



# Westminster Abbey 2020 Report

To The Visitor,  
Her Majesty The Queen



---

# Contents

2 — 5	<b>The Dean of Westminster</b> The Very Reverend Dr David Hoyle
6 — 13	<b>Serving Almighty God and the Sovereign</b>
14 — 17	<b>Serving the nation</b>
18 — 19	<b>Serving pilgrims and visitors</b>
20 — 23	<b>Care of the fabric and the Abbey collection</b>
24 — 29	<b>Financial performance and risk management</b>
30 — 35	<b>Management of the Abbey</b>
39 — 43	<b>Summarised Financial Statements</b>
44 — 47	<b>Abbey People</b>

(Front Cover) Her Majesty The Queen made a private visit to the Abbey with her Equerry, Lieutenant Colonel Nana Kofi Twumasi-Ankrah, to mark the centenary of the burial of the Unknown Warrior.

*Picture: Press Association*

## Your Majesty,

What follows is the record of a year unlike any other in living memory. Years ago, in times of infection or plague, communities would lock their doors, some residents would scatter and others would set themselves apart. Contact would be lost, community would collapse. We have now shared a little of that experience. It was a year full of challenges, and we have felt real distress and some anxiety. Our sense of loss was all the greater when we heard the sad news that Canon Jane Sinclair had died not long after her retirement. The culmination of her distinguished ministry was the inspiration she brought to so many in her five and a half years here at the Abbey.

Despite all the difficulty, however, and thanks to the combined efforts of the whole Abbey community, we were never in crisis. I am extraordinarily proud of what my colleagues have achieved in such difficult circumstances. These pages are full of optimism, initiative and endeavour. In a period in which we sustained a catastrophic collapse of income, we have kept the Abbey financially secure. To do that we have had to make painful decisions which were very hard for some of our colleagues to bear. Our community has been badly dislocated, and it is only as I write this letter in 2021 that some of our staff are beginning to return to work. Many others still bear the frustration of waiting on news while they support us on furlough, and our large team of highly committed volunteers look forward eagerly to the resumption of suspended activity. Meanwhile, some staff have had to shoulder additional responsibility and work under exceptionally difficult conditions – some working from home, some sustaining our common life here at the Abbey. Everyone has felt the impact of the pandemic, but it has been uneven. IT professionals, vergers, security, maintenance and visitor teams, Choir School staff and many others have had new difficulties to manage, adapting again and again as the situation changed and guidance shifted. As we return to working together here at the Abbey, we will need to think hard about how we rebuild relationship and community. In the midst of that difficulty we have sustained and adapted worship throughout the pandemic, both in person and online; our Institute and Learning Department have found new ways of working with their respective audiences, and we have welcomed visitors safely whenever permitted to do so.

Week by week at the Abbey door I listen to worshippers eagerly telling me that things are looking up. We all long for the removal of hitherto necessary but burdensome constraints and for the renewal of the life we lost. The truth is that, for the Abbey, the road out of pandemic is a long one. The loss is considerable, and the shift in our capacity to fulfil our mission priorities is profound. We are changed, and the world around us has been altered too. We must manage our own expectations, but also reflect on how we encourage those around us to fashion a new hope and a community better equipped to undertake God's work in our nation and Commonwealth.

We remain deeply grateful for Your Majesty's steadfast commitment to our mission here at the Abbey, and that of the whole Royal Family, and as we gradually return to some semblance of normality, we recommit ourselves to serving God, the Sovereign, the nation and Commonwealth, and the visitors and pilgrims who continue to come to this unique place – in good times and bad – to find inspiration and faith and hope renewed.



**The Dean of Westminster**  
The Very Reverend Dr David Hoyle



Her Majesty The Queen made her annual visit to the Commonwealth Service in March – the last major service at the Abbey before the first Covid-19 lockdown.

*Picture: Andrew Dunsmore*

## Serving Almighty God and the Sovereign

The restrictions on worship  
prompted the Abbey to offer  
its witness in different ways.

The contagious disease Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) was first identified in Wuhan, China, in December 2019. Three months later Covid-19 had spread across the world and, on Thursday 23<sup>rd</sup> March 2020, Westminster Abbey closed its doors to worshippers and visitors in line with Government guidelines to help prevent the spread. This was the first time the Great West Door was closed to the outside world since 1953, when preparations began for the coronation of HM The Queen.

Clergy and residents sustained the pattern of daily worship throughout the subsequent period of lockdown, maintaining a centuries-old commitment to continuous prayer for the Sovereign, the Royal Family and the nation. The Abbey did not open again for three months: first for private prayer, then for services with socially-distanced congregations, and finally for tourist visitors on 11<sup>th</sup> July. Five months later the Abbey was required to close to tourists again. However, public worship continued throughout Advent and Christmas, albeit with reduced congregations, and during 2021 we have been gradually expanding the provision of public and choral worship in line with a “roadmap” derived from the evolving Government guidelines.

The restrictions on worship prompted the Abbey to offer its witness in different ways. Podcasts of prayers, readings, music and short sermons were posted regularly on the Abbey website and featured some distinguished participants. HRH The Prince of Wales read on Easter Day and was followed by, among others, the Prime Minister of New Zealand, Jacinda Ardern (on Anzac Day), the Bishop of London, HRH The Countess of Wessex, and HRH The Princess Royal on St Peter’s Day, the Abbey’s own patronal festival. In all, 21 podcasts were posted over the course of the year, and together the episodes have been downloaded over 48,000 times. The Abbey has also livestreamed a number of services, particularly over Christmas, Holy Week and Easter.

Life at the Abbey’s Choir School was characterised by the greatest upheaval to the settled rhythm of life at the Abbey since the Second World War. As then, the Choir School found itself required to decamp from central London. In the space of four weeks in the lead up to the start of the summer term, the IT team at the Abbey worked tirelessly to commission all necessary technological equipment and software in order to allow the work of the school to move online. With small class sizes and an energetic and dedicated staff, there was little doubt that lessons could continue successfully and that the school community could reconvene, albeit remotely. The greater challenge was minimising the loss in the musical rhythm of the school and choir, which is the distinctive feature of the Abbey’s Choir School. Although not able to sing to each other given the time lags involved with online platforms, the choristers were, with their microphones muted, able to sing directed and accompanied by the Organist and Master of the Choristers at thrice-weekly Song School. They also benefitted from smaller focused sectional rehearsals, scores having been delivered in advance. Thus, daily singing was maintained and readiness for the resumption of choral singing at the Abbey preserved.

Special services are a principal feature of the Abbey’s annual calendar, and the year began quietly with a service in January at St Margaret’s Church for a new Parliament, signifying the long relationship with the Palace of Westminster. The House of Commons had a new Speaker, Sir Lindsay Hoyle MP, and the Reverend Tricia Hillas’ ministry as Speaker’s Chaplain was inaugurated at St Margaret’s in March.

Commonwealth Day falls on the second Monday in March, but the Government and the NHS were already dealing with the consequences of coronavirus by 9<sup>th</sup> March, when Her Majesty The Queen led the congregation at the annual Commonwealth Day service. The Queen was accompanied by TRH The Prince of Wales and The Duchess of Cornwall, TRH The Duke and Duchess of Cambridge, TRH The Duke and Duchess of Sussex, and TRH The Earl and Countess of Wessex. The two thousand-strong congregation included the Prime Minister, The Rt Hon Boris Johnson MP, the Commonwealth Secretary-General, Baroness Scotland, High Commissioners and Ambassadors, senior politicians from across the UK and the Commonwealth, faith leaders and more than 800 school children and young people.

The Anzac Day service in April was cancelled due to the pandemic, but the Dean laid wreaths at the Great West Door. Plans also had to be abandoned for a major service in May to mark the 75<sup>th</sup> anniversary of VE Day, when Germany signed an unconditional surrender with the Allies to end the Second World War in Europe. On 6<sup>th</sup> May, however, the Prime Minister was welcomed to the Abbey and invited to light a candle at the Grave of the Unknown Warrior. Both anniversaries were also marked by podcasts.

The Abbey is usually filled with nurses for an annual service on Florence Nightingale's birthday in May. Instead, the Abbey's Deputy Clerk of the Works, Iain MacDonald, illuminated the church's chandeliers in NHS blue, and senior clinical research nurse Arlene Lee was pictured in the national media with Florence Nightingale's lamp as the Abbey paid tribute to the work of nurses throughout the Commonwealth.

The life and work of one of the nation's greatest authors, Charles Dickens, was celebrated 150 years after his death in June, with a private wreath-laying behind closed doors, following which a specially created sound and light programme was projected onto the Abbey's iconic West Towers.

The tradition of royal brides sending their wedding bouquets to rest on the Grave of the Unknown Warrior, begun by Her Majesty Queen Elizabeth The Queen Mother at her own wedding in 1923, was continued in July, when HRH Princess Beatrice of York sent her bouquet after her marriage to Edoardo Mapelli Mozzi at the Royal Chapel of All Saints at Royal Lodge, Windsor.

Worshippers were allowed back into churches by September, but social distancing requirements meant that the congregation for the annual Battle of Britain service – this year marking the 80<sup>th</sup> anniversary of the 112-day fight for control of Britain's skies – was restricted to under 100 and worship confined to the lantern and two transepts. The Prime Minister read a Lesson.

Although the traditional gathering of robed judges and QCs in the nave could not take place, the Judges' Service again went ahead with a socially distanced congregation at the eastern end of the Abbey church at the start of the legal year in October. It was attended by the Lord Chancellor, The Right Honourable Robert Buckland QC MP, and the Lord Chief Justice, The Lord Burnett of Maldon.



The Speaker of the House of Commons, Sir Lindsay Hoyle, and the new Speaker's Chaplain, the Reverend Tricia Hillas, pictured following her installation service held in St Margaret's Church.

Picture: Andrew Dunsmore

HRH The Countess of Wessex attended a Requiem Eucharist for All Souls' Day, and at the beginning of the offertory Her Royal Highness lit a candle in memory of those who had died during the pandemic. The annual service was this year held in partnership with Loss and Hope, a coalition of organisations helping churches of all denominations to support the bereaved. Prayers were said for those who had died and those who mourned their loss, at a time when Covid-19 had dramatically increased the number of bereavements across the UK.

A Sung Eucharist of Thanksgiving was held in St Margaret's Church in October to mark the retirement of the Reverend Jane Sinclair as Rector and as a Canon of Westminster. Sadly Jane died only three months later after a long illness borne with dignity and with the inner strength of a woman of great faith. This service also marked the end of restoration work at the church, as well as the decision of the Dean and Chapter that St Margaret's should focus on growing its ministry as the church on Parliament Square.

Remembrancetide this year embraced a significant anniversary: the centenary of the burial of the Unknown Warrior on 11<sup>th</sup> November 1920. Her Majesty The Queen made a private visit to the Abbey to commemorate the centenary and was welcomed by the Dean, who escorted her to the Warrior's grave at the west end of the nave. The Queen's Equerry, Lieutenant Colonel Nana Kofi Twumasi-Ankrah of the Household Cavalry, laid a bouquet on the grave on the Sovereign's behalf. The arrangement contained orchids bound together with greenery and traditional myrtle and was based on the wedding bouquet The Queen left on the Warrior's grave after her wedding at the Abbey on 20<sup>th</sup> November 1947.

A week later TRH The Prince of Wales and The Duchess of Cornwall attended a service on Armistice Day, Wednesday 11<sup>th</sup> November, to mark the centenary. The Prime Minister also attended. The Prince of Wales began the service by laying a wreath of red roses and bay leaves on the Warrior's grave. The wreath was a replica of that laid by his great-grandfather, King George V, at the original burial service in 1920.

HRH The Duchess of Cornwall opened the 92<sup>nd</sup> Field of Remembrance. However the Covid-19 lockdown meant that for the first time since the Poppy Factory first laid out a Field of Remembrance at the Abbey in 1928, it was not open for public visiting. An online gallery of the 308 individual plots laid out with more than 60,000 Remembrance crosses and symbols of all faiths and none was made available on the Poppy Factory's website.

In January 2020 The Reverend Angela Tilby led the Abbey's 31<sup>st</sup> Annual Day of Prayer at St Margaret's, reflecting on the theme "Seeking God's Face".

The theological highlight of the year was the Gore lecture given in a packed Nave by Professor Jürgen Moltmann on *A Theology of Hope for the 21<sup>st</sup> century* in March. One of the most eminent theologians of the second-half of the twentieth century, his 1967 *Theology of Hope* inspired several generations of scholars from all over the world. A new edition of this classic work will be published alongside the 2020 Gore Lecture and other material, edited by the Abbey's Canon Theologian.

We completed a major programme of international ecclesiology seminars for the Anglican Communion, with sessions taking place virtually once the pandemic was in full flow. This ambitious project brought together speakers from fourteen different countries and eleven provinces of the global Anglican Communion, alongside major theologians from the Roman Catholic, Orthodox, Lutheran and Reformed churches, to discuss wide-ranging theological themes related to the identity and vocation of the Church, in advance of the Lambeth Conference. A reduced programme of Jerusalem Chamber seminars continued in person and then online.

In December, we held an online series of contemplative seminars for Advent, *A Great and Mighty Wonder*, in which theologians and art historians including Neil MacGregor, Dr Jane Williams, Professor Ben Quash and Professor Beth Williamson reflected on a series of relevant pictures from the National Gallery collection.

The Abbey sees a commitment to ecumenical and inter-religious relationships as integral to its witness of faith at the heart of the nation. These relationships find their practical expression in a myriad of ways and, being integrated into our work, they have been as affected by the pandemic as other aspects of our mission.

Extensive use has been made of the ubiquitous virtual meeting technology, but not all networks and relationship-driven encounters lend themselves to such formats. For example, whilst we were delighted to welcome the usual range of Christian and other faith leaders to the Commonwealth Service, we were not able to follow through on the intention to develop the group into an informal network. By contrast, the Dean has continued to participate in the Faith Leaders' Breakfast convened by the Commissioner of Police of the Metropolis.

Whilst we had to cancel plans to host an Open Iftar during Ramadan, we were able to maintain support for the Christian Muslim Forum by providing core funding as well as one of the canons serving as a Trustee. We also contributed both financially and practically to the Council for Christians and Jews' educational programme for religious leaders about Israel-Palestine issues.

The picture is similar in the ecumenical sphere, where we have seen the value of long-term investment in relationships. We have maintained our engagement in both local and international ecumenical bodies and initiatives, providing both funding through our charitable grants programme and practical support to organisations as diverse as Churches Together in Westminster, the Cardinal Hume Centre and the Salvation Army's work against modern slavery. The annual lecture for the Anglican Centre in Rome would normally have taken place in the Abbey, but this October it was given online by Cardinal Nichols.

During the year we were sorry to lose both of our ecumenical members of College. Canon Christopher Tuckwell, the Administrator of Westminster Cathedral, died after an illness bravely borne, and his life was wonderfully celebrated in the Cathedral. The Reverend Martyn Atkins retired from being Superintendent Minister at Methodist Central Hall Westminster. We have invited their successors to join us as members of College.



World heavyweight boxing champion Anthony Joshua gave a reflection at the Commonwealth Service and recalled his Commonwealth heritage.

*Picture: Andrew Dunsmore*



## Serving the nation

The Institute continued its  
Fellows' Programme for  
future public service leaders.

The lockdown also affected the work of the Abbey Institute, and the public servants with whom it works were called into ever greater and more demanding service during 2020. The Institute sought to support them with a series of twelve weekly Letters from Lockdown written by the Director. These were subsequently published, along with books featuring the content of previous public programmes on *Truth in Public Life* and *Secret Service in an Age of Open Information*.

The Institute's autumn programme, *Where does wise leadership come from?*, was offered online, exploring the contribution to the nurturing of leadership of religion (with Cardinal Tagle and the Archdeacon of Hackney, The Venerable Elizabeth Adegunle), home and family (with Mark Easton and Rebecca Mitchell) and education (with Dame Alice Hudson and Detective Chief Superintendent Stephen Clayman). The Canon Theologian gave a keynote lecture entitled *What is hope?*, towards the middle of the autumn, rewritten for the COVID experience.

The Institute continued its Fellows' Programme for future public service leaders with two online seminars on the public service role of science (with Sir Paul Nurse) and the arts (with Sandy Nairne). Further seminars focused on the professional experience of a home civil servant, Sir David Normington, a diplomat, John Raine, and a former Lord Chief Justice, Lord Judge.

Despite the pandemic the Abbey's Learning department reached over 6500 young people both onsite and online. Twelve new virtual classroom sessions were developed for schools, ranging from themed virtual tours to costumed video conferences with historical figures. A highlight of the year was a live Q&A event with Brother Guy Consolmagno SR, Director of the Vatican Observatory, and Madeleine Davies of the *Church Times* in London, who joined over 300 young people from all over the country to discuss *Does Science Need God?*

Family sessions included partnering with other London heritage sites to deliver virtual family days, giving virtual guided tours of the Abbey and delivering bespoke virtual sessions to community groups. An A-to-Z of the Abbey was launched to help families "locked down" at home to engage in shared activities, with the launch of 53 informative and enjoyable digital teaching resources on a number of topics from Christian festivals to coronations and pilgrimage.



The first wave of Covid-19 meant the Abbey was open only for private prayer, and chairs in the nave reflected social distancing guidelines.

Picture: Tony Wakefield



Covid-19 forced the cancellation of the annual Florence Nightingale service in 2020. Instead, the Abbey asked senior clinical research nurse Arlene Lee to mark the day with the Nightingale lamp. The Abbey's Deputy Clerk of the Works Iain MacDonald turned the church's chandeliers NHS blue for her visit.

Picture: Getty Images

## Serving pilgrims and visitors

In order to offer a safe environment for visitors, the Visitor Experience team worked on a number of measures before re-opening.

The number of paying visitors to the Abbey during the year fell to 449,549, a decrease of 66.5% from the previous year's figure of 1,344,153. Visitor numbers during the first half of the year were 438,905 (2018/19: 490,533), but in the second half, following an initial period of national lockdown, we received only 10,644 visitors.

The Abbey initially opened to paying visitors in July for only two days each week, but this increased to four by the end of the financial year end in September, at which point The Queen's Diamond Jubilee Galleries were also opened, albeit on a reduced capacity basis.

In order to offer a safe environment for visitors, the Visitor Experience team worked on a number of measures before re-opening. These included developing Covid-19 secure risk assessments and operating plans to ensure the safe flow of visitors around the Abbey under social distancing guidelines. It was not possible to maintain access to areas of the Abbey where social distancing is difficult, such as the smaller side chapels in the ambulatories and within the Lady Chapel. All ticket sales were carried out online, thus eliminating cash payments, and timed entry slots were adjusted to manage capacity and avoid congestion. Hand sanitiser stations were installed around the Abbey, and cleaning regimes were reviewed and enhanced.

The Abbey also used social media in 2020 to support those unable to visit the Abbey during lockdown by covering special services and historical anniversaries. By the end of the year, the Abbey's official @wabbey Twitter account had 85,300 followers, an increase of 9.4% on 2019. Followers of the Abbey's Facebook page rose to 299,000, an increase of 5% on the previous year. The latter's engagements (likes, comments, shares) increased by 15% to 863,000 over the year. On Instagram, followers rose to 78,000, a 51% increase since the end of 2019. On that platform, impressions (the number of times posts are seen) also increased by 47% to 10 million, and engagements by 52% to 801,000.

The Abbey's website was reconfigured to provide audiences with up-to-date, accurate information on worshipping and visiting the Abbey during the pandemic, and to offer resources including worship materials, a virtual tour and home learning resources.

## Care of the fabric and the Abbey collection

The essential and long overdue reroofing and refurbishment of the Deanery have now been completed.

Covid restrictions, combined with the serious financial challenges which have resulted from them, have required the suspension of all new major fabric projects for the foreseeable future, with any work already underway being brought to an appropriate close.

In 1869 Sir Gilbert Scott instructed works to be carried out on North Green. Foundations of an L-shaped medieval building were encountered, together with several burials in chalk-lined 'cist-graves'. This was Henry III's Great Sacristy. The opportunity to investigate the site and carry out a full-scale excavation presented itself in 2019, and work began in January 2020, carried out by Pre-Construct Archaeology. It was later suspended for three months because of the Covid-19 pandemic, but was concluded in August.

The archaeological works have revealed that masonry from an earlier building, probably Edward the Confessor's church, was reused to build the foundations of the 13<sup>th</sup> century Abbey. Hundreds of burials have also been discovered. Some predate Henry's church, such as a remarkably well preserved chalk-lined grave believed to be that of an 11<sup>th</sup> century monk. Others date from as late as the 18<sup>th</sup> century, when the North Green was used as a burial ground for St Margaret's Church.

The excavations are the first stage of a long-term project to transform the welcome we offer to visitors and restore access to over ten per cent of the Abbey floor currently used to store chairs and other equipment. Eventually a new building will be constructed on the site of the former Great Sacristy in accordance with the planning permission granted unopposed by Westminster City Council and in keeping with this prominent location on the north face of the Abbey. It will house excellent welcome, ticketing, security and storage facilities and has been designed to allow fully accessible entry for all visitors by the Great West Door.

As part of the essential and long overdue reroofing and refurbishment of the Deanery, which have now been completed, limited excavation of the garden was carried out. This revealed foundations of early walls likely to belong to the Romanesque structures which preceded the current 14<sup>th</sup> century west cloister range, as well as glimpses of pre-Georgian structures destroyed during the Second World War.

Inside the Deanery, a significant historical building in its own right, timber cores have been taken by Dr Dan Miles, for dating the structure by dendrochronology. Preliminary results for felling dates range from 1510 to 1526.

Most of the Abbey's Collections team were furloughed during the year, but a number of important projects were completed. The Warrior's centenary service embraced acquisition and framing of Frank Salisbury's preparatory drawings for his Warrior and Cenotaph paintings. The Padre's Flag was sent for conservation work for the Armistice Day service.

The Collections team completed the first part of the review of the Abbey's monuments in the light of Black Lives Matter issues, and there was steady progress on the muniments cataloguing project.



Despite coronavirus, essential building maintenance work continued at the Abbey – including abseilers checking the masonry of the west towers.

Picture: Press Association



The Dean welcomed two archbishops to the Abbey to mark the end of the first Covid-19 lockdown. The Archbishop of Canterbury, the Most Reverend and Right Honourable Justin Welby, and Cardinal Vincent Nichols, Cardinal Archbishop of Westminster, prayed at the tomb of St Edward the Confessor.

Picture: Getty Images

## Financial performance and risk management

The Abbey had a very challenging financial year in 2019/20, as the coronavirus pandemic forced the nation into a national lockdown.

### Financial performance

The Abbey had a very challenging financial year in 2019/20, as the coronavirus pandemic forced the nation into a national lockdown from 23<sup>rd</sup> March and the Abbey was required to close its doors. This had a significant impact on our primary sources of income during the second half of the financial year, with minimal visitor income, limited opportunity for commercial activities through our trading subsidiary and a reduced level of investment income and donations. Total unrestricted income in the year (excluding revenue of the trading subsidiary) amounted to £10.1 million (2019: £20.2 million). Visitor charges fell by £11.8 million and were only partially mitigated by £2.0 million of furlough income linked to the Government's Job Retention Scheme.

Total unrestricted charitable expenditure in the year amounted to £18.4 million (2019: £20.8 million). Charitable expenditure covers religious activities, choir and music, visitor related costs, the ongoing upkeep of the Abbey and key fabric related projects. All elements of expenditure were reduced to a bare minimum during the second half of the year while the Abbey was in lockdown or subject to restricted opening. Furthermore, in the light of the medium-term reduction in visitor numbers expected as a result of the Covid-19 pandemic, the Abbey was required to implement a staff restructuring and cost reduction programme, described in the following section, which reduced the normal operational cost base by 23%.

We also generated £4.1 million of restricted income, predominantly from donations, grants and legacies, of which £3.0 million was invested in projects including the finalisation of repairs to the stonework cladding on the tower of St Margaret's Church, repairs to the south side of the Abbey's nave and adjacent roofing, and the reroofing and refurbishment of the Deanery.

The consolidated net expense for the year before investment gains was £7.9 million (2019: net income of £2.3 million). Total investment gains amounted to £1.2 million (2019: £800,000).

Our overriding aim is to ensure that as far as possible we safeguard the Abbey's mission and operate on a sustainable basis for the long term, taking account of our actual and potential risks. This is particularly important as, despite our core role in serving the nation routinely and on major occasions, the Abbey receives neither State nor Church funding and must therefore be self-reliant at all times. The Abbey has a revised overall target level of unrestricted reserves of £14 million for risk management and liquidity purposes, and at 29<sup>th</sup> September 2020 we held £18.3 million in unrestricted reserves, represented by cash, cash equivalents and liquid investments, a surplus against target of £4.3 million. The impact of the Covid-19 pandemic has resulted in a period of closure for the Abbey and the prospect of a significant decline in London's tourism business over an extended period of time. In the year to September 2020, the Covid-19 pandemic impacted six months of operations, and the reduction in liquid reserves for the full year was limited to £6.4 million. The Abbey still has an excess above its target level of reserves, but further utilisation of the long term reserve is expected over the course of the next 12 months.

## Risk Management

The Dean and Chapter has responsibility for ensuring effective management of risk at the Abbey, supported by a Risk Management Group comprised of relevant senior managers and a Chapter member. Our overall approach to risk is cautious, reflecting our values as a church, the need to minimise exposure to reputational damage and the nature of our organisation and accountability. The following represent the top net risks identified in the Dean and Chapter's periodic risk review:

- Ongoing impact of the Covid-19 pandemic (ability to avoid a serious outbreak at the Abbey, sustain core functions and maintain financial solvency on a sustainable basis)
- A direct attack on the Abbey or nearby (especially a marauder or terrorist type attack including use of vehicles)
- Health & Safety events or severe incidents (including falls by accident or with intent from the Galleries or other high places)
- A major fire in the roof or within the grounds of the Abbey
- Impact of flash and other flooding.

In addition, the Abbey Safeguarding Officer, whose work is overseen by the Dean and reviewed by an independently chaired Safeguarding Reference Group, maintained an active programme of support, supervision and development to ensure that the Abbey community was able to deal effectively with risks relating to the safety and wellbeing of children and vulnerable adults.



A full Abbey team was on hand to welcome back visitors after the first Covid-19 lockdown.

Picture: Tony Wakefield



Visitor Experience manager Roza Włodarczyk helps one of the first arrivals in the north transept when the Abbey re-opened to visitors.

Picture: Brendan Foster



Choral services resumed on Sunday 16<sup>th</sup> August for the first time in five months. Six Lay Vicars sang at the 11.15am Eucharist.

Picture: Getty Images



## Management of the Abbey

We have been greatly blessed by the commitment and ingenuity demonstrated by the Abbey's senior managers, staff and volunteers.

This was one of the most difficult years in the history of the Abbey, but in tackling the many challenges facing us over this period we have been greatly blessed by the commitment and ingenuity demonstrated by the Abbey's senior managers, staff and volunteers. We have also benefitted from the support and wise counsel of College and the various advisory groups and committees set out later in this report.

The constant change in guidelines and restrictions has required an extremely flexible operating model, with the majority of staff on furlough from April 2020 onwards, a small number of staff in support functions working from home and others providing the onsite staffing required to operate essential functions and, in relevant periods, undertaking the activities required for safe operation of private prayer, public worship and tourist visiting. With few exceptions, all volunteers have been stood down since the start of lockdown.

We have been greatly assisted in operating flexibly and efficiently by information technology initiatives undertaken shortly before the pandemic. The systematic use of cloud-based platforms, virtual conferencing tools and social media applications, underpinned by significantly enhanced arrangements for IT resilience and robust data protection procedures, has enabled us to stay in contact with our staff both for virtual working purposes and in providing support and information to all at a time of potential isolation from the Abbey community. Staff and volunteers have particularly appreciated the weekly messages from the Dean and Canons throughout the pandemic.

By far the biggest challenge in this period was the very painful process of restructuring. We reluctantly concluded that we needed to undertake this over the Summer in response to the urgent requirement to reduce our cost structure substantially and sustainably. This required difficult choices and a careful process of consultation with staff representatives drawn from across the Abbey. Having cut back all non-staff costs and projects, we targeted and achieved a 20% reduction in staff costs – equivalent to around £2 million – through a number of targeted measures:

- Adapting our operational staffing to reduced numbers of visitors and a lower level of affordable fabric-related activity for the foreseeable future
- Increasing structural and operational efficiency in these and other areas
- Discontinuing activities which did not fit with our core mission, notably through the decision to focus St Margaret's on its ministry to Parliament rather than continuing to sustain a separate quasi-parochial congregation
- Temporarily freezing staff salaries and asking Chapter members and senior managers to make a salary sacrifice.

A vacancy freeze and agreements to reduce working hours, particularly in the Visitor Experience team, accounted for nearly half of the necessary personnel reduction, resulting in a significant reduction in the number of redundancies required. In total 28 people, including some of our longest-serving staff, volunteered for redundancy on enhanced terms, and ten employees were subject to compulsory redundancy.

In addition to the restructuring programme, 2020 saw other significant departures from the Abbey Community. The Reverend Christopher Stoltz left his post as Minor Canon and Precentor to become Chaplain of Haileybury School; he has been replaced by The Reverend Mark Birch, previously Minor Canon and Sacrist. Lawrence Wallington retired as a Lay Vicar after more than 40 years of service to the Abbey Choir. As noted elsewhere in this Report, the distinguished ministry of Canon Jane Sinclair was sadly cut short by serious ill health, and the Abbey joined many others in mourning her death in January 2021.



Her Royal Highness The Duchess of Cornwall toured plots at the Field of Remembrance in November.

*Picture: Andrew Dunsmore*



The Prime Minister, the Right Honourable Boris Johnson MP, visited the Abbey on VE Day in May to light a candle at the Grave of the Unknown Warrior.

*Picture: Andy Parsons/10 Downing Street*



Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall at a service in November to mark the centenary of the burial of the Unknown Warrior

Picture: Andrew Dunsmore



The Dean of Westminster  
The Very Reverend  
Dr David Hoyle



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



The Canon Steward  
and Almoner  
The Reverend  
Anthony Ball



The Canon Theologian  
The Reverend  
Dr James Hawkey



The Receiver General,  
Chapter Clerk and Registrar  
Paul Baumann

## The Collegiate Church of Saint Peter in Westminster

### Summarised financial statements for the year ended 29<sup>th</sup> September 2020 and supplementary summary financial information for the five years ended 29<sup>th</sup> September 2020

The summarised financial statements for the year ended 29<sup>th</sup> September 2020 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 2020 does not represent statutory accounts either. The full financial statements, from which the summarised financial statements and the supplementary summary financial information are derived, have received unqualified opinions from the independent auditor, William Binns.

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

The full financial statements for the year ended 29<sup>th</sup> September 2020 were approved by the Dean and Chapter on 28<sup>th</sup> January 2021, and copies of those statements, including the Auditor's and Dean and Chapter's reports, may be obtained from:

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



The Very Reverend Dr David Hoyle  
Dean of Westminster

16<sup>th</sup> June 2021

## Summarised Financial Statements

Consolidated Statement of Financial Activities  
For the year ended 29<sup>th</sup> September 2020

£'000s				2020	2019
	Unrestricted	Restricted	Endowment	Total	Total
<b>Incoming resources</b>					
Visitors	6,577	-	-	6,577	18,396
Trading	2,013	-	-	2,013	5,278
Donations and gifts	195	3,768	-	3,963	4,411
Investment income	806	343	-	1,149	1,164
Special events	110	-	-	110	380
Other income	2,425	1	-	2,426	233
	12,126	4,112	-	16,238	29,862
<b>Resources expended</b>					
Religious activities	2,961	84	-	3,045	3,460
Special events	104	-	-	104	338
Visitor related	8,987	254	-	9,241	10,110
Choir and music	3,068	240	-	3,308	3,017
Upkeep	3,321	3,393	-	6,714	7,783
Trading	1,682	-	-	1,682	2,859
Fundraising	50	-	-	50	-
	20,173	3,971	-	24,144	27,567
<b>Net income/ (expenditure)</b>	<b>(8,047)</b>	<b>141</b>	<b>-</b>	<b>(7,906)</b>	<b>2,295</b>
Net gains on investments	309	82	807	1,198	794
Net gains on property revaluations	-	-	-	-	10,860
Actuarial gains on defined benefit scheme	64	-	-	64	283
Transfers between funds	1,030	(1,030)	-	-	-
<b>Net movement in funds</b>	<b>(6,644)</b>	<b>(807)</b>	<b>807</b>	<b>(6,644)</b>	<b>14,232</b>

## Summarised Financial Statements

Consolidated Balance Sheet  
As at 29<sup>th</sup> September 2020

£'000s	Group 2020	Group 2019
	£'000	£'000
<b>Fixed Assets</b>		
Intangible assets	277	419
Tangible assets	37,665	38,199
Heritage Assets	314	314
Investments	39,715	43,957
	77,971	82,889
<b>Current assets</b>		
Stocks - goods for resale	445	372
Debtors: amounts falling due in less than one year	385	2,337
Cash and cash equivalents	9,862	11,693
	10,692	14,402
<b>Liabilities</b>		
Creditors: amounts falling due within one year	(2,233)	(3,979)
<b>Net current assets</b>	<b>8,459</b>	<b>10,423</b>
<b>Total assets less current liabilities</b>	<b>86,430</b>	<b>93,312</b>
<b>Liabilities</b>		
Creditors: amounts falling due after more than one year	(4,048)	(4,286)
<b>Total net assets</b>	<b>82,382</b>	<b>89,026</b>
<b>The funds of the charity:</b>		
Permanent endowment funds	16,480	15,673
Restricted funds	8,275	9,082
Unrestricted funds:	57,627	64,271
<b>Total charity funds</b>	<b>82,382</b>	<b>89,026</b>

## Supplementary Summary Financial Information

### Five year summary

£'000s	2020	2019	2018	2017	2016
Incoming resources	16,238	29,862	30,981	35,338	24,346
Resources expended	(24,144)	(27,567)	(28,740)	(29,139)	(20,787)
<b>Net income / (expenditure)</b>	<b>(7,906)</b>	<b>2,295</b>	<b>2,241</b>	<b>6,199</b>	<b>3,559</b>
Other Consolidated Income / (Expenditure)	1,262	11,937	1,576	1,654	2,691
<b>(Decrease) / Increase in funds</b>	<b>(6,644)</b>	<b>14,232</b>	<b>3,817</b>	<b>7,853</b>	<b>6,250</b>
Funds brought forward	89,026	74,794	70,977	63,124	56,874
<b>Funds at the year end</b>	<b>82,382</b>	<b>89,026</b>	<b>74,794</b>	<b>70,977</b>	<b>63,124</b>
<b>Funds by category</b>					
Unrestricted	57,627	64,271	51,007	50,548	46,942
Restricted	8,275	9,082	8,515	6,029	3,042
Endowment	16,480	15,673	15,272	14,400	13,140
	<b>82,382</b>	<b>89,026</b>	<b>74,794</b>	<b>70,977</b>	<b>63,124</b>

## Summarised Financial Statements

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

I have been asked to report whether the summarised financial statements and supplementary financial information for The Collegiate Church of Saint Peter in Westminster for the year ended 29<sup>th</sup> of September 2020, which consists of the consolidated statement of financial activities, consolidated balance sheet and five year summary, have been properly extracted from the audited financial statements of The Collegiate Church of Saint Peter in Westminster for the respective years to which it relates.

This report is made solely to the Dean and Chapter of The Collegiate Church of Saint Peter in Westminster, as a body, in accordance with our engagement letter dated 15<sup>th</sup> January 2019. My work has been undertaken so that I might report to the Dean and Chapter of the Collegiate Church of Saint Peter in Westminster that the summarised financial statements and supplementary financial information have been properly extracted from the audited financial statements for the respective years to which it relates and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Dean and Chapter of The Collegiate Church of Saint Peter in Westminster as a body, for my work or for this report. The above procedure does not constitute either an audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements; therefore I do not express any assurance on the summarised financial statements and supplementary financial information.

#### Respective responsibilities

The Dean and Chapter of The Collegiate Church of Saint Peter in Westminster are responsible for preparing the summarised financial statements and supplementary financial information and for determining whether the financial information contained therein is suitable for its needs. The Dean and Chapter of The Collegiate Church of Saint Peter in Westminster acknowledge that the summarised financial statements and supplementary financial information do not contain sufficient information to allow as full an understanding of The Collegiate Church of Saint Peter in Westminster as would be provided by the full financial statements for the year ended 29<sup>th</sup> September 2020.

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

We have not considered the effects of events since January 2021, when we signed our report on the full annual financial statements of The Collegiate Church of Saint Peter in Westminster, and the date of this statement.

#### Report

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

William Binns  
for and on behalf of Ernst & Young LLP

29<sup>th</sup> June 2021



The Abbey mourned the loss of the Reverend Jane Sinclair, Rector of St Margaret's Church, who died in January 2021.

*Picture: Andrew Dunsmore*



## The Dean and Chapter

(with Canonical offices as at 31.5.21)

### The Dean of Westminster

The Very Reverend Dr David Hoyle

### The Sub-Dean and Canon Treasurer

The Reverend David Stanton

### The Rector of St Margaret's

The Reverend Anthony Ball

### The Canon Theologian and Almoner

The Reverend Dr James Hawkey

### The Canon Steward and Archdeacon

The Venerable Patricia Hillas (from 9.5.21)

### Chapter Clerk

Paul Baumann

## Senior Management Team

### The Receiver General and Registrar

Paul Baumann

### Deputy Receiver General and Director of Finance

Malcolm Jones (to 31.5.21)

### Clerk of the Works

Ian Bartlett

### Head of Visitor Experience

Scott Craddock

### Head of Security and Emergency Planning

Garry Evanson (to 31.12.20) / Jon Reeves (from 1.1.21)

### Director, Westminster Abbey Foundation

Valerie Humphrey

### Head of Communications

Duncan Jeffery

### Organist and Master of the Choristers

James O'Donnell

### Head of Human Resources

Temi Olusola

### Head of Learning

Grazyna Richmond/Laura Arends

### Head of Event Management and Marketing

Lorraine Rossdale

### Minor Canon and Precentor

The Reverend Christopher Stolz (to 31.3.20)/

The Reverend Mark Birch (from 1.4. 20)

### Head of Collections

Dr Tony Trowles

## College

### The Dean

### Sub-Dean and Canon Treasurer

### Rector of St Margaret's

### Canon Theologian and Almoner

### Canon Steward and Archdeacon

### High Steward

The Duke of Buccleuch

### High Bailiff and Searcher of the Sanctuary

Sir Kenneth Olisa (from 17.5.21)

### Receiver General, Chapter Clerk and Registrar

### Deputy High Steward and Lord Mayor of Westminster

CLlr Ruth Bush (to 19.5.20)/

CLlr Jonathan Glanz (from 20.5.20)

### Deputy High Bailiff

Sir Stephen Lamport

### Deputy Receiver General and Director of Finance

### Clerk of the Works

### Head of Visitor Experience

### Director, Westminster Abbey Foundation

### Head of Communications

### Organist and Master of the Choristers

### Head of Human Resources

### Head of Events & Marketing

### Minor Canon and Precentor

### Head of Collections

### Minor Canon and Sacrist

The Reverend Mark Birch (to 31.3.20)

### Minor Canon and Chaplain

The Reverend Jenny Petersen (to 31.12.20)

### Director, Westminster Abbey Institute

Dr Claire Foster-Gilbert

### Legal Secretary

Christopher Vyse

### Surveyor of the Fabric

Ptolemy Dean

### Consultant Archaeologist

Professor Warwick Rodwell

### Headmaster, Westminster Abbey Choir School

Peter Roberts

### Auditor

William Binns

### Head Master, Westminster School

Patrick Derham

### Under Master, Westminster School

James Kazi

### Master of the Queen's Scholars, Westminster School

Gareth Mann

### Principal, Harris Westminster Sixth Form

James Handscombe

### Administrator, Westminster Cathedral

Canon Christopher Tuckwell (died 26.6.20)

### Superintendent Minister, Methodist Central Hall

The Reverend Dr Martyn Atkins (to 1.8.20)

## Abbey Advisory Group

### The Duke of Buccleuch (Chair)

### Lady Black of Derwent

### CLlr David Harvey

### Lord Judge

### Sir David Natzler

### Sir David Normington

### Sir Kenneth Olisa (from 17.5.21)

### Dame Fiona Reynolds

## Westminster Abbey Fabric Commission

### The Dean (Chair)

### Professor Sir David Cannadine (Vice-Chair)

### The Canons of Westminster

### Professor Paul Binski

### Bob Carr

### Professor Eamon Duffy

### Dr John Goodall

### Dr Elizabeth Hallam Smith

### Dr Olivia Horsfall Turner

### Dr Julian Litten

### Anne Machin

### Rosemarie MacQueen

### John Maine (adviser)

### The Reverend Tony Redman

### Dr Timothy Schroder

### Sarah Staniforth

### Canon Nicholas Thistlethwaite

### Philip Venning

## Westminster Abbey Finance Advisory and Audit Committee

### Mark Powell (Chair)

### The Canon Treasurer

### Roger Mountford

### John O'Brien

## Westminster Abbey Pension Fund Trustees

### John O'Brien (Chair)

### The Canon Treasurer

### David Burden

### Christopher Jonas

### James Rawlinson

### David Thomas

## Westminster Abbey Investment Panel

### Chris Sullivan (Chair)

### Raymond Haines

### Tim Kidd

### Douglas Shaw

### Catherine Wall

---

**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)

Published by:  
The Dean and Chapter of Westminster  
© 2021 Dean and Chapter of Westminster

[westminster-abbey.org](http://westminster-abbey.org)



Westminster  
Abbey