



Westminster Abbey 2017 Report

To The Visitor
Her Majesty The Queen



Contents

4 — 13	The Dean of Westminster The Very Reverend Dr John Hall
14 — 17	The Sub-Dean, Archdeacon of Westminster and Canon Theologian The Reverend Professor Vernon White
20 — 23	The Canon Treasurer and Almoner The Reverend David Stanton
24 — 27	The Rector of St Margaret's and Canon of Westminster The Reverend Jane Sinclair
30 — 33	The Canon Steward The Reverend Anthony Ball
34 — 37	The Receiver General and Chapter Clerk Sir Stephen Lamport KCVO DL
43 — 47	Summarised Financial Statement
48 — 51	Abbey People

(Front Cover) Her Majesty The Queen is presented with a posy at the conclusion of the Commonwealth Service in March.

Your Majesty,

The Dean and Chapter of Westminster takes great pleasure in offering Your Majesty as the Abbey's Visitor our annual report on the mission of the Collegiate Church of St Peter in Westminster during the Year of Our Lord 2017.

The Dean and Chapter's commitment is at its heart to maintain the pattern of the daily worship of almighty God: four services on each weekday at 7.30, 8, 12.30 and 5, three on Saturday at 8, 9 and 5 and five on Sunday at 8, 10, 11.15, 3 and 6.30. We are greatly encouraged by the numbers of people from all over the world who attend Abbey services through the year, almost 300,000 in 2017, and especially at Christmas and Easter when the Abbey is full at all the great services. Many of our worshippers are young people and no doubt many are new to the experience of worship they find at the Abbey. It is our hope and prayer that here they have a genuine experience of the beauty and love of almighty God.

Our commitment is to play our part within the Church of England and the Anglican Communion. In addition, over the past fifty years, the Abbey has offered an increasingly generous and inclusive welcome to leaders and members of other Christian denominations and of other world faiths on many particular occasions. Thus the Abbey makes space for wider expressions of faith.

We say of the Abbey that it is at the heart of the nation. The claim rests on the decision of Edward, King and Confessor, in 1042 to rebuild the Abbey and to build his Palace beside the Abbey. Here in Westminster, symbolised by the Palace and the Abbey, Church and State have over the past 950 years coexisted and collaborated, at some times more comfortably than at others. Over the years the chief offices of the civil and military service in Whitehall and, in the Supreme Court, the leaders of the judiciary, have gathered around Westminster Abbey and the Palace of Westminster, all within a short distance of Buckingham Palace. Thus the Abbey is at the heart of national life.

The Dean and Chapter remains committed to the Abbey's four-fold Mission

- To serve Almighty God 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 celebrating the distinctive witness of the Christian faith; by upholding the place of religious faith within national life; and by active engagement with Parliament, Whitehall and others in positions of public service;
- To serve all pilgrims and visitors to the Abbey, and to maintain a tradition of hospitality.

We also acknowledge the need to exercise good financial control and maintain effective administration. We are well supported by Sir Stephen Lamport KCVO DL, who continues in his role as Receiver General and Chapter Clerk, and our staff.

Whilst the Dean and Chapter together offers spiritual and practical leadership to the Abbey community and I as Ordinary take particular responsibility for the ordering of worship, each member of the Chapter has his or her own area of oversight: the Theologian for the development of thinking and praying communities, the Treasurer for the Abbey's finances and fabric, the Rector of St Margaret's for the relationship with Westminster and Whitehall, and the Steward for visitors and hospitality. The following pages tell the story of all these areas in the past year.

The year 2018 will be another full and interesting year. We look forward to the completion of the work to create in the Eastern Triforium The Queen's Diamond Jubilee Galleries in the early summer. We are particularly glad to have raised, through private donations of individuals and family trusts, the entire cost of the Galleries and are enormously grateful for the patronage of HRH The Prince of Wales for our Appeal.

Later in the year we look forward to dedicating a great window in the north transept designed by David Hockney OM and made by the Barley Studio York to celebrate Your Majesty's reign.

2018 also sees special services in March, as every year, to celebrate the Commonwealth, in July to mark the centenary of the Royal Air Force and on 11th November to mark the centenary of the Armistice bringing to an end the Great War.

The Dean and Chapter continues to be immensely encouraged by the evidence of a warm welcome for the Abbey's mission and ministry, whether in our statutory and special services, through concerts and recitals, through events of all kinds from lectures to visitor tours and pilgrimages to receptions and summer band concerts and, recently added, theatrical and cinematic evenings. And we are hugely grateful for our 800 or more staff and volunteers who make it all possible.



The Dean of Westminster
The Very Reverend
Dr John Hall

The Dean of Westminster

The Very Reverend
Dr John Hall



The Abbey's year revolves around the great festivals of Christmas and Easter.

On 22nd March 2017, an attack by a driver running his car on to the pavement of Westminster Bridge and then knifing a police officer at the vehicle access to the House of Commons left five people dead and 50 injured. That afternoon, 1400 people from the Palace of Westminster found refuge in the Abbey, arranged at twenty minutes' notice, until they could be interviewed by detectives some four hours after they had arrived. They waited patiently, while our excellent caterers Benugo served them tea and coffee. A fortnight after the Westminster incident, we held in the Abbey a Service of Hope, which the BBC televised and which was attended by the victims' families and many of the injured, the first responders and others closely involved following the incident, together with The Duke and Duchess of Cambridge and Prince Harry. The service included prayers offered by representatives of the Muslim, Jewish and Sikh as well as Christian faiths. The Mayor of London Sadiq Khan read the prayer of St Francis of Assisi. The service faced what had happened but in its inclusiveness and harmony signified the hope that is in us all.

As with every church, the Abbey's year revolves around the great festivals of Christmas and Easter and thus around the central story of our Christian faith: the birth of Jesus Christ and his death and resurrection. This above all offers us hope, however dark the times and uncertain the prospects that face us. At Christmas, the Abbey's two main carol services and the Midnight Mass attract great numbers of people as do the two choral services on Christmas Day. The great services of the three holy days running up to Easter, Maundy Thursday, Good Friday and Holy Saturday, are full of solemnity and ultimately of triumphant joy. Easter Day also sees a full Abbey at what are for me the most beautiful and resonant services of the year.

But there are other powerful fixed points through the Abbey year. On 29th June, we celebrate the Abbey's patron saint, St Peter, with a sacred and secular feast. Every year the Prime Warden of the Fishmongers comes to dinner on the evening of the feast and we assemble 130 of the Abbey's key people in College Hall. In 2017 we were delighted to welcome to the dinner The Princess Royal at one of the first events of Her Royal Highness's year as Prime Warden.

On 13th October, every year, we celebrate the Translation of St Edward the Confessor, the moment in 1163, two years after his canonisation, when his body was removed from its grave in front of the high altar of the church he had built and repositioned in a shrine above ground. That same date was used for the consecration in 1269 of the current church Henry III had built in honour of his sainted predecessor. The annual celebration culminates in the national pilgrimage to the Shrine of St Edward, when we charge nothing for admission to the Abbey and all those who wish to come are invited to join in pilgrimage events, including shrine visits and the offer of sacraments of healing and reconciliation. Last year we were pleased to welcome as the preacher at the 11.30 Festival Eucharist the Bishop of Worcester, the Right Reverend John Inge. I admitted the first group of Abbey Oblates after Evensong. The following day every year we celebrate the Abbey's dedication and the Lord Lieutenant and all the Mayors of the London Boroughs come to Evensong. The Bishop at Lambeth preached at Evensong, the Right Reverend Tim Thornton.

Other fixed points in the Abbey's year include the Commonwealth Day Service on the second Monday in March, when as usual we were delighted to welcome Her Majesty The Queen with The Duke of Edinburgh and other Members of the Royal Family.



Their Royal Highnesses The Duke and Duchess of Cambridge and His Royal Highness Prince Henry of Wales at a Service of Hope in March following the terror attack in Westminster



Her Majesty The Queen leaves the Abbey after the annual Commonwealth Service in March.



The Abbey Choir and congregation during a Service of Lessons and Carols at Christmas

ANZAC Day, attended last year by The Duke of York, continues immensely popular with the Australian and New Zealand communities in the United Kingdom; this year I also attended the dawn ceremony at the national memorials at Hyde Park Corner and the ceremony at the Cenotaph at 11.00 am.

In May every year we hold a service to commemorate Florence Nightingale and to celebrate nursing, attended again by Princess Alexandra.

In September every year we mark Battle of Britain Sunday with senior and other representatives of the Royal Air Force, in particular the distinguished surviving veterans. The Prince of Wales and The Duchess of Cornwall graced the occasion and following the service had conversations with the sadly dwindling number of veterans, all of whom they have come to know well.

We welcomed the new Lord Chief Justice, now the Right Honourable Lord Burnett of Maldon, to the service marking the beginning of the Judicial Year, on Monday 2nd October. Bishop Michael Doe, the preacher at Gray's Inn, gave the address.

On 4th November, the Abbey welcomed 2,000 or so volunteer Scout and Guide leaders, all of them with long service, from throughout the United Kingdom to celebrate this remarkable work with great numbers of young people. I spoke to someone before the service who had become a scout leader 61 years earlier; many had fifty years' service.

Those are the annual fixed points.

But frequently we also mark significant centenaries. In 2017 there were two: the centenary of the Commonwealth War Graves Commission on 23rd May, attended by representatives from around the world who maintain the many thousands of war cemeteries wherever people in the British services had met their deaths, with The Duke of Kent; and quite differently a service attended on 17th October by Princess Alexandra to celebrate the centenary of Lady Margaret School in Fulham, named after the mother of Henry VII, whose tomb is in the south aisle of the Lady Chapel. As always the Abbey was full with over 2,000 people at each of those services.

On 7th June, we held a memorial and thanksgiving service for Ronnie Corbett, attended by his family and a large number of his friends and people associated with his long career on television and more widely.

Blessed Oscar Romero, Archbishop of San Salvador, martyred on 24th March 1980, is commemorated on the west front with other 20th century martyrs. On 23rd September, we held a special Evensong, attended by Cardinal Vincent Nichols, to mark the centenary of his birth, at which the former Archbishop of Canterbury Lord Williams of Oystermouth gave the address. The service was recorded by the BBC and later broadcast on Radio 3.

On 31st October, the 500th anniversary of the beginning of the Reformation in Germany, marked by Martin Luther sending his 95 theses to his archbishop, we welcomed representatives of all the Churches, including leaders of the Lutheran Churches in this country and Cardinal Vincent Nichols of Westminster with other Roman Catholic prelates, among them the Papal Nuncio, to a service at which the Archbishop of Canterbury gave an address, followed by a symposium in St Margaret's Church.

We welcomed distinguished visitors to the Abbey during the year.

On 12th May, Pope Tawadros II, the leader of the Coptic Orthodox Church, based in Egypt, came to a service where he was received by the Archbishop of Canterbury and also by Bishop Angaelos, General Bishop for the Coptic Church in this country and a President of Churches Together in England, a familiar friend of the Abbey, now appointed for the Coptic Church their Bishop of London.

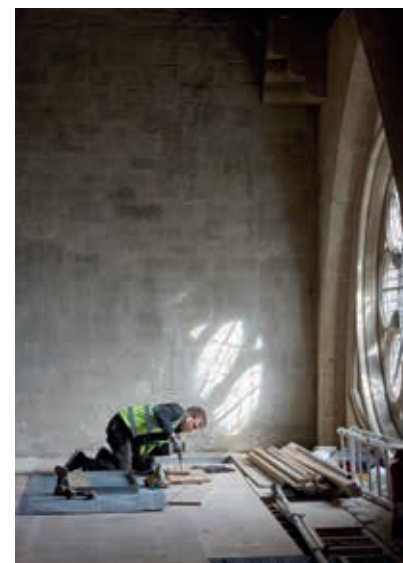
On 13th July we were pleased to welcome the King and Queen of Spain on their State Visit to Her Majesty The Queen, accompanied by Prince Harry. King Felipe and Queen Letizia stood with me at the Grave of the Unknown Warrior and laid a wreath as we prayed for world peace. Then, accompanied by a substantial entourage, I led them on a tour, showing the King in particular the tomb of Eleanor of Castile, the queen of Edward I, and the grave of Mary I, whose husband was Philip II of Spain.

On 28th November, the President of Germany paid a more informal visit to the Abbey, where he laid a wreath at the Grave of the Unknown Warrior and we had a brief tour.

On 30th November, in an evening celebration of the work of the Anglican Centre in Rome for the Friends of the Anglican Centre, we welcomed its new Director, Archbishop Bernard Ntahoturi, formerly primate of the Anglican Church in Burundi, together with Fr Tony Curren of the Pontifical Council for Promoting Christian Unity.

In January, the Choir of Westminster Abbey made a brief visit to Rome, where I was spending a month of my two-month sabbatical. They sang a concert marking the Octave of Prayer for Christian Unity in the Basilica of St John Lateran with the Sistine Chapel Choir. Then on 25th January, the feast of the Conversion of St Paul, they sang again with the Sistine Chapel Choir at Vespers celebrated by Pope Francis in the Basilica of St Paul outside the Walls. That morning we had a private audience with the Pope.

On 4th July the Choir gave a gala recital at Buckingham Palace in the presence of The Prince of Wales before a dinner to thank generous donors towards the cost of The Queen's Diamond Jubilee Galleries, which will be opened in the summer.



Throughout the year work has continued to transform the Abbey's medieval triforium into The Queen's Diamond Jubilee Galleries which will open in June 2018.



Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall meet choristers after the Commonwealth Service in March.



His Royal Highness The Duke of York with the Dean at the start of the ANZAC service in April

The Sub-Dean, Archdeacon of Westminster and Canon Theologian

The Reverend
Professor Vernon White



We shall also offer resources of various kinds to help combat people trafficking and modern-day slavery.

Three main strands have been woven into the thread of the Abbey's theological life of the past year. All are embedded in the overall ongoing life of the Abbey in some way, but received particular impetus and emphasis in 2017.

The first reflects our central concern to represent faith at the heart of the nation, especially in its public life. This concern is focussed through the work of the Westminster Abbey Institute - to which the Canon Theologian contributes as a member of its steering group. Its spring programme dealt with the issue of integrity in public life. A theological basis for this has been encapsulated in the simple, resonant words of the prophet Micah: 'What does the Lord require of you but to do justice, love mercy, and walk humbly with your God'.

Other themes for public life were published this year in a volume of essays ('The Moral Heart of Public Service'), giving wider access to the work of the Institute. I have also lectured about these concerns overseas. As part of sabbatical leave earlier in the year I used the work of the Institute as a concrete example of how Christian faith and values can resource public life and service in largely secular or pluralist environments. Under the overall title of 'Unveiling the Spirit in Public Life - an experiment in Westminster' these issues were discussed with students in Duke University USA, with the National Cathedral Washington USA, and with faculty and students in the Chinese University of Hong Kong.

A second strand of theological reflection centred on commemorations to mark the 500th anniversary of the beginning of the Reformation. As reported elsewhere the Archbishop of Canterbury spoke at an ecumenical service in the Abbey on 31st October which celebrated reconciliation and the healing of past divisions. This was framed by a notable lecture ('Protest and Liberty: How the Reformation Shaped Modern Democracy'), and a well-attended theological symposium ('Liberated by God's Grace'). Organised in partnership with the Lutheran Council of Great Britain, this symposium attracted a distinguished field of scholarly contributors and a wide range of participants. The focus at these events included the positive social and political consequences of reformation, in addition to its specifically religious content.

The third area where theological reflection has borne fruit is in the Abbey's social engagement. As anticipated in last year's report, a comprehensive audit on the Abbey's engagement with social issues has now taken place. It revealed a good deal of activity already being undertaken in and through the Abbey in a wide range of areas. Without wishing to discourage any of these existing initiatives we have also now committed ourselves to a more focussed policy of engagement. Two particular areas for work have been identified so far. We will continue to work closely with The Prince's Trust, and with schools, to offer work experience and other opportunities to disadvantaged young people. We shall also offer resources of various kinds to help combat people trafficking and modern-day slavery, and to help support its victims. All this is an outcome of some serious theological thinking. Chapter and senior staff together considered the challenge of the Gospel, which is to make social justice and service to the disadvantaged as core to our life and mission as our prayer and worship.

As in previous years the Abbey has also maintained a wider theological and literary lecture and seminar programme. Complementing Institute programmes on 'Integrity' and 'Democracy', the 2017 Charles Gore lecture was delivered by academic and novelist Marilynne Robinson on 'Integrity and the Modern Intellectual Tradition'. The annual Eric Symes Abbott Memorial Lecture, in Association with King's College London and Keble College Oxford, was given by

novelist Sally Vickers on 'Faith and Imagination: How Arts speak to the reality of the Unseen'. A series of three lectures on Anglican women novelists was held in Poets' Corner, initiated by the Canon Rector. Regular theological seminars have continued to be offered in the Jerusalem Chamber with the Diocese of London. The 2017 programme has included such diverse subjects as anglican identity, the problem of 'painting' Christ, the nature of unity, and the meaning of 'glory'. A further seminar was dedicated to reviewing Lord Pentregarth's recent book on the problem of evil and suffering: 'The Beauty and the Horror'.

As Canon Theologian I have maintained a teaching role with doctoral students through association with King's College London, continued my own writing projects, and accepted various invitations to teach and preach elsewhere. It has been a privilege to speak in parish churches and University Chapels, as well as in academic seminars – and to encounter there the abiding interest in reflecting deeply on matters of faith both in our churches and educational institutions.

As a Chapter we intentionally nurture this amongst ourselves in regular times of theological reflection. These are opportunities to review all aspects of Abbey life specifically through a theological lens. And, where necessary, to think afresh in the light of that theological imperative.



Second World War fighter pilots receive a standing ovation from the congregation in the nave at the end of the Battle of Britain service in September.



Three circuit judges in the west cloister before the annual Judges Service in October



Chelsea Pensioners around the Grave of the Unknown Warrior after a service of thanksgiving to celebrate the centenary of the Commonwealth War Graves Commission at the Abbey in May

The Canon Treasurer and Almoner

The Reverend
David Stanton



The Abbey's finances are on a firmer foundation than they have been for many years.

The Abbey has had an outstanding financial year. Our chief sources of income continue to be derived from visitor charges, donations and investment income. Total income in the year amounted to £35.3m (2016: £24.3m). This increase was due in particular to donations in support of work on The Queen's Diamond Jubilee Galleries of £8.6m (2016: £2.5m). Total charitable expenditure in the year amounted to £26.5m (2016: £18.3m). The total net incoming resources for the year before investment gains were £6.2m (2016: £3.6m). The Abbey remains reliant on the income generated from paying visitors as it receives no Church Commissioners or State funding. The number of paying visitors to the Abbey during the year was 1,295,290 (2016: 1,158,290) an increase of 12 per cent (2016: increase of 3.6 per cent) from the previous year's figure. This raised £16.3m (2016: £14.1m) an increase of 15.6 per cent on the prior year.

The Abbey's commercial activities are undertaken by its trading subsidiary, Westminster Abbey Enterprises Limited (WAEL). WAEL gift-aids its surplus to the Abbey and the Westminster Abbey Trust. During the year a trading surplus of £2.2m (2016: £1.8m) was achieved. The Abbey shop remains the most financially successful of its type throughout the United Kingdom.

Total investment gains amounted to £1.7m (2016: gain of £2.7m). The Abbey's ethical investment policy follows the practices recommended by the Church of England's Ethical Investment Advisory Group. In addition, the funds held are subject to an annual ethical review.

Much of the Abbey's expenditure relates to staff costs of £10.3m (2016: £9.4m), for the 300 staff (2016: 288 staff). The cost of maintaining our first-class choir and music was £3.1m (2016: £2.8m) and the cost for our worship and other religious activities was £2.9m (2016: £2.8m)

During the year, charitable donations in excess of £200,000 were approved by the Dean and Chapter. The Abbey has, on average, donated in excess of a quarter of a million pounds each year over the last five years. During this year a new donations policy was agreed to help target better our giving in line with the Abbey's developing approach to social engagement.

To safeguard the mission of the Abbey we also hold reserves, currently £22.6m, to cover any significant reduction in our income – for example, if there were to be a catastrophic decline in tourist visiting to London. The Dean and Chapter is committed to ensuring that existing operational and financial controls are adequate. An internal audit programme is in place and the Abbey maintains a risk register summarising risks by department and also project level risk registers. These are rated in terms of likelihood and impact and grouped by objective.

Excellent progress is being made on the major project to open The Queen's Diamond Jubilee Galleries in June 2018. The Abbey Collection team continue to work closely with MUMA, the exhibition designers. Our conservators are nearing completion of the conservation, treatment and preparation for the display of stonework, paintings, polychrome effigies and metalwork in the Galleries. The Abbey's 11th century Undercroft has continued to provide an additional temporary conservation studio where much of this work has been done alongside external conservators working on the conservation of textiles and other artefacts.



King Felipe of Spain and Queen Letizia, together with Prince Harry, paid a state visit to the Abbey in July.



His Holiness Pope Tawadros II, Pope of Alexandria and Patriarch of the See of Saint Mark, with His Grace The Archbishop of Canterbury, the Most Reverend and Right Honourable Justin Welby, at Evensong in May

Among much other detailed preparation the Abbey's small curatorial team working on the exhibition has finalised most of the interpretation which will be a crucial part of communicating with visitors to the new galleries. Our Collections staff have also written the Galleries guidebook which will include an account of the triforium as a historic space, introductions to each of the four exhibition themes, and more detailed accounts of forty of the key exhibits. Construction of the access tower is well under way and the lift shaft, steel structure, exterior stone works and roof have been completed. The programme of fund-raising continues to be successful with a further £7m being raised over the year by Westminster Abbey Trust. By the beginning of 2018 we had successfully raised all the £22.9m needed to complete the Galleries.

Work also continued on the repairs identified in the 2014-15 Quinquennial Survey conducted by the Surveyor of the Fabric. This included re-roofing the South Triforium Roof of The Abbey and refurbishing the organ as well as repairing the Abbey's precinct wall. A total of £1.9m was spent on these works. The Garfield Weston Trust for Westminster Abbey made grants of £1.9m to The Abbey during the year to support this work. A further £2m was spent on general upkeep and maintenance of the Abbey's fabric. Other key projects completed in the year include helping worshippers to share together better in acts of worship by installing video monitors in the Nave and upgrading the sound system in St Margaret's church. The Abbey has also begun work on developing a long term lighting strategy.

This has been a year of considerable achievement in terms of our financial performance and the care of our fabric. Although we do not expect the exceptional level of visitors last year to be repeated, the Abbey's finances are on a firmer foundation than they have been for many years.

The Rector of St Margaret's and Canon of Westminster

The Reverend
Jane Sinclair



St Margaret's hosted a service for the new Parliament in July.

2017 was a busy year at St Margaret's Church: consolidating changes initiated in 2016 and actively extending and strengthening the church's networks within Parliament and Whitehall. Two vestry parties for neighbours in and around Westminster and Whitehall were held; and the Rector deputised for the Speaker's Chaplain for Parliamentary prayers and for services in CSMU on many occasions. A monthly service of Holy Communion for Parliamentarians continued to be held in St Margaret's throughout 2017. A number of exhibitions, concerts, lectures, and educational events for young people, were held in St Margaret's during the year.

Notable services of thanksgiving held at St Margaret's included that held for the Right Honourable The 1st Earl of Snowdon, attended by Her Majesty The Queen, His Royal Highness The Duke of Edinburgh, and many members of the Royal Family. In addition, services of thanksgiving were held for The Right Honourable The Lord Mayhew of Twysden, The 3rd Baron Lyell, The Right Honourable The Lord Jenkin of Roding, Sir Alan Urwick, and Tam Dalyell.

St Margaret's hosted a service for the new Parliament in July at which the preacher was the Archbishop of Canterbury; and the Nayrouz service to mark the Coptic New Year in October, at which the preacher was Bishop Angaelos. The opening of the national Field of Remembrance was undertaken by HRH Prince Henry of Wales on 9th November 2017 in the presence of 2000 ex-service men and women.

The morale of the Sunday Sung Eucharist congregation continued to be generally positive. Sunday lunchtime learning opportunities were attended by members of the Sunday congregation seeking to deepen their understanding of the Christian faith. A new sound system was installed in St Margaret's, and a new set of robes purchased for the choir, during 2017. The choir continued to sing its wide repertoire superbly, normally with a cohort of professional male and female singers, but also with 8 boy choristers drawn from Westminster Under School on three Sundays per term. Plans to establish a girls' section of the choir continued to be developed during the year.

Following a short review of the monthly contemporary language Sung Eucharist, it was decided to discontinue the service from July 2017, and instead to continue to hold the Common Worship Order One Sung Eucharist in traditional language on every Sunday of the month. Autumn 2017 saw the completion of preparations for the re-establishment of the Sunday School. A suitably qualified member of the congregation was appointed as the voluntary St Margaret's Church Safeguarding Co-ordinator.

Visitor numbers to St Margaret's shrank by approximately two thirds following the implementation of new security arrangements around north green after the March terrorist attack on the Palace of Westminster. Some additional measures were subsequently implemented to encourage Abbey visitors to come to St Margaret's on free guided tours.

The midweek use of St Margaret's has continued to be marked by weekly school assemblies and services, notably Harris Westminster Sixth Form, Grey Coat Hospital and Westminster City School.

As well as a range of pastoral offices and regular weekly Communion services, a number of special services were held in the Chapel of St Mary Undercroft, in the Palace of Westminster. St Margaret's and Abbey staff offered support to the Speaker's Chaplain for 48 services held in the Chapel; as well as for an overnight vigil held in the presence of the body of PC Keith Palmer, killed on Parliamentary duty during the 22nd March terrorist attack.

Special services in 2017 at CSMU included services held on Ash Wednesday and St David's Day, a Baby Loss Awareness service, a service attended by the Moderator of the General Assembly of the Church of Scotland, and a number of carol services.

The Rector of St Margaret's also continued to chair the Westminster Abbey Institute. The Institute aims to help nourish and revitalised moral and spiritual values amongst those in public service, especially in Whitehall and Parliament. Two programmes of public lectures and Seminars were held on the topics of Integrity and Democracy. Speakers included, amongst others, Professor Marilynne Robinson, The Reverend Professor Vernon White, the Rt Hon Dominic Grieve MP, Sir John Major, the Rt Hon Nick Clegg, and Professor Alec Ryrie. A Fellows programme for twenty high-flying public servants was run in parallel with the lecture programmes, and a book of the first three years' worth of Institute lectures was published in June, *The Moral Heart of Public Service* (Jessica Kingsley, 2017).

St Margaret's and the Westminster Abbey Institute have continued to look outward in their work to promote the Abbey's mission, to those who live and work in and around Parliament Square: 'To serve the nation by celebrating the distinctive witness of the Christian faith; by upholding the place of religious faith within national life; and by active engagement with Parliament, Whitehall and others in positions of public service.'



His Holiness Pope Francis with Abbey choristers during a private audience in the Vatican during a four-day tour to the Vatican in January



Sir Mark Rylance led a company of actors bringing the words of William Shakespeare to life at a special performance in the Abbey in April.



Her Majesty The Queen with the Earl of Snowdon, and other Members of the Royal Family, at St Margaret's Church in April after a service of thanksgiving for the life of the 1st Earl of Snowdon

The Canon Steward

The Reverend
Anthony Ball



The community of those who value their connection with the Abbey continues to grow.

2017 witnessed the flourishing of our mission “to serve all pilgrims and visitors to the Abbey, and to maintain a tradition of hospitality” thanks to the cheerful commitment of all those employees and volunteers who form part of our Chaplaincy, Education, Events, Gardens, Protocol, Security and Visitor Experience teams. Within the Abbey church we welcomed 1.3m paying visitors and a further 0.3m as worshippers or with complementary entry. In addition, almost 9,600 of the further 13,650 people we came into contact with through charity, corporate and our own events visited the Abbey church whilst here. The total represents an increase on the previous year and does not include 1400 parliamentarians and others evacuated from the Palace of Westminster to the Abbey after the terror incident on 22nd March – all offered refreshments during their four-hour stay by staff of The Cellarium, our in-house café & restaurant. That is but one example of the Benedictine tradition of hospitality being very much alive here. During the year we catered for over 560 events (a 9% increase), including those in support of our social engagement or other charities – support valued at well over £100,000. That figure represents only part of the mutual value in our relationship with these organisations.

Several of these events were hosted in College Garden – just one of the glorious green spaces with which the Abbey is blessed. The Garden is a hive of activity during the six-week ‘marquee season’ in the summer and for much of the rest of the year serves as a haven of tranquillity for visitors and residents alike – albeit not during our much appreciated programme of brass band concerts in the summer months, which were attended by about 2,500 people over the 9 performances. Revised security arrangements following the March incident means that, except on Sundays, access to North Green is now restricted to those visiting the Abbey and St Margaret’s. Dean’s Yard continues to provide a welcome recreational area for the children of Westminster School and the Abbey Choir School. As well as the Choir School’s annual fête it was also used, for the first time, as an open-air venue to host two theatre and three cinema performances, which attracted 3,200 guests between them. Another theatrical event, which saw Sir Mark Rylance leading a company of actors bringing to life the words of William Shakespeare in the Abbey, was enjoyed by sell-out audiences on two nights in April.

Visitors to the Abbey will have been impressed by the new blue gowns sported by our Abbey Guides, the volunteers welcoming visitors and pilgrims within the Abbey. We have begun work on the orientation we offer visitors about the Abbey’s and St Margaret’s roles as vibrant contemporary churches. An important part of this work moves forward with the introduction, in January 2018, of a new multi-media guide. This considerably improves on the content offered by the previous audio guide and includes interactive content, an integrated family and young people’s tour, and additional languages (including Arabic and British Sign Language). We were fortunate that Jeremy Irons again agreed to record the English narration.

Our Education Department has continued to build on the successes of previous years, working with almost 17,000 under-18s, including a record 2,600 children during the summer holidays. A bursary scheme was introduced in September which, in conjunction with the outreach project supported by the John Lyon’s Charity, means that we have substantially increased the number of school children visiting the Abbey for free – amongst them Riverside Primary School which won our Wordsearch Prize Draw. Following the popularity of the 16+ ‘Question Time’ format, repeated this year, we introduced an (over-subscribed) half-day seminar on a science and religion theme. The appointment of a full-time Community Education Officer confirmed our commitment

to facilitating families and community groups accessing and engaging with the Abbey, physically and intellectually, and we have expanded the Education team by recruiting another member of staff and 13 new volunteers.

On behalf of the Archdeacon the Canon Steward is responsible for the pastoral care of all who live in, work in or visit the Abbey. The Chaplain and Duty Chaplains undertake the bulk of this ministry. We had an encouragingly strong response to our first ever national advertisement for Duty Chaplains and, following interviews, have made 20 appointments - further extending the diversity of the cadre. One mark of the care offered to all who visit the Abbey is the close attention we have given to enhancing our safeguarding arrangements for children and adults at risk of neglect or abuse – including bespoke training for all senior staff and establishing an oversight committee under independent chairmanship.

The community of those who value their connection with the Abbey continues to grow. It was pleasing to see the numbers who have joined the Abbey Association, our membership scheme, reaching 586 after two years' operation. The value of the programme of benefits, which was expanded during the year to include exclusive lectures and the opportunity to explore the Abbey after regular visiting hours, is demonstrated by a retention rate of over 75%. I found it moving to share, in the Shrine of St Edward at the end of the National Pilgrimage, in the simple service to admit the first group of oblates and a new group of novices to the Community established last year. There are now 19. Some of them were amongst the many members of our staff and pensioners who enjoyed the Abbey Community Lunch in College Garden in July.



Former Prime Minister, the Right Honourable Sir John Major, gave the One People Oration at the Abbey in November.



The Abbey Choir sang at a gala dinner hosted by His Royal Highness The Prince of Wales at Buckingham Palace to thank donors who have supported the development of the Queen's Diamond Jubilee Galleries.

The Receiver General and Chapter Clerk

Sir Stephen Lamport KCVO DL



The Abbey's reputation is a precious asset, supremely important to protect and alarmingly easy to lose.

This has been, as described elsewhere in the report, a particularly successful year for the Abbey, with our number of visitors the highest they have been for several years, our income correspondingly strengthened, the fund-raising completed for The Queen's Diamond Jubilee Galleries, and the work on this and other major fabric projects taken forward at a great rate. The Abbey's activities in every aspect of our work, both those related to services and those related to our wider mission, including the Abbey Institute, have continued at their accustomed intensity.

The Abbey is fortunate to have the resources to make this wide-ranging activity possible. But we are conscious that we must use these benefits wisely and responsibly, not only with an eye to our present work but also to safeguard the Abbey for the longer-term. Our challenge is both to ensure the high quality of the Abbey's mission today and to have in place the structures, organisation and financial prudence needed to maintain the Abbey's role for the future. Those structures must, in addition, be adequate for an institution of considerable size and complexity.

This requires work on a variety of fronts. Financial planning is among the most important since without long-term financial strength the Abbey cannot fulfil the role which it now has in national life or do so at the level of excellence which is rightly expected of it. The income we derive from our high levels of visitors is uncomfortably unpredictable and the means we have to mitigate its future uncertainty are limited. But we now have in place important arrangements to reduce that uncertainty. We have established a marketing function aimed at securing and expanding the variety of visitors who come to the Abbey, not only to cushion the impact of any future decline in tourism, but also to strengthen our ability to flourish in an increasingly competitive arena. We have a more robust system of budgeting and financial planning covering five years and more, which links our future commitments and projects to a conservative view of the resources available to us. The internal controls on our financial processes have been tightened, helped by the support of our external financial advisory committee and the work of internal and external audit. And we have built up our reserves over the last few years to a point which would enable us to continue the Abbey's work in its present form for up to eighteen months if our income from our visitors were to fall away entirely.

As a thirteenth century Gothic church of great national significance the Abbey presents a constant challenge to maintain the upkeep of its fabric to the highest standard of repair and maintenance. This is a continuing demand on our resources, and needs to be planned with detailed care far into the future. The entire fabric of the Abbey is subjected to a quinquennial inspection. This sets the programme of planned maintenance for the Abbey's Works Department. We have a Project Group which meets monthly to plan and oversee the whole range of our work on the Abbey's fabric. And we are blessed with the financial resources, and the generosity of the Garfield Weston Trust and other donors, to enable us to maintain a programme of repair and conservation able to keep the Abbey, St Margaret's Church and our precincts in good condition for the future.

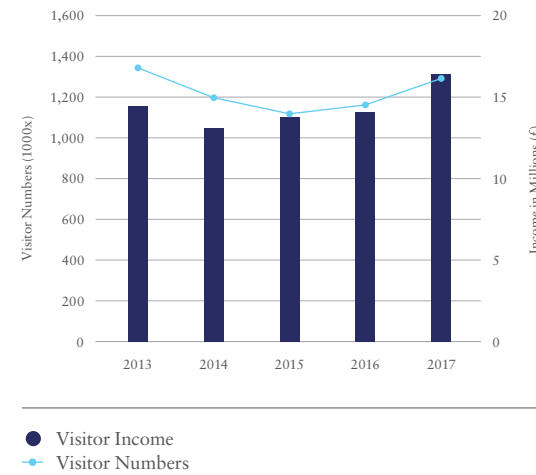
The Abbey's reputation is a precious asset, supremely important to protect and alarmingly easy to lose. We have a low level of tolerance of risk, and like all responsible organisations review regularly the risks to the Abbey and the means we have in place to reduce them. More generally, the Dean and Chapter is conscious of the need to ensure effective scrutiny of its work. An Abbey Advisory Group has been established, comprising a small group of experienced public figures chaired by the Abbey's High Steward, the Duke of Buccleuch, with the role of putting the policies and governance of the Abbey under regular and independent scrutiny.

The Abbey is a dynamic institution. The scope and complexity of its role continue to evolve, along with the regulatory environment in which we operate. This context demands a staff of well-trained and experienced professionals. Over recent years we have assembled a Senior Management Team with the skills and background we need to meet our responsibilities and match our ambitions. The quality of this team should stand us in good stead for the future. At the same time, our management standards and practices need to maintain the confidence of all our staff, and help them to deliver the quality of performance on which the excellence achieved by the Abbey depends, while meeting the important demands of safeguarding and health and safety. Our aim is to work constantly to improve the quality of our work and our working conditions, and to develop through a wide-ranging training programme the skills of all who work in the Abbey.

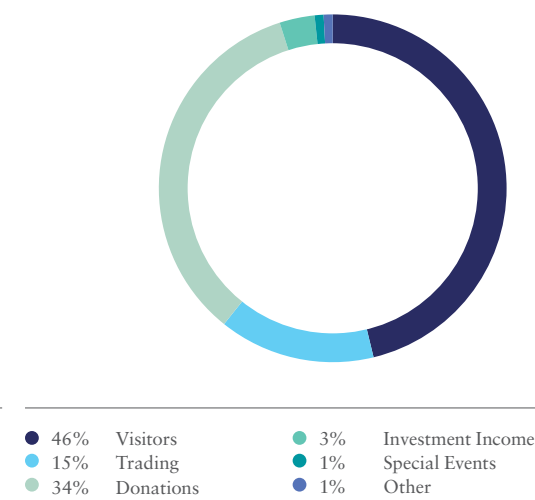
Underlying all these aspects of providing for the Abbey’s sustainable future is security. We can mitigate threats to the Abbey’s security but cannot eliminate them. At the same time we will not inhibit the welcome the Abbey gives to our worshippers and visitors by becoming a fortress. But we do have in place a series of measures – physical and organisational – designed to provide as effective a level of deterrence as we can to safeguard our visitors, our staff and our residents. We have close links with the police and security authorities. We have a professionally trained corps of Abbey Beadles, whose numbers we have increased by a third this year in response to the heightened threat to national security. And we have created a growing culture within the Abbey of our collective responsibility for our security.

The staff of the Abbey act as temporary trustees of an institution which has been for a thousand years at the heart of the nation’s spiritual and worshipping life. Alongside the great breadth of the Abbey’s work and worship described in this report lies our concern to safeguard the Abbey’s long-term future, a concern which will continue to inform an important part of our work.

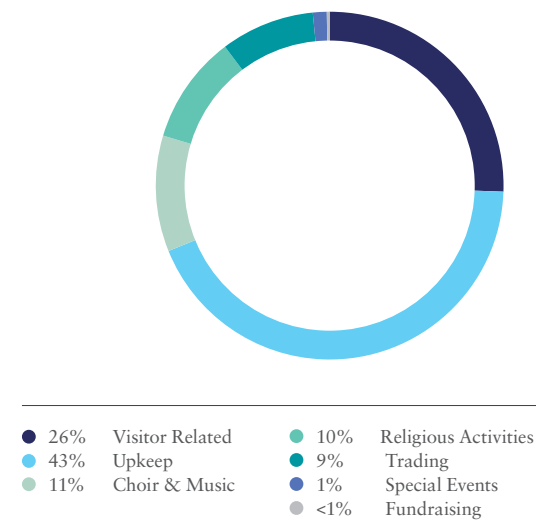
1. Visitor Income and Numbers



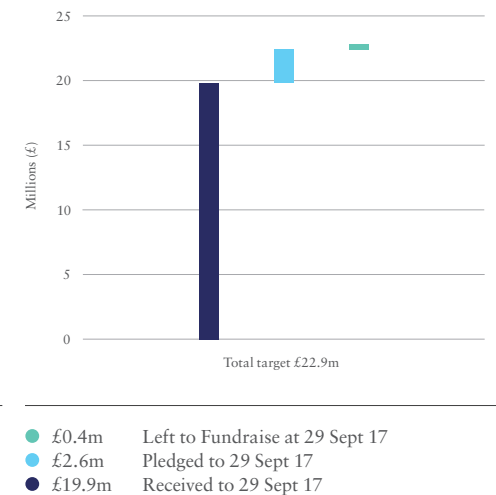
2. Source of Income



3. Analysis of Expenses



4. Funds Raised for Queen’s Diamond Jubilee Galleries





His Royal Highness Prince Henry of Wales meets a veteran during a tour of the Field of Remembrance in November.



The Dean of Westminster
The Very Reverend
Dr John Hall



The Sub-Dean, Archdeacon of
Westminster and Canon Theologian
The Reverend
Professor Vernon White



The Canon Treasurer
and Almoner
The Reverend
David Stanton



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



The Canon Steward
The Reverend
Anthony Ball



The Receiver General and Chapter Clerk
Sir Stephen Lamport
KCVO DL

The Collegiate Church of St Peter Westminster

Summarised financial statements for the year ended 29th September 2017 and supplementary summary financial information for the five years ended 29th September 2017

The summarised financial statements for the year ended 29th September 2017 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 2017 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, 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 Westminster.

The full financial statements for the year ended 29th September 2017 were approved by the Dean and Chapter on 16th January 2018 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 JR Hall
Dean of Westminster

16th January 2018

Summarised Financial Statements

Consolidated statement of financial activities
For the year ended 29th September 2017

(£'000)				2017	2016
	Unrestricted	Restricted	Endowment	Total	Total
Incoming resources					
Visitors	16,334	—	—	16,334	14,110
Trading	5,131	—	—	5,131	4,509
Donations and gifts	489	11,641	—	12,130	3,869
Investment income	692	463	—	1,155	1,121
Special events	293	—	—	293	230
Other income	295	—	—	295	507
	23,234	12,104	—	35,338	24,346
Resources expended					
Religious activities	2,159	417	—	2,936	2,858
Special events	375	-	—	375	497
Visitor related	7,417	29	—	7,446	6,471
Choir and music	3,111	30	—	3,141	2,815
Upkeep	2,054	10,567	—	12,621	5,665
Trading	2,543	—	—	2,543	2,272
Fundraising	77	—	—	77	209
	18,096	11,043	—	29,139	20,787
Net gains on investments	587	148	919	1,654	2,691
Net incoming/(outgoing) resources	5,725	1,209	919	7,853	6,250
Transfers between funds	(2,119)	1,778	341	—	—
Net movement in funds	3,606	2,987	1,260	7,853	6,250

Summarised Financial Statements

Consolidated balance sheet
as at 29th September 2017

(£'000)				2017	2016
	Unrestricted	Restricted	Endowment	Total	Total
Intangible fixed assets	425	—	—	425	9
Tangible fixed assets	24,372	3,156	—	27,528	27,345
Investments	22,136	1,840	13,614	37,590	37,083
Cash	9,305	1,033	786	11,124	6,470
Other net current liabilities	(5,690)	—	—	(5,690)	(707)
	50,548	6,029	14,400	70,977	70,200
Long term liability	—	—	—	—	(7,076)
Net assets	50,548	6,029	14,400	70,977	63,124
Funds	50,548	6,029	14,400	70,977	63,124

Supplementary Summary Financial Information

Five year summary

(£'000)	2017	2016	(restated) 2015	(restated) 2014	2013
Incoming resources	35,338	24,346	21,832	19,728	23,024
Resources expended	(29,139)	(20,787)	(17,290)	(17,243)	(18,480)
Net (outgoing) / incoming resources	6,199	3,559	4,542	2,485	4,544
Investment and property revaluations	1,654	2,691	(1,234)	728	10,235
Actuarial loss on pension scheme	—	—	—	(96)	(4,457)
Disposal of almshouses	—	—	—	—	—
Increase in funds	7,853	6,250	3,308	3,117	10,322
Funds brought forward	63,124	56,874	53,566	50,449	40,127
Funds at the year end	70,977	63,124	56,874	53,566	50,449
Funds by category					
Unrestricted	50,548	54,018	51,030	46,196	43,739
Long term liability	—	(7,076)	(7,576)	(9,076)	(9,576)
Restricted	6,029	3,042	1,876	4,121	4,423
Endowment	14,400	13,140	11,544	12,325	11,863
	70,977	63,124	56,874	53,566	50,449

Summarised Financial Statements

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

I have been asked to report whether the summarised financial statements and supplementary financial information for The Collegiate Church of Saint Peter Westminster for the year ended 29th September 2017 which consists of the consolidated statement of financial activities, consolidated balance sheet and the five year summary have been properly extracted from the audited financial statements of The Collegiate Church of Saint Peter Westminster for the respective years to which it relates.

This report is made solely to the Dean and Chapter of The Collegiate Church of Saint Peter Westminster, as a body, in accordance with our engagement letter dated 28th November 2017. My work has been undertaken so that I might report to the Dean and Chapter of The Collegiate Church of Saint Peter Westminster that 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 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 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 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 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 Westminster as would be provided by the full financial statements for the year ended 29th September 2017.

My responsibility is to report whether 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. 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 2018 on which we signed our report on the full annual financial statements of The Collegiate Church of Saint Peter 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
Chartered Accountant

27th February 2018

Abbey People

‘We are hugely grateful for our 800 or more staff and volunteers who make it all possible.’

The Dean of Westminster
The Very Reverend
Dr John Hall



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

Sir Stephen Lamport, Receiver General and Chapter Clerk; the Reverend Jane Sinclair, Rector of St Margaret's and Canon of Westminster; the Reverend Professor Vernon White, Sub-Dean, Archdeacon, and Canon Theologian; the Very Reverend Dr John Hall, Dean of Westminster; the Reverend David Stanton, Canon Treasurer; the Reverend Anthony Ball, Canon Steward

The Senior Management Team



The Receiver General and Chapter Clerk
Sir Stephen Lamport KCVO DL



Deputy Receiver General and Director of Finance
Curtis Juman



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



Minor Canon and Precentor
The Reverend Christopher Stoltz



Head of the Abbey Collection and Librarian
Dr Tony Trowles



Clerk of the Works
Jim Vincent

Westminster Abbey College

The Dean
Sub-Dean and Canon Theologian
Canon Treasurer
Rector of St Margaret's
Canon Steward
The Receiver General and Chapter Clerk
High Steward
The Duke of Buccleuch
High Bailiff
Sir Roy Strong
Deputy High Steward and Lord Mayor of Westminster
Cllr Steve Summers / Cllr Ian Adam
Deputy High Bailiff
Major General David Burden
Deputy Receiver General and Director of Finance
Curtis Juman
Organist and Master of the Choristers
James O'Donnell
Librarian and Head of the Abbey Collection
Dr Tony Trowles
Clerk of the Works
Jim Vincent
Minor Canon and Precentor
The Reverend Christopher Stoltz
Minor Canon and Sacrist
The Reverend Paul Arbuthnot / The Reverend Mark Birch
Minor Canon and Chaplain
The Reverend Mark Birch / The Reverend Jenny Petersen
Legal Secretary
Christopher Vyse
Surveyor of the Fabric
Prolemy 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
Master of the Queen's Scholars, Westminster School
Mark Feltham
Administrator, Westminster Cathedral
Canon Christopher Tuckwell
Superintendent Minister, Methodist Central Hall
The Reverend Dr Martyn Atkins

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
Sarah Staniforth
Canon Nicholas Thistlethwaite
Philip Venning

Westminster Abbey Institute

Director
Claire Foster-Gilbert

Westminster Abbey Finance Advisory Committee

Roger Mountford
John O'Brien
Chris Sullivan
Mark Powell

Pension Trustees

John O'Brien
David Burden
Tony Woolf
Christopher Jonas

Investment Panel

Chris Sullivan
Tim Kidd
Raymond Haines
Catherine Wall
Douglas Shaw

For further information, please contact:

The Chapter Office
20 Dean's Yard
Westminster Abbey
London SW1P 3PA
United Kingdom

Telephone: +44 (0) 20 7222 5152
Email: info@westminster-abbey.org

Published by:
The Dean and Chapter of Westminster
© 2018 Dean and Chapter of Westminster

www.westminster-abbey.org



Westminster
Abbey