



SAINT  
PATRICK'S  
CATHEDRAL  
DUBLIN

# ANNUAL REPORT 2017





## WELCOME

It is both an honour and a privilege, and with a deep sense of thanksgiving to Almighty God, that I provide this letter for the Annual Report and Financial Statements for the year ended 31 December 2017. The facts and figures which they contain bear witness to a healthy financial situation for Saint Patrick's Cathedral and indicate a vibrant, active, lively, generous, engaged and engaging church which places all that it does, and stands for, at the feet of the risen, ascended and glorified Lord whom we worship and serve.

These are the veritable components which make a difference, which draw and attract visitor and worshipper alike, and which form the *raison d'être* for the Cathedral's existence – the daily offering of worship to Almighty God through the excellence of music. The history and heritage of the Irish people, which the Cathedral embodies, would not enjoy the sharpness of focus which it does were it not for the fact that the Cathedral is a living church, a place set apart for worship, whose walls resound with the outstanding and majestic contribution of music and singing over the centuries.

We are, as ever, indebted to our excellent musicians – Mr Stuart Nicholson, Mr David Leigh and Mr Jack Oades – and to the members of all our choirs for their magnificent contribution to the worship of Almighty God. We thank them for giving us the opportunity to listen to music of such outstanding quality, and for bringing such a magical dimension to our worship. I also thank our bell ringers under the guidance of Mr Derek McEndoo, Captain of the Tower, who provide such a beautiful and traditional call to worship Sunday by Sunday, and on many other occasions as well. It is always a wonderful privilege to hear the bells of Saint Patrick's Cathedral ring out across the city.

I wish to acknowledge all who are involved in the life of Saint Patrick's – staff and volunteers – for all that they contribute to its daily life and witness. We owe a deep debt of gratitude to our Administrator, Mr Gavan Woods, the Cathedral Manager, Mr Louis Parminter, and the Deputy Manager and Health & Safety Officer, Mr Ken Hartnett, for leading their staff and teams with such professionalism and expertise. It is deeply appreciated, and our managers, staff and volunteers are all to be commended most heartily. Without their most valued respective contributions, and all their hard and dedicated work, the wonderful experience which is Saint Patrick's just would not be possible.

A very important consideration always is the contribution people make to the Cathedral in terms of their time – whether in attending meetings of a Committee or Board, volunteering in the Cathedral, or assisting with tasks in some other way for the good of the Church. For all these valuable contributions, I extend my deepest thanks.

Heartfelt thanks and appreciation go to all my colleagues on the Chapter of Saint Patrick's Cathedral for their support, loyalty, interest and participation in the liturgical life and witness of Saint Patrick's, and, on a very personal level their friendship to me and Rosemary. I wish to thank the Dean's Vicar and Chapter Clerk, Canon Charles Mullen, for all his meticulous planning and preparation for the services, and for fulfilling all his duties with dedication and commitment.

We are extremely fortunate to have such a dedicated and committed Cathedral Board whose members give of their best at all times in the management and governance of the Cathedral. Many members serve, with others, on sub-committees such as the Fabric Committee and the Finance Committee. Under the expert direction and vigilance of their respective chairpersons, Mr George Good and Mr Derek Seymour, much thought, time, expertise and energy are expended in the interests of the Cathedral's growth and future development. I am delighted that we have also established a Governance Committee, headed by Mr Nick West, to oversee best practice in all areas of Cathedral life.



I am very pleased to state that the Safeguarding Trust policy continues to be given top priority, and that all child protection procedures are fully implemented. My thanks are extended to all members of the Safeguarding Trust Panel for all their diligence and commitment in this regard.

The Friends of Saint Patrick's Cathedral form a very active, engaged, lively and generous organisation. They constantly run events, and pour out their time, talents, and generosity for the good of the Cathedral. Along with their Chairman, Mr Albert Fenton, we thank them for their stewardship and wonderful contribution to our worship, and to the fabric of our historic Cathedral.

While we acknowledge, and give thanks for, the healthy state of our accounts, and the increasing visitor numbers, I do not need to remind anyone that there is no room for complacency – particularly with the prospect of replacing the nave roof at a cost of €8 million, the future provision of a visitors' centre, and the day-to-day maintenance of the Cathedral. For Saint Patrick's to continue to open its historic portals to worshipper and tourist alike, and to remain as a much sought after venue for events within the arts, money is required. Every euro that is spent on the Cathedral has to be raised by us, and this is why we are all so appreciative of any donations, bequests, contributions and proceeds from the Dean's Gift Day, etc.

Saint Patrick's Cathedral has much for which to be thankful – visitors, staff and volunteers, music, architecture and history – and the congregations, regular and occasional. I am constantly trying to build up the community of worshippers from within our own accustomed congregation. If you know of anyone who would be interested in becoming a regular worshipper at Saint Patrick's, please bring them along.

On a personal note I would like to thank everyone for their kindness and friendship to me, Rosemary and the boys. It is a wonderful privilege to be among you and to live in such a beautiful Deanery. I extend my sincerest appreciation to everyone.

And now, may we all continue to work for the growth and development of our beautiful, historic Cathedral so that God's grace may abound more and more among us, until we come to His Everlasting Kingdom; and may every deed, word and action associated with Saint Patrick's Cathedral be to the glory of God, and the advancement of Christ's reign among us.

I have much pleasure in endorsing this Annual Report and Statement of Accounts for the year ended December 2017.



Very Revd Dr William Morton  
Dean of Saint Patrick's Cathedral



Gavan Woods,  
Administrator

## SUCCESSES & CHALLENGES

2017 saw the highest overseas visitor numbers to Ireland on record. As a consequence, our own visitor numbers reached new heights, with 543,000 individuals recorded at our welcome desk and a further 65,000 attending services, concerts, educational activities and other Cathedral events.

The challenges of running the National Cathedral, now a multifaceted charitable organisation, were met with gusto and enthusiasm by our talented and diverse crew of staff and volunteers. Without their input we could not hope to achieve our goals, so a sincere thanks goes out to all of them. It is my habit to queue with our visitors daily as they enter the Cathedral. I can honestly say I never witnessed anything other than helpfulness and kindness on the part of Saint Patrick's Cathedral staff or volunteers in their dealings with the public through the year.

The Cathedral departments are led by Louis Parminter, Clarissa Delap, Jennifer Hickey, Andrew Smith, Kelley Bermingham and Stuart Nicholson. Thanks again to them for all they and their colleagues have achieved in 2017 as we look forward to even greater things in the year ahead.

# Repairing the roof is vital to the future of the Cathedral

**543k**  
VISITORS IN 2017

**65k**  
AT EVENTS  
& ACTIVITIES

Much of my time in 2017 involved representing the Cathedral Board at design team meetings concerned with the task of developing the best way of tackling the repair of the Cathedral roof.

This mammoth task, almost overwhelming in its scale, is indeed vital to the future of the Cathedral and its continued existence as a place of worship and liturgical and musical excellence. The condition of the roof continued to deteriorate over the year and we have been fortunate to date that a major failure has not occurred. Thanks are due to the hard work and dedication of professionals who make up the design team, led by our architect, Mr John Beauchamp. I have no doubt that the best way forward will be found and that, when completed, our roof will be returned to sound condition, ready to face the rigours of the Irish climate for the next century.

The great challenge relating to the roof project is undoubtedly raising sufficient funds to pay for it.

Again this year we have been in a position to add to our conservation reserve as we attempt to come to terms with the cost of the project. In 2018 we hope to be in a position to go to tender and then we will know the actual costs, though our quantity surveyors have provided us with thorough estimates as the development work continues.

We have added to the roof conservation account through a combination of increased revenue generated by our tourist operation at the door and shop, and by postponing other important conservation and mission based work, a course of action which is not sustainable in the long term.

In future reports it is likely that we will detail efforts to raise necessary funds from other sources. Indeed 2017 saw the commencement of a fundraising programme with the appointment of a steering committee charged with liaising with CCS Fundraising to develop a fundraising strategy for the Cathedral, to be delivered to the Board in early 2018.

## THE CATHEDRAL BOARD IS COMPOSED OF:



## THE CATHEDRAL BOARD

The Very Revd W.W. Morton, Dean

The Revd P.R. Campion, Precentor

The Revd N.J. Sloane, Chancellor

The Revd A.H.N. Mc Kinley, Treasurer

The Revd C.W. Mullen, Dean's Vicar

The Revd D.W. Oxley, Succentor

The Revd J.P.O. Barry

The Revd J.D.M. Clarke

The Revd M.D. Gardner

The Revd R. Warren

The Ven. D.A. Pierpoint

Mr A.J. Fenton

Mr G.A. Good

Mr A.G. Graham

The Hon R.M.B. Guinness

Mr D. Johnson

Ms G.C. Neill

Ms H.J. Prentice (from April)

Mrs S. Ruttle

Mr D.W. Seymour

Mr N.S. West

Dr M.J.T. Webb

The Cathedral Board is composed of 11 lay members elected at a triennial vestry meeting, and 11 clergy including the Dean, Precentor, Chancellor, and Treasurer and members of the Cathedral Chapter.

There are 4 sub-committees of the Board: Music Committee, Fabric Committee, Safe Guarding Trust (adopted May 2017) and Finance Committee. The positions on these sub-committees are filled by Board members. External members can be co-opted onto the sub-committees for the duration of the Board's 3 year term, and can be co-opted for another term when the Board is re-elected.



“The challenges of running the National Cathedral, were met with gusto and enthusiasm by our talented and diverse crew of staff and volunteers”

## THE CHAPTER 2017

The Very Revd W.W. Morton, Dean  
The Revd P.R. Campion, Precentor  
The Very Revd N.J. Sloane, Chancellor  
The Revd A.H.N. McKinley, Treasurer  
The Most Revd M.G.St A. Jackson  
The Revd I.M. Ellis  
The Revd J.P.O. Barry  
The Very Revd G.J.O. Dunstan  
The Revd C.W. Mullen, Chapter Clerk  
The Revd J.D.M. Clarke

The Revd P.K. McDowell  
The Revd S.E. Doogan  
The Revd R. Warren  
The Revd M.D. Gardner  
The Revd T.C. Kinahan  
The Ven R.W. Carney  
The Revd P.A. Harvey  
The Revd T.S. Forster  
The Revd W.P. Houston  
The Revd P.M. Willoughby

The Revd I.W. Ellis  
The Ven C.W.L. McCauley  
The Revd D.W.T. Crooks  
The Revd G.V. Wharton  
The Revd S. McVeigh  
The Ven G.L. Hastings  
The Revd H.E. Morris  
The Revd K.J. O'Mahony

The Chapter is composed of the Cathedral dignitaries and 24 ordained clergy of the Church of Ireland, of whom 12 are representatives of the dioceses of the island of Ireland and 11 are appointed by the Dean. The metropolitan Archbishop of Dublin and Glendalough is an ex officio member of the Chapter.



70

CATHEDRAL  
STAFF

## STAFF

Cathedral Administrator:  
Mr Gavan Woods

Cathedral Manager and Dean's  
Verger: Mr Louis Parminter

Assistant Cathedral Manager  
and Safety Officer: Mr Ken Hartnett

Office Manager and Dean's  
Secretary: Mrs Jennifer Hickey

Master of the Music:  
Mr Stuart Nicholson

Organist and Assistant Master of the  
Music: Mr David Leigh

Education Officer:  
Mr Andrew Smith

Accounts:  
Ms Dymphna McHugh

Marketing and Events Officer:  
Mrs Clarissa Delap

Community Officer:  
Ms Kelley Bermingham

Vergers: Mrs Esther West,  
Mr Robert Temple,  
Mr Derek Tobin, Mr J. Kinirons

The Cathedral staff, numbering approximately 70 individuals, are headed by the Cathedral Administrator who is responsible to the Dean and Board for all non-liturgical matters.

# A ministry of worship and welcome, holiness and hospitality to all



## OUR PURPOSE

“As the National Cathedral of the Church of Ireland we strive to follow the path of Saint Patrick to witness the love and power of God made known in Jesus Christ. We do this through a ministry of worship & welcome, holiness & hospitality to all.”

Saint Patrick's Cathedral stands as a witness to the Church's calling to give God praise and glory in an ordered and seemly way. Through the rites and ceremonies of the Church of Ireland the Cathedral upholds an unbroken tradition of worship inherited from the ministry of her Patron, Saint Patrick. In responding to this calling, the Cathedral draws people of all backgrounds into a living community of those who seek inspiration and consolation; those who enquire, learn, and serve. This 2017 Report outlines the Cathedral's many and varied aspects and activities, all of which arise from her primary calling.

## OUR VALUES

Our values reflect our faith and are displayed through civility, kindness, selflessness and respect for others.

## OUR AMBITIONS

The Cathedral is a multi-faceted institution working to fulfil its mission through a variety of different paths.

First and foremost the Cathedral is a place of worship. Music is at the heart of liturgy in Saint Patrick's with a tradition reaching back to its establishment. The form of choral worship practised at Saint Patrick's has become increasingly rare in Ireland. Preserving the high quality of the musical offering whilst being open to innovation and change is the challenge and opportunity for the music department and clergy.

Originally established as a collegiate church, serving on occasion as university and currently possessing the oldest school still extant in Ireland, Saint Patrick's outreach through learning has been central to the Cathedral's mission through the centuries.

## SPIRITUAL IMPACT

The Cathedral's ancient walls have been steeped in the prayers of innumerable souls, and its appearance and its atmosphere combine to shift our focus in ways that we find difficult to express, but which are real nonetheless. Our eyes and ears are drawn by the beauty it communicates and in the process of absorbing we can be refreshed and transformed to our very core. The Cathedral affords an insight into the Christian journey of renewal and transfiguration. Its impact is far from superficial: it reaches and resounds deep within us.

## WORSHIPPERS, PILGRIMS AND VISITORS

In addition to those worshipping at the 15 Services (12 of which are sung) held each week in the Cathedral, visitor numbers grew substantially in 2017 with 543,000 paying visitors and a further 65,000 attending our education programmes, concerts and other events giving a total of 608,000. Whilst income from our visitor operation grew, so did the associated costs as we developed the Cathedral's north porch as a new visitor entrance, increasing the staff levels, both to man the new entrance and to maintain the quality of experience enjoyed by those who visit us.

## INCOME

In 2017 the Cathedral continued the policy of generating as much income as possible to enable a reserve to be set aside towards the enormous task of repairing the upper levels of the Cathedral roof, the cost of which is currently estimated to be in the region of €8m. Whilst the Cathedral has been successful in creating such a reserve, a reading of the accounts will show that we are still far short of the amount required. Nonetheless the work must begin soon or the integrity of the Cathedral building is at risk. The design team, led by the Cathedral architect, spent much of their time in 2017 developing the plans for this complicated project to enable the application for planning permission, which was subsequently received.

Total income stood at €3,445,897.00 for 2017 with a total expenditure of €2,617,423.00. It is worth noting that the Cathedral is now a significant employer with over 70 staff employed through the year and a wage bill in excess of €1m in 2017. In addition to the paid staff 60 volunteers donated their time to support our activities from tour guiding and education work to acting as trustees on the Cathedral Board or stewarding at our services and events. In Saint Patrick's we are strongly supportive of the development of young people as they move towards employment and a career. Our various departments offered training and mentoring roles with a total of 21 individuals partaking of work experience, training programmes, scholarships and internships during the year.

## The Charitable Giving 2017 scheme supported 53 charities



## FABRIC AND CONSERVATION

The Cathedral is a protected structure and a National Monument and the Deanery is likewise a protected structure. These buildings, as well as serving their original purpose, are important as part of Ireland's built heritage. In our focus on funding the forthcoming roof project we have put other important conservation projects on hold, a situation which cannot continue indefinitely.

As always health and safety has taken priority with increasing co-operation and training with the emergency services, an external review of our operational procedures and practices and a focus on staff training occurring over the year, co-ordinated by the Cathedral's Health and Safety Officer.

## CHRISTIANITY IN ACTION: COMMUNITY AND EDUCATION

Saint Patrick's Cathedral Choir School, established in 1432, is the only choir school in Ireland. Cathedral choristers, both boys and girls, receive the second half of their national school education here. The Cathedral Grammar School, founded in 1547, underwent significant upgrade works to its existing building and plans to open a new classroom block in 2018. The Cathedral's Music Department, led by the Master of the Music, organised a number of special concerts and events in aid of the Choir School and other charities.

The Cathedral continues to make full use of its specialised education space in the south transept which provides an area for visitors and education groups to explore the Cathedral's history and the Christian message enshrined in the teachings of the Church of Ireland. As always our education workshops and tours are delivered free of charge to Irish school children with 5,000 students from across the island of Ireland welcomed over the course of the year. A number of new education programmes proved to be popular - the Life of Saint Patrick drama workshop, led by costumed actors who enacted the life of Saint Patrick, and the Music at the Cathedral workshop, where participants learnt about the Cathedral's musical tradition. The numbers of participants in family workshops increased in 2017. The Cathedral's programmes for national cultural events including Culture Night and Heritage Week are curated by the Education Department and saw large attendances in 2017.

The Cathedral's involvement in the community and voluntary sector continues to deepen with the appointment of Kelley Bermingham as Community Officer. Our Community Officer was active in engaging members of the wider Cathedral network as well as creating new opportunities to reach out, support and enhance the quality of life for society in general. The Community Officer facilitated an outreach programme to Church of Ireland parishes which engaged with communities in all four provinces aimed at rural development. The Community Officer also designed and facilitated the Cherished Equally Youth Conference, an ecumenical conference exploring identity for youth groups from across the island of Ireland, organised as a joint initiative between the Cathedral and the Department of Foreign Affairs. The Community Officer has worked with the other Cathedral departments to explore the needs of different visitors to the Cathedral and create bespoke tours to increase the Cathedral's accessibility.

The Charitable Giving 2017 scheme supported 53 charities involved in Christian Faith in Action, Health & Wellbeing, Alleviation of Suffering, Inclusivity and Community Support & Education. In addition quarterly concerts were hosted by the Music Department raising funds for specific nominated charities. The Cathedral hosted numerous events for Charity Partners and Community Groups, and continued the provision of discounted rates to charities running fundraising events. Participation in local partnerships has helped the Cathedral to connect and collaborate with our nearest neighbours allowing the exploration of developing relationships and the development of sustainable, thriving communities.



## MUSIC AT THE CATHEDRAL

The Cathedral Choir and the Cathedral Organists had a very busy year in 2017. In addition to singing 450 choral services in the Cathedral, the Choir performed a series of highly successful concerts & recitals, sang for live broadcasting both on television and radio, recorded two commercial CDs, and toured the UK. The Cathedral Choir has an ever-growing following, both in the Cathedral and online - thanks to the resurgence of popularity in the Anglican choral tradition in combination with modern technology and broadcasting, as all the Cathedral's choral services are broadcast live on the Cathedral's website.

The Choir itself also continues to grow with the newly established junior choir for girls aged 8-12. These girls are beginning to find their feet, and their voices, amongst 18 boy choristers, 16 Schola singers, 8 lay vicars choral, 6 choral and martin scholars and 2 Sunday Men.

## FESTIVALS: JONATHAN SWIFT FESTIVAL

The inaugural Jonathan Swift Festival took place from 23 - 30 November 2017, celebrating his legacy as a writer, satirist, poet, and Dubliner of note. The Festival was run by the Cathedral, and was supported by both Fáilte Ireland and Dublin City Council, in collaboration with a number of cultural institutions across the city including Marsh's Library, Christ Church Cathedral, The Science Gallery, The Irish Writers' Centre, EPIC the Irish Immigration Museum, First Fortnight and St Patrick's Mental Health Services. The Festival was a great success in promoting the Cathedral and in forging ever-stronger links with Fáilte Ireland and with the other institutions involved.

## CHRISTMAS TREE FESTIVAL

The celebration of Christmas at Saint Patrick's Cathedral is synonymous, in its rich meaning, appeal, and charm, with exquisite music in an historic setting and alluring architecture of a building greatly loved. In 2017 this experience was greatly augmented by the Christmas Tree Festival, in which local businesses, organisations and other groups contributed a decorated Christmas tree or wreath to a display held in the Cathedral's Lady Chapel. The Christmas Tree Festival was launched on Friday 1st December and ran until the beginning of January. The Christmas Tree Festival Family Nights, saw the Cathedral's festive Christmas tree display open to the public free of charge after Evensong on the 20 - 22 December.





# FINANCES

The Cathedral is a registered charity number CHY848 and its governance structures and practices are dictated by the Charities Act 2009 and the Constitution of the Church of Ireland 1988. The Cathedral’s bankers are AIB, Capel Street and Bank of Ireland, 1 College Green.

The Statement of Accounts was approved by members of the Cathedral Board on 25 June 2018. The Cathedral’s external auditors are Grant Thornton, Molyneux House, Dublin 8.



# STATEMENT OF COMPREHENSIVE INCOME

	2017 €	2016 €
INCOME		
Donations and offertories	2,644,685	2,226,488
Income from endowments	94,161	99,355
St Peter's Parish	17,562	17,562
Gift day	24,683	24,174
Deposit interest receivable	413	760
Shop contribution	507,710	465,506
Income from special events	94,398	108,215
Investment income	11,196	-
Fundraising income	37,204	-
Other income	11,661	5,918
Grant received	2,224	152,644
	3,445,897	3,100,622
EXPENDITURE		
Stipends, salaries and pensions	761,982	671,355
Cathedral music	443,369	385,115
Light, heat and insurance	162,439	127,414
Rates, LPT and rent	35,479	5,263
Buildings repairs and maintenance	114,851	110,856
IT support and equipment maintenance	32,331	27,761
Professional fees, legal and other outlay	414,841	199,657
Audit and accountancy fees	8,610	8,610
Telephones, postage, printing and stationery	28,409	31,172
Advertising and promotion	98,173	48,821
Miscellaneous expenses	123,866	98,242
Training	13,138	8,527
Depreciation	32,508	25,339
Education department	40,017	21,083
	2,310,013	1,769,215
SURPLUS FROM NORMAL ACTIVITIES	1,135,884	1,331,407
REFURBISHMENT ACTIVITIES (NET)	(307,410)	(299,569)
SURPLUS AVAILABLE FOR TRANSFER TO RESERVES	828,474	1,031,838
Transfer to specific reserve	(950,000)	(1,000,000)
(DEFICIT) / SURPLUS TRANSFERRED TO GENERAL RESERVE	(121,526)	31,838



# STATEMENT OF FINANCIAL POSITION

at 31 December 2017

	2017 €	2016 €
FIXED ASSETS AND INVESTMENTS		
Freehold property	89,113	89,113
Equipment and furnishings	159,073	134,069
Endowment Funds held by R.C.B.	2,285,124	2,285,124
Investments portfolio	5,350,908	4,328,453
	<u>7,884,218</u>	<u>6,836,759</u>
CURRENT ASSETS		
Stock	138,724	118,611
Debtors and prepayments	108,636	110,466
Bank - deposit accounts	317,118	116,785
- current account	164,734	390,320
Cash on hand	12,000	4,000
	<u>741,212</u>	<u>740,182</u>
CREDITORS: amounts falling due within one year	<u>(344,397)</u>	<u>(130,580)</u>
NET CURRENT ASSETS	<u>396,815</u>	<u>609,602</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	<u>8,281,033</u>	<u>7,446,361</u>
NET ASSETS	<u>8,281,033</u>	<u>7,446,361</u>
Represented by:		
RESERVES AND OTHER FUNDS		
General reserve	4,345	125,871
Specific reserves	4,768,067	3,818,067
Endowment funds	2,285,124	2,285,124
Bequests invested	1,223,497	1,217,299
	<u>8,281,033</u>	<u>7,446,361</u>





