



Westminster Abbey

2014 Report

To The Visitor

Her Majesty The Queen



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(Front Cover) The Dean and Chapter welcome Her Majesty The Queen, Sovereign of the Most Honourable Order of the Bath, to the quadrennial Installation of Knights Grand Cross of the Order.

Your Majesty,

The Dean and Chapter of Westminster has pleasure in tendering to The Visitor our Annual Report for the Year 2014.

The Collegiate Church of the Blessed Peter in Westminster, still widely known as Westminster Abbey, was re-founded as such by Your Majesty's namesake Queen Elizabeth I on 21st May 1560, following twenty years of rapid change since the dissolution of the Benedictine monastery by Henry VIII in 1540. The Abbey had become in 1540 a cathedral, in 1550 a co-cathedral and in 1556 a monastery again in quick succession through the reigns of Henry VIII, Edward VI and Mary I. Elizabeth I had dissolved the monastery once again on 10th July 1559.

Since 1560, the Collegiate Church of the Blessed Peter in Westminster has continued to represent the Christian faith at the heart of our nation. In the past few years, that mission has been fulfilled more actively through the development of the Westminster Abbey Institute, of which more is said in Canon Tremlett's report, and through further developing our active engagement with other denominations and the other faith communities in the United Kingdom.

Canon White reports on his role in the Abbey and more widely, especially but not exclusively in his work as a Visiting Professor at King's College London, in enabling the Church to remain grounded in right belief about the nature and purposes of God. Theology is no arcane subject but of powerful interest to active Christians, to those of other faiths and to people who have no particular faith commitment but wrestle with the great questions of meaning and purpose. It is profoundly important to inter faith dialogue. His role is a gift to the wider Church and world.

Canon Stanton's report on our care for the finances and fabric includes reference to our ambitious development programme to open in the Eastern Triforium the exhibition space which Your Majesty has graciously allowed us to call The Queen's Diamond Jubilee Galleries. We are delighted to have received planning permission for the access tower outside Poets' Corner and remain actively committed to the necessary fund-raising under the patronage of His Royal Highness The Prince of Wales.

In fulfilment of our Benedictine heritage, we have been actively seeking to enhance our welcome for visitors, of which more is said in Canon Sinclair's report, and especially with young people from across the Kingdom, in and through the Education Centre Your Majesty opened on 21st May 2010. The Cellarium Restaurant and Café opened by His Royal Highness The Duke of Edinburgh on 17th October 2012 continues to flourish and to offer visitors a welcome moment of rest and recreation.

The Receiver General, Sir Stephen Lamport, reports on the means whereby all our high ambitions are realised by a staff and volunteer body approaching 800 people led by a senior management team of dedicated and highly skilled professionals, to whom the Dean and Chapter remains immensely grateful and very committed.

The Dean takes responsibility within the Chapter especially for the worshipping life of the Abbey, in addition to chairing the Chapter and the Collegiate Body and the governors of Westminster Abbey Choir School and Westminster School. In that last capacity, which falls formally outside the scope of this report, it was a particular pleasure to open as chairman the new Harris Westminster Sixth Form in Tothill Street Westminster in September, a Free School, a collaboration between Westminster School and the Harris Federation, whose purpose is to provide a sixth form of the highest quality for the most able students from the most disadvantaged backgrounds across London. The first year offers high hopes of achieving these ambitious goals.

The Dean and Chapter offers this report with profound respect and gratitude for Your Majesty's continuing support for the mission of the Abbey.



The Dean of Westminster
The Very Reverend
Dr John Hall

The Dean of Westminster

The Very Reverend
Dr John Hall



During the year, 70,000 people attended special services of various kinds.

The daily worship of almighty God has been at the heart of the purposes of the Abbey since its foundation by St Dunstan in the year 960. For six hundred years, the Benedictine monks prayed seven times a day in the Abbey and offered daily, often many times, the holy sacrifice of the Mass. The Collegiate Church has throughout maintained the pattern of daily prayer. These days, the Dean, Canons and Minor Canons, together with regular worshippers and members of the public, convene in St Faith's Chapel at 7.30 am for Morning Prayer and at 9 am on Saturdays and Bank Holidays. Matins is sung at 10 on Sundays. Evensong is choral at 3 pm at weekends (apart from the summer months when on Saturday it is at 5 pm) and at 5 pm every day during the week, except on Wednesday when it is said, and on major feast days when there is a Sung Eucharist at 5 pm and Evening Prayer is said at 4 pm. The Eucharist is offered daily at 8 am, from Sunday through to Saturday, and also on weekdays at 12.30 pm. On Sunday, the Sung Eucharist is at 11.15 am. This daily offering forms the bedrock of the Abbey's corporate life. Statistics are not everything but they fill out an account. On average through the year 2014, 4,500 people attended these services in any one week, 1,500 on the average Sunday and 2,000 through the week. Interestingly, many of our worshippers are young. We are also conscious that the great majority will only worship in the Abbey once. Over 6,000 people in total attended worship at the Paschal Vigil on Easter Eve and on Easter Day and 7,000 people attended worship on Christmas Eve and Christmas Day. Almost 20,000 had attended carol services during Advent.

In addition, during the year, 70,000 people attended special services of various kinds. The Queen and The Duke of Edinburgh together with The Prince of Wales and The Duchess of Cornwall attended the annual inter faith Commonwealth Day service. The Prince of Wales and The Duchess of Cornwall were present at the annual Battle of Britain service. Prince Harry opened the Field of Remembrance. These are part of the annual pattern of special services. A Service of Thanksgiving for Nelson Mandela in March was attended by the Vice President of South Africa, Archbishop Desmond Tutu gave the address and the Soweto Gospel Choir sang. Later that month a memorial service for David Frost was attended by The Prince of Wales and The Duchess of Cornwall amongst several other members of the Royal Family, who also attended a memorial service for Sir John Tavener in June and for Lady (Mary) Soames in November. The Queen and The Prince of Wales attended in May a service for the Order of the Bath with the installation of Knights Grand Cross. On 4th August we held a Vigil Service marking the centenary of the outbreak of the First World War, attended by The Duchess of Cornwall, representing Her Majesty. A service marked the 175th anniversary of the University of Westminster and another celebrated the work of Her Majesty's Government through the achievements of Her Majesty's Revenue and Customs. On Armistice Day for the first time was held a service of remembrance for the Members of Parliament and of the House of Lords and their staff. The Speaker and the Lord Speaker read the lessons and laid wreaths at the Grave of the Unknown Warrior.

Memorials were dedicated: in the nave to the commander of the First Fleet that set sail for Australia, Admiral Arthur Phillip RN, the first Governor of New South Wales, attended by The Duke of Edinburgh; in St Paul's Chapel to Matthew Boulton FRS of Birmingham, the manufacturer who enabled James Watt's inventions to flourish; and to Orkney-born Arctic explorer Dr John Rae in the Chapel of St John the Evangelist.



▲ Her Royal Highness The Duchess of Cornwall attends a Candlelit Vigil to Mark the Centenary of the Outbreak of the First World War.



▲ His Royal Highness The Prince of Wales lays a wreath at Sir David Frost's memorial ledger stone.

In October James O'Donnell, Daniel Cook and the Choir embarked on a nine-concert tour of the US, taking them from Washington DC to New York via Madison, Dallas, Huntsville, Knoxville, Cincinnati, New Haven and Westport. Everywhere they received standing ovations from capacity audiences. They also sang services in Dallas, Texas and New Haven, Connecticut. I attended the concerts in New Haven, at Yale University, and in Westport Connecticut and preached at the service they sang at Trinity Episcopal Church New Haven. I had also spent time meeting people and given a lecture in Charleston South Carolina, where I found a very warm welcome. In March, I spent a little time in Washington DC and then travelled to Virginia where I gave lectures about the Abbey in Richmond and in Lexington.

The Abbey and Special Service choirs sang 323 choral services. Over 20,000 people attended 60 concerts at the Abbey: the Sunday recital series, the Summer Organ Festival, and several choral concerts including memorable performances of JS Bach's Christmas Oratorio and St John Passion, with all solos sung by members of the Choir. 2014 saw the release of two new Choir CDs on the Hyperion label: a collection of favourite hymns (Rejoice, the Lord is King!) and a recording of Duruflé's Requiem coupled with works by Howells, Vaughan Williams, Tavener and Philip Moore (Music for Remembrance). The Choir also completed a recording of music by Parry (much of it in new arrangements for choir with brass ensemble) which is due for release.

There were several significant changes in the senior personnel at the Abbey during the year. The Venerable Jane Hedges, who had been Canon Steward since early in 2006, and latterly Archdeacon of Westminster, was appointed by The Queen Dean of Norwich and took up the post on 21st June at a splendid service. A coach-load of the Abbey community travelled to Norwich and many more made their way by other means of transport. Canon Jane Sinclair was appointed by the Crown as Canon Steward in her place. Canon Sinclair had most recently been Archdeacon of Stow and Lindsey in the diocese of Lincoln and before that vicar of Rotherham.

At the beginning of the year the Reverend Michael Macey, Minor Canon and Precentor, moved to be vicar of Boxmoor in the diocese of St Albans. He was succeeded by the Reverend Dr James Hawkey, Minor Canon and Sacrist, in whose stead after Easter we were joined by the Reverend Christopher Stoltz as Minor Canon and Sacrist from Trinity College Cambridge where he had been chaplain. Towards the end of the year, the Reverend Mark Birch was appointed to a new full-time post of Minor Canon and Chaplain, and the Reverend Tony Kyriakides stood down from the part-time position of Chaplain, which he had held for a year in a self-supporting ministry. He will continue as a Priest Vicar.

Roger Westbrook CMG retired as Chief Honorary Steward and was succeeded by Roger Sanders OBE. Dr Stephen Spurr retired as Head Master of Westminster School and was succeeded by Patrick Derham, previously Head Master of Rugby School. James Handscombe became the first Principal of Harris Westminster Sixth Form in Tothill Street, a Free School jointly sponsored by Westminster School and the Harris Federation.

All the Choristers who left the Choir School last year received a Music scholarship or exhibition. Frederick Frostwick went to Bryanston School; Sam Grindlay to Sutton Valence School also with an academic scholarship; John Hindley to Westminster School; Alexander Kyle to Uppingham School; Cottrell van Wingerden to Winchester College. Andrew Pope who had taught English, Latin and sports retired in July after ten very distinguished years. New staff arrivals included John Wright to teach French and sports and Laura Sewell teaching English.

There have been many comings and goings among Abbey staff and volunteers, too many to identify here. Some require a brief mention. Scott Craddock joined the senior management team as Head of Visitor Experience and made an excellent start pulling together the teams of marshals, cashiers and audio-guide assistants with the attendant cleaners and developing a coherent whole. He is ably supported by Simon Jones as Deputy Head of Visitor Experience. Susan Jenkins joined the collections team as Curator following work for English Heritage, most recently managing the renovation of some of the great rooms at Kenwood House. After 24 years at the Abbey, the last eight as the Dean's Personal Assistant, Dr Non Vaughan-O'Hagan left to become chief executive of the London Welsh Centre and was replaced by Ruth Cohen. Catherine Butler was replaced as the Canons' PA by Tiggy Sawbridge.

Each one of those leaving had made in their own way an indelible mark on the life of the Abbey and will continue to be held in warm affection and remain part of the Abbey community. That community stretches around the world and is formed of those who have visited the Abbey and who love the Abbey. We plan in 2015 to find ways of forming a closer association with many such people through the better exchange of information and opportunities for engagement.



▲ Future Nobel Peace Prize winner Malala Yousafzai is presented to Her Majesty The Queen at the Commonwealth Day Observance.



▲ His Royal Highness The Duke of Edinburgh lays a wreath at the new memorial stone to Admiral Arthur Phillip RN, the first Governor of New South Wales.

► Abbey clergy, choristers and staff assemble in the Cloister Garth for the annual group photograph.



The Sub-Dean, Archdeacon of Westminster and Rector of St Margaret's

The Reverend
Andrew Tremlett



This year the Field of Remembrance was opened by HRH Prince Henry of Wales.

"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".

St Margaret's has traditionally hosted a number of special events and services throughout the year: 2014 has proved no different. Our association with the Oriental Orthodox communities of the Middle East continued with the Coptic Festival of Nayrouz, celebrating the Egyptian New Year and marking the commemoration of the many martyrs of the region's recent violent history. It was a particular pleasure for me to be present in the Church of the Holy Sepulchre in Jerusalem when His Grace Bishop Angaelos celebrated the Eucharist and then held an audience with the Patriarch of Jerusalem.

Among other occasions of particular note was the visit of Bishop Kay Goldsworthy from the Diocese of Perth who spent much of Holy Week in the Abbey and St Margaret's, where she celebrated before a large congregation on Easter Day. She was delighted to have the opportunity of attending the Downing Street Easter reception where she and Canon Jane Hedges met the Prime Minister.

St Margaret's also hosted a number of prominent political funerals, including those of the Rt Hon Tony Benn and Rt Hon Jeremy Thorpe and in a notable sign of ecumenical partnership, Catholic Memorial Masses were celebrated for Paul Goggins MP and Jim Dobbin MP. This year the Field of Remembrance was opened by HRH Prince Henry of Wales, who spent time viewing the Arms Arts Society exhibition in the church. My predecessor, Canon Robert Wright, returned to hold an exhibition in St Margaret's during Lent, as part of the Institute's 'Feeding the Soul' Programme. In November, St Margaret's received the colours of the Normandy Veterans' Association and hosted the service to mark the disbanding of the organisation.

The creation of step-free access, mentioned in last year's report, is now complete and a formal opening with the Speaker and the Lord Speaker took place on 20th October 2014. This has turned out to be a fine piece of design and skilfully executed by the stonemasons. In particular, as well as support from the Abbey, St Margaret's Parliamentary Warden, Sir Peter Bottomley MP was active in securing funds both from American contacts and from the Speaker's Art Fund. St Margaret's held a Thanksgiving Evening in November to thank American donors, and to encourage others.

An initial approach to me as Rector of St Margaret's about the creation of a permanent memorial to Humanitarian Aid Workers has led to a wreath-laying ceremony at the Innocent Victims' Memorial. This was attended by 120 family, friends and colleagues, and coincided with the anniversary of the Canal Hotel Bombing in Baghdad. Baroness (Valerie) Amos, UN Under-Secretary General for Humanitarian Affairs, spoke movingly about the importance of wider recognition for the contribution made by aid agencies. This project is now being taken forward by Dame Barbara Stoking (formerly CEO of Oxfam) with a view to creating a permanent memorial in a location of national significance.

The recognition of the Abbey as a place of honour for people of all faiths and of none was signalled by the coalition of aid agencies – Christian Aid, Islamic Relief and World Jewish Relief – who brought together the Archbishop of Canterbury and a wide range of religious leaders for a vigil highlighting the plight of minorities in northern Iraq.

The progress made in establishing a twice-yearly programme of the Westminster Abbey Institute is encouraging and very much down to the skill and imagination of the Institute's Director, Claire Foster-Gilbert. Chapter acknowledged the need to provide sufficient administrative support and in the course of 2014 Iain Blythe was appointed as the Institute's administrator. This has put both the programmes and the Institute's reach on a much firmer footing.

Alongside the 'Feeding the Soul' and 'Going to War' programmes which took place in 2014, a major development in the year has been the establishment of a Council of Reference under the Dean's Chairmanship. This distinguished group of senior public figures has proven challenging and innovative in their thinking. A direct outcome of their early intervention has been the creation of an Associates programme which was launched in September 2014. The Associates are drawn from professionals in public life in the early part of their careers with the potential to engage with the ethical and religious tradition exemplified by the Abbey.

I have reported to Chapter elsewhere the content of my sabbatical in February – April 2014. The time was spent mainly in Jerusalem, with significant excursions around the State of Israel, the Palestinian Authority and Jordan. As well as the immersion in the Arabic language, the course enabled me to reflect on the broader questions of the Arab-Israeli conflict in its historical setting – something to which the United Kingdom made a significant, and not always noble, contribution. I have had the opportunity of speaking with Members of both Houses on this subject and also as part of the Institute programme in the autumn.



▲ His Royal Highness Prince Henry of Wales opens the Royal British Legion's 86th Field of Remembrance.



▲ The funeral of the Right Honourable Tony Benn at St Margaret's Church

The Canon Theologian

The Reverend
Professor Vernon White



A strong underlying theological rationale should inform all our activities in the Abbey.

I wrote last year that a strong underlying theological rationale should inform all our activities in the Abbey, and this sometimes needs to be made explicit. This holds true for the work of the Westminster Abbey Institute, in which I have been involved as a member of its strategic steering group. Thus the role of the Institute in helping to 'foster true religion in national life' (part of the Abbey's overall stated mission) is not only about good ethics and community relations - it also has to do with nurturing the theological beliefs which provide their foundation. In other words, it requires a sustained quest to try to understand the meaning and character of God.

In 2014 we have continued to give expression to this in a variety of ways. Our regular worship and the teaching of its liturgies and sermons are central to the task. But, increasingly, we are finding other ways as well. One forum was a series of colloquia which the Institute held jointly with King's College London in the spring, in which a high calibre set of participants explored the role of theology in music. Another was the annual Gore Lecture on 'The Faithfulness of God', delivered by the Right Reverend Professor N.T. Wright of the University of St Andrews (a former Canon of Westminster). Likewise, in the Institute seminars for public servants, we have drawn on clear theological foundations to help set the agenda. This was particularly apparent in discussions about the nature of loyalty and service in public life. Here notions of commitment and constructive criticism within public service were discussed in the light of our understanding of God's unconditional commitment to us. I have found it particularly rewarding to address these issues with some of the young associates of the Institute. The Institute's autumn season, 'Going to War', began with the annual One People Oration given by the Right Honourable William Hague MP, First Secretary of State and Leader of the House of Commons.

Alongside the Institute's activities, the Abbey has offered other kinds of opportunity for theological reflection. In partnership with the Diocese of London there has been a full programme of Jerusalem Chamber seminars on theology and spirituality for those engaged in Christian ministry, led by speakers from Cambridge, King's London, and Cumberland Lodge. Subjects covered have included an exploration of metaphor in our imagining of God, the use of poetry in preaching, and the role of habit in forming faith. The annual Eric Abbott Lecture was delivered this year by the Reverend Professor Sam Wells on Christian meanings of justice ('Beyond Justice'). We also hosted a day's seminar for Christian and Muslim leaders from Nigeria, as part of their programme of conflict resolution and reconciliation.

In some cases the lasting value of these activities is being recognised by publication. The 2014 September/October edition of the journal *Theology* was dedicated to public theology with three papers from Abbey seminars providing a centrepiece, together with a supplementary editorial from the Abbey. I am also pleased to report that the papers from the spring music and theology seminars in the Abbey have been accepted for publication during 2015. Lectures and papers from the Abbey's C.S. Lewis symposium of last year will appear in another publication, due to be released shortly. I have now just completed my own research and writing on 'Purpose and Providence', which explores positive patterns of divine providence (while critiquing naive doctrines of progress), and this too will be published in 2015.



▲ The President of Ireland, His Excellency Michael D. Higgins, accompanied by his wife, Mrs Sabina Higgins, lays a wreath at the Grave of the Unknown Warrior during a State Visit to the United Kingdom.



▲ The Right Honourable William Hague MP gives the One People Oration.

Externally I have continued to teach more widely, primarily at King’s College London where I co-supervise a number of doctoral candidates and other postgraduate students. The renewal of a Visiting Professorship at King’s will help ensure that the partnership with the Abbey continues to bear fruit. During 2014 I also delivered a research paper at Heythrop College, lectured at a variety of other institutions, churches, and synagogues, and was a contributor to BBC Radio 4 for its ‘Archive on Four’ programme on heroism, and its series on ‘A History of Ideas’. I have preached on a number of occasions at various other churches throughout the year, as well as regularly in the Abbey (including the annual Judges Service). I continue to support theological research in the wider church through membership of the Research Training Committee of the Archbishop’s Examination in Theology. This offers resources for clergy and others who are engaged in a wide range of theological thinking and research at doctoral level.

A good number of these opportunities to reflect and teach on the fundamentals of faith and Christian theology are shared with colleagues, directly or indirectly. The senior clergy of the Abbey meet regularly for theological reflection, and the importance of intentionally relating this reflection to the work of the Abbey has been reaffirmed at our 2014 away-day meeting. Most of the planning of particular events and publications takes place collegially, rather than alone. I am particularly grateful to the stimulus of shared insights gained from work with the Institute steering group and the Abbey Precentor, as well as from colleagues at King’s College London.

2015 promises much. There will be events on theology and the arts and the fruition of a number of publication projects, as well as a full Institute programme. Whatever effectiveness it may have will undoubtedly be due, in good measure, to this collegial style of working - and, of course, to its roots in the regular rhythm of shared prayer and worship.

The Canon Treasurer and Almoner

The Reverend
David Stanton



The number of paying visitors to the Abbey reached almost 1.2 million during the year.

The last financial year, ending on 29th September 2014, produced a strong surplus of £2.6 million. The number of paying visitors to the Abbey reached almost 1.2 million during the year, one of the highest visitor numbers recorded, albeit a small decline on the previous year. Within that total surplus the retail and catering operations also delivered a strong contribution. Together this enabled the Dean and Chapter to cover its spending commitments over the year and build its free cash reserves to a target level of one year's expenditure (approximately £12 million).

Attendances at services also continued at a high level and the collections at services and other contributions made by individuals enabled the Abbey to increase its charitable donations to £202,000 in the year.

Last year I noted that we had paid a deficit contribution of nearly £10 million into the Pension Scheme to put it into a self-sustainable position, and this year the Dean and Chapter has set itself the objective of repaying the bank loan taken out to fund that contribution over a reasonable, but short, period. At the same time, of course, it must ensure that a balance is maintained by providing sufficient funds to continue planned investment in facilities and fabric.

During the year major work continued on the fabric. The principal focus was on The Queen's Diamond Jubilee Galleries, to be created in the Triforium, and the enabling projects that had been identified as key to the preparation for the main development. Many of these preparatory works have been completed, and work has now begun on the new Song School and new lavatories for visitors. Both these projects are due to be completed over the next year. Consultations and preparatory work for the access tower have continued, while planning permission has been sought from Westminster City Council, and as this report goes to press has now been granted.

Day-to-day work on maintenance of the fabric continues under the supervision of the Clerk of the Works. The Dean & Chapter have received the Quinquennial Report on the fabric of the Abbey, St Margaret's and the precincts, prepared by Ptolemy Dean, the Surveyor of the Fabric. While the report does not indicate any unexpected works, there are a number of major projects to be set in hand, principally the roofs. The total programme has been estimated at £12 million over the next five years and the Dean & Chapter was delighted to receive a commitment from the Garfield Weston Trust for Westminster Abbey to cover this expenditure as it arises. Planning has begun on the initial projects in the programme.

The year ending September 2014 was also a good year for the Westminster Abbey Foundation and the Abbey's fundraising activities. A total of £1.3 million income was generated, with firm pledges of future funding increasing to over £5 million. The Abbey's Development Office works with two key partners, a dedicated UK Campaign Development Board and the American Fund for Westminster Abbey. The latter has generated close to £1 million during its first two years of operation and has been helped greatly through the Dean's lecture visits and Abbey events in the US.

The primary focus of the Foundation's efforts continues to be The Queen's Diamond Jubilee Galleries. Work is gathering pace, with all the key consultants engaged, including the appointment this year of the exhibition designers, MUMA. They are designers of world-class reputation and were responsible for the creation of the recent Medieval & Renaissance Galleries at the Victoria & Albert Museum.

In addition to the Galleries, the Foundation was also able to support a number of other Abbey projects, including the new Song School and step-free access to St Margaret's Church. The latter has transformed access to the Church for the disabled. Elsewhere, work within the Abbey's Education Centre, offering outreach sessions to schools in the East of London, was supported by a grant to provide in-school contact from members of our Education team, followed up by visits to the Abbey.

The Abbey's conservators continue to protect, care for and treat the Abbey's fabric and collection. Monitoring programmes within the Abbey and St Margaret's, assessing and evaluating levels of damage and deterioration, have continued using photography, examination and conservation treatment. The chapel of Our Lady of Pew and the base of Henry V's chantry chapel were both surveyed and treated and this work will continue to be assessed annually. A small but important work by the conservators was the restoration of Handel's forefinger on his memorial in the south transept which had been damaged some years ago. In addition, a new and slightly enlarged frame of poppies around the Grave of the Unknown Warrior has been provided in order to protect the Grave better from casual damage.

The conservators have also been closely involved in planning and facilitating works for The Queen's Diamond Jubilee Galleries and have started a programme of condition assessments for objects that will be displayed there. They have worked with both the Curator and gallery designers to advise on a range of environmental and other issues in order to help bring this exciting project to fruition.

As part of the project to re-display the Coronation Chair in the Chapel of St George the bronze memorials to Henry and Millicent Fawcett (by Sir Alfred Gilbert and Sir Herbert Baker) were conserved by the metals conservator. The intricate 35-piece memorial was taken apart, carefully cleaned, and is now installed in a new oak frame on the west wall of the chapel. In addition our Paintings Conservator undertook conservation treatment of the funeral effigy head of King Henry VII, prior to its impressive display in 'The Tudors Rediscovered' exhibition at the National Portrait Gallery. Also during the year our stone conservator carried out consolidation trials on four severely deteriorated 12th century Reigate stone column bases in St Catherine's Chapel garden. Data from these trials is being shared with colleagues at English Heritage and Historic Royal Palaces and will inform future stone conservation at the Abbey and elsewhere.



▲ A planning application for the construction of an access tower to the proposed Queen's Diamond Jubilee Galleries in the Triforium was submitted in October and approved early in 2015.



▲ The Most Reverend Desmond Tutu, Archbishop Emeritus of Cape Town, is presented to HRH Prince Henry of Wales at a Service to Celebrate the Life and Work of Nelson Mandela.

The Canon Steward

The Reverend
Jane Sinclair



During the busy summer season the Abbey staff and volunteer teams were welcoming upwards of 6,000 people a day.

'Let all guests that come be received like Christ ... and let fitting honour be shown to all, but especially to churchmen and pilgrims.' (Chapter 53, Rule of St Benedict)

This year has seen total visitor numbers to the Abbey and St Margaret's Church reach 1.94 million, a slight dip compared with the record numbers in 2013, but the second highest figure recorded, which demonstrates the continued buoyant interest in the Abbey by UK and overseas visitors since the Royal Wedding in 2011. During the busy summer season members of the Abbey staff and volunteer teams were welcoming upwards of 6,000 people a day. Trained volunteers also welcomed several groups with disabilities – blindness, special needs, and physical ailments - who came to the Abbey, who were able to enjoy touch tours and other specially designed experiences in order to ensure the maximum enjoyment and understanding from their visit.

Among the Abbey's visitors are a growing number of children and young people. In 2014, the Education team at Westminster Abbey delivered sessions to 8,561 children who came in school groups. An additional 3,759 children and young people visited the Abbey for self-guided visits. We also welcomed 1,532 adults, accompanying children from schools or attending as teachers for INSET training.

Abbey Education staff also delivered Remembrance sessions in November, with special poignancy as the nation marked the centenary year of the outbreak of the First World War. Education staff continued their partnership with Westminster Archives, who delivered a week of tours and workshops at the Abbey, including a service of remembrance for groups by the Grave of the Unknown Warrior. During December, Victorian Christmas sessions were offered in partnership with the British Postal Museum and Archive. A workshop was delivered by an actor in the role of Sir Rowland Hill, the inventor of the Penny Black stamp, who is buried in the Abbey.

2014 has also seen considerable change in the organisation and management structure of the Abbey's Visitor Experience team. Scott Craddock began work as Head of Visitor Services in January 2014, and Simon Jones was appointed as Deputy Head of Visitor Services with special responsibility for Volunteers in September 2014. The organisation and management of marshals, cashiers, audio-guide staff, cleaners, reception staff and volunteers is now significantly more coherent, and staff and volunteer communication and morale much improved. The Abbey is committed to continuing to improve its welcome to all its visitors, be they tourists, pilgrims or worshippers, and to ensuring that they are able to experience in the best possible way the Abbey as a place of Christian worship and prayer, as well as an icon of Royal and British history. The newly re-organised Visitor Experience team now works from one central office in the Sanctuary – officially opened and blessed by the Dean on the 1st August 2014.

The autumn of 2014 saw the development of a web-based online ticketing facility, which went live early in 2015, to enable visitors from around the globe to pre-book tickets to visit the Abbey up to eight weeks in advance of their visit.

The Abbey has continued to be a popular venue for hosting corporate events, especially in the spring and summer months when the Cloisters and College Garden are at their best. Income from corporate events between October 2013 and September 2014 amounted to over £400,000, a healthy and welcome increase over the previous twelve months.

Events hosted by the Abbey continue to be split between corporate (60 per cent) and charitable (40 per cent) organisations. The Abbey remains a popular choice for important charity events as it continues to support them by greatly reducing its hire fees. Christian Aid raised nearly £500,000 from two dinners held in Cheyneygates, and the Macmillan Cancer Support raised £150,000 at their annual tug-of-war in June. The Hospitality Co-ordinator organised and managed a total of 412 external and internal events at the Abbey during the year.

Exit surveys were conducted with our visitors three times during 2014 and have revealed that:

- ▶ 81% of visitors were making their first visit to the Abbey
- ▶ On average 86% cent of visitors were from overseas, with Europeans accounting for 55% and those from North America accounting for 23%. Of the 14% of UK visitors, 4% are from Scotland, 22% from London and the remainder from the rest of the UK.
- ▶ 66% of visitors were aged 25-54. 7% were aged over 65.
- ▶ 74% of visitors visited during a stay away from home, and 10% were on a day trip.
- ▶ 29% of visitors viewed the Abbey website in advance of their visit.
- ▶ 75% of visitors came without children.
- ▶ The average visit length was 116.3 minutes.

The Abbey gardens are a rare survival from monastic times, and their peace and beauty are appreciated by many visitors, as well as residents and staff. This year the Abbey's gardening team has been delighted to take on two work-experience volunteers and a young person from the Princes Trust, with great success.

Many large events took place in College Garden in July, not least six increasingly popular brass band lunchtime concerts. Two additional brass band lunchtime concerts were also held in St Margaret's Church. The season was greatly enjoyed by many. However, the combination of hot summer weather, marquees, and thousands of visitors, took its toll on the magnificent College Garden lawns. The annual renovation of the lawns took place during August – October. During October the Garden team collaborated on re-landscaping the area around the new disabled ramp to St Margaret's Church.

The pastoral care of staff has continued to be offered by an Abbey chaplain – voluntary in 2014, but becoming a part-time paid post from January 2015. The pastoral care of visitors is offered by voluntary Duty Chaplains, who come to the Abbey for a week at a time from across the UK. Parishes continue to be welcomed to the Abbey for regular Prayer Pilgrimages, free of charge.

The Abbey is deeply conscious of its Benedictine roots. This year has seen it continue to embody and develop its ancient traditions of prayer, hospitality and learning for the people of all ages and backgrounds who are drawn to this unique community at the heart of Westminster.



▲ The Reverend Jane Sinclair, Canon Steward, is presented to HRH The Prince of Wales at a Service of Thanksgiving and Rededication to mark Battle of Britain Sunday.



▲ The Dean guides the new Canon Steward, the Reverend Jane Sinclair, to her stall in the Quire at her installation service.

The Receiver General and Chapter Clerk

Sir Stephen Lamport KCVO DL



We now have more than 30,000 Twitter followers, and our Facebook page attracts a growing audience.

This year's Annual Report captures once more the wide extent of the Abbey's work and the volume of the activities it undertakes over the course of a year. The Abbey has always been a place of remarkable activity beyond the daily pattern of its worship. But it is worth noting that the pace of its work has over the years steadily grown, and alongside this growth has been the need both to expand our resources if we are to cope properly with a greater workload and to deliver that work at the level of quality and excellence which the Abbey is rightly expected to reach. The most obvious reflection of this pattern of steady development has been the increase in the size of the Abbey's establishment.

To carry out the increasing number of tasks we have embraced, to look after a notable increase in our paying visitors – from 950,000 in 2008 / 2009 to nearly 1.2 million in 2013 / 2014 - and to ensure that our resources and methods of working are properly up to date, we now employ a total of nearly 300 people, equivalent to 198 full-time staff. We have steadily improved the professionalism of our senior staff. And the work of our paid staff is complemented by a volunteer force of near 500, who give their time to assisting the Abbey across many aspects of its mission.

Hand-in-hand with the staffing resources the Abbey now requires is the need to update or improve our working practices. Both this year's and last year's Annual Reports have described the important changes and improvements we are making to the management and practices of our staff who are directly responsible for looking after the Abbey's visitors.

There are less immediately obvious changes. We are engaged in an important programme to improve the handling of data across the Abbey. We have been working on the introduction of on-line ticketing. We have for the first time established a marketing function, with its initial responsibility to even out the pattern of visiting to the Abbey between the quieter and busier months and to increase the proportion of visitors who come to us from the UK rather than overseas. Over nine-tenths of our income comes from tourism. That will always be an uncomfortable proportion, and we continue to look for ways to diversify away from this dependence, as well as to maximise the effectiveness of our continuing programme of fund-raising. This work sits side by side with the increasing need to elaborate carefully our longer-term financial planning, given the future demands on our resources from the proper care and conservation of the Abbey's fabric. For these reasons we now look at our likely project funding over a period of at least five years.

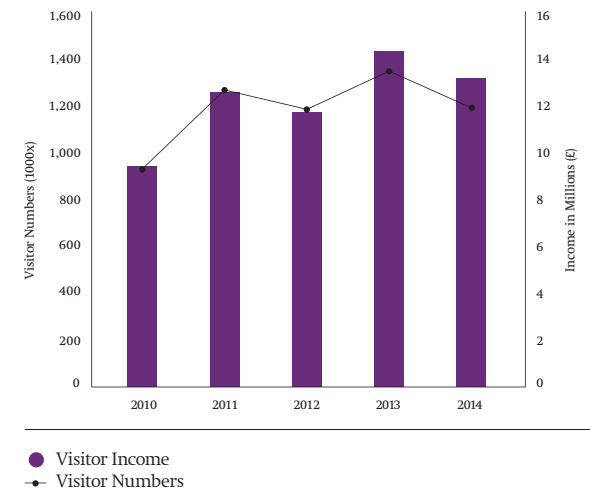
An important aspect of the changing world in which the Abbey needs to work effectively is the area of social media. The Communications Department has established a substantial presence in this means of communication to a growing audience of all ages. We provide our Twitter and Facebook audiences with up-to-date and lively content relating to the Abbey's activities, carefully tailored to the different demands of these two channels. We now have more than 30,000 Twitter followers, and our Facebook page attracts a growing audience, which by the end of the year was over 100,000, with an average weekly reach more than double that number. During the year we carried out a substantial revision of the Abbey website, to increase the extent and depth of its content, and to improve the ease of using it.

Our website, as with all organisations enjoying a high public profile, is our most important means of communicating with the world at large. It recorded more than 2 million hits during the year. To ensure it is of the high quality that defines all the Abbey does we work constantly to improve it.

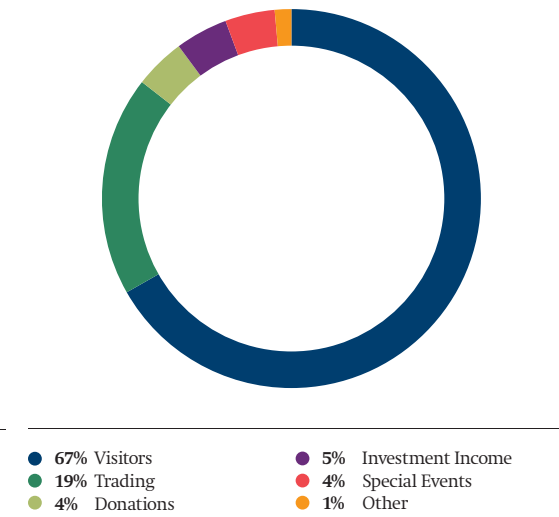
Alongside these underlying developments has gone the beginning of a more active programme of practical work with disadvantaged young people. We have for the first time teamed up with The Prince's Trust to involve the Abbey in the important process of introducing those on its courses to the world of work. Over the last year we have taken on an apprentice in our Security Department, who has successfully completed her year and has now been appointed as a full-time member of the Security Department. We plan to build on this work for the future.

As ever, the work of the Abbey could not be carried out, at every level, without the dedication, commitment and loyalty of its staff and volunteers. I should like to pay tribute, once more, to everything they contribute day by day to the life of the Abbey.

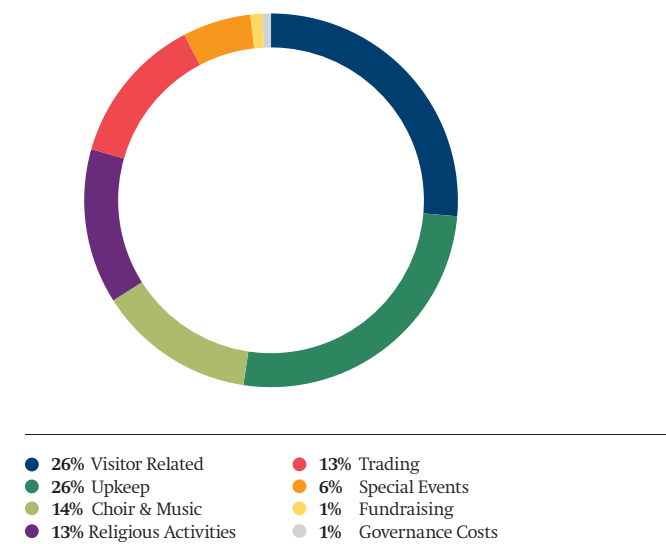
1. Visitor Income and Numbers



2. Source of Income



3. Analysis of Expenses





The Dean of Westminster
The Very Reverend
Dr John Hall



**The Sub-Dean, Archdeacon of Westminster
and Rector of St Margaret's**
The Reverend
Andrew Tremlett



The Canon Theologian
The Reverend
Professor Vernon White



**The Canon Treasurer
and Almoner**
The Reverend
David Stanton



The Canon Steward
The Reverend
Jane Sinclair



**The Receiver General
and Chapter Clerk**
Sir Stephen Lamport
KCVO DL

The Collegiate Church of Saint Peter Westminster

We set out overleaf summarised financial statements for the year ended 29th September 2014 and supplementary summary financial information for the five years ended 29th September 2014.

The summarised financial statements for the year ended 29th September 2014 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 Abbey's supplementary summary information for the five years ended 29th September 2014 does not represent statutory accounts either. The full financial statements, from which the summarised financial statements and the supplementary summary financial information is derived, have received unqualified opinions from the independent auditor, Andrew McIntyre.

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

The full financial statements for the year ended 29th September 2014 were approved by the Dean and Chapter on 16th January 2014 and copies of those statements, including the Auditor's and Dean and Chapter's reports, may be obtained from: The Chapter Office, 20 Dean's Yard, London SW1P 3PA.



The Dean of Westminster
The Very Reverend
Dr John Hall

21st March 2015

Summarised Financial Statements

Consolidated statement of financial activities
for the year ended 29th September 2014

| (£'000) | Unrestricted | Restricted | Endowment | 2014 Total | 2013 Total |
|--|---------------|--------------|------------|---------------|---------------|
| Incoming resources | | | | | |
| Visitors | 13,171 | — | — | 13,171 | 14,304 |
| Trading | 3,704 | — | — | 3,704 | 4,064 |
| Donations and gifts | 388 | 466 | — | 854 | 1,068 |
| Investment income | 508 | 375 | — | 883 | 755 |
| Special events | 837 | — | — | 837 | 544 |
| Other income | 279 | — | — | 279 | 367 |
| Curtailed gain | — | — | — | — | 1,922 |
| | 18,887 | 841 | — | 19,728 | 23,024 |
| Resources expended | | | | | |
| Religious activities | 2,115 | 184 | — | 2,299 | 2,233 |
| Special events | 1,015 | — | — | 1,015 | 932 |
| Visitor related | 4,506 | 14 | — | 4,520 | 4,174 |
| Choir and music | 2,200 | 138 | — | 2,338 | 2,467 |
| Upkeep | 3,591 | 867 | — | 4,458 | 5,897 |
| Trading | 2,212 | — | — | 2,212 | 2,363 |
| Fundraising | 175 | — | — | 175 | 264 |
| Governance costs | 128 | — | — | 128 | 150 |
| | 15,942 | 1,203 | — | 17,145 | 18,480 |
| Net incoming/(outgoing) resources | 2,945 | (362) | — | 2,583 | 4,544 |
| Transfers between funds | — | — | — | — | 6 |
| Investment gains and property revaluations | 206 | 60 | 462 | 728 | 10,229 |
| Actuarial loss on pension scheme | (96) | — | — | (96) | (4,457) |
| Net increase for the year | 3,055 | (302) | 462 | 3,215 | 10,322 |

Summarised Financial Statements

Consolidated balance sheet
as at 29th September 2014

| (£'000) | Unrestricted | Restricted | Endowment | 2014 Total | 2013 Total |
|---|---------------|--------------|---------------|---------------|---------------|
| Analysis of assets between funds | | | | | |
| Tangible fixed assets | 25,980 | — | — | 25,980 | 26,504 |
| Investments | 14,013 | 4,121 | 12,325 | 30,459 | 25,846 |
| Net current assets | 6,301 | — | — | 6,301 | 7,675 |
| | 46,294 | 4,121 | 12,325 | 62,740 | 60,025 |
| Liabilities | | | | | |
| Long term liability | (9,076) | — | — | (9,076) | (9,576) |
| Net assets | 37,218 | 4,121 | 12,325 | 53,664 | 50,449 |
| Funds | 37,218 | 4,121 | 12,325 | 53,664 | 50,449 |

Supplementary Summary Financial Information

Five year summary

| (£'000) | 2014 | 2013 | 2012 | 2011 | 2010 |
|--|---------------|---------------|---------------|---------------|----------------|
| Incoming resources | 19,728 | 23,024 | 21,621 | 21,852 | 14,940 |
| Resources expended | (17,145) | (18,480) | (18,254) | (16,098) | (16,045) |
| Net (outgoing)/incoming resources | 2,583 | 4,544 | 3,367 | 5,754 | (1,105) |
| Investment and property revaluations | 728 | 10,235 | 1,490 | (770) | 4,271 |
| Actuarial loss on pension scheme | (96) | (4,457) | (602) | (1,286) | (1,681) |
| Disposal of almshouses | – | – | (723) | – | – |
| Increase in funds | 3,215 | 10,322 | 3,532 | 3,698 | 1,485 |
| Funds brought forward | 50,449 | 40,127 | 36,595 | 32,897 | 31,412 |
| Funds at the year end | 53,664 | 50,449 | 40,127 | 36,595 | 32,897 |
| Funds by category | | | | | |
| Unrestricted | 46,294 | 43,739 | 32,158 | 32,061 | 28,519 |
| Long term liability | (9,076) | (9,576) | – | – | – |
| Pension reserve | – | – | (7,356) | (6,888) | (6,693) |
| Restricted | 4,121 | 4,423 | 4,418 | 2,332 | 1,434 |
| Endowment | 12,325 | 11,863 | 10,907 | 9,090 | 9,637 |
| | 53,664 | 50,449 | 40,127 | 36,595 | 32,897 |

Summarised Financial Opinion

Accountants' Report To The Dean And Chapter
Of The Collegiate Church Of Saint Peter Westminster

We have been asked to report whether the summarised financial statements and supplementary financial information for The Collegiate Church of Saint Peter Westminster for the year ended 29th September 2014 which consists of the consolidated statement of financial activities, consolidated balance sheet and the five year summary have been properly extracted from the audited financial statements of The Collegiate Church of Saint Peter Westminster for the respective years to which it relates.

This report is made solely to the Dean and Chapter of The Collegiate Church of Saint Peter Westminster, as a body, in accordance with our engagement letter dated 18th December 2014. Our work has been undertaken so that we might report to the Dean and Chapter of The Collegiate Church of Saint Peter Westminster that the summarised financial statements and supplementary financial information has been properly extracted from the audited financial statements for the respective years to which it relates and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Dean and Chapter of The Collegiate Church of Saint Peter Westminster as a body, for our 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 we do not express any assurance on the summarised financial statements and supplementary financial information.

Respective responsibilities of the General Partner and the accountants

The Dean and Chapter of The Collegiate Church of Saint Peter Westminster is responsible for preparing the summarised financial statements and supplementary financial information and for determining whether the financial information contained therein is suitable for their needs. The Dean and Chapter of The Collegiate Church of Saint Peter Westminster 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 Westminster as would be provided by the full financial statements for the year ended 29th September 2014.

Our 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. Our 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 any events since 14 January 2015 on which we signed our report on the full annual financial statements of The Collegiate Church of Saint Peter Westminster and the date of this statement.

Report

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



Andrew McIntyre
Chartered Accountant

Abbey People

The work of the Abbey could not be carried out without the dedication, commitment and loyalty of its staff and volunteers.



The Dean and Chapter of Westminster (left to right)

The Reverend David Stanton, The Reverend Professor Vernon White, The Very Reverend Dr John Hall, The Reverend Jane Sinclair, The Reverend Andrew Tremlett

The Senior Management Team



The Receiver General and Chapter Clerk
Sir Stephen Lamport KCVO DL



Deputy Receiver General and Head of Finance
Stuart Bailey



Head of Human Resources
Helen Averill



Head of Visitor Experience
Scott Craddock



Head of Security
Garry Evanson



Director, Westminster Abbey Foundation
Valerie Humphrey



Head of Communications
Duncan Jeffery



Organist and Master of the Choristers
James O'Donnell



Head of Event Management and Marketing
Lorraine Rossdale



Head of the Abbey Collection and Librarian
Dr Tony Trowles



Clerk of the Works
Jim Vincent

Westminster Abbey College

The Dean
Sub-Dean
Canon Rector of St Margaret's
Canon Theologian
Canon Treasurer
Canon Steward
The Receiver General and Chapter Clerk

High Steward
The Right Honourable
The Lord Luce KG GCVO PC DL

High Bailiff
Sir Roy Strong

Organist and Master of the Choristers

James O'Donnell

Legal Secretary

Christopher Vyse

Surveyor of the Fabric

Ptolemy Dean

Librarian

Dr Tony Trowles

Clerk of the Works

Jim Vincent

Consultant Archaeologist

Professor Warwick Rodwell

Headmaster, Westminster

Abbey Choir School

Jonathan Milton

Deputy Receiver General

Stuart Bailey

Auditor

Andrew McIntyre

Minor Canon & Precentor

The Reverend Dr James Hawkey

Minor Canon & Sacrist

The Reverend Christopher Stoltz

Head Master, Westminster School

Patrick Derham

Under Master, Westminster School

Deneal Smith

Master of the Queen's Scholars

Westminster School

Mark Feltham

Representative of the Lay Vicars

Mark Dobell

Deputy High Bailiff

Major General David Burden CB CVO CBE

Administrator, Westminster Cathedral

Canon Christopher Tuckwell

Superintendent Minister

Methodist Central Hall

The Reverend Martin Turner

Lord Mayor of Westminster

Cllr Audrey Lewis

Westminster Abbey Fabric Commission

Professor Paul Binski
Dr Ian Bristow
Bob Carr
Professor Sir David Cannadine
Professor Eamon Duffy
Dr Richard Gem
Philippa Glanville
Dr Elizabeth Hallam Smith
Ian Hume
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Anne Machin
Rosemarie MacQueen
John Maine
The Reverend Tony Redman
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Philip Venning

Westminster Abbey Institute

Director

Claire Foster-Gilbert

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Roger Mountford

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David Thomas

Christopher Jonas

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Investment Panel

David Thomas

Tim Kidd

Raymond Haines

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