



Strategic Plan
2020 – 2023

FOREWORD

Following the successful implementation of Irish Landmark Trust's Strategic Plan 2016 – 2019, which guided Irish Landmark (ILT) in pursuing its objectives, Irish Landmark has prepared this document - Strategic Plan 2020 to 2023 - to describe how it intends to carry out its mission over the next three years.

In the period 2016 to 2019, Irish Landmark completed the Charities Governance Code, and secured the nomination of new trustees.

As we approach a future of change and uncertainty, Irish Landmark will continue to maintain its focus on providing a sustainable future for historic buildings. Clarity of purpose is the key to maintaining the momentum to manage and increase Irish Landmark's portfolio.

Through challenging circumstances, the organisation continues to benefit from encouragement, endorsement and support from many areas: the guests who continue to visit and enjoy the properties, the community of Irish Landmarkers and, in the public sector The Heritage Council, the Department of Housing, Local Government and Heritage, and the OPW.

The Strategic Plan was produced following a process of assessment and reflection; it identifies priorities where resources and efforts will be focused over the three-year life of the Plan. Strategic planning is a continuous process which maintains the core educational purpose of Irish Landmark as an educational trust.

Mary Hanna
Chairman

INTRODUCTION

In 2015, the Board of Trustees of Irish Landmark decided to take stock and to embark on a process leading to a Strategic Plan, to address how key areas of policy would be pursued over a three-year period. Following wide-ranging discussions, consultations with Board members and staff, and a strategy meeting, the Trustees explored what was necessary to clarify ILT's purpose and to enable the organisation to more effectively pursue its mission in the face of the challenges identified. It was agreed that ILT would reaffirm its core mission, vision and values, in particular its educational remit, in the context of setting out its intentions for the plan period.

From this process, a strategy emerged, concentrating on four main areas of activity:

- Properties
- Communications (including Education)
- Resources and Development
- Governance and Compliance.

Within these four themes, priorities were identified, objectives and actions were agreed to ensure that Irish Landmark approached the future in a stronger and better position to fulfil its core mission.

The 2016 – 2019 Strategic Plan served Irish Landmark well, keeping the organisation focussed; and regular review ensured that actions were completed, and objectives fulfilled.

In developing the Strategic Plan for 2020 to 2023, the same process was followed, and this document contains the key objectives and action to guide it through the next three years.

As we embark on this plan, there are ominous signs of an emerging virus which may well affect the operation of ILT, but the organisation will remain determined and will overcome any difficulties which emerge, just as it did during the recession.

Mary O'Brien

Chief Executive Officer

Mission of Irish Landmark Trust

To Save

To save and conserve buildings of character and architectural distinction on the island of Ireland, particularly those threatened by decay or neglect.

To Sustain

To act as a custodian, implementing best conservation practice to provide those buildings with a sustainable future and educational purpose, primarily as short term holiday lets.

To Share

To provide the public with the opportunity to stay in, experience, and appreciate these unique buildings.

To collaborate in partnership with other individuals and bodies, to share the lessons learned through our respective activities,

To encourage public appreciation understanding and enjoyment of these buildings.

Summary of Objectives

Governance

- Objective 1: Planned succession for senior leadership and board.
- Objective 2: Skills and experience represented by board membership is appropriate for the governance of Irish Landmark Trust.
- Objective 3: Compliance with Governance Code.

Funding the Organisation

- Objective 4: Maintain the financial stability of Irish Landmark Trust.

Properties

- Objective 5: Establish a property management and maintenance programme.
- Objective 6: Actively manage properties to achieve maximum occupancy.

Education

- Objective 7: Continue to deliver Irish Landmark Trust's educational remit.

Environment and Sustainability

- Objective 8: Demonstrate commitment to achieving sustainability of heritage properties in accordance with good conservation practice.

Community Outreach and Awareness

- Objective 9: Develop improved awareness of Irish Landmark Trust at a national and community level.

Staff Support

- Objective 10: Support Irish Landmark Trust staff in their roles.

Actions to Deliver Objectives

GOVERNANCE

Objective 1: Planned succession for senior leadership and board.

- Action 1.1 Develop a transparent, robust and effective timeline and process to have a new CEO in place by April 2021.
- Action 1.2 To have a new Chair in place by September 2020 following established procedures.

Objective 2: Skills and experience represented by board membership is appropriate for the governance of Irish Landmark Trust.

- Action 2.1 Identify gaps in board composition and recruit as needed, using a matrix of skills required, existing skills and identifying gaps.

Objective 3: Compliance with Governance Code

- Action 3.1 Establish a risk register for Irish Landmark Trust.
- Action 3.2 Review risk register annually at trustee meetings.

FUNDING THE ORGANISATION

The organisation funding requirements are threefold:

- a) Core operational costs
- b) Property management and maintenance
- c) Capital costs

Objective 4: Maintain the financial stability of Irish Landmark Trust.

- Action 4.1 Ensure sufficient funding streams to meet the core operational costs of the organisation. Identify and secure the resources, financial and human required for this action.
- Action 4.2 Establish a Property Management and Maintenance Fund.
- Action 4.3 Develop a funding plan to complete Goggin Cottage and Saunderscourt.
- Action 4.4 Develop essential relationships with other like-minded potential funding partners - NPWS, OPW, County Councils

PROPERTIES

Irish Landmark Trust are custodians of the properties entrusted to the care of the organisation. Custodianship includes the **maintenance** and **occupancy** of the properties.

Objective 5: Establish a property management and maintenance programme.

- Action 5.1 Review current survey reports and prioritise. Cost the prioritised works to provide an estimate of future financial commitments.
- Action 5.2 Complete comprehensive survey of remaining properties and incorporate estimate costings into the above.

Objective 6: Actively manage properties to achieve maximum occupancy.

- Action 6.1 Consider diversification of use of properties on a local basis for example for local events in local communities.
- Action 6.2 Consider other means of increasing occupancy, promoting 'shoulder seasons' etc. This will be done in consideration of the capacity of staff to manage the increase.

EDUCATION

Objective 7: Continue to deliver Irish Landmark Trust's educational remit.

- Action 7.1 Complete the documentation of each property.
- Action 7.2 Disseminate existing information dossiers to guests, funding bodies, the general public, and on the website.
- Action 7.3 Encourage consultants and architects to enter awards and publish journal articles based on their work on Irish Landmark Trust properties.
- Action 7.4 Share the learning gained through Irish Landmark Trust's work through seminars, workshops, and local community engagement.

ENVIRONMENT and SUSTAINABILITY

Objective 8: Demonstrate commitment to achieving sustainability of heritage properties in accordance with good conservation practice.

- Action 8.1 Ensure that measures to improve energy efficiency and sustainability are a priority for consideration in any new property adopted by Irish Landmark Trust.
- Action 8.2 Carry out a review and update of the Slane Energy Report prepared for ILT in 2010
- Action 8.2 Carry out other recommendations to improve energy and sustainability in the existing property portfolio in line with best conservation practice, as time and resources permit.

- Action 8.3 Place a statement of environmental sustainability on the website, to highlight awards won and best practices in sustainability in heritage properties.
- Action 8.4 Seek to collaborate with other bodies to promote best practice in achievement of energy efficiency and sustainability in the conservation and upgrading of heritage properties.

COMMUNITY OUTREACH AND AWARENESS

Objective 9: Develop improved awareness of Irish Landmark Trust at a national and community level.

- Action 9.1 Explore the role of “ILT Ambassadors”. Develop the potential of Irish Landmarkers and guests to support the work of ILT
- Action 9.2 Identify key potential supporters in the communities where Irish Landmark Trust properties are located.
- Action 9.3 Strengthen relationships with Heritage Officers.
- Action 9.4 Re-structure the website to clearly articulate the work of the organisation.

STAFF SUPPORT

Objective 10: Support Irish Landmark Trust Head Office staff in their roles.

- Action 10.1 Training and development needs assessment to be included as a part of staff annual reviews.
- Action 10.2 Appropriate courses and training opportunities for staff will be identified and implemented.
- Action 10.3 Ensure that future project development matches the capacity of the staff.