

## A New Canon for Social Justice

*Job Description January 2020*



Do you have energy and vision for how Christian faith can empower change in society?

Can you be part of the team discerning how the Gospel of Jesus Christ impacts on London and beyond, and help to deliver change for cathedral and city?

The Crown with the Bishop of London and the Chapter of St Paul's seeks a Canon for Social Justice to enable the Cathedral to work effectively to transform people's lives in the name of Jesus Christ.

We seek an Anglican priest with significant experience of enabling change through partnerships with others, to help us to transform our own work and people's lives in the name of Jesus Christ, and who has commitment and capacity to join a high-profile community as part of the team delivering the Christian mission of St Paul's Cathedral.

As a Residentiary Canon, the new post-holder will play a full role in cathedral governance as an equal member of the Chapter, sharing full responsibility for all the Cathedral does. Canons also form the heart of the worshipping and praying community, exercising their ministry in prayer, worship, mission and pastoral care in fellowship with other ministers and worshippers and alongside our staff and volunteers.

### **The Context:**

The Cathedral's Strategic Plan 2020-25 sets out the Mission, Purpose and Values of St Paul's. In his introduction to that Plan, the Dean notes:

'St Paul's has a responsibility to help transform the world for the better, working for social justice in the name of the kingdom of God. Our engagement with refugees and international partners has provided insights in what we can do together with others. We will now develop this further, and with outreach and partnership working create a step change in the way in which social justice issues are heard, specifically around the issue of young people's mental health. This will involve aligning with the Diocese and powerful social justice partners to influence policy makers and bring people together to deliver creative, sustainable solutions and offer practical help and support around issues that are important to London and resonate across the world.'



Over the last six years, Canon Tricia Hillas has built up the Cathedral's capacity for this work, and we are now looking for someone to lead its next stage as a key team member of the Chapter of St Paul's.

The call to proclaim and live out the kingdom of God impacts on and includes the lives of individuals and of the structures of society, whether locally in the Diocese of London, more widely in Greater London, or into the nation and the world. Care for those in spiritual and practical need includes evangelisation and challenge, for individuals and communities, in personal encounter and in building social justice for the common good.

The work of the Canon for Social Justice will form part of the Cathedral's calling to enable encounter with God and consequent transformation, helping the cathedral community and its structures to do this in partnership with the Bishop of London and others (such as Capital Mass and the London Diocesan Board for Schools in the Diocese, school and college chaplains, Children's Society and other charitable organisations and corporate partners in the City and beyond).



Our **Mission Statement** is that we 'seek to enable people in all their diversity to encounter the transforming presence of God in Jesus Christ' – and this is at the heart of our work.

Our **Purpose** is expressed in four dimensions:

1. The Cathedral is a community of worship and mission with a particular role in supporting the Bishop of London in her work across the diocese and beyond.
2. We are above all a living Christian church, inspired by the love of God in Jesus Christ to offer welcome, prayer and learning.
3. Together, we are entrusted with the outstanding building and the iconic dome, the fruit of human skills offered to the glory of God. We will curate and fashion the building on behalf of current and future generations as a sign of hope for all.
4. We will bring together all our resources to make a tangible difference to people's lives, shaping policy and attitudes to tackle social injustice, specifically in the area of young people's mental health.

Our **Values** underpin what we do – we will be:

- **Welcoming** – we all offer a warm inclusive welcome to everyone: our colleagues, volunteers and each one of our visitors
- **Responsible** – we are people of integrity, each responsible for part of the whole of the Cathedral's work, looking after the Cathedral for the next generation
- **Engaging** – we seek to engage everyone in our mission, at the Cathedral, within London and across the World
- **Nourishing** – as a community we work together in a learning environment, aiming for the highest possible standards in everything we do whilst acknowledging we cannot do everything.

### **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.

Chapter meetings are facilitated by the Registrar, the senior lay member of staff. There are five senior full-time residentiaries (Dean, Pastor, Treasurer, Chancellor and Precentor) and a number of additional Chapter members (non-residentiary and non-executive), who engage appropriately in areas of Cathedral life that match their expertise. Additional Chapter members are appointed for renewable three-year terms, and like full-time members have an annual review with the Dean.

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).

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 away-days.

### **Being a 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 regularly, 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, taking part in the diocesan Ministry Development Review programme. Appointments are normally expected to last about seven years.

## **The role of the Canon for Social Justice:**

The work of the Canon for Social Justice is particularly relevant to the fourth dimension of our Purpose, though relates to the first in working together with the Bishop and the Diocese of London.

The Canon for Social Justice will lead the Cathedral's social engagement in partnership with colleagues inside and outside the Cathedral, using the reach and convening power of St Paul's to work in the name of Jesus Christ for justice, hope, and a better future for individuals and communities – based on and integrated with the Cathedral's Christian worship and mission.

After considerable reflection and consultation, the Chapter has decided to put resources into making a significant difference to the wellbeing of young people who have issues with mental health, coming out of its own experience of the need for this and awareness of the large number of young people working locally and living across Greater London whose lives are affected. The Canon for Social Justice will lead the Cathedral in this as its Director of Social Justice, working with the Bishop and Diocese of London, and will manage the work of the Young People and Mental Health Co-ordinator in developing transformative work and partnerships in this area.

The Cathedral is also committed to three cross-cutting themes across all its work: increasing equality, diversity and inclusion; better engagement with London; and reducing our environmental impact. The Canon for Social Justice will be part of the senior team facilitating positive change in these areas within the Cathedral and across the breadth of its activities, enabling the experiences and voices of those affected by injustice to be heard. In particular, the Canon for Social Justice will assist the Cathedral in: increasing BAME representation at all levels and promoting racial justice; holding the Cathedral to account for its performance in encouraging accessibility; supporting its affirmation of gender equality and the inclusion of LGBTI people, and action against hate crime; and as appropriate work with other instances of injustice and exclusion inside and beyond St Paul's.

The Canon for Social Justice will have oversight of the work of the St Paul's Institute on behalf of Chapter, working with its Director to ensure that its strategic direction and activity promotes the common good in harmony with the mission and purpose of the



Cathedral and supports its work. They will also work alongside Canon Mark Poulson, the Canon for Presence and Engagement and Diocesan Interfaith Officer, in building networks of interfaith and ecumenical relationships for the common good.

## **What kind of person will you be?**

In order to hold together the tasks of ministering, governance and leadership with the more detailed management required of a Director, you will need to have a good understanding of how these roles operate in a Cathedral, and the ability to act in different roles without confusing them.

You will be a mature priest who is able to think theologically, to reflect holistically and strategically upon the work of the cathedral, to work instinctively with others, to enable colleagues to flourish, and to hold together imagination, empathy and the capacity for hard work with generosity and a robust personal and corporate spiritual life.

You will have excellent administrative and pastoral skills, with experience and ability in consultation and collaboration. You will need a great deal of patience, the ability to negotiate and to say “no” as well as “yes”, and the confidence to make decisions together with others and to take responsibility for them.

You’ll know what it is to work in a team, and enjoy it, engaging with colleagues across and beyond the Cathedral and with many different stakeholders. You will be here to enrich others, not to do your own thing, and will work with prayer and patience, with humour and love. And you will work with able clergy colleagues and senior lay leaders, with 200 staff and 400 volunteers, growing and leading the Cathedral’s worship and mission in the name of Jesus Christ.

The Appendix on page 8 sets out further background information about St Paul’s, which may help you in your discernment. Do get in touch if you’d like an informal conversation about the post.

### **Job Specification:**

As the **Director of Social Justice** you will:

- work collaboratively with other Directors and Residentiary Canons, as one of six Directors responsible to Chapter through the Registrar for the delivery of the Cathedral’s Strategic Plan, including budgeting and personnel management for particular areas of responsibility
- lead the engagement of the Cathedral in social justice and community issues, in particular making a difference to young people’s mental health and wellbeing in London
- manage the work of the Young People and Mental Health Co-ordinator
- provide oversight for the St Paul’s Institute, and together with its Director enable its work to promote the common good and achieve greater social justice
- with colleagues, assist the Cathedral towards more effective inclusion and equality, with increased representation of diversity in all its aspects, and involvement in wider diocesan inclusion work
- reflect theologically and provide support to build confidence in Christians involved in the Cathedral’s social justice work
- work alongside the Canon for Presence and Engagement and Diocesan Interfaith Officer in developing the Cathedral’s involvement and partnerships in ecumenical and interfaith relations.

As a **Residentiary Canon** you will:

- take on the responsibilities of corporate governance as part of Chapter, with participation in committees, projects and events as required
- be fully 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 the Cathedral's patronage of parish appointments
- engage with diocesan and wider church and community life by agreement, on behalf of the Cathedral.

### **Person Specification:**

- an Anglican in holy orders for at least six years, 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
- someone who others experience as loving them in the name of Jesus Christ
- 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
- evidence of an integrated and implemented theologically reflective vision for worship, mission and social justice
- a track record of effective engagement in social justice work and prophetic leadership in ministry
- evidence of effectively holding together vision and mission with practical and enabling team leadership and membership, working well with others
- able to grow relationships inside and outside local, diocesan and world church networks, including in the wider civic, business and faith communities, working at high level as a confident representative of St Paul's
- relevant experience of governance and management
- 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, satisfactory enhanced DBS clearance and evidence of commitment to good safeguarding practice.
- Appointment for 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 2019-20, £29,214), 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 Canons 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 and water rates are paid by the Cathedral, as are reasonable gas and electricity charges (as a taxable benefit) and secretarial assistance, office space and equipment are 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 (a total of 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.

- 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. 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.

*In order to apply, please visit [www.cofepathways.org](http://www.cofepathways.org) to complete an application form.*

*Application forms must be in by 9am on Thursday 20<sup>th</sup> February; the personal statement should address the person specification and be an absolute maximum of three pages long (12 point type).*

*Short-listing of suitable candidates will take place by 26<sup>th</sup> February.  
Short-listed candidates will be asked for a written submission which must be submitted by Thursday 12<sup>th</sup> March.  
References will be taken up as soon as short-listing is completed.*

*The final interview process will be on 24<sup>th</sup> March 2020.*

If you would like an informal conversation about making an application, please contact the Dean through his private secretary on 020 7246 8360.

Thank you for your interest.

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## BACKGROUND INFORMATION ABOUT ST PAUL'S CATHEDRAL

St Paul's has a mission and ministry full of opportunities and challenges. The Residentiary Canons share responsibility with the Dean and 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 offers wide-ranging opportunities in partnership with the rest of the Chapter and the wider Cathedral, and the specific responsibilities of each canon should be read in that 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, a more detailed annual Mission and Business Plan issued from the beginning of 2017, and the Strategic Plan being revised in 2019 for 2020-25.

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 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 inclusion, 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 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 has tended to sit within the relatively formal style of 'Cathedral worship', although other styles of worship are experienced on special occasions, and the Cathedral is open to opportunities to diversify further.

## The Cathedral as a Community

At the heart of the Cathedral's life is its resident community of ministers 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 190-strong staff and around 400 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 230 other day pupils. The St Paul's Institute

has provided a source of challenging ethical debate between the Christian faith and finance in particular, as well as other issues of social concern. 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 26,000 children and young people a year, 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 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 and beyond 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, Barnet, Chelsea and Ruislip, 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 Capital Vision 2030, currently being refreshed, to 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 and ongoing events within the financial world, as well as aiming to engage with wider London and its social justice issues.



St Paul's has had a historic relationship with the 'old city' – the livery companies and the Lord Mayoralty – 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 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 is 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, but more needs to be done, and the role of the Canon for Social Justice will be important in helping the Bishop to empower Christians in London working for social transformation in accordance with the vision of the Kingdom of 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. The appointment in September 2018 of an interfaith engagement officer employed in partnership with the Diocese was a further development of this aspiration, and this continues with this new appointment. In addition to social change, 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. This 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, including through its worship and prayer life.



## 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, the Imperial Society of Knights Bachelor and the successor bodies to the Middlesex

Regiment, as well as a centre for worship and thanksgiving for national organisations such as the Order of St John and the Clergy Support Trust. There are diocesan connections with the Berliner Dom and the church in Angola and Mozambique through ALMA (Angola London Mozambique Association: [www.almalink.org](http://www.almalink.org)), as well as informal links with New York and other churches and cathedrals around the world.

## 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 new Cathedrals Measure will change this, but the Chapter continues to be the executive body which exercises daily governance and has responsibility for the overall life of the Cathedral.

At present, 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, the sound system, 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. Two major projects currently being built are the installation of a permanent equal-access entrance and a new boarding house at the School. 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 can 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 2019, 925,000 out of 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, which are led by six Directors (three of whom are also canons). A weekly diary meeting and regular meetings with Heads of Departments help communication in what is an exceptionally complex and busy operation, and a Senior Leadership Team meets weekly (made up of full-time Chapter members and directors) to make normal operational decisions on behalf of Chapter. 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 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). It 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.

Chapter members 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; and is the primary representative of St Paul's to the outside world.

- four Residentiary Canons (this new post plus the Treasurer, Chancellor and Precentor) all of whom are senior ministers who also minister within and without the Cathedral, and oversee the work of their areas of responsibility on behalf of the Chapter with appropriate assistance from the additional members of Chapter. These 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.

- up to seven Additional Chapter Members (currently two Lay Canons and a Canon Non-Residentiary, with more being recruited)

who 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 implementing its Mission and Business Plan in accordance with Chapter's policies and procedures.

**Further information** about the Cathedral and its work is available on its website; information about Who We Are, including sidebar access to Annual Reports, can be found there at:

<https://www.stpauls.co.uk/who-we-are>

St Paul's is a complex, creative, exciting, challenging place in which to follow Jesus Christ and work for God's kingdom: and the opportunities and possibilities for Christian work, witness and mission are constrained only by our resources and imagination.

