

## **WORSHIPFUL COMPANY OF MANAGEMENT CONSULTANTS AND THE MARINE SOCIETY AND SEA CADETS**

**A Review of the Affiliation by Alan Broomhead – updated 28<sup>th</sup> February 2014 and 14<sup>th</sup>  
November 2017 and 8<sup>th</sup> February 2021**

### **Purpose of the Review**

Since the Sea Cadets and the Company first engaged with each other in the summer of 2002 there has been much activity to the mutual benefit of both organisations. However, by September 2008 it was clear that the turnover of personnel in both organisations during the previous six years had weakened the collective memory and that established arrangements needed to be revisited and refreshed if the relationship were to continue to be effective. So, the first edition of this paper in September 2008 was a brief history of the association, a description of the working arrangements that had developed, and a prescription for rebalancing them. That rebalancing took place by emphasising the link with London Area as the main point of contact and has been successful.

Nevertheless, a strong relationship with HQ continued in both consultancy (Project Westminster and the Sea Cadet Review of 2010), participation in the Royalist Regatta, and financial support for the new Royalist and replacement boats. By 2014 the regatta had ceased and there had not been any new consultancy projects, so a revised paper was prepared in February to reflect these changes. Also, the Spring Galas had now become Celebration Dinners meaning that the major input from London Area was no longer required. In November 2017 PM Broomhead, who had held the liaison role since 2002, produced a further revision to facilitate the transfer to his successor, who is Kanan Barot. At the same time, he developed a new support package for London Area which resulted in consultancy assistance and a £10,000 annual grant made in 2018 and 2019. London Area did not ask for a grant in 2020 because Covid 19 had disrupted the activities which the money was used to finance.

Appendix A sets out the depth of the relationship when it was at its peak.

### **Organisational Developments**

The initial association was between the Company of Management Consultants (COMC) and the Sea Cadet Association (SCA), which united with the Marine Society in 2004 to form a new charity called the Marine Society & Sea Cadets (MSSC). Individual Sea Cadet units are charities in their own right and the collective name for these is the Sea Cadet Corps (SCC). For the most part this paper refers to the Sea Cadets as the simplest collective description of the whole organisation.

### **The Affiliation**

The Company formally resolved to be affiliated to the Sea Cadet Corps in the summer of 2003 and the act was celebrated by the presentation of a certificate to Vice Admiral Sir Jonathan Tod, Chairman of the SCA Trustees, at the Installation Dinner in Ironmongers Hall on 16<sup>th</sup> October 2003. This certificate is framed and used to hang on the wall in the Chief Executive's Office at 202 Lambeth Road, the MSSC HQ.

### **First Contacts**

The original contact resulted from an invitation to a reception on TS ROYALIST on 27<sup>th</sup> June 2002, which was attended by then Second Warden Alan Broomhead on behalf of COMC. This was followed by a second invitation to witness the naming of TS JERWOOD on 12<sup>th</sup> September 2002, which was attended by the Master, Mike Jeans, Second Warden Alan Broomhead and the Clerk, Claire Dyer. Both events were arranged under the auspices of the Director of Development, Tony Byrne, who was keen to raise the profile of the Sea Cadet Corps. During the September reception Melanie Bowran, the Deputy Director of

Development, approached the COMC delegation and asked if they could offer any support to the movement, as did Commander Colin Watkins, the London Area Officer, on behalf of London Area Sea Cadets.

### **Consultancy Support to HQ**

Thus, from the start there were two strands of development. At HQ level the COMC was asked to provide project management expertise in the building of a Thames sailing barge to be based in London, which would offer a combination of training and social activities, the former to be funded by the latter. Though the project received much support from the COMC, particularly from Past Master Patrick McHugh, it was not considered viable, but a later scheme to build TS JACK PETCHEY was a great success. However, the main request was that the Company should support the Sea Cadets with pro bono consultancy work, with the nature of this work to be specified following the appointment of a Chief Executive in October 2003.

### **Consultancy Projects for HQ**

The primary link with HQ started on the appointment of Mike Cornish as Chief Executive in October 2003. He outlined five projects for professional assistance. These were: -

- A questionnaire-based study of the membership to facilitate negotiations with Royal Navy on a new Memorandum of Understanding which generated some excellent development work involving several members of the Company and other helpers, but which did not progress due to timing difficulties.
- Developing a marketing approach, which was superseded by the appointment of a full-time director.
- Analysis of the most effective ways of using various communication tools to reach target audiences which was not pursued.
- Research into the most effective IT infrastructure for the organisation, a project conducted by Liveryman Rupert Turton in 2004.

### **Project Westminster (The Sea Cadet and Army Cadet Force Database)**

The fifth, and by far the most important project was the development of a database now operational as the joint ACF and Sea Cadet Project Westminster for which Past Master Alan Broomhead was the initial project manager for the Sea Cadet development. The database project transformed itself into a fully-fledged system which is used throughout the ACF and CCF's as well as the SCC to administer the operational activities of the cadets, the instructors, and their supporters, and is now known as Westminster. A review of this consultancy work was presented to the Professional Network meeting by Past Master Alan Broomhead and Mike Cornish on 21<sup>st</sup> February 2008, together with an online demonstration of Project Westminster given by Peter Freeman, the Director of IT for the MSSC.

### **Subsequent Consultancy Projects**

In September 2010 PM Broomhead conducted an organisational study of the SCC training and offshore fleet management functions at Fort Blockhouse. Later that year he undertook a wider ranging review of the Area organisation, which the Chief Executive, Martin Coles, used as a basis for several changes. There have not been any national consultancy projects since 2010, but two projects for London Area were undertaken in 2019.

Liveryman Gia Campari delivered two workshops on conflict management on the "train the trainer" principle.

PM Alan Broomhead developed and delivered a meeting management session in March 2019.

In January 2019 the London Area Youth Development Officer, Ryan Bentley, asked PM Broomhead if the WCoMC could assist in a National Citizen Service programme by providing interviewers for two afternoons of mock interviews with cadets as part of the third phase of this programme. PM Patrick Chapman organised two teams of four interviewers and the sessions took place at the Kingston Sea Cadet Unit in July and October. Each cadet selected a potential “career” that they wished to follow and our volunteers – “in character” appropriate to their career choice – would interview them for around 20 minutes and then immediately give feedback and discuss with each cadet how the interview had gone, particularly in terms of presentation and conversational skills. At the end of each afternoon, there was a final team feedback session from all the WCOMC volunteers to the cadets. Overall, the feedback we received from the cadets was incredibly positive and hopefully they will be able to achieve their career objectives with fewer worries.

### **Grants to London Area**

It was decided that the best way to support to London Area was by giving grants and initially this comprised two elements. One element was the award of two bursaries of £250 each to assist individual cadets to go on sailing activities that they otherwise could not afford. This became an annual grant of £500 paid to London Area every December to be used for the same purpose at the Area Officer’s discretion. The second element is an annual award of £1000 to encourage adventurous training activities, which was instituted as a competition for the funds by interested units in the London Area. Sadly, the competition did not take off and the grant is now made annually at the discretion of the London Area Officer. The first grants were made on a one-off basis in 2003, the £1000 award being presented at the Members’ Reception on 6<sup>th</sup> March 2003 and the bursaries later. In September 2003 the Trustees of the Charitable Fund agreed to make the grants of £1500 per year for five years from the end of 2003. The grants continued to be made annually and were subsumed in a £10,000 grant first made in 2018 and repeated in 2019. The total value of the grants to 2020 is £42,000.

### **Annual Meeting**

The WCOMC instituted a new members’ reception in 2002 and expanded on this at the Members Reception convened at the Barber Surgeons Hall on 6<sup>th</sup> March 2003 primarily to discuss the Road to Livery. Vice Admiral Sir Neville Purvis gave a memorable introduction to the SCC and he was accompanied by Tony Byrne, Melanie Bowran and Colin Watkins who augmented his words with ample literature. The Annual Meeting (then called the AGM) was formally incepted at Cass Business School on 7<sup>th</sup> April 2004 and continued until 2008. Sir Neville spoke at this event in 2004 and again in 2005, but the tradition has lapsed though there was a Sea Cadet presentation in 2009 when the Annual Meeting was held at HMS PRESIDENT. The £1000 cheque was presented at all these occasions with the Master and Wardens being piped in.

### **Affiliation Arrangements**

The activities described thus far were instituted prior to the formal affiliation in October 2004. The formal affiliation has been underpinned as follows: -

#### *Music at Functions –*

The Sea Cadets agreed to provide musicians at the Installation and Masters’ Dinners, these being the Company’s two formal occasions every year. A full band from East Kent played at the 2003 Installation in Ironmongers Hall and a group of adult musicians played at the Installation in October 2004 in Vintners Hall. Sadly, the band failed to arrive at the Master’s Dinner in April 2004 and again at the same event in 2005. The situation has been spasmodic since and almost failed entirely at the Installation Dinner in 2010 which was the first of these occasions not to be graced with even a bugler.

### *Guests at Functions-*

The Company agreed to offer two places to the Sea Cadets at the Installation and Masters' Dinners to give visibility to the affiliation and to enable the Sea Cadets to invite a guest or guests, at the Company's expense, who would appreciate such a gesture as a reward for services already rendered or in anticipation of services to come. It is a moot point as to whether the MSSC has taken full advantage of these opportunities, though there is no doubt that they were valued. When the Master's Dinner was replaced by the Spring Gala the offer was confined to the Installation Dinner and has now lapsed.

### *Events on Ships -*

Members and prospective members of the Company enjoyed many happy receptions on ROYALIST and JERWOOD in the summers of 2003, 2004 and 2005, and the company was privileged to be allowed use of them for its own parties on both occasions when the ships visited London in 2004. The demands of Trafalgar 200 precluded a similar event in 2005, and changes to the sailing programme since have reduced the scope for this activity. Despite this a very successful Company reception was held on ROYALIST and JERWOOD on 7<sup>th</sup> June 2006, and the centrepiece of the Spring Charity Gala on 10<sup>th</sup> April 2008, held at HMS PRESIDENT, was a special visit by TS ROYALIST. ROYALIST, JERWOOD and the newly commissioned JACK PETCHEY formed the centrepiece of the Spring Gala on 15<sup>th</sup> April 2010. The event has not been repeated since then.

### *Trafalgar Day Parade –*

The parade takes place on the nearest Sunday to the date of the battle (21<sup>st</sup> October) and the Master, Clerk and other members of the company, together with their partners have been invited regularly since 2003. Invitations are made by MSSC HQ and are much valued.

### **Royalist Regatta**

The annual Royalist Sailing Regatta to raise funds for the Sea Cadets was normally held at Portsmouth on the second Tuesday and Wednesday of May. It started in 1998, and since 2005 was run jointly with The Duke of Edinburgh's Award Scheme which allowed some Sea Cadets doing the Award the opportunity to participate as crew in thrilling high standard sailing races. The entrance fee was set as a £5,000 charitable donation from each crew since the yachts, catering and organisation were all donated by commercial charter companies and the RTYC. The Company supported the Royalist Regatta for ten years, first entering a team in 2004. The eight crew members enjoyed one and a half day's racing, a champagne reception and a formal dinner, then breakfast, lunch afloat and afternoon buffet on the second day. Crew members each made charitable donations each year. Although on a couple of occasions the Charitable Fund added to the donation made by Crew, over the years the Sea Cadets benefitted to the tune of £50,000 as a result of the WCOMC's participation in the Royalist Regatta. On several occasions Masters have been crewmen, but even when not sailing they have attended the formal dinner. The crews were assembled and skippered by Past Master Patrick McHugh, without whose skill and enthusiasm the entry would never have started let alone continued. The crew celebrated loudly when they beat yachts skippered by both the Duke and Duchess of Wessex. The relationship formed with the Duke of Wessex was instrumental in his acceptance of the invitation to present the Company with its Royal Charter. The Company won the Shipwrights' Trophy in 2010. The MSSC decided sadly that the effort of organising the Royalist Regatta was no longer worth the return, leading to its cancellation in 2014.

### **The New TS Royalist**

TS ROYALIST, the flagship of the Sea Cadet fleet and its brand image for forty years, hosted the regattas and was retired at the end of 2014. The MSSC decided to replace her with a new ship of the same name at a cost of £4.8 million and launched an appeal to raise this

amount. In 2014 the Company Charitable Fund made a donation of £20,875 to help close the funding gap following an earlier donation of £1200 raised at the 2012 Spring Gala. Then Master Patrick Chapman and PM Alan Broomhead were invited to the naming of the new Royalist at South Quay on 29<sup>th</sup> May 2015. The ceremony was performed by Princess Anne who commented that she had named the first Royalist forty years previously.

### **New Dinghy**

In 2015 the Sea Cadets launched an appeal to replace their sailing dinghies. They were seeking to raise £225,000 for 100 craft, so made an application to the Charitable Fund for £2250 to purchase an RS Quest Dinghy, which was approved in December 2015.

### **Satjit Singh Trophy**

A trophy donated by Assistant Satjit Singh was offered to the Sea Cadets in 2004 to encourage the relationship between the two organisations. It is now awarded annually to the person who achieves the highest scores in the Officer Selection Board course. It was presented by the Master in 2005 and 2006 and again at the Spring Galas in 2008 and 2009. The Master presented the trophy in 2007 at a dinner and in 2012 at the Annual Service and Reception. PM McHugh presented to the winner at the Rhyl unit in 2013 and it was presented again at the New Members' Reception on 6<sup>th</sup> March 2014. The tradition of annual presentations at Company events continues. The trophy is Company property, though now mounted on a plinth fashioned by the SCC. It is normally kept in the Captain's office at Lambeth Road, when not in the possession of the winner.

### **Lord Mayor's Show**

Past Master Hugh Morris personally funded an entry in the Lord Mayor's Show in November 2006 to enable the Company to distinguish itself from the rest of the Modern Companies with whom it had been grouped in the two previous shows since becoming eligible for participation on the grant of livery in 2004. As the Sea Cadets always have a presence in the military section of the parade it was decided to work with them, to pay for a float and march with this float in the parade. The float contained a Zippa speedboat which was subsequently donated to the London Area for the benefit of the volunteers. The occasion was a success, and the exercise was repeated in 2007, save that the entry was made in association with the Sea Cadets to save the fee. This successful collaboration has continued since then. Initial co-ordination between the Clerk and the London Area Officer is necessary when the entry forms are completed. The complete process is described in Appendix B.

### ***Cooperation with Sea Cadet HQ***

In 2013 Sea Cadet HQ decided that the Lord Mayor's Show entry had to be seen as a national event for publicity reasons and wished to see the entry upgraded. This entailed the use of a commercial tractor and trailer, which cost £2,000, modern signage on the vehicle and special clothing for the participants. As it was important that the signage on the vehicle skirting reflected the WCOMC PM Broomhead became involved in its design including a special logo which is now used by the Company. London Area agreed that the £3000, which the Company had donated from the proceeds of the 2013 Celebration Dinner, should be used to cover the tractor and trailer and the cost of the signage on the condition that the latter was re-usable.

Because WCOMC had paid the tractor and trailer bill in the past PM Broomhead was concerned to avoid the Company becoming permanently liable for £2,000 or more. So, with the help of the Worshipful Company of Carmen, he arranged for a vehicle contractor to supply the transport for free in 2014, 2015 and 2016.

### ***Lord Mayor's Show 2017***

In 2017 Sea Cadet HQ decided not to fund future entries in the Show, thus leaving London Area Sea Cadets free to participate in the military section of the parade on their own

account. As a result of discussions with London Area the Company expressed its willingness to fund the display on the float to keep it as it had been for the previous three years. Consequently, London Area secured all the signage and spoke to the transport contractor to obtain continued free use of the tractor and trailer and he agreed. Sadly, though the Charitable Fund would have provided £5,000 to enable the display to be constructed, health and safety rules meant that an extended period was needed for the physical construction and the contractor was unwilling to let his vehicle be off the road for the extra time. Thus the initiative ended.

### **Spring Charity Galas**

The Company was encouraged to consider a fund-raising event on behalf of the management consultancy profession in 2002 by the MCA and the IMC. A series of meetings explored the opportunities and, though no immediate action resulted, a Meridian Ball was planned for 19<sup>th</sup> June 2004 at the Royal Naval College, Greenwich, with the full support and involvement of the Sea Cadets in both entertainment and inviting guests. In the event the occasion was not supported by the MCA or IMC and the Sea Cadets were not able to find their expected 100 guests. So, despite a charitable pledge of £50,000 the event was cancelled.

However, the lessons learnt were applied to the Spring Gala successfully held at HMS PRESIDENT on 10<sup>th</sup> April 2008 with excellent Sea Cadet support in terms of a band, display teams and hosts, and the presence of TS ROYALIST. This event raised £30,834 for charity of which £15,000 was used to finance the purchase of a RIB for London Area. A second gala was held at the Honourable Artillery Company on 7<sup>th</sup> May 2009 resulting in a sum of £7,500 being set aside for London Area which was augmented by a similar amount raised at the third gala held at HMS PRESIDENT on 15<sup>th</sup> April 2010. The £15,000 gift was used to purchase an exhibitions trailer in May 2011 and London Area uses it regularly at high profile events.

A fourth gala was held at Guildhall on 17<sup>th</sup> May 2012 and raised £29,000 of which £5,000 was allocated to London Area, £5,200 to the MSSC and RN and RM charities, and £1,200 to the Royalist replacement. The Sea Cadets identified and arranged five prizes for the auctions.

### **Celebration Dinners**

The Sea Cadets provided an honour guard, bugler and Master of Ceremonies for the Celebration Dinner held at the HAC on 9<sup>th</sup> May 2013 and did so again at the Celebration Dinner on 17<sup>th</sup> June 2014. The dinner price included a sum of £25 per ticket to support charitable causes and was divided between the Sea Cadets and the NYO. In the event the Sea Cadets received £3,000 which was used to support the Sea Cadet and WCOMC entry in the 2014 Lord Mayor's Parade.

### **Miscellaneous**

Incidental activities should not go unremarked. Sea Cadets lined the route from St Botolph's to Carpenters Hall on the grant of Livery celebrations on 30<sup>th</sup> September 2004 and piped the Master in at the subsequent party. In 2005 Assistant Edward Sankey co-ordinated a three-yacht entry in the "Round the Island Race" raising the sum of £10,000 which was shared equally between the Sea Cadets and the Lord Mayor's Charity.

### **Operational Arrangements**

The first edition of this paper proposed some new operational arrangements because activities had been co-ordinated in different ways at different times. Originally the Director of Development dealt with all support requests including the provision of music, the use of visiting ships for events and the invitation of guests to Company functions. London Area received the bursaries and produced the winners at the Annual Meeting to receive their cheque. Since the Company began to participate in the Lord Mayor's Show and receive high

levels of support from London Area cadets at the Spring Gala the relationship with London Area has been greatly strengthened. As a result of discussions with Commander Paul Haines, the London Area Officer, on 28<sup>th</sup> July and Mike Cornish on 31<sup>st</sup> July 2008 it was agreed that the focus of contact in future should be with the London Area Officer.

The relationship with London Area flourished and there was a great turnout to support the 2012 Spring Gala in Guildhall with displays, carpet guards and runners. The London AO commented that “as a result of this event the cadets that participated are much richer for the experience whilst the financial benefits will help me to further add to the overall cadet experience that we provide within London.”

### **Financial Support**

London Area has received £42,500 in grants and £41,000 in gala proceeds. Total grants to Sea Cadets amount to £110,775 since 2003 (the main amount being £22,075 to support the construction of the new TS ROYALIST). In addition, the Charitable Fund supported the Royalist Regatta entries in most years for varying sums of approximately £3,000 per entry.

### **Next Steps**

There are **three** relationships that need to be preserved and several others that could be taken to strengthen the association if wanted: -

- 1. The most important is with London Area requiring regular contact between the Company and the Area Officer and the Deputy Area Officer to ensure the Area makes timely applications for financial support and includes the Company in their section of the Lord Mayor’s Show.**
- 2. Presenting the Satjit Cup at a Company event, which means coordination with the Chief Executive’s PA (Tricia Smith). Tricia has been in post for at least twenty years and it would be easy to let the contact fold if she moves on.**
- 3. Securing an invitation for the incoming Master to the Trafalgar Day Parade, which invariably occurs on the first Sunday after the Master has been installed, thereby posing a challenge to ensure the right person is invited.**
4. Developing more contact with Head Office, in particular the Chief Executive, the Captain Sea Cadets, and the Directors of Finance and Fundraising to identify opportunities for pro bono consulting, fund raising and socialising, perhaps by reviving invitations to our livery dinners.
5. Visiting Sea Cadet events more regularly, particularly the London Area Summer Camp, which the Company grant supports.
6. Exploring opportunities for social events on ships in the Sea Cadet Fleet.
7. Finding trustees for Sea Cadet units in the London Area.
8. Establishing the potential for more direct interventions between Sea Cadet units and individual Company members.

## WCOMC/MSSC ANNUAL PLANNING CALENDAR

Month	Event	Actions
January		
February		Clerk to establish with MSSC HQ how Satjit Trophy is to be presented
March/April NOW REPLACED BY NEW MEMBERS RECEPTION SATJIT CUP HAS BEEN AWARDED	Annual Meeting	Jan- Wardens to decide format of Annual Meeting, whether to invite CE MSSC and other prominent guests and if they wish anyone to speak on behalf of MSSC – Clerk to liaise with MSSC HQ in light of these decisions Feb - Clerk/AO London liaise to ensure winning team will be present to collect cheque and pipe in Master
May NOW SUSPENDED	Royalist Regatta	Mar – Clerk to complete application form after consultation with WCOMC skipper and send to MSSC HQ
June	Celebration Dinner	May – WCOMC Event Organiser to conduct site visit with AO London and review possibilities for cadet support AO London to participate in all subsequent planning meetings
June/July NOW SUSPENDED	Ship Receptions	Nov - Clerk/AO London to liaise over the possibility of any ship receptions at HMS PRESIDENT in order to incorporate dates in WCOMC calendar
July		
August		
September		
October	Installation	Clerk/AO London - Arrange for band/musicians as soon as date and hall are known Clerk to liaise with CE MSSC over free guests no later than August
October	Trafalgar Day Parade	Sep - MSSC HQ to issue invitations
November	L M's Show	Aug - Clerk/AO London complete entry form Sep – decide on provision of float Oct – canvass for marchers and arrange any show related social event
December	London Grant	Clerk to pay



**THE LORD MAYOR'S SHOW**  
**Note by PM Alan Broomhead – 3 Oct 2015**

**First Entries**

WCOMC decided to participate in the Lord Mayor's Show in the year it became a Livery Company (2004). It was decided to join with the other modern livery companies to minimise costs. Typically this entry comprised an open topped double decker bus and I have a vivid memory of Satjit Singh sitting in splendid state on the upper deck in 2005.

**Participation with London Area Sea Cadets**

PM Hugh Morris was not impressed with this arrangement and arranged an entry at his own expense in 2006. As an afterthought he asked me to contact the then London Area officer, Lt Col Andy Milne RM, to see if we might parade with them. Andy was delighted to accommodate us and said that because the Sea Cadets marched in the military section of the parade they were allowed to participate free. Unfortunately, it was too late for the WCOMC to withdraw its entry and the fee was paid.

We have not repeated that mistake as the fee was £5,000 and is currently £6,000. So over the last nine years WCOMC has saved approximately £50,000. As a modest recompense the Company paid for a tractor and trailer, supplied by a Sea Cadet contractor at a cost of £200. Latterly the vehicle was supplied by Tesco for free.

**Cooperation with Sea Cadet HQ**

In 2013 Sea Cadet HQ decided that the Lord Mayor's Show entry had to be seen as a national event for publicity reasons and wished to see the entry upgraded. This entailed the use of a commercial tractor and trailer, which cost £2,000, modern signage on the vehicle and special clothing for the participants. As it was important that the signage on the vehicle skirting properly reflected the WCOMC I became involved in its design including a special logo which is now in our possession. London Area agreed that the £3000, which we had donated as result of our charity contribution at our spring gala, should be used to cover the tractor and trailer and the cost of the signage on the condition that the latter was re-usable.

Because we had paid the tractor and trailer bill in the past, I did not wish us to become permanently liable for £2,000 or more. So, with the help of the Worshipful Company of Carmen, I arranged for a vehicle contractor to supply the transport for free in 2104 and he is doing so again in 2015. HQ withdrew support in 2017 so there was no float.

**Participant Numbers**

Because Adele Thorpe queried our right to participate with the Sea Cadets PM Broomhead asked London Area to investigate and this is the answer dated 11 October 2013.

Dear Alan,

I managed to speak to the Pageantmaster's Office today – they confirm that, for a cadet force participant, there is NO LIMIT applied to the number of supporting/sponsoring Liveryman who can accompany the float.

The good news, then, is that The Worshipful Company of Management Consultants can have as many people as you wish accompanying us.

The only real limit is the estimate of 120 personnel that I stated on the original application, and I'm happy for 20 of that estimate to be taken up by your good selves should you wish.

Kind Regards  
 Cliff