

# **Irish Religious Stewardship**

# **Strategic & Business Plan**

*Towards a Collaborative Culture of  
Stewardship*



**Prepared by David Rose Consulting**



## Purpose of the Plan

- Mapping the future direction for IRS as a start up
- Background & theological context:
  - Building on a culture of stewardship and generosity
  - Synodality – collaboration and journeying together



*“The glory of God is the human person fully human and fully alive.” - St Irenaeus*

## **Vision**

The vision of IRS is to enable religious communities to live fully their faith calling at every stage of life so that they continue to witness to the Gospel through prayer, presence and service to Church and society.



## Mission

The mission of IRS is to provide good governance, effective leadership and careful stewardship of resources and relevant services for all congregations but particularly those who are approaching completion.

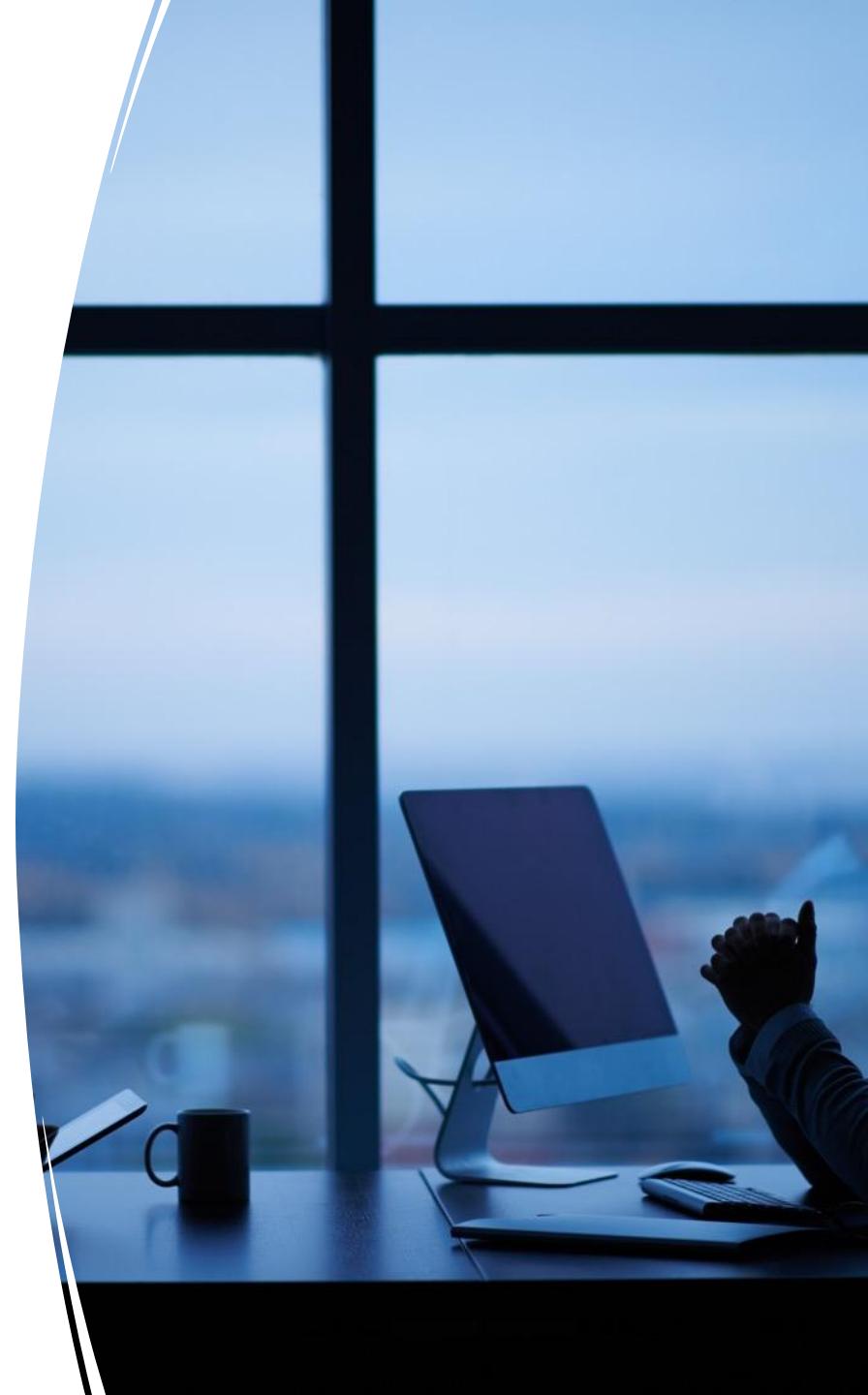
# 4 Aims

- 1 Leadership and Good Governance**
- 2 Facilitate Transition**
- 3 Provide Services**
- 4 Develop IRS**



# 1. Leadership & Governance

- Civil and Canonical Governance
- Core management team required as well as shared service team





## 2. Managing Transition

- Clear, transparent transition process to deal with all issues / concerns
- Needs assessment, facilitation, due diligence, trust building
- Work towards stewardship / service agreement

### 3. Bespoke Services

- Determine portfolio of services (care & well-being, pastoral, spiritual, catering and maintenance, HR, financial)
- A range of services, directly or as a broker
- Quality assurance
- Not just service provider, but integral to the life of the congregation



# 4. Developing IRS

- Fit for purpose
- a culture of learning and reflection from the outset
- Recruit the board, management and services team
- Annual budget
- Develop a communications strategy, website, and e-news
- Continuous development of the board of directors and staff
- Put in place the necessary IT, HR systems and evolve standard operating policies and procedures
- Manage membership growth and expansion of services in a sustainable way
- Evaluate this plan and performance of IRS.

# Business Plan

- Need is well established
- Membership fee-based, not-for-profit, break-even model
- Full Membership
- Associate (Service) Membership





## Revenue

- Charges for management and services
- Appeal to raise start up funding
- Consider solidarity investment fund/loan



# What are you getting? Key personnel

- **Expert Board - religious & lay**
- **Small management team** (Director, administrator, transition facilitator, finance admin)
  - \* *Hidden cost: current Leadership team time & work is not costed but will transfer to IRS*
- **Shared Service team** (Care coordinators, community coordinators, nursing, housekeeping, maintenance)

# What will it cost?

**Management Team costs**, (Salaries + Office costs + Meeting costs + Consultants engaged by IRS).

- Year 1 €120,000 -160,000

**Service Team costs**. Each congregation will be billed for the salaries of staff working directly for that congregation, e.g. care coordinator, housekeeper etc.

- €50,000-60,000 pa per coordinator, billed on a per day basis, personnel may be shared across congregations; 3 days with one; 2 with another, depending on need and no. in congregation. Housekeeping & maintenance: €35,000
- Assuming 10 congregations, with 3 days per week for care coordination, the annual cost could be:

$$€12,000 + €30,000 + €20,000 = €62,000 \text{ pa}$$

# Budget Projection

3-year budget projection –

## **Management team**

- Year 1 €120-160,000
- Year 2 €225,000
- Year 2 €275,000

## **Shared Service Team (Care, Housekeeping)**

- Year 1 €95,000
- Year 2 €190,000
- Year 2 €285,000

Assume 20 congregations by Year 3, individual cost will be approx. €42,250 each pa





**What if I  
can't afford  
it?**

**A solidarity investment fund  
No one is excluded - we are all on this together  
Cost savings around finance, compliance, auditing,  
and advice**



## **Our Appeal to get started ...**

- Asking €5,000 – €10,000 donation to enable start up**
- Solidarity & Good Stewardship**
- Give what you can ...**



## Benefits

- **Good Governance & Stewardship both civilly and canonically in absence of Leadership Team, recognised canonical delegate**
- **Always acts in best interest of your congregation**
- **Provision of professional person-centred quality services, culture of care and compassion**
- **Carries the burden of administration, compliance, HR**
- **Clear and transparent on-going engagement**
- **By religious for religious, particularly our elders**
- **Secures patrimony**

