

# Annual Report

2021

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Christ  
Church  
Cathedral  
Dublin

Statement of charitable purposes and object  
in accordance with The General Synod of the Church of Ireland

The charitable purpose

The charitable purpose of Christ Church Cathedral Dublin (“the Cathedral”) is the advancement of religion.

The charitable objects

- (i) The principal function of the cathedral is to support the advancement of the Christian religion by promoting, through the work of the cathedral, the whole mission of the Church, pastoral, evangelistic, social and ecumenical. Being open to and engaging with society as a whole and offering support for those needing help are fundamental to the practical delivery of the benefits of Christianity. As a result of activity in the pursuit of the advancement of the Christian religion, the cathedral has custody of property and of records, materials and artefacts of significance to the cultural and religious heritage and maintenance of which is undertaken by the Board.
- (ii) No charity trustee as defined by section 2(1) of the Charities Act 2009 shall be appointed to any office of the cathedral (including membership of the Board) which is paid by salary or fees, or receive any remuneration or other benefit in money or money’s worth from the cathedral. However, nothing shall prevent any payment in good faith by the cathedral in respect of:
  - (a) the performance by the Board of any obligations to repair, maintain and insure each ecclesiastical residence of the cathedral and to provide for same such carpets, curtains and equipment as may be determined by regulation of the diocesan councils;
  - (b) reasonable and proper remuneration to any member or servant of the cathedral (not being a charity trustee) for any services rendered to the cathedral;
  - (c) interest at a rate not exceeding 1% above the Euro Interbank Offered Rate (Euribor) per annum on money lent by charity trustees or other members of the cathedral to the cathedral;
  - (d) reasonable and proper rent for premises demised and let by any member of the cathedral (including any charity trustee) to the cathedral;
  - (e) reasonable and proper out-of-pocket expenses incurred by any charity trustee in connection with his or her attendance to any matter affecting the cathedral;
  - (f) fees, remuneration or other benefit in money or money’s worth to any company of which a charity trustee may be a member holding not more than one hundredth part of the issued capital of such Company;
  - (g) any payment by the cathedral to a person pursuant to an agreement entered into in compliance with section 89 of the Charities Act, 2009 (as for the time being amended, extended or replaced).

Contents

- 02 Review of the year
- 04 Spirituality and Cathedral of Sanctuary
  - 07 Music
  - 08 Administrator’s report
- 10 Learning and interpretation
  - 15 Events
  - 16 Shop
- 17 Bell ringers’ report
  - 19 Heritage
  - 21 Finance
- 24 Governance

# Review of the year



**The Very Reverend Dermot Dunne**  
Dean of Christ Church Cathedral Dublin

As you all will have experienced, COVID-19 has affected our society in so many ways. We are all too conscious of the physical effects the virus has had and continues to have on people, especially the most vulnerable. It has had an economic effect on society through a lack of interaction across the globe. It has also had a hugely negative effect on the life of faith in our community and attendance at worship, as well as many other activities.

I am not going to depress you with a long list of woes concerning how we have been affected in the cathedral. Suffice it to say that we battled the storm well and thankfully have come out the other side in a somewhat good position. This wasn't achieved by chance but by a dedicated team working in the cathedral to ensure we kept going in the face of many obstacles. It was unfortunate that we had to lay off many staff and retain only a core skeleton staff, I am so grateful to everyone who worked long and hard to ensure the life of the cathedral continued throughout the past two years. I am also grateful to the Representative Body of the Church of Ireland (RCB) for its generosity in financially supporting the cathedral by means of generous loans. As a result of this, we have managed to remain viable in a period when we have had no income. I am not one who succumbs easily to the notion of miracles, but I do think it miraculous that we have achieved so much with so few resources. I am truly grateful to the cathedral administrator, Susanne Reid, for her hard work and expertise in managing the day-to-day life of the cathedral throughout the pandemic. Through her careful planning and keen networking of relationships with statutory bodies such as Fáilte Ireland and Tourism Ireland, she was able to secure grants for the cathedral that ensured its viability in an environment that was hostile to a foundation like ours.

I was really pleased that music continued in the cathedral throughout the pandemic. When our choirs couldn't be here in person, clear recordings were provided by Dr Eric Finch, a one-time member of the choir to whom I owe a debt of gratitude. I must also laud our musicians, who are under the direction of Tom Little, our Director of Music, and Jack Oades, our Assistant Director of Music. Sadly, Jack will be leaving us at the end of the year to pursue a career in music composition

in the UK. Through thick and thin, our musicians braved the virus and sang against all obstacles. This maintained the spirit of worship that has been offered here for nearly a millennium.

Of course, I could not achieve anything without the work and commitment of my colleague in ministry Abigail Sines. Through her commitment and hard work, we managed to maintain Sunday and weekday liturgies throughout the pandemic, with only one Sunday being the exception. At times, it was only the two of us in the building but, nevertheless, we were able to continue the worship following the great voice of our Lord: 'Where two or three are gathered in my name, I am there among them.'

Abigail has continued to play a stalwart role in the mission and outreach of the cathedral through her involvement with people living in direct provision, refugees and asylum seekers, and new people coming to the cathedral for the first time. Through her many projects, workshops and displays, she has highlighted the plight of so many people caught up in a system that is less than personal and sometimes unjust. It is through her work that the cathedral is firmly placed on the map of Dublin as one where the voice of the voiceless is heard and where strong advocacy is present.

It goes without saying that none of our work would be possible were it not for the dedication and support of a great Board and equally great regular congregation with a very supportive chapter underpinning the spiritual life of the cathedral. The motto from now on is 'Onwards and upwards.' We are heading towards celebrating the cathedral's millennium set up to co-ordinate events for the celebration. Coupled with this, the cathedral has engaged with a comprehensive governance review in line with the guidelines of the Charities Regulator.

The charitable purpose of this cathedral is the promotion of religion. Everything we do in the cathedral is done to enhance the worship, witness and welcome of this foundation and through all our efforts, we are achieving this purpose. But, we must continue to be tireless in our commitment to the life and work of the cathedral, facilitating the cathedral to be a voice in Dublin society – a voice that is sincere, speaks for those who are poor and marginalised, seeks out injustice and speaks in boldness for what is true, what is beautiful, what is good and what is of God.

**Everyone in the cathedral plays a vital part in its life and ministry. Through the support, presence and work of so many, the life and witness of the cathedral are highlighted.**

I am delighted to present this audit report to you as one that reflects a vibrant institution ready to face the challenges of our times. Through proper fiscal management and engaging in strategic planning in key areas of growth and development, we are ensuring the cathedral will continue to grow and maintain its status as an inspiration to all associated with it, be they worshippers, visitors, workers or volunteers. May God continue to bless us with many gifts, and may we be open to his inspiration and guidance as we enter another year.



# Spirituality and Cathedral of Sanctuary

Planning and accomplishing the cathedral's ministry and outreach goals presented a game of two halves in 2021. Early in the year, we continued under strict lockdown guidelines, which pushed us to experiment with ways of engaging online. Along with broadcasting the regular cathedral services via webcam, we took several initiatives online via Zoom.

Two 'Knit for Good' initiatives were organised by the Dean's Vicar and kept a group of cathedral crafters active and connected via Zoom over several months of lockdown. The crafters were joined by others via the Mothers' Union and the wider diocesan community. The first initiative, which ran from January into February, focused on the Mendicity Institution and involved knitting warm winter hats and scarves for their clients. We ended up with over 130 hand-knit items, enough to donate some to the Muslim Sisters of Éire, who distribute warm clothing regularly in the city centre. The second initiative took shape in the run-up to Easter and involved gifting knitted Easter baskets and crème eggs to two emergency direct provision centres in the city.

We have sought in recent years to engage creatively with artists during Lent. However, the COVID restrictions in 2021 saw us opt instead for a series of online reflections facilitated by the Dean's Vicar and on the theme of Wilderness Journey. This culminated in an online fellowship meal and a reflection session during Holy Week entitled Gathered in the Wilderness. For Lent we also created a dedicated, mobile-friendly website with information and suggestions for prayer using our outdoor labyrinth. The aim was to raise awareness of this resource for those living in the vicinity. See [www.christchurchlabyrinth.org/](http://www.christchurchlabyrinth.org/).

In May, as conflict in Gaza dominated the news, there was a discussion in the diocese on how we might make a contribution, given our Jerusalem Link commitment with the Episcopal Diocese of Jerusalem and the Middle East. The Dean's Vicar co-ordinated with the Diocesan Council for Mission, and the cathedral was happy to make available the e-commerce functionality already in place on its website to gather donations via a socially distanced sponsored walk. Nine clergy and lay people across the diocese, in addition to Archbishop Michael Jackson, participated. Between 24 May and 11 June, they collected €17,874.50, which was promptly forwarded to fund necessary supplies and repairs for Al-Ahli Hospital, Gaza.

The Dean's Vicar was joined by German Lutheran placement student Sarah Eickhoff for June to participate in a variety of activities. Sensitive to ongoing concerns about COVID, we sought to engage both in person and online. A study through the letter to the Colossians entitled 'In him all things hold together' took place over three sessions in June. By the end of June, our attention turned to Refugee Week, whose theme was 'We cannot walk alone.' We organised an online version of our What's the Story: Lives in Direct Provision speaker series in addition to a series of on-site events, which took place both in the cathedral and on the grounds. We hosted

an exhibition entitled Homing Pigeons: Birds with Wishes, which was organised in collaboration with Places of ARcture, with support from Ecclesiastical Insurance. The exhibition featured 16 works created by children in Aleppo, Syria. It represented a migration of good wishes and interpersonal connection, crossing boundaries to transcend the difficult circumstances that so often block our connectedness. We were delighted to host a group of Sanctuary in Nature & Heritage participants from Mosney direct provision centre and, over the weekend of 19–20 June, to invite all our visitors to 'make their mark' on the cathedral grounds by adding chalk footprints to a mural on the labyrinth plaza. Refugee Week culminated in our Sanctuary Sunday service, with guest preacher Pastor Ebenezer Segatu.

Things remained quiet for part of the summer but picked up again in August with one of our Cathedral Nights: Labyrinth Experience evenings. This made use of both indoor and outdoor space. We were delighted to welcome a visiting group of asylum seekers from Baleskin Reception Centre for a guided tour and refreshments, in collaboration with Serve the City. We kept the Birds with Wishes positive energy going by partnering again with Places of ARcture and offering the use of the Henry Roe Room and hosting lunch for a bird-themed art workshop for families from Mosney.



Labyrinth Experience Evening



In the autumn, we continued to plan with cautious confidence for the final quarter. September saw the installation of a hive of native Irish honeybees. We partnered with Robert Emmet Community Development Project to join the network of host sites for their Bee8 urban beekeeping initiative. An ordinand from the Church of Ireland Theological Institute, Jane Burns, was on placement with us from September to December and we were happy to involve her across the range of ministry. She was the preacher for our Eve of All Saints 'What are you afraid of?' service, which we resumed after a break in 2020. In November, planning began in earnest for a reprisal of our live outdoor Nativity. This COVID-safe seasonal presentation for Christmas was so well received in 2020 that we decided to offer it again over 19–20 December 2021. With music sung by our choir, the simple, powerful text of the Nativity story from the Gospel according to Luke, and a 17-member volunteer cast and crew, guests were transported through the cathedral grounds to follow Mary and Joseph to Bethlehem. We opted again in 2021 for a scaled-back, outdoor version of our Advent Sheep Trail and were delighted to host visits by several classes from St. Audoen's and St. Catherine's national schools.

Just before Christmas we organised one final Cathedral of Sanctuary project for the year. With donations from our congregation and in collaboration with Our Table, we organised Christmas-cheer parcels for 100 single men and 60 families living in two city-centre emergency direct provision centres.





Choir rehearsal for Evensong

## Music



**Tom Little**  
Director of Music

The start of 2021 was another bleak time for all. As a result of hard COVID restrictions and school closures, there was no singing in the cathedral for the first month. Instead, the music staff busied themselves with recording online organ recitals and freshening up the cathedral's psalter.

During February, a few singers met to sing the office of compline twice a week for any worshippers joining us on the live stream. These meetings gradually increased in number and frequency, but it wasn't until Passion Sunday that the choir returned to its usual schedule. Despite the restrictions in place, face masks and social distancing, we were able to provide music for all the Holy Week and Easter services.

The summer term brought with it a sense of optimism. The girls' choir returned, having not been on site since before Christmas, and a few more members of the cathedral choir were able to rejoin the ranks. Much of our time was taken up with recording content for various online events and for any future services that would be online only. It was a joy to have congregations in the building again.

After a few years without an organ scholar, we were able to appoint one in September 2021. Arthur joined us in September and has since proved himself both as an organist and colleague, particularly when required to play for nine lessons and carols with little warning.

The Michaelmas term was back to normal, but we had the task of planning events for Advent and Christmas without knowing whether they would go ahead. In the end, everything went as planned and we were glad to be able to get back to our normal winter schedule. The Christmas concerts were, of course, a highlight, with the building as full of people as was permitted in December. The four short concerts, rather than three long ones, have been welcomed by concertgoers and musicians alike.

It had been another difficult year, but for the end to have been so very different from the beginning was a reason to celebrate.



# Administrator's report



**Susanne Reid**

Administrator and Head of Development

I was appointed Administrator at Christ Church Cathedral in February 2020. It has certainly been an interesting first two years in post. There were some very dark moments, particularly in the early stages of the pandemic. The closure of the building to the public meant many valued colleagues were laid off, and short-time work was introduced for the remaining few. The cathedral's finances suffered very badly and will take some time to correct.

When I reflect on 2021, however, I also see many positive outcomes:

- Worship continued and was streamed daily from Christ Church thanks to the dedication of our Dean and Dean's Vicar.
- We are thankful for the vision of the Board, which took a long-term view and kept a core team in post throughout the pandemic.
- Many of our clients remain in business and loyal to Christ Church, making the resumption of commercial activity easier. Shawn Talbot is to be congratulated for retaining so many of the events that were scheduled to take place in 2020 and 2021 and convincing clients to keep the business with us until 2022 and later.
- Following the successful move to cloud-based accounting software Xero in 2020, we moved from server-based IT systems to Sharepoint. Mary Reilly leads on this project with dedication.
- We delivered a new website, which will forever remain a work in progress, as websites must. Sophie Gough manages this project very ably.
- We delivered a €195,000 multilingual interpretation project, funded by Fáilte Ireland. Ruth Kenny is to be commended for her work on this.
- Our 2021 financial statements were signed in June, with the auditors reporting that the organisation remains a going concern. This is due in no small part to the grants received towards tourism-business continuity from Fáilte Ireland; access to the Employment Wage Subsidy Scheme (EWSS) for all employees; and the loan secured from the RCB by our Dean to support the cathedral's choral foundation. It is important also to mention the conscientious work of Eleanor Tonge in keeping our day-to-day bookkeeping up to date and of Liam Byrne in preparing our monthly management accounts, preparing the file for audit and dealing with many queries throughout the year.

- We continue to work towards compliance with the Charity Regulator's governance code and are very grateful to Ciarán Toland, SC, Chairperson of the Governance Committee, for his work and commitment.
- Thanks to the creativity and commitment of our Dean's Vicar, we staged a live Nativity, complete with donkeys, in December 2020 and December 2021 – a Christmas gift to a city in great need of hope.
- Our Director of Music, Tom Little, organist, Jack Oades, and the cathedral choir performed four beautiful carol concerts in December 2021 that brought great joy to those in attendance and raised much-needed funds for the cathedral coffers.
- We continued to care daily for the building. Our verger team is to be commended.
- A very strong *esprit de corps* has been fostered within the cathedral team.

The geopolitical and public health outlook for our world remains uncertain.

At the time of writing, I am encouraged to see congregations and visitors return in their numbers. The cathedral is alive and vibrant.

I do not underestimate the challenges ahead if we are to steady the finances; but, as we prepare to celebrate the millennium of the foundation of Christ Church Cathedral in 2028, we look to the future with great hope.



Student group on guided tour



# Learning and interpretation



**Ruth Kenny**  
Head of Education

## New interpretation

Learning and interpretation work in 2021 focused principally on the development and implementation of our Fáilte Ireland-funded interpretation project. Having been awarded €195,000 in the Fáilte Ireland Surprising Stories grant competition in 2019, the project was significantly delayed by COVID. The deadline for completion was extended and we were finally able to complete most of the work by the end of 2021. The overarching theme we proposed for all of the new interpretation was 'Welcome' – encompassing increased foreign-language provision, the introduction of access-friendly initiatives, more sensory experiences and family-friendly options – to ensure that Christ Church is genuinely welcoming to all.

According to the terms of the grant, the production of each of the major elements of the new interpretative scheme – the audio guide, sound installation, tactile bronze sculpture, and listening bench – required a public tendering process. The tenders were issued sequentially and applications were assessed by Ruth Kenny and Susanne Reid using Fáilte Ireland's criteria for deciding on the most economically advantageous tender. Interest in all the tenders was high and we had a good choice of suppliers for each component.

## Audio guide

Imagineear, a London-based audio company, won the tender for the audio guide element of the project, and we worked closely with them throughout the year. Having developed the script in house, with valuable guidance from Polly Richards (former head of interpretation at the Tower of London) and Susan Cross (our Fáilte Ireland-appointed mentor from TellTale Interpretation), we had decided on a three-strand approach to the content, allowing visitors different entry-points to our thousand-year history, depending on their interests. The three themes – power and politics, Christ Church and the city, and music and spirituality – were designed to encompass different aspects of the life and history of the cathedral, using a story-led approach. Interviews and more detailed information were also added as a second layer at each stop to allow visitors to choose between a general overview and a deep dive.



A visitor enjoys our new Audio Guide





Recordings of the script, using Irish male and female voices, and interviews were completed in early 2021. Nationality-specific additions were also made to the foreign-language versions of the tour to make them as welcoming and engaging as possible for our overseas visitors. The script was then translated into four languages – French, Italian, German and Spanish. Additional recordings of the choir and organ were made once COVID restrictions were lifted in April, and select photography was commissioned. We also developed Irish Sign Language and audio-descriptive tours for our hearing-impaired and sight-impaired visitors. These tours were made available on specially adapted handsets. The full suite of tours was finally introduced to our visitors in November to extremely positive reviews. A web-app version of the guide was subsequently developed and delivered to ease pressure on the handsets at busy times and cater for those who prefer to use their own devices. This has proven to be a great success with visitors.

As part of the audio guide installation, we re-skinned our way-finding number posts to fit the new route and added braille numbers to each. We also subsequently revised our cathedral leaflets so those using these written aids could navigate the building using the same posts.

#### Sound installation

We worked closely with Wicklow Sounds on the production of a sound installation for the viewing platform, which we envisaged would set the tone for visitors on their first approach to the cathedral, help engage them before the pay-point and appeal to all the senses. Inspired by the idea that Christ Church is, in the Dean's words, 'the spiritual heart of Dublin', the soundscape was designed around a heartbeat, incorporating sounds of the cathedral, including the choir, bells and organ. After thorough testing of the environment, we agreed on a 'hybrid' model to achieve this. This combined bone-conduction technology and some audible sound. Our installation marks the first use of bone-conduction technology in Ireland and was therefore an exciting and experimental step for both Christ Church and Wicklow Sounds. The hardware was installed underneath the viewing platform railing in September. It appears to be particularly popular with our younger visitors. An additional lower rail was installed to cater for children and wheelchair users.

#### Bronze sculpture

Having commissioned a significant piece of research into the possible use of augmented-reality or virtual-reality technology to illuminate the history of the grounds of the cathedral to our visitors, we ultimately decided to proceed with a lower-tech option, which we anticipate will have a much longer life than a digital solution and fit better with the particular atmosphere of the cathedral. To this end, we decided to commission a tactile bronze sculpture. Topografik won the tender. We worked with Loz Simpson of Topografik and our research adviser, Stuart Kinsella, on researching the appearance of the cathedral and grounds in the late 14th century, when it was still a monastic settlement. This research was translated into a wheelchair-accessible tactile bronze model with a braille key. After significant deliberation, and on the advice of our Surveyor of the Fabric, Frank Keohane, it was decided to place the sculpture on the viewing platform, the orientation of which allows visitors to view the contemporary cathedral and medieval model in a single glance.

#### Listening bench

The third and last of our tenders – for listening posts in the crypt, which broadcast contemporary 'Christ Church Stories' – was awarded to Tonwelt. With a focus on the contemporary life of the cathedral and its place within the wider city, we chose six



Clockwise from top: Children taking part in a dress-up Monks Tour, Visitors in the grounds; New signage in the Crypt, Bone-Conduction sound installation in action



interviewees. These included Maureen Reid, our sacristan; Ellie Kisyombe of Our Table; Louisa Santoro from the Mendicity Institution; and Máirín Johnston from the Liberties Women's History Group. Working with Tonwelt, we recorded their stories and edited them down to three-minute extracts. Visitors can listen to these via handsets, one of which is hearing-loop enabled. We then collaborated with 53 Degrees Design on the design for a wheelchair-accessible bench to house the handsets and give visitors a moment of pause during their visit. The bench was installed in September in a quiet area of the crypt.

### **Dress-up wardrobe**

Following the collection of quotes for the family dress-up area, we appointed Denise Assas to create a collection of costumes for us, inspired by the history of the cathedral. These include Strongbow and Aoife costumes, a family of 18th-century crypt stallholders, Tudor ruffs and hats, and medieval monks' robes. They were designed to fit all sizes and were made for both adults and children. 53 Degrees Design was commissioned to produce a wardrobe to house the costumes in a corner of the crypt next to the Tudor costumes display. This area was successfully opened in November and greeted with enthusiastic public engagement.

### **Crypt graphics**

The old stands in the treasury were re-skinned with new graphic vinyls, and three smaller stands were commissioned for the Tudor costumes, cat and rat display, and Nuremberg chest, all of which had temporary signs. New text for the treasury stands was designed and written in consultation with Roy Byrne and the History, Research and Learning Committee, with an eye to accessibility in terms of font size, the use of simple universal English and shorter word counts. Our electrician also fitted new downlighters on the large plinths to improve legibility.

### **Programming**

Learning programming was necessarily reduced in 2021 due to ongoing COVID restrictions, but we were pleased to be able to plan for some Christmas events at the end of the year. Pupils from the three local schools with which we regularly work – St Audoen's, Scoil Treasa Naofa and St Catherine's – were all able to come and decorate our Christmas tree again, based on the theme of family and friendship. As always, they did a wonderful job. We also welcomed two schools – Eureka Secondary School, Kells, and Mount Carmel Secondary School, Dublin – whose pupils came and performed shoppers carols for us. Regrettably, pupils from St Catherine's National School were not able to join us to put on their annual nativity concert due to COVID, but we hope they will be able to return as usual next year.

### **Looking ahead**

Following the successful completion of our Surprising Stories grant project, we are looking to build on our core principle of Welcome in the coming year. We aim to get back to our regular programming while also starting work on our strategic goals, which are:

- creating a long-term interpretation blueprint with five- and ten-year goals for additional funding
- making Christ Church Cathedral a national leader in access provision
- improving the cathedral's standing and visibility within the national and international education community
- looking beyond existing programming to bigger name events; high profile speakers etc.
- increasing our outreach work with local community groups and building lasting relationships with them.

## Events

In March and April 2021, we were delighted to secure two filming contracts – for a film and a mini-series, respectively. The film industry was permitted to continue working even when level-five restrictions were in place.

As COVID-19 restrictions eased in the summer of 2021, there was hope that some of the events that were confirmed for September and October could take place. Unfortunately, this was not to be the case.

In December 2021, the cathedral hosted four one-hour carol concerts, sung by the cathedral choir. One audience member wrote, 'It was really lovely, all thoroughly enjoyed it and some peace and harmony amidst the madness.'



Choir rehearsal for carol concerts





## Shop

The shop was moved to the south transept in May 2020 and remained there throughout 2021.

The cathedral was closed for visiting until May 2021. Visitor numbers remained much reduced until international travel into Ireland resumed in late July 2021. When visitor numbers increased, so too did the volume of sales in the shop. Raymond Scullion, who co-ordinates the retail offering in the cathedral, built an online shop during level-five restrictions.



Brass items for sale in the cathedral shop



## Bell ringers' report

As we were in lockdown at the beginning of 2021, we did not get to ring in the new year. As a group, we maintained contact and activity using the virtual environments available to us. At our AGM, which was held virtually, Nigel Pelow indicated he was going to vacate his position as Ringing Master, which he had held with great distinction from 2016. Ray Cregan was elected to succeed Nigel.

We rang the bells for Easter Sunday and returned to ringing in May, initially with six ringers and all the precautions. Slowly but surely, as society returned to some normality, we re-established our practice night and saw more ringers attending.

There was a wonderful Saturday afternoon in June when we rang to celebrate a wedding.

Finally, we managed to ring on New Year's Eve to herald in 2022. It was low key but, given all that society had been through, we were very happy to have kept the bells of Christ Church Cathedral ringing for the citizens.



A visitor learning about bell ringing







# Heritage



**Frank Keohane, MSCSI, MRICS**  
Surveyor of the Fabric and Chairperson of the Fabric Committee

In 2021, a fresh approach was taken to the care of the fabric of the cathedral. A new Surveyor of the Fabric was appointed. This is Frank Keohane, a building surveyor specialising in building conservation. Frank previously worked with Paul Arnold, the former cathedral architect, and oversaw various conservation projects, including works to the transepts, west window and door, and north aisle.

An updated quinquennial survey entailing a thorough inspection of all parts of the cathedral's built fabric was completed by the Surveyor of the Fabric. This has identified and prioritised necessary repairs and conservation works required in the short, medium and long term. On foot of the quinquennial survey, a package of repairs and conservation works was prioritised for 2022. To assist with these, an application for grant aid under the Built Heritage Investment Scheme was prepared and submitted to Dublin City Council.

Steps have also been taken to form a new Fabric Committee for the cathedral. Potential Fabric Committee members were identified and, at the year's end, were awaiting formal appointment by the cathedral Board. Each potential committee member is an expert in their field of specialism, ensuring the committee will benefit from a broad range of skills and experience.

**History, Learning and Research Committee**  
For most of the year, the History, Learning and Research Committee met over Zoom. The Research Officer responded promptly and efficiently to a wide variety of queries about the history and culture of the cathedral. These came from the cathedral administration, the wider Church, the academic community and a variety of interested individuals from at home and abroad. The Research Officer regularly supplied topical information for the website. The Chairperson provided an introductory overview of the archives for the website. Work on the remaining archives and artefacts in the crypt was delayed by the effects of the pandemic and restrictions in the RCB Library.

**Dr Raymond Refaussy**, Chairperson of the History, Learning and Research Committee



# Finance

€43,040  
Bequests received

€296,027  
Fáilte Ireland grants awarded

€250,000  
RCB loan received

The COVID-19 pandemic continued to impact the cathedral's income throughout 2021, with heavy restrictions on travel to Ireland remaining in place until late July. The remainder of the year saw the financial uncertainty continue and finished with the reintroduction of some restrictions for December.

Prior to the pandemic, tourism, events and retail were the cathedral's principal revenue streams.

We are most grateful to Fáilte Ireland for the Tourism Business Continuity Programme grants awarded to the cathedral in 2021, which amounted to €296,027.50. We are also grateful to have received a loan in 2021 from the RCB of €250,000. The cathedral availed of the EWSS in respect of all employees throughout 2021.

As restrictions on attending divine worship in person continued, many of our regular donors to the cathedral switched from the weekly envelope scheme to standing orders or direct debits for their giving. The cathedral also received several bequests, totalling €43,040.25.

The reliance on income generated by tourism, events and retail to sustain all aspects of cathedral activity was highlighted by the immediate disappearance of that income from March 2020. The need to diversify income streams and build a financial reserve is indisputable.

John Wynne, Honorary Treasurer and Chairperson of the Finance and Administration Committee



## Statement of Financial Activities

Year ended 31 December 2021

	Unrestricted Funds €	Restricted Funds €	Endowment Funds €	Total 2021 €	Total 2020 €
<b>Income</b>					
Donations and legacies	131,849	-	-	131,849	276,979
Grants in support of mission	679,833	12,690	-	692,523	170,647
Trading and fundraising	381,509	-	-	381,509	232,404
Investments	1,858	-	35,852	37,710	37,216
Total income	1,195,049	12,690	35,852	1,243,591	717,246
<b>Expenditure</b>					
Raising funds	491,056	-	-	491,056	584,505
Ministry	262,662	220,930	-	483,592	381,533
Cathedral and properties upkeep	166,084	-	-	166,084	213,473
Total expenditure	919,802	220,930	-	1,140,732	1,179,511
<b>Net (outgoing)/Incoming resources</b>	275,247	(208,240)	35,852	102,859	(462,265)
Unrealised (losses)/gains on investments	248,398	-	-	248,398	(70,766)
Transfer between funds	(172,388)	208,240	(35,852)	-	-
<b>Net movement in funds</b>	351,257	-	-	351,257	(533,031)
<b>Reconciliation of funds</b>					
Funds brought forward	496,161	-	1,338,696	1,834,857	2,367,888
Total funds carried forward	847,418	-	1,338,696	2,186,114	1,834,857

## Balance Sheet

As at 31 December 2021

	2021 €	2020 €
<b>Fixed assets</b>		
Tangible assets	691,592	773,609
<b>Investments</b>		
Investments held by Representative Church Body	1,502,974	1,267,686
Investments held directly	68,775	55,665
	1,571,749	1,323,351
<b>Total fixed assets</b>	2,263,341	2,096,960
<b>Current assets</b>		
Stock	36,993	48,706
Debtors	207,261	188,242
Cash at bank	730,693	181,516
	974,947	418,464
Creditors: amounts falling due within one year	334,281	192,177
Net current assets	640,666	226,287
Total assets less current liabilities	2,904,007	2,323,247
Creditors: amounts falling due after one year	717,893	488,390
<b>Net assets</b>	2,186,114	1,834,857
<b>Funds of the cathedral</b>		
Endowment funds	1,338,696	1,338,696
Restricted funds	-	-
Unrestricted funds	847,418	496,161
	2,186,114	1,834,857



# Governance

## Governance Committee

Having been formerly established on an *ad hoc* basis in August 2020, the Governance Committee was formally established by the Board in May 2021 under terms of reference set by the Board. It was reappointed in October 2021. Since establishment, it has been comprised of a chairperson, Ciarán Toland, SC, and a vice-chairperson, The Very Reverend Stephen Farrell. A further member, The Reverend Robert Marshall, was appointed by the Board in October 2021.

At the request of the Board, on 19 July 2021 the committee delivered an extensive preliminary report on the governance of the cathedral.

The committee made several recommendations, including: the incorporation of the cathedral Board; and, specific matters to be addressed prior to the trustees reporting partial compliance with the Charities Governance Code.

In October 2021, on the advice of the Governance Committee, the Board's annual report to the Charities Regulator reported non-compliance with five standards, including 18 sub-standards listed in the Charities Governance Code. It was intended that several of these outstanding standards would be addressed in 2022 and 2023. Others required the amendment of the statutes and incorporation.

**Ciarán Toland, SC**, Chairperson of the Governance Committee

Cathedral staff	Role
Andy O'Hare	Verger
Daire Daly	Head Tour Guide and H&S Officer
Jack Oades	Organist Assistant Director of Music
Roberto Bruxel	Cathedral Manager
Mary Reilly	PA to the Cathedral Administrator
Michelle Carton	HR Manager
Raymond Scullion	Retail Coordinator
Ruth Kenny	Head of Education
Shawn Talbot	Senior Tourism and Events Coordinator
Sophie Gough	Tourism and Events Administrator
Susanne Reid	Cathedral Administrator and Head of Development
Tom Little	Director of Music

## Legal and administrative information

Year ended 31 December 2021

### FULL NAME

Cathedral of the Holy Trinity,  
commonly called Christ Church Dublin

### ADDRESS

Christchurch Place, Dublin 8. D08 TF98

### GOVERNING STATUTES

The Constitution of the Church of Ireland statutes  
for Christ Church Cathedral

### MEMBERS OF THE CHAPTER

#### Dean

The Very Rev'd Dermot Dunne

#### Canons

Canon Roy Byrne (Precentor)  
Canon David Mungavin (Chancellor)  
Canon Gary Hastings (Canon Treasurer)  
Archdeacon David Pierpoint  
Archdeacon Neal O'Raw  
Canon Mark Gardner (Prebendary of St Michael's)  
Canon Aisling Shine (Prebendary of St Michan's)  
Canon Roland Heaney (Prebendary of St John's)  
Canon Sonia Gyles  
Canon William Deverell  
Canon David Gillespie  
Canon Maurice Elliott  
Canon Adrienne Galligan  
Canon Leonard Ruddock  
Canon Andrew McCroskery  
Canon Leonard Ruddock  
Canon Lesley Robinson  
Canon Arthur Barrett

### CATHEDRAL BOARD

#### Clerical

The Very Rev'd Dermot Dunne (Chair)  
Canon David Mungavin (Chancellor)  
Canon Gary Hastings (Canon Treasurer)  
Canon Roy Byrne (Precentor)  
Archdeacon David Pierpoint  
Archdeacon Neal O'Raw  
Canon William Deverall  
Canon David Gillespie  
Canon Andrew McCroskery

#### Lay

Mr Brian Bradshaw  
Mr Desmond Campbell  
Mrs Carol Casey  
Mr Michael Denton  
Mrs Jean Finch  
Mr Dermot Hore  
Mr Jim Loughran  
Dr Catherine Smith  
Ms Lesley Vize

### COMMITTEES

#### Administration and Finance Committee

Mr John Wynne (Honorary Treasurer) (Chair)  
Canon Gary Hastings  
Archdeacon David Pierpoint  
The Very Rev'd Dermot Dunne  
Mr Desmond Campbell  
Mr Dermot Hore  
**In attendance**  
Ms Susanne Reid (Cathedral Administrator)

#### Fabric Committee

Mr Frank Keohane (Chair)  
Canon Roy Byrne  
The Very Rev'd Dermot Dunne  
Ms Mary Heffernan  
Dr Graham Hickey  
Dr Rachel Moss

#### In attendance

Ms Susanne Reid (Cathedral Administrator)

#### History, Learning and Research Committee

Dr Raymond Refaüssé (Chair)  
The Very Rev'd Dermot Dunne  
Canon Roy Byrne  
Canon Gary Hastings  
Canon Andrew McCroskery  
Mrs Jean Finch  
Dr Kenneth Milne  
Dr Stuart Kinsella  
Mr Jim Loughran

#### In attendance

Ms Susanne Reid (Cathedral Administrator)  
Dr Ruth Kenny

#### Governance Committee

Mr Ciarán Toland SC  
The Very Rev'd Stephen Farrell  
The Rev'd Robert Marshall

### WEBSITE

[www.christchurchdublin.ie](http://www.christchurchdublin.ie)

### PROFESSIONAL ADVISERS

#### Bankers

Bank of Ireland, College Green, Dublin 2

#### Auditors

Woods, Delaney and Partners Limited,  
Grattan Street, Portlaoise, Co Laois

### CHARITY REGULATORY AUTHORITY

#### REGISTRATION NUMBER

20005658

#### CHY NUMBER

4271



Christ Church Cathedral Dublin  
Christchurch Place, Dublin 8. D08 TF98  
[www.christchurchdublin.ie](http://www.christchurchdublin.ie)

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Christ  
Church  
Cathedral  
Dublin