



Westminster Abbey 2018 Report

To The Visitor
Her Majesty The Queen



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(Front Cover) Her Majesty The Queen greets Patrick from the Abbey Choir after the annual Commonwealth Service in March.

Your Majesty,

In October 2019, we shall celebrate the 750th anniversary of the dedication of the current Abbey church. This, the third Abbey church building, was consecrated on 13th October 1269. The first church and monastery on this site dates from 960; the second, that built by Edward the Confessor, was consecrated on 28th December 1065; this is the third. We celebrate 13th October as the feast of the Translation of St Edward, and his earthly remains were transferred to a new shrine at that time. But the original date of the Translation was 13th October 1163, two years after his canonisation by Pope Alexander III, when his body was transferred from its grave below ground to a new tomb above ground in the presence of King Henry II and Archbishop Thomas Becket of Canterbury and many of the Barons. Every year 13th October is therefore a great occasion for celebration here at the Abbey.

In 2019, when we plan to mark the 750th anniversary of the consecration of the current church building, we intend to hold a major series of celebrations to mark the occasion. 13th October is a Sunday this year, so we also plan a great service for the wider Abbey community that week, as well as a National Pilgrimage to the Shrine on Saturday 19th October, at which the Archbishop of Canterbury has agreed to preach, and the feast of the Dedication on Sunday 20th October. The celebration will include a concert and the publication by Yale University Press of the first substantial history of the Abbey written by academics expert in each particular era of the Abbey's long history, edited by Professor Sir David Cannadine. The book will include a substantial number of pictures as well as the historic texts. We hope it will be beautiful as well as precious.

As we look back on the last year, the highlight was inevitably the dedication on 8th June of The Queen's Diamond Jubilee Galleries in the eastern Triforium, which were then open to the public from Monday 11th June. The gestation of this great project goes back over ten years. The process of developing the project relied heavily on the inspiration of our Surveyor of the Fabric, Ptolemy Dean, who was the overall designer, and MUMA, Stuart McKnight and Gillian McInnes, the architects responsible for the exhibition design. Daedalus Conservation were the builders for the entire project, and the display cases were made and installed by Glasbau Hahn of Frankfurt. For the Abbey and its people, the occasion was wonderful when Your Majesty opened the Galleries accompanied by The Prince of Wales. Another major event during the past year was the dedication of The Queen's Window, a stained glass window to celebrate Your Majesty's reign, on the west side of the North Transept, designed by David Hockney OM and created by Barley Studios in York.

The life of the Abbey continues to be busily engaged, first in the worship of almighty God, with twenty eight services each week and many special services marking significant anniversaries and memorials or the celebrations of national organisations, and also in the welcome of well over a million visitors and pilgrims. We have developed in addition a more mature and well-received relationship with our immediate neighbours in Westminster and Whitehall, particularly through the Westminster Abbey Institute, enabling private and public consultations on issues of topical and more general importance.

Another major theme of the Abbey's life is in relation to ecumenical and inter-faith relations. The Commonwealth Service marks one of the occasions in the year when we welcome representatives of the wider faith communities to participate within the service with prayers from their own faith traditions. We see this as a duty of the Abbey, representing as it does Faith at the Heart of the Nation, and with a commitment therefore to bring together into the precious space we occupy representatives of all people of faith. It is a privilege and pleasure to see Muslim, Jewish and Christian faith leaders, as well as those of the Hindu, Buddhist and Sikh faiths, coming together with Baha'is, Jains and Zoroastrians, to join in an act of worship. It seems to presage a community in which all people of faith can live together in mutual understanding and respect.

Above all, it is a pleasure to welcome Your Majesty to the Abbey not only on Commonwealth Day but on other important occasions in the life of the Royal Family, the Abbey and the nation. Since 21st May 1560, the Collegiate Church of St Peter in Westminster has understood its ministry under God as one of service to the Sovereign and the Nation. Although the story of the Abbey through the centuries has been marked from time to time by turmoil and uncertainty, we find ourselves now in a position of remarkable confidence and active commitment.

This annual report offers a glimpse of the great variety of engagement and commitment of the Abbey clergy and our 350 staff and 500 volunteers. So much more could be told. Above all we pray that the impact of the Abbey on the city and nation and the wider international scene will continue to remind people of the amazing gift of God in Christ and the power and reach of God's infinite love, always ready to transform and renew us and God's world.



The Dean of Westminster
The Very Reverend
Dr John Hall

The Dean of Westminster

The Very Reverend
Dr John Hall



The remarkable achievement of Nelson Mandela bringing a peaceful transition in South Africa should be an inspiration to people around the world.

A very special moment in the history of the Abbey was undoubtedly the service to mark the centenary of the Armistice, on Sunday 11th November, televised by the BBC. The Queen and the President of the Federal Republic of Germany, Frank-Walter Steinmeier, attended and laid flowers at the Grave of the Unknown Warrior. The Prime Minister read a lesson, and the Archbishop of Canterbury preached the sermon. The President and The Prince of Wales read lessons at the end of the service. The choir sang a new commission by the Master of the Queen's Music Judith Weir, *The True Light*. The Queen and the President shook hands at the end of the service.

Another televised service celebrated the centenary of the Royal Air Force on 10th July, one hundred years and one hundred days after the RAF's foundation. The Queen attended the service, accompanied by other Members of the Royal Family. The Archbishop of Canterbury gave the address, and lessons were read by the Chief of the Air Staff, Sir Stephen Hillier, and the Prime Minister.

We held a service in June marking the 70th anniversary of the arrival of the Empire Windrush and the first 500 people from the Caribbean. It was a beautiful service with a wonderful atmosphere of celebration. The Prime Minister and the Archbishop of Canterbury were present; the address was given by the Reverend Joel Edwards, formerly general director of the Evangelical Alliance.

In July, we held a service marking the 70th anniversary of the foundation of the National Health Service. We also dedicated a memorial to Nelson Mandela, placed in front of the nave altar, surrounded by the words Forgiveness and Reconciliation, where people will be able to pray for reconciliation between divided peoples. The remarkable achievement of Nelson Mandela bringing a peaceful transition in South Africa should be an inspiration to people around the world. We held a Service of Thanksgiving for the life of Professor Stephen Hawking, during which his ashes were interred in Scientists' Corner between the graves of Isaac Newton and Charles Darwin. The inscription on Stephen Hawking's grave has the words 'Here lies what was mortal of Stephen Hawking' matching the Latin inscription on the grave of Isaac Newton, which reads in English, 'Here is deposited what was mortal of Isaac Newton.' Other special services through the year included marking the fiftieth anniversary of the assassination of the Reverend Martin Luther King Jr and a service in preparation for the Commonwealth Heads of Government meeting in London, at which the Archbishop of Canterbury gave the address and the Secretary General of the Commonwealth read a lesson. Later in the year Baroness Scotland gave the One People Oration.

We dedicated a memorial in the Cloister Garth to Capability Brown on his three hundredth anniversary, a fountain, beautifully made in lead by a skilled craftsman, working on his own, Brian Turner. In May we also held the quadrennial service for the Most Honourable Order of the Bath, at which many Knights Grand Cross were sworn and paid homage in the presence of the Great Master, The Prince of Wales. In September we held a Service of Thanksgiving, a year after his death, for Sir Peter Hall, the director and impresario. The address was given by Sir Trevor Nunn. Later that month, we held the annual service commemorating the Battle of Britain. This time the service was attended by only one veteran of the Battle, Wing Commander Paul Farnes, who has attended faithfully for many years and has reached the age of 100. When all the veterans have died, it will still be important to hold this annual service, the most important event commemorating the extraordinary and important work of the Royal Air Force.



Her Majesty The Queen and the Dean of Westminster, the Very Reverend Dr John Hall, during the service in July to mark the centenary of the Royal Air Force

King Willem-Alexander and Queen Máxima of the Netherlands visited the Grave of the Unknown Warrior during Their Majesties' State Visit to The Queen in October and, as usual for a State Visit, toured the Abbey, showing particular interest in the graves of William III and Mary II in the south aisle of the Lady Chapel.

Rabbi Jonathan Wittenberg gave the address at a service to mark the 80th anniversary of Kristallnacht, the night of broken glass, in Germany, that began the persecution of the Jews. A large congregation attended. In December we held a service to celebrate the contribution of Christians in the Middle East. The Prince of Wales had proposed the service and gave active support to its preparation, which included very senior representatives of the Churches in the Middle East.

We also marked more domestic and personal occasions. The Very Reverend Wesley Carr KCVO died after a long battle with Parkinson's disease on 15th July 2017. On 24th April, we held a memorial service in the nave attended by several hundred people who knew him well. We buried his ashes in the nave, near those of former 20th century Deans, Eric Abbott and Michael Mayne. In November we took the funeral in the Lady Chapel attended by the Prime Minister and two of her predecessors, of Jeremy Heywood, Lord Heywood of Whitehall GCB CVO, who had just retired through ill-health at the age of 56 after distinguished service as a private secretary to Prime Ministers and ultimately as Cabinet Secretary.

During the past year, Professor Vernon White, our Canon Theologian, retired and moved back to Salisbury, to be replaced by Dr James Hawkey, Dean of Clare College Cambridge and previously Minor Canon and Precentor at the Abbey, and happily a member of The Queen's College of Chaplains. Sir Stephen Lamport GCVO DL also left the Abbey after ten years of faithful service as Receiver General and was replaced by Baumann CBE, previously Chief Financial Officer of NHS England.



His Royal Highness The Prince of Wales, Great Master of the Most Honourable Order of the Bath, with officers and members at the Order's quadrennial service in May



His Royal Highness The Duke of Cambridge and Their Royal Highnesses The Duke and Duchess of Sussex arrive at the Abbey's west gate for the ANZAC service in April.



Jane Rowton-Lee, who stood down in 2018 after ten years leading the Abbey's team of volunteer flower arrangers, is presented to Her Majesty The Queen at the Commonwealth Service in March.



Her Majesty The Queen shakes the hand of the President of the Federal Republic of Germany, His Excellency Frank-Walter Steinmeier, at the Service to Mark the Centenary of the Armistice in November.

The Sub-Dean, Archdeacon of Westminster and Canon Treasurer

The Venerable
David Stanton



The response to the Galleries from Abbey visitors as well as from the media and from the museum profession has been overwhelmingly positive.

The opening of The Queen's Diamond Jubilee Galleries on 8th June was the culmination of a long process of planning, designing and executing this important new addition to the Abbey. The wide-ranging responsibilities of the Abbey staff in this project included many different elements of architectural design, construction, conservation, installation and interpretation aspects of the exhibition. The final phase of work in the first six months of 2018 was a period of particularly intense activity. It included final conservation work, installing the 300 exhibits and their associated graphics, finalising and installing the digital elements of the exhibition and the lighting of the displays.

The response to the Galleries from Abbey visitors as well as from the media and from the museum profession has been overwhelmingly positive. The design of the exhibition by MUMA (McInnes Usher McKnight Architects) and the fine display cases by Glasbau Hahn have been much admired. MUMA's care in placing the exhibition within the context of the 13th century architecture of the triforium, the uncluttered approach to the layout of the artefacts and the use of a subtle palette of colours and natural materials have all been applauded.

Access to these remarkable new galleries is via the new Weston Tower, a seven-storey polygonal structure clad in lead and stone and designed by Ptolemy Dean, our skilful Surveyor of the Fabric. *The Times* architectural correspondent Jonathan Morrison has listed the Weston Tower as one of the ten greatest new buildings of 2018.

Shortly after the opening the Galleries work also began to replace high-level windows in the Abbey library. As this could only be done from inside, the old library (which occupies the former monastic dormitory) was put out of action for the remainder of the year. The bookcases were wrapped for protection, the furniture and paintings removed and the fire detection system upgraded. During the work the portraits which lined the library walls have been condition-checked and cleaned by the Abbey's conservators. We brought the library fully back into use in February 2019. In addition, plans are proceeding to develop a digital catalogue of the muniments, to digitise parts of the collection, and to improve cataloguing of the artefacts. Plans are also being developed for a project to develop a comprehensive catalogue of the Abbey's monuments.

Beyond the Galleries and Library, work continued on repairs identified in the 2014-15 Quinquennial Survey. The re-roofing of the South Triforium was completed, and in conjunction with this, the drainage in the Cloister Garth was repaired to reduce the risk of future flooding. Work also took place to repair both the Abbey Garden precinct wall, and restore the original fabric of the reception area within the Chapter Office. We also began the major project of repairing the stonework cladding on the tower of St Margaret's Church, work that is expected to run for a couple of years, with an estimated cost of £3 million. We continue to be extremely grateful to The Garfield Weston Trust for supporting the maintenance of the fabric of the Abbey and we received cash transfers of £2.3 million during the year. The additional spend on general upkeep and maintenance of the Abbey's fabric was £3 million.

The Abbey remains reliant on income generated from paying visitors, as we receive no national Church or State funding. The number of paying visitors during the year was 1,198,733 (2017: 1,295,290) a decrease of eight per cent (2017: increase of 3.6 per cent) from the previous year's figure.

Overall we have had a stable financial year, and our chief sources of income continue to be derived from visitor charges, commercial activities through our trading subsidiary, donations and investment income. Total income in the year (excluding income of the trading subsidiary) amounted to £25.9 million (2017: £30.2 million). This decrease in income was due to a reduction in donations received in support of work on the Galleries, which has been fully financed by external donations and was completed during the year. Total charitable expenditure in the year amounted to £26.1 million (2017: £26.5 million). Charitable expenditure covers religious activities, visitor related costs, choir and music, the ongoing upkeep of the Abbey and completion of key development projects, including the Galleries.

In addition the profits from Westminster Abbey Enterprises Limited (trading subsidiary) are gifted to the Abbey and the Westminster Abbey Trust. During the year a trading surplus of £2.1 million (2017: £2.2 million) was achieved. The consolidated total net income for the period before investment gains was £2.2 million (2017: £6.2 million) and total investment gains amounted to an additional £1.4 million (2017: gain of £1.7 million).

The Dean and Chapter aims to gift ten per cent of its unrestricted surplus before investment gains. During the year, charitable donations amounting to £396,000 (2017: £206,000) were approved. The surplus for 2016-17 was greater than the budgeted surplus, and charitable donations were therefore increased in 2017-18 to reflect this increase retrospectively.

Our overriding aim is to ensure that as far as possible we safeguard the Abbey's mission as we operate on a sustainable basis for the long term, taking full account of our potential risks. The Abbey has an overall target level of unrestricted realisable reserves of £16 million, and at 29th September 2018 we held £17.5 million in unrestricted reserves of cash, cash equivalents and liquid investments, generating an excess over target of £1.5 million.

We have conducted feasibility assessments to determine the impact of re-routing visitors to enter the Abbey via the Great West Door. Work on the long term planning and development of this project has already begun and will continue in earnest in 2019. Our exciting vision is to recreate the former medieval sacristy building on the north side of the Abbey. In addition, work has started on implementing our long-term lighting strategy and this will continue over the coming years.

Outside the Abbey I continue as a Trustee of the Church of England Pensions Board, and as a Governor at both Westminster School and Westminster University. I have also begun work as an Independent Member of the Public Services Honours Committee.



The Head of the Abbey Collection, Dr Tony Trowles, (right) discusses the history of the effigy of King Henry VII with Her Majesty The Queen and the Dean of Westminster, the Very Reverend Dr John Hall, during the monarch's visit in June to open The Queen's Diamond Jubilee Galleries.



Her Majesty The Queen inspects part of the Abbey's collection of vestments during a visit to open the new Queen's Diamond Jubilee Galleries in June.



Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall, Their Royal Highnesses The Duke and Duchess of Cambridge, and Their Royal Highnesses The Duke and Duchess of Sussex leave the Abbey after the service in July to mark the centenary of the Royal Air Force.

The Rector of St Margaret's and Canon of Westminster

The Reverend
Jane Sinclair



The St Margaret's choir continued to sing its wide repertoire superbly.

The St Margaret's congregation continues to average about 80 to 90 people at the weekly Sunday Sung Eucharist. February saw the re-launch of the Sunday School. Although numbers of children attending are small, the Sunday School has continued to meet throughout the year. Opportunities for adult Christian learning were provided during Lent, Eastertide, and during the autumn. Some members of the congregation went on pilgrimage to Rochester Cathedral in August, and others on a memorable pilgrimage to the Holy Land in October.

The St Margaret's choir has continued to sing its wide repertoire superbly, normally with a cohort of professional male and female singers, but also, on three Sundays per term, with boy choristers drawn from Westminster Under School. Plans to establish a girls' section of the choir have remained under discussion. The St Margaret's organ is regularly used for organ lessons given by the church organist, Thomas Trotter, and for pupils of Westminster School.

The midweek use of St Margaret's has been marked by the monthly Communion service for Parliamentarians and weekly school assemblies and services, involving Harris Westminster Sixth Form, Grey Coat Hospital and Westminster City School. Services of thanksgiving have included those for Clifford Dann MBE (former President of the Royal Institution of Chartered Surveyors), The Lord Temple-Morris, The Rt Hon The Lord Sutherland of Houndswood KT, The Rt Hon The Lord Crickhowell PC, and The Rt Hon Sir Edward du Cann KBE. A memorial concert was held in St Margaret's to celebrate the life of Caroline Brown, founder of The Hanover Band. Amongst the funeral services held at St Margaret's were those of Beryl Kearns, Lady (Jennifer) Plunket, Dame Beulah Bewley, Rachel Whittaker MBE, Gelda James, and Mark Wolfson OBE.

St Margaret's hosted a service for Parliamentarians to mark the centenary of the end of the First World War in November, at which the preacher was the Rt Revd Tim Thornton, Bishop to the Armed Forces, and the Nayrouz service to mark the Coptic New Year in October, at which the preacher was HE Archbishop Angaelos. The opening of the national Field of Remembrance was undertaken by HRH The Duke of Sussex on 8th November 2018. Following the ceremony the Rector and representative clergy and wardens were pleased to welcome His Royal Highness to St Margaret's Church.

St Margaret's hosted a number of other events during 2018, including a Martin Luther King Symposium, a Windrush lecture given by Arthur Torrington, the British Caribbean Association 60th anniversary service, an exhibition, lecture and symposium to mark the 400th anniversary of the death of Sir Walter Raleigh, and the 'There but not There' remembrance exhibition. St Margaret's also hosted two Question Time events, with national panels of experts, for a total of 500 sixth-formers.

Security arrangements across the Abbey site continue to be tight, and visitor numbers to St Margaret's stand at around a third of their pre-July 2017 level. However, when the churchyard is fully accessible on Sunday afternoons, visitor numbers are high, ranging between 300 and 1000 on Sundays throughout the year.

Work on the fabric of St Margaret's has centred on the church tower. A two-year project to repair or replace the Georgian facing stones on the tower began in July. Thousands of failing iron cramps, holding the facing stones to the medieval core of the tower, are being replaced; works to the tower roof, belfry and internal rooms are also planned, as well as a review of the north side of the tower. No bell ringing has taken place at St Margaret's since July 2018 due to maintenance work.

St Margaret's and Abbey staff have continued to offer support for services held by the Speaker's Chaplain in the Chapel of St Mary Undercroft. A total of 49 services (weddings, reaffirmation of wedding vows, and baptisms) were held in the Chapel, in addition to mid-week Eucharists, and prayer services. Special services in the Chapel included a Methodist Covenant Service, a St David's Day service, services of remembrance for PC Keith Palmer, a Baby Loss Awareness service, and a service with the Moderator of the General Assembly of the Church of Scotland.

The Rector of St Margaret's chairs the Westminster Abbey Institute. The Institute aims to nourish and revitalise moral and spiritual values amongst those in public service. Two programmes of public lectures and seminars were held on the topics of 'Truth' and 'Embracing Global Challenges'. External speakers have included, amongst others, Professor Janet Soskice, The Rt Hon Baroness Scotland, Mr Michael McCarthy, Ms Ann Singleton, and Professor Stuart Russell. Four books, based on previous Institute dialogues, were published in the Haus Curiosity series: *The Power of Politicians* (winner of the 2018 Parliamentary Book Award), *The Power of Civil Servants*, *The Power of the Judges*, and *The Power of Journalists*.

St Margaret's and Westminster Abbey Institute seek always to promote the Abbey's mission with a particular focus on the aspiration to serve the nation by fostering the place of true religion within national life, maintaining a close relationship with members of the House of Commons and House of Lords and with others in representative positions.



His Royal Highness The Duke of Sussex greets a young visitor at the Opening of the Field of Remembrance in November.



The King and Queen of the Netherlands during a visit to the Abbey in October as part of Their Majesties' State Visit to Her Majesty The Queen

The Canon Steward and Almoner

The Reverend
Anthony Ball



We have been particularly pleased at developing relationships with schools serving disadvantaged children.

The Canon Steward has oversight for that part of the Abbey's mission which pledges to 'serve all pilgrims and visitors and to maintain a tradition of hospitality.' Delivering this commitment relies upon the efforts and dedication of the vast majority of the Abbey's staff and volunteers – to whose high standards and commitment to the Benedictine values of welcome, hospitality and service this report pays tribute.

The Visitor Experience team welcomed 1.2 million paying visitors to the Abbey. The team was supported by the volunteer Abbey Guides, who cheerfully provide help, information and direction to all who visit and led guided tours for over 1700 visitors. When not attending to other duties, our Vergers also offered 15,100 visitors guided tours and supported our programme of Wednesday evening pilgrimages. Most of these visitors will experience the hourly prayers, pastoral care and sacramental ministry offered by our Duty Chaplains - priests from all over the country (and overseas) who help those who come to the Abbey recognise us as a vibrant, inclusive, worshipping community. Pilgrims lit over 400,000 votive candles.

In January the team launched a new multi-media tour guide that has been very favourably received by visitors. We now offer 14 languages, with Dutch and Arabic having been added, and a tour featuring 17 stops around the Abbey with content including videos and reflections. An app version is available for mobile devices. The Queen's Diamond Jubilee Galleries, which opened in June, also receive consistently positive comments.

Feedback on the welcome and experience at the Abbey is monitored through our participation in research by the Association of Leading Visitor Attractions (ALVA). This involves comparing annually the results of visitor surveys across 84 UK visitor attractions. The Abbey continued to perform well across a range of measures, exceeding the benchmark average. In terms of non-quantitative measures, the Abbey continues to be rated in on-line fora as one of the top London-based visitor attractions.

Almost 17,000 people attended the six major choral concerts given by the Abbey musicians and about 2900 the nine brass band concerts in the summer, primarily held in College Garden. Given their success last year, two innovations were retained or extended: Sir Mark Rylance led a company of actors from Shakespeare's Globe in four special promenade-style performances in the Abbey, marking the anniversary of the playwright's birth and attracting over 1200 visitors, whilst 3789 enjoyed two theatre and three cinema performances in Dean's Yard on August evenings. Additionally, our corporate hospitality team catered for 60 events resulting in us welcoming over 10,000 people. Concerns about the impact of events in some parts of the precincts has led us to review arrangements, and we expect fewer next year. After three years, our membership scheme, the Abbey Association, has reached 1397.

Our Learning (formerly Education) Department welcomed over 23,000 people to our learning activities – 13,700 from UK schools, 8750 for family activities and 600 from community groups. We have been particularly pleased at developing relationships with schools serving disadvantaged children and, as the year closed, we decided to appoint a permanent Outreach Officer. The substantial regular programme is augmented by a creative linkage with other events in the Abbey calendar – such as partnering with the Royal Commonwealth Society to bring students from across the UK to connect with the Commonwealth Service or hosting

representatives of the Jewish, Muslim and Christian faiths at the 'Armistice & After' event, where GCSE students discussed the morality of conflict and the importance of peace, justice, mercy and truth in reconciliation.

We continue to accord a high priority to robust and effective safeguarding policies and practices. It has been heartening to have a very positive endorsement of our efforts in the annual report of the independent chairman of the oversight committee. This year we have also devoted considerable efforts to identifying and effecting improvements in the ways we can support those who come to the Abbey with mental health issues.

Within the garden areas, perhaps the most significant development is the conclusion, after several years, of various works projects that have enhanced the Cloister Garth. It now sports a fountain (commemorating Capability Brown and sitting over an old monastic well) and a beautifully kept lawn. In College Garden, the repair and rebuilding work on the medieval stone perimeter wall was completed, the restoration of the 1929 teak glasshouse begun and a new pump installed for the fountain commemorating The late Queen Mother's 100th birthday. Amidst the construction the gardening team worked hard to maintain the display of flowers and vegetables.

In January I assumed the role of Almoner. In accordance with the Charitable Grants Policy agreed last year, we established a strategic approach to disbursements and are increasingly linking them to our social engagement activities. Amongst my wider responsibilities for the Abbey I continue to take the lead on inter-religious and ecumenical matters and chair the Governors of Westminster City School.



The Abbey's Clerk of the Works, Jim Vincent, supervises the installation of the new fountain installed in the Cloister Garth as a memorial to the landscape gardener Lancelot 'Capability' Brown.



David Suchet at a performance with the London Philharmonic Orchestra of an extract from *Amadeus* by Peter Shaffer during a service of thanksgiving for the life of the theatre director Sir Peter Hall in September



The artist David Hockney in front of the window he designed to celebrate the reign of Her Majesty The Queen.

The Canon Theologian

The Reverend
Dr James Hawkey



New work has been undertaken to strengthen the Christian content of the visitor's experience.

This report largely focuses on the Abbey's mission 'to serve Almighty God by offering divine worship daily and publicly, and to serve the nation by celebrating the distinctive witness of the Christian faith by upholding the place of religious faith within national life'. Inevitably much of this work took place prior to my installation as Canon Theologian, on Saturday 19th January 2019, and I must pay tribute to the diligence of my predecessor Canon Vernon White in providing much of the relevant material for this report, and for his contribution to the Abbey's life and theological engagement over seven-and-a-half years here. The latter part of this report offers me an opportunity to look forward.

In 2018 the Westminster Seminars continued, in partnership with the Diocese of London, as a forum for theological reflection and discussion provoked by a paper. Themes included the significance of 'place' and identity in Christian theology, a New Testament critique of liberal inclusivism, and whether visible unity really matters for the Church. As a follow-up to the 2017 series 'Excellent Women' three lectures were held on Anglican Women Novelists (organised jointly with the Rector of St Margaret's) exploring the themes and personalities of Jane Eyre, Charlotte Bronte, and Charlotte Yonge.

My predecessor also made regular and distinguished contributions to the work of the Westminster Abbey Institute (chaired by the Rector of St Margaret's, and elaborated upon more fully in her report), through his work on the Steering Group and participation in the Fellows' programme of residential weekends and seminars. Canon White's lectures on the pursuit of truth and integrity were highly valued, alongside his contributions to various seminars with government departments on issues of truth, loyalty, idealism and compromise.

Since 1935, a lecture has been given almost every year in memory of Charles Gore (a Canon of Westminster between 1894 and 1902). In 2018, this formed part of the Abbey Institute programme exploring the theme of truth. Professor Janet Soskice's lecture 'Truth and Beauty' explored the relationship between those two concepts and concluded by borrowing David Jones' notion of "re-presenting" the familiar by referring to the "art of public service," a theme to which we shall return in the Institute's lecture series. The Eric Symes Abbott Lecture, in honour of the distinguished former Dean of Westminster and King's College London, was in 2018 given by the priest and broadcaster the Reverend Richard Coles, and entitled 'Parish Ministry and Spirituality Today.'

The theological basis and Christian element of the Abbey's Visitor Experience continues to be developed under the oversight of the Canon Steward. New work has been undertaken to strengthen the Christian content of the visitor's experience through guided tours by vergers and others and through the reflective content of the new multi-media guide used by visitors.

Westminster Abbey's link with King's College London is long-standing and continues to develop. Over the last year there have been joint projects in theology and the arts, as well as collaborations in public theology. One particular fruit of this relationship is a volume entitled *God's Song and Music's Meaning* edited by Vernon White, Professor Ben Quash (of King's), and myself, which will be published by Routledge in 2019. Canon White supervised several postgraduate students as part of his visiting role in the Theology and Religious Studies Department, and he also delivered lectures for clergy in the Church in Wales, in the diocese of London and elsewhere.

In the coming year, I plan to inaugurate a series of seminars on the nature and mission of the Church to support ecclesiological thinking in the Anglican Communion as a Lambeth Conference approaches in 2020. This is but one way in which the Abbey can reach out to support our wider Anglican family.

My own ecumenical work will continue internationally with the Roman Catholic Church through the Malines Conversations Group (including significant editorial work), with the drafting of a new agreed statement on the nature of communion between the World Communion of Reformed Churches and the Anglican Communion, and between the Russian Orthodox Church and the Church of England.

On a national level, it is a huge privilege to work as one of a team of theologians and parish clergy thinking together about how the Gospel is lived on some of our inner-city estates. I will continue with some limited postgraduate supervision in Cambridge and hope to develop occasional teaching at King's College, London in due course.

All of this work finds a ready home within the Abbey's prayerful and collegiate life, which enables this community to be a School of the Lord's Service from which we can face the challenges and demands of our contemporary culture with discernment, commitment, and hope.



The Archbishop of Canterbury, the Most Reverend and Right Honourable Justin Welby, gives a warm welcome to the Mayor of London, Sadiq Khan, before a Service of Thanksgiving in June to mark the 70th anniversary of the landing of the Windrush.



During a Service of Thanksgiving in June to mark the 70th anniversary of the landing of the Windrush a performance of Mixed Welcome depicted the unforeseen realities of life in Britain for new arrivals from the Caribbean.



The Martin Luther King Celebration Choir sings during a service to mark the 50th anniversary of the death of the Reverend Dr Martin Luther King Jr in April.



Zamaswazi Dlamini-Mandela, granddaughter of Nelson Mandela, lays flowers on a memorial stone in the nave to the former President of the Republic of South Africa.

The Receiver General, Chapter Clerk and Registrar

Paul Baumann
CBE



In recent years the Abbey team has expanded rapidly to take on a growing scope, scale and complexity of activities.

As the earlier chapters of this report make clear, 2018 was another highly successful year for the Abbey, with highlights ranging from memorable occasions of national importance to the most significant enhancement of the Abbey's built heritage in recent times. In this context it is appropriate to record with gratitude the exceptional contribution of my predecessor, Sir Stephen Lamport, to the development of the Abbey over more than a decade – a period during which its impact on the life of the nation has been continuously enhanced and its effectiveness as a high performing and sustainable institution has been greatly strengthened.

As I take up the baton following my installation in January, I draw inspiration from both the unique legacy inherited by the current custodians of the Abbey and the ambitious vision rightly set by the Dean and Chapter for its future mission. The commitment to *Faith at the Heart of the Nation* is deeply relevant at a time when our national life needs the enduring Christian values we represent as much as at any point in the Abbey's 1000-year history.

It is a great privilege to lead a team of nearly 900 highly talented lay volunteers and staff members, whose dedication to excellence and Benedictine welcome in everything they do has been very evident to me in encounters with people from every part of the Abbey community in my first few weeks. In recent years the Abbey team has expanded rapidly to take on a growing scope, scale and complexity of activities, and 2018 was no exception, with a seven per cent increase in permanent staff (whole-time equivalents). The biggest area of growth is the Visitor Experience Team, as it builds the capacity to enable increasing numbers of visitors to experience the treasures housed in The Queen's Diamond Jubilee Galleries opened in June. This team reflects the diversity of the visitors whom they welcome on a daily basis, and around a fifth come from other European Union countries; they make a significant contribution to the life of the Abbey, and we are committed to supporting them in their continued work here through all of the uncertainties and complexities of Brexit.

I share my leadership responsibilities with an excellent Senior Management Team with the experience and skills to run what has become a relatively complex and dynamic organisation with a very full schedule of activities and projects. Over the last year we have welcomed three new members of the leadership team – Malcolm Jones as Deputy Receiver General and Director of Finance, Temi Olusola as Head of Human Resources and Ian Bartlett as Clerk of the Works – and thanked their predecessors, Curtis Juman, Helen Averill and Jim Vincent, for their contribution over a combined total of 27 years.

The Abbey benefits greatly from the wisdom and insight of a number of advisory groups and committees, which enable us to tap into the expertise of leading experts and senior public figures, many of whom have been involved with the Abbey for a number of years. The Abbey Advisory Group, chaired by the Abbey's High Steward, the Duke of Buccleuch, has made an invaluable contribution on topics ranging from the revision of the Abbey's Statutes to the priorities for the appointment of a new Dean. The Finance Advisory Committee has recently taken on the additional functions of an Audit Committee, and the work of the Pension Trustees and Investment Panel is reflected in a significant improvement in the financial position of the Abbey's pension funds – now in surplus – and strong performance in the investment portfolio, which in turn underpins our long-term financial resilience. The strong growth in the activities of our Learning Department and the Westminster Abbey Institute described in earlier chapters has in both cases been actively supported and guided by dedicated Councils of Reference of great quality.

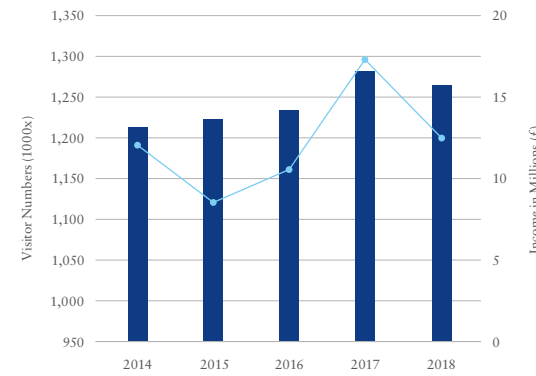
I should like to pay particular tribute to the Campaign Development Board and the American Fund for Westminster Abbey for their vital contributions to the exceptional achievement of raising the £23m in external funding required for The Queen’s Diamond Jubilee Galleries. Particular thanks are due to Guy Weston for chairing the Campaign Development Board over the last seven years and being the inspiration for much of its work as well as a very generous donor in his own right. We are grateful to Will Adderley for taking over the chair of the Campaign Development Board, as it turns its attentions to the new fundraising opportunities arising from the plans to build a Visitors’ Centre on the site and foundations of the Great Sacristy and potential investments to transform digital and physical access to our precious collections of historic documents, books and artefacts over the coming years.

Much has been done in recent times to build the systems and processes required to ensure that the Abbey can continue to run efficiently and effectively, but these need constant refreshing as the Abbey grows in scale, scope and complexity. The Senior Management Team’s priorities in 2019 include further strengthening of our approach to integrated resource planning (covering finance, staff, volunteers and facilities), activity scheduling and internal communications. We will also be developing long term strategies in a number of key areas, including financial sustainability, estates, use of digital technology and sensitive capturing of commercial opportunities.

In a digital age we are conscious that the quality, warmth and inspirational power of the Abbey’s welcome needs to extend to those who engage with us in that way either before or in lieu of a physical visit. A new Abbey website was launched in May 2018 following more than 18 months of research, consultation, design, planning, building and testing. As well as providing practical information for those interested in the Abbey’s services, events, Institute programme and learning activities, it offers rich opportunities to explore the history, heritage and Christian purpose of the Abbey and to become involved as a member of the wider Abbey community. We will build further depth and new channels to the offering as our digital strategy develops, but in the meantime the new website has won a number of industry awards and received 25 per cent more visits.

As we prepare to celebrate 750 years of the evolving fabric and mission of the Abbey since the creation of Henry III’s church in 1269, we look forward with confidence to the challenge of being effective stewards of a priceless legacy of exceptional buildings and other treasures, a liturgical and musical tradition second to none, a central place in the life of the country and the financial and other resources to sustain and develop the nation’s church for the next stage of its long and distinguished history.

1. Visitor Income and Numbers



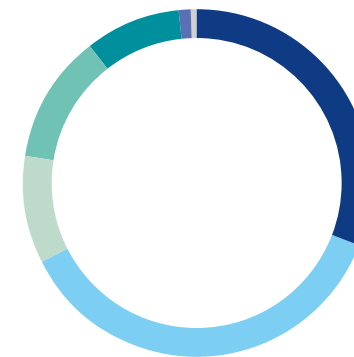
● Visitor Income
— Visitor Numbers

2. Source of Income



● 51% Visitors
● 16% Trading
● 28% Donations
● 3% Investment Income
● 1% Special Events
● 1% Other

3. Analysis of Expenses



● 31% Visitor Related
● 37% Upkeep
● 10% Choir & Music
● 12% Religious Activities
● 9% Trading
● 1% Special Events
● <1% Fundraising



His Royal Highness The Prince of Wales gives a Reflection during a service in December to celebrate the contribution of Christians in the Middle East.



Members of the family of Professor Stephen Hawking watch as Abbey mason Mark Croll seals the memorial above the grave in Scientists' Corner of the distinguished theoretical physicist and cosmologist.



The Dean of Westminster
The Very Reverend
Dr John Hall



The Sub-Dean, Archdeacon of
Westminster and Canon Treasurer
The Venerable
David Stanton



The Rector of St Margaret's and
Canon of Westminster
The Reverend
Jane Sinclair



The Canon Steward
and Almoner
The Reverend
Anthony Ball



The Canon Theologian
The Reverend
Dr James Hawkey



The Receiver General,
Chapter Clerk and Registrar
Paul Baumann
CBE

The Collegiate Church of Saint Peter in Westminster

Summarised financial statements for the year ended 29th September 2018 and supplementary summary financial information for the five years ended 29th September 2018

The summarised financial statements for the year ended 29th September 2018 are not the statutory accounts but a summary of information relating to the consolidated statement of financial activities and the consolidated balance sheet for that year. The supplementary summary information for the five years ended 29th September 2018 does not represent statutory accounts either. The full financial statements, from which the summarised financial statements and the supplementary summary financial information are derived, have received unqualified opinions from the independent auditor, William Binns.

Neither the summarised financial statements nor the summary financial information contain sufficient information to allow a full understanding of the financial affairs of The Collegiate Church of Saint Peter in Westminster.

The full financial statements for the year ended 29th September 2018 were approved by the Dean and Chapter on 18th January 2019, and copies of those statements, including the Auditor's and Dean and Chapter's reports, may be obtained from:

The Chapter Office, 20 Dean's Yard, London SW1P 3PA.



The Very Reverend
Dr John Hall
Dean of Westminster

18th January 2019

Summarised Financial Statements

Consolidated statement of financial activities
For the year ended 29th September 2018

£'000s				2018	2017
	Unrestricted	Restricted	Endowment	Total	Total
Incoming resources					
Visitors	15,675	—	—	15,675	16,334
Trading	5,016	—	—	5,016	5,131
Donations and gifts	395	8,162	—	8,557	12,130
Investment income	708	344	—	1,052	1,155
Special events	366	—	—	366	293
Other income	315	—	—	315	295
	22,475	8,506	—	30,981	35,338
Resources expended					
Religious activities	3,272	136	—	3,408	2,936
Special events	330	—	—	330	375
Visitor related	8,875	22	—	8,897	7,446
Choir and music	2,680	83	—	2,763	3,141
Upkeep	4,917	5,827	—	10,744	12,621
Trading	2,581	—	—	2,581	2,543
Fundraising	17	—	—	17	77
	22,672	6,068	—	28,740	29,139
Net income / (expenditure)	(197)	2,438	—	2,241	6,199
Net gains on investments	405	131	900	1,436	1,654
Actuarial gains on defined benefit scheme	140	—	—	140	—
Transfers between funds	111	(83)	(28)	—	—
Net movement in funds	459	2,486	872	3,817	7,853

Summarised Financial Statements

Consolidated balance sheet
as at 29th September 2018

£'000s	Group 2018	Group 2017
	Total	Total
Fixed Assets		
Intangible assets	499	425
Tangible assets	30,099	27,528
Heritage Assets	298	—
Investments	39,888	37,590
	70,784	65,543
Current Assets		
Stocks - goods for resale	330	299
Debtors: amounts falling due in less than one year	1,793	3,274
Cash and cash equivalents	9,950	11,124
	12,073	14,697
Liabilities		
Creditors: amounts falling due within one year	(7,701)	(9,263)
Net current assets	4,372	5,434
Total assets less current liabilities	75,156	70,977
Liabilities		
Creditors: amounts falling due after more than one year	(362)	—
Total net assets	74,794	70,977
The funds of the charity		
Permanent endowment funds	15,272	14,400
Restricted funds	8,515	6,029
Unrestricted funds:	51,007	50,548
Total charity funds	74,794	70,977

Supplementary Summary Financial Information

Five year summary

£'000s	2018	2017	2016	(restated) 2015	(restated) 2014
Incoming resources	30,981	35,338	24,346	21,832	19,728
Resources expended	(28,740)	(29,139)	(20,787)	(17,290)	(17,243)
Net income / (expenditure)	2,241	6,199	3,559	4,542	2,485
Other consolidated income / (expenditure)	1,576	1,654	2,691	(1,234)	632
Increase in funds	3,817	7,853	6,250	3,308	3,117
Funds brought forward	70,977	63,124	56,874	53,566	50,449
Funds at the year end	74,794	70,977	63,124	56,874	53,566
Funds by category					
Unrestricted	51,007	50,548	46,942	43,454	37,120
Restricted	8,515	6,029	3,042	1,876	4,121
Endowment	15,272	14,400	13,140	11,544	12,325
	74,794	70,977	63,124	56,874	53,566

Summarised Financial Statements

Accountants' report to the Dean and Chapter of
The Collegiate Church of Saint Peter in Westminster

I have been asked to report whether the summarised financial statements and supplementary financial information for The Collegiate Church of Saint Peter in Westminster for the year ended 29th of September 2018, which consists of the consolidated statement of financial activities, consolidated balance sheet and five year summary, have been properly extracted from the audited financial statements of The Collegiate Church of Saint Peter in Westminster for the respective years to which they relate.

This report is made solely to the Dean and Chapter of The Collegiate Church of Saint Peter in Westminster, as a body, in accordance with our engagement letter dated 15th January 2019. My work has been undertaken so that I might report to the Dean and Chapter of The Collegiate Church of Saint Peter in Westminster that the summarised financial statements and supplementary financial information have been properly extracted from the audited financial statements for the respective years to which they relate and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Dean and Chapter of The Collegiate Church of Saint Peter in Westminster as a body, for my work or for this report. The above procedure does not constitute either an audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements; therefore I do not express any assurance on the summarised financial statements and supplementary financial information.

Respective responsibilities

The Dean and Chapter of The Collegiate Church of Saint Peter in Westminster are responsible for preparing the summarised financial statements and supplementary financial information and for determining whether the financial information contained therein is suitable for their needs. The Dean and Chapter of The Collegiate Church of Saint Peter in Westminster acknowledge that the summarised financial statements and supplementary financial information do not contain sufficient information to allow as full an understanding of The Collegiate Church of Saint Peter in Westminster as would be provided by the full financial statements for the year ended 29th September 2018.

My responsibility is to report whether the financial information contained in the summarised financial statements and supplementary financial information have been properly extracted from the audited financial statements for the respective years to which they relate. My engagement was undertaken in accordance with the International Standard on Related Services 4400 "Engagements to perform agreed upon procedures".

We have not considered the effects of events since January 2019, when we signed our report on the full annual financial statements of The Collegiate Church of Saint Peter in Westminster, and the date of this statement.

Report

The financial information contained in the summarised financial statements and supplementary financial information has been properly extracted from the audited financial statements for the respective years to which it relates.



William Binns
for and on behalf of Ernst & Young LLP

13th March 2019



The biennial picture of Abbey clergy, choir and staff gathered in the Cloister Garth in July

Abbey People

It is a great privilege to lead a team of nearly 900 highly talented lay volunteers and staff members, whose dedication to excellence and Benedictine welcome in everything they do has been very evident.

The Receiver General, Chapter Clerk and Registrar
Paul Baumann



The Dean & Chapter of Westminster (left to right):

Paul Baumann, Receiver General, Chapter Clerk and Registrar; the Reverend Anthony Ball, Canon Steward and Almoner; the Venerable David Stanton, Sub-Dean, Archdeacon and Canon Treasurer; the Very Reverend Dr John Hall, Dean of Westminster; the Reverend Jane Sinclair, Rector of St Margaret's and Canon of Westminster; the Reverend Dr James Hawkey, Canon Theologian

The Senior Management Team



The Receiver General,
Chapter Clerk and Registrar
Paul Baumann CBE



Deputy Receiver General
and Director of Finance
Malcolm Jones



Clerk of the Works
Ian Bartlett



Head of Visitor Experience
Scott Craddock



Head of Security
Garry Evanson



Director, Westminster
Abbey Foundation
Valerie Humphrey



Head of Communications
Duncan Jeffery



Organist and Master
of the Choristers
James O'Donnell



Head of Human Resources
Temi Olusola



Head of Event Management
and Marketing
Lorraine Rossdale



Minor Canon and Precentor
The Reverend
Christopher Stoltz



Head of the Abbey
Collection and Librarian
Dr Tony Trowles

Westminster Abbey College

The Dean
 Sub-Dean, Archdeacon & Canon Treasurer
 Rector of St Margaret's
 Canon Steward & Almoner
 Canon Theologian
 The Receiver General, Chapter Clerk & Registrar
 Sir Stephen Lamport/Paul Baumann
 High Steward
 The Duke of Buccleuch
 High Bailiff
 Sir Roy Strong
 Deputy High Steward & Lord Mayor of Westminster
 Cllr Ian Adams/ Cllr Lindsey Hall
 Deputy High Bailiff
 Major General David Burden/Sir Stephen Lamport
 Deputy Receiver General & Director of Finance
 Curtis Juman/Malcolm Jones
 Organist & Master of the Choristers
 James O'Donnell
 Head of the Abbey Collection & Librarian
 Dr Tony Trowles
 Clerk of the Works
 Jim Vincent/Ian Bartlett
 Minor Canon & Precentor
 The Reverend Christopher Stoltz
 Minor Canon & Sacrist
 The Reverend Mark Birch
 Minor Canon & Chaplain
 The Reverend Jenny Petersen
 Legal Secretary
 Christopher Vyse
 Surveyor of the Fabric
 Ptolemy Dean
 Consultant Archaeologist
 Professor Warwick Rodwell
 Headmaster, Westminster Abbey Choir School
 Jonathan Milton
 Auditor
 William Binns
 Head Master, Westminster School
 Patrick Derham
 Under Master, Westminster School
 Dr Deneal Smith/James Kazi
 Master of the Queen's Scholars, Westminster School
 Mark Feltham/Gareth Mann
 Administrator, Westminster Cathedral
 Canon Christopher Tuckwell
 Superintendent Minister, Methodist Central Hall
 The Reverend Dr Martyn Atkins
 Principal, Harris Westminster Sixth Form
 James Handscombe
 Director, Westminster Abbey Foundation
 Valerie Humphrey
 Director, Westminster Abbey Institute
 Dr Claire Foster-Gilbert

Westminster Abbey Fabric Commission

Professor Paul Binski
 Professor Sir David Cannadine
 Bob Carr
 Professor Eamon Duffy
 Dr John Goodall
 Dr Elizabeth Hallam Smith
 Dr Olivia Horsfall Turner
 Dr Julian Litten
 Anne Machin
 Rosemarie MacQueen
 John Maine (adviser)
 The Reverend Tony Redman
 Dr Timothy Schroder
 Sarah Staniforth
 Canon Nicholas Thistlethwaite
 Philip Venning

Westminster Abbey Finance Advisory and Audit Committee

Roger Mountford
 John O'Brien
 Mark Powell

Westminster Abbey Pension Fund Trustees

David Burden
 Christopher Jonas
 John O'Brien
 Tony Woolf

Westminster Abbey Investment Panel

Raymond Haines
 Tim Kidd
 Douglas Shaw
 Chris Sullivan
 Catherine Wall

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