St Paul’s Cathedral: Chancellor Job Description 2018

The previous Chancellor of St Paul’s wrote as he was leaving: “Some people have said to me that I had the best job in the Church of England, and some days it felt like it!”

What in this description might make you feel it’s the best job?
And what might make you feel it isn’t?

If you are appointed, you will have a key role in enabling St Paul’s to identify and engage with the spiritual and evangelistic part it has to play as a centre of worship and mission, discerning how the Gospel of Jesus Christ impacts on London and beyond, and helping to deliver change.

St Paul’s is a vibrant, exciting, complex and demanding place. Sometimes it feels amazing, and sometimes it feels overwhelming – you’ve got to have commitment and stamina, and a good support structure.

We want our Chancellor to share living faith in Jesus Christ, to inspire, challenge and enliven us — Chapter, staff, volunteers, worshippers and visitors — in the Cathedral and beyond. We want you to be someone who helps to change minds and hearts, and helps the Good News of Christ to change the world.

We need someone who can hold others’ anxieties as well as their own; someone who will bring creative thinking to bear on issues we face; someone who can sit in Chapter and listen carefully for a long time, and then share the insight that enables the next step on our journey of discerning God’s call to us; someone who can engage with artists and cleaners, intellectuals and shop staff, diverse people from across the globe.

You’ll be someone who knows what it is to work in a team, and enjoys it; and who knows how to engage with colleagues across the Cathedral and with many different stakeholders. You’ll be here to enrich others, not to do your own thing, and will work with prayer and patience, with humour and love.

You’ll be working with able clergy colleagues and senior lay leaders, with 200 staff and 400 volunteers, growing and leading the Cathedral’s theological and learning programme, which is a major part of the Christian mission and outreach of the Cathedral, as well as relating these creatively to engagement with the arts and with St Paul’s overall mission and outreach.

You’ll be doing all this on three levels:

1. Learning and faith in the Cathedral

The Cathedral as a centre for learning developed at St Paul’s following the establishment over ten years ago of the St Paul’s Institute, which has been active in organising programmes of public lectures, seminars and other opportunities to engage with public values and global ethical questions of contemporary relevance, and more recently with a specific focus on financial issues, in a way which will make a long-term difference to the common good. In 2018 the Institute was moved from the Chancellor’s brief to be reconfigured under the leadership of the Pastor, Tricia Hillas, as a centre for active social engagement in London in partnership with the Bishop and Diocese of London and the wider church, including appointing an interfaith development officer jointly with the Diocese.
The Chancellor will not be overseeing the work of the St Paul's Institute, though they will work with it; their work will complement it, inside and beyond the Cathedral.

The Chancellor will oversee and support the work of three key departments for mission in St Paul's:

The **Adult Learning** Department was established in 2010 to develop a Christian public learning programme at the Cathedral. Its roots were in St Paul's Institute which at that time had a distinctive theological thread in its programming, and it was felt that it would be better to develop these themes separately. Led by Elizabeth Foy with one member of staff, Adult Learning runs a programme focussing on developing discipleship and theological understanding for laypeople. It runs about 25-30 events a year, and last year 8,000 attended the department's events at St Paul's, mostly from London but some travelling from further away, and 200,000 people watched films of them online.

*Our learning teams say: ‘The Christian learning events have been very warmly welcomed by the people coming to them and the feedback is enthusiastically thankful for this part of the cathedral’s ministry. The scope for developing the work is enormous, and there’s much exciting work to do. We’re looking forward to your theological insight, creativity, collaborative spirit and passion for developing the priesthood of all people.’*

The **Schools and Family Learning** Department, led by Donna McDowell with five staff and over 15 volunteers, which hosts around 27,000 children and young people each year and which has built up a considerable level of expertise, works imaginatively with children in local schools as well as older young people and those from further away, including engaging with inter-faith and multi-cultural issues, opening up St Paul's as a spiritual as well as heritage experience.

* ‘We want you to be invested in our work, and to see how much you care about us and our volunteers. We need to know that you’ll do everything you can to make us and our work flourish. We want your time and support, your theological literacy in setting our work and vision, your encouragement to dream and your ability to challenge....’*

The **Collections** Department, with a staff of four engaged not only in curating the historic artefacts, library and archives, but in finding imaginative ways to use them in sharing the story of Christian faith with the Cathedral’s many visitors including those who come primarily for reasons around heritage, architecture and scholarship.

* ‘You need to lead by example, work collaboratively, communicate effectively. It would be great if you’ve been involved in projects centred on children, families, communities, interfaith, outreach – with desirable skills, connections, passion about access, and bringing more young people into the Cathedral.’*

St Paul's has been for many years a centre for the arts, including using music, paintings, sculpture and dance 'to express, explore and celebrate faith in the Triune God... [and] with outstanding distinction illuminate and further our mission’ (quoted from St Paul's Arts Policy document). The Chancellor has oversight of the process whereby the arts are encouraged and integrated into the Cathedral's mission, including facilitating the groups responsible for making decisions about the scope of requests and commissions, and evaluating how successful arts projects have been in furthering the overall purposes of St Paul’s.
The Cathedral has a particular role in offering ways into faith and worship which integrate personal and corporate life and are complementary to other expressions of Christian faith in London. The Chancellor will provide leadership, coordination and direction to ensure that the Cathedral presents a coherent Christian faith to the City and beyond, which draws people to encounter and be transformed by the love of God in Jesus Christ. This involves both helping the growth of Christian disciples through the Cathedral in appropriate ways – remembering that the vocation of St Paul's is to do what other churches cannot do, rather than try to replicate them – and in particular having a vision for, and being excited by, the opportunities for mission which this young and vibrant city affords, working with the Diocese and other agencies to develop appropriate strategies for the Cathedral. We know that we are not good enough at communicating Christian faith to our visitors, and the Chancellor will be expected to lead us in this.

Everything we do at St Paul's is a theological statement, questioned by others. The Chancellor has an essential role in Chapter meetings and other governance structures, looking out for unasked questions and challenging the theological assumptions (or lack of them) in the organisation and in its mission.

2. In the Diocese and with the Bishop

The Diocese of London has a diverse theological landscape with dispersed resources, which includes theological institutions as well as very different Anglican and ecumenical traditions. The Chancellor will need not only to be a resource for the Diocese in encouraging theological development and interaction, but also to be available as a theological resource for the Bishop and her staff in her work in the House of Lords, London and beyond in speaking and acting in the public square. As part of that, the Chancellor will work with the Institute and the Pastor to support thought leadership, campaigning and theologically-driven engagement with social issues, interfaith and social cohesion in London.

3. Across London and nationally

The Chancellor will take a leading role in communicating credible Christian faith by being themselves a good communicator, and also enabling others through envisioning and implementing a coherent programme of focused theological faith development. A particular initial task is to see whether the Living the Questions approach can be adapted successfully through St Paul’s for a UK context as a different kind of theological teaching and engagement for public faith.

The Chancellor will also have their own particular gifts and vocation to bring in the service of the Cathedral, the Church of England and more widely in the nation. St Paul's does have a national role, and the Chancellor will need to manage successfully balancing their own particular ministry with the needs and commitments of the Cathedral, being rooted in and working through St Paul’s while reaching out into the wider world.

Working at these three levels, you will need to hold together two different roles:

1. As an ordained or lay Residentiary Canon

The full-time residentiaries meet together regularly and with the full-time associate clergy, as well as with Chapter and other colleagues. Commitment to daily worship together is essential, as it is the heart of the life of the Cathedral and its Chapter; we support one another when having agreed
time off, or when external work commitments require being elsewhere.

*Being disciples of Jesus Christ together is at the heart of our shared and different vocations as ministers of the Gospel rooted in the Cathedral.*

Residentiaries take it in turns to be the Canon in Residence, during which time they are substantially present in and around the Cathedral to facilitate the continuity of daily worship and assist the Dean in leading the Cathedral. They preach, and invite and entertain visiting preachers during their residence.

There are 46 parishes of which the Cathedral is patron, the majority being in the Diocese of London, and the Dean and Residentiary Canons share the exercise of patronage equally. They are encouraged to develop an ongoing relationship with their parishes.

Residentiary Canons have a work review with the Dean on behalf of Chapter each year; they are appointed under common tenure if ordained, taking part in the diocesan Ministry Development Review programme, or under contract if lay. Appointments are normally expected to last about seven years.

**2. As a member of Chapter**

All Chapter members, staff and volunteers are individually responsible for part of the whole Cathedral operation, rather than wholly responsible for a part. Chapter is responsible for the overall governance, leadership and management of the Cathedral, and members hold equal responsibility for decisions taken.

There are five senior full-time residentiaries (Dean, Precentor, Chancellor, Treasurer, Pastor) and four additional Chapter members (non-residentiary and non-executive), facilitated by the Registrar, the senior lay member of staff.

Chapter members pray together, with non-exec members working out a rule of life that works for them (e.g. non-resident prayer, weekly attendance at a weekday service, monthly at the main Sunday service). Additional Chapter members are appointed for renewable three-year terms, and like full-time members have an annual review with the Dean.

The Chapter develops policy and holds accountability in implementing it. Chapter acts collaboratively: its mode of working is collegiate, and Chapter members engage fully with one another, with the Registrar, Heads of Department, three associate clergy, professional advisors and other colleagues. Chapter meets on a Wednesday morning six times a year plus three or four awaydays.

*Overall, we ask you to bear in mind two things:*
  - *we know you’ll need time and space to grow in and into the post, and there will be an element of shaping it around you;*
  - *but you also will need to be committed to tasks and situations you might find stretching, fitting your work into a busy and demanding cathedral diary.*

The Appendix at the end of this Job Description sets out background information about St Paul's, which may help you in your discernment.
The formal job description is:

**Chancellor Job Description:**
You will:

- take overall responsibility for the theological and learning work of the Cathedral
- give strategic leadership and support to Adult Learning and Schools and Family Learning within the overall vision of St Paul’s, including creating a learning strategy for the next five years related to St Paul’s Strategic Plan
- have oversight of the Collections Department and encourage its work in creative interpretation using the Cathedral’s historic resources
- oversee the Cathedral’s work with the arts, and relate this to its overall mission
- engage St Paul’s more effectively in ways to make and grow disciples of Christ, presenting the Christian faith attractively for visitors and for the people of London, attending to the Cathedral’s aspiration to increase the diversity of its outreach
- be a theological resource for the Diocese and Bishop of London in their mission, including building partnerships with external bodies such as King’s College London, St Mellitus, the London School of Economics and other theological and academic centres in London
- work with the Institute and the Pastor to support thought leadership, campaigning and theologically-driven engagement with social issues, interfaith and social cohesion in London
- take a leading role in communicating credible Christian faith for and in the public forum
- contribute to the Church’s national mission while rooted in your commitment to St Paul’s
- be committed to the Cathedral’s prayer and worship, and take appropriate part in leading worship, fulfilling the duties of residence, preaching and arranging preachers and hospitality, pastoral care, and sharing in cathedral patronage
- be committed to corporate Chapter governance, Chapter meetings, and participation in other committees, projects and events as required
- engage with diocesan and wider church and community life by agreement, on behalf of the Cathedral.

**Chancellor Person Specification:**
You will give evidence of being:

- an Anglican in holy orders for at least six years, or an Anglican lay minister with a nationally recognised license to preach and lead worship, or ordained by a bishop at least six years ago in a Church not in communion with the Church of England whose orders are recognized or accepted by the Church of England
- deeply rooted in Christian tradition and your own spirituality, robust and resilient and able to self-manage spiritual and emotional life in a challenging context
- a public theologian, aware of wider cultural contexts and changes, able to listen and discern where God is at work and to help us get there, able to translate theology into practice and to preach creatively in ways that connect with the experience of those inside and outside the church, with evidence of doing apologetics with imagination
- able to relate theology to the Chapter table and the ethical and business issues the Cathedral faces
- emotionally intelligent, with good experiences of: team leadership and membership, enabling others, building vision, managing resources entrepreneurially and handling conflict
- someone who copes with big audiences, small groups and individual inquirers, with the gravitas and ability to engage critically in public with a wide variety of thinkers and speakers
- able to communicate well and work in partnership across boundaries, with credibility at
many levels including academic, corporate and popular, skilled in networking and experienced in using social media
  
- someone with understanding of learning and education, and evidence of creative commitment to young people
- committed to the arts, with positive experiences of engagement with them
- in sympathy with and supportive of the cathedral tradition of worship and its opportunities for mission; some prior experience of this would be an advantage.

Terms and Conditions

- The offer of a post is made subject to the right to work in the UK and satisfactory enhanced DBS clearance.
- Appointment for ordained Residentiary Canons is in accordance with Common Tenure with a Statement of Particulars.
- Stipend for an ordained post holder will be paid at the current Church Commissioners rate for London Residentiary Canons (in 2018-19, £28,642), with pensions paid under the rules, as amended from time to time, applicable to members of the Church of England Funded Pensions Scheme. Accommodation is provided in Amen Court, in which the Chancellor must reside for the better performance of their duties, and in accordance with the terms set by the Cathedral in accordance with the requirements of Common Tenure; council tax, water rates, and reasonable gas and electricity charges are paid by the Cathedral (as a taxable benefit) and secretarial assistance, office space and equipment is provided.

- The normal working week is expected to be 48 hours; a full day off will be taken by agreement each week plus bank holidays (or time in lieu) and six full weeks' holiday per year (i.e. 96 days per year). Planning of working time to enable two consecutive days off to be taken up to six times a year is strongly encouraged. Up to six days a year for annual retreat is additional to holiday allowance.

- For a lay post holder, a contract of employment compliant with church and charity law would need to be developed which would include a package of entitlements agreed to suit both parties, having regard to the stipend of an ordained Residentiary Canon and the opportunity and requirement to live in Amen Court.

- The expenses of Dean and Canons are met in accordance with the policy of Chapter then in force; expenditure incurred needs to be approved in advance within the budget agreed by Chapter.

- Residentiary Canons are accountable to the Chapter and have an annual work review with the Dean. (The Dean is accountable to the Chapter and to the Council through its Chair). All paid cathedral ministers also participate in the diocesan Ministerial Development Review scheme.

- In the event of conflict or dispute between members of the Chapter which cannot be resolved with or through the agency of the Dean, the Dean and Canons undertake to accept the mediation of the Bishop.
Applications

There is a three-stage application process.

1. Advertisement from mid-September 2018 for 3 weeks.
   In order to apply, please visit www.cofepathways.org to complete an application form.
   Application forms must be in by 12th October; the personal statement should address the person specification and be an absolute maximum of three pages long.
   Long-listing of suitable candidates will take place by Friday 26th October.

2. Long-listed candidates will be invited to visit the cathedral individually and meet staff for a few hours at an agreed time on 6th or 8th November. Following this they are asked for a short submission of up to a thousand words on: What is your vision for theology at St Paul’s Cathedral?
   We will assess these focusing on:
   - ability to communicate well
   - rootedness in Christian tradition and your own spirituality
   - commitment to Christian mission
   - valuing corporate life
   - evidence of imagination and realism
   - social engagement
   - understanding of the issues faced by St Paul’s.
   The submission must be received by 26th November, following which short-listing takes place as soon as possible.
   References will be taken up as soon as short-listing is completed.
   A psychometric test may be required before or at the final interview stage.

3. The final interview process will be on Thursday 13th December 2018.

If you would like an informal conversation about making an application, particularly if interested as a lay minister, please contact the Dean through his private secretary on 0207 246 8360.
Appendix 1: Background information about St Paul's Cathedral

St Paul's has a mission and ministry full of opportunities and challenges. With the leadership of the Dean, Residentiary Canons share responsibility with the additional Chapter members, supported by the Registrar, for governance and oversight of the policies and practice of the Cathedral, and exercise leadership and mission in the Cathedral's life. Integral to this task of leadership is the necessity and opportunity of working corporately, including close working with professional colleagues across the various departments of the Cathedral.

This means that prayer, worship and mission are the primary tasks of the Canons, and the portfolio of oversight and leadership that each one carries is a focus of their ministry, but by no means the only way in which that is expressed. The Chapter expects that the particular gifts of the Dean and Canons will be exercised and developed in the wider service of the Cathedral's mission. Being a Canon at St Paul's thus offers wide-ranging opportunities in partnership with the rest of the Chapter and the wider Cathedral, and the specific responsibilities of the Chancellor should be read in that context.

THE CONTEXT

The Cathedral and its Mission

St Paul's draws together in its ministry and daily life a complexity of activities, projections and aspirations. Amongst other roles, it is the Cathedral of the Diocese of London and the seat of its Bishop, a national church and an international spiritual focus, a space for worship and holiness, a place of debate and challenge, an icon of resilience in the face of adversity, an architectural heritage centre, a partner in the City of London, and a commercial enterprise. It is a Christian church and seeks to preach and share the Gospel, yet is also ‘owned’ by many who would profess no Christian faith. At one level the fact that St Paul’s stands for so many different things is a great gift; at another it adds significant complexity to its ministry. A need identified in the appointment of the current Dean was to lead Chapter and staff in articulating and implementing an integrating Christian vision for the Cathedral’s ministry which embraces the diverse hopes and aspirations for this world-famous building and all that it symbolises. Following on from work begun in 2011, a process of consultation and development from September 2012 resulted in Chapter agreeing a Vision and Values statement with a five-year Strategic Plan agreed and issued in July 2013, and a more detailed annual Mission and Business Plan has been issued from the beginning of 2017, with the Strategic Plan being revised this year.

At the heart of our vision and strategy is our mission ‘to enable people in all their diversity to encounter the transforming presence of God in Jesus Christ’. One of the ongoing issues facing the Cathedral is the nature of its role in sharing the Christian gospel, and what the impact of this should be. This is partly linked to the challenge of holding together the Cathedral’s spiritual and commercial life; part of the task is working to make the Cathedral a place of hospitality and spiritual encounter, enabling us to engage with and challenge the people of London with the good news of the Gospel of Christ. A particular theme of our vision is diversity, and the Cathedral has to engage with the issues of how to express the diversity of London appropriately in its life and work.

The Worshipping Life of the Cathedral

The daily round of worship and prayer is the Cathedral’s heartbeat: it is first and foremost a place
of worship. It seeks to draw all people into God’s presence through a continuous round of daily worship throughout the year, including many who come to St Paul’s unaware of its purpose as an active worshipping church. Worshippers include the relatively few who come regularly to St Paul’s, those who form a wider congregation for major festivals such as Christmas and Easter, and those, many from overseas, who visit the Cathedral only once. The standard of music is very high, and St Paul’s also aspires to a high standard of liturgy and preaching. Regular worship at St Paul’s sits within the relatively formal style of ‘Cathedral worship’ in the broad catholic tradition, although other styles of worship are experienced on special occasions, and the Cathedral is open to opportunities for further diversification.

The Cathedral as a Community

At the heart of the Cathedral’s life is its resident community of clergy and lay staff. Living at Amen Court a short walk round the corner from the Cathedral are: the Dean and four Residentiary Canons; three associate clergy (Sacrist, Succentor and Chaplain) engaged in sustaining the round of regular worship and special services, and providing pastoral care across the Cathedral; and residentiary lay staff including the Director of Music, the Organist, the Head Virger and the Registrar.

The Cathedral’s gathered community is its 180- strong staff and at least 300 working volunteers, some 40 full-time staff at the School, and its relatively small number of regular worshippers. Overseen by the Chapter, the Cathedral’s governing body, and by other committees, these people serve regular and visiting worshippers, friends and supporters, audiences and sightseers and, of course, each other: in total well over a million people passing through the doors of this holy place each year. One of the challenges the Cathedral faces is how to relate well to the Cathedral’s regular worshippers, as well as finding ways to make and grow disciples of Christ in partnership with others.

Teaching and Mission

Much of St Paul’s teaching and learning is articulated through worship. St Paul’s also runs a school for up to 36 choristers and probationers together with over 200 other day pupils. The St Paul’s Institute has provided a source of challenging ethical debate between the Christian faith and finance. Adult Learning provides a programme which draws in some regular worshippers and many Christians from around London looking for high quality Christian education. Schools and Family Learning provides an interactive experience bringing in over 28,000 children and young people, mainly from within London, and working to reach out to many more: with a focus on the religious studies and history parts of the curriculum and the provision of philosophical debates, this area of the Cathedral’s ministry has grown tremendously in recent years and its quality is highly commended.

St Paul’s shares the Christian Gospel beyond its doors through its people’s engagement with diocese, nation and world, via the internet, the media, preaching, teaching and writing, and through the many visitors who yearly take their experience away to every corner of the earth. On a day-to-day basis inside its precincts, it provides a pastoral team that ministers to people individually and on a wider scale, and recognises the need to extend the achievement of these objectives in future. The Cathedral has used modern art to challenge and engage visitors, and completed in 2016 the installation of the first permanent video installation in a cathedral. Our mission concerns in a challenging world include: reaching out to the great number of young people in London, to families, to the conscience and conduct of London’s finance and business communities, to the marginalised
and to those without faith.

The Cathedral and the Diocese

Cathedrals are defined as ‘the seat of the Bishop and a centre of worship and mission’. The Bishop of London as Visitor meets with Chapter once a year to discuss matters of common concern in mission and is often in the Cathedral, and the Dean is ex officio involved in diocesan structures. Canons go out to parish churches, including taking a termly Deanery Evensong with the choristers, and parishes and deaneries come for visits. Up to thirty clergy in the diocese are Prebendaries and together with the bishops and archdeacons are part of the corporate body of St Paul’s. The Cathedral is patron of a number of parishes in the Diocese, and seeks to build relationships with them. There is an ongoing agenda about how St Paul’s can enrich its mission to all the communities within the Diocese, to consider how it connects with and represents the ministry of churches in areas as diverse as Hackney, Stepney, Chelsea and Twickenham and how it links with those serving in marginalised communities. The Cathedral also needs to connect better not only with the growing evangelical churches in the Diocese but also with other Christian churches.

St Paul’s is committed to supporting London Diocese with its ambitious Capital Vision 2020, launched at the Cathedral in June 2013, to commission 100,000 ambassadors for Christ, enable 100 new worshipping communities, and work with creativity, confidence and compassion in sharing the Gospel and growing the Church across London.

The Cathedral and the City

The relationship with the City of London was brought into even sharper focus by the 2011-12 protest camp on the steps of St Paul’s. The Cathedral has worked through the St Paul’s Institute to engage with the issues thrown up by this and by ongoing events within the financial world.

St Paul’s has had a historic relationship with the ‘old city’ – the livery companies and the Lord Mayor – and needs to relate this to winning a hearing in the ‘new city’ – the traders, banks and insurers with their international perspectives and employees from across the globe, and the Mayor of London. Making new friends as well as deepening conversation with the old ones is also on the agenda. St Paul’s has been dependent in the past on the City for financial support and its life has been interwoven with the state, the livery companies and the Lord Mayor. A particular challenge is to develop a healthier and more balanced relationship with the City, in which the Cathedral is able to challenge and raise ethical issues about City practice but to do this in a wise, sensitive and supportive way, with all of us facing the uncertainties of what Brexit will mean for the City and its institutions.

The Cathedral and the wider community in London

As London enhances its identity on both banks of the river it will be important that the Church of England is represented in the places where much of the future of the people and city it serves is discussed. St Paul’s has some partnership with Southwark Cathedral and Westminster Abbey in this regard. The cultural ministry of the Cathedral is an important part of its life in relation to music and art. It is a significant venue for concerts and exhibitions throughout the year, and has an important collection of art and historic artefacts. It also has a role in awakening wider spiritual awareness, and the Cathedral is looking at ways to further open itself up as a portal into spiritual life and Christian encounter with God. We have also looked for ways to connect with London’s diverse communities, including events for young people and an annual hate crime service.
appointment in September 2018 of an interfaith engagement officer employed in partnership with the Diocese is a further development of this aspiration.

**The Cathedral and the Nation**

This is the most high profile area of the Cathedral’s ministry and generally perceived to be of a very high standard. The Diamond Jubilee Celebrations (2012), Lady Thatcher's funeral (2013), The Queen’s 90th Birthday (2016) and the Grenfell Tower National Memorial Service (2017) included a focus on St Paul's, and there are such times when the glare of the world-wide media is on the Cathedral. This is not always experienced as comfortable, but is always important: St Paul's role as the ‘church of the nation’ attracts attention and attention-seekers, and as a symbol of establishment and dependability it has become a focus for society-wide concerns about the dynamic between wealth and poverty, conservative order and visions for a new type of society – and we work to make it also a surprising symbol of Christian faith and energy in a problematic world.

The Cathedral has an international reach: there are links with the USA evidenced by, for instance, the American Memorial Chapel and the annual Thanksgiving Day service. It is also the church of the Order of St Michael and St George, the Order of the British Empire and the Knights Bachelor, as well as a centre for worship and thanksgiving for national organisations such as the Order of St John. There are diocesan connections with the Berliner Dom and the church in Angola and Mozambique through ALMA (Angola London Mozambique Association: www.almalink.org), and links have been made with other churches and cathedrals around the world as part of the Institute's JustWater project which took place in 2017.

**The Governance and Finances of the Cathedral**

The Corporate Body of St Paul’s established by the Cathedrals Measure 1999 consists of the Council, the College of Canons and the Chapter. The Chapter is the executive body which exercises daily governance and has responsibility for the overall life of the Cathedral.

The Council receives the Cathedral’s accounts and annual budget, holds the Chapter responsible for its stewardship of the Cathedral’s vision, and advises the Chapter as appropriate. Membership of the Council includes people with significant gifts and expertise who are of great value to the Cathedral. The College of Canons consists of Chapter members, Area Bishops, Suffragan Bishops, Archdeacons and 30 Prebendaries, who are required to receive the Cathedral accounts; also associated with the College are lay and honorary canons, and together the College assists the work of the Cathedral through advice, advocacy and support for its ministry. In addition, there is an independent Fabric Advisory Committee, and a network of other committees which support the work of the Chapter and the Cathedral's departments.

A major fund-raising campaign 2000-2011 raised £42 million and paid for an extensive cleaning of the fabric, both within and without. Overall the fabric is in reasonable shape following the restoration, but there needs to be further expensive work in future years on areas (e.g. roofs, wiring and drainage) which have not received comparable attention. Conservation work is being undertaken on the Library, and the Cathedral intends to develop better ways of welcoming visitors and improving facilities for them: a project to install a permanent equal-access entrance is at the top of our fundraising agenda. The British public, the religious and the academic world, and international visitors have the highest expectations of St Paul's as a place for worship, for research and for engagement with heritage and faith. The exquisite burden of heritage is costly and continuous, and the preservation of the fabric of St Paul's could come to dominate all other tasks:
it does not, because priority is given to its role as a worshipping church and a centre for mission.

The Cathedral has had fairly healthy finances in recent years, although St Paul's is vulnerable to external events which depress its major revenue source from visitor income and have a serious impact on the Cathedral's budget. Only sightseers are charged an entrance fee to visit St Paul's: the headline charge of £20 is seen to be unwelcoming and expensive by many, but is not inconsistent with comparable venues. Income from this source is what funds the running costs: there is no other significant source of income from Church or State. In 2017, 817,000 out of nearly one and a half million people who visited St Paul's Cathedral were paying visitors. The maintenance of annual income through tourism, through mission-appropriate business enterprise and marketing, and the conduct of an active fundraising effort, are vital ingredients for the coming years if St Paul's is to thrive, and its ministry and heritage is to be developed and interpreted into the future.

The administration of the Cathedral is overseen by the Registrar, who is the senior executive for the Chapter and oversees the Cathedral’s departments. A weekly diary meeting and regular meetings with Heads of Departments help communication in what is an exceptionally complex and busy operation, and a weekly meeting of full-time Chapter members and senior departmental heads oversees normal operational decisions. Much of the administration is based in the Chapter House next door to the Cathedral; other administrative operations are located in basements in Amen Court, or in offices scattered in the Cathedral and Undercroft.

The organisation of the Chapter’s work

According to our vision and aspiration, each member of Cathedral staff is partly responsible for the whole of the Cathedral’s work, not wholly responsible for a part; enabling other staff and volunteers to do their job is part of each person’s job – we are one team, together. One of the challenges facing the Chapter is to adapt the working cultures of the Cathedral to fully reflect this.

The Chapter is responsible for governance; its members provide leadership in partnership with senior lay staff, and the Residentiary Canons are involved in varying degrees in leadership in their areas of work. The challenges for Chapter include having sufficient time to do its business, and to develop ways of working that ensure appropriate governance in a very complex and interrelated organisation without getting over-involved in management: we continue to work on these.

The five full-time Chapter members, all of whom are senior clergy who also act as priests within and without the Cathedral, currently include:

- the Dean, responsible for the leadership and governance of the whole Cathedral, and its external representation and communications. The Dean is Chair of Chapter; works closely with the Canons and Registrar; is Chair of the Cathedral School Governors and is the primary representative of St Paul’s to the outside world.
- Each of the Residentiary Canons (Chancellor, Precentor, Treasurer and Pastor) oversees the work of their area of responsibility on behalf of the Chapter with appropriate assistance from the additional members of Chapter. The full-time Canons work across departments to co-ordinate the Cathedral’s mission and work in their area and for the Cathedral as a whole.

The Lay Canons and Canon Non-Residentiary provide invaluable external perspectives on the Cathedral and an element of challenge for the full-time Chapter members in ensuring proper governance in all areas of Chapter’s work.

The Registrar is responsible for the overall administration and management of the Cathedral,
leadership of its lay staff, and for implementing its policies and procedures, as well as servicing many of its statutory committees.

Chapter meets formally six times a year (usually a Wednesday, beginning with worship from 7.30am, and going up to 2pm), with four awaydays (November, February, two in June). Residentiary Canons are also part of the Extended Chapter Executive which meets weekly to deal with higher-level operational cathedral issues.

St Paul's is a complex, creative, exciting, challenging place to work and to be: and the opportunities and possibilities for Christian work, witness and mission are constrained only by our resources and imagination.

Appendix 2: Further resources

2018-19 Adult Learning Booklet:  

Schools and Family Learning information:  
https://www.stpauls.co.uk/learning-faith/schools-families

Collections Department information:  
https://www.stpauls.co.uk/history-collections/the-collections

St Paul's Institute website:  
http://www.stpaulsinstitute.org.uk/

Website information about Who We Are, including sidebar access to Annual Reports:  
https://www.stpauls.co.uk/who-we-are