



# Westminster Abbey 2019 Report

## To The Visitor Her Majesty The Queen



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(Front Cover) As they left the Abbey's service to mark the 750<sup>th</sup> anniversary of Henry III's church, Her Majesty The Queen and Her Royal Highness The Duchess of Cornwall received posies from Theo and Margaret, children of the Abbey's Keeper of the Muniments, Dr Matthew Payne.

## Your Majesty,

As the day draws to a close, the Abbey clergy and choir assemble in a corner of the nave for a prayer before we process into Evensong. Immediately, we cross the grave of George Granville Bradley, who retired as Dean of Westminster in 1902 just after the coronation of Your Majesty's great-grandfather, King Edward VII. By the time we reach our places in the quire we have passed at least six more former Deans. Each footstep we take conjures up the names and lives of our forebears and over three thousand people who have shared in the life of this place and are now buried or memorialised in this Coronation Church.

In the last year, that long succession, all the continuities, all the changes, have been much in mind. In October 2019, we were delighted to have Your Majesty here in the Abbey to celebrate the 750<sup>th</sup> anniversary of the dedication of Henry III's church. In a series of different events, in a memorable service, and in a splendid new book, we told the long story of a church at the heart of a nation. Then, as these festivities came to a close, John Hall completed his long and distinguished ministry as Dean. In proper rejoicing, in a service and other events John's deep commitment to the Abbey over thirteen years was celebrated in warm and affectionate terms. Your Majesty's presentation to him of the insignia of a Knight Commander of the Royal Victorian Order was a moment of delight for the whole Abbey team; his legacy is a community flourishing with renewed confidence, increased visitor numbers and, perhaps most striking of all, The Queen's Diamond Jubilee Galleries – the first significant building project since the construction of Hawksmoor's west end towers.

As John Hall left, I arrived, and I am deeply grateful for his legacy and for the confidence he has given to us. The Abbey has a life of its own and is distinctive in other ways. In a Royal Peculiar, there is a necessary commitment to celebrating the rich and various life of a whole nation. The Abbey can never serve a particular community of its own. We are a gathering place for the British people, and indeed for the Commonwealth. We must be generous in welcome, and confident that there are things that will always unite us, even as we disagree. In times when we have as a nation been particularly conscious of our differences, that is a wonderful challenge to be set. The Abbey, with its long history, is a place where we can remember past divisions and see past a particular moment in time. We are also a place where the great assembly of monuments and memorials gathers together individuals one could put together nowhere else: warriors and peace-makers, politicians, poets, scientists, musicians, and explorers. They are all held here, in one story – a narrative which must be constantly explored, scrutinised and reinterpreted, if it is to continue to offer inspiration to our nation in its search for enduring shared values which articulate the common good.

These characters are all part of our royal, national story, and part of the great company of the people of God. The Abbey can, and must, summon up all its considerable confidence to proclaim that there is hope in our difficulties, unity beyond our divisions. We proclaim that message daily in the rhythm of our worship, and it is at the centre of the many great occasions which take place here every year.

Dean Bradley's tomb, at our feet as we gather for Evensong, includes words of scripture. 'I have loved the habitation of thy house,' it says. I can look at that night by night and be reminded that, amidst the opportunities and responsibilities that the Abbey brings, here was another Dean who was simply glad to be in such a glorious building and in such very good company.

These words, and the rest of this Annual Report, were written before the arrival of Covid-19, which is testing our resilience and resourcefulness in ways which were unimaginable only a few short months ago. In this context, the financial legacy built up over the last decade is a great blessing, but we will need to delay most of our capital projects and make significant and painful reductions in our operating costs, if we are to remain sustainable for the long term.

Like the rest of the Church, we have been closed for public worship for the last few months, but during this time our resident community has continued to offer daily worship to God, and to pray for Your Majesty, the Royal Family, the nation and the Commonwealth. We have also been finding new ways to exercise our mission under these challenging circumstances. As we now start to reopen this wonderful building to worshippers, pilgrims and visitors, we look forward with hope and confidence to offering them once again that glimpse of God's Kingdom which has inspired so many people, for so many years.



The Dean of Westminster  
The Very Reverend Dr David Hoyle



The former Dean of Westminster, the Very Reverend Dr John Hall, with his successor, the Very Reverend Dr David Hoyle, in College Garden

## Serving almighty God and the Sovereign

In October we celebrated  
the 750<sup>th</sup> anniversary of the  
building of Henry III's church.

The principal mission of the Abbey continues to be the worship of almighty God, with 28 services each week complemented by a number of special services, many of which are attended by members of the Royal Family and all of which include the active participation of representatives of other denominations and faiths, a distinguishing characteristic of our service to the nation and Commonwealth.

Her Majesty The Queen, accompanied by TRH The Prince of Wales and The Duchess of Cornwall, TRH The Duke and Duchess of Cambridge, and TRH The Duke and Duchess of Sussex attended in March the annual Commonwealth Service, which was broadcast live on BBC One. HRH The Duke of Sussex, accompanied by HRH The Duchess of Cambridge, joined Australians and New Zealanders for the ANZAC Day service in April. HRH The Duke of Cambridge attended a service in May to mark 50 years of the Royal Navy's continuous at-sea deterrent.

In October we celebrated the 750<sup>th</sup> anniversary of the building of Henry III's church, which replaced Edward the Confessor's earlier structure, with a service attended by Her Majesty The Queen and HRH The Duchess of Cornwall at the heart of a fortnight of commemorative events.

The Duke and Duchess of Sussex opened the 91<sup>st</sup> Field of Remembrance in November. In December TRH The Prince of Wales, The Duchess of Cornwall and the Earl and Countess of Wessex attended a service of thanksgiving for the life of the philanthropist Sir Donald Gosling.

The Abbey also welcomed senior politicians to services of thanksgiving for the lives of Lord Carrington, Lord Ashdown and the former Cabinet Secretary Lord Heywood, whose commemoration was attended by the then Prime Minister, The Rt Hon Theresa May MP, as well as three former holders of that office

There were special services marking the centenary of women officers in the Metropolitan Police, the 300<sup>th</sup> anniversary of Westminster Hospital and the 125<sup>th</sup> anniversary of the birth of St Maximilian Kolbe, as well as the annual services for the judiciary, for nurses remembering Florence Nightingale, and for the RAF veterans of the Battle of Britain. The centuries-old custom of honouring great writers in the Abbey continued with the dedication of a new memorial in the south quire aisle to P.G. Wodehouse.

Services of Thanksgiving at St Margaret's Church included those for Field Marshal The Lord Vincent of Coleshill, Toby Jessel MP, Baroness Hollis of Heigham, Baroness Trumpington, Baroness Warnock, and Lord Spicer. The church also hosted the World Day of Prayer in March, the Westminster Deanery School Leavers' service in June, the Independent Association of Prep Schools Annual Conference Service in September, and the Nayrouz service to mark the Coptic New Year in October.

The Abbey's life as a School of the Lord's Service grew throughout 2019 in various ways. Our regular theological seminars in the Jerusalem Chamber continued in a refreshed partnership with the Diocese of London. To celebrate the canonisation of John Henry Newman and his Anglican formation, we hosted a day conference in October entitled *Newman: Influences and Legacies*, with leading Catholic and Anglican speakers. The conference papers will be published in a special edition of the International Journal for the Study of the Christian Church in July 2020. We also embarked upon a major project of international ecclesiology seminars in advance of the Lambeth Conference. To date, these have included 24 speakers from nine different provinces of the Anglican Communion, and they have engaged younger scholars and theological students, as well as established specialists. SPCK will publish a volume of these contributions, to be edited by the Canon Theologian, towards the end of 2020.

Music has always played an essential part in the Abbey's daily worship and wider cultural life, with daily choral services at the core. Every week during term the Abbey Choir sings Evensong daily except Wednesday; they also sing at Matins on Sundays, and Eucharist on Sundays and greater festivals. This amounts to some 320 statutory choral services per year. Music also forms a crucial part of the many special services, some of which are broadcast nationally.

The Choir consists of some 30 boy choristers and 12 professional Lay Vicars. The Abbey's music is under the direction of the Organist and Master of the Choristers, who is assisted by the Sub-Organist, Assistant Organist and Organ Scholar. The boys all attend Westminster Abbey Choir School, which is the only remaining residential choir school in the country dedicated solely to the education and care of choristers. The recruitment and training of the choristers is of great importance, and the boys develop exceptional skills. Among other initiatives, the successful termly 'Chorister Experiences' enable prospective applicants to have a taste of what it is like to be an Abbey Chorister.

The Choir's unusually broad liturgical repertory ranges from Gregorian chant to newly-commissioned works, of which four were sung during the course of the year.

An important aspect of the Choir's work is its series of five or six public concerts in the Abbey each year, often in partnership with an orchestra or instrumental ensemble. This year these included performances of Bach's *Johannes-Passion* and Handel's *Messiah*. The concerts complement the Choir's liturgical schedule and broaden the range of music within the Abbey. The Choir has an established recording partnership with Hyperion Records and normally records at least one CD each year. The most recent is of unaccompanied English choral music by Parry, Stanford, Wood and Gray.

The Abbey boasts a fine organ. Nearly every Sunday afternoon there is a free 30-minute public recital. An international festival of five or six evening concerts, including distinguished guest recitalists, took place in July and August.



James O'Donnell, Organist and Master of the Choristers, and the Abbey Choir, bid farewell to Her Majesty The Queen at the conclusion of the Commonwealth Service in March.



Members of the Tropical Flowers Segha Dancers perform at the Commonwealth Family Day in March.



Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall arrive for the service of thanksgiving for the life of Sir Donald Gosling in December.

## Serving the nation

The Abbey continues to place great importance on inter-faith and ecumenical partnerships.

The Westminster Abbey Institute, founded in 2013 to nourish and revitalise moral and spiritual values amongst those in public service, has had another busy year. An established programme of public lectures, dialogues and seminars attracted over 700 people. It focused on justice and on the interaction and parallels between the arts and public service. The 2019 One People Oration was given in October by the Dean, the Very Reverend Dr John Hall, in the final weeks of his ministry at the Abbey. His lecture, which charted the historical evolution of the relationship between Church and State and explored future challenges and opportunities, drew a large audience, including a substantial contingent of international delegates from the One Young World Conference. Publications derived from previous Institute lecture series included books on *The Responsibilities of Democracy* and *Integrity in Public Life*.

The Institute is committed to the development of future public service leaders through its year-long Fellowship programme, involving seminars, residential workshops and mentoring. By the end of this year's programme there will be over 100 Fellows now occupying senior roles in around 30 public service organisations ranging from the Royal Households, Parliament and Whitehall, to the NHS, the legal profession and academia. We are increasingly providing ongoing activities to sustain them on their leadership journeys and to promote collaboration within and across their respective organisations. We have also held three *Westminster Conversations* for MPs and Peers and facilitated two private seminars for public service organisations wishing to reflect on the challenges they face through the lens of moral values.

We are greatly indebted to the very committed group of leading public servants who form the Institute's Council of Reference and provide invaluable help and support to the Institute team.

We also saw the introduction of a new five-year strategy for the Learning Department, focusing on community engagement and reaching new audiences. We welcomed 21,664 children and young people from the UK across our programmes. We have been evaluating and developing our programmes to ensure diversity and a welcome for all as we launched a permanent outreach programme targeting London schools which do not generally visit the Abbey. Nearly 3000 students visited under our bursary scheme aimed at the most disadvantaged areas of London, and our family programme reached 10,000 adults and children through free activities and outreach in the local community. Our new digital programme, aimed at engaging learners across the UK and internationally, was launched in 2019 and is rapidly expanding to become a core element of the department's work.

The Abbey continues to place great importance on inter-faith and ecumenical partnerships. Father Timothy Radcliffe OP led the Day of Prayer in St Margaret's, which returned to marking the Week of Prayer for Christian Unity. We sustained links with the Anglican Centre in Rome and the Walking Together Foundation, which fosters joint Anglican-Roman Catholic social programmes. We also hosted our first public Iftar in College Garden in collaboration with the Ramadan Tent Project, and we offered hospitality to groups from the Council for Christians and Jews and the Christian Muslim Forum.



World leaders continued to come to the Abbey to lay wreaths at the Grave of the Unknown Warrior during State or Governmental visits to the UK. They included the President of Slovenia, His Excellency Borut Pahor, in February; Their Majesties King Abdullah I and Queen Rania of the Hashemite Kingdom of Jordan in March; President Donald J. Trump, 45<sup>th</sup> President of the United States of America, and the First Lady, Mrs Melania Trump, in June; and His Majesty The King of Malaysia, Sultan Abdullah Ri'ayatuddin of Pahang, in December.

Under the oversight of the Canon Steward & Almoner, the Dean and Chapter aims to distribute relevant unrestricted collections and donations received during the course of the year, along with 10 per cent of its unrestricted operational surplus before investment gains. The combined value of these items was £385,000 in the year, of which £228,000 was approved for payment by the Dean and Chapter (2018: £396,000). The balance of designated funds for charitable giving available for future distribution at the end of the financial year was £200,000. A further £50,000 was paid to charities from restricted funds.



Incense fills the nave of the Abbey at the start of a service of Eucharist to mark All Saints' Day in November.



Her Majesty The Queen and Her Royal Highness The Duchess of Cornwall at a service to mark the 750th anniversary of Henry III's church



The Bishop of London, the Right Reverend and Right Honourable Dame Sarah Mullally, with women police officers in period costume before a service to mark the centenary of women in the Metropolitan Police Service in May.

## Serving pilgrims and visitors

The first full year of opening for The Queen’s Diamond Jubilee Galleries has been very successful.

The Abbey saw very strong visitor numbers throughout most of the year, welcoming 1.34 million paying visitors to the Abbey, an average of 4714 per day. This figure is 12 per cent up on the previous year. Over 208,000 of our visitors were children.

Visitor numbers 2014-2019

Financial Year	Visitors	% online sales*
2014–15	1,118,431	9.3%
2015–16	1,165,108	11.2%
2016–17	1,296,365	14.8%
2017–18	1,198,163	23.0%
2018–19	1,344,153	32.0%

\*(excludes agencies, groups and London Pass)

Our recently updated online ticketing site also helped more of our visitors book their entry tickets online and therefore benefit from priority timed entry into the Abbey.

The first full year of opening for The Queen’s Diamond Jubilee Galleries has been very successful. Offering a calm, contemplative space, rich with a wide range of exhibits and spectacular views, they have become a much-praised addition to our visitors’ experience. We welcomed 128,383 visitors to the Galleries this year, averaging just under 50 per cent occupancy over the period. We are planning to launch a Galleries-only ticket option in the summer of 2020, which will give more people the opportunity to see this unique collection.

Appreciation of the Galleries has not been confined to visiting members of the public. Over the last 12 months, the Galleries have won the following awards:

- RIBA National Award 2019 (for the Weston Tower, galleries conservation & repair works)
- RIBA National Award 2019 (for MUMA’s work on the exhibition)
- Westminster Society 2019 Biennial Award for Architecture
- RICS Award 2019 Project of the year (London Region)
- RICS Award 2019 Conservation Award (London Region)
- Civic Trust AABC Conservation Award 2019
- Civic Trust Award Commendation 2019

Over 4000 pilgrims attended the Abbey’s Edwardtide commemorations in October, during which we celebrated the life and work of St Edward, King and Confessor, in prayer and praise. The Archbishop of Canterbury preached at one of our Edwardtide services and, in a new development this year, we included a variety of prayer activities suitable for all ages.

We hosted 13 parish prayer pilgrimage evenings in 2019, with around 30 parishioners attending each one. Towards the end of the year we made preparations for taking part in the Association of English Cathedrals '2020, Year of Cathedrals, Year of Pilgrimage' initiative, which would entail hosting a special late evening for visitors and pilgrims and promoting Pilgrim Passports to help encourage visits to the country's cathedrals.

We also offer membership of the Westminster Abbey Association, which offers a variety of benefits, including an extensive programme of events, access to a number of special services and a quarterly newsletter. The Association was launched in November 2015, and by the end of December 2019 sales of annual membership had exceeded 3000. Interestingly, while the vast majority of our day visitors are from outside the UK, two thirds of Association members are from the UK.

In April 2019 and to celebrate Shakespeare's birthday, the Abbey hosted Mark Rylance and Shakespeare's Globe (including Intermission Youth Theatre) over three consecutive nights staging immersive theatre performances of *Shakespeare within the Abbey: All places that the eye of heaven visits*. In August 2019, in partnership with the open-air theatre company, Illyria, the Abbey hosted *The Tempest* over two nights, and in partnership with Luna Cinema, the Abbey screened three films in Dean's Yard. Audience numbers for these events exceeded 5000, including many first-time visitors to the Abbey.



Two circuit judges gather their thoughts in the Abbey's west cloister before the annual Judges' Service in October.



Former Cabinet Secretary, Lord O'Donnell (left), with former Prime Ministers Tony Blair and Gordon Brown, former deputy Prime Minister Sir Nick Clegg, another former Prime Minister, David Cameron, and serving Prime Minister Theresa May at a service of thanksgiving for the life of Cabinet Secretary, Lord Heywood, in June.



The President of the United States of America, Donald Trump, accompanied by the First Lady, Mrs Melania Trump, signs the Distinguished Visitors' Book during a State Visit in June.

## Care of the fabric and the Abbey collection

Our immediate priority is to complete repairs to the Deanery, one of the oldest surviving courtyard houses in London.

Repair and maintenance of the long-term fabric of the Abbey is a key focus for the Clerk of the Works, guided by a Quinquennial Review (QQR) that is prepared by the Abbey's Surveyor of the Fabric. The 2014 QQR identified over 1400 items that required action. Over the last five years key projects that have been completed include the re-roofing of the south nave aisle and replacement of the associated downpipes; a new drainage system in cloister garth; stone repairs to the south transept clerestories and south aisle elevations; replacement of the Library windows; upgrade of the fire alarm system; and a full repair of the precinct wall. None of this would have been possible without ongoing financial support from the Garfield Weston Trust for Westminster Abbey.

The main QQR project in the last 12 months has been the repairs to St Margaret's Tower. During the spring of 2017, we noticed more and more 'spalls' appearing on the tower. These are created by rusting of the 17<sup>th</sup> century clamps which were oxidising, growing in width from eight millimetres to approximately 25 millimetres and thus cracking and pushing out the Portland stone. A survey showed that over 4000 clamps required repair. Two years later over 95 per cent of the clamps have been removed, and all sections of the Portland façade have been either replaced or reused. This project is due to be completed in October 2020.

We have now received the 2019 QQR and can begin to develop the detailed repair and maintenance plans for the next five years. In addition to completion of works on St Margaret's Tower, our immediate priority is to complete repairs to the Deanery, one of the oldest surviving courtyard houses in London. This has seen only limited upgrade and maintenance since 1953, and work there will include a complete re-roofing of both the flat lead roofs and peg tiled pitched roofs, as well as structural work throughout.

The Abbey has also focused on a number of development projects. During the last year, we have started a multi-year project which focuses on re-lighting the church. Phase One consisted of upgrading all 16 of the Guinness chandeliers, including conversion to LED energy efficient lights which are programmable and allow for different settings depending on how the church is being used. We have also introduced new lighting at the triforium level, which for the first time has allowed visitors to see the ceiling of the church in all its beauty.

The Infirmary Hall is a unique structure and is possibly one of the last untouched 14<sup>th</sup> century buildings in the precincts. We have recently finished a project to return the building to its former glory by removing all the 19<sup>th</sup> and 20<sup>th</sup> century works and letting the building live and breathe again. Dendrochronological testing has dated the roof beams to the winter of 1366/7, suggesting a construction date of 1367 or shortly thereafter. This is a great example of a crown post roof, and one of the last that is completely intact.

The Abbey has also started a project to create a new building on the site of the Great Sacristy on the north green. This project will allow visitors to enter via the Great West Door, improve the Abbey's capacity and accessibility, reduce clutter inside the Abbey, and improve security.

The Abbey Collection team has continued to care for, and make available, the Abbey's collections of art objects, books and muniments (archives). Work has begun to improve access to the Abbey's exceptional collection of muniments by converting the paper-based index into a digital catalogue which can eventually be made available online, with fundraising underway to accelerate this work with additional cataloguers. In the Library, 11,000 early printed books were cleaned as a final stage of the Library refurbishment work carried out in 2018.

The Abbey's conservation team also worked on the Cosmati pavement in the Shrine of St Edward in preparation for the 750<sup>th</sup> anniversary of Henry III's church, and we commissioned a new icon of St Edward, written by the eminent Orthodox Russian iconographer Archimandrite Zinon, which is now displayed above the altar in the Shrine.

Two publications associated with the Library and Collections Department appeared during the year. The January issue of the Burlington Magazine was largely devoted to articles about The Queen's Diamond Jubilee Galleries and its exhibits; later in the year the second volume of papers of the Abbey's former Surveyors of the Fabric, edited by the Assistant Keeper of the Muniments and covering the years 1906-1973, was published. In June the Head of the Abbey Collection attended the conference of the Cathedral Archives, Libraries and Collections Association at Salisbury and spoke about the planning of the Galleries.



Her Royal Highness The Duchess of Sussex signs the Distinguished Visitors' Book in St Margaret's Church after opening the Field of Remembrance in November with His Royal Highness The Duke of Sussex who chats with the Sub-Dean, the Venerable David Stanton, and the Canon Theologian, the Reverend Dr James Hawkey.



The Archbishop of Canterbury, the Right Honourable and Most Reverend Justin Welby, preaches at the Edwardtide Pilgrimage in October.



Her Royal Highness The Duchess of Cambridge and His Royal Highness The Duke of Sussex arrive for the ANZAC service in April.



## Management of the Abbey

We received over 68,000 pieces of media coverage in print and online worldwide, with particular interest from the USA but also countries as diverse as India, Russia, Germany and Australia.

The Abbey undertakes an exceptionally broad range of activities – as a place of worship and pilgrimage, a royal church, a gathering place for the nation and its public servants, one of the country’s foremost musical foundations, and a unique collection of architectural, historical, artistic and bibliographical treasures to be explored by visitors and scholars alike. It is also a substantial commercial enterprise dedicated to providing the best possible experience for tourists and generating funding for the other elements of our mission in the absence of either State or Church support for our work. It is committed to carrying out all of these activities to the highest possible standards of excellence, as befits the nation’s church, and it does so in the eye of the world’s media.

2019 was a busy year for the Abbey – with the highest number of daily visitors in living memory – and we received over 68,000 pieces of media coverage in print and online worldwide, with particular interest from the USA but also countries as diverse as India, Russia, Germany and Australia. We have been involved in broadcasts and films for the BBC, ITV and Channel 4 as well as being regular contributors to radio news and other broadcasts.

The Abbey owes a deep debt of gratitude to the team of around 800 loyal, dedicated and highly skilled staff and volunteers who make all of this possible, and to the Senior Management Team, which coordinates this complex and dynamic programme of activities under the leadership of the Receiver General.

After a year of significant growth in staff numbers and change in leadership roles in 2018, 2019 saw relative stability in both. We have been focusing on growing our capabilities for the future, including significant appointments in digital learning and safeguarding. We have also worked on improving our processes and controls, with particular progress in the areas of financial reporting and budgetary control, HR and risk management.

Our volunteers are responsible for a wide range of critical functions across the Abbey, and many have given long and distinguished service, in some cases over decades. To ensure that each volunteer gets the best out of their experience with the Abbey and that the Abbey can make full use of their skills and knowledge, we have updated our policies and procedures over the last year to ensure that they continue to be in line with best practice as well as complying with all relevant statutory requirements.

We are also supported in our work by members of the College created by Queen Elizabeth I on our foundation as the Collegiate Church of St Peter in Westminster in 1560. This brings together members of Chapter, the senior management of the Abbey, College Officers, advisors and representatives of neighbouring institutions (see page 58 for full details). Nowadays the role of College is largely ceremonial.

We are particularly indebted to Sir Roy Strong, who retired from the role of High Bailiff in 2019 after nearly 20 years of dedicated service. We are deeply grateful for the many ways in which he enriched the life of the Abbey through his exceptional talents and energies. We expect to make an appointment to this important role over the coming year.

The Abbey benefits from the wisdom and insight of a number of advisory groups and committees, the membership of which is set out on page 59. We are also deeply grateful to members of the Campaign Development Board and the American Fund for Westminster Abbey, ably chaired by Will Adderley and Bill Miller respectively, for their ongoing commitment to the support of the Abbey's work through fundraising.



Annet Stirling carves a memorial to the writer P.G. Wodehouse, which was dedicated in September.



Abbey choristers with Christmas candles.



Minor Canon and Chaplain, the Reverend Jenny Petersen, with two donkeys at the Crib Service in December.

## Financial performance and risk

Our overriding aim is to ensure that as far as possible we safeguard the Abbey's mission.

The Abbey had a very strong financial year in 2018/19. The chief sources of income continued to be visitor charges, commercial activities through our trading subsidiary, donations, and investment income.

Total unrestricted income in the year (excluding income of the trading subsidiary) amounted to £20.2 million (2018: £17.5 million). The number of paying visitors to the Abbey during the year was 1.34 million (2018: 1.20 million), which generated just over 90 per cent of this income. The Queen's Diamond Jubilee Galleries have proved very popular, with nearly 130,000 of visitors touring them in the first full year of operation.

Total unrestricted charitable expenditure in the year amounted to £20.8 million (2018: £20.1 million). Charitable expenditure covers religious activities, visitor related costs, choir and music, the ongoing upkeep of the Abbey and key fabric-related projects such as relighting the Abbey.

We also generated £4.4 million of restricted income, predominantly from donations, grants and legacies, of which £3.5 million was invested in major projects such as the restoration of St Margaret's Tower.

Additionally, the profits of Westminster Abbey Enterprises Limited (our trading subsidiary) – just over £2 million in both the current and previous fiscal years – are gifted to the Abbey.

The consolidated total net income for the year before investment gains was £2.3 million (2018: £2.2 million). Total investment gains amounted to £794,000 (2018: £1.4 million). A property revaluation exercise was also conducted to coincide with the financial year-end, which resulted in a net gain of £10.9 million (2018: nil).

Our overriding aim is to ensure that as far as possible we safeguard the Abbey's mission and operate on a sustainable basis for the long term, taking full account of our potential risks. The Abbey has an overall target level of unrestricted reserves of £16 million for risk management and liquidity purposes, and at 29<sup>th</sup> September 2019 we held £24.7 million in unrestricted reserves, represented by cash, cash equivalents and liquid investments, a surplus against target of £8.7 million. We intend to build an additional long-term fabric reserve to ensure sufficient resources are available to address works identified in the 2019 QQR survey and support major fabric works that are required across a longer 50-year cycle. The last major works were to the Abbey roof and were conducted in the 1960s. It is expected that significant repair work may be required, particularly on the Hawksmoor towers, over the course of the next 10 to 15 years.

The Dean and Chapter has responsibility for ensuring effective management of risk at the Abbey. Our overall approach to risk is cautious, reflecting our values as a church, our exposure to reputational damage, and the nature of our organisation and accountability. Risks are addressed on a regular basis during Chapter and Senior Management Team meetings as part of the continuing review of major operational and financial issues. Any specific areas of concern are targeted for detailed assessment. The Abbey maintains a risk register summarising risks by department and also project level risk registers. The risk registers consider absolute risk and the net risk after implementation of mitigating controls.

The Dean and Chapter is committed to ensuring that operational and financial controls are adequate. An internal audit programme is in place to review areas of particular risk and, more generally, to ensure that controls are designed and operating effectively.

During the year the Dean and Chapter completed further work on its business continuity plans, IT disaster recovery plans, cyber-security and data protection. This included desktop exercises to determine how Abbey staff would handle different risk scenarios, including the need for prolonged remote working following an incident, and development of an improved back-up recovery site.

Where incidents and near-misses have been recorded, work is undertaken to learn for the future. Close links are maintained with the Metropolitan Police and the Intelligence services to mitigate security-related issues. With the likelihood of terrorist-related attacks remaining high, we continue to take appropriate steps to minimise risks to staff and visitors alike.

We have implemented a cyclical maintenance and review programme to mitigate the possibility of a major fabric failure and are currently installing a facility to ensure an uninterrupted power supply. We have also carried out a fire risk review to help identify the potential for further fire prevention initiatives.



Members of the Royal Family wait for the arrival of HM The Queen at the start of the Commonwealth Service: Minor Canon and Sacrist the Reverend Mark Birch; HRH The Duchess of Cornwall, HRH The Duchess of Cambridge, HRH The Duke of Cambridge, HRH The Duke of Sussex, HRH The Duchess of Sussex, and HRH The Prince of Wales.



Five of the Abbey's Senior Management Team were installed as members of College in September. Seen here in the north cloister are (left to right): Scott Craddock, Head of Visitor Experience; Lorraine Rossdale, Head of Events and Marketing; Garry Evanson, Head of Security and Emergency Planning; Temi Olusola, Head of Human Resources; Duncan Jeffery, Head of Communications.



Maori dancers performed for visitors during Commonwealth Family Day in March.



The Dean of Westminster  
The Very Reverend  
Dr David Hoyle



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



The Canon Steward  
and Almoner  
The Reverend  
Anthony Ball



The Canon Theologian  
The Reverend  
Dr James Hawkey



The Receiver General,  
Chapter Clerk and Registrar  
Paul Baumann

## The Collegiate Church of Saint Peter in Westminster

### Summarised financial statements for the year ended 29<sup>th</sup> September 2019 and supplementary summary financial information for the five years ended 29<sup>th</sup> September 2019

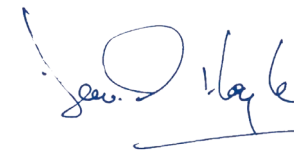
The summarised financial statements for the year ended 29<sup>th</sup> September 2019 are not the statutory accounts but a summary of information relating to the consolidated statement of financial activities and the consolidated balance sheet for that year.

The supplementary summary information for the five years ended 29<sup>th</sup> September 2019 does not represent statutory accounts either. The full financial statements, from which the summarised financial statements and the supplementary summary financial information are derived, have received unqualified opinions from the independent auditor, William Binns.

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

The full financial statements for the year ended 29<sup>th</sup> September 2019 were approved by the Dean and Chapter on 27<sup>th</sup> January 2020, 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 David Hoyle  
Dean of Westminster

3<sup>rd</sup> June 2020



## Summarised Financial Statements

Consolidated Statement of Financial Activities  
For the year ended 29<sup>th</sup> September 2019

£'000s				2019	2018
	Unrestricted	Restricted	Endowment	Total	Total
<b>Incoming resources</b>					
Visitors	18,396	—	—	18,396	15,675
Trading	5,278	—	—	5,278	5,016
Donations and gifts	374	4,037	—	4,411	8,557
Investment income	804	360	—	1,164	1,052
Special events	380	—	—	380	366
Other income	233	—	—	233	315
	<b>25,465</b>	<b>4,397</b>	<b>—</b>	<b>29,862</b>	<b>30,981</b>
<b>Resources expended</b>					
Religious activities	3,322	138	—	3,460	3,408
Special events	338	—	—	338	330
Visitor related	9,947	163	—	10,110	8,897
Choir and music	2,868	149	—	3,017	2,763
Upkeep	4,297	3,486	—	7,783	10,744
Trading	2,859	—	—	2,859	2,581
Fundraising	—	—	—	—	17
	<b>23,631</b>	<b>3,936</b>	<b>—</b>	<b>27,567</b>	<b>28,740</b>
<b>Net income / (expenditure)</b>					
	<b>1,834</b>	<b>461</b>	<b>—</b>	<b>2,295</b>	<b>2,241</b>
Net gains on investments	354	39	401	794	1,436
Net gains on property revaluations	10,742	118	—	10,860	—
Actuarial gains on defined benefit scheme	283	—	—	283	140
Transfers between funds	51	(51)	—	—	—
<b>Net movement in funds</b>	<b>13,264</b>	<b>567</b>	<b>401</b>	<b>14,232</b>	<b>3,817</b>

## Summarised Financial Statements

Consolidated Balance Sheet  
as at 29<sup>th</sup> September 2019

£'000s	Group 2019	Group 2018
	Total	Total
<b>Fixed Assets</b>		
Intangible assets	419	499
Tangible assets	38,199	30,099
Heritage assets	314	298
Investments	43,957	39,888
	<b>82,889</b>	<b>70,784</b>
<b>Current Assets</b>		
Stocks - goods for resale	372	330
Debtors: amounts falling due in less than one year	2,337	1,793
Cash and cash equivalents	11,693	9,950
	<b>14,402</b>	<b>12,073</b>
<b>Liabilities</b>		
Creditors: amounts falling due within one year	(3,979)	(7,701)
<b>Net current assets</b>	<b>10,423</b>	<b>4,372</b>
<b>Total assets less current liabilities</b>	<b>93,312</b>	<b>75,156</b>
<b>Liabilities</b>		
Creditors: amounts falling due after more than one year	(4,286)	(362)
<b>Total net assets</b>	<b>89,026</b>	<b>74,794</b>
<b>The funds of the charity</b>		
Permanent endowment funds	15,673	15,272
Restricted funds	9,082	8,515
Unrestricted funds:	64,271	51,007
<b>Total charity funds</b>	<b>89,026</b>	<b>74,794</b>

## Supplementary Summary Financial Information

### Five year summary

£'000s	2019	2018	2017	2016	(restated) 2015
Incoming resources	29,862	30,981	35,338	24,346	21,832
Resources expended	(27,567)	(28,740)	(29,139)	(20,787)	(17,290)
<b>Net income / (expenditure)</b>	<b>2,295</b>	<b>2,241</b>	<b>6,199</b>	<b>3,559</b>	<b>4,542</b>
Other comprehensive income / (Expenditure) <sup>1</sup>	11,937	1,576	1,654	2,691	(1,234)
<b>Increase in funds</b>	<b>14,232</b>	<b>3,817</b>	<b>7,853</b>	<b>6,250</b>	<b>3,308</b>
Funds brought forward	74,794	70,977	63,124	56,874	53,566
<b>Funds at the year end</b>	<b>89,026</b>	<b>74,794</b>	<b>70,977</b>	<b>63,124</b>	<b>56,874</b>
<b>Funds by category</b>					
Unrestricted	64,271	51,007	50,548	46,942	43,454
Restricted	9,082	8,515	6,029	3,042	1,876
Endowment	15,673	15,272	14,400	13,140	11,544
	<b>89,026</b>	<b>74,794</b>	<b>70,977</b>	<b>63,124</b>	<b>56,874</b>

1. In financial year 2019, other comprehensive income/ (expenditure) included £10.85m of property revaluations, of which £3.025m related to investment property.

## Summarised Financial Statements

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

I have been asked to report whether the summarised financial statements and supplementary financial information for the Collegiate Church of Saint Peter in Westminster for the year ended 29<sup>th</sup> of September 2019 which consists of the consolidated statement of financial activities, consolidated balance sheet and five year summary have been properly extracted from the audited financial statements of the Collegiate Church of Saint Peter in Westminster for the respective years to which it relates.

This report is made solely to the Dean and Chapter of the Collegiate Church of Saint Peter in Westminster, as a body, in accordance with our engagement letter dated 15<sup>th</sup> January 2019. My work has been undertaken so that I might report to the Dean and Chapter of the Collegiate Church of Saint Peter in Westminster that the summarised financial statements and supplementary financial information have been properly extracted from the audited financial statements for the respective years to which 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 in Westminster as a body, for my work or for this report. The above procedure does not constitute either an audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements; therefore I do not express any assurance on the summarised financial statements and supplementary financial information.

### Respective responsibilities

The Dean and Chapter of the Collegiate Church of Saint Peter in Westminster are responsible for preparing the summarised financial statements and supplementary financial information and for determining whether the financial information contained therein is suitable for their needs. The Dean and Chapter of the Collegiate Church of Saint Peter in Westminster acknowledges that the summarised financial statements and supplementary financial information do not contain sufficient information to allow as full an understanding of the Collegiate Church of Saint Peter in Westminster as would be provided by the full financial statements for the year ended 29<sup>th</sup> September 2019.

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 2020 on which we signed our report on the full annual financial statements of the Collegiate Church of Saint Peter in Westminster and the date of this statement.

### Report

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



William Binns  
for and on behalf of Ernst & Young LLP

5<sup>th</sup> June 2020



The Dean of Westminster, the Very Reverend Dr David Hoyle (centre) in Jerusalem Chamber after his Installation in November. He is flanked by (left to right) : the Reverend Dr James Hawkey, Canon Theologian; the Reverend Anthony Ball, Canon Steward and Almoner; the Venerable David Stanton, Sub-Dean, Canon Treasurer and Archdeacon of Westminster; and Paul Baumann, Chapter Clerk. The Reverend Jane Sinclair, Rector of St Margaret's, was unable to be present.

## Abbey People

The Abbey owes a deep debt of gratitude to the team of around 800 loyal, dedicated and highly skilled staff and volunteers.

## Dean and Chapter



### The Very Reverend Dr David Hoyle

Dean

In my *Covering Letter* I have already said something about the task before me when I was installed as Dean. It is a task which Chapter has begun to embrace. A nation and the Commonwealth gather in the Abbey. It is our duty and our joy to make them welcome and offer them a shared hope and a reminder that they share an identity in God's good grace.

I write now, in the midst of the Covid 19 pandemic, facing new challenges which none of us foresaw. We know that this crisis will have effects on our life and income that will last for months and, more likely, years. We must work with a narrower focus and more limited resources. We face hard decisions and the next few months will tear at the fabric of our life. At the time of writing, it is too soon to speak of solutions, or predict an outcome. I can say however, that the Abbey has a long history and has weathered storms before. More importantly, I have colleagues here whose ability, commitment and focus are exemplary. It is a privilege, in something that feels close to a crisis, to draw on advice and guidance of such high quality. This wonderful place inspires us and summons up loyalty. We are tested, but are also stimulated by this challenge into some fresh thinking. I know that we have the capacity to respond to this challenge. The Abbey's life will change, but I do not believe it will be diminished.

Alongside my responsibility as Dean of Westminster I currently chair the College of Deans (and finish my term in July 2020). I now also serve on a number of national bodies that co-ordinate the Church of England's response to the pandemic.

A handwritten signature in blue ink that reads "Dr David Hoyle". The signature is written in a cursive style with a horizontal line underneath.



### The Venerable David Stanton

Sub-Dean, Archdeacon of Westminster, and Canon Treasurer

As Sub-Dean I deputise for the Dean, and as Archdeacon I oversee both the pastoral care of the Abbey community and our Abbey patronages around the country. As Canon Treasurer I oversee all Abbey finance and buildings operations, working closely with our Director of Finance and Surveyor of the Fabric. I am a Trustee for our Abbey Pension Fund and sit on our Finance and Investment Committees.

I also Chair the Choir School Finance and General Purposes Committee, and at Westminster School I sit on their Financial Investment Committee and hold governance responsibility for all student boarding. As a member of the Court of Governors at Westminster University I hold corporate responsibility for 18,250 students from 169 different nations, and I sit on its Finance Committee, overseeing an income of £210.3 million. In addition I hold governance responsibility for all academic research.

Within the wider Church of England, I am a trustee (elected by General Synod) for the national Pensions Board, with governance responsibility for four pension schemes, administering pensions for over 40,000 people with £2.6 billion under investment. In wider society I am an independent member of the Public Service Honours Committee.



### The Reverend Jane Sinclair (retired 30<sup>th</sup> April 2020)

The Rector of St Margaret's and Canon of Westminster

As Rector of St Margaret's and Chair of the Westminster Abbey Institute, I have prioritised the development of the Abbey's ministry to parliamentarians, those who work around Parliament Square and public servants more broadly. The Institute's work, and the regular and occasional services for parliamentarians, are covered elsewhere in this Report.

I also minister to the small and faithful regular congregation of St Margaret's and to the visitors who swell our numbers for Sunday worship.



## The Reverend Anthony Ball

Canon Steward & Almoner

As Canon Steward I oversee hospitality at the Abbey for pilgrims, guests, tourists and other visitors, and the Abbey's gardens. My portfolio also included (until August) the Learning department. The responsibility for pastoral care transferred to the Archdeacon in January, although I retained oversight of mental health issues and safeguarding. This change was, in part, to create capacity for me to serve as Chair of Governors at Westminster City School and a trustee of the (newly-merged) United Westminster and Grey Coat Foundation.

The Almoner proposes donations to good causes in line with the Abbey's priorities, and in January the Dean and Chapter added oversight of our social engagement to my responsibilities.

Within Chapter I lead on ecumenical and inter-religious matters and am a member of various local co-ordination bodies. I have remained as a Trustee of the Christian Muslim Forum and the Co-Chair of the Central London Branch of the Council of Christians and Jews. Given a long-standing commitment to Middle East Christians, I was pleased to contribute and offer Abbey hospitality to those undertaking the Bishop of Truro's independent review of Foreign & Commonwealth Office support for persecuted Christians. I have continued being Chair of Trustees of the international development charity Embrace the Middle East and of the Jerusalem and Middle East Church Association.

During the year I concluded my time on the Court of Sion College, supporting the education and fellowship of Anglican clergy, and I have continued as a trustee of the Seedcorn Foundation, which champions social enterprise education and digital literacy in primary schools.



## The Reverend Dr James Hawkey

Canon Theologian

As Canon Theologian, I have overseen a variety of theological projects over the last year noted elsewhere in this Report. In addition to some ongoing postgraduate supervision in Cambridge, I have offered seminar papers, including at King's College London and the University of Lund. For the wider Church of England I have lectured for the Senior Leadership Learning and Development Programme, continued to work with the Estates Theology Group (chairing and contributing to a series of podcasts, and co-editing a book to be published in 2020) and joined the Academic Board of the Archbishop's Examination in Theology.

The International Reformed/Anglican Dialogue concluded its five-year programme of work with a plenary meeting in Hiroshima, where I was privileged to preach on the previous Sunday. Our agreed statement '*Koinonia: God's Gift and Calling*' (for which I was a drafter) will be published in 2020. The Malines Conversations Group met in York, offering further enrichment of our dialogue with the Catholic Church. I have continued to focus a lot of energy on supporting the Church of England's intellectual and ministerial links with the Russian Orthodox Church, and in September I co-led a third group of Anglican clergy and ordinands on a visit to Russia, collecting the Abbey's new icon of St Edward whilst there.

We continue to engage our public square neighbours beyond the work of the Institute. I have lectured this year for groups from the Foreign and Commonwealth Office, DFID and the British Council on faith and diplomacy and the Christian imagination. It was a particular honour to speak at a seminar for students from the Al-Azhar University, Cairo, hosted by the London School of Economics, and to be invited to give the 2019 Remembrance Day address at the Home Office.

## Chapter

The Dean of Westminster  
The Very Reverend Dr John Hall (to.1.11.19) /  
The Very Reverend Dr David Hoyle (from 16.11.19)

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

The Rector of St Margaret's Church and  
Canon of Westminster  
The Reverend Jane Sinclair (to 30.04.20)

Canon Steward and Almoner  
The Reverend Anthony Ball

The Canon Theologian  
The Reverend Dr James Hawkey

Chapter Clerk  
Paul Baumann

## Senior Management Team

The Receiver General and Registrar  
Paul Baumann

Deputy Receiver General and Director of Finance  
Malcolm Jones

Clerk of the Works  
Ian Bartlett

Head of Visitor Experience  
Scott Craddock

Head of Security and Emergency Planning  
Garry Evanson

Director, Westminster Abbey Foundation  
Valerie Humphrey

Head of Communications  
Duncan Jeffery

Organist and Master of the Choristers  
James O'Donnell

Head of Human Resources  
Temi Olusola

Head of Learning  
Grazyna Richmond/Laura Arends

Head of Events and Marketing  
Lorraine Rossdale

Minor Canon and Precentor  
The Reverend Christopher Stoltz

Head of the Abbey Collection and Librarian  
Dr Tony Trowles

## Westminster Abbey College

The Dean

Sub-Dean, Archdeacon and Canon Treasurer

Rector of St Margaret's and Canon of Westminster

Canon Steward and Almoner

Canon Theologian

The Receiver General, Chapter Clerk and Registrar

High Steward

The Duke of Buccleuch

High Bailiff and Searcher of the Sanctuary  
Sir Roy Strong (to 30.6.19)

Deputy High Steward and Lord Mayor of Westminster  
Cllr Lindsey Hall (to 14.5.19)/ Cllr Ruth Bush (from 15.5.19)

Deputy High Bailiff  
Sir Stephen Lamport

Deputy Receiver General and Director of Finance

Clerk of the Works

Head of Visitor Experience

Head of Security and Emergency Planning

Director, Westminster Abbey Foundation

Head of Communications

Organist and Master of the Choristers

Head of Human Resources

Head of Events & Marketing

Minor Canon and Precentor

Head of the Abbey Collection & Librarian

Director, Westminster Abbey Institute

Dr Claire Foster-Gilbert

Minor Canon and Sacrist

The Reverend Mark Birch

Minor Canon and Chaplain

The Reverend Jenny Petersen

Legal Secretary

Christopher Vyse

Surveyor of the Fabric

Ptolemy Dean

Consultant Archaeologist

Professor Warwick Rodwell

Headmaster, Westminster Abbey Choir School

Jonathan Milton (to 15.7.19) / Peter Roberts (from 1.9.19)

Auditor

William Binns

Head Master, Westminster School

Patrick Derham

Under Master, Westminster School

James Kazi

Master of the Queen's Scholars, Westminster School

Gareth Mann

Principal, Harris Westminster Sixth Form

James Handscombe

Administrator, Westminster Cathedral

Canon Christopher Tuckwell

Superintendent Minister, Methodist Central Hall

The Reverend Dr Martyn Atkins

## Abbey Advisory Group

The Duke of Buccleuch

Lady Black of Derwent

Cllr David Harvey

Lord Judge

Sir David Natzler

Sir David Normington

Dame Fiona Reynolds

## Westminster Abbey Fabric Commission

The Dean and Chapter

Professor Paul Binski

Professor Sir David Cannadine

Bob Carr

Professor Eamon Duffy

Dr John Goodall

Dr Elizabeth Hallam Smith

Dr Olivia Horsfall Turner

Dr Julian Litten

Anne Machin

Rosemarie MacQueen

John Maine (adviser)

The Reverend Tony Redman

Dr Timothy Schroder

Sarah Staniforth

Canon Nicholas Thistlethwaite

Philip Venning

## Westminster Abbey Finance Advisory and Audit Committee

Roger Mountford

John O'Brien

Mark Powell

## Westminster Abbey Pension Fund Trustees

David Burden

Christopher Jonas

John O'Brien

## Westminster Abbey Investment Panel

Raymond Haines

Tim Kidd

Douglas Shaw

Chris Sullivan

Catherine Wall

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Abbey