



St PAUL'S

CATHEDRAL



Mission Statement

St Paul's Cathedral stands as a symbol and focus of the presence of God in the world and is served by a community of people who work and worship in this place.

Founded in 604, we continue to share in the ministry of the Bishop and Diocese of London and in the wider mission of the Church throughout the world.

In the 21st century we present a place of refreshment and encounter in which Church, City and nation meet to celebrate a common history and discern the kingdom of God within the new horizons of an international metropolis.

Using our diverse skills we cherish for future generations the inheritance of worship, scholarship, teaching, music making, art and architectural craft.

Valuing this inheritance we are committed to the cultural diversity, equal opportunities, and personal development of all who work here.

We welcome all who visit this House of God.

The Chapter of St Paul's Cathedral

Dean's Report

The Right Reverend Graeme Knowles
Dean of St Paul's



In 1955, Canon G L Prestige published his book, "St Paul's in its Glory 1831 – 1911". In it he tracks and describes the ministries of those who in the nineteenth century transformed the dark, dirty and unloved building that was St Paul's into the sparkling, vibrant place we enjoy now. Each generation in turn adds to this glory in some way or another. In writing my report for the year, I must pay tribute to one who has left a substantial legacy to St Paul's. I speak of Canon Lucy Winkett. Lucy was appointed a Minor Canon in 1997, and a Residentiary Canon and Precentor in 2003. On 14th October 2010 the Bishop of London inducted her as Rector of St James' Piccadilly. Thus ended thirteen years of service to St Paul's. Lucy brought so much to her ministry here. She was a capable preacher; a fine singer; a staunch defender of the underdog; a priest of compassion and fire; a strong and supportive colleague. She is much missed.

The Chapter was also extremely sorry to lose Canon Martin Warner from the Chapter in 2010. He was consecrated Bishop Suffragan of Whitby in York Minster on 26th January. As Canon Pastor and then Canon Treasurer he brought a rigour and deep commitment to his ministry, as well as a great sense of fun! His work amongst those unaccepting of women's ordained ministry within the Church will be a particular loss to the diocese. Canon Mark Oakley joined Chapter in October as Treasurer and this year saw the lay element of Chapter complete, with the appointment of Gavin Ralston as Lay Canon (Finance) and Peter McCullough as Lay Canon (History). The lay members of Chapter remain a vital part of our corporate life, committing much time out of their busy professional lives to the work of the cathedral and its worship.

Two other people left us at the end of the year. Patrick Wilkins resigned as Secretary to the Friends of St Paul's Cathedral after ten years in post. He remains as Secretary to the Wandsmen. Nigel Kirkup left the Foundation for a post

at St George's, Windsor. Both contributed much to the life and atmosphere of the Chapter House. We thank them for their work.

During the year there were as usual services for the United Guilds, the Seafarers, the Sons of the Clergy, the Order of St Michael and St George, the Order of St John of Jerusalem, the American community on Thanksgiving Day and for the Society of Knights Bachelor. To these were added special services for the Swedish Church in London celebrating its tercentenary, for the 70th Anniversary of the Battle of Britain and for the Save the Children Fund. The cathedral continues to support the diocese and the wider church by hosting confirmation services, ordinations of deacons and priests and the consecration of bishops.

Lastly, I wish to place on record my thanks to all those who in any way welcome the many thousands of worshippers and visitors that come to St Paul's in any year. Without their devotion, whether as paid staff or as volunteers, we would not be able to deliver the high standard of ministry we offer.

'The cathedral continues to support the diocese and the wider church by hosting confirmation services, ordinations of deacons and priests, and the consecration of bishops.'



Liturgy and Music

The Right Reverend Graeme Knowles
Dean and Acting Canon Precentor



With Canon Lucy Winkett's appointment as Rector of St James' Piccadilly, I took over responsibility for the Canon Precentor's work in August of 2010.

The major work that Canon Winkett achieved, working closely with Andrew Carwood, the Director of Music, was the renegotiation of the Vicars Choral contracts, together with the abolition of the post of Assistant Vicars Choral. This was a huge undertaking, and was carried out with the full co-operation of the Vicars Choral themselves together with the Human Resources Department of the cathedral. Twelve Vicars Choral now sing on a Sunday, rather than eighteen, although there are occasions when this number is supplemented.

On 21st January 2010, the Reverend Sarah Eynstone joined the Minor Canons as Chaplain. She has served her title at Hampstead Parish Church after training for ministry at Wescott House, Cambridge. In addition to her liturgical input, I am grateful for her work with the Canon Pastor in providing pastoral support to visitors and staff, and for her participation in the work of the Schools and Families Department.

The Minor Canons and Music Department are to be congratulated on the way they continue to deliver the high quality of word and music in the liturgy of the cathedral. The demands placed upon

all who plan and deliver the liturgy are considerable, and the Chapter aims to limit the number of special services so that the level of quality can be maintained. Any one extra service involves a number of meetings where the hopes and wishes of the organisation sponsoring the act of worship are heard and crafted into an order of service which meets their needs and aspirations. This is time consuming but immensely rewarding work.

The choristers performed at the Proms in 2010, as well as providing soloists for singing of the Bach's St John Passion and Handel's Messiah. Recruitment of choristers remains a priority for the Director of Music and the Chapter, and action is being taken to ensure a steady flow of suitable boys. Much work is also being done to raise funds to assist chorister parents in meeting the financial outlay they face in having a son in the cathedral choir.

2010 also saw the launch of a composition competition 'New Music for St Paul's', supported by the Boltini Trust. The Dean and Chapter invited composers to submit new choral work for the chance to win a prize of £1,000 and a premiere performance at St Paul's. Andrew Cusworth was the first winner and his anthem 'Factum est silentium' (Antiphon for St Michael) was premiered at the Musicians' Company Evensong by the

Cathedral Choir conducted by Andrew Carwood.

Thanks to generous support from Lloyds Banking Group, we were able to use screens to relay three of the Christmas Carol Services to those who were unable to get into the cathedral. These were erected in Paternoster Square and were a great success, despite adverse weather conditions! It is hoped that the Chapter will be able to repeat the experiment in 2011. Congregations over the Christmas period continued to be at capacity.

Worship, music and liturgy remain at the heart of the mission of St Paul's, and our thanks must go to all those who create the atmosphere in which this is achieved.

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Education

The Reverend Canon Dr Giles Fraser
Chancellor



Education remains a core priority at St Paul's and continues to be expressed in the work of three departments: Schools and Families, St Paul's Forum and St Paul's Institute.

The Schools and Families department has seen steady and impressive development with Janet Marshall now firmly at the helm. We continue to receive a great many requests from schools around London for the tours offered by the department with 27,000 children passing through our various programmes last year. The tours themselves have been developed, popular ones enhanced, less popular ones dropped and new ones created. Attractive new brochures have been published that clearly lay out the various options for schools, carefully linking what we have to offer with the needs of the National Curriculum. Of particular importance to me is that we become a little less nervous of linking the history and architecture of the cathedral to the faith that inspired it. And through Janet we are gradually shifting the emphasis of our programmes to bring this out. Another development is the move into a greater emphasis on older children and teenagers.

The St Paul's Forum has had a very exciting year. Led by Elizabeth Foy, this aspect of the Education family seeks to deliver our adult theology programme with the emphasis in 2010 being on the

big questions of life and faith: love, suffering, death, happiness. The big set piece autumn public debates on the cathedral floor have been given a slightly different format, with two contributors and a chair instead of four. This allows more time for each contributor and makes conversation easier to follow. This year we blended contributions from experts like Susie Orbach, Oliver James, Stanley Hauerwas, with the in-house team of Fraser, Oakley and Winkett. Those who missed this excellent programme will be able to watch it on a forthcoming DVD of the series. On top of the autumn series, the Forum has taken over responsibility for the Sunday lunchtime slot, giving this a more distinctly educational flavour with outside speakers coming to give a talk, face questions and promote their book.

The big new development at the St Paul's Institute is the arrival of the new website — www.stpaulsinstitute.org.uk — on which we are hosting a great deal of the debate surrounding the whole question of Christian ethics and the financial world. Robert Gordon is leading this work, making important links with other organisations working in the field and setting up various debates and seminars on related topics. Professor Niall Ferguson's lecture on the cathedral floor was a particular high point, packing the building with a city crowd of bankers and

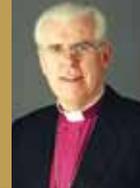
traders to hear a talk on the ethics of the influential financier Siegmund Warburg. Work in this area remains challenging as banks often don't see what there is to gain from public debate on ethics and the churches have yet to find their voice on a subject that can be technical and difficult. I am currently making a two part series for Radio 4 on Christianity and Money to be broadcast in June 2011.

'This year we blended contributions from experts like Susie Orbach, Oliver James, Stanley Hauerwas...'

One further part of our wider Educational work is my own contribution to public debate in the media. This year, I have continued my weekly Church Times column, returned to writing more frequently for The Guardian, as well as regular slots on Radio 4's Thought for the Day — a broadcast on the cost of weddings making a particular impact. I have also written for The Telegraph, The Daily Mail, appeared on Newsnight and Channel 4 News. I am also working on a book on military ethics.

Canon Pastor's Report

The Right Reverend
Michael Colclough
Canon Pastor



Oculus: an eye into St Paul's
© Ralph Appelbaum Associates & Esto / Peter Mauss

The doors at the west end of St Paul's Cathedral proclaim Jacob's famous words: "This is none other than the house of God, this is the gate of Heaven". Words of promise to all who visit us and a challenge to those who work here. The challenge is that of making every visit a potential encounter with the love and the beauty of God. It is a challenge that is embraced by clergy and laity alike as we welcome people on visits, pilgrimages and for worship.

Because of its iconic nature, its architecture and its popularity, St Paul's is recognised as one of the leading visitor attractions in the United Kingdom and people come in even greater numbers to the cathedral. In 2010 1.9 million people entered those revolving doors, representing a 1% increase in the number of visitors and a 10% increase in the number of people coming to the cathedral to worship. A very encouraging statistic which shows that we continue to grow in our prime function of being a place of worship, that people are experiencing something of "the house of God...the gate of Heaven" in our cathedral.

For regular members of the Sunday congregations there have been occasional congregation meetings after the main Sunday Eucharist. The Institute has given more regularity and content to these meetings by beginning a new lunchtime series on the first Sunday of each month, in which contemporary theologians and

spiritual teachers talk about the challenges, contradictions and joys of being a Christian in the world today. The audience is growing steadily and these events are gathering strength as an interesting forum for Christian laypeople to talk about the big questions of life and faith.

'Because of its iconic nature, its architecture and its popularity, St Paul's is recognised as one of the leading visitor attractions in the United Kingdom and people come in even greater numbers to the cathedral.'

Exciting developments have been made in our provision for visitors and tourists. Time and consultation have led us to divide those people who work as stewards in the cathedral, into two teams. The Admissions team is responsible for the initial welcome of people into the cathedral and working on the tills while the Visits team is responsible for helping people obtain the most out of their visit by guiding and giving information to them. This change has helped not only to define roles but has also given the stewards the opportunity to play to their own strengths and interests in their work. Visitors are now given a new multi-media guide which enables them to make their

own journey round the cathedral, informed by images and commentary. This has led to a great quietening of the cathedral and to more people asking for specialised tours by our working guides.

The exhibition, Oculus: an eye into St Paul's, opened in July. This is a 270° film experience that brings the cathedral's 1400 year history to life and opens up areas of the cathedral that visitors with mobility issues might not otherwise reach. The overall impression is of St Paul's as a vibrant church in the heart of the city, where worship is the heartbeat and rhythm of each day. Oculus was generously funded by World Monuments Fund® American Express Partners in Preservation Programme, J. P. Morgan, the Garfield Weston Trust for St Paul's Cathedral, the City of London Endowment Trust and AIG (now Chartis). This new experience goes hand in hand with a new guidebook — which means that people can now read about the cathedral in eight languages including English.

The Dean and Chapter are grateful to staff, both paid and voluntary, who helped bring about these innovations and who work seven days a week to welcome and inform all who come here. We all work with the hope that we help people experience this place as "none other than the house of God...the gate of Heaven."

Fundraising

Gavin Ralston
Lay Canon



An image from St Paul's in the 21st Century exhibition

Following the completion of the major campaign for the restoration of the building, the Foundation is now concentrating its fundraising activity on ongoing activity such as music in the cathedral, and educational and outreach projects, but also two further capital projects: namely the multi-million pound Triforium and Library project within the overall Interpretation scheme, and finding the remaining £3.5 million needed for the renovation of the Chapter House. In the case of the latter, the Foundation has already contributed funds to enable essential preliminary work to begin and we have formed a fundraising committee jointly with our US affiliate, the St Paul's Cathedral Trust in America (SPCTA), under the overall chairmanship of Lord Blair and with assistance from SPCTA's indefatigable chairman, John Harvey. As the North Side Club of corporate and other supporters comes to an end, we have plans to set up a Chapter House Club along similar lines so that the building is no longer the ugly duckling of Paternoster Square, but can both be restored to something closer to Wren's original design and can provide a much better working environment for the cathedral's staff.

There have been changes to the Foundation's staffing and organisation. At the end of the year we said goodbye to our Development Director,

Nigel Kirkup, who moves to a similar role at St George's Windsor after five years at St Paul's, and steering the £40m campaign to its conclusion. Roger Walkinton has taken over as Acting Director while we go through a process of reflecting on our fundraising needs and focus, and reassessing what resources the Foundation will need for its future challenges. Roger has additionally become Secretary to the Friends of St Paul's following the retirement of Patrick Wilkins, and we have taken the opportunity, in the interests of economy and consistency, to bring the Friends and Foundation together as one unit.

Two new Trustees joined the Foundation — Lord Blair, former Commissioner of the Metropolitan Police, and myself to strengthen the links between the Foundation and the Chapter. At the same time we were sorry to lose Barry Bateman as a Trustee: he has contributed in many ways to the Foundation's work for the past five years. The Dean and Chapter are most grateful for the service of both the staff and Trustees of the Foundation.

In 2010 the Foundation generated a total of £1,385,000 in funds. Of this, a quarter was for the North Side restoration, another quarter for the Interpretation project, some £80,000 for choristers and music, in addition to a substantial pledge generated for what is becoming known as

the "choristers' charity" — the St Paul's Cathedral School Foundation. This has hitherto been a separate unit which, with the Friends, we are now converging with the Foundation in order to seek and manage supporters in all these areas more consistently and cohesively. We have ambitious plans to raise significantly the level of support for choristers whose parents cannot afford the full cost of boarding fees.

'We are supported in many ways by individuals, trusts, City Livery companies, and commercial organisations. For their support in helping St Paul's to continue and extend its mission, we are exceptionally grateful.'

The innovative 'Images of St Paul's in the 21st Century' exhibition in September and October undoubtedly attracted many new people into the cathedral to view the 200 paintings commissioned from contemporary artists, but this particular venture did not achieve the financial results that we had hoped. We continue to look for new ways to generate funding for St Paul's.



Flare II, by Antony Gormley in the cathedral's Geometric Staircase

As the tercentenary of the 'completion' of the cathedral approaches, the 15 year task of addressing the condition of the external stonework is close to reaching its end. During the past year the scaffolding has been removed from the cleaned stonework of the North Transept and a temporary ramp has been erected to give wheelchair access to the north door of the cathedral. Through the generosity of the Friends this has been made as a mock up for a possible permanent stone ramp, enabling the many interested parties whose approval will be required if it is to be realised to evaluate the proposed design as we continue to consider how access to the cathedral can be improved for all.

Paintings have been hung on a temporary basis for the past few years to enrich the experience of worshippers and visitors. Paintings by Mark Alexander were on display as well as a sculpture by Antony Gormley ('Flare II') which hung in the Geometric Stair for the summer months. The Dean's Aisle saw the erection of a fine new memorial to Dean Colet by Ian Rank-Broadley. This monument was erected with funding from the Mercer's Company. Conservation projects have included internal and external projects including paintings, architectural drawings, watercolours, plate, clocks and leather items, models and an album of designs by William Burges. Full funding was raised

for the Wren Office Drawings Project and work began on a catalogue of the drawings.

Seeking to enable a helpful interpretation of St Paul's, Oculus was installed — allowing visitors to experience a number of short films in an 'immersive' 270° projection in the crypt, giving them a glimpse into the daily life of the cathedral, its history, and some of its less easily accessible parts.

'Conservation projects have included paintings, architectural drawings, watercolours, clocks and leather items, models and an album of designs by William Burges.'

The conversion of part of the North Triforium to form a reserve store for the cathedral's collections of artefacts was completed, enabling them to be sorted and stored far more professionally than before. A major study of the Library, including its structure and its environmental conditions, was also completed.

It has long been recognised that the Chapter House is in need of fundamental refurbishment, as well as adaptation to respond to the access intentions of the Equality Act (2010). Earlier in the year the requisite formal consents were obtained

to carry out these works, and also to add a further storey at roof level, thus substantially increasing the building's capacity. In the late summer work began on the complex task of making the alterations to the Undercroft, which are integrally connected with the Chapter House and which need to be completed before work to the Chapter House itself can be begun. These preliminary works have included drilling a number of deep boreholes which will provide a renewable heat source for the heating of the building.

Throughout the year the Works Department have contributed in their accustomed and unobtrusive way to the smooth running of so many aspects of cathedral life. We are enormously grateful for their hard work and devotion to the cathedral. In particular it is essential to highlight the exceptional work of the Clerk of Works, Martin Fletcher, and Emma Hardisty, Deputy Clerk of Works. Likewise our continued thanks go to Jo Wisdom, Librarian, Simon Carter, Head of Collections, Teresa Heady, Senior Conservator, and Catherine Angerson, Architectural Archivist, for their excellent work. It is vitally important as another year's work is reviewed to thank the Surveyor to the Fabric, Martin Stancliffe, for his expertise and passionate commitment to both the preservation and development of the cathedral.



Timeline outside Oculus: an eye into St Paul's
© Ralph Appelbaum Associates & Esto / Peter Mauss

The cathedral made further financial progress in 2010. The number of paying visitors to the cathedral recorded a small increase and the global economy continued a recovery. Net assets at the year end increased to £19.0 million (2009 £15.3 million) after taking account of a decrease in the FRS17 pension deficit of £0.73 million.

The cathedral's key income generator, the number of paying visitors, increased by 1% in the year to 820,000 (2009 812,000) assisted by a successful London tourist market. New projects were introduced during the year to help maintain future visitor support — Oculus funded by donor grants and a new multimedia guide system.

Net income from tourism and commercial activities, on which the cathedral remains heavily dependent to enable it to sustain its work and mission in all its aspects, again achieved excellent results. Overall the cathedral achieved a satisfactory surplus on net incoming resources of £1.27 million (2009 £1.46 million) and maintained a strong liquidity position.

In addition the continuing recovery in the strength of global financial markets provided a £0.85 million increase in the valuation of the investment portfolio and this was also reflected in the valuation of the assets of the closed pension scheme.

The restoration and project programme continues to progress within the budgeted

funds made available by our generous donors without whose support the programme would not have been possible. Nevertheless the need to seek funds through fundraising continues for a number of important projects.

‘Net income from tourism and commercial activities, on which the cathedral remains heavily dependent to enable it to sustain its work and mission in all its aspects, again achieved excellent results.’

Results

Gross incoming resources in the year were £15.08 million, compared with £13.80 million in 2009. Grant income for specific fabric projects, principally from St Paul's Cathedral Foundation, was £2.62 million (2009 £1.73 million). The main projects in the year were the north side cleaning, Oculus, the reserve collection store and enabling works for the Chapter House rebuild.

The gross income from commercial activities, which included admission charges, the crypt shop and event income, increased by £0.66 million to £8.25 million. The gross income from fees and charges, relating

principally to the School, was £3.17 million (2009 £3.27 million).

Revenue from voluntary income of £0.64 million was similar to last year and with a continuation of low interest rates and dividends gross income from the investment and property portfolios was £0.41 million (2009 £0.47 million).

During the year, total net assets increased by £3.63 million to £19.0 million. Unrestricted funds increased by £3.08 million to £13.21 million, restricted funds increased to £3.35 million and endowment funds increased to £2.41 million.

Investments and Cash

The cathedral holds £8.89 million in investment units and £3.95 million in cash deposits managed by CCLA Investment Management and invested in CBF Church of England Funds. Despite the volatility and changes in markets the long term performance of the investment fund has been satisfactory. CCLA operates an effective investment policy which also ensured that cash deposits retained their Triple A Rating and that the cathedral's investments are in line with the Church of England's ethical investment policy.

Cash flow was carefully managed and overall net cash balances and loans, including the cash deposits above, were £4.55 million at the end of the year.

Defined Benefit Pension Fund

The scheme, closed to new members and service accrual, was replaced by a defined contribution scheme in 2007. The latest 'scheme specific' valuation by the Actuary as at 1st October 2009 disclosed a deficit of £6.02 million. There is a formal recovery plan in place, agreed with the Trustees and the Actuary, to reduce this deficit by payment of £400,000 pa for a further 8 years. Under a covenant with the Trustees £1.93 million is held in a separately identified account for the benefit of the scheme. Both the amount set aside and the availability of funds to the scheme are assessed by formulas in the covenant. The Triennial review as at 1st October 2010 is expected to be completed by June 2011.

The School

The School, managed under an Instrument of Delegation from the Dean and Chapter, increased the average number of pupils in the year and generated a small operating surplus.

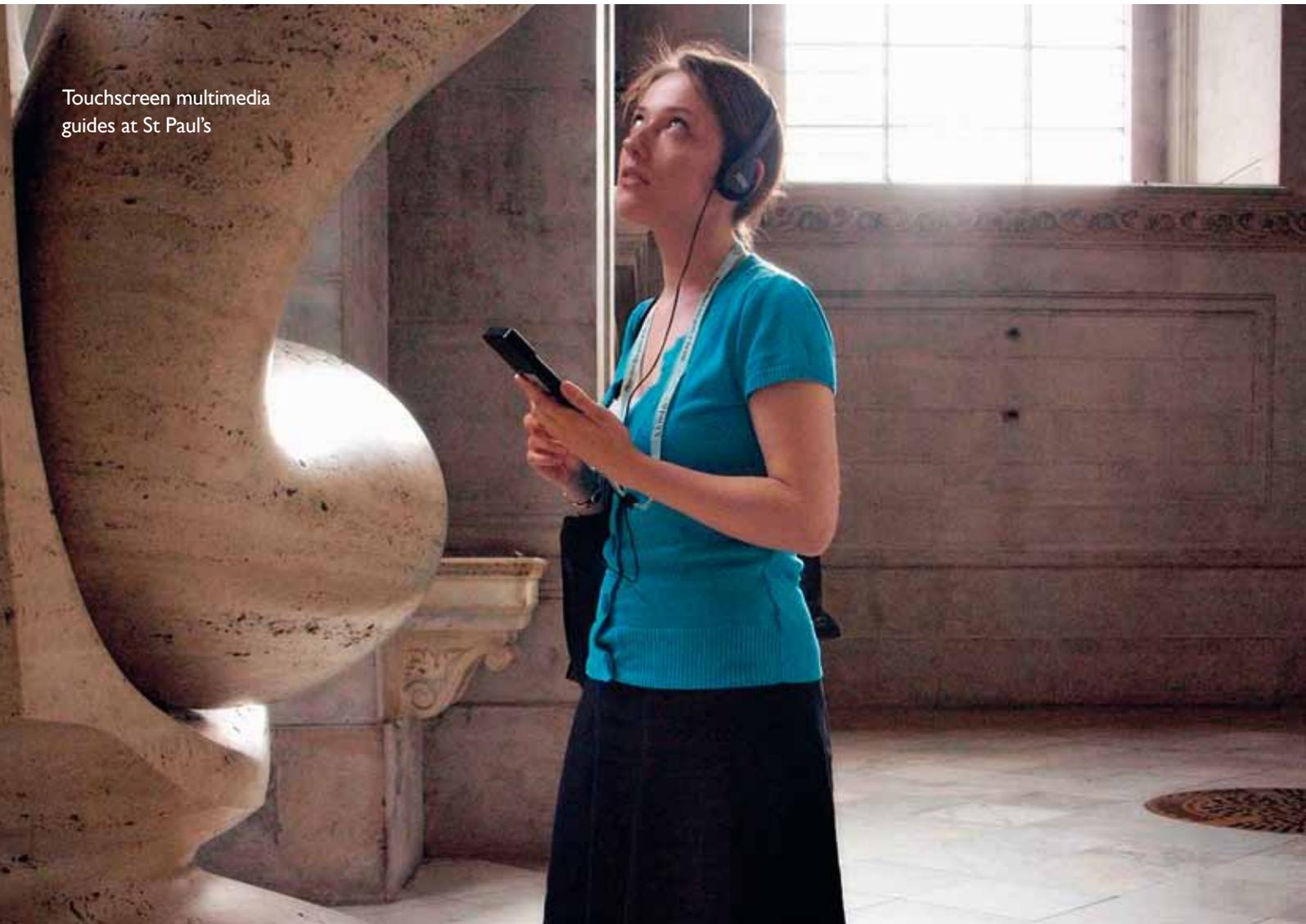
General

Throughout the year there were specific reviews, as well as a continuous review programme, of the major risks to which the cathedral is exposed and also of the systems established to mitigate those risks. This structure and process will continue to be examined and tested to ensure it remains appropriate and effective. Dean and Chapter have considered the changes under FRS30 regarding accounting for heritage assets and whilst the cathedral maintains a full inventory the valuation of those items is not practicable.

The reserves policy established by the Dean and Chapter, set to ensure there are adequate reserves and funds to finance short term reductions in income caused by economic downturns or similar, remains in place.

'In addition the continuing recovery in the strength of global financial markets provided a £0.85 million increase in the valuation of the investment portfolio and this was also reflected in the valuation of the assets of the closed pension scheme.'

Touchscreen multimedia guides at St Paul's



Summary Financial Statements

Consolidated Statement of Financial Activities

£000's	2010			2010	2009
	Unrestricted	Restricted	Endowment	Total	Total
Income Resources					
Tourism & trading	8250			8250	7584
Voluntary & mission	1127	2680		3807	3919
Grant income		2616		2616	1725
Investment income	316	90		406	474
Other	95	-95		-	95
	9788	5291		15079	13797
Expenditure Resources					
Ministry, music & outreach	2638	2447		5085	4910
Cathedral and precincts upkeep	1895	2686		4581	3813
Trading	2640			2640	2353
Administration	1503			1503	1261
	8676	5133	0	13809	12337
Net incoming resources	1112	158	0	1270	1460
Net Increases in Funds	3070	292	264	3626	1812

Consolidated Balance Sheet

£000's	2010			2010	2009
	Unrestricted	Restricted	Endowment	Total	Total
Investments					
Equities	4439	2037	2412	8888	8037
Cash deposits	3734	218		3952	3211
Property	8195			8195	7120
	16368	2255	2412	21035	18368
Pension reserve	-3312			-3312	4039
Cash at bank	240	361		601	985
Other net assets	-83	737		654	38
	13213	3353	2412	18978	15352

Five Year Summary

£000's	2010	2009	2008	2007	2006
Funds Generated					
Net income resources	1270	1460	1279	1083	814
Investment and property gains(losses)	2356	352	-3678	2339	1785
Increases (decrease) in funds in year	3626	1812	-2399	3422	2599
Funds b/f	15352	13540	15939	12517	9918
Funds at Year End	18978	15352	13540	15939	12517
Funds by Category					
Unrestricted	16525	14181	12558	12829	10194
FRS17 Pension reserve	-3312	-4038	-3695	-2470	-2750
Other restricted funds	3353	3061	2777	3083	2677
Endowment	2412	2148	1900	2497	2396
	18978	15352	13540	15939	12517

SUMMARISED ACCOUNTS

These summarised accounts are not the statutory accounts but a summary of information relating to both the statement of financial activities and the balance sheet. The full financial statements from which this summary is derived, have received an unqualified opinion from the cathedral's auditors, Deloitte LLP.

These summarised accounts do not contain sufficient information to allow a full understanding of the financial affairs of the cathedral. The full financial statements were approved by the Dean and Chapter on 13th April 2011 and will be delivered to the Church Commissioners for England.

The full financial statements, including the auditors' and Dean and Chapter reports, may be obtained from:

St Paul's Cathedral, The Chapter House
St Paul's Churchyard, London EC4M 8AD.

The Reverend Canon Dr Giles Fraser
Chancellor

AUDITOR'S STATEMENT TO THE DEAN AND CHAPTER OF ST PAUL'S CATHEDRAL

We have examined the summary financial statements which comprise the summary consolidated statement of financial activities and the summary consolidated balance sheet.

This report is made solely to Dean and Chapter, as a body, in accordance with the Accounting and Reporting by Charities; Statement of Recommended Practice 2005. Our work has been undertaken so that we might state to Dean and Chapter those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Dean and Chapter as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees are responsible for preparing the summary financial statements in accordance with the guidelines as specified by the Church Commissioners under the powers given to them by Section 27 of the cathedrals Measure 1999. Our responsibility is to report to you our opinion on the consistency of the

summary financial statements with the full financial statements and Annual Report.

We also read the other information contained in the summary annual report as described in the contents section and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statements.

Basis of opinion

We conducted our work having regard to Bulletin 1999/6. The auditors' statement on the summary financial statement issued by the Auditing Practices Board for use in the United Kingdom. Our report on the cathedral's full financial statements describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion, the summarised financial statements are consistent with the full financial statements and the Annual Report of St Paul's Cathedral for the year ended 31st December 2010.

Deloitte LLP
Chartered Accountants and
Registered Auditors
London

13th April 2011



Staff list 2010

Dean and Chapter

The Right Reverend Graeme Knowles
Dean

Canon Lucy Winkett
Precentor (until August 2010)

The Right Reverend Michael Colclough
Canon Pastor

Canon Giles Fraser
Chancellor

Canon Mark Oakley
Treasurer
(from October 2010)

Canon Michael Hampel
Precentor (from March 2011)

Lucrezia Walker
Lay Canon (Visual Arts)

Gavin Ralston
Lay Canon (Finance)

Peter McCullough
Lay Canon (History) (from November 2010)

Registrar
Nicholas Cottam CB OBE

Solicitor to the Cathedral
Owen Carew-Jones

College of Minor Canons
The Reverend Jason Rendell
Sacrist

The Reverend Andrew Hammond
Succentor

The Reverend Sarah Eynstone
Chaplain

Music Department

Andrew Carwood
Director of Music

Simon Johnson
Assistant Director of Music & Organist

**Headmaster of the
Cathedral School**
Neil Chippington

Surveyor to the Fabric
Martin Stancliffe

Honorary Financial Advisers
Robert Ward

Graham Ward

Clerk of the Works
Martin Fletcher

**Director of Visitor Services,
Marketing & PR**
Mark McVay

Head of Finance
Martin Pennington

Head of Human Resources
Ruth Moore

Dean's Virger
Michael Page

Librarian
Joseph Wisdom

Collections Manager
Simon Carter

Head Steward
Lynn Johnson

Head of Information Technology
Gerald Wynter

Head of Schools and Families
Janet Marshall

Events Co-ordinator
Jane Laws

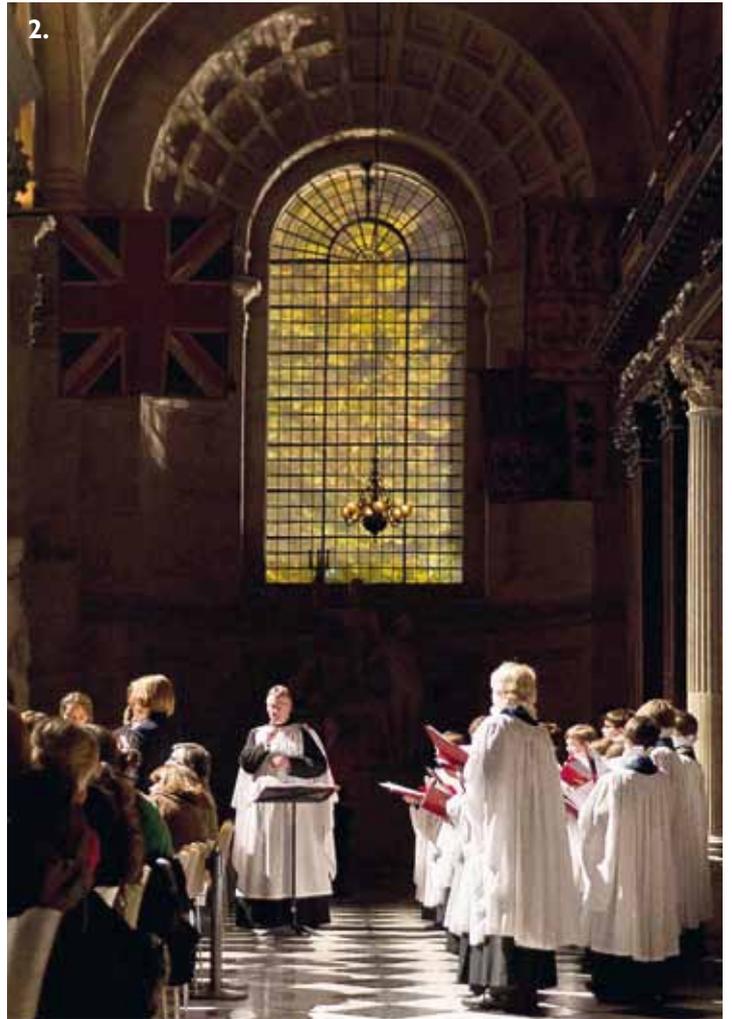
Development Director
Nigel Kirkup (until December 2010)
Roger Walkinton
Acting Development Director
(from December 2010)

**Secretary to the
Friends of St Paul's**
Patrick Wilkins (until December 2010)

Roger Walkinton (from December 2010)

Head of Adult Learning
Elizabeth Foy

2010 a Year in Pictures



1. The Annual American Thanksgiving Day service
2. The choir perform during the Advent Procession
3. Oculus: an eye into St Paul's
4. The Annual National Service for Seafarers
5. Easter-themed mosaic-making activities run by the Schools & Families department
6. The Advent Procession
7. Mark Alexander's Red Mannheim in the nave of St Paul's
© the artist. Courtesy Haunch of Venison. Photo: Peter Mallet



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10.



11.



12.



13.



14.

- 8. The Lord Mayor arrives at St Paul's on Lord Mayor's Show Day
- 9. FireWatch tour of the Triforium run by the Schools and Families Department
- 10. Björk performs during a Service of Thanksgiving to celebrate the life of Lee Alexander McQueen
- 11. Sheilia Cassidy and Canon Giles Fraser during a St Paul's Forum debate on 'Suffering'
- 12. Full-sized Spitfire aircraft positioned outside St Paul's for the 70th anniversary of the Battle of Britain service
- 13. Fly-past St Paul's for the 70th anniversary of the Battle of Britain service
- 14. Flare II, a new work by Antony Gormley in the dramatic setting of the cathedral's Geometric Stair

