



Westminster Abbey

2013 Report

To The Visitor
Her Majesty The Queen





Your Majesty,

The Dean and Chapter of the Collegiate Church of St Peter in Westminster, under the Charter of Queen Elizabeth I on 21st May 1560 and the Statutes graciously granted us by Your Majesty in a Supplemental Charter on 16th February 2012, is obliged to present an Annual Report to Your Majesty as our Visitor. It is our privilege, as well as our duty, now to present the Dean and Chapter's Annual Report for the Year of Grace 2013.

From time to time, the amount of information and the manner in which it is presented has changed. This year we present the report with more information than in recent years about the wide range of expertise on which the Dean and Chapter is able to draw from volunteers sitting on statutory and non-statutory advisory bodies. We also present more information about our senior staff under the Receiver General and Chapter Clerk who together ensure that the Abbey is managed efficiently and effectively.

We believe that the account of the Abbey's activities in the year 2013 is of wide interest. So we have presented this report in a format which we hope not only the Abbey community of staff, volunteers and regular worshippers but also the wider international public who know and love the Abbey will find attractive.

It is our daily prayer and our earnest intention that we shall continue faithfully to fulfil the Abbey's Mission:

- To serve Almighty God as a 'school of the Lord's service' by offering divine worship daily and publicly;
- To serve the Sovereign by daily prayer and by a ready response to requests made by or on behalf of Her Majesty;
- 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;
- To serve pilgrims and all other visitors and to maintain a tradition of hospitality.

Dean of Westminster
The Very Reverend
Dr John Hall

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The Dean of Westminster

The Very Reverend
Dr John Hall



The centre point of
the Abbey's year in June
was our celebration of
the 60th anniversary
of the Coronation

On 2nd June 1953, Her Majesty The Queen was anointed, vested and crowned at a great celebration of the Holy Eucharist at Westminster Abbey.

The 60th anniversary of a Coronation has never before been celebrated at the Abbey. The service on 4th June 2013 was unique in a thousand years of history.

The centrepiece of the day was of course the service itself, televised by the BBC, and focusing on the sacred aspects of the Coronation and seeking to evoke the shape of a Coronation service. I was keen to point to the central idea of the Coronation as a setting apart for service after the pattern of our Lord Jesus Christ. The message: The Queen was set apart for service at the Coronation on 2nd June 1953; everyone acknowledges the impact of her faithful and dedicated fulfilment of the promises and commitments made that day. We too are called to serve and given the grace that is necessary through the anointing of the Holy Spirit. The emphasis on anointing with holy oil was important.

The St Edward's Crown, used only at Coronations, was brought from the Tower of London and laid on the high altar. The golden Ampulla, the vessel containing the sacred oil for anointing, also rested there. The related central symbolic act in the service was when a wide cross-section of representatives of the people brought a flask of oil through the Abbey and offered it at the altar.

I was also keen to recall the shape and something of the character of the service. The introit psalm was Parry's I Was Glad and it was agreed that the Queen's Scholars would sing the Vivats. This was the first time the Vivats had been sung outside a Coronation service and sent a tingle down many spines. The Choristers who sang at the Coronation in 1953 contributed a newly commissioned anthem by Bob Chilcott.

The Queen and The Duke of Edinburgh together with other senior Members of the Royal Family stayed for receptions and a luncheon in College Hall. Other events surrounded the celebration. Coronation! a photographic exhibition was held in the Chapter House through the summer months.

The Diamond Jubilee portrait of The Queen by Ralph Heimans, an Australian portrait painter, had been acquired for the Abbey by Lord and Lady Harris of Peckham and was also displayed in the Chapter House. The portrait will be a centre-piece of the Queen's Diamond Jubilee Galleries in the Triforium, to be opened early in 2018. A special exhibition of miniature models of the Coronation Chair was held in the Undercroft Museum.

Three other significant projects were associated with the 60th anniversary of the Coronation. After a long period of conservation, the Coronation chair was moved to a new position in the chapel at the south-west corner of the Nave, currently known as St George's Chapel. Two new stained glass windows in the Lady Chapel, the gift of Lord and Lady Harris, were created by stained glass artist Helen Whittaker at Barley Studio in York, interpreting the full scale cartoons provided by artist Hughie O'Donoghue. The City of London Corporation commissioned an organ for the use of the Lord Mayor Roger Gifford during his term of office as a gift to The Queen in honour of the Diamond Jubilee;



The St Edward's Crown, used only at Coronations, was brought from the Tower of London and laid on the high altar.

Her Majesty was pleased to give the organ for use in the Lady Chapel on permanent loan. The Queen's Organ, built by Mander Organs, was dedicated on 5th November in the presence of HRH The Earl of Wessex and James O'Donnell gave a short recital.

2013 will also be remembered for the election of Pope Francis and, within a few days of the conclusion of the conclave in Rome, that of Justin Welby as Archbishop of Canterbury. We were delighted to welcome the new archbishop formally and publicly on Ascension Day. Later in the year, he gave the address on 4th June and consecrated bishops for the first time in the Abbey in September, one of them Jonathan Goodall, a former Minor Canon and priest vicar, as Bishop of Ebbsfleet.

Two major residential conferences took place at the Abbey. The annual conference of the Deans of UK cathedrals met soon after Easter for a programme organised by the Abbey which included distinguished visiting speakers and engagements at Buckingham Palace, the Supreme Court and the Palace of Westminster with key people. The Archbishop of Westminster Vincent Nichols welcomed the conference to his cathedral and to a reception in his throne room. Later in the year the British Archaeological Association held, for the first time since 1902, its own equally interesting and successful conference at the Abbey.

Two unusual special services were held in the Abbey church during the autumn.

On 23rd October, during the British Food Fortnight, a harvest festival service was held in the Abbey for the first time since 1966, attended by large numbers of children and young people from schools and from scout and guide groups in all parts of the country. The service, like the Fortnight itself, was strongly supported by HRH The Duchess of Cornwall, who dignified the occasion with her charming presence.

On a quite different note, on Remembrance Sunday, in the evening, 1800 or more people, many of them directly affected by the events commemorated, attended a service of solemn remembrance and hope on the 75th anniversary of Kristallnacht, the night of pogroms against the Jews by the Nazis. The service had been planned in association with the West London and Belsize Square synagogues, whose choirs sang. In addition to moving personal witness testimonies and an address by Rabbi Baroness Neuberger, the Kaddish was said and the Shoah candelabra was lit as a focal point on the Sacrarium steps.

It was a privilege for me during the year twice to carry the story of the Abbey to different cities in the United States of America, where there is a high degree of affection for the Abbey. In May I undertook a series of engagements in Chicago, New York and Washington DC, the last including a visit to the White House, and in September in Los Angeles, San Francisco and Seattle. I was accompanied by the Receiver General and the director of the Abbey Foundation and in May by the Abbey head of Communications, and found many opportunities to speak to audiences through the media and direct in person by lectures and sermons as well as meeting many people interested in supporting the Abbey's ambitious plans, further developed through the year, towards opening the Queen's Diamond Jubilee Galleries in the Triforium.

The Presidents of Malawi, the United Arab Emirates, the Islamic Republic of Afghanistan and the Republic of Korea were received by the Dean and Chapter and laid wreaths at the Grave of the Unknown Warrior before being given a short tour of the Abbey and signing the distinguished visitors book.

The Dean and Chapter had decided to initiate an honour, the St Edward's Cross, to be awarded to an individual who had given long and dedicated service to the Abbey. The intention was clear: to honour service that had been exceptional and sustained and that had provided some particular benefit to the Abbey. This honour would only be awarded very rarely. The form of the honour is a silver badge with the Cross of St Edward on a blue background surrounded by oak leaves. On 18th October, during Edwardtide, at a lunch in the Deanery, the first St Edward's Cross was presented to Miss Barbara Harvey CBE, Emeritus Fellow of Somerville College Oxford, whose academic lectures and publications since the 1960s have greatly illuminated the life of the medieval Abbey. We discovered that as a lecturer at Queen Mary's University of London between 1952 and 1955, Miss Harvey had taught the young Roy Strong.

Following the retirement in the summer of Canon Bob Reiss as Sub-Dean, Canon Treasurer and Almoner, we welcomed Canon David Stanton as Canon Treasurer. Canon Jane Hedges became Sub-Dean. Robert Quinney departed after almost nine years as Sub-Organist to take up his new post as Director of Music at Peterborough Cathedral and Daniel Cook, a former assistant organist, and most recently Director of Music at St David's Cathedral, replaced him as Sub-Organist. The Reverend Mike Macey, Minor Canon for five and a half years and latterly also Precentor, resigned his post with effect from Christmas Day. Mike and Emma moved to Boxwood in Hertfordshire, where Mike was collated and inducted as vicar in February 2014. Their first child Sophie was born in January. Leigh Nixon retired after 28 years' service as tenor lay vicar (and latterly choir librarian), having started his singing career here as a chorister in the 1960s. Simon Gay retired after 30 years as counter-tenor lay vicar.

The Abbey Choir toured Hungary. The Music Department arranged over 50 public concerts, including the Sunday recital series, the Summer Organ Festival, and several choral concerts.

The Abbey Choir also performed to capacity audiences at Cadogan Hall and St Stephen's Basilica, Budapest, and the choristers took part in a remarkable Remembrance Sunday performance of Benjamin Britten's War Requiem at the Royal Albert Hall.

The Abbey musicians and the priority of worship had a high profile over the Christmas season: BBC One televised live both the Midnight Mass and Christmas morning Eucharist and also re-broadcast on BBC Two the series of three programmes about the Abbey first broadcast in December 2012.

By the end of 2013, we were beginning to plan in detail memorial services for President Nelson Mandela of South Africa, Sir David Frost and Sir John Tavener, and looking forward to the service for the Most Honourable Order of the Bath with the installation of Knights Grand Cross in May in the presence of The Queen and The Prince of Wales.

Her Majesty The Queen arrives for the service to mark the 60th anniversary of the Coronation.





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- 1 West London and Belsize Square synagogues at a Service of Solemn Remembrance and Hope to mark the 75th Anniversary of Kristallnacht
- 2 The Dean of Westminster and Abbey colleagues with their American hosts outside the White House in Washington
- 3 The Queen at lunch in College Hall after the service to mark the 60th anniversary of Her Majesty's Coronation

- 4 The Coronation Chair in its new position in St George's Chapel
- 5 The Speaker of the House of Commons, the Right Honourable John Bercow MP with His Grace Bishop Angelos, General Bishop of the Coptic Orthodox Church in the UK, in St Margaret's Church
- 6 Her Excellency Park Geun-hye, President of South Korea at the Grave of the Unknown Warrior



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- 7 The Dean guides the new Canon Treasurer, the Reverend David Stanton, to his stall in the Quire at his installation service.
- 8 The vergers of Westminster Abbey with the Crown of St Edward before the service to mark the 60th anniversary of the Coronation of Her Majesty The Queen
- 9 The Archbishop of Canterbury, the Most Reverend and Right Honourable Justin Welby, at the service to mark the 60th anniversary of the coronation of Her Majesty The Queen

- 10 Her Royal Highness The Duchess of Cornwall at the Harvest Service
- 11 The congregation at the Coronation anniversary service represented as many people, and jobs, as possible.

The Sub-Dean, Archdeacon and Canon Steward of Westminster

The Venerable
Dr Jane Hedges



We welcomed
1,347,091 people,
almost a 14% increase
on the previous year

This past year has been the busiest year at the Abbey in terms of visitor numbers since the introduction of charging for entrance in the late 1990s.

In total we welcomed 1,347,091 people, the numbers representing almost a 14% increase on the previous year. Dealing with this volume of people has presented challenges for our staff especially at the busiest times of the year, when the Abbey has become so full that we have had to hold back the queue.

However, it is also gratifying that so many people wish to visit Westminster Abbey and during the past year we have been looking carefully at how we can continue to improve the experience we give to our visitors. We tackled this through the appointment of a consultant who spent two months with us and whose brief was to deliver a detailed set of recommendations to the Dean and Chapter regarding the presentation of the Abbey and the management of staff. In particular he was asked to look at the quality and consistency of our handling of visitors as well as at the nature of the role of the Abbey's floor staff optimising their skills, offering better training and opportunities to gain qualifications, providing more variety in job roles and the possibility of career progression and also developing our ability as employers to offer apprenticeships in the future.

His report was considered by the Dean and Chapter in July and his recommendation to appoint a Head of Visitor Experience adopted. We are delighted that Scott Craddock was appointed in the late autumn and began work with us in January 2014. He brings with him a wealth of experience in change management and is setting about the task of shadowing staff, introducing daily and weekly briefings, providing new uniforms and better working practices, and thinking about the way he wants his staff teams to be structured in the future.

In addition to the paid staff who work as Marshals, Cashiers, Audioguide Assistants and Attendant Cleaners, our ministry to visitors continues to benefit from the dedication and enthusiasm of around 180 volunteers, each offering four or more hours a week to welcoming and guiding those who come to the Abbey. They are managed by our Deputy Head Marshal, Simon Jones, who does a magnificent job, encouraging and communicating with the team, bringing to his work a particularly keen sense of humour.

Those coming to the Abbey this summer had their visit further enhanced by the exhibition in the Chapter House celebrating the Diamond Jubilee of the Coronation. Visitors are sometimes surprised to discover that Westminster Abbey is surrounded by green space. Our team of 3 gardeners, Jan Pancheri (Head), Cormac Connolly and Zoe Cain, are responsible for caring for the College Garden, St Catherine's Garden, the Little Cloister Garden and the Garth of the Main Cloister, together with Dean's Yard, North Green and the area around St Margaret's Church.

During 2012 and the first six months of 2013 the team was very pleased to be joined by an apprentice, Danny Britten, who worked in the garden four days a week and spent one day at Capel Manor horticultural college. His time with our gardening team brought the energy, enthusiasm and fresh ideas of a young trainee, who was himself able to gain tremendously from the expertise of the more experienced gardeners. He moved on to work in a garden attached to a farm in Surrey.

In College Garden we celebrated the Diamond Jubilee with a floral badge in 2012 followed by a more relaxed planting style for the Coronation year, which was much appreciated. During the past year the Education Department has worked with over 8000 UK school children and a further 4000 have visited the Abbey on self-guided school visits. We have had children from all over the country, including groups from Fife, Argyll, Armagh, Bath, Shropshire, Cumbria and Cornwall.

With funding from the John Lyon's Charity we have worked on an outreach project to 51 schools who had not previously visited. We are delighted that this funding has been extended to repeat the project in 2014.

To celebrate the 60th anniversary of the Coronation, we worked in partnership with Historic Royal Palaces on a community photography exhibition in St. Margaret's Church charting the route of the Crown Jewels from the Tower of London to the Abbey. More than 100 adults from various community groups also visited the Abbey on evening tours as part of this partnership.

The summer holiday family events again proved popular, with over 270 children bringing their adults for fun activities. This year Theatre Tots Ltd performed an original musical based on the life of St. Edward the Confessor, to which we invited local nursery schools – a wonderful experience for our smallest visitors! The company performed again on Pilgrimage Day in October in the atmospheric venue of the Chapter House. Our education team, Grazyna Richmond, Laura Arends and Lou Cash, have worked well with new job-sharing arrangements set up following periods of maternity leave, and our volunteers have proved invaluable with delivering the wide range of themed tours and workshops.

The Events and Protocol Department encompasses four disciplines: Protocol, Commercial Events, Internal Hospitality, Concerts and Lectures. These are managed by Matthew Arnoldi (Head of Protocol), Beth Boxall (Events Manager), Michael Kyzirakos (Internal Hospitality Coordinator), and Alison Chown (Special Events Coordinator). The Head of Department, Lorraine Rossdale, also oversees the public catering contract and in October she took on the additional responsibility of marketing the Abbey.

During 2013 Protocol organised 54 Special Services at the Abbey and five Services of Thanksgiving at St. Margaret's.

2013 saw 57 external bookings in the Abbey, 34 of which were corporate and the remainder charities. Revenue to the Abbey amounted to £195,594, an increase of 14% over 2012. Commission from a nominated list of suppliers added £19,303. New types of event were introduced. Permission was granted by the Dean and Chapter for dinners in the Cloisters, with the first dinner in May. The summer garden season also saw another successful year. Changes here included a different orientation for the marquee with attractive decking at the entrance.

The Abbey's continued support to charities was a significant part of the schedule. As a result of their event, the Macmillan Cancer Trust raised £128,000. The Abbey hosted 351 events during the year, including 48 external events in the Deanery by permission of the Dean. In March the Dean hosted a dinner in the Jerusalem Chamber to mark the 600th Anniversary of the death of King Henry IV. Care was taken to design each course to reflect

the kind of the food eaten during his reign. In June, the Events office planned and organised the lecture 'Vivat Regina!' given by the Rt Revd and Rt Hon Dr Richard Chartres, Bishop of London, and the Coronation Concert. Autumn focused on the launch events for the Westminster Abbey Institute, the two December Choir Concerts and the Christmas Services.

Eventbrite was used for the first time to ticket lectures and then, later in the year, the Abbey's Christmas services. The system has made the administration of these events much simpler and enabled communication updates with those attending. Tickets for the four ticketed Services went live at 5am on 18th November. At its peak, 10 tickets per Service were being booked every minute. Tickets for the Services of Lessons and Carols had all been allocated by 9.30am, with tickets for the Midnight Eucharist and Christmas Day Services being available until early December. In total the four service pages were viewed 26,408 times. A total of 6,318 people booked online and applications came from 54 countries. 63% were from the UK.

Westminster Abbey is blessed with skilled and committed staff teams who have made this great variety of work possible and helped the Dean and Chapter to fulfil our important mission of offering Benedictine hospitality to those who visit and worship here.

The Archbishop of Canterbury, The Most Reverend and the Rt Hon Justin Welby, gives the Address at the service to mark the 60th anniversary of the Coronation of Her Majesty The Queen before Her Majesty and members of the Royal Family.





The Canon Rector of St Margaret's

The Reverend
Andrew Tremlett



As usual throughout the year there are many special services which draw in a wider circle of supporters and contacts

“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 position”.

Each year in this Report, I revisit the third of the Abbey's Mission statements as the area of particular focus for the Rector of St Margaret's. While 'fostering the place of true religion within national life' is a joint and corporate responsibility for the Abbey as a whole, the second part of the statement – the maintenance of close relationships with Members of both Houses, as well as with others in representative positions – lies particularly within my responsibilities.

Sunday worship continues to attract a regular congregation in St Margaret's, drawn from a wide catchment: some have Westminster connections, others find themselves here through personal circumstances. The opportunity for fellowship at the end of the service is especially welcomed, and gives both visitors and regulars an opportunity to meet. Beyond the worshipping congregation, a number are active in Churches Together in Westminster, and also in the ecumenical provision of support for the Homeless. St Margaret's hosted an open evening in the year for Churches Together.

As usual throughout the year there are many special services which draw in a wider circle of supporters and contacts. The opening of the Field of Remembrance in November by HRH The Duke of Edinburgh, on this occasion accompanied by HRH Prince Henry of Wales, presents a major opportunity for pastoral support to be offered through daily chaplains' ministry over the 10 days the field is open.

April saw Thomas Trotter reach the significant milestone of 30 years as the Organist of St Margaret's. A celebratory concert was held in his honour – with himself as the sole performer – in aid of the Royal School of Organist foundation. There were a number of exhibitions hosted by St Margaret's in 2012-13, including Arabella Dorman's 'Greater Love' and Edward Robinson's 'Forms of Silence' during Lent (the last exhibition before his death in May 2013).

During the year, a long-standing Priest Vicar of St Margaret's, Prof. Paul Bradshaw, who had been appointed by Donald Gray, moved in retirement to the United States.

His successor, Dr Fiona Stewart-Darling, took up her role in September 2013. The church's close connection with both the Grey Coat Hospital and Westminster City School for Boys have borne fruit, with the boys' school OFSTED report in January stating “The school's Christian ethos and its promotion of cultural, social and moral diversity permeate all aspects of the school community.” This is a testament to the work of Garry Swinton, another of our Priest Vicars.

Alongside the traditional use of St Margaret's and the Chapel of St Mary Undercroft for Baptisms, Weddings and Memorial services, one of the more unusual developments has been the celebration of the Coptic Festival of Nayrouz (New Year). A personal message from Her Majesty The Queen, together with the presence of both the Speaker of the House of Commons and of the Rt Hon Alistair Burt (FCO Minister), gave the Coptic community a deep sense of the United Kingdom's concern for the plight of Coptic Christians in Egypt.

The working relationships between CSMU and St Margaret's are progressing steadily and positively: Prebendary Rose Hudson-Wilkin (made a Prebend of St Paul's Cathedral during the year) is a valued colleague in the Abbey community. The monthly Parliamentary Communion has continued to grow with both Members & Peers attending.

With the appointment of Ptolemy Dean in 2012 as Surveyor to the Fabric, St Margaret's was used as the test-bed for the new Quinquennial Inspection. The report highlights the important principle that, in terms of overall fabric needs, St Margaret's is carefully treated as part of the Abbey precinct.

The major project in the pipeline is the provision of disabled access to St Margaret's by the construction of a ramp through the south side of the porch. Initial work began in September 2013, and will include the relaying of paths around the West End of the church as well as the incision of a new archway to receive the ramp.

With the removal of scaffold from the tower, the way has been opened for a proper condition survey of the bells, a long-held aspiration. This is now in hand, together with a small fund-raising group, and the aim is to complete the works in the course of 2014 as part of the 400th anniversary of the link between St Margaret's and the House of Commons.

With the support of the Canon Theologian and the Receiver General, the creation of the Westminster Abbey Institute has been the major area of work in the past year. The appointment of Claire Foster-Gilbert as the Institute's first Director marks a significant step both in the creation of a coherent programme and in the development of the Abbey's public engagement with our 'parish' of Civil Servants, Parliamentarians and the Westminster political community.

From one perspective, the Institute has been structured – at least in an initial phase – so as not to generate new streams of work, but rather to coordinate and give cohesion to pre-existing programmes. For the Canon Rector, this includes the Westminster Conversation series, Inter-Faith engagement and occasional Whitehall addresses. For the Canon Theologian this relates to a wide range of lectures, seminars and other opportunities for reflection. The inclusion of Sixth-form conferences has made a total of 7 streams of work.

The value of coordinating these streams of engagement has become apparent, with greater clarity both in the programming of events and in the Institute's ability to make decision on content.

The initial response to the 'Telling the Truth' Autumn 2013 programme has been encouraging, with over 2,000 people signed up to attend.

A newly-formed Council of Reference met under the Chairmanship of the Dean in November. This group, made up of distinguished political, academic, military and civil service figures, is already playing a significant role in advising the Institute on future strategy.

With the Director taking responsibility for administering and promoting these programmes, the Canon Rector is able to give more time to building and maintaining the relationships highlighted in the Abbey's Mission Statement. Far from diminishing the opportunities, the creation of the Institute has greatly increased the Abbey's capacity for public engagement and impact.

In the longer term, the internal effect of this is to move the Abbey's relationship with Parliament and Whitehall away from being a responsibility held almost exclusively by one member of Chapter, to one where a number of us are engaged in different ways – Rector, Canon Theologian and Director certainly – but other Chapter colleagues, not to mention St Margaret's and the Minor Canons' offices. Occasional opportunities, such as the Canon Steward's membership of the Magna Carta year group, reinforce this broader level of contact.

As we look to the coming year, plans are already well in place for a Spring 2014 series on 'Feeding the Soul', which highlights the link between Music and Theology. Later in the year, in line with the Abbey's national role in marking the outbreak of World War I with a vigil at the Grave of the Unknown Warrior, the Institute's programme will be 'Going to War?', exploring the political and ethical decision-making processes behind such decisions. Still further ahead, with the passing of the Fixed-Term Parliaments Act, the next general election is now less than 2 years away (May 2015) and Chapter will need to be well-placed both to respond to the debate around a General Election, but also to ensure that we have made adequate preparation for building relationships with newly-elected members.

His Royal Highness The Duke of Edinburgh
and His Royal Highness Prince Henry of Wales
at the opening of the Field of Remembrance





The Canon Theologian

The Reverend
Professor Vernon White



The question of how
we imagine God is
a common thread

In its witness to Christian faith the Abbey is founded on belief in God, the experience of God, and worship of God. Even so, explicit reflection about God cannot be taken for granted. Because we are embedded in a plural and semi-secular society, the Abbey is often relating to people and institutions who have no such belief, or who only express it implicitly. Even those who are representatives of Christian faith do not always reflect much on their own beliefs. The challenge, therefore, is to ensure that our own deepest beliefs about God never wither for lack of oxygen. While much of our engagement with public life lives out this belief only tacitly (quite rightly), we also need to open it up for more explicit airing.

As the Rector has reported in more detail, the programme of seminars, conversations, and public lectures which help make this possible is now being co-ordinated and focussed through the Westminster Abbey Institute. Its overall aim is to foster faith in public life in a variety of ways. Many of these will involve implicit faith. But within this wider aim there will also be this explicitly theological question to pursue: i.e. the question of God. What do we really mean by God? What sort of God do we mean? How do we imagine God? Should we even try? What difference does it make if we do? 2013 began with precisely this focus. As Canon Theologian I offered three public lectures in the spring to explore concepts of God, in scripture, philosophy, and wider imagination. The theme was then pursued further in a variety of seminars and workshops with 6th formers, clergy, politicians, and academics.

Later in the year the same core concern was expressed through a symposium of lectures and debate organised to commemorate the 50th anniversary of the death of writer C.S. Lewis (now memorialised in the Abbey in Poets' Corner). This drew an international audience of nearly 600 to consider ways in which Lewis himself imagined and communicated the reality of God, and how we might do the same more effectively in our own day.

As part of the autumn programme, this came under the umbrella title of 'Telling the Truth' - a reminder that questions about God are not just a matter of private preference, but of public truthfulness.

Beyond the Abbey walls, but representing the same concern, I have continued to teach and lecture in a variety of contexts. Amongst these, I have debated matters of life beyond death in different faiths (with Baroness Julia Neuberger); held discussions at Westminster School; delivered a series of talks for Lincoln clergy for a study day on 'wellbeing of the mind', exploring issues of truthfulness in religious belief; preached in various other churches and institutions throughout the year; given a research paper at Exeter University on re-imagining the possibilities of 'providence'. A similar research paper is forthcoming for Heythrop College. This past year I have also joined the Research Training Committee of the Archbishop's Examination in Theology, to support it's work of facilitating theological research.

As Visiting Professor at King's College London, I continue to provide some post-graduate teaching on the MA course in modern doctrine and on the doctoral programme for Theology and Ministry.



The Right Honourable Jack Straw MP, Sir Max Hastings, Lord (Robert) Winston and Wendy Cope with the Director of the Westminster Abbey Institute, Claire Foster-Gilbert, at the Anatomy of Truth debate

I have also taken on supervision of some doctoral students in areas which connect with these same areas of basic belief in God. My own research project into the meaning of providence has already borne fruit in a number of papers and talks. I hope to publish it in due course, primarily as a contribution within academic theology. Its dissemination beyond academic discussion remains to be seen, but its fundamental thesis certainly has wider relevance. At the heart of the proposal is the suggestion that God's providence, properly understood, allows us to have 'purpose without progress'. That is to say, a mature understanding of God can sustain a sense of personal and social purpose even when visible progress is not forthcoming.

This question of how we imagine God is, therefore, a common thread in a Canon Theologian's role. Working with other colleagues, it is what I see the role can contribute most distinctively. The question will always inform all areas of Abbey life, especially the Institute, and we shall be continuing to ask it in a variety of ways as the 2014 programmes unfold. The meaning of God in music, in social justice, in diplomacy and war, will all be on the agenda. As I reflected in last year's report, it is heartening and encouraging that the interest and opportunity to pursue this continues to be offered by the Abbey. It is a vital part of its life and mission.

The Canon Treasurer and Almoner

The Reverend
David Stanton



During 2013 just over
£2.2m was raised in cash
and new firm pledges

The last financial year, ending in September 2013, produced a healthy surplus. Despite initial signs that visitor numbers would gradually decline to levels experienced before The Royal Wedding and the Olympics, numbers increased over the year. We are pleased to report that 1.35m paying visitors came to the Abbey, the highest visitor numbers ever recorded. The consequent exceptional visitor income figures were supported by strong contributions from both the retail and catering operations. This in turn enabled the Dean and Chapter to continue building up the free cash reserves, towards their target level of one year's expenditure, which has underpinned the Abbey's major project expenditure programmes. While visitor numbers so far this year are a little below last the outlook remains encouraging.

Attendance at services also continued at a high level and the collections at services and other contributions made by individuals enabled the Abbey to make charitable donations of £172,000 in the year.

This was also a healthy year for fundraising for both the Abbey and its fundraising arm, the Westminster Abbey Foundation. During 2013 just over £2.2m was raised in cash and new firm pledges (£1.09m cash/£1.13m new pledges). In addition, donations were received for our longer term projects to establish the Queen's Diamond Jubilee Galleries and the new Song School. At the end of 2013 just over £6.7m in cash and firm pledges had been raised for the new Galleries. The overall cost is estimated to be £17.1m with an anticipated opening date of spring 2018. Our American Fund for Westminster Abbey also showed good progress during its first full year of operation. To date they have raised just over \$500,000 and with this income they have made grants to the Abbey for the cleaning of the Triforium windows and the conservation of the Coronation Chair.

During the year the Dean and Chapter continued consultations with staff over the future of the Defined Benefit Pension Scheme, the costs of which had become unsustainable. The Scheme was closed in August 2013. It was immediately replaced by a market-leading Defined Contribution Pension Scheme and, following the closure, the Dean and Chapter paid a large deficit contribution into the former scheme, to put it in a self-sustainable position for the future. It funded this contribution by way of a bank loan.

This year was also marked by continued major work on the fabric. The refurbishment and letting of two properties in Abbey Gardens was completed and new tenants moved in, providing a welcome increase in rental income.

The principal fabric work for the year, allied closely with fundraising, focused on the Queen's Diamond Jubilee Galleries, planned for the Triforium, and the enabling projects identified as key to the preparation for this main development. These preparatory works have gained pace and, subject to necessary planning permissions, most will be completed during 2014. This includes a new home for the Headmaster of the Choir School in part of the building at No.4 Dean's Yard which was previously let commercially. The completion of these initial projects will provide the site and the opportunity to relocate the Song School into a building far more suited to the 21st century and to provide new lavatories for the Abbey's visitors. Both these projects are planned to be completed over the turn of 2015. This will then release the site for the access Tower to the Triforium.

Consultations and preparatory work towards planning permission for the access Tower continue in parallel to the enabling projects. The project is being supported by the appointment of Gardiner & Theobald as project managers, who will supervise the preparatory works and organize the necessary specialist advice that this project will need. This work is funded to the point in Spring 2015 when we hope to obtain statutory consents. The project will continue with the access Tower work planned for 2016 and the fit-out of the exhibition space for 2017.

Whilst this continues, day-to-day work on maintenance of the fabric proceeds under the supervision of the Clerk of Works. The Dean and Chapter will shortly receive the Quinquennial report on the fabric of the Abbey, St Margaret's and the precincts, prepared by Ptolemy Dean, the Surveyor of the Fabric. Initial reports do not indicate any unexpected works, but there will inevitably be a number of major projects to be set in hand, principally on the roofs. There will also be a schedule of other work to significant parts of the fabric and the monuments, which is only to be expected as part of the stewardship of this important and historic Abbey. To ensure that this is addressed in an expeditious and efficient manner, the Abbey's internal Project Group has been reformed and has been joined by an external project manager to provide additional professional skills and advice.

There was one notable addition to the Abbey collection in the year, the Ralph Heiman's portrait of HM The Queen standing on the Cosmati pavement before the High Altar, painted to celebrate the Diamond Jubilee. It was funded by a generous donor.



The Diamond Jubilee portrait of Her Majesty The Queen by Ralph Heimans in the Chapter House

The Receiver General and Chapter Clerk

Sir Stephen Lamport KCVO DL



The Abbey's website
received two million visits,
three times the impact of
our website five years ago

As has been described elsewhere in this Annual Report, 2013 was an exceptionally busy year for the Abbey. The impact of this success brings its inevitable pressures on our staff, at all levels and in every department, both on our 250 paid employees and on our nearly 500 volunteers. The demands on them are considerable and unrelenting.

Much of this work is unsung. The Works Department, for example, which employs only 15 people, undertook 1,980 jobs of varying size and complexity over the year, from changing a lamp to the re-ordering of St George's Chapel and the new and beautiful display of the Coronation Chair.

These demands, together with the high profile of the Abbey's national and international reputation, mean that the work of the Abbey needs to be of the highest quality. This is not only, for example, in the provision of an ever-improving visitor experience, as the Canon Steward has described. We need also to help our staff meet these challenges by giving them the best management support we can. The Abbey's human resources policies are the subject of regular improvement. We have over the year, for example, given greater focus to the training of staff. The closure of the defined benefit pension scheme and its replacement by a defined contribution scheme was an important change to make if the Abbey was to be able to provide a pension scheme for its employees which was affordable for the long-term and was in the best overall interests of our staff. We were equally concerned to put in place a scheme which would be as generous as possible within the constraints of our income. Such changes have a direct impact on individuals: we have worked hard to explain to our staff at each stage the circumstances which make change necessary.

The pursuit of quality needs to be reflected also in our methods of communication. The Abbey continues to improve its use of new media to reflect the changing expectations of our visitors and worshippers. Our use of digital and social media continues to grow. The Abbey's website is our principal digital platform. In 2013 it received two million visits, three times the impact of our website five years ago. Our Facebook page has an average weekly reach of more than a quarter of a million. Our Twitter site now has more than 25,000 followers.

The growth in the range of the Abbey's activities, of which the Abbey Institute and the Cellarium restaurant – described earlier in this Report - are conspicuous examples, also increases the physical pressure on our residential and office space. This will always be the case given the constraints under which we must operate. There are very limited possibilities to find extra accommodation, which means we have to be alert to changing opportunities and to make the most efficient possible use of the space we have. It is a constant challenge, which in 2013 benefitted to a limited extent from our taking back an important Abbey property in Dean's Yard which had for many years been commercially let.

The Abbey is fortunate to have a loyal and committed staff. The average length of service is six and a half years. And we have the benefit of six members of staff who have each served the Abbey for more than 28 years. These are notable examples of the dedication of a staff without whose enthusiasm and care for the life of the Abbey we would not be able to discharge our role to the high degree of excellence which needs to inform all that we do.

The Abbey's financial position deserves a fuller explanation than usual. The summarised financial statements that follow this report disclose a very encouraging picture. As the Canon Treasurer has noted, the last financial year produced a healthy surplus, where incoming resources exceeded outgoings by £4.6m. The five-year summary shows that surpluses have been generated in four of the last five years.

The improved result last year was driven by visitor income increasing faster than expenditure (22% compared to 1.25%), thereby offsetting a decrease in donations and gifts, which naturally vary from year to year. This exceptional visitor income was driven by high visitor numbers and an increase in the price of visitor entry tickets during the year. The financial results over the last five years have broadly followed this trend, as we show in Chart 1.

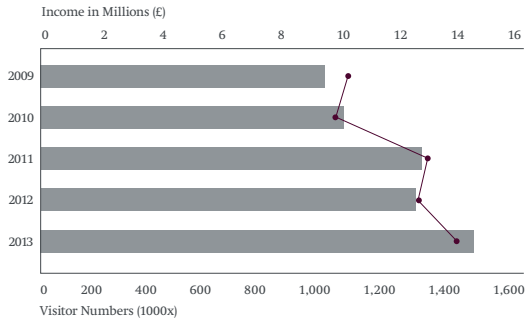
Chart 2 shows the year's income (excluding non-cash items) with tourism as the overwhelming source of the Abbey's revenue. This dependence will continue given the very limited scope to diversify our income. The principal risks associated with this level of dependence, a decline in visitors and a change in the mix of visitors, are a constant concern. Until 2009/10 visitor numbers were almost consistently around the one million mark. Following The Royal Wedding and the buoyancy of tourism in the aftermath of the Olympics, the Abbey has experienced over the last five years an increase in visitors of up to 40%. There are signs that this increasing trend has now peaked and is gently declining. We also need to attract visitors through other marketing channels, in particular the London Pass. The consequence of this has been a decline in the proportion of visitors paying the full entry price. These underlying trends explain our present focus on improving the quality and value of the visitor experience. We continue to monitor entry prices, where we believe we still have some scope for changes that will increase revenue, but the scope for increases may be more limited than in the past. And we have put in place a new responsibility for marketing with a senior member of the Abbey team.

Encouragingly, our expenditure has remained stable year on year. Although it has increased 32% over the last five years our income has increased by 44% over the same period. Chart 3 sets out an analysis of our expenditure over the year and indicates that two-thirds of the Abbey's outgoings are spent on the mission, the music and fabric, while only 23% is spent on our visitor experience operations.

Overall the financial assets of the Abbey increased to £50m in 2013, although these are offset by a bank loan of £9.6m, taken out to provide the means to remove the existing deficit in the Pension Scheme. Chart 4 describes how these assets were apportioned on 29th September 2013. The chart highlights that, while there are sufficient funds to provide the working capital of the Abbey's present operations, the need to generate additional surpluses to provide funds to repay the loan must remain a high priority. If we derived no further operational surpluses from our annual income, and our bank loan had to be repaid out of current financial assets, there would be only £1.1m of liquid assets to support our day-to-day operations. This highlights the importance of managing the Abbey's finances prudently.

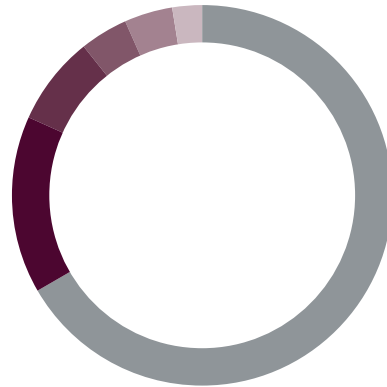
The Dean and Chapter is very conscious of the need to generate over the next few years further financial surpluses and to manage the balance between visitor numbers and entry ticket pricing. Its financial objectives are firmly focussed on addressing the challenges set by these two issues.

1. Visitor Income and Numbers



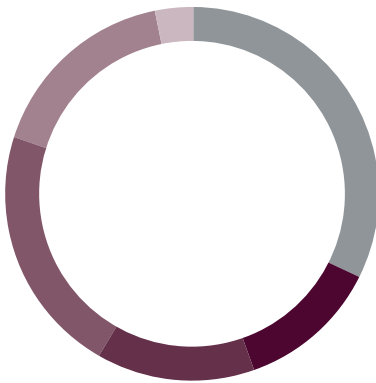
● Visitor Income
 -● Visitor Numbers

2. Source of Income



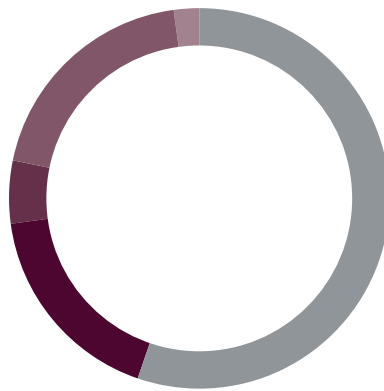
● 68% Visitors
 ● 19% Trading
 ● 5% Donations
 ● 3% Investment Income
 ● 3% Special Events
 ● 2% Other

3. Analysis of Expenses



● 32% Upkeep
 ● 13% Choir and Music
 ● 13% Trading
 ● 23% Visitor Related
 ● 17% Mission
 ● 2% Other

4. Balance Sheet Analysis



● 55% Property
 ● 20% Endowment Funds
 ● 7% Restricted Funds
 ● 16% Pensions Reserve
 ● 2% Remaining Cash



The Dean of Westminster
The Very Reverend
Dr John Hall



The Sub-Dean, Archdeacon and
Canon Steward of Westminster
The Venerable
Dr Jane Hedges



The Canon Treasurer
and Almoner
The Reverend
David Stanton



The Canon Rector
of St Margaret's
The Reverend
Andrew Tremlett



The Canon Theologian
The Reverend
Professor Vernon White



The Receiver General
and Chapter Clerk
Sir Stephen Lamport
KCVO DL



The Collegiate Church of Saint Peter Westminster

Summarised financial statements for the year ended 29th September 2013 and supplementary summary financial information for the five years ended 29th September 2013

The summarised financial statements for the year ended 29th September 2013 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 2013 does not represent statutory accounts either. The full financial statements, from which the summarised financial statements and the supplementary summary financial information is derived, have received unqualified opinions from the independent auditor, Andrew McIntyre.

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 Westminster.

The full financial statements for the year ended 29th September 2013 were approved by the Dean and Chapter on 16th January 2014 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.



Dean of Westminster
The Very Reverend
Dr John Hall

21st March 2014

Summarised Financial Statements

Consolidated statement of financial activities
for the year ended 29th September 2013

(£'000)	Unrestricted	Restricted	Endowment	2013 Total	2012 Total
Incoming resources					
Visitors	14,304	—	—	14,304	11,715
Trading	4,064	—	—	4,064	3,665
Donations and gifts	320	748	—	1,068	4,775
Investment income	306	449	—	755	701
Special events	544	—	—	544	543
Other income	367	—	—	367	222
Curtailement gain	1,922	—	—	1,922	—
	21,827	1,197	—	23,024	21,621
Resources expended					
Religious activities	2,077	156	—	2,233	2,137
Special events	932	—	—	932	972
Visitor related	4,172	2	—	4,174	4,110
Choir and music	2,351	116	—	2,467	2,344
Upkeep	4,880	1,017	—	5,897	5,855
Trading	2,363	—	—	2,363	2,355
Fundraising	264	—	—	264	334
Governance costs	150	—	—	150	147
	17,189	1,291	—	18,480	18,254
Net incoming/(outgoing) resources	4,638	(94)	—	4,544	3,367
Transfers between funds	29	(23)	—	6	—
Disposal of almshouses	—	—	—	—	(723)
Investment and property revaluations	9,151	122	956	10,229	1,490
Actuarial loss on pension scheme	(4,457)	—	—	(4,457)	(602)
Net increase for the year	9,361	5	956	10,322	3,532

Summarised Financial Statements

Consolidated balance sheet
as at 29th September 2013

(£'000)	Unrestricted	Restricted	Endowment	2013 Total	2012 Total
Analysis of assets between funds					
Tangible fixed assets	26,504	–	–	26,504	18,361
Investments	9,560	4,423	11,863	25,846	26,141
Net current assets	7,675	–	–	7,675	2,981
	43,739	4,423	11,863	60,025	47,483
Liabilities					
Long term liability	(9,576)	–	–	9,576	–
Pension scheme liability	–	–	–	–	(7,356)
Net assets	34,163	4,423	11,863	50,449	40,127
Funds	34,163	4,423	11,863	50,449	40,127

Supplementary Summary Financial Information

Five year summary

(£'000)	2013	2012	2011	2010	2009
Incoming resources	23,024	21,621	21,852	14,940	15,452
Resources expended	(18,480)	(18,254)	(16,098)	(16,045)	(13,965)
Net (outgoing) / incoming resources	4,544	3,367	5,754	(1,105)	1,487
Investment and property revaluations	10,235	1,490	(770)	4,271	1,027
Actuarial loss on pension scheme	(4,457)	(602)	(1,286)	(1,681)	(1,941)
Disposal of almshouses	–	(723)	–	–	–
Increase in funds	10,322	3,532	3,698	1,485	573
Funds brought forward	40,127	36,595	32,897	31,412	30,839
Funds at the year end	50,449	40,127	36,595	32,897	31,412
Funds by category					
Unrestricted	43,739	32,158	32,061	28,519	26,124
Long term liability	(9,576)	–	–	–	–
Pension reserve	–	(7,356)	(6,888)	(6,693)	(4,979)
Restricted	4,423	4,418	2,332	1,434	1,508
Endowment	11,863	10,907	9,090	9,637	8,759
	50,449	40,127	36,595	32,897	31,412

Summarised Financial Opinion

Independent auditor's statement to The Dean and Chapter
of The Collegiate Church of Saint Peter Westminster

I have examined the summarised financial statements, comprising the Consolidated Statement of Financial Activities and the Consolidated Balance Sheet for the year ended 29th September 2013. This statement is made solely to The Dean and Chapter of the Collegiate Church of St Peter Westminster ("The Dean and Chapter") as a body. My audit work has been undertaken so that I might state to The Dean and Chapter those matters that I am required to include in an auditor's statement, 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, for my audit work, for this statement, or for the opinions I have formed.

The Dean and Chapter is responsible for the preparation of the summarised financial statements with applicable United Kingdom law and the recommendations of Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005).

I have been appointed as auditor in accordance with The Royal Charter of 1560 (as amended) which governs The Collegiate Church of St Peter Westminster. My responsibility is to state to you my opinion on the consistency of the summarised financial statements with the full annual financial statements of the Collegiate Church of St Peter Westminster ("the full annual financial statements") and the 2013 Report of The Dean and Chapter of Westminster to the Visitor Her Majesty The Queen ("the Annual Report") in accordance with applicable United Kingdom law and International Standards on Auditing (UK and Ireland). Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors.

I also read the other information contained in the Annual Report and consider the implications for my statement if I become aware of any apparent misstatements or material inconsistencies with the summarised financial statements and supplementary summary financial information.

I conducted my work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. My report to The Dean and Chapter, contained within the full annual financial statements, describes the basis of my opinion on those financial statements.

In my opinion the summarised financial statements for the year ended 29th September 2013 are consistent with the full annual financial statements and the Annual Report. I have not considered the effects of any events between 16th January 2014, the date on which my report to the full annual financial statements was signed, and the date of this statement.



Chartered Accountant
Andrew McIntyre

21st March 2014

Abbey People

The Abbey is fortunate to have a loyal and committed staff. The average length of service is six and a half years



1 2 3 4 5

The Dean and Chapter of Westminster:

1. The Reverend
Professor Vernon White
2. The Venerable
Dr Jane Hedges
3. The Very Reverend
Dr John Hall
4. The Reverend
David Stanton
5. The Reverend
Andrew Tremlett

The Senior Management Team



The Receiver General
and Chapter Clerk
Sir Stephen Lamport KCVO DL



Deputy Receiver General
and Head of Finance
Stuart Bailey



Head of Human Resources
Helen Averill



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 Event
Management and Marketing
Lorraine Rossdale



Head of the Abbey
Collection and Librarian
Dr Tony Trowles



Clerk of the Works
Jim Vincent

Westminster Abbey College

The Dean

Sub-Dean

Canon Rector of St Margaret's

Canon Theologian

Canon Treasurer

The Receiver General and Chapter Clerk

High Steward

The Right Honourable

The Lord Luce KG GCVO PC DL

High Bailiff

Sir Roy Strong

Organist and Master of the Choristers

James O'Donnell

Legal Secretary

Christopher Vyse

Surveyor of the Fabric

Ptolemy Dean

Librarian

Dr Tony Trowles

Clerk of the Works

Jim Vincent

Consultant Archaeologist

Professor Warwick Rodwell

Headmaster, Westminster

Abbey Choir School

Jonathan Milton

Deputy Receiver General

Stuart Bailey

Auditor

Andrew McIntyre

Minor Canon & Precentor

The Reverend Dr James Hawkey

Head Master, Westminster School

Dr Stephen Spurr

Master of the Queen's Scholars

Westminster School

Mark Feltham

Representative of the Lay Vicars

Mark Dobell

Deputy High Bailiff

Major General David Burden, CB CVO CBE

Administrator, Westminster Cathedral

Canon Christopher Tuckwell

Superintendent Minister

Methodist Central Hall

The Reverend Martin Turner

Westminster Abbey

Fabric Commission

Professor Paul Binski

Dr Ian Bristow

Bob Carr

Professor Sir David Cannadine

Professor Eamon Duffy

Dr Richard Gem

Philippa Glanville

Dr Elizabeth Hallam Smith

Ian Hume

Dr Julian Litten

Anne Machin

Rosemarie MacQueen

John Maine

The Reverend Tony Redman

Sarah Staniforth

Canon Nicholas Thistlethwaite

Philip Venning

Westminster Abbey Institute

Director

Claire Foster-Gilbert

Westminster Abbey

Finance Advisory Committee

Alexander Hoare

John O'Brien

Ian Peacock

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David Thomas

Christopher Jonas

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Investment Panel

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Tim Kidd

Raymond Haines

Chris Sullivan

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