions (d) expansion of ancillary and related benefits and discounts (OPW, periodicals, access to buildings, etc)	Membership Development WG/M&EA	To be in place for 2015	

**M3 Recruitment focus on UK and USA**

	Objective	Action	Responsibility	Timeframe	Target
(a)	Increase membership in the United Kingdom	Work with the London Chapter to increase membership with the aim of doubling numbers by 2020	Membership Dev. WG/London Chapter	By 2020	
(b)	Increase membership in the United States of America	Work with IGS Inc. to increase membership within chapters, with the aim of doubling numbers by 2020	Membership Dev. WG/IGS Inc. (see IGS Inc. strategy)	By 2020	
		Undertake to provide visits/study days/events as might attract members from London Chapter and IGS Inc.	M&EC/Membership Dev. WG/M&EA		

**M4 Promote a positive and engaging image of the Society**

	Objective	Action	Responsibility	Timeframe	Target
	Establish an engaging and popular image for the Society	It should be made clear to the general public, media and members that the Society welcomes everyone who shares its aims and it encourages the participation of all those accordingly.	All	2014-20	