Westminster Abbey
2018 Report

To The Visitor
Her Majesty The Queen
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Your Majesty,

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

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

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

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

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

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

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

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

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

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

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

We dedicated a memorial in the Cloister Garth to Capability Brown on his three hundredth anniversary, a fountain, beautifully made in lead by a skilled craftsman, working on his own, Brian Turner. In May we also held the quadrennial service for the Most Honourable Order of the Bath, at which many Knights Grand Cross were sworn and paid homage in the presence of the Great Master, The Prince of Wales. In September we held a Service of Thanksgiving, a year after his death, for Sir Peter Hall, the director and impresario. The address was given by Sir Trevor Nunn. Later that month, we held the annual service commemorating the Battle of Britain. This time the service was attended by only one veteran of the Battle, Wing Commander Paul Farnes, who has attended faithfully for many years and has reached the age of 100. When all the veterans have died, it will still be important to hold this annual service, the most important event commemorating the extraordinary and important work of the Royal Air Force.
King Willem-Alexander and Queen Máxima of the Netherlands visited the Grave of the Unknown Warrior during Their Majesties’ State Visit to The Queen in October and, as usual for a State Visit, toured the Abbey, showing particular interest in the graves of William III and Mary II in the south aisle of the Lady Chapel.

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

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

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

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

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

Jane Rowton-Lee, who stood down in 2018 after ten years leading the Abbey’s team of volunteer flower arrangers, is presented to Her Majesty The Queen at the Commonwealth Service in March.
Her Majesty The Queen shakes the hand of the President of the Federal Republic of Germany, His Excellency Frank-Walter Steinmeier, at the Service to Mark the Centenary of the Armistice in November.
The opening of The Queen’s Diamond Jubilee Galleries on 8th June was the culmination of a long process of planning, designing and executing this important new addition to the Abbey. The wide-ranging responsibilities of the Abbey staff in this project included many different elements of architectural design, construction, conservation, installation and interpretation aspects of the exhibition. The final phase of work in the first six months of 2018 was a period of particularly intense activity. It included final conservation work, installing the 300 exhibits and their associated graphics, finalising and installing the digital elements of the exhibition and the lighting of the displays.

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

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

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

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

The Abbey remains reliant on income generated from paying visitors, as we receive no national Church or State funding. The number of paying visitors during the year was 1,198,733 (2017: 1,295,290) a decrease of eight per cent (2017: increase of 3.6 per cent) from the previous year’s figure.
Overall we have had a stable financial year, and our chief sources of income continue to be derived from visitor charges, commercial activities through our trading subsidiary, donations and investment income. Total income in the year (excluding income of the trading subsidiary) amounted to £25.9 million (2017: £30.2 million). This decrease in income was due to a reduction in donations received in support of work on the Galleries, which has been fully financed by external donations and was completed during the year. Total charitable expenditure in the year amounted to £26.1 million (2017: £26.5 million). Charitable expenditure covers religious activities, visitor related costs, choir and music, the ongoing upkeep of the Abbey and completion of key development projects, including the Galleries.

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

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

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

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

Outside the Abbey I continue as a Trustee of the Church of England Pensions Board, and as a Governor at both Westminster School and Westminster University. I have also begun work as an Independent Member of the Public Services Honours Committee.
Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall, Their Royal Highnesses The Duke and Duchess of Cambridge, and Their Royal Highnesses The Duke and Duchess of Sussex leave the Abbey after the service in July to mark the centenary of the Royal Air Force.
The Rector of St Margaret’s and Canon of Westminster

The Reverend
Jane Sinclair

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

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

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

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

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

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

Security arrangements across the Abbey site continue to be tight, and visitor numbers to St Margaret’s stand at around a third of their pre-July 2017 level. However, when the churchyard is fully accessible on Sunday afternoons, visitor numbers are high, ranging between 300 and 1000 on Sundays throughout the year.
Work on the fabric of St Margaret’s has centred on the church tower. A two-year project to repair or replace the Georgian facing stones on the tower began in July. Thousands of failing iron cramps, holding the facing stones to the medieval core of the tower, are being replaced; works to the tower roof, belfry and internal rooms are also planned, as well as a review of the north side of the tower. No bell ringing has taken place at St Margaret’s since July 2018 due to maintenance work.

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

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

St Margaret’s and Westminster Abbey Institute seek always to promote the Abbey’s mission with a particular focus on the aspiration to serve the nation by fostering the place of true religion within national life, maintaining a close relationship with members of the House of Commons and House of Lords and with others in representative positions.
The King and Queen of the Netherlands during a visit to the Abbey in October as part of Their Majesties' State Visit to Her Majesty the Queen.
The Canon Steward and Almoner

The Reverend Anthony Ball

We have been particularly pleased at developing relationships with schools serving disadvantaged children.
The Canon Steward and Almoner

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

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

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

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

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

David Suchet at a performance with the London Philharmonic Orchestra of an extract from Amadeus by Peter Shaffer during a service of thanksgiving for the life of the theatre director Sir Peter Hall in September.
The artist David Hockney in front of the window he designed to celebrate the reign of Her Majesty The Queen.
New work has been undertaken to strengthen the Christian content of the visitor’s experience.

The canon theologian

The reverend

Dr James Hawkey

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

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

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

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

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

Westminster Abbey’s link with King’s College London is long-standing and continues to develop. Over the last year there have been joint projects in theology and the arts, as well as collaborations in public theology. One particular fruit of this relationship is a volume entitled God’s Song and Music’s Meaning edited by Vernon White, Professor Ben Quash (of King’s), and myself, which will be published by Routledge in 2019. Canon White supervised several postgraduate students as part of his visiting role in the Theology and Religious Studies Department, and he also delivered lectures for clergy in the Church in Wales, in the diocese of London and elsewhere.
In the coming year, I plan to inaugurate a series of seminars on the nature and mission of the Church to support ecclesiological thinking in the Anglican Communion as a Lamberth Conference approaches in 2020. This is but one way in which the Abbey can reach out to support our wider Anglican family.

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

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

All of this work finds a ready home within the Abbey’s prayerful and collegiate life, which enables this community to be a School of the Lord’s Service from which we can face the challenges and demands of our contemporary culture with discernment, commitment, and hope.
The Martin Luther King Celebration Choir sings during a service to mark the 50th anniversary of the death of the Reverend Dr Martin Luther King Jr in April.

Zamawazi Dlamini-Mandela, granddaughter of Nelson Mandela, lays flowers on a memorial stone in the nave to the former President of the Republic of South Africa.
As the earlier chapters of this report make clear, 2018 was another highly successful year for the Abbey, with highlights ranging from memorable occasions of national importance to the most significant enhancement of the Abbey’s built heritage in recent times. In this context it is appropriate to record with gratitude the exceptional contribution of my predecessor, Sir Stephen Lamport, to the development of the Abbey over more than a decade—a period during which its impact on the life of the nation has been continuously enhanced and its effectiveness as a high performing and sustainable institution has been greatly strengthened.

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

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

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

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

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

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

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

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

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

The Dean of Westminster

The Very Reverend
Dr John Hall

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

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

The Canon Steward and Almoner
The Reverend Anthony Ball

The Canon Theologian
The Reverend Dr James Hawkey

The Receiver General, Chapter Clerk and Registrar
Paul Baumann
CBE
Summarised financial statements for the year ended 29th September 2018 and supplementary summary financial information for the five years ended 29th September 2018

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

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

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

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

[Signature]

The Very Reverend
Dr John Hall
Dean of Westminster

18th January 2019
## Summarised Financial Statements

### Consolidated statement of financial activities

For the year ended 29th September 2018

<table>
<thead>
<tr>
<th>£'000s</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitors</td>
<td>13,675</td>
<td></td>
</tr>
<tr>
<td>Trading</td>
<td>5,036</td>
<td></td>
</tr>
<tr>
<td>Donations and gifts</td>
<td>395</td>
<td>8,162</td>
</tr>
<tr>
<td>Investment income</td>
<td>708</td>
<td>344</td>
</tr>
<tr>
<td>Special events</td>
<td>366</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>315</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>22,397</td>
<td>8,506</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religious activities</td>
<td>3,272</td>
<td>116</td>
</tr>
<tr>
<td>Special events</td>
<td>530</td>
<td></td>
</tr>
<tr>
<td>Visitor related</td>
<td>8,873</td>
<td>22</td>
</tr>
<tr>
<td>Choir and music</td>
<td>2,680</td>
<td>83</td>
</tr>
<tr>
<td>Upkeep</td>
<td>4,917</td>
<td>3,827</td>
</tr>
<tr>
<td>Trading</td>
<td>2,381</td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>22,672</td>
<td>6,068</td>
</tr>
<tr>
<td><strong>Net income / (expenditure)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(197)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Summarised Financial Statements

### Consolidated balance sheet

as at 29th September 2018

<table>
<thead>
<tr>
<th>£'000s</th>
<th>Group 2018</th>
<th>Group 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>499</td>
<td>423</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>30,099</td>
<td>27,528</td>
</tr>
<tr>
<td>Heritage Assets</td>
<td>298</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>29,838</td>
<td>27,990</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>70,784</td>
<td>65,543</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks - goods for resale</td>
<td>1,793</td>
<td>3,274</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>9,930</td>
<td>11,124</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12,073</td>
<td>14,897</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>(7,701)</td>
<td>(9,263)</td>
</tr>
<tr>
<td>Net current assets</td>
<td>4,372</td>
<td>5,434</td>
</tr>
<tr>
<td>Total assets less current liabilities</td>
<td>75,156</td>
<td>70,977</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due after more than one year</td>
<td>(362)</td>
<td></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>74,794</td>
<td>70,977</td>
</tr>
</tbody>
</table>

### The funds of the charity

- Permanent endowment funds: 15,272
- Restricted funds: 6,028
- Unrestricted funds: 53,007
- Total charity funds: 74,279

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The Collegiate Church of Saint Peter in Westminster
**Supplementary Summary Financial Information**

**Five year summary**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2016 (restated)</th>
<th>2015 (restated)</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td>30,981</td>
<td>15,338</td>
<td>24,346</td>
<td>21,832</td>
<td>19,728</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td>(28,740)</td>
<td>(29,139)</td>
<td>(20,787)</td>
<td>(17,290)</td>
<td>(17,243)</td>
</tr>
<tr>
<td><strong>Net income / (expenditure)</strong></td>
<td>2,241</td>
<td>6,199</td>
<td>3,559</td>
<td>4,542</td>
<td>2,485</td>
</tr>
<tr>
<td><strong>Other consolidated income / (expenditure)</strong></td>
<td>1,576</td>
<td>1,634</td>
<td>2,691</td>
<td>(1,234)</td>
<td>632</td>
</tr>
</tbody>
</table>

**Increase in funds**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2016 (restated)</th>
<th>2015 (restated)</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funds brought forward</strong></td>
<td>70,977</td>
<td>63,124</td>
<td>56,874</td>
<td>53,566</td>
<td>50,449</td>
</tr>
<tr>
<td><strong>Funds at the year end</strong></td>
<td>74,794</td>
<td>70,977</td>
<td>63,124</td>
<td>56,874</td>
<td>53,566</td>
</tr>
</tbody>
</table>

**Funds by category**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2016 (restated)</th>
<th>2015 (restated)</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td>51,007</td>
<td>50,548</td>
<td>46,942</td>
<td>43,454</td>
<td>37,120</td>
</tr>
<tr>
<td><strong>Restricted</strong></td>
<td>8,515</td>
<td>6,029</td>
<td>3,042</td>
<td>1,876</td>
<td>4,121</td>
</tr>
<tr>
<td><strong>Endowment</strong></td>
<td>15,272</td>
<td>14,400</td>
<td>13,140</td>
<td>11,544</td>
<td>12,325</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>74,794</td>
<td>70,977</td>
<td>63,124</td>
<td>56,874</td>
<td>53,566</td>
</tr>
</tbody>
</table>
The biennial picture of Abbey clergy, choir and staff gathered in the Cloister Garth in July.
It is a great privilege to lead a team of nearly 900 highly talented lay volunteers and staff members, whose dedication to excellence and Benedictine welcome in everything they do has been very evident.

Abbey People

Abbey People

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

The Receiver General, Chapter Clerk and Registrar
Paul Baumann
The Senior Management Team

Deputy Receiver General and Director of Finance
Malcolm Jones

Clerk of the Works
Ian Bartlett

Head of Visitor Experience
Scott Craddock

Head of Security
Gary Evanson

Director, Westminster Abbey Foundation
Valerie Humphrey

Head of Communications
Duncan Jeffery

Organist and Master of the Choristers
James O'Donnell

Head of Human Resources
Temi Olusola

Head of Event Management and Marketing
Lorraine Roudale

Minor Canon and Precentor
The Reverend Christopher Stoltz

Head of the Abbey Collection and Librarian
Dr Tony Troubles

Westminster Abbey College

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

Westminster Abbey Fabric Commission

Professor Paul Binski
Professor Sir David Cannadine
Bob Carr
Professor Eamon Duffy
Dr John Goodall
Dr ElizabethHallam Smith
Dr Olivia Herstell Turner
Dr Julian Litten
Anne MacKenzie
Rosamunde Maupquan
John Marine (adviser)
The Reverend Tony Radman
Dr Timothy Schofield
Sarah Wembrandt
Canon Nicholas Thurlow
Philip Winning

Westminster Abbey Finance Advisory and Audit Committee

Roger Mountford
John O'Regan
Mark Powall

Westminster Abbey Pension Fund Trustees

Davird Burden
Christopher Jonas
John O'Regan
Tony Woolf

Westminster Abbey Investment Panel

Raymond Haines
Tim Kidd
Douglas Shaw
Chris Sullman
Catherine Wall