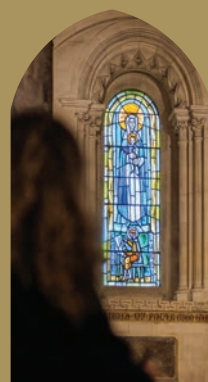


Statement of Strategy



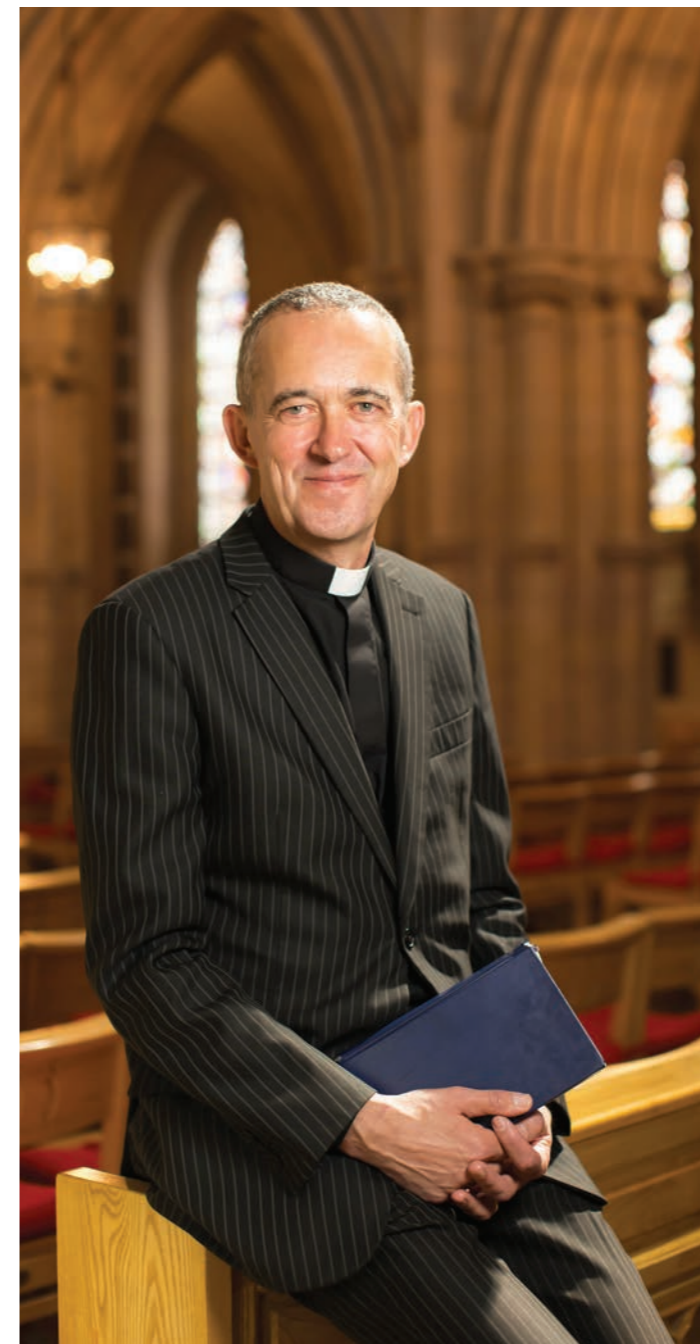
Christ
Church
Cathedral
Dublin

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Foreword by the Dean



As with any complex organisation which has a multifaceted approach to its daily function, it is important that Christ Church Cathedral has a Statement of Strategy that embraces all disciplines of the foundation as it journeys towards its millennium in 2028.

It is important at the beginning of this Statement of Strategy to define who we are as an organisation. Christ Church Cathedral has been established for nearly one thousand years. The foundation is rooted in its monastic past, embracing the principles of Welcome, Worship and Witness in its daily life. The cathedral's religious expression is that of the Church of Ireland. It is both catholic and reformed. Catholic in its membership of the worldwide Anglican Communion and reformed in its expression of worship rooted in the Book of Common Prayer.

Christ Church Cathedral is an iconic building in the Dublin landscape. It is synonymous with the foundation of the city of Dublin in Viking times and has embraced change throughout its long history. Over the centuries the foundation has sustained its core function as a place of worship, prayer and reflection. At the same time, it is facing the challenge of change as it opens its doors to thousands of visitors each year who come to experience the history and architecture of the building. Our welcome to visitors is coloured by our ancient charisms of hospitality and witness. Visitors are transformed into pilgrims as they experience the transcendent nature of the building which points towards a living God. The cathedral is the spiritual heart of Dublin and therefore has a vital role in its ministry to the city and beyond. While being the cathedral of the united dioceses of Dublin and Glendalough, it is also a place of ecumenical celebration and an oasis of interfaith dialogue. Its outreach to the city and beyond is a building block for its future as it invites a wider community to participate in its life and mission.



Foreword by the Dean

Time does not stand still. The nature of prayer and worship has evolved across the centuries. Our understanding of God requires us to challenge ourselves, to renew our faith and to find new ways of honouring our Christian mission that are meaningful to the diversity, richness and uniqueness found in God's creation.

This Statement of Strategy sets out the Mission and Values of the Cathedral, along with our ambitions for the coming period across four key areas. These comprise:

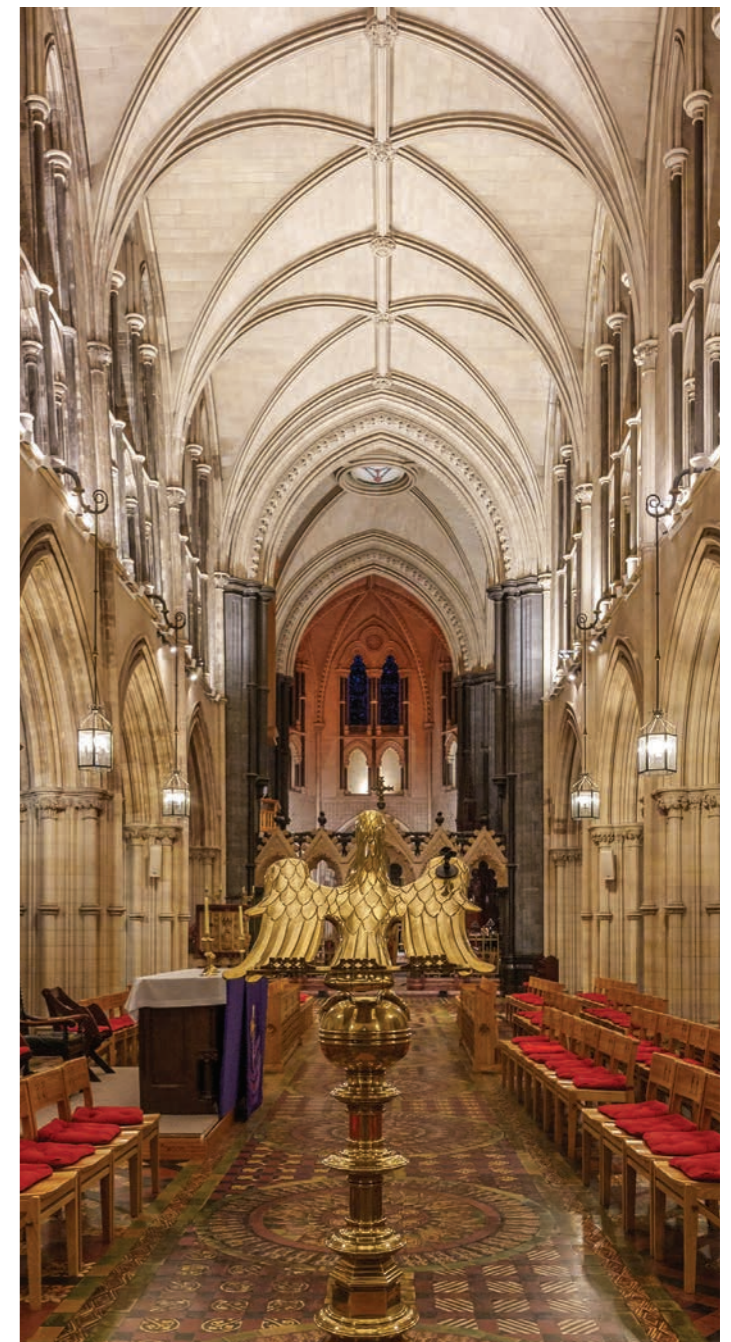
- **Celebrating God's Love**
through Worship, Welcome and Witness
- **Sharing**
through Engagement, Hospitality and Outreach
- **Learning & Developing**
our Governance, and our people
- **Good Stewardship**

This high-level Statement of Strategy will be pursued through an annual planning process to guide our actions, resource our initiatives and record progress on a yearly basis.

The Cathedral welcomes you whether you are a tourist, someone in search of a quiet space for calm and reflection, or seeking prayerful participation in our services. Reflecting God's love, we wish to embrace all those who come to the Cathedral and to reach beyond its walls. Linked to this primary purpose is our duty to maintain and preserve the Cathedral for future generations.

This strategy statement sets out our high-level plans for the coming period.

I commend it to you.



Mission and Values

By way of context it may be helpful to reflect on the wider Anglican witness in relation to mission. Some time ago, the Anglican Consultative Council developed a mission statement for the global Anglican Communion.

It identified five marks of Anglican mission and these comprise:

TELL To proclaim the good news of the Kingdom

TEACH To teach, baptise and nurture new believers

TEND To respond to human need by loving service

TRANSFORM To seek to transform unjust structures of society

TREASURE To strive to safeguard the integrity of creation and to sustain the life of the earth.

These five marks have been adopted by provinces, dioceses and parishes around the global Anglican Communion. They assume significance here as they have helped inform us, on the board of Christ Church Cathedral, in understanding our mission and the values which underpin all that we do.

Our understanding of mission and values is therefore expressed as follows:

a) Our Mission

To be a welcoming, sacred space and place of prayer, with the love of God at its heart.

b) Our Values

Faithfulness

Integrity

Welcome

Stewardship

We understand and express our values thus:

Faithfulness to our belief in God, to the grace and dignity of every human being, to our beliefs and prayerful mission, and to our enduring choral and liturgical traditions.

Integrity in all our dealings with one another, with visitors, and with all with whom we interact in the course of undertaking our work on behalf of the Cathedral.

Welcome to all who visit to pray, or simply to experience the richness of the Cathedral in its architecture, history or artefacts. Warmly embracing diversity and the richness of God's creation in all.

Good Stewardship in all our affairs – be it financial, care of our built heritage, our historic artefacts, our services to others and our obligations to care for the environment.

In Service of our Mission

We undertake to pursue the mission of the Cathedral across four areas - two principal and two ancillary



1

**Celebrating
God's Love**

through Faith
and Worship

2

Sharing

through
Engagement,
Hospitality
and Outreach

3

**Learning &
Developing**

our
Governance,
and our
people

4

**Good
Stewardship**

of our
finances and
our heritage
- buildings,
artefacts



1

Celebrating God's Love

through Faith and Worship

The love of God shown to all of creation in Jesus Christ stands at the heart of all that we do at Christ Church.

The Dean and Chapter lead our daily pattern of offices and services, where we both share and explore God's love in sacramental and pastoral ways. The Daily Eucharist is the central act of the Church's worship and our long choral tradition of singing God's praise, both in support of celebrations and offices, remains at the heart of what we do.

Formal prayers, occasional prayers, blessings for pilgrims, the opportunity to light candles, pray with icons and pray with a priest, are all the exercise of the ministry of sharing. Longer encounters and opportunities to discuss the Bible and pray together are where we can explore God's love as a journeying group of people, including those who follow Christ and those who are on the threshold of the Church. The welcome that we offer to all visitors, and the spiritual and practical support that we offer to those who ask, are key parts of these ministries. We also share God's love by working with established charities.

In the future we will look towards maintaining the continuity of prayer and spiritual ministries for those visitors who come between the times of services, yet still seek a spiritual experience in this holy place.

Over the period of this plan, we are also committed to working with, caring for and ministering to those outside our precincts.



2

Sharing

through Engagement, Hospitality and Outreach

Christ Church Cathedral welcomes around 250 000 visitors annually. Many come for a moment of peace and reflection, others to marvel at the cathedral's architecture and discover its stories. Others come to simply pray and delight in the splendour of the great choral and liturgical traditions of the Cathedral.

Our intention is to be an inclusive space for all; whether in service of the city of Dublin and the wider United Dioceses, or of those who come to visit from far beyond our shores. We aim to bring together people of all faiths and none and provide a warm welcome to those who choose to visit the Cathedral.

As part of this welcome, we offer an audio guide in seven languages, Irish sign language and an audio descriptive tour for the visually impaired. Our new bronze model of the Cathedral uses braille as well as simple English and has been installed to enable wheelchair access on all sides. We offer workshops for families and individuals at low or no cost, which aim to draw new audiences into our spaces. We stream our services for those who cannot come in person and extend hospitality to all in attendance after Eucharist every Sunday.

Through engagement and hospitality, we share our building, its history and heritage, and the faith enacted within it. By providing a place of sanctuary from the pressures of modern living, where people can feel a sense of connection, inclusion and inspiration, we aim to ensure that the cathedral retains its spiritual ethos and a civic vibrancy across the decades ahead.

Perhaps the greatest challenge we face is in outreach: in engaging with those whom we do not know, who are perhaps wary of coming to our door, and who may benefit from us, and we from them.

Our challenge therefore, over the period of this plan, is to develop new ways to reach out to communities, institutions and places beyond the comfort zone of visitors, worshippers and familiar faces. Our purpose is to build our relationships with local communities through school and community groups, and to deepen our partnerships with civic and cultural institutions, as well as with commercial and other interests.



3

Learning & Developing

our Governance, and our people

Governance

Following on from an independent review of governance arrangements, the Cathedral has embarked on a series of reforms to renew and strengthen its board capabilities and effectiveness. Integral to this is the proposed incorporation of the Cathedral Board. It is envisaged that, over the period of this Plan, and subject to General Synod agreement, the incorporation will be enacted.

A critical challenge for the board is to learn new ways of doing things which meet the demands of contemporary life as well as the requirements of good governance. Central to such change is the management of risk. The Cathedral has embarked on extensive risk assessment and management across its various activities. It is intended that, over the period of this plan, the strategic risk management process will be deepened and embedded, as well as subject to periodic independent critical review.

Our people

The cathedral employs fifty people in diverse roles. In keeping with our Christian values, we foster an open and collegiate workplace. We encourage employees to use their gifts and talents both in the service of the organisation and for personal fulfilment. We are committed to an ethos of life-long learning and ongoing improvement in our people and our systems.

At executive level, the staffing profile within the Cathedral will continue to evolve to reflect the specialisms increasingly essential to meet the challenges of contemporary life, be they in IT, Finance Compliance, Learning, Communications etc. We plan to review and strengthen our staffing to meet the challenges of the marketplace and staff turnover.



4

Good Stewardship

of our finances and our heritage - buildings, artefacts

We are mindful of our responsibilities in relation to the care of the Cathedral buildings, grounds and heritage items, as well as careful stewardship of financial and other resources which are entrusted to us.

Cathedral buildings, grounds and assets

As an ageing building on an ancient site, the Cathedral and its precincts require significant ongoing investment and maintenance. This is fundamental to our stewardship of Christ Church as a place of worship and prayer, as well as a civic resource to the city. Over the period of this strategy, and integral to the initiatives proposed to mark the millennium of the founding of the Cathedral, a Millennium Plan will be prepared which will prioritise projects to undertaken, as well as the appropriate funding streams to prudently finance such initiatives. The following broad categories present themselves:

- Major Capital projects
- Building Repairs & Enhancement
- Services Upgrades

To enable an ambitious programme of investment it is essential that we build new partnerships across corporate and civic bodies to support such projects. This will be integral to the Millennium Plan.

Archives and artifacts

Christ Church cathedral has custody of a significant body of heritage items. These include printed books, church plate, portraits and works of art, furnishings, vestments and altar frontals.

Our responsibilities in caring for them range from creating an up-to-date inventory and ensuring their safety from damage, to promoting their wider appreciation through publications, lectures, exhibitions and workshops.

Over the period of this Statement of Strategy, we plan to put in place an up-to-date inventory of all moveable heritage items, informed by international good practice. In addition, it is proposed to advance an integrated heritage/communications strategy to better showcase these treasures to a wider community, as well as other cultural and educational institutions.



4

Good Stewardship

of our finances and our heritage - buildings, artefacts

Finance

The Cathedral will continue to meet its obligations as a registered charity by prudent and responsible management of the Cathedral's resources.

The Cathedral complies with accounting and reporting good practice, and this will continue.

The Cathedral will seek to maintain adequate reserves to guard against financial shocks and to provide a buffer against unexpected fabric issues that may arise. This will be achieved by delivering budgets targeting modest surpluses.

Diversified income streams have been a key component of the Cathedral's financial strategy, and this will continue to be a priority.

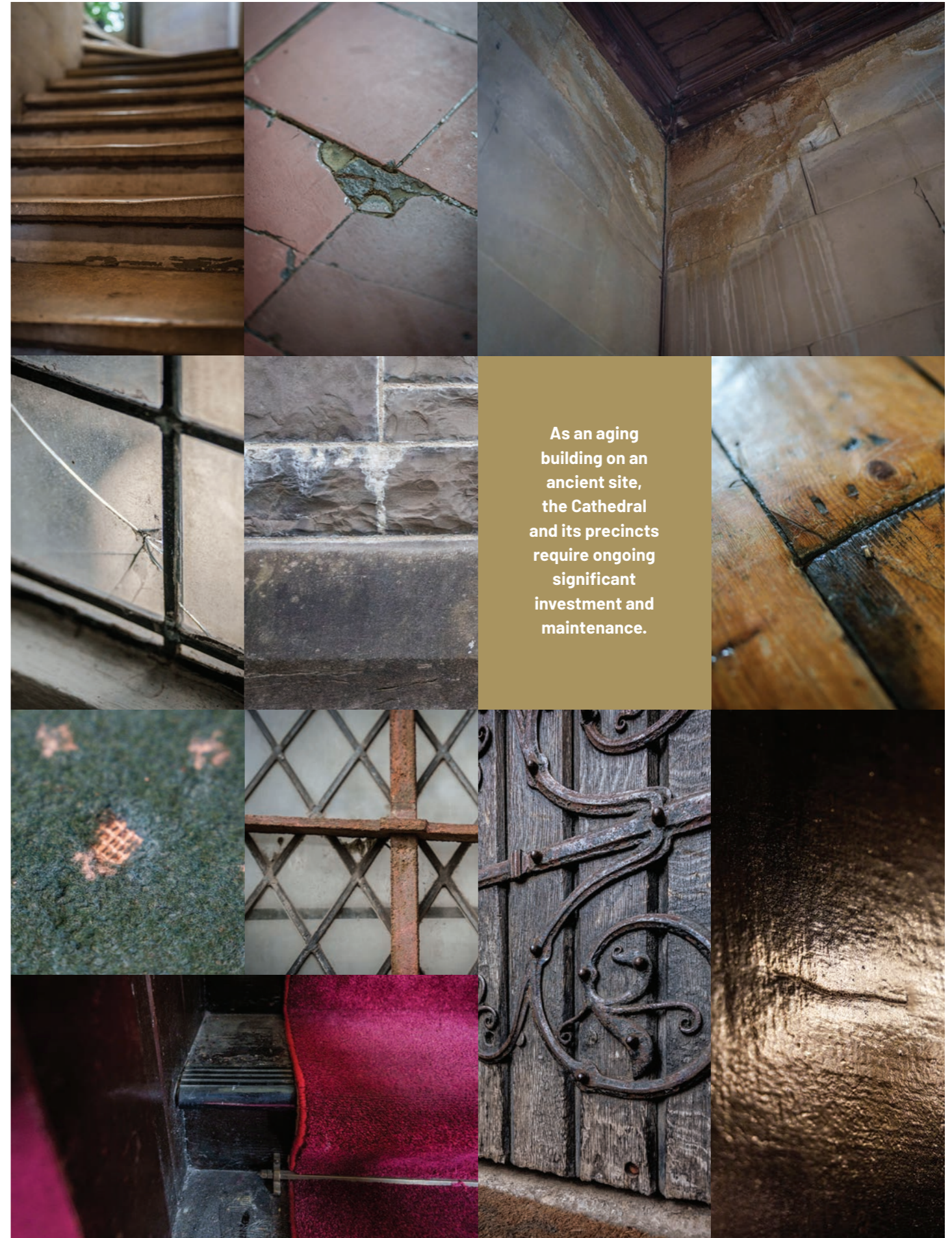
An ambitious programme of fundraising and development in support of our mission and fabric will be set out as part of our plans to celebrate the cathedral's Millennium.

Sustainability

A commitment to sustainability will underpin all our plans. We will work with suppliers who employ sustainable practices and take steps to reduce our usage, waste and energy consumption.

As one of the few organisations with an outdoor space in the city, which is open to the public, it is fitting that we revisit our plans to embark upon phase two of the landscaping of the cathedral's grounds, which were paused due to the COVID-19 pandemic. As this project returns to the Board's attention, biodiversity will be a leading principle.

We have a duty to care for God's creation.



As an aging building on an ancient site, the Cathedral and its precincts require ongoing significant investment and maintenance.

Conclusion



We are mindful that we are new to this formalised strategy-making process and that this statement is finite in its reach and ambition. But it is important, not least in challenging us to revisit and set out our core beliefs and values, as well as requiring us to work together to identify and agree medium-term outcomes. It is also critical in informing wider communities and stakeholders of our plans, and indeed of the challenges we face.

As previously stated, alongside this Statement of Strategy, annual business planning within the cathedral will be formalised for each of the four areas and progress reported on in the cathedral's Annual Reports.

Our prayerful wish is that this document strengthens our purpose, deepens our accountability and engages the interest and support of the many whom the Cathedral is privileged to serve.





Christ Church Cathedral Dublin

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