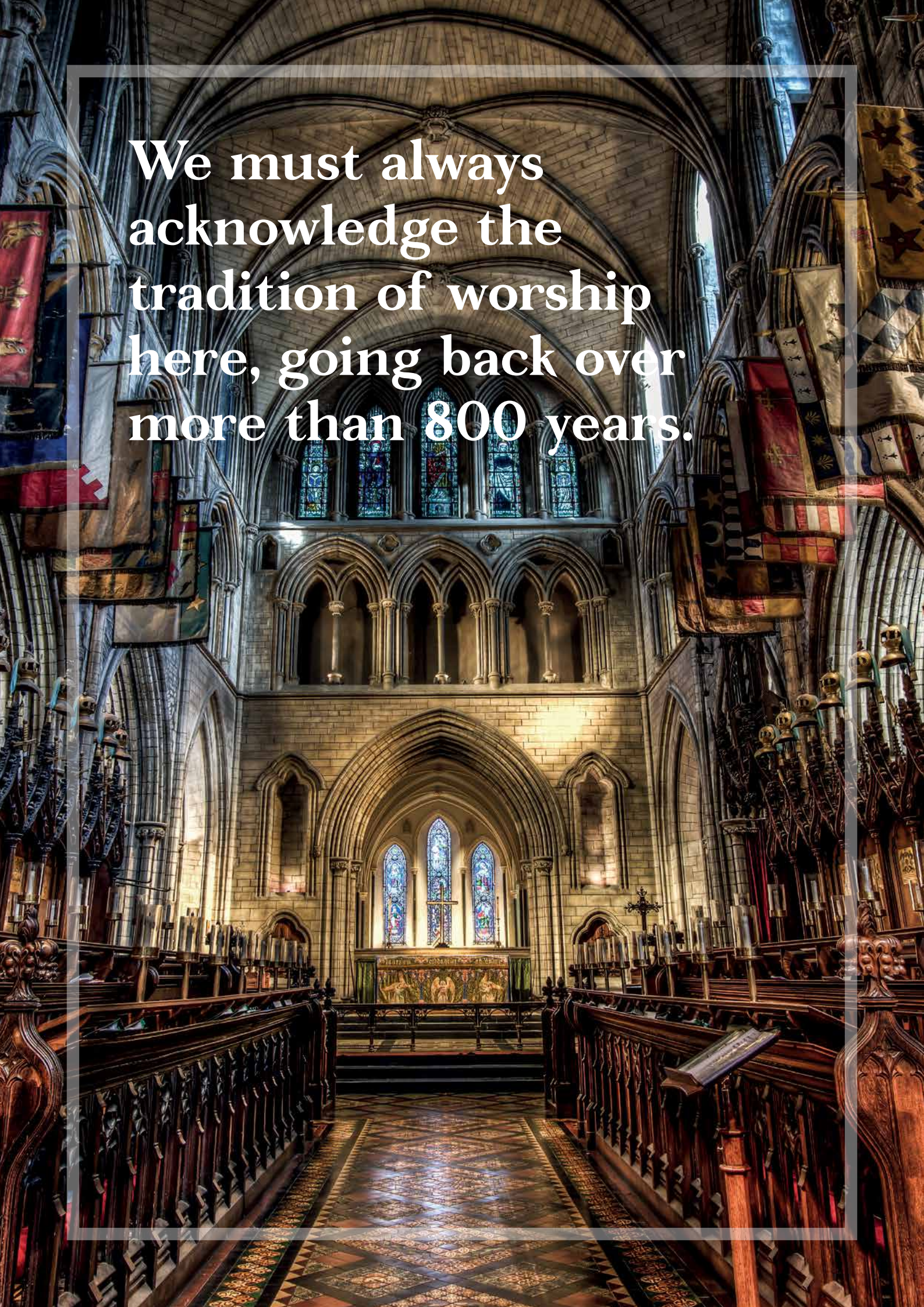




ANNUAL REPORT 2018

The image shows the interior of a large Gothic cathedral. The architecture features high, ribbed vaulted ceilings and pointed arches. Stained glass windows are visible in the upper levels and at the altar. The floor is made of dark stone tiles with a central aisle. Wooden pews with intricate carvings line the sides. The lighting is warm, coming from the windows and possibly from candles or lamps. The overall atmosphere is one of grandeur and historical significance.

We must always
acknowledge the
tradition of worship
here, going back over
more than 800 years.

Welcome

As I write this letter for the Annual Report and Financial Statements for the year ended 31 December 2018, I am deeply aware of how thankful we should be to Almighty God for all His blessings to us in the life of Saint Patrick's Cathedral. The facts and figures contained in this Report bear witness to a very healthy financial situation for the Cathedral and indicate a vibrant, active, and living church, not only in its worship, but also in its social engagement through its programmes for education, and community development, respectively.

Like the Psalmist, who sang of his 'goodly heritage', we must always acknowledge the tradition of worship here, going back over more than 800 years, substantiating the *raison d'être* for the Cathedral's existence. I thank the Dean's Vicar and Chapter Clerk, Canon Charles Mullen, for all his meticulous planning and preparation for worship, and for his unfailing friendship and support. I appreciate the support, loyalty, and participation in the liturgical life of the Cathedral by the members of the Cathedral Chapter.

We are, as ever, indebted to our excellent musicians – Mr Stuart Nicholson, Mr David Leigh, – and to the members of our choirs for their magnificent

contribution to the worship. Thanks also to Mr Derek McEndoo, and his team of bell ringers, who provide such a

beautiful and traditional call to worship Sunday by Sunday, and on many other occasions as well.

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: Mr Gavan Woods, the Administrator; and Mr Louis Parminter, Cathedral Manager, and his deputy, Mr Ken Hartnett, for leading their staff and teams with such professionalism and expertise.



The facts and figures contained in this Report clearly demonstrate a vibrant, active, and living church not only in its worship, but also in its social engagement.

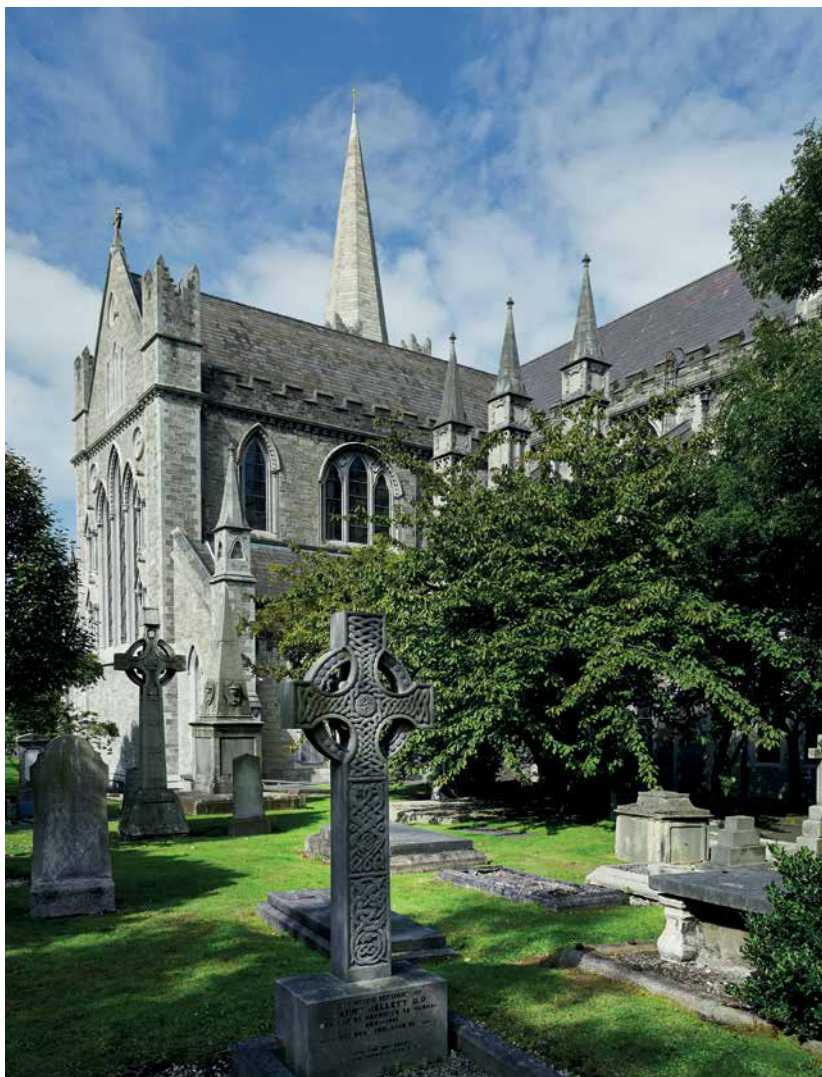
We are extremely fortunate to have such a dedicated and committed Cathedral Board whose members give generously of their time and expertise. Many members serve, with others, on sub-committees such as the Fabric Committee and the Finance Committee. Under the expert direction and vigilance of their respective 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.

Grateful thanks are expressed to the respective chairpersons of the Governance Committee, and of the Music Committee, Mr Nick West, and Canon Peter Campion, and the members, for all their support and guidance in those areas; also to the members of The Safeguarding Trust Panel, and their diligence in ensuring child protection procedures are fully implemented.

The tremendous support of The Friends of Saint Patrick's Cathedral, led by Mr Albert Fenton, is deeply appreciated through the generosity afforded to many

aspects of the life of Saint Patrick's. This is deeply appreciated, as are the contributions to The Dean's Gift Day Appeal, and the donations to the high-level Roof Works, especially with the commencement of work drawing ever closer.

I have much pleasure in endorsing this Annual Report and Statement of Accounts for the year ended December 2018.



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

Successes & Challenges

Throughout 2018 the Cathedral departments strove to achieve the many charitable goals of the organisation. From liturgy, music, education, community and outreach to marketing, administration and finance, all gave of themselves without stint and delivered a tremendous year of activity across the board. Great credit is due to them and to all the staff and volunteers who delivered such excellent work over the course of the year. Within this report you will find much evidence of their hard work documented within their various areas of responsibilities.

In 2018 we saw an increase of 4% in visitor numbers year on year, with a total of 562,199 tourists combined with a further 65,000 people who attended our services, concerts and events. We have increased our entry prices incrementally over the last number of years and, coupled with a shift in the profile of our shop stock leading to increased sales, we have looked to generate income to meet the upcoming financial demands of the high-level Roof Works. In tandem with these efforts, the Dean's fundraising initiative gained considerable traction over the year with close to €750,000 delivered or pledged by year end.

In the last quarter of the year the high-level Roof Works went out to competitive tender. Five tenders were received and in the end Clancy Construction Ltd were successful and were awarded the contract. We had hoped to begin work by the end of the year but an unforeseen difficulty relating to access caused some delay. It is hoped that this will be dealt with in a timely manner, allowing us to commence the project in the new year.

I would like to express thanks on behalf of the Cathedral to John Beauchamp, our architect, and to all the design team in bringing this immensely complex project to the point of commencement so smoothly and with such professionalism. Such is the scale and importance of this work that the risks associated with it, not least the financial risks, cannot be overlooked. We have appointed a very experienced project manager, Mr Niall Meagher of Interactive Project Managers Ltd, to oversee the delivery of the project, which is scheduled to last at least 22 months.



Gavan Woods,
Administrator

In addition to our usual work we are determined to make the most of the opportunity afforded us by the high-level Roof Works to educate and engage the public with the Cathedral's story and our mission in the world.

Fundraising continues and through the leadership and vision of the Dean we hope to continue to successfully encourage individuals, companies and the State to support this vital work.

In 2018 we saw an increase of 4% in visitor numbers year on year.

562k
VISITORS IN 2018

65k
AT EVENTS
& ACTIVITIES

The year in review

2018 saw the Cathedral staff continue to ensure that the primary purpose of worship is maintained, while balancing the many other demands and uses of the building.

Income from Retail, Tourism and Events increased for the eighth consecutive year and a huge debt of thanks is due to our colleagues in these areas who continue to strive for excellence in all they do. Newly created roles in 2018 included a Retail Operation Team Leader, a Senior Retail Assistant, and a Senior Cathedral Assistant. Many of our roles at the welcome and retail teams are by their nature seasonal and we have been very fortunate to have an excellent team again in 2018. Thanks



Louis Parminter
Cathedral Manager

must go to the Cathedral's HR Officer for her work in assuring such a high standard of appointments is maintained.

2018 saw a number of 'firsts' for us including a 'Welcome Dinner' for those in direct provision, and the installation of *Fallen* in November. Both of these initiatives were enthusiastically supported by all of our colleagues, and on a very practical level by the Cathedral Safety Officer and Vergers. Maintaining the building to a high

As the years pass the impact the environment has on the building becomes more obvious.

standard while supporting the work of other departments are central to these roles and no task is ever too much trouble.

The year saw several Status Red weather warnings. Heavy snow falls not only meant closing the Cathedral for a number of days, but also the need for the entire floor to be thoroughly cleaned afterwards to ensure salt and sand did not cause damage to the tiles. Exceptionally warm weather in the summer of 2018 caused issues with large sections of tiles lifting due to the heat. These have since been carefully re-laid.

As the years pass the impact the environment has on the building becomes more obvious – an issue of mould identified on the Lady Chapel ceiling in 2017 has grown exponentially and is of great concern. An environmental monitoring system was installed throughout the building in early 2018 to monitor this and it remains an on-going concern.

Alongside our regular maintenance works, projects completed in 2018 included the refurbishment of the Vergers' Office, installation of a new glazed door set at the North Porch and completion of the new Churchyard railings. Much of the year has been spent in preparing for upcoming projects for 2019 including the high-level Roof Works, restoration work in the South West Porch, creation of an Information and Communications Technology Room, and on-going fire protection works. Some of these projects are necessary to protect the building while others will ensure business continuity for the Cathedral's income streams. We are fortunate to have the services of excellent professionals such as the Cathedral and Deanery Architects, and a Retail Consultant who has overseen significant growth over recent years.

It remains a privilege to work in such a wonderful place with such a great team, and we are looking with excitement to the challenges of 2019.



The Cathedral Board

11
CLERGY

11
LAY
MEMBERS

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.R. Johnson

Ms G.C. Neill
Ms H.J. Prentice
Mrs S.E. 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, Treasurer, Dean's Vicar, Succentor and members of the Cathedral Chapter. There are 4 sub-committees of the Board: Music, Fabric, Safeguarding, and Finance.

The positions on these sub-committees are filled by Board members. External members can be co-opted on to the sub-committees for the duration of the Board's three year term, and can be co-opted for another term when the Board is re-elected.

The Chapter 2018

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.StA. 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

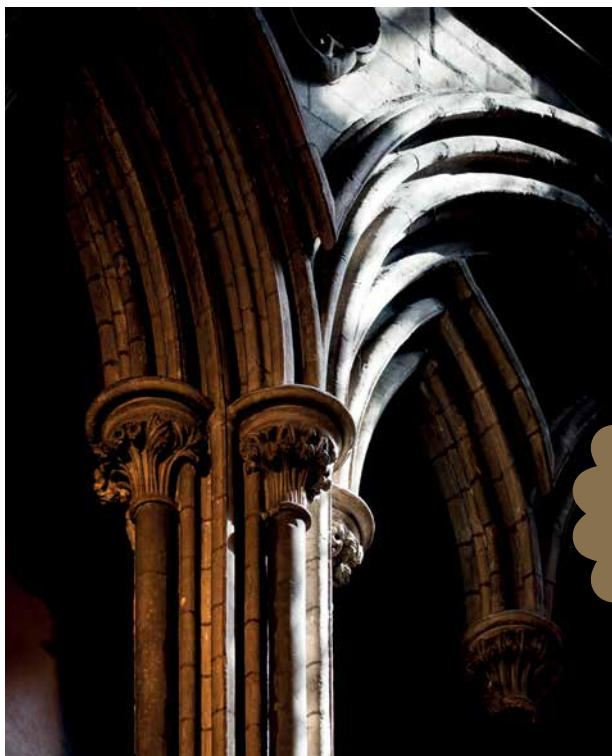
The Revd G.V. Wharton

The Revd S. McVeigh

The Ven. G.L. Hastings

The Revd H.E. Morris

The Revd K.J. O'Mahony O.S.A.



The Chapter is composed of the Dignitaries and 24 other ordained Clergy, of whom 12 are representatives of the dioceses of the Church of Ireland and 11 are elected by the Dean and chapter. The metropolitan Archbishop of Dublin and Glendalough is an ex officio member of the Chapter.

24

ORDAINED
CLERGY

Department Heads

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

Education Officer:

Mr Andrew Smith

Accounts:

Ms Dymphna McHugh

Marketing and Events Officer:

Mrs Clarissa Delap

Community Officer:

Ms Kelley Bermingham

HR Officer:

Ms Fionnuala Quinn

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.

70

CATHEDRAL
STAFF

Within this report you will find much evidence of their hard work documented within their various areas of responsibilities.

Our purpose

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 2018 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 a university and currently possessing the oldest school still extant in Ireland, our outreach through learning has been central to the Cathedral's mission through the centuries.



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 and welcome, holiness and hospitality to all.

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 2018 with 562,199 paying visitors which demonstrates an impressive growth on the previous year. In addition a further 65,000 attended our education programmes, concerts and other events giving a total of 627,199. 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 2018 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 €9.2m. 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 2018 developing the plans for this complicated project to enable the application for planning permission, which was subsequently received.

562,199
PAYING
VISITORS
IN 2018



The Cathedral's impact is far from superficial: it reaches and resounds deep within us.

Total income stood at €4,032,695 for 2018 with a total expenditure of €2,362,733. 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 2018. In addition to the paid staff approx. 120 volunteers donated their time to support our activities from bell ringing, tour guiding and education work to acting as trustees on the Cathedral Board and 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.

Charitable giving

The ever-increasing demands of community support resulted in a review of activities, engagement strategy and managing of expectations. With the increase from part-time to full-time the investment in the Community Role yielded higher levels of activity and greater continuity in projects and strategies.

Some of the operational highlights include:

- The roll-out for the Community & Charitable Giving utilising the Sustainable Development Goals alongside the Cathedral themes of Christian Faith in Action; Education; Alleviation of Suffering; Community Support; Inclusivity; Conservation & Restoration; Health & Wellbeing. This yielded 97 applications as well as a review / revisiting of traditional recipients of Cathedral support.
- Increased traction with the Interagency Project addressing local issues in the residential quarter surrounding The Cabbage Garden. Dublin City Council has committed to 3-5 year programme of activities to support, fund (€130,000 in 2019) and drive redevelopment, regeneration and layout of the park.
- World Refugee Day Welcome Dinner hosted 280 guests, corporate involvement, international refugee / asylum seekers – transport provided by the Reception and Integration Agency.
- Choral Evensong dedicated to charitable and community works followed by a reception in the Lady Chapel with light refreshments
- Official launch of the Iveagh Trust Community Choir at the World Mental Health Day October 2018.

In 2018, as part of the Community Outreach Programme, the Cathedral donated €129,853.14 in direct cash giving. This money is in addition to the indirect support provided through multiple fundraising concerts, facilitation of events and other invaluable forms of outreach engagement. A 10-year analysis of the Cathedral giving programme was completed, identifying a Cathedral contribution in excess of €1million to the non-profit sector, serving those in most need.

There are clear opportunities that lie ahead in welcoming people to the Cathedral from the domestic market as potential congregation – those seeking a spiritual home. Relevance of faith organisations in a secular society is a strong thematic component of the missional approach to the community role. Reaching out, and responding to the needs identifiable in greater society with clear actions, connection / linking / partnering with other appropriate organisations lends itself to the Cathedral having an increased positive social profile nationally and abroad.

Ms Kelley Bermingham
Community Officer

€1
MILLION
CONTRIBUTED
TO THE
COMMUNITY
2007 TO 2017





The Choir has an ever growing following – largely thanks to a resurgence of popularity in the Anglican Choral tradition, especially in cathedrals.

Music

The Cathedral Choir continued to ‘adorn the daily office with anthems, psalms and canticles...’, singing somewhere in the region of 450 services. In addition to this, the Cathedral’s choir and organists were busy inside and out of the stalls giving a series of highly successful concerts and recitals (and in the process raising a considerable amount of money for local and national charities), broadcasting live on RTÉ radio, releasing their 4th CD recording with Regent Records as well as dashing off on tour to the UK.

The Choir has an ever-growing following – largely thanks to a resurgence of popularity in the Anglican Choral tradition, especially in cathedrals. We continue to make the most of modern technology by broadcasting all our choral services live via the Cathedral website and have an ever-growing international following/congregation online.

The choir itself also continues to grow with 21 boy choristers, 18 girl choristers, 9 schola, 8 lay vicars choral (professional singers) and a handful of choral and Martin scholars. We have a number of recruits already lined up for the next academic year.

Of the many highlights during the year, particular mention must be made of the two concerts staged as part of the National Armistice Centennial Commemorations. Firstly, a performance of Britten’s War Requiem in the National Concert Hall with the National Symphony Orchestra and then a performance of Brahms’ Requiem with the RTÉ Concert Orchestra the very next day.

Mr Stuart Nicholson
Master of the Music

A photograph of a large-scale art installation inside a cathedral. The installation consists of thousands of small, light-colored paper leaves hanging from the ceiling, creating a dense, cascading effect. The leaves are arranged in vertical columns, filling the central space of the cathedral. The architecture of the cathedral is visible in the background, with high vaulted ceilings and stone walls. Two people are standing in the lower right corner, looking up at the installation. The floor is covered with a patterned carpet.

**An installation
featuring 36,000 paper
leaves marked the
100th anniversary of
the end of World War 1.**

3,000

JONATHAN
SWIFT FESTIVAL
ATTENDANTS

Festivals

The Education Department programmes events throughout the year, which attempt to engage the city in the Cathedral's life and History.

Heritage Week 2018 was a huge success in showcasing the vibrant life of the Cathedral. The 2,600 Heritage Week attendees partook in 30 separate events ranging from talks and tours, to music, workshops and exhibitions.

The Jonathan Swift Festival included 15 events which were located in the Cathedral and also in partner cultural institutions across Dublin. Approximately 3,000 people learned more about Saint Patrick's most famous Dean through a myriad of different events which highlight his life and legacy.



Around 3,000 people learned more about Saint Patrick's most famous Dean through a range of different events.

Fallen

Fallen marked the centenary in November 2018 of the end of World War 1. 36,000 paper leaves were suspended in the nave of the Cathedral, each one representing an Irish fatality from World War 1. These leaves were selected from some 250,000 leaves, which had been left at the Tree of Remembrance over the previous four years. This installation was

the culmination of a 4-month long project, led by Education Assistant, Ciara Ní Cheallacháin, working alongside a team of dedicated project volunteers. *Fallen* attracted national and international media coverage, and 6,112 people visited the Cathedral specifically to view the installation. The majority of these were locals, who had never been into the Cathedral before.

Education

The Education Department facilitates learning in or about the Cathedral through the provision of guided tours, workshops, talks and resources. In 2018, around 240 education groups visited the Cathedral including primary and secondary schools, community groups, third level colleges and families. Approximately 4,700 people visited the Cathedral in 2018 under the Education Programme.

The Education Department's remit includes the provision of interpretative resources to facilitate learning within the Cathedral. In 2018 the "Living Stones" exhibition was partially refurbished through the provision of new graphic panels. This marks an important step toward the phased renewal of the interpretative offer for all visitors to the building. Many of the visitors to the Cathedral also choose to avail of a guided tour. In 2018, volunteers performed the majority of guided tours delivered in the Cathedral. The Education Department manages all aspects of the delivery of these tours including recruitment, training and management. We would like to acknowledge the dedication of the Volunteers who generously give up their time to show our visitors around the Cathedral.

The Education Department is acutely aware that, as the National Cathedral, many of those to whom the Cathedral belongs will not be able to visit on a regular basis. Digital platforms offer the Cathedral an opportunity to engage with those further afield. In 2018, the Education Department curated new content for the purposes of online communication. The majority of the digital content, as well as most in-house graphic design work, is created by the Education team.

Mr Andrew Smith
Education Officer



**240 education
groups visited the
Cathedral in 2018**

Report on Fabric Committee for 2018

Planning for the work on the high-level Roof Works has been going on for over 5 years and the Fabric Committee is now at a stage where it can recommend to the Board that the work should commence in 2019 subject to the finances being available. In February the Administrator recommended that a Project Manager should be appointed to oversee the Project. A number of candidates were interviewed for the post and Niall Meagher who had been Chief Executive of the Restoration of St Mel's Cathedral in Longford was appointed; he was chosen because of his experience and good working relationships. He reports to the Fabric Committee and works closely with the Architect and the Cathedral Administrator.

One of the key decisions that had to be made was whether a temporary roof would be required; after an in-depth study it was agreed by all that it was essential to safeguard the operation of the Cathedral and to ensure the best working conditions for the project.

Six contractors were approached to carry out the work and four of them submitted tenders. The two lowest contractors were interviewed and after detailed research Clancy Construction were chosen. In their favour was that they proposed using two of the sub contractors that the Cathedral had been using for many years with proven track records.

The total cost of the Project came in at circa €9 million including fees and it is estimated to take 22 months once the work commences.

Other projects completed or in hand are: Installation of railings in the church yard, redecoration of the south west porch including a new wheelchair lift, widening of the entrance at Bride Street, planning a new IT communications facility, developing plans for a Columbarium in the church yard.

One area of concern is mould growth in the Lady Chapel; monitoring is being carried out by an expert and a report is expected in mid 2019

Completed works in the Deanery included, fire alarm fitted, minor repairs to windows and repairs to the boundary wall. In addition, the Doors were also replaced in the Vicarage.

I would like to thank the members of the Fabric Committee, the Architect and Project Manager for their hard work, expertise and dedication over the last five years, which has brought the high-level Roof Works to its present stage.

George Good
Chairman

TOTAL COST
OF PROJECT
€9.2m



Governance Committee update for Annual Report

The Cathedral administration is registered as a charity with the Charities Regulator. The Board is very much aware that there have been a number of governance issues with charities in recent years. Indeed it is a rare week where some governance issue does not hit the headlines. It was seen therefore as being essential that the Cathedral follows best Governance practice in the charity sector and with this in mind the Board set Terms of Reference for a Governance Committee. The first meeting of the Committee was in February 2018. The role of the Governance Committee includes monitoring the Board's activities, internal controls and risk management for compliance with best practice in the Charity sector.

To date the Governance Committee has considered the risks in the areas of Child Protection, Finance, Staff Procedures, Health and Safety, and Projects including the high-level Roof Works. A Risk Assessment Matrix appropriate for the Cathedral's use has been considered by the Committee and brought forward for approval by the Board.

The Governance Committee has also been considering the meeting structure of the Board with a view to improving the efficiency of the Board while ensuring that it has the proper controls and procedures in place.

It has also been considering the regulations necessary for the Triennial elections which are due in September 2019. The rules for the Triennial elections are outlined in the Constitution of the Church of Ireland but it is not specific as to the conduct of such elections. It is essential that the elections to the Board in particular are conducted according to best practice in compliance with the Constitution and so the Committee is finalising regulations defining the procedures for the Triennial meeting.

The Charities Regulator issued a new Charities Governance Code in late 2018. This code is mandatory for all charities who must be compliant with its requirements by the end of 2019. The Code contains six principles namely Advancing Charitable Purpose, Behaving with Integrity, Leading People, Exercising Control, Working Effectively and Being Accountable. Each charity must demonstrate their compliance with the six principles. Saint Patrick's Cathedral is considered to be a complex charity given its turnover, the scope of its activities and the number of staff employed. The more complex the charity the more work is required to ensure compliance. With this in mind, the umbrella organisation for charities, The Wheel, of which the Cathedral is a member, is organising workshops to help charities comply with the Code. Two members of the Governance Committee are attending the workshops along with the Cathedral Administrator.

Mr Nick West
Chairman of the Governance Committee

The more complex the charity, the more work is required to ensure compliance.



Finance Committee

The Finance Committee operates as a sub-committee of the Cathedral Board and comprises Board and co-opted non-Board members. The committee meets monthly and as required dealing with finance related and HR matters with the Cathedral Administrator and Office Manager in attendance. Meeting activities are reported to the Cathedral Board. Typical meetings review monthly budgets / key performance indicators, investments, property, legal and insurance matters,

fund-raising and development /marketing, the annual audit. During 2018 a significant amount of work was devoted to financial / funding preparation towards the high-level Roof Works replacement work operationally commencing in 2019.

The finance committee members demonstrate a broad range of skills, experience and qualifications. Membership currently comprises;

Clive Christie, BFS.

Alan G Graham, BA (Mod); LLB, Solicitor & Notary Public.

William Morton, Dean and Ordinary

Charles Mullen, Dean's Vicar

T B Rory O'Ferrall, BA, BBS, FCA.

Sandra Ruttle, BBS, ACPA, AITI, Dip L.S.

Derek Seymour, MSc. (Mgmt.), FIB, FCIS, ATCL.

I thank the finance committee members and indeed all the Cathedral staff who make the important work of this committee and the management of the Cathedral's finances possible.

Derek Seymour
Chairperson

Statement of comprehensive income

	2018 €	2017 €
INCOME		
Donations and offertories	2,992,515	2,644,685
Income from endowments	94,608	94,161
Saint Peter's Parish	17,562	17,562
Gift Day	26,804	24,683
Deposit interest receivable	159	413
Shop contribution	605,274	507,710
Income from special events	118,421	94,398
Investment income	169,104	11,196
Fundraising income	—	37,204
Other income	7,248	11,661
Grant received	1,000	2,224
	<u>4,032,695</u>	<u>3,445,897</u>
EXPENDITURE		
Stipends, salaries and pensions	856,139	761,982
Cathedral music	549,616	443,369
Light, heat and insurance	159,215	162,439
Rates, LPT and rent	33,129	35,479
Buildings repairs and maintenance	134,024	114,851
IT support and equipment maintenance	55,959	32,331
Professional fees, legal and other outlay	237,917	414,841
Audit and accountancy fees	20,045	8,610
Telephones, postage, printing and stationery	34,229	28,409
Advertising and promotion	66,618	98,173
Miscellaneous expenses	93,923	123,866
Training	20,037	13,138
Depreciation	36,458	32,508
Education department	48,526	40,017
	<u>2,362,733</u>	<u>2,310,013</u>
SURPLUS FROM NORMAL ACTIVITIES	1,669,962	1,135,884
REFURBISHMENT ACTIVITIES (NET)	<u>(338,295)</u>	<u>(307,410)</u>
SURPLUS AVAILABLE FOR TRANSFER TO RESERVES	1,331,667	828,474
Transfer to specific reserve	<u>(1,250,000)</u>	<u>(950,000)</u>
SURPLUS/(DEFICIT) TRANSFERRED TO GENERAL RESERVE	<u>81,667</u>	<u>(121,526)</u>

Statement of financial position at 31 December 2018

	2018 €	2017 €
FIXED ASSETS AND INVESTMENTS		
Freehold property	89,113	89,113
Equipment and furnishings	160,615	159,073
Endowment Funds held by R.C.B.	2,285,124	2,285,124
Investments portfolio	5,969,780	5,350,908
	<u>8,504,632</u>	<u>7,884,218</u>
CURRENT ASSETS		
Stock	87,587	138,724
Debtors and prepayments	111,724	108,636
Bank – deposit accounts	967,248	317,118
– current account	636,749	164,734
Cash on hand	12,000	12,000
	<u>1,815,308</u>	<u>741,212</u>
CREDITORS: amounts falling due within one year	<u>(428,876)</u>	<u>(344,397)</u>
NET CURRENT ASSETS	<u>1,386,432</u>	<u>396,815</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	<u>9,891,064</u>	<u>8,281,033</u>
NET ASSETS	<u>9,891,064</u>	<u>8,281,033</u>
Represented by:		
RESERVES AND OTHER FUNDS		
General reserve	86,012	4,345
Specific reserves	6,018,067	4,768,067
Endowment funds	2,285,124	2,285,124
Bequests invested	1,501,861	1,223,497
	<u>9,891,064</u>	<u>8,281,033</u>

Cashflow statement

at 31 December 2018

	2018 €	2017 €
NET CASH OUTFLOW FROM OPERATING ACTIVITIES		
Surplus from normal activities	1,669,962	1,135,884
Refurbishment expenses	(338,295)	(307,410)
Depreciation	36,458	32,508
Movement in working capital	132,528	195,534
	<u>1,500,653</u>	<u>1,056,516</u>
Bequests received	278,364	6,198
CASHFLOW FROM OTHER INCOME	<u>278,364</u>	<u>6,198</u>
CAPITAL EXPENDITURE		
Purchase of tangible fixed assets	(38,000)	(61,729)
NET CASH OUTFLOW FROM CAPITAL EXPENDITURE	<u>(38,000)</u>	<u>(61,729)</u>
INVESTMENTS		
Increase in investments (Conservation fund)	(618,872)	(1,022,455)
CASH OUTFLOW FROM INVESTMENT ACTIVITIES	<u>(618,872)</u>	<u>(1,022,455)</u>
NET INCREASE IN WORKING CASH BALANCES	<u>(1,122,145)</u>	<u>(17,253)</u>
ANALYSIS OF CASH		
Increase / (decrease) in deposit accounts	650,130	200,333
Increase / (decrease) in current accounts	472,015	(225,586)
Increase / (decrease) in cash on hand	—	8,000
NET INCREASE / (DECREASE) WORKING CASH BALANCES	<u>1,122,145</u>	<u>(17,253)</u>
NOTES TO THE CASHFLOW		
MOVEMENT IN WORKING CAPITAL	51,137	(20,113)
(Increase) in stock	(3,088)	1,830
Decrease / (Increase) in debtors	84,479	213,817
(Decrease) in creditors	<u>132,528</u>	<u>195,534</u>



