



STRATEGIC PLAN 2021-2025

CONTENTS

Saint Patrick's Cathedral Development Plan 2021-2025.....	2
Our Impact (Retrospective) 2014-2020	4
Strategic Themes	
1. Worship, Liturgy and Music	6
2. Education and Learning.....	7
3. Visitors.....	8
4. Cathedral Community	9
5. Fabric.....	11
6. Finance and revenue generation	13
7. The Schools.....	14
8. Sustainability and Governance.....	15

SAINT PATRICK'S CATHEDRAL DEVELOPMENT PLAN 2021-2025

PURPOSE OF THE DEVELOPMENT PLAN

This plan has been produced by the Strategic Committee of Saint Patrick's Cathedral for adoption by the Cathedral's Board and Chapter. It defines the mission and values of the Cathedral together with the range of activities required to grow and strengthen the organisation as we plan to achieve our charitable purposes. Our aims are expressed within the context of the non-profit sector, the Church and wider society; the document contains the detail of how we intend to increase the Cathedral's capacity to achieve its goals. Written during the global Covid 19 pandemic the plan looks through a period of rebuilding and change towards sustained delivery of our strategic goals.

THE CATHEDRAL'S MISSION STATEMENT

"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 is the National Cathedral of the Church of Ireland, a member church of the Anglican/Episcopalian Communion, with services every day which all are welcome to attend. The Cathedral choirs sing at one or more of these daily services, continuing an ancient tradition of prayer and music offered to glorify God, a pattern of worship with its roots in the thirteenth century.

The present Cathedral building, dating from 1220, is a witness to 800 years of Ireland's varied past. The glory of the building, its stained-glass windows and many monuments make it a very popular tourist attraction. The Cathedral family is pleased to welcome hundreds of thousands of visitors each year. Many others come to know the Cathedral through attending graduations, concerts and events held in the building.

Saint Patrick's Cathedral, built in honour of Ireland's patron saint, stands adjacent to the famous well where tradition has it Saint Patrick baptised converts on his visit to Dublin. The Cathedral has two chief complimentary functions today: as a place of worship and as visitor centre where its history and architecture can be enjoyed. We view our tourist operation as central to our wider ministry of welcome and we are deeply grateful that income from our visitor operation allows us to deliver worship, and to be effective stewards of this historic building. 'Do not neglect to show hospitality to strangers: for by doing that some have entertained angels without knowing it.' (Hebrews 13:2)

MISSION

OUR VALUES



As the National Cathedral of the Church of Ireland, a province of the Anglican communion, Saint Patrick's Cathedral draws its values from the Communion's Five Marks of Mission, which express the Communion's common commitment to, and understanding of, God's holistic and integral mission. They are:

1. To proclaim the Good News of the Kingdom
2. To teach, baptise and nurture new believers
3. To respond to human need by loving service
4. To transform unjust structures of society; and to challenge violence of every kind and pursue peace and reconciliation
5. To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

As the National Cathedral of the Church of Ireland our core value is that which has been expressed by the house of bishops:

'The Church of Ireland, as an authentic part of the universal church of God, is called to develop growing communities of faith, in and through which the Kingdom of God is made known, and in which the whole people serve together as followers of Jesus Christ for the good of the world to the Glory of God.'

- . We value respect for all people because each person is made in the image of God
- . We value charity both as expression of God's love and as an expression of love for God
- . We value justice and strive for a world where people can live in the absence of fear and want
- . We value a society where there is balance and harmony with the natural world
- . We value worship and view the Holy Communion (the Eucharist) as central to the celebration of our love for God and for each other
- . We value education as vital to the development of the person and her or his ability to live a full life
- . We value service to the community and seek to address social inequalities and to act in accordance with the teachings of the mission of Saint Patrick
- . We value our visitors and we seek to provide each one with the opportunity to explore the Cathedral's history and its rich cultural and spiritual life
- . We value collaboration with other Christian traditions as part of our mission in the world
- . We value our Protestant heritage and see it as integral to the concept of Irishness

OUR IMPACT (RETROSPECTIVE) 2014–2020

The Cathedral operates within the context of the wider Church of Ireland. However, as the Cathedral sits outside the diocesan structure of the Church the Dean and Ordinary, since at least the time of Jonathan Swift, has enjoyed considerable freedom of expression and action both within the Church and wider civil society.

The Cathedral as a body is acutely aware of its role within an all-island national church and very much views its mission within this national context. This is enunciated through the composition of our Chapter which is made up of clergy drawn from all of the dioceses of the Church of Ireland. This national context informs how we approach the attainment of our strategic goals.

Over the period of our previous plan the Cathedral welcomed close to 180,000 worshippers, together with 2.5m visitors.

In addition, the Cathedral hosted hundreds of events of all sizes, averaging an event of some kind every two to three days. The choir has produced three albums of music which are now available to the public, all of which have achieved international acclaim. The girl choristers have been established on a firm footing with further plans to enhance this aspect of the choir.

The Cathedral and Deanery are both buildings of national importance, located within the Liberties, a unique city precinct. Much of our income not specifically used to support choral worship is used to conserve these structures. The Cathedral in particular serves not only its primary purpose as a place of living worship but also as a key visitor attraction acting as an important driver for the city's economy,

evidenced by the number of hotels, smaller visitor attractions and other business located in its vicinity. **The Cathedral is also an employer with a strong focus on training, education and mentoring. More than 100 individuals of all ages and background have taken part in such programmes here since the publishing of our last plan.**

We have continued to provide choral worship in the tradition of the Church of Ireland, with many thousands now attending service online from all over the world. Conscious of our all-island remit, we have strengthened and increased the number of services with a national focus, including the national service of remembrance, the service for general synod and the service of thanksgiving for the arts and we aim to add more such services in the years ahead.

The conservation of the Cathedral and Deanery together with their historic landscapes is a key objective of the Cathedral Board. We have been consistently successful in securing grant support for conservation projects over the years. **The major project undertaken since 2014 was the planning for and subsequent completion of the repair of the upper roofs of the Cathedral at a cost of €9.4m.** This comprehensive project required a temporary roof to be erected over the Cathedral to facilitate the replacement of all slates on the upper roofs, the repair of high-level masonry and leadwork, the installation of a fall arrest system to allow for safe access, the installation of a new lightning protection system and significant health and safety and fire protection upgrades. In addition, all the

clerestory windows were repaired and new access walkways were extended through the roof spaces.

The Board and Fabric Committee also authorised numerous other projects including the repair of the Cathedral boundary railings and their plinths, the removal of areas of damaging cementitious render and paint, the installation of a second board listing the names of the Deans, the replacement of the Cathedral sound system, the repair and conservation of the medieval floor in the baptistery, the remedial works to the southwest porch,

the creation of a major new education and engagement space in the south transept and the complete replacement of the Cathedral's IT infrastructure. An ongoing programme of repair of the 'Father' Willis organ was initiated and continues to be delivered.

A comprehensive concept for a new visitor centre has been developed, together with a full marketing and business plan. It is the intention of the Board to begin the delivery of this centre over the life of this plan.



STRATEGIC THEMES

WORSHIP, LITURGY AND MUSIC

1

It is the role of the Clergy and music department to uphold the quality of Christian witness through the Cathedral services under the leadership of the Dean. The Cathedral follows a very clearly defined Anglican pattern of Eucharist, Matins and Evensong. We recognise the strength of this framework and its spiritual value, nonetheless the Cathedral has introduced some new elements to our traditional worship including 'Sermons in Music' at Advent and Lent. Worship now often reflects events beyond the Cathedral, for example, National Mental Health Week and other happenings.

KEY ACTIONS

ENHANCE THE SCOPE OF WORSHIP

1. Introduce a prayer 'on the hour' delivered by clergy, volunteers or staff
2. Ensure that a service in the Irish Language follows Evensong once a month with the assistance of Cumann Gaelach na hEaglaise
3. Make use of visiting choirs over the summer both to strengthen the tradition of choral worship in other institutions and to bring new expression and experience to Saint Patrick's
4. Increase chorister numbers through traditional and novel recruitment methods
5. Explore ways to make the Cathedral a natural home for national services, thanksgiving and remembrance within an ecumenical context
6. Aim to include local organisations such as the Orders of Saint Lazarus and Saint John in new 'Dublin City' services
7. Increase remote engagement through significantly upgrading the audio and visual components of our streamed services
8. Develop facilities for the choir including high standard tuition and robing spaces
9. Broaden our liturgical offer within the Church calendar through an increase in large scale projects such as JS Bach's *Saint John Passion*



It is the role of the Clergy and music department to uphold the quality of Christian witness through the Cathedral services under the leadership of the Dean.

EDUCATION AND LEARNING

2

As a Collegiate Church and as the site of the first university in Ireland education is a key component of the Cathedral's mission. Over the life of the previous plan the Cathedral has created an education space within the south transept to facilitate the development of a range of activities aimed at encouraging school children, families and community groups to engage with the Cathedral's story in a meaningful way. Tremendous strides have been made by this department in a range of areas including grant applications, interpretive planning and audience development. The education department has secured €433k in grant support for education and interpretive upgrades since 2014. With the support of the fabric committee the education department has been responsible for the complete renewal of our exhibition within the Cathedral which, together with the development of new multilingual audio guides, has greatly increased the quality of the experience of visitors. The department, under the leadership of the education officer, has delivered a number of temporary exhibitions including one, Fallen Leaves, marking the sacrifice of the Irish participants in the Great War together with the corresponding grief, waste and devastation resulting from the conflict. The tree of remembrance stands in the north transept as a permanent reminder to us of these truths.

KEY ACTIONS

INCREASE THE DEPTH AND RANGE OF OUR EDUCATION OFFER

1. Build on our successful audience development initiatives
2. Recruit a volunteer co-ordinator to support the Cathedral's 120 volunteers in their roles
3. Achieve 'Investing in Volunteers' accreditation for our volunteer programme
4. Discover new financial supports for the work of the department
5. Diversify the offer to schools through new workshops, tours and external facilitators
6. Work across departments to grow the 'Swift Festival' and other events aimed at adult audiences
7. Develop internships and training opportunities across the organisation with external partners
8. Work collaboratively to create shared spaces for department activities

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VISITORS

3

We aim to create a sustainable and competitive range of visitor experiences compatible with Christian values.

From 2022 onwards the Cathedral will aim to increase visitor numbers to a sustainable level. Sustainability will be measured in terms of income and the impact of visitors and events on the Cathedral and the environment, with a particular focus on carbon emissions.

Researching our visitors, important in decision making, will be resumed in 2022. This will inform our marketing efforts including the development of new sales channels. A very close partnership with Fáilte Ireland and Tourism Ireland will be maintained as continued support will be required in terms of expertise, grant funding and market development over the coming years.

The development of new visitor experiences is closely linked to the creation of multi-use spaces within a proposed new visitor centre, currently planned to be located to the north of the Cathedral. We shall aim look to develop new partnerships within the sector with the intention of driving revenue, particularly from new or underrepresented sources, including domestic visitors.

KEY ACTIONS

1. Create additional role focussing both on planning and delivering events and increasing our digital marketing and communications
2. Significantly increase the percentage of online bookings
3. Build direct sales channels with key tour operators in US, EU and emerging markets
4. Create speciality and niche high value visitor offers
5. Continue visitor/customer research with a view to improving visitor experience and revenue
6. Effectively communicate to visitors and other stakeholders the value of tourism to the Cathedral and the wider economy
7. Deliver research-based data into the proposed visitor centre project
8. View all future actions through the lens of sustainability
9. Develop ways to reduce the impact to the Cathedral and the wider environment of our visitor operation, particularly through a reduction in associated carbon emissions



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4

The Community department of Saint Patrick's Cathedral is part of our Christian mission and is under the direct leadership of the Dean. It serves to support the people within its reach, to improve their lives and provide support for other agencies working to alleviate poverty and distress and to promote inclusivity in the community.

Over the course of the life of this plan we wish the Cathedral to remain viable financially and to become a place where those of our community and beyond continue to worship, celebrate and commemorate. We wish to lead by example in these areas to develop a flourishing congregation, both eclectic and locally based, by whom our actions and our core Christian message are viewed as relevant to their lives.

Through our community initiatives we hope to increase the understanding of the mission and focus of the Cathedral, to be sensitive to the needs of the community and to respond in a thoughtful, respectful and effective manner to these needs.

We are aware that our community includes those who work for the Cathedral in a volunteer or paid capacity alongside The Cathedral Clergy. We are committed to ensuring that the Cathedral remains an excellent place to work, that best employment practices are followed, and that terms and conditions are fair and equitable. The Cathedral wishes to foster a culture of openness and respect where diversity is valued. The safeguarding of adults who are at risk and children within our community together with those who visit us is a fundamental activity common to every Cathedral department. The Community department acts as hub for training and the dissemination of information pertaining to safeguarding.



4



KEY ACTIONS

1. Increase the scope of the community fund to support community and voluntary work throughout the country and in areas of the world experiencing crisis
2. Deliver a range of support activities and social justice initiatives to encourage collaboration between agencies
3. Lead innovative community collaborations in keeping with the Cathedral's mission
4. Increase awareness of the Cathedral through participation in the Public Participation Networks, The Dublin City Local Community Development Committee and other local community networks and through membership of sectoral professional bodies including The Wheel, Charities Institute and the Think Tank for Action on Social Change
5. Identify training and mentoring opportunities for volunteers, staff and clergy
6. Ensure that all permanent employees receive at least the living wage and casual and student workers the state minimum wage
7. Encourage professional development and training for the good of the organisation and the individual
8. Become an accredited 'great place to work' employer
9. Continue the annual strategic away day for Board and Chapter
10. Ensure that Garda Vetting and safeguarding training for all cathedral clergy, volunteers and staff continues throughout the organisation and drive a culture of safeguarding awareness and care in all departments
11. Maintain and develop links with the Representative Church Body and other external organisations to ensure our Child Protection Policy is fit for purpose across the organisation

We wish the Cathedral to become a place where those of our community and beyond come to worship, celebrate and commemorate. The Cathedral wishes to foster a culture of openness and respect where diversity is valued.

FABRIC

5

Maintaining and conserving our historic structures is viewed as core to our charitable aims. The Cathedral was built over 800 years ago with the purpose of providing an ecclesiastical space to support the spiritual life of the congregation and to give an acoustic environment especially attuned to the delivery of choral worship. The ongoing care of the Cathedral, the Deanery (the home of the Dean) and the landscapes associated with these structures is intimately bound to the continuity of worship stretching back here long before the current buildings to the earliest days of Christianity in Ireland. Patterns of worship will continue to adapt as will the role of the Church in Irish society; it is our intention that the Cathedral will be a home for those who wish to come together and worship God for centuries to come.

Over the next five years we hope to restore the fabric of the Cathedral to the standard achieved by the Guinness restoration of the 1860s coupled with the provision of world-class visitor facilities.





KEY ACTIONS

1. Ensure the correct balance of skills is retained within the fabric committee to ensure the necessary advice is available to guide the Board in its care of the Cathedral
2. Work with our architects to identify and deal with key health and safety issues for visitors, staff and the public including ongoing improvements to our fire protections systems and installations
3. Bring sustainability into the heart of decision making in relation to the Cathedral and Deanery and ancillary buildings
4. Repair and re-order the Clergy robing room and create suitable staff and volunteer facilities
5. Provide a columbarium in the churchyard for the ashes of the departed members of the Cathedral community
6. Improve display conditions for the important and vulnerable components of our exhibitions
7. Continue the programme of paint and render removal where necessary within the Cathedral
8. Energy saving measures to be investigated & installed
9. Upgrade the live streaming equipment for services
10. Resolve the mould growth problem in the Lady Chapel and redecorate
11. Replace the render on the internal wall of the north aisle of the nave
12. Repair all stained-glass windows, remove existing storm glazing and install stainless steel bespoke powder coated protective grills as appropriate
13. Reroof the lower roofs
14. Continue the repair of masonry including the buttresses and pinnacles
15. Begin the cleaning of the internal surfaces of the Cathedral
16. Restore and bring into service the Mews and its yard at the Deanery
17. Develop and bring to the planning stage the proposed new visitor centre initially planned for the north of the Cathedral focusing on the life, times and mission of Saint Patrick

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FINANCE AND REVENUE GENERATION

6

The Cathedral relies largely on visitor charges and donations. This was brought into sharp focus by the effects of the pandemic on our finances. With the forced closure of the Cathedral and the cessation of international travel the Cathedral recorded its first deficit in decades in 2020. With the resumption of trading in August 2021 and the very substantial supports from the state, including both special grant aid towards the roof project and payments to offset our operating costs, we hope that matters will improve over the timeframe of this strategic plan.

The Cathedral is now required to service debt for a period of up to 10 years and this, coupled with the need to ensure resilience for further potential shocks, frames the financial outlook of the Board and Finance committee. The Board has resources under its control within its investment portfolios. These investments have generated a surplus in excess of €1.8m in support of Cathedral activities. At the time of writing, October 2021, we have no loan repayment capacity from operating income and would have to meet maturing debts from further run-down of reserves. There is an imperative, therefore, to generate meaningful income as soon as conditions allow and to invest in ensuring our core activities, including visitor services and events, are delivered with a view to ensuring quality, competitiveness and efficiency. Following a successful fundraising initiative delivering €2.5m towards the roof project, the development of a fundraising function is important to our future financial health.

KEY ACTIONS

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| 1. Ensure the correct balance of skills is available within the committee | 7. Support the diversification of the Cathedral's funding model |
| 2. Develop a reserves policy to reflect the Cathedral's strategic goals | 8. Ensure appropriate levels of remuneration of staff |
| 3. Review the purpose, policies, and providers of our investment portfolios | 9. Provide sufficient funding for Board approved projects |
| 4. Oversee the incorporation of the Cathedral charity | 10. Review the standard operating procedures and processes of the Cathedral's finance function |
| 5. Maintain a prudent approach to the financial affairs of the Cathedral | 11. Develop a comprehensive financial plan to support the delivery of the proposed new visitor centre |
| 6. Ensure that there is open communication with fabric and other departments to ensure projects are correctly budgeted and managed | |

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THE SCHOOLS

7

The Cathedral schools date from the 15th centuries and 16th centuries and have combined a sound academic education with a special focus on music since those times. The schools are important to the Cathedral's aims in a number of different ways: The Cathedral views education as central to the development of individuals, enabling them to take part in society in a positive and engaged manner and to realise their potential as fully as possible. The Cathedral choristers, core to the provision of traditional choral worship and hence to the charitable aims of the Cathedral, attend both the Choir and Grammar schools. This relationship has been deepened over the period of the previous development plan, as the girl choristers have become an important, permanent part of Cathedral life. Cathedral choristers now sing in services throughout their school careers and opportunities are available to them to continue their association with the Cathedral and the choir following their departure from school.

The schools are a very real means of creating linkages across the Cathedral community. Former pupils are represented in the Cathedral Clergy, Board and staff.

The schools are now state funded, bringing both advantages and challenges, though they are under the governance of the Cathedral through the leadership of the Dean and other Cathedral Clergy. The schools maintain an Anglican ethos according to the traditions of the Church of Ireland under the patronage of the Dean and the Archbishop of Dublin.

KEY ACTIONS

1. Maintain and strengthen integration of the school's governance structures with the Cathedral Board and Chapter
2. Continue strategic financial supports for both schools
3. Create a formal link between the Cathedral's education and community departments with the schools
4. Increase the number of school activities in the Cathedral, including services and education workshops
5. Advocate for the schools with the Department of Education as opportunities arise
6. Support the physical growth of the schools whilst balancing such growth with the Cathedral's other interests
7. Work to ensure the schools remain adjacent to the Cathedral

The schools are a very real means of creating linkages across the Cathedral community. Former pupils are represented in the Cathedral Clergy, Board and staff.

SUSTAINABILITY AND GOVERNANCE

8

It is the express intention of the Cathedral Board to place sustainability at the heart of its decision making, whether that be in the stewardship of our buildings, the delivery of worship or the care of our finances. Sustainability too, involves ensuring the health of the organisation through the selection and application of the key principles of good governance.

The Cathedral has valued sustainability through its history, maintaining historic structures, keeping valuable and enriching traditions alive, sustaining the human spirit through continual worship over many centuries and providing meaningful roles for those who serve the Cathedral in a paid or voluntary capacity. With the new challenges of climate change and accelerated loss of biodiversity globally the Cathedral, as a Church and an ethical organisation with a moral perspective, will look to lead by example in these areas.



KEY ACTIONS

1. Create a sustainability team to drive progress in this area
2. Achieve gold standard accreditation through Sustainable Travel Ireland
3. Apply to become a signatory of the United Nations International Tourism Organisation's Glasgow Declaration of Climate Change
4. Reduce our carbon emissions by 50% by 2030 and become a carbon neutral organisation by 2050 or sooner
5. Measure and disclose all travel and tourism-related emissions together with those arising from our conservation projects and our investments
6. Ensure our methodologies and tools are aligned to UN relevant guidelines on measurement, reporting and verification, and that they are transparent and accessible to all
7. Develop carbon offsets understanding that they are a medium-term solution and that have a subsidiary role, complementary to absolute reductions
8. Develop a communication strategy to explain our actions to our visitors, congregations, suppliers, staff, professional bodies, partners and other stakeholders to drive change across the sector
9. Ensure organisational resources and capacity are sufficient to meet objectives set out in sustainability and climate plans, including the financing of training, research and implementation of effective fiscal and policy tools where appropriate to accelerate transition
10. Through the adoption and application of governance methodologies, including those contained within the Charities Governance Code and other relevant sources, under the leadership of the Governance and Audit committee, grow a culture of openness, honesty and compliance within the governance and management structures of the Cathedral
11. The Cathedral Board will develop an environmental, social and governance policy to inform investment strategies. We will seek investment partners who are signatories to the United Nations supported Principles of Responsible Investment
12. Ensure the Cathedral's strategic plan is reviewed on a triannual basis from the first year of its adoption

With the new challenges of climate change and accelerated loss of biodiversity globally the Cathedral, as a Church and an ethical organisation with a moral perspective, will look to lead by example in this area.





