



# Westminster Abbey 2016 Report To The Visitor Her Majesty The Queen



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(Front Cover) Her Majesty The Queen receives an early birthday present from the choristers of Westminster Abbey after the annual Commonwealth Day service in March: a framed picture of 'Choir Boy' – the Queen's first winner, which won the Royal Hunt Cup at Ascot on 17<sup>th</sup> June 1953.

## Your Majesty,

The Dean and Chapter of Westminster takes great pleasure in offering Your Majesty as the Abbey's Visitor our annual report on the fulfilment of the mission of the Collegiate Church of St Peter in Westminster during the Year of Our Lord 2016.

In the past year, the Dean and Chapter has adopted a brief encapsulation of our understanding of what the Abbey stands for: Faith at the Heart of the Nation.

Westminster Abbey has been a place of daily prayer and worship since the year 960. The Dean and Chapter's commitment is undiminished to the daily worship of Almighty God, through his Son Jesus Christ and in the power of the Holy Spirit, using forms of service authorised by the Church of England. Large numbers of people from all over the world attend in particular the choral services and those on the great feasts of the Church.

In addition, over the past fifty years, the Abbey has offered an increasingly generous and inclusive welcome to leaders and members of other Christian denominations and of other world faiths on many particular occasions. Thus the Abbey makes space for wider expressions of faith.

Our claim to be at the heart of the nation rests on the decision of King Edward the Confessor in 1042 to rebuild the Abbey and to build his Palace beside the Abbey, thus beginning a process which over the years has gathered around the Abbey the Houses of Parliament, the headquarters of the civil and military service in Whitehall and, in the Supreme Court, the leaders of the judiciary, all within a short distance of Buckingham Palace. Thus the Abbey is at the heart of national life.

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

- To serve Almighty God as a 'school of the Lord's service' by offering divine worship daily and publicly;
- To serve the Sovereign by daily prayer and by a ready response to requests made by or on behalf of Her Majesty;
- To serve the nation by fostering the place of true religion within national life, maintaining a close relationship with members of the House of Commons and House of Lords and with others in representative positions;
- To serve pilgrims and all other visitors and to maintain a tradition of hospitality.

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

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

Last summer the Sub-Dean, Archdeacon and Rector of St Margaret's, Canon Andrew Tremlett, took up Your Majesty's appointment as Dean of Durham. Canon Vernon White became Sub-Dean and Archdeacon of Westminster in addition to his role as Canon Theologian and Canon Jane Sinclair, previously Canon Steward, succeeded Canon Tremlett as Rector of St Margaret's. Canon Anthony Ball took up the position of Canon Steward in September.

Following Lord Luce's retirement at the age of 80 after distinguished service, the Dean and Chapter were pleased to appoint The Duke of Buccleuch to succeed him as High Steward.

We are excited by the progress of plans for the galleries in the Eastern Triforium which Your Majesty has graciously allowed us to name in honour of the Diamond Jubilee. We are grateful to His Royal Highness The Prince of Wales as Patron of the appeal for unveiling a foundation stone in December for the access tower outside Poets' Corner. We expect the Jubilee Galleries to open in the early summer of 2018.

At around the same time, we expect to see unveiled in celebration of Your Majesty's reign a new stained glass window in the North Triforium, to be designed by David Hockney OM CH and made by the Barley Studio in York.



**The Dean of Westminster**  
The Very Reverend  
Dr John Hall

## The Dean of Westminster

The Very Reverend  
Dr John Hall



The vigil ended with the sounding of whistles at 7.30 am to mark the moment when men one hundred years ago went over the top.

The daily and public worship of almighty God is the primary purpose of any Church. The Abbey fulfils its obligation through 28 public acts of worship each week, in eight of which we are supported by the Abbey's organists and choir and accompanied by large numbers of fellow worshippers day by day. This annual report also tells the story of many special services during the year, three of which were honoured by The Queen's presence with other Members of the Royal Family.

Commonwealth Day was attended by The Queen, The Duke of Edinburgh, The Duke and Duchess of Cambridge and Prince Henry of Wales, together with many schoolchildren and the representatives of Commonwealth Organisations. The service was televised live by the BBC. As usual, the Service involved representatives of other denominations and other faiths. It is a pleasure to gather the faith leaders together for lunch before the service and a useful conversation about our collaboration.

Prince Harry also attended two significant services in April, a service to commemorate the first anniversary of the 2015 attacks in Tunisia and the annual service to mark the commemoration of Anzac Day.

Other equally notable historic commemorations included the Requiem Eucharist, Concert in honour of the Blessed Virgin Mary and a series of three lectures held to commemorate the 500<sup>th</sup> anniversary of the Consecration of the Lady Chapel at the end of April and in early May.

In May, The Princess Royal, patron of the United Kingdom Antarctic Heritage Trust, accompanied by Vice Admiral Sir Tim Laurence KCVO CB, attended a centenary service of thanksgiving for the courage and endurance of the polar explorer Sir Ernest Shackleton CVO and his men. Her Royal Highness also attended the annual service at the grave of Lord Cochrane on Chilean Navy Day.

In the same month, a service was held to mark the 175<sup>th</sup> anniversary of the foundation of Whitelands College, the first college for women, now part of the University of Roehampton, of which I am Pro Chancellor.

There were important commemorations in June marking the Fiftieth Anniversary of the Anglican Centre in Rome at Evensong, attended by the Archbishop of Canterbury and many Anglican and Roman Catholic bishops, and a Service of Thanksgiving and Re-commitment to mark the twentieth anniversary of the opening of the National Holocaust Centre and Museum, of which I am now privileged to be a trustee. Both these services spoke of reconciliation, remembering past enmities and cruelties that divided communities in centuries past.

The Centenary of the Battle of the Somme was commemorated on 30<sup>th</sup> June with a Service and Vigil on the Eve of the Battle, attended by The Queen and The Duke of Edinburgh, the Prime Minister and the Leader of the Opposition together with representatives of the Diplomatic Corps, charities and descendants of those who died in the battle, coinciding with events taking place in other countries. The Choir sang a new commission, an anthem composed by Judith Bingham. The BBC televised the service live.

That night, in the Abbey was an all-night vigil with men, women and children holding watch over the Unknown Warrior and changing vigil parties every 20 minutes throughout the night. In planning this service, we were grateful for the active collaboration of the Department for Culture, Media and Sport and the Ministry of Defence. The vigil ended with the sounding of whistles at 7.30 am to mark the moment when men one hundred years ago went over the top and into battle. This was followed by a Requiem Eucharist at 8 am.





Her Majesty The Queen during the wreathlaying at a Service and Vigil on the Eve of the Centenary of the Battle of the Somme in June



Lance Sergeant Stuart Laing of the Welsh Guards plays Last Post on a bugle that was sounded at the Somme, at the battle's centenary service in June. (Photo by Jack Taylor/Getty Images)

In September, a service was held to give thanks for the life and work of Terry Wogan KBE DL.

In October, a wreathlaying and short service was held to commemorate the work of William Wilberforce and mark the role of the independent Anti-slavery Commissioner. The service was attended by Princess Eugenie of York and the Prime Minister, The Rt Hon Theresa May MP, together with the Home Secretary, the Archbishop of Canterbury and the Cardinal Archbishop of Westminster.

At the end of October, during his State Visit to Her Majesty The Queen, the President of Columbia Juan Manuel Santos with First Lady María Clemencia Rodríguez visited the Abbey and laid a wreath at the Grave of the Unknown Warrior before being given a short tour of the Abbey.

In November, a Service was held to mark the Diamond Anniversary of The Duke of Edinburgh Award attended by The Queen, The Duke of Edinburgh and The Earl and Countess of Wessex.

In December I dedicated a Memorial to the poet Philip Larkin in Poets' Corner.

The Abbey Choir gave several choral concerts including memorable performances of Bach's St Matthew Passion and Handel's Israel in Egypt. The latter was broadcast on BBC Radio 3. In April the Choir gave a special recital marking the 500<sup>th</sup> anniversary of the consecration of the Lady Chapel, with a programme of works dedicated to the Blessed Virgin Mary. To mark St Cecilia's Day in November, a service was held in the Abbey at which sang the combined choirs of St Paul's Cathedral and Westminster Cathedral and the Abbey.

The Choir released a Hyperion CD of music by John Taverner in July 2016. Two services of Choral Evensong were broadcast on BBC Radio 3, one in March, and the other in September marking the anniversary of the first broadcast Evensong 90 years ago, which also came from the Abbey.

In conjunction with the renovation of the roof over the South Triforium, the organ in that area has been dismantled and is being restored. It will be reinstalled in the summer of 2017. Organ Scholar Matthew Jorysz was appointed Assistant Organist in January 2016 to succeed Martin Ford. Benjamin Cunningham was appointed as the new Organ Scholar for the academic year 2016-17. Lay vicars Michael Lees (appointed 1987) and Benjamin Turner (1999) left the Abbey Choir in July. Robin Blaze, counter tenor, became a lay vicar.

The Abbey Choir School initiated the Chorister Experience, an opportunity for a day for potential choristers to experience something of the life and work of an Abbey chorister. The School hosted another very successful Joint Orchestral Day with St Paul's and Westminster Cathedral Choir Schools. After the Commonwealth Day Service, the choirboys presented The Queen with an early 90<sup>th</sup> birthday present, a portrait illustrating three important interests: the Commonwealth; Her Majesty's passion for racing, recalling that her first winner was a horse called Choir Boy; and a picture of the present day choristers.

The leavers all passed with flying colours to their senior schools winning music and academic scholarships. They enjoyed a programme of events after their Common Entrance exams which included a special tour of normally inaccessible parts of the Abbey, and as a new element this year, a hiking expedition to the south coast.

At the end of the year, the Abbey musicians and clergy were preparing for a visit to Rome in January 2017. The Pope had invited the Abbey Choir to sing with the Sistine Chapel Choir at Vespers in the Basilica of St Paul without the Walls to mark the culmination of the annual Week of Prayer for Christian Unity on the Feast of the Conversion of St Paul. His Holiness would give the Abbey choir and delegation a private audience. The previous evening, again with the Sistine Chapel Choir, the Abbey Choir planned to perform a concert of sacred music in the Basilica of St John Lateran. Some music would be sung by each choir separately and some by both choirs together. Significantly, the Sistine Chapel Choir had prepared to sing with the Abbey Choir an anthem in English composed by Sir Hubert Parry.



His Royal Highness The Duke of Edinburgh meets veterans during the Opening of the Field of Remembrance in November.



The Abbey has commissioned David Hockney to design a window in the north transept to celebrate the reign of Her Majesty The Queen.





Her Royal Highness The Princess Royal joins representatives of the Chilean Navy at Westminster Abbey in May for the annual wreathlaying ceremony to honour Admiral Lord Cochrane, 10<sup>th</sup> Earl of Dundonald, on Chilean Naval Day.



Her Royal Highness Princess Eugenie of York and the Prime Minister, the Right Honourable Theresa May MP, at a wreathlaying at Westminster Abbey in October to honour the work of William Wilberforce and to mark the publication of the first annual report of the United Kingdom's Anti-slavery Commissioner.



## The Sub-Dean, Archdeacon of Westminster and Canon Theologian

The Reverend  
Professor Vernon White



We are convinced that offering resources to so many diverse people in this wide-ranging way is integral to the Gospel itself.

'Creative Fidelity' was the subject of a lecture sponsored by the Westminster Abbey Institute early in the spring of 2016. It aptly summarizes what the Abbey seeks to represent in all aspects of its life and mission.

A disposition of fidelity (or faithfulness) is the willingness to take on commitments which are deeply rooted, long-term, and reliable. This is a vital basis for stability and trust; something sorely needed for human flourishing in any age, but especially so in times of turbulence. Without any core commitments, a society or an individual tends to fragment. Creative fidelity is the willingness also to be responsive, open-minded, flexible, in our commitments. This too is vital because it prevents fidelity to our commitments being just blind loyalty, exclusive dogmatism, tunnel-vision. Only when our commitments are creatively exercised can we hold together effectively as a diverse society.

The Abbey seeks to embody all this in its own core commitment to the Gospel of Jesus Christ, sustained through regular worship, social engagement, and Christian teaching. It is creative in this commitment through the hospitality and various kinds of support it offers to a great variety of people of different religious traditions and of no religious faith. We are convinced that offering resources to so many diverse people in this wide-ranging way is integral to the Gospel itself. It is the very nature of the God we see in Christ which invites this sort of creative fidelity: God in Christ asked for unswerving commitment to Himself; yet also showed Himself to be generous, creative and inclusive, welcoming and working with a diversity of fellow travellers.

This theological basis not only undergirds our general approach to hospitality; it also inspires a number of specific initiatives which have developed during this past year. The work of the Institute, reported elsewhere, has reviewed its main aim and focus and reaffirmed its commitment to act as a moral and spiritual resource for public servants and public life. In doing this it has drawn explicitly on these theological and spiritual foundations; notably in its spring public lecture series on the Benedictine Values, which included the lecture on stability and the disposition of creative fidelity; also in its contributions to Government departmental seminars where issues of 'trust' and 'truth' were extensively discussed.

The same foundations lie behind two other important dimensions of Abbey life which have become more firmly embedded during this past year. As reported in 2015, the Abbey has formulated an agreed set of values: truthfulness, excellence, empathy, and integrity. Their formal launch in 2016 has helped promulgate them more widely. These too embody creative fidelity to the Christian tradition. They clearly arise from the Abbey's core Christian commitment, and this is made explicit in their presentation; yet, equally, they were agreed and presented inclusively, by and for people of all faiths and none.

The Abbey's social engagement bears the same hallmarks. This too has been more intentionally embedded in the Abbey's mission in this past year. Through partnership with The Prince's Trust, 24 young people had at least a day's experience in the Abbey; some spent longer, and one is now engaged to work full-time in the Abbey. Staff from various Abbey departments have given time and energy to supporting this project. The Education department has not only supported this initiative, but also extended our remit with disadvantaged young people, through its offer of subsidised visits to schools from poorer areas. This is only one example of our work for social justice. An audit of all the Abbey's acts of social engagement has recently been commissioned, and further activity next year is already planned. The theological foundation of this too has been made clear: Chapter, together with the senior management team, collectively committed themselves to this as a result of a series of theologically based discussions together.



Theological teaching continues to have traction in more traditional ways as well. The public lecture series continue. The annual Gore Lecture, hosted by the Institute, was delivered this year by The Right Reverend and Right Honourable The Lord Williams of Oystermouth on 'Staying Power' in Benedictine Values. The Eric Symes Abbott Memorial lecture was given by Professor Roger Scruton on 'The Sacred, the Profane, and the Desecrated'. Internal theological seminars continue regularly, involving a number of invited speakers, as well as members of the Abbey team. The Abbey's theological engagement with the arts developed further through a joint symposium with Tate Britain on the public display of sacred objects. Sermons are preached regularly by Abbey clergy not only in the Abbey but further afield in Colleges, Cathedrals, and Parish Churches.

As Canon Theologian I have also lectured to Theological Societies and in a University context, contributing to various post-graduate seminars and theological conferences, chiefly to disseminate the ideas of my recent writing on Providence. And I continue to publish and prepare occasional articles and reviews, not least for the forthcoming Institute collection of essays and lectures on theology and public life.

I have reported in previous years that the theological life of the Abbey is part of its life-blood, operating at various different levels but all important. I look forward to sabbatical leave early in 2017 in the USA and Hong Kong as an opportunity not just for personal refreshment, but also to gain new perspectives and resources in theology from overseas to offer back to the Abbey.



The Dean shows the Duke of Buccleuch and Queensbury to his stall in the Quire during his installation as High Steward in October.



The Choir of Westminster Abbey rehearses with St James' Baroque for the London Festival of Baroque Music in September.

## The Canon Treasurer and Almoner

The Reverend  
David Stanton



The overall financial strength of the Abbey continues to improve.

I am pleased to report that the Abbey has had another good financial year and work continues to enhance, preserve and protect the fabric, finances and treasures in our care. The Dean and Chapter has also continued to put funds aside to meet future challenges, with total usable unrestricted reserves standing at £19.8m and working capital healthy at £6m. Although we continue to be heavily reliant on visitor income, our positive financial performance provides the platform from which the Dean and Chapter implements its mission of embodying and promoting faith at the heart of the nation.

The financial year ending 29<sup>th</sup> September 2016 produced a healthy surplus through increased visitor numbers and a rise in the value of the Abbey's investments. The Abbey's overall income increased by 11 per cent from £21.8m to £24.3m. This was driven by an increase in donations and visitor income. Visitor numbers increased from 1.11m to 1.16m. As in previous years, retail, events and catering delivered a strong contribution to our income, contributing £1.7m towards the surplus.

The Westminster Abbey Trust raises funds for specific projects and makes grants to the Abbey. Donated income amounted to just under £4m. This included over \$3m raised from the American Fund for Westminster Abbey. Since September a further £1.5m has been raised. A public appeal was launched in December.

Total expenditure, which increased from £17.3m to £20.8m, included significant investment in the fabric of both the Abbey and St Margaret's Church. Over the year, we have allocated 27 per cent of our resources to worship and music; 37 per cent to welcoming visitors, running the shop and other fundraising activities; and 36 per cent to maintaining and enhancing the Abbey building and its precincts.

Our staff are key to the Abbey's achievements and I am pleased to report that the Dean and Chapter increased salaries by two per cent, added the equivalent of 8.4 staff to our headcount and reviewed a small number of salaries against market rates. In consequence, total staff costs increased from £8.6m to £9.4m, covering a total workforce of 325 people. The Dean and Chapter remains committed to maintaining our world class musical tradition and is able to make available the necessary expenditure to maintain the Abbey musicians, the Organists and Choir, and at least 80 per cent of the costs of Westminster Abbey Choir School, 20 per cent of the costs of the Choir School being funded by parental fees, with generous bursaries additionally available.

Over the year the Dean and Chapter's donations to charities amounted to £235,000 representing 10 per cent of the Abbey's unrestricted surplus. The Abbey supported over eighty charitable organisations in the UK and Commonwealth. We have been particularly committed to three local charities in support of young people: The Prince's Trust, Cardinal Hume Centre, Westminster and St Andrews Club, Westminster.

Substantial progress is being made on our major project to open The Queen's Diamond Jubilee Galleries in 2018. The access tower is now well under construction. The total expenditure so far on the project stands at £6.5m. The total budget, including contingency, for the Jubilee Galleries is £22.9m, of which we have now raised more than £18m.





Their Royal Highnesses the Duke and Duchess of Cambridge and Prince Henry of Wales walk through Dean's Yard after the Commonwealth Day service in March.



His Royal Highness The Earl of Wessex gives the Address at a Service to mark the Diamond Anniversary of The Duke of Edinburgh Award in September.

Building works this year have included new public lavatories off the South Cloister. Work also continued on repairs highlighted last year in the Quinquennial Survey report. This included re-roofing St Margaret's Church and the North porch of the Abbey as well as repairing the Abbey's precinct wall, commencing work on re-roofing the South Triforium roof of the Abbey and refurbishing parts of the organ. A total of £1.2m was spent on these works during the year. We are grateful to the Garfield Weston Trust which made grants of £0.8m to the Abbey to support this work.

The Abbey closed its defined benefit pension scheme to new members in August 2013. In doing so we funded the then deficit in the scheme through raising finance from a £10m loan from Barclays. The annual accounts show that the pension scheme is in surplus and the balance on the loan now stands at £7m. The Pension scheme is due for a full re-valuation in this coming year.

Key further projects include helping worshippers to share better in acts of worship by installing video monitors in the Nave, and upgrading the sound system in St Margaret's Church. The Abbey has also begun work on developing a long-term lighting strategy and commenced work on renewing, improving and enhancing the audio guides for visitors. The Abbey will continue to invest in training its staff with a particular focus on safeguarding, health and safety and customer service.

The overall financial strength of the Abbey continues to improve and is significantly better than a few years ago. We now hold in excess of one year's operating expenditure in unrestricted reserves. This has been coupled with ever stronger internal controls. We remain vigilant in operating a secure business discipline and guarding against reputational risk.

## The Rector of St Margaret's and Canon of Westminster

The Reverend  
Jane Sinclair



The encouragement of a sense of renewed confidence and mission among the Sunday congregation is well underway.

'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 Abbey's mission to embody faith at the heart of the nation continues to be the prime focus of ministry in and beyond St Margaret's Church. Significant events held at St Margaret's during 2016 included several Services of Thanksgiving, among them those for Lord Howe, Lord Parkinson, Lord Walton, and Jo Cox MP. The service held in memory of Jo Cox MP on 20<sup>th</sup> June 2016, marked the first time since 1945 that the Speaker had led Members of Parliament across the road direct from a House of Commons debate and only the third time since 1918. The Archbishop of Canterbury attended as did many members of both Houses of Parliament.

Other special services included a service to mark the Centenary of the Wives' Fellowship, the Coptic Nayrouz (New Year) service, and remembrance services held for the Armed Services Christian Union and for the Royal Institute of Chartered Surveyors. St Margaret's was once again delighted to welcome The Duke of Edinburgh and Prince Henry of Wales to open and review the national Field of Remembrance on 10<sup>th</sup> November 2016. Over 2000 former and current members of the armed services and their families were in attendance.

Following the killing of 25 Christian worshippers at St Mark's Church in Cairo on 11<sup>th</sup> December 2016, I officiated at a vigil at the Innocent Victims' Memorial, outside the Great West Door of Westminster Abbey, on 14<sup>th</sup> December. The vigil was attended by Bishop Angaelos, the Archbishop of Canterbury, Nasser Kamel, the Egyptian Ambassador and 150 representatives of Christian, Muslim and other concerned communities. It received significant press coverage as well as providing a fitting act of inter-faith unity and commitment to peace.

St Margaret's has also hosted a wide range of concerts, an annual Day of Prayer led by the poet and priest Malcolm Guite, and a memorial vigil for the victims of the 2011 Japanese earthquake, in addition to regular school assemblies for Harris Westminster Sixth Form, Grey Coat Hospital, and Westminster City School, and educational visits. On average we welcome 600 school-age children each week for educational activities. The most popular school event of the year was the annual Sixth Form Question Time event in November, attended by 250 students, in which a panel of national experts was quizzed on a wide range of topical issues.

The recommendations of the 2015 review of St Margaret's are steadily being implemented. Internal staff reorganization has been successfully completed, and the encouragement of a sense of renewed confidence and mission among the Sunday congregation is well underway. Work remains to be done in further promoting St Margaret's as 'the Church in Parliament Square', in developing hospitality and exhibition space in the church, and in providing an adult faith education programme for those who work locally and who visit or worship at St Margaret's and the Abbey church. Extensive repairs to St Margaret's roofs, and to some external stonework, have been completed during the year. The average Sunday congregational attendance at St Margaret's remains at about 50 – 70 people each week. To assist with the round of worship at St Margaret's the Most Reverend Dr Josiah Idowu-Fearon, Secretary General of the Anglican Communion, was appointed as a Priest Vicar during the year. We said farewell to the Reverend Andrew and Mrs Ali Tremlett in June 2016. Andrew was installed as Dean of Durham in July 2016.

I had been serving as Canon Steward since September 2014, but was invited by the Dean and Chapter to become Rector of St Margaret's in succession to Andrew Tremlett. I was installed by the Dean as Rector of St Margaret's in September 2016, and have been warmly



welcomed by staff and congregation alike. I have begun to build on my predecessor's good work, and to develop my own contacts within Parliament, the Civil Service and other institutions in and around Parliament Square.

I have also been appointed as Chair of the Westminster Abbey Institute - now well into its third year of work, and offering themed programmes which aim to help revitalise moral and spiritual values in public service. The spring programme 2016 was entitled *Staying Power* and focused on the contribution of Benedictine values to public life and service. The Gore Lecture was given by Lord Williams of Oystermouth on Benedict in Parliament Square and the One People Dialogue was given by Professor Mary McAleese, former President of Ireland, and the Dean, on *Staying Power: Building Communities*. The Westminster Lectures on Benedictine virtues were given, as has become established practice, by members of the Institute Steering Group: Canon White on Stability, Canon Tremlett on Community, and Claire Foster-Gilbert on Conversion of Manners. In addition there was a symposium on monasticism's interaction with lay people over history by Professor Jamrozak, an inter faith discussion on the staying power of religion led by Bishop Angaelos, and a Westminster Conversation on the staying power of the police, given by Assistant Commissioner Helen King.

In July 2016, a book contract was offered by Jessica Kingsley Publishers to publish the collection of lectures of the Institute's themed programmes 2014 - 2016, with the working title *The moral heart of public service*. The book is to be published in June 2017.

A Fellows' Programme was run for the second time from September 2015 to July 2016. The group consisted of 20 people who might broadly be described as public servants, including politicians, civil servants, clergy, broadcasters, academics, lawyers, and one member of the Royal Household, Christopher Sandemas, Chief Clerk, of the Private Secretary's Office, Buckingham Palace. The Fellows' programme enables participants to widen their knowledge of public service, to reflect on the values which they bring to their work, and to engage regularly with a senior mentor from a public service discipline other than that with which they are familiar. The Institute also ran two ad hoc seminars for government departments: the Department for Environment, Food and Rural Affairs (Defra) in May 2016, and the Home Office in September 2016. About 40 senior civil servants attended the seminars. The seminars focused on the ethical issues arising from the civil servants' work and on the moral courage needed to meet them.

The autumn 2016 Institute programme, entitled, *In the Public Eye*, was designed to enable thoughtful and challenging reflection on the public service role of the media. Three Westminster Dialogues entitled *Press Freedom; Press Responsibility, Crowd-Sourcing Opinion, and How Impartial?* enabled those who attended to engage with speakers including Dame Ann Leslie, Nick Robinson, Professor Charles Beckett, Barbara Speed, and Gary Gibbon. The One People Oration was given by Lord Evans of Weardale on *Secret Service? National Security in an Age of Open Information*, and was attended by over 500 people. A Westminster Conversation was offered to Parliamentarians on *Making the Symbiotic Relationship between Parliamentarians and the Media serve the Public Good*; and a public Symposium was held to address the question *Does the Media Create or Reflect Reality?*

The Institute held its first summer party in the East Cloister on June 2016. It had excellent attendance from the public service institutions around Parliament Square. The Dean, the Right Honourable Theresa May MP, Lord Neuberger, and the Director of the WAI, Claire Foster-Gilbert, spoke. The party was a very public example of the kind of community of goodwill and moral purpose that the Abbey can convene through the Institute.



During his tour of this year's Field of Remembrance His Royal Highness Prince Henry of Wales greets six-year-old Harrison Degiorgio-Lewis whose uncle Lt Aaron Lewis was killed in Afghanistan in 2008.



The Most Reverend and Right Honourable Justin Welby, Archbishop of Canterbury, Primate of All England, and Metropolitan paid tribute to the late Jo Cox MP at a memorial service in June.





His Royal Highness The Prince of Wales in the Queen's Diamond Jubilee Galleries with the Dean and Kevin Outram, project manager for the contractors Daedalus Conservation, with some of the construction team.



## The Canon Steward

The Reverend  
Anthony Ball



It is important that all visitors encounter the Abbey and St Margaret's as living, functioning and welcoming churches.

The year has been one of consolidation in that element of the Abbey's mission for which the Canon Steward exercises oversight: to "serve all pilgrims and visitors, and to maintain a tradition of hospitality". On behalf of the Archdeacon, the Canon Steward also oversees the pastoral care not only of visitors and pilgrims but also of College members, staff and their families. True to our Benedictine heritage, the warmth and authenticity of the welcome offered by our staff and volunteers is frequently commented upon in the various forms of feedback we monitor. Independent research shows that we consistently exceed visitor expectations. Such an outcome is only possible through the combined effort of a well-motivated and dedicated team, of which I consider it a great privilege to have become part since my installation in September.

We wish all visitors to encounter the Abbey and St Margaret's as living, functioning and welcoming churches. Our 88 Duty Chaplains, most of whom are parish priests, perform a pivotal role in conveying this to those who visit primarily because of the buildings and their history. They offer a brief 'prayer on the hour' in the Abbey with the sound relayed to St Margaret's. Twice a day they also lead a short liturgy at the Shrine of St Edward the Confessor, and offer the sacraments of healing and reconciliation, as well as conversation and advice for our visitors.

We welcomed 1.16 million paying visitors in 2016 and a further 416,000 without charge – either as worshippers or as beneficiaries of our 'free entry' policies (such as those for wheelchair users, parish groups, military personnel or members of neighbouring institutions). This total represents a 4.5 per cent increase on 2015. Alongside a revised touch-tour, we took part in Disabled Access Day again and received 32 disabled visitors. We have commissioned DisabledGo to undertake an access audit and will be working to ensure that our new multi-media guide (commissioned as the year closed) responds to the needs of these visitors as well as improving provision for children and their families.

The principal changes in the Visitor Experience team were the final elements of restructuring reported in previous years and the introduction early in the year of new uniforms. In May we took delivery of 2,200 new chairs, which are more comfortable and much quieter than the old chairs, which have all gone to good homes in London churches.

Last year's Report noted the launch of the Abbey Association in November and during the year our members enjoyed free entry to the Abbey and a range of other privileges and communications that enhanced their sense of being part of the Abbey community. Work to establish a community of Oblates bore fruit with a group of 12 novices admitted at the Edwardtide National Pilgrimage in October. Oblates commit to praying for the Abbey and its mission whilst we provide focused encouragement of their spiritual development and rule of life. In 2016 there were 14 baptisms, 23 weddings (in the Lady Chapel and the Chapel of St Mary Undercroft in the Palace of Westminster), four funerals and 11 Memorial Services in St Margaret's and six in St Mary Undercroft. We have continued to strengthen our safeguarding arrangements. We have been grateful for the support of the Mental Health Liaison priest for the City of Westminster.

The Events and Protocol teams supported 462 internal events such as those for the 20<sup>th</sup> anniversary of the National Holocaust Centre, Westminster School alumni (almost 1200 guests), Humanitarian Aid Workers and the series of lectures and dinners to commemorate the 500<sup>th</sup> anniversary of the consecration of Henry VII's Lady Chapel. There were 51 corporate or charity events.

The team of three gardeners ensure that the gardens flourish. In the Little Cloister garden the lawn was re-laid; other creative or restorative projects were undertaken, for example in the Deanery garden. For nine summer lunchtimes, brass bands played as usual in College Garden.

Our Education Department received almost 16,000 under-18s on school visits from all over the country (including each of the four nations and the Channel Islands), a 40 per cent increase on 2015 partly due to the new schools outreach project, funded by the John Lyon's Charity from January. A costumed interpreter visits schools to introduce the Abbey and pupils then follow up with a visit, including a guided tour. Another development in the Department is the appointment of a Community Education Officer to co-ordinate our work with families and community groups. A wide range of activities during school holidays and at weekends engaged over 2,500 children and 3,500 adults. The team worked with the Red Cross, The Prince's Trust and Outside in Pathways. The team also hosted a sixth-form "Question Time" and launched a virtual tour of the Abbey. The seven mostly part-time staff benefit from the support of 44 volunteers.



Abbey stonemasons Mark Croll and Joe Goodbody lift the memorial to Philip Larkin into its place in Poets' Corner.



The BBC Radio 2 presenter Ken Bruce reads a Lesson during the Service of Thanksgiving for the Life of Sir Terry Wogan.



## The Receiver General and Chapter Clerk

Sir Stephen Lamport KCVO DL



We have also produced a set of Abbey values which describe how each of us needs to reflect in our work the excellence for which the Abbey stands.

The Abbey is an institution of considerable size and complexity. We employ 325 people, have the services of about 500 volunteers, and are blessed with a substantial income from the very high number of our visitors. The Abbey has a considerable national profile, and is known throughout the world for the quality of its services and music. This reputation and these resources enable it not only to carry out the activities vital to its mission, but also to make a more wide-ranging contribution to society which in different circumstances would be difficult to afford or to promote effectively. An important example is the Westminster Abbey Institute, whose work is described elsewhere in this report.

These advantages also bring challenges which we have to work hard to meet. We rely fundamentally on the high quality of our staff at all levels – how we recruit, train and look after them – since it is only they who make possible the work of the Abbey. We are blessed with a loyal and dedicated workforce. But it is important that they understand and feel part of the work and mission of the Abbey if they are to deliver the high standards we require. We have continued over the year our work to this end. Regular Abbey briefings are held to inform all our staff of significant developments in the Abbey's life. We have during 2016 relaunched the Abbey's intranet – now called AbbeyNet – as an additional means of giving our staff detailed information about events and policies, and to which our staff actively contribute. This report has already mentioned that we have re-written this year the strategic plan for the Abbey's work and priorities over the next five years, which informs the work of each of the Abbey's departments and all our staff. We have also produced and published, after lengthy internal discussion and consultation, a set of Abbey values – truthfulness, integrity, empathy and excellence – shared by every member of our staff, which describe how each of us needs to reflect in our work the excellence for which the Abbey stands, and to deliver the quality of service which our hundreds of thousands of visitors, who pay a significant entrance fee, rightly expect.

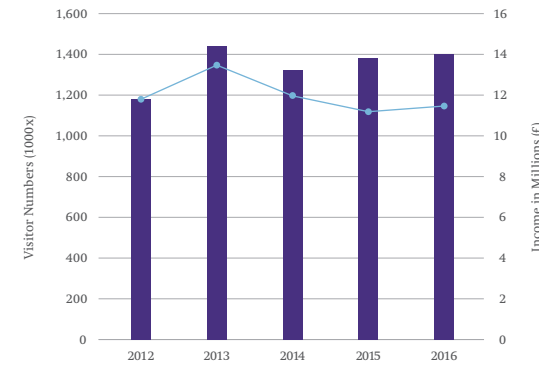
We also face the commercial challenge of attracting to the Abbey the numbers of visitors we need if we are to continue the Abbey's work as a major church of national significance. The days are gone when we could rely without effort on the level of visiting each year. We now have marketing as an embedded part of the Abbey's organisation, and are working deliberately to attract different parts of the tourist market. We have embarked this year for the first time on a carefully targeted advertising campaign. We have developed significantly our events business at a professional standard.

Hand in hand with this increasing professionalism of our approach to safeguard the Abbey's income is the need to ensure that our internal organisation is properly able to meet the increasing demands of an efficient, modern institution. That requires up-to-date information technology systems. We are half-way through an important programme to install a Customer Relationship Management system, which will provide the means to put to more effective use the myriad sources of information about the Abbey's visitors, contacts and activities. At the same time we are conducting a thorough review to improve the Abbey's website, our most important means of communications with the world around us.

The security of the Abbey remains an underlying challenge which we take seriously. The Abbey is a major national church which, by its very nature, must be open to everyone. This brings with it an inevitable degree of vulnerability. We have thoroughly reformed and improved our security over recent years to establish a regime which is able - so far as it is compatible with the essence of a church - to safeguard our visitors, our worshippers, our staff and volunteers, and our residents. We have established a professionally trained corps of Abbey Beadles, have put in place more rigorous security policies, and have developed among our staff a more deeply embedded understanding of the importance of security.

The coming year is likely to prove as busy and fulfilling as ever. Our visitor numbers remain high. The number of projects in all areas of the Abbey's work continues to be demanding. Among much other activity the year will see major progress towards the completion in 2018 of The Queen's Diamond Jubilee Galleries, a transformational moment for the Abbey to which we greatly look forward.

### 1. Visitor Income and Numbers



● Visitor Income  
— Visitor Numbers

### 2. Source of Income



● 57% Visitors  
● 19% Trading  
● 16% Donations  
● 5% Investment Income  
● 1% Special Events  
● 2% Other

### 3. Analysis of Expenses



● 31% Visitor Related  
● 27% Upkeep  
● 14% Choir & Music  
● 14% Religious Activities  
● 11% Trading  
● 2% Special Events  
● 1% Fundraising

### 4. Funds Raised for Queen's Diamond Jubilee Galleries



● £4.9m Left to Fundraise at 29 Sept 16  
● £3.9m Pledged to 29 Sept 16  
● £14.1m Received to 29 Sept 16





Abbey staff and clergy gather for the biennial group photograph in the nave in June.





**The Dean of Westminster**  
The Very Reverend  
Dr John Hall



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



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



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



**The Canon Steward**  
The Reverend  
Anthony Ball



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



## The Collegiate Church of St Peter Westminster

Summarised financial statements for the year ended 29<sup>th</sup> September 2016 and supplementary summary financial information for the five years ended 29<sup>th</sup> September 2016.

The summarised financial statements for the year ended 29<sup>th</sup> September 2016 are not the statutory accounts but a summary of information relating to the consolidated statement of financial activities and the consolidated balance sheet for that year. The supplementary summary information for the five years ended 29<sup>th</sup> September 2016 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 St Peter Westminster.

The full financial statements for the year ended 29<sup>th</sup> September 2016 were approved by the Dean and Chapter on 7<sup>th</sup> March 2017 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

30<sup>th</sup> March 2017

## Summarised Financial Statements

Consolidated statement of financial activities  
For the year ended 29 September 2016

(£'000)				2016	(restated) 2015
	Unrestricted	Restricted	Endowment	Total	Total
<b>Incoming resources</b>					
Visitors	14,110	—	—	14,110	13,848
Trading	4,509	—	—	4,509	3,794
Donations and gifts	456	3,413	—	3,869	2,033
Investment income	684	437	—	1,121	1,109
Special events	230	—	—	230	766
Other income	507	—	—	507	282
	<b>20,496</b>	<b>3,850</b>	<b>—</b>	<b>24,346</b>	<b>21,832</b>
<b>Resources expended</b>					
Religious activities	2,765	93	—	2,858	2,567
Special events	497	—	—	497	1,122
Visitor related	6,471	—	—	6,471	4,991
Choir and music	2,811	4	—	2,815	2,576
Upkeep	3,012	2,653	—	5,665	3,644
Trading	2,272	—	—	2,272	2,204
Fundraising	209	—	—	209	186
	<b>18,037</b>	<b>2,750</b>	<b>—</b>	<b>20,787</b>	<b>17,290</b>
<b>Net gains/ (losses) on investments</b>	1,029	66	1,596	2,691	(1,234)
<b>Net incoming /(outgoing) resources</b>	<b>3,488</b>	<b>1,166</b>	<b>1,596</b>	<b>6,250</b>	<b>3,308</b>

## Summarised Financial Statements

Consolidated balance sheet  
as at 29 September 2016

(£'000)				2016	(restated) 2015
	Unrestricted	Restricted	Endowment	Total	Total
Intangible fixed assets	9	—	—	9	20
Tangible fixed assets	27,345	—	—	27,345	27,252
Investments	20,980	2,963	13,140	37,083	30,974
Cash	6,404	66	—	6,470	6,310
Other net current liabilities	(720)	13	—	(707)	(106)
	<b>54,018</b>	<b>3,042</b>	<b>13,140</b>	<b>70,200</b>	<b>64,450</b>
Long term liability	(7,076)	—	—	(7,076)	(7,576)
<b>Net assets</b>	<b>46,942</b>	<b>3,042</b>	<b>13,140</b>	<b>63,124</b>	<b>56,874</b>
<b>Funds</b>	<b>46,942</b>	<b>3,042</b>	<b>13,140</b>	<b>63,124</b>	<b>56,874</b>

Restatement of prior years relate to changes in accounting policies required by the adoption of FRS102 and the Charities SORP FRS102



# Supplementary Summary Financial Information

## Five year summary

(£'000)	2016	(restated) 2015	(restated) 2014	2013	2012
Incoming resources	24,346	21,832	19,728	23,024	21,621
Resources expended	(20,787)	(17,290)	(17,243)	(18,480)	(18,254)
<b>Net (outgoing) / incoming resources</b>	<b>3,559</b>	<b>4,542</b>	<b>2,485</b>	<b>4,544</b>	<b>3,367</b>
Investment and property revaluations	2,691	(1,234)	728	10,235	1,490
Actuarial loss on pension scheme	—	—	(96)	(4,457)	(602)
Disposal of almshouses	—	—	—	—	(723)
<b>Increase in funds</b>	<b>6,250</b>	<b>3,308</b>	<b>3,117</b>	<b>10,322</b>	<b>3,532</b>
Funds brought forward	56,874	53,566	50,449	40,127	36,595
<b>Funds at the year end</b>	<b>63,124</b>	<b>56,874</b>	<b>53,566</b>	<b>50,449</b>	<b>40,127</b>
<b>Funds by category</b>					
Unrestricted	54,018	51,030	46,196	43,739	32,158
Long term liability	(7,076)	(7,576)	(9,076)	(9,576)	—
Pension reserve	—	—	—	—	(7,356)
Restricted	3,042	1,876	4,121	4,423	4,418
Endowment	13,140	11,544	12,325	11,863	10,907
	<b>63,124</b>	<b>56,874</b>	<b>53,566</b>	<b>50,449</b>	<b>40,127</b>

Restatement of prior years relate to changes in accounting policies required by the adoption of FRS102 and the Charities SORP FRS102

# Summarised Financial Statements

## Auditor's report to the Dean and Chapter of the Collegiate Church of St Peter Westminster

I have been asked to report whether the summarised financial statements and supplementary financial information for The Collegiate Church of St Peter Westminster for the year ended 29 September 2016 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 St 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 St Peter Westminster, as a body, in accordance with our engagement letter dated 16<sup>th</sup> December 2016. My work has been undertaken so that I might report to the Dean and Chapter of The Collegiate Church of St Peter Westminster that the summarised financial statements and supplementary financial information have been properly extracted from the audited financial statements for the respective years to which they relate and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Dean and Chapter of The Collegiate Church of St Peter Westminster as a body, for my work or for this report. The above procedure does not constitute either an audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements, therefore I do not express any assurance on the summarised financial statements and supplementary financial information.

### Respective responsibilities of the General Partner and the accountants

The Dean and Chapter of The Collegiate Church of St 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 St 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 St Peter Westminster as would be provided by the full financial statements for the year ended 29<sup>th</sup> September 2016.

My responsibility is to report whether the financial information contained in the summarised financial statements and supplementary financial information has been properly extracted from the audited financial statements for the respective years to which it relates. My engagement was undertaken in accordance with the International Standard on Related Services 4400 "Engagements to perform agreed upon procedures".

I have not considered the effects of any events since 9<sup>th</sup> March 2017 on which I signed my report on the full annual financial statements of The Collegiate Church of St Peter Westminster and the date of this statement.

### Report

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

**William Binns**

Chartered Accountant

## Abbey People

We are blessed with  
a loyal and dedicated  
workforce.



The Dean & Chapter of Westminster (left to right):  
Sir Stephen Lamport, Clerk and Receiver General; the  
Reverend Jane Sinclair, Rector of St Margaret's and Canon  
of Westminster; the Reverend Professor Vernon White,  
Sub-Dean, Archdeacon, and Canon Theologian; the Reverend  
David Stanton, Canon Treasurer and Almoner; the Reverend  
Anthony Ball, Canon Steward



# The Senior Management Team



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



**Deputy Receiver General and Director of Finance**  
Curtis Juman



**Director, Westminster Abbey Foundation**  
Valerie Humphrey



**Minor Canon and Precentor**  
The Reverend Christopher Stoltz



**Head of Human Resources**  
Helen Averill



**Head of Communications**  
Duncan Jeffery



**Head of the Abbey Collection and Librarian**  
Dr Tony Trowles



**Head of Visitor Experience**  
Scott Craddock



**Organist and Master of the Choristers**  
James O'Donnell



**Clerk of the Works**  
Jim Vincent



**Head of Security**  
Garry Evanson



**Head of Event Management and Marketing**  
Lorraine Rossdale

## Westminster Abbey College

**The Dean**  
**Sub-Dean and Canon Theologian**  
**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 /The Duke of Buccleuch  
**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 and Head of the Abbey Collection**  
Dr Tony Trowles  
**Clerk of the Works**  
Jim Vincent  
**Consultant Archaeologist**  
Professor Warwick Rodwell  
**Headmaster, Westminster Abbey Choir School**  
Jonathan Milton  
**Deputy Receiver General**  
Curtis Juman  
**Auditor**  
Andrew McIntyre/William Binns  
**Minor Canon and Precentor**  
The Reverend Christopher Stoltz  
**Minor Canon and Chaplain**  
The Reverend Mark Birch  
**Minor Canon and Sacrist**  
The Reverend Paul Arbuthnot  
**Head Master, Westminster School**  
Patrick Derham  
**Under Master, Westminster School**  
Dr Deneal Smith  
**Master of the Queen's Scholars Westminster School**  
Mark Feltham  
**The Lay Vicars**  
**Deputy High Bailiff**  
Major General David Burden  
**Administrator, Westminster Cathedral**  
Canon Christopher Tuckwell  
**Superintendent Minister Methodist Central Hall**  
The Reverend Dr Martyn Atkins  
**Lord Mayor of Westminster**  
Cllr The Lady Flight / Cllr Steve Summers

## Westminster Abbey Fabric Commission

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

## Westminster Abbey Institute

**Director**  
Claire Foster-Gilbert

## Westminster Abbey Finance Advisory Committee

Roger Mountford  
John O'Brien  
Mark Powell

## Pension Trustees

David Thomas  
John O'Brien  
David Burden  
Tony Woolf

## Investment Panel

Tim Kidd  
Raymond Haines  
Chris Sullivan  
Catherine Wall  
Douglas Shaw

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For further information, please contact:

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

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

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