A chef in a white hat and red and black uniform, holding a red object, standing in a kitchen. The chef is the central figure, wearing a tall white toque and a red and black apron. The background shows a kitchen setting with a window and other people.

**THE WORSHIPFUL COMPANY OF
MANAGEMENT CONSULTANTS**

ANNUAL REPORT

2018-19



This is the 2018/19 annual report for the Worshipful Company of Management Consultants, the 105th livery company in the City of London. It is a record of our achievements and includes the year's events which range from the Company's formal interaction with the City and charitable events to our pro bono support to the Third Sector; professional development and financial administration. Last, but not least, it includes our informal social events, the main purpose of which is to enjoy one another's company.

We hope Members will read this report with pride, especially those who have played a part in arranging these activities. In our Company spirit of "giving and gaining", we encourage more Members to have the pleasure of helping the Company meet its aims.

Front cover image:
Artistic interpretation of Kanan Barot representing
WCoMC in the Inter Livery pancake race.

(a prize if you can spot the pancake!)

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Snap shot from BBC coverage of the Lord Mayor's parade 2018
WCoMC marchers with the Sea Cadets

John Corneille Master



MASTER'S INTRODUCTION

ANNUAL REPORT 2018-19

I am most grateful to the Company for the opportunity to serve as its Master during the last year. It has been a great honour. It has been a unique, interesting and enjoyable experience!

An important part of the role has been to represent the Company in the City of London and, in particular, the wider Livery. Through the hard work of my predecessors and other Company members, we have built a reputation as a vibrant and active Company which actively participates in pan-Livery activities and initiatives. It was a particular pleasure to be at the Mansion House early in my year for the Lord Mayor's briefing and hear our Company as one of two mentioned as making a significant contribution to recent pan-Livery initiatives.

There has been much recent debate amongst the wider Livery about how best to respond to the rapidly changing world in which it operates so that it remains relevant to today's society. I think there is broad agreement that change is necessary, although views vary on how best to achieve change without undermining the huge value the Livery provides. There is valuable work being done on being clear about the huge philanthropic contribution the Livery makes and how best to communicate this to the outside world. This will require some Livery Companies to be more open than they have been in the past.

There is a need for Livery Companies to be seen to be attractive and welcoming to a more diverse community, especially younger people, and this is a particular challenge for our Company. In moving forward, there is much Livery Companies can do to learn from each other and to draw on best practice. In this respect, it has been pleasing to see from our membership of the Financial Services Group (FSG) of Livery Companies that those involved have been willing to share their experience on a number of issues such as membership recruitment and retention.

On pan-Livery involvement, it was our turn this year to host the Modern Livery Companies Dinner for Masters and First Wardens of the modern companies. Judging by the hugely positive feedback we received, this event has helped cement our standing amongst these companies.

Our philanthropic work, particularly Pro Bono consulting and mentoring, is increasingly becoming recognised externally. We are regularly consulted by other Livery Companies and Guilds about how we organise our pro bono work successfully. We perhaps do not always appreciate ourselves the contribution our Pro Bono work makes in terms of social impact and how much it is valued by those charities and social enterprise who are our clients. In the last few years, we have made some good strides in linking our Pro Bono work with some of our Charitable Fund donations to achieve better social impact. On a personal level, I have enjoyed working with pro bono clients during my Master's year including undertaking an accreditation review for Youth Business International in Italy.

On education, much of our focus during the last year has been geared towards professional development in the management consulting industry, mainly through the Centre for Management Consulting Excellence which has continued

to develop successfully. A particular highlight for me was being present at the launch of the CMCE report on consulting skills for 2030 at CMCE's sponsors, Sheffield Howarth, and seeing the value placed on the work by representatives drawn from across the management consulting industry, including several of the big firms.

Our military affiliations with both the Sea Cadets and 600 Squadron have continued to blossom. I was lucky enough to attend the Trafalgar Day Parade as a guest of the Sea Cadets and witness an impressive display by them. It was a good reminder of the extent to which this wonderful organisation reaches out to young people, many from disadvantaged backgrounds, and helps them succeed in society. We also had the pleasure of marching with the Sea Cadets in the Lord Mayor's Parade. Because it was the Navy's turn to be the lead service this year we were very near the front of the parade in a prominent position. This was our first year of our relationship with 600 Squadron, and we are making good progress on how best to work together.

Well prepared
Management Consultants
with the Company Mace
and umbrellas at the
Lord Mayor's Show



We have run many different types of event throughout the year in an attempt to appeal to the wide range of interests of our membership. We are conscious that our "big ticket" events are expensive but that, unfortunately, reflects the costs of hiring Livery halls and what we are charged by the captive caterers, and we budget to break even on each event. We have deliberately reverted back to running lower key events like Shop Talk, which have proved to be popular and a great way of introducing new members to the Company.

Our membership numbers over the year have remained roughly static. Although we have managed to recruit new members, we have unfortunately lost a similar number. We, of course, work hard to understand the reasons people leave and these vary considerably from person to person, with changing work circumstances or moving away from the South East, accounting for a number of resignations. Our most effective channel for new recruits remains introductions from existing members. All members are encouraged to bring potential members along to our events especially remembering that we now have a Junior Freeman category of membership.

Financially the Company is in a sound position. The Treasurer has introduced some new financial processes and procedures which, along with some more transparent financial reporting, has provided a sound basis for effective financial management.

During the year we have carried out a thorough review of our administration needs and the role of the Clerk. As a result we have made some changes to extend the Clerk's hours of employment and are in the process of recruiting an Assistant Clerk. I'd like to take this opportunity to thank the Clerk for all her efforts on behalf of the Company and, in particular, note that her personal reputation amongst the wider Livery contributes greatly to the positive view of the Company.

Finally, being Master has made me realise how much the Company relies on volunteer effort to make the Company function. We are extremely grateful to those members that give up so much of their time on the Company's behalf. I would like to thank the Wardens and Treasurer, in particular, for their support during the last year. From my perspective, my year has been made much more enjoyable by being part of a great team.

Julie Fox Clerk



CLERK'S CORNER

Where has this year gone – it has flown by once again. I cannot believe that it was a year ago that we enjoyed a splendid installation at the beautiful Grocers' Hall and heard from Alderman Alison Gowman who addressed the Company. It appears that no sooner has the Master been installed, learnt the ropes and you have developed an excellent rapport and working relationship, that you are saying 'goodbye' and planning for the following year – a veritable tread mill!

During this year, the Master and his consort Kate have worked tirelessly to build on the Company's aim of being a vibrant and great Modern Livery Company which makes a significant contribution to the City supporting pan-livery initiatives and the Financial Services Group.

The Company's pro bono consulting and mentoring work is now being widely recognised as being the most extensive and successful amongst the Livery companies, and during the year, the Master still managed to find the time in his busy schedule to remain involved with his pro bono clients. The Company continues to offer its members opportunities to work with some incredible not-for-profit organisations and this is one of the most rewarding aspects of being a member of our Company.

"The Company's pro bono consulting and mentoring work is now being widely recognised as the most extensive and successful amongst the Livery companies."

Boredom is not something that I could ever say is a word that features in the vocabulary of your Clerk as the years continue to be filled with numerous and varied activities. A mild and, fortunately, fine November morning saw several members of the Company make an early start as we once again had the pleasure of marching with the Sea Cadets as one of the 116 floats in the Lord Mayor's Parade. This year, because the navy led the Parade, we were very near the front and, indeed, the first Livery Company! It was pleasing to see several of our newer members joining the contingent marching for the first time together with the Third Warden's grandchildren.

One of the key events in the Company's calendar is the Charities Supper held in January each year; an excellent event where the Company is joined by friends, clients and guests to celebrate the valuable pro bono support provided by our members to clients in the Third Sector. This allows the Company to demonstrate and appreciate the impact and difference the support of our members has made.

For the first time on Shrove Tuesday this year the Company was invited to enter a full team into the Inter-Livery Pancake Race. Although the Company did not win their heats our team threw themselves into the event and a good time was had by all with lessons learnt for next year – onwards and upwards! June was a particularly busy month with the Company focussing on education, professional development and the management consulting profession, supporting greater diversity amongst the membership.

The Company enjoyed an excellent Education Supper held aboard HQS Wellington where we heard two first-rate speakers talk about professional development in the Management Consultancy industry which prompted a stimulating debate.

For the second year the Company participated in the Livery Schools Link Careers Day with young people from local schools across London visiting Guildhall keen to learn about the Company, apprenticeships and the numerous opportunities that were available to them. The Company mace proved to be an excellent draw with large numbers of youngsters wanting to be photographed holding it, but not surprisingly no-one volunteered to carry it for us in the Lord Mayor's Show! The Master has also been involved in fund raising for the Lord Mayor's Appeal in support of the Samaritans, Place2Be and Onside. In early July, he was jailed for numerous heinous crimes and, in the time-honoured manner of the Master being held accountable for his crimes which he robustly disputed, he was held in The Tower until he was bailed. It was a tough decision, as some people were tempted not to bail him – but to let him languish. Fortunately, the total sum was quickly raised and he was released to enjoy the rest of his year.

During the year we also said goodbye to our long-standing Chaplain Rev Bill Penney who had provided outstanding service to the Company for a number of years, supporting our members and their families. We then set about the process of recruiting a replacement and were very fortunate to be able to secure the services of Rev Helen O'Sullivan who was, at the time, Chaplain at St Paul's Cathedral. Shortly after her appointment she took up the position of priest in charge in the parishes of Acklington, Shilbottle and Warkworth in rural Northumberland, but has continued to make regular journeys to the smoke, providing excellent pastoral support to the Company. We look forward very much to developing this relationship and working with Helen in the years to come.

The highlight of the year was our July Celebration Dinner at Skinners' Hall with members and guests enjoying a champagne reception in the early evening sun with entertainment provided by 4 Play Sax. The event was a great success and enjoyed by all, providing an excellent opportunity to reflect on our achievements and where the Company will be in the future. Alderman Sue Langley provided a very interesting insight into the role of an Alderman in the City of London and how she seeks to make a valuable contribution to the work of the wider City civic.



Another successful aspect of the Company's activities this year has been the growth of the Centre for Management Consulting Excellence (CMCE) under Calvert Markham's leadership. CMCE is now well established and is helping to build the Company's reputation across the wider management consulting profession, building links between leading academic thinking and practitioners.

Our final event in the year was in September, when it was the Company's turn to organise the Modern Livery Companies Dinner attended by Masters and First Wardens of all the modern companies. A high profile but more informal event which, judging by the hugely positive feedback, served to enhance further our reputation.

As you are all aware, these events require detailed planning over a long period to ensure they run smoothly and without a hitch and teamwork is critical to their success. It has been a hugely enjoyable year working with the Master and Kate with many interesting and humorous moments. It is vital that the Clerk supports the Master and their Consort to ensure their year is memorable and fun. I am looking forward to another excellent year and thank the members for their support and friendship and look forward to welcoming you to an event during the coming year.

Frank Brown Court Assistant



OUR LIVERY & CIVIC ACTIVITIES FINANCIAL SERVICES GROUP (FSG)

WCoMC is a member of the Financial Services Group of Livery Companies (FSG). The FSG was set up to provide technical support to the Lord Mayor and the Sheriffs as they conduct their business during the year; in conducting overseas visits, meetings in the City with overseas delegations, and in promoting “the City” brand of UK financial and other business services. WCoMC joins other modern Livery companies like the Actuaries, Solicitors and Accountants in being able to provide specialised technical advice and briefings on a wide range of subject areas. Within WCoMC we have a wide range of subject matter experts who have hands on experience in operating overseas. Providing this support to the Lord Mayor raises the profile of WCoMC and the wider modern Livery companies, and ensures we remain relevant to the modern functions of the Mayoralty.

The FSG also acts as a gateway for those wishing to establish businesses in the City or who require professional and financial services in their country of operation. This strand of the FSG’s role has particularly come to the fore this year, as we have embarked on an active programme of engagement with China. Regardless of how Brexit shakes out (I write this on the eve of the October 19th vote), what is abundantly clear is that if the City wants to continue to be amongst the premier destinations for financial services business, it has to continue to be outward looking, and engage with developing opportunities – like China.

To this end, WCoMC joined other FSG representatives on a trade mission to China in August. It was an extensive tour, visiting many cities, including the emerging markets of Xi’an and Chengdu (which are central elements of China’s Western strategy). We met a range of businesspeople and senior Party officials, all of whom were very interested in discussing developing links with the UK. The huge growth and change occurring in China makes it a particularly interesting market for management consultancy, as they develop and transition their infrastructure and markets.

Since returning from the trip, I have already hosted four delegations from China, who have come into London, and are very interested in the potential to do business here. I am also utilising WCoMC’s very good relationship with Cass Business school, as they are actively involved in supporting business opportunities in Chengdu.

The role of FSG has developed and expanded over the past year, with the group being seen by the Mayor and Corporation as having greater relevance and potential. And the WCoMC contribution is a core part of this.

Bob Harris Third Warden



PAN-LIVERY INITIATIVE

In mid-2017 the Pan-Livery Initiative (PLI) was established at the initiative of the Lord Mayor Charles Bowman to consider how the 110 livery companies might work together to increase their impact and communicate it better – both to the livery movement and to the outside world. Past Master Noorzaman Rashid was invited to join the PLI Steering Group and he proposed that a survey of all Livery Companies to gather information on their charitable giving would be valuable. Third Warden Bob Harris volunteered to undertake the survey on a pro bono basis, and the survey was designed and carried out during the period June-December 2018.

Responses were obtained from 95 of the 110 livery companies indicating that their total giving in 2017 was around £63m. However, 70% of this total was from the Great 12 livery companies, with a further 25% from other older companies. More than half of this financial support was directed to the educational sector, but there was a wide range of other beneficiaries.

SURVEY RESULTS - GRANTS BY CATEGORY (£)

	Independent schools	State schools	Other education	Housing	Other causes	TOTAL
G12	15.4	2.7	6.8	5.6	14.0	44.4
OLD	1.0	1.6	5.5	2.0	6.0	16.1
MODERN	0.1	0.1	1.1	0.1	1.2	2.6
TOTAL	16.5	4.4	13.4	7.7	21.2	63.1

SURVEY RESULTS - OTHER EDUCATIONAL GRANTS

There is a wide range of support provided to trade-related education and research, particularly by Companies with active trades, for example:

Apothecaries	Running medical examinations
Art Scholars	Cultural and arts projects
Barber Surgeons	Supporting medical education and research
Cooks	Supporting the training of cooks
Engineers	Engineering scholarships and research students
Fruiterers	Horticultural research
Framework Knitters	Textile research and student support
Management Consultants	Establishment of Cass Centre for Charity Effectiveness
Mercers	Support to Gresham College
Musicians	Support to young musicians
Stationers	Establishment of a school-level digital media curriculum
Weavers	Postgraduate education and research in textiles

The survey also gathered information on pro bono support provided by livery companies to charities and other not-for-profit organisations. This showed a much greater relative contribution from Modern Companies, including WCoMC where we contributed an estimated 5,000 hours valued at an estimated £1m. Some examples of such pro bono support are shown in the table below.

PRO BONO TIME INPUT

Group	Hours pa
GI2	21,400
OLD	40,300
MODERN	13,000
TOTAL	74,700

“...we contributed an estimated 5,000 hours valued at an estimated £1m”

EXAMPLES OF PRO BONO SUPPORT

Several of these examples draw upon professional trade skills and experience

Air Pilots	Voluntary support in aviation training
Barber Surgeons	Outreach and medical careers advice in schools
Clockmakers	Voluntary support to horology students
Engineers	Mentoring engineering students
Grocers	Mentoring school pupils
Management Consultants	Consultancy advice to charities on business challenges
PR Practitioners	PR advice to charities and livery companies
Spectacle Makers	Voluntary work for vision charities
Stationers	Mentoring postgraduate bursary holders

A summary of these findings was presented in early November 2018 by the Lord Mayor at Mansion House to the Masters and Clerks of all 110 livery companies. It is hoped that the Livery Committee will take the work forward and build on the diversity of charitable giving with the energy of the Modern Livery Companies adding to the wealth of the older companies.

Kanan Barot Sea Cadets Liaison



OUR LINKS WITH THE SEA CADETS

You may well have noticed the smartly-uniformed young people who provide a carpet guard, and occasionally pipers, for our more formal events. These are members of the Sea Cadets, part of the MSSC – Marine Society and Sea Cadets – with whom we have a long-standing liaison that was established in the early days of our Company. This liaison ties in very well with our values of Philanthropy, Fellowship and Education.

PHILANTHROPY

We support the Sea Cadets with an annual grant to help them with a number of activities, not least allowing them to fund a Summer Camp at extremely low cost to the 200 young people who attend. As the report from the MSSC states, thanks to our grant, they were able to enhance the summer camp by offering activities which had a simple aim – huge amounts of fun doing something that the cadets may not have experienced before. This included knee-boarding (like water skiing but on your knees!) and a lot of time spent on the inflatables lake, in keeping with the water-based theme. The great thing about the camp is that it allows for young people from different parts of the country to interact and make friends in real – as opposed to virtual – life (phones are banned for the majority of the time) and gives many young people an opportunity for a holiday and to try activities that they would otherwise not be able to afford to do – so an extremely worthwhile use of the WCoMC members' charitable donations!

FELLOWSHIP

As an additional benefit of our liaison with the Sea Cadets, we have the opportunity to march alongside them in the Lord Mayor's Parade and a great time was had by those Company members who chose to take part on 10 Nov 2018 to welcome in Peter Estlin as the 691st Lord Mayor of the City of London. The day dawned bright and sunny and, as the Sea Cadets were placed at position 7, we were privileged to be very near the front and amongst the first to be seen by the eager public. It really is an enormously uplifting experience being part of this annual celebration of pomp and pageantry that has been running since 1215 – a reminder to us all of the origins of and traditions in which the Livery movement is steeped.

EDUCATION

This year we were asked to assist in interviews for cadets on their National Citizen Service course. The National Citizen Service is a government backed (and funded) voluntary personal and social development programme for 15–17 year olds in England and Northern Ireland. The Sea Cadets organise two NCS sessions each year – they last a week each and the cadets are involved in a range of social and team-building activities to help the participants prepare for adult life. Our role was to stage job interviews, readying them for the reality of their first encounter with employers. A number of our members got involved and thoroughly enjoyed the experience.

Additionally, annually, with the award of the Satjit Cup, known to the Sea Cadets as the OSB (Officer Selection Board) Trophy, we celebrate the Sea Cadet Officer who scores the highest marks in the officer examinations and evaluations each year. The winner is invited to one of our events to be presented with the cup and this year's recipient was Tracey Walsh, Sub Lieutenant (SCC) RNR, Officer in Charge, Cambridge Sea Cadets. Tracey had been a cadet herself, met her partner through the Cadets, had seen her children be cadets and had returned to give back some of what she herself had benefited from. Awarding the cup, on board HQS Wellington in June, to such a loyal member of the corps seemed very fitting, as did Tracey's response, "They say that once Sea Cadets is in your blood it's hard to let go..... Supporting young people is a vocation....and to see young people thrive is a reward in itself."

That leaves, really, very little more to say!

Patrick Chapman

RAF 600 Squadron liaison



OUR LINKS WITH THE RAF 600 SQUADRON



Our relationship with RAF 600 Squadron started during the Company's year 2017-18, as part of the then Lord Mayor's Charles Bowman's "100 in 100" Initiative. 2018 marked the centenary of the formation of the RAF – the Chief of the Air Staff and the Lord Mayor pledged to increase the affiliations between the RAF and The City Livery Companies from 82 to 100.

These things never move quickly but I am able to report that during the year 2018-19 we have progressed from a couple of rather tentative meetings to some rather tentative actions!

Firstly, you might ask: "why am I leading the "action" phase (on top of the other activities with which I am involved)?" Simple answer: "because I live a handful of miles from the squadron's base at RAF Northolt, which is an active RAF base..."

So, moving on, what have we achieved in the past year, 2018-19? We have established mutual understanding of each other, particularly as 600 Sqn is "The City of London" Sqn and almost entirely comprises volunteers, not full time personnel. They are "reservists":

- 600 Sqn operates as a General Support Squadron, supporting major military headquarters and deployments.
- The traditional recruits are trained in the roles of Flight Operations, Intelligence, Personnel Support and Information, Communications and Technology.
- In addition, the Sqn has a flight of Medical and Medical Support staff, Legal Advisers and Padres plus a select group of subject matter experts.
- The Squadron supported more than 15 major Exercises in 2017.
- When Mobilised, 600 Sqn Reserves do the same job as their Regular RAF counterparts.

We have exchanged background information between our organisations, for example about how, as a Modern Company, we differ from the more traditional companies with whom they have an affiliation and they have explained how they recruit their members. As a result it is quite likely that some of their personnel would like to become members of WCoMC.

So what are we planning to do as part of our affiliation? Firstly, I have been on a detailed tour of the facilities at Northolt, impressive to say the least, but "if I tell you, then...". At the moment, we are on the starting blocks for supporting a squadron training programme in 2020. Subjects such as Time (and related Conflict) Management have been suggested; we could give our hands-on experience on how to manage when faced with time-critical conflicts. This is very much WIP (yes the RAF, like all our Forces, use more acronyms than you can shake a stick at). Please watch this space next year.

OUR SUPPORT FOR THE CHARITY SECTOR

You may have a sense of déjà vu – and certainly I do. Five years ago, I was also chairing the Pro Bono Committee and contributing our report. I then passed on the committee chair baton as I approached my year as Master. This year, I was asked by Master John Corneille to step up again in order to allow Steve Cant the opportunity to ‘travel the world’, which he has – sending us reports from various far flung locations. I have therefore taken the opportunity to look back at what I wrote in and before 2014, to compare with our present situation on which I am reporting. Five years ago, we were finding that typical engagements were becoming more complex – this is certainly borne out – and now we are finding that our engagements are longer, with many members developing an ongoing support relationship with their pro bono clients, to some extent bridging the area between consultancy and mentoring.

The Committee has been very stable over the last few years, although this year we have sadly lost the support of Mark Hoble and Natasha Roe, both of whom have been “spinning a few too many plates” and therefore something had to give. We were all very sorry that it was their contribution to the Committee that had to “give”, but we are delighted that they both continued to support our work. Over the year, the committee therefore centred on John Corneille, Denise Fellows, David Glassman, Bob Harris, Nanette Young and myself, and we have been casting around for additional help – and are pleased that Andy Miles and David Wreford both joined the Committee – more of their involvement in next year’s report.

Picking up on a theme that we have repeatedly stated over the years, the key role of the committee is to validate requests for our pro bono support, qualifying them and looking to check with prospective clients that they are asking for the most appropriate form of support – and that they are ready to act on it. Quite simply, this sets us apart from most other organisations providing pro bono support. We adopt all the processes that you would expect to see in a commercial management consultancy – but without the fees. This year we have been driving hard to tighten this process, reviewing and refining our guidelines for mentoring and consultancy – work that will continue into next year’s report as well.

Demand for our support has never been constant – it comes in cycles. Most prospective clients contact us as a result of personal past experience or word of mouth. However, this year we encountered a sudden rush of requests and identified the source as a new website “The Charity Excellence Framework”, which had made mention of our work; we are looking to develop this relationship as a channel for the future. And with this in mind, we have updated our pro bono application webform, asking prospective clients to provide details of how they became aware of our services.

OUR CLIENTS

Looking back over the year to the work we have undertaken, which continues to centre on strategy and planning, board facilitation, fundraising advice and project management, clients whom have approached us this year for help include:

- Afrikids
- HighGround
- Pennine Community Farm
- Ataxia UK
- Hop Skip and Jump Foundation
- Royal College of Psychiatrists
- Big Society Capital
- Hostelling International
- SCRATCH
- CHOICES
- Ignite Trust
- Streets of Growth
- Deaf First
- Jeanie Project
- StreetVet
- Giving Plus (G+)
- Learn English at Home LEAH
- SWATCH Trust
- Global Legal Action Network
- London Air Ambulance
- The Caine Prize
- Guts UK
- Mayor’s Fund for London
- The Peel
- Hamelin Trust
- Ministry of Making
- UK LGBT immigration
- Healthwatch Greenwich
- Munro Health
- XLP

In addition to these clients, our work with YBI – our largest client – continues apace and is covered in a separate section below. We also have many clients with whom we have had, or are now developing, a longer term relationship, including Sea Cadets, GirlGuiding and now RAF 600 Squadron, and we provide regular support to them, often bridging the consultancy/mentoring divide. One of the unsaid benefits of providing best-in-class Pro Bono support is that clients are not afraid of coming back and asking for more!



Patrick Chapman and Bob Harris working with Country Chief Executives from Hostelling International

PRO BONO WORKSHOPS

This year we have only run one consultancy workshop, focused on Income Generation, at which some 15 members, and a couple of clients, attended. Natasha Roe was a major contributor alongside Becky Maynard from StreetVet. Natasha and Becky shared their experience of targeting Funds and Sponsors and we had a lively informed debate, before retiring for a buffet and well-earned drinks.

In addition, we had two Mentoring Forums at which we discussed styles of mentoring and how to develop our skills, whilst sharing a few refreshments. We cover our work on mentoring in a separate section below.

Talking of refreshments, one of our challenges has been the cost of catering at Cass Business School, which I believe to be the natural venue for our evening workshops. The private room at Artillery Arms next to Cass is proving to be a more attractive venue on cost, but not for the facilities. So I am delighted to report that Cass has just appointed new caterers and the costs are materially lower; we will have to return there.

CHARITIES SUPPER

Finally, may I reflect on this annual event that defines WCoMC and our philanthropic work. It is always a privilege to act as MC. My first responsibility was to award the Matheson Cup to Gia Campari, who has been a massive contributor to our pro bono work, particularly overseas for YBI, using her command of many languages.

As was reported in our January Newsletter, "I ambled over to Gia's table whilst announcing the award and suitably surprising her". Yes that was fun!

We had three excellent speakers, Anna Baker Cresswell (HighGround), Mark Bixter (MagicMe) and Shireen Irani (iProBono), each giving a short summary between the supper courses of their charities and the support that we had given them. The evening was a "sell out" with 130 guests enjoying our usual venue of Skinners Hall.

Looking back on the evening, there is no doubt that Mark's description of "Cocktails in Care Homes" had to be a winner!

For a fuller description of the evening, please read the February edition of "Get to Know Pro Bono" that Steve Cant has produced – and I am delighted to say, he has continued to produce over the year.

"The WCoMC is a leader in the livery world; if only more Companies were as outward looking as you are".

MENTORING

Under the leadership of Nanette Young and David Glassman, our pro bono mentoring capability has developed during the year. We have matched a growing number of requests for support from senior members of charities and not-for-profit organisations, from an increasingly wider geographic area, with the expertise and wisdom of members of the company. The demand for mentoring reflects the growth in recently-appointed chief executives, and we have worked increasingly with ACEVO by offering our mentors to their members.

Our "master mentor" workshops have been delivered on a one-to-one basis many times during the year as members new to the Company wished to train before early volunteering as mentors. A trend towards Skype sessions has helped both clients and mentors. We also hold Mentoring Forum meetings which enable established and potential mentors to exchange issues and best practice ideas within the absolute confidentiality regime we operate. Our mentors continue to be amazed by the benefit leverage that can be achieved through one thought in one mentoring session. They gain through giving and we look forward to welcoming others to that experience.

Certainly the demand for mentoring support is solid and growing, helped by recommendations from ACEVO, The Charity Excellence Framework and other channels that we encourage.

YOUTH BUSINESS INTERNATIONAL (YBI)

We are now into our tenth year of providing support to our largest and longest-running pro bono client: Youth Business International. The YBI network comprises some 50 independent not-for-profit organisations operating in some 45 countries around the world. Each provides support to under-served young people in the age range 18-35 years who are seeking to establish their own businesses. YBI has recently reviewed its strategy under a new CEO who joined in January 2018 and is now seeking to add further Members to their network – both in developed countries such as Ireland and Turkey, and also in more challenged countries such as Burundi and the Palestinian Occupied Territories.

A key criterion for membership of the YBI network is that each local organisation must meet a set of minimum standards – on governance, financial sustainability, financial transparency, and other key aspects. Checking compliance against these standards is carried out by means of an accreditation process, whereby an experienced consultant reviews key documents and visits the country concerned to interview a range of stakeholders: trustees, senior management,



Jeff Herman with the founders of ideialab in Maputo, Mozambique



Bob Harris with the Senior Management Team of Alianca Empreendedora in Curitiba, Brazil



Chris Sutton in Nigeria with the T-shirt and the YBI partner team

programme staff, financial staff, mentors, young entrepreneurs, funding agencies and others. In 2018-19 we undertook accreditation reviews of nine YBI Member organisations in: Brazil, Colombia, France, Italy, Israel, Mexico, Mozambique, Nigeria and Turkey. The reviews are demanding and require broad consulting expertise supplemented by specific training on the accreditation methodology that we have helped to develop.

New assessors this year included Malcolm Green – who reviewed the YBI Member in Israel – and Chris Sutton who not only went to Nigeria but also got the T-shirt. Decisions on whether to accredit a Member or not are made by a sub-committee of the YBI Board, based on the findings and recommendations of the WCoMC assessors' report. Having a 'kitemark' of accreditation is particularly important for those YBI Members seeking funding from government and corporate sources, all of which are keen to know that their funds will be well-used.

The accreditation process has evolved over the last decade, and we are now extending it to be more of a two-way process, so that Member organisations can articulate what they value in being part of an international network, how they can contribute, and what could be done better by the central team. Overall our time input to YBI amounts to around £150,000 pa in pro bono effort, and the Company's Charitable Fund also provided a renewed grant of £10,000 in 2018-19 to offset the costs of travel and accommodation.

IN CONCLUSION

At this point, I would like to thank all our members who have contributed to our pro bono work; the list is getting longer and longer, and sadly too long now to record here. As our report highlights, this work ranges from trips to all corners of the globe to some of the most deprived areas of the UK where charities and other not-for-profit organisations are working tirelessly to make their impact on Civil Society.

In addition to our programme, many members also give hours of their time to be school governors, trustees of charities or members of local voluntary groups that are not registered. We cannot track all this effort, but in total our members provide at least £1m of support time each year which, as I have said many times in the past, is worth some £7m of impact, using established metrics for our profession. And we continue to deliver this, year on year.

David Peregrine-Jones Chair, Charitable Fund



CHARITABLE FUND CHAIRMAN'S REPORT

The Charitable Fund, which is an independent Charity set up by the Company, has continued to grow due to a successful investment strategy, donations from Company Members, other donations, and gift aid refunds from HMRC. The Trustees currently comprise PM Patrick Chapman, Assistant John Pulford, Liveryman Geoff Berridge and myself, together with the Master and Wardens ex officio. We meet on a quarterly basis to review the performance of the Fund and to assess applications from potential grantees. First Warden (now Master) Denise Fellows is the Treasurer.

The fund's income continues to be well supported from donations across the company and its overall value (managed on our behalf by Cazenove) grows in keeping with our commitments to the livery. We aim to leverage the money we grant to achieve something more than can be expected from supporting one of the many worthwhile causes that already exist. One of the best ways to do this is to work as closely as possible to support the work undertaken by members under the guidance of the Pro Bono Committee (whose chairman, PM Patrick Chapman, is one of the Trustees).

Our focus this year has, therefore, been on increasing our support for YBI while maintaining the Company's long-standing support for our forces charity, the Sea Cadets - who in their turn, provide such an excellent contribution to our formal events. Details of the fund's income and expenditure to its year-end of June are set out in the Appendices.

"We aim to leverage the money we grant to achieve something more than can be expected from supporting one of the many worthwhile causes that already exist."

John Pulford Second Warden



CASS CCE TRUST

The Cass CCE Trust is a joint venture between the Company and Cass Business School, established in 2003 when the Centre for Charity Effectiveness was established. Its objects are 'to promote, for the benefit of the public, the efficient and effective application of resources for charitable purposes in charity organisations in the UK'. Cass CCE has now established itself as one of the world's leading centres on non-profit education.

The Company and the Business School each have four directors. The Master, First and Second Wardens were supported on the board this year by PM David Peregrine-Jones.

The Trust provides support to Cass CCE by providing a channel for funding for specific projects and essential core funding. This year however, some grant applications were made directly from City University with grants received being accounted for as restricted funds within the University's accounts. This reduced the number of financial transactions that passed through the Trust during the financial year ended 31 December 2018.

In July 2019, through the Company's Charitable Fund, the Trust provided financial support for Cass CCE to hold a reception at Mercers' Hall for the Nonprofit Academic Centers Council. Cass CCE is a member of this global organisation of the leading academic centres that undertake research and teaching in the area of philanthropy. This was their first biennial conference outside the USA. Over one hundred academics from across the globe attended. At the reception the Master spoke about our role in establishing Cass CCE and the strong links of the Livery Movement with the City of London and made reference to that early philanthropist and Liveryman, Dick Whittington. The visiting academics were in awe in the Mercers' Hall. They and the President of City University, Professor Sir Paul Curran expressed their thanks to the Company, the Charitable Fund and the Trust for the support provided.

Alex Skales Liveryman of WCoMC
and Director, Cass CCE.



During the year the Trust continued to play a valuable role in providing support and challenge to the activities of the Centre and continued to provide useful introductions to assist with Cass CCE's work.

The ongoing relationship and the giving of Members' support is much appreciated by the Cass CCE team. As ever, a big thank you. For more information visit: www.cass.city.ac.uk/cce

OUR EDUCATION & PROFESSIONAL DEVELOPMENT ACTIVITIES

THE EDUCATION SUPPER



This year we returned to HQS Wellington for our Education Supper – as guests of the Honourable Company of Master Mariners, the only livery company with a floating livery hall. We were blessed with fine weather with our pre-supper reception taking place on the upper deck overlooking the river Thames.

The reception was preceded by an Admissions Ceremony at which two new Members were admitted (Jonathan Letchfield and Cosette Reczek) and Misha Hebel was readmitted as a Liveryman. The Supper itself was sponsored by Sheffield Haworth and, following the reception on deck, formal proceedings began with the presentation of the Satjit Cup to the Sea Cadet Officer who came top in the Officer Selection Board: Sub Lieutenant Tracey Walsh.





Peter Cheese

The theme for the evening was “Professionalism in Management Consulting”. Our first speaker Peter Cheese has had a long career as a management consultant, and he is now the Chief Executive of the Chartered Institute of Personnel Development. He spoke about the shifting context of business, society and the world of work; the changes in skills and experience required; the radically different career paths today; and the diminishing trust in business and other institutions; all of which create a stronger need for professionalism in the future.



Kieron White

After our main course, Kieron White spoke about the role of professionalism in building up a £10m turnover management consulting company. From his own early experience in working with a large consulting organisation, he realised that good training and a professional approach to all client relationships was essential to successful growth.

Both speakers participated in a vigorous Q&A session which demonstrated both the importance of and interest in professionalism, and the value of their practical experience in helping Company Members to improve their own practice.

Ian Daniell



SHERIFFS' CHALLENGE

Since 2017 the Financial Services Group of Livery Companies (FSG) has sponsored this public speaking competition for Year 12 students from London schools. Participating schools are asked to convene a team of year 12 students who will prepare and deliver an oral argument on the subject chosen by the FSG and the Sheriffs-elect of the City of London. The event is in two parts:

- Heats at Coventry University, London,
- Final at the Old Bailey, judged by Old Bailey Judges and the Sheriffs.

In the inaugural year the Company supported the Oasis Academy Hadley and under the guidance of Past Master Noorzaman Rashid the team were runners up in the Old Bailey.

The Company again worked with the Oasis Academy in 2018 and with a strong team of Kanan Barot, Collette Stone, administered by Rhonda Best and led by PM Ian Daniell, the school won the competition. So, no pressure for 2019!

It has to be admitted that the Oasis Academy Hadley is not the most convenient of places to get to being located in Ponders End some 30 minutes or so by train from Liverpool Street Station. Even so PM Ian Daniell and Assistant Steve Asher braved the journey and the wintery wastes of Ponders End to meet up with this year's team.



Our contribution is mainly focused on the delivery, presentation skills and team management. The content is very much the responsibility of the students and school staff. The subject this year was to discuss the impact of technology on the City of London.

We managed to fit in an initial meeting with the students and a couple of rehearsals before the heats but it was not enough. Whilst the team spoke well, they changed their position at the very last minute which led to some discontinuity in their presentation which was recognised by the judges.

Despite not winning the heat, the 6 students had obviously learnt from the experience, enjoyed the event and so were winners. We have high hopes for similar success next year.

Simon Davey



THE LIVERY SCHOOLS LINK CAREER DAY **Three generations of management consultancy**

Livery Schools Showcase is an important education day in the year of the City of London. Young people come in from secondary schools across the capital, to meet with livery companies and the members, learning about professions and opportunities, but more importantly to be inspired and to think about their futures.

2019 saw over 1,200 young visitors to the Guildhall and WCoMC set up stall in the Old Livery Hall. We were ideally placed to engage the students as they arrived, backed by our charming, multi-generational team and a range of attractions.

But how do you excite young people about management consultancy when almost none of them know what it is? We'll let IBM Apprentice and Junior Management Consultant, Reggie Maunze, tell the story:

"I had a fantastic time explaining what management consultancy is to the pupils. I explained management consultancy as helping business do what they want better, using the analogy of a cake or playing video games to explain how consultants were given jobs and how they worked. I found that when speaking to the pupils the best way to gain their interest was to break down the benefits of being a management consultant in a simple and easy way. Focusing on the freedom of being able to work anywhere, how every project or the work you do can be different if you wish, and the skills of logical reasoning and people skills. The pupils were enthusiastic and asked several questions which brought all of us a sense of gratification knowing we had sparked some interest."





Reggie is definitely a 'young' management consultant but the WCoMC team included Dr Simon Davey (digital and process transformation), Chris Sutton (financial transformation), Kanan Barot (programme management and our Head of Membership) as well as elder statesmen David Johnson (our immediate past master) and Dr Bob Harris (a former Partner of a Big 4 firm), ably supported by our Clerk and our resident educationalist Mary Linington. Truly three generations of management consultancy, all bringing different perspectives and experiences to telling the story. Centrepiece of the stall was our mace. Reggie picks up the story again:



"The stall that the WCoMC prepared had several puzzles, logic tests and the Company mace, all of which made amazing props for me to use when explaining 'what management consultancy is'. The WCoMC team had created an insightful way to show how difficult management consultancy can be and how we use logical reasoning within it. A school pupil was asked to pick up the mace with its heavy silver metal head. With guidance and support, we helped a wide range of pupils of different sizes (and strengths) lift and hold the mace using logical reasoning and physics to prepare and lift in the safest and easiest way. We had a rather small pupil who didn't think he could lift it, but with encouragement and the proper instruction, he was able to lift and hold the mace over his shoulder. This proved to him that he could lift a heavy object (solve the intractable problem) using logic, planting the seed that all you need to overcome problems and issues is to actively think about it and make appropriate attempts. The mace lifting was by far the most popular activity which was amazing because it was the one that symbolised what it meant to be a management consultant: 'using your mind to create a solution to problems, with this problem being lifting a heavy object!'"

The mace is definitely the attractive centrepiece but the variety we offered – paper based abstract reasoning tests, physical puzzles, the mace lifting, conversations and interest in the young people themselves all helped engage different individuals and different personalities. Conversations with very diverse groups of young people (and some particularly sparky individuals) help us think about what management consultancy means to us as practicing management consultants and the student questions help us reflect on our own work. We were able to promote management consultancy as an apprenticeship route.

Geoff Llewellyn's "The Ten Best Things About Being a Management Consultant" was a hit. Paraphrasing Geoff, these included 'never be bored – there's always a problem to stretch you', 'make things better' and 'you learn from everything you do so you can share that learning on your next project'. And there was no doubt that the opportunity to 'advise' others what to do whilst being paid for the privilege was an attractive concept. Always assuming you had developed the experience, expertise and people skills to be able to do that well along the journey.

It remains to be seen how many young people we have 'recruited' directly into management consultancy but we certainly increased awareness and sparked some thinking. For me, the day fulfils a number of objectives: reflecting on my practice, engaging young people in discussion about the profession, enjoying the experience and sowing seeds in the minds of students (and teachers) that management consultancy might be a career route for the future, even if that future is a generation or two down the track.

The final words go to Reggie: "In conclusion, the event was wonderful, I got to share my experiences and offer my advice. It was a really rewarding experience in itself as I realised how far I had come in my career and what else I wish to gain from it."

Thank you to IBM and Reggie in particular, and to the WCoMC team for supporting the event and in particular to Julie, Bob, David and Mary for making the planning and setup painless.

You can learn more about IBM's apprentice scheme here: www.ibm.com/uk-en/employment/school_leaver.html.

Calvert Markham



URWICK CUP & URWICK LECTURE: TIME FOR A CHANGE

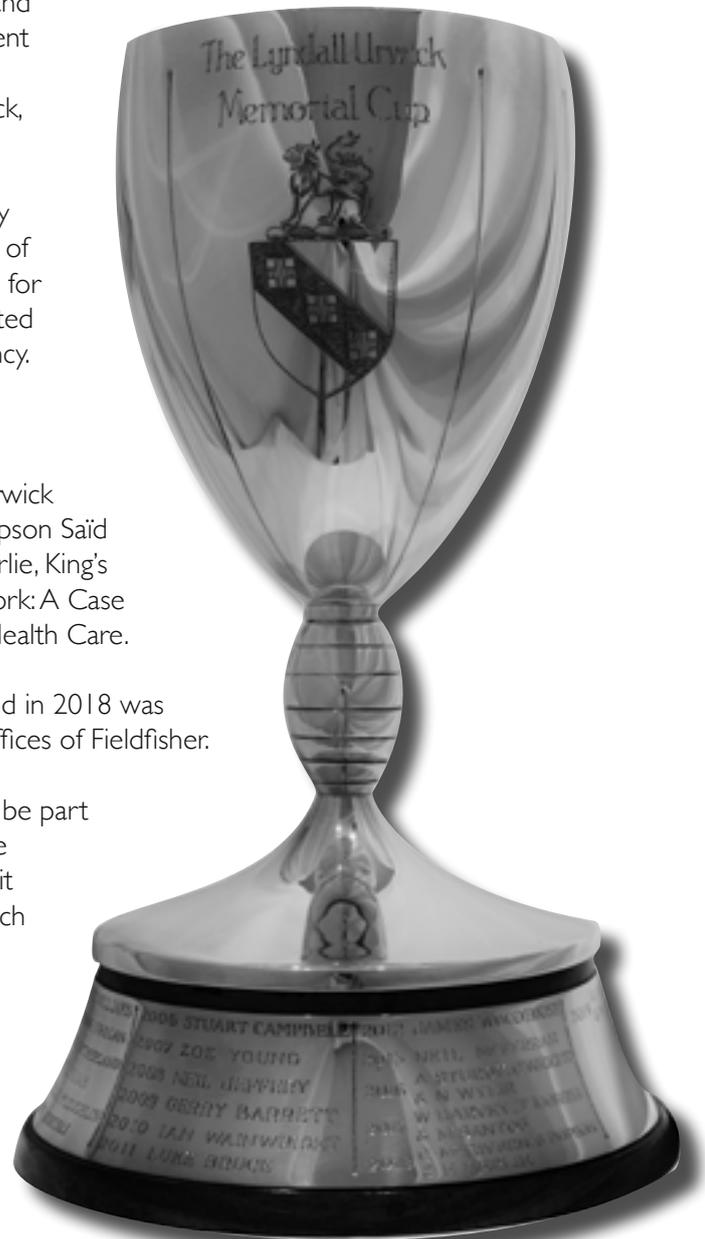


The Urwick Cup commemorates the life and work of the distinguished management consultant, writer and educator Colonel Lyndall Fownes Urwick, the founder of Urwick Orr Management Consultants, and is awarded annually by the Worshipful Company of Management Consultants for outstanding research related to management consultancy.

It was presented at the Education Supper in 2018 to Professor Gerry McGivern, Warwick Business School, Professor Sue Dopson Saïd Business School and Professor Ewan Ferlie, King's Business School for their paper *The Silent Politics of Temporal Work: A Case Study of a Management Consultancy Project to Redesign Public Health Care*.

The Urwick Lecture is given by the winners of the Urwick Cup and in 2018 was delivered by Professor Gerry McGivern on 6 September at the offices of Fieldfisher.

In 2019 the award of the Cup has been delayed to November to be part of the inaugural Consulting Research Conference organised by the Company's Centre for Management Consulting Excellence, when it will be presented by the Master once again for outstanding research related to management consultancy.



SHOPTALK EVENINGS

After a two-year absence, we re-established the popular Shoptalk evenings which are designed to enable Members to talk about their own experience and consulting interests, and to exchange ideas with colleagues. They are a great way for new joiners to meet longer-established Members of the Company, and they also provide an opportunity for prospective members to meet and find out what we are like and what we do!



The meetings are held on a mid-week evening in the upstairs room at The Artillery Arms, located close to the Barbican and Cass Business School.

We had Shoptalk sessions in October, February, April, June and September. The usual format was to ask a couple of new joiners to tell us about their background and current interests. We heard from:

- Nick Bush on building his own consulting business
- Sue Ells on maximising the people contribution
- Ian White on corporate governance and board performance
- Andy Miles about advising on transport regulation
- Steve Mayhew on supply chains across Europe
- Andy Powers on transformation and change from the shop-floor to the boardroom
- Andy Wilkins on the development of creative solutions
- James Markham about deploying his pool of 2,000 consultants
- David Jefferson on how to ensure successful CRM implementations
- Cosette Reczek on work in financial services, education and the third sector
- Jonathan Letchfield on performance improvement in the legal sector

Keep an eye out for the next Shoptalk sessions – by popular request, we will be providing even greater variety in the buffet selection in the coming year!

CENTRE FOR MANAGEMENT CONSULTANCY EXCELLENCE

The Centre for Management Consulting Excellence (CMCE) was established at the end of 2016 and has continued to grow since. The activities in developing the Centre continue to be:

- Building value for stakeholders through events, projects, development of a web-based knowledge bank, and services
- Building a stakeholder community
- Building a viable enterprise, ultimately self-sustaining not dependent on Company resources

Over this period we have been building value primarily through events and projects. We now take an active part in the Urwick lecture, which was held on 6 September at the offices of Fieldfisher with some 50 participants. CMCE invited several potential sponsors to attend free of charge; this strategy has proved successful in arousing interest in the Centre.

2030 CONSULTING SKILLS REPORT

The 2018 Global Symposium was held on November 14 at Cass Business School when Chris Sutton presented the findings of the Centre's research project into the skills needed by management consultants in 2030. Mark Goyder (Tomorrow's Company), Chris Hay (IBM distinguished engineer) and Sir George Cox were discussants. The event was a great success and – as a good proportion of participants were not members of WCoMC – also created interest in membership of WCoMC. Moreover, the project attracted support from the Centre's first sponsor, Sheffield Haworth, who launched the report on the project at an event in March. The report has been a very useful means of promoting the Centre.



EVENTS

The 2019 Technical Symposium, led by Nick Bush, was held at the Coventry University premises in London on 28 February on the theme "From hype to reality", looking at the process of service development within consulting firms as they respond to changes in the business and technical environments. The principal speaker was Dr Shailendra Vyakarnam, Director of the Bettany Centre for Entrepreneurship at Cranfield University. He was joined by Anthony Shingleton, EMEA Executive Regional Manager at Simpler Consulting, an IBM company, James Woudhuysen, Visiting Professor of Innovation and Forecasting at London South Bank University and the Company's own Dr James Wilk, Associate Lecturer in Philosophy at St Edmund Hall, Oxford and Research Director of Interchange Research.

CMCE is developing a programme of Showcases – seminars highlighting leading edge thinking relevant to management consultancy – and also considering various services that it might offer. 2019 will also mark the inauguration of the Centre's annual Consulting Research Conference at which its Research Awards will be presented, together with the Company's Urwick Cup.

It is also developing projects considering the value that consulting firms add to the consultant-client relationship, and (potentially in conjunction with Leeds University Business School) how to assess excellence in consultancy. We continue to promote interest in the Centre among all stakeholders, with the hope of eventually building sufficient value to make a membership subscription viable. In the meantime we continue to rely on grants and sponsors to contribute to the overhead costs of the Centre.

MEMBERSHIP COMMITTEE REPORT

REPORT ON MEMBER ACTIVITIES

Having taken on the chairmanship of the Membership Committee, I have been very lucky to have an amazing team to serve with me and would like to begin by thanking the following:

■ Alan Broomhead ■ Patrick Chapman ■ Simon Davey ■ Sue Ells ■
Mike Fenn ■ Sally Garratt ■ Valentina Lorenzon ■ Nanette Young ■

all of whom are working tirelessly to improve the membership experience.

Our main drive has been to bring efficiency and better success to our processes, from initial enquiry and application, to admission, and then to ongoing engagement.

In support of the above, we are looking at proposals for using automation in order to “better display our wares” on the website for initial engagement, coupled with the provision of a workflow tool for easier processing of enquiries and applications, and ways to effect a higher level of interaction on Social Media.

To facilitate our plans for engagement and growth, we have adopted the GEEK model – Grow, Engage, Enable, Know – with the following four areas of focus:

- Increase the membership – overall numbers to be brought to a level that allows the Company to be self-sustaining;
- Grow our diversity – we need to appeal to and recruit from a wider potential membership base;
- Member Engagement – ensure the current members feel valued and engaged;
- Industry Engagement – find ways to link with institutions involved with the industry, as a means of growing the membership from amongst their members and ensuring better engagement on industry matters.

Some of our successes this year have included:

- the introduction of differential pricing for events so that members pay a lower rate than non-members;
- a reduction in the fine for passing through from Freeman to Liveryman;
- the launch of our new Junior Freeman* scheme.

*The JF membership category is aimed at young consultants who are just embarking on or are a few years into their careers and provides them with a dedicated mentor from the ranks of the experienced members to help guide and support the development of their careers.

We recall the Members’ Reception in March, where we celebrated and showcased the diversity of our membership, with a range of speakers from founder member to newest Junior Freeman, all contributing on what made the Company special for them.

It is this which is at the heart of the membership message – our Company is special and we will continue to do all we can to keep it so for all our members so that we can be true to our motto – To Ensure We Endure!

Kanan Barot, Chair of Membership

WELCOME TO OUR NEW MEMBERS

New Freeman and Junior Freeman...



Damien Caldwell



John Cowdell



David Jefferson



Jonathan Letchfield



Valentina Lorenzon



James Markham



Andy Miles



Helen Moulinos



Andy Powers



Cosette Reczek



Andy Wilkins

New Liverymen...



Sue Ells



Douglas Mancini



Misha Hebel
(readmitted)

AWARDS & RECOGNITION

Two awards are made each year to recognise outstanding service to the Company:

The Matheson Cup is awarded in memory of Heather Matheson, a Liveryman and Court Assistant who died unexpectedly in early 2016. It is awarded to a Member of the Company who has made a substantial contribution to our pro bono work. This year it was awarded to Gia Campari and presented to her at the Charities Supper in January 2019. Gia has undertaken over a dozen pro bono assignments over the last few years. Many of these have been accreditation reviews of member organisations in Youth Business International – in Europe, Latin America and the Caribbean – where her language skills and broad management knowledge have helped both to assure the quality of these organisations and to spread good practice. She has also facilitated strategy reviews within several more local charities, including Camden Community Centre.

Gia Campari
with the Matheson cup,
having recovered from
her surprise, with
Patrick Chapman



The Wardens' Quaich was donated by Past Master Mike Jeans to be awarded by the Wardens to a member who is not on the Court of Assistants. The Wardens decided that the Quaich should be awarded in 2019 to Elizabeth Consalvi for her work over many years as Livery Secretary – cajoling new Freemen to take the next step towards livery – and especially for editing the Company Newsletter. She did this over six years in her quirky style and produced a total of 60 editions. Sadly, a few days after the Wardens' decision, she died from a long-standing illness. Nevertheless, we were delighted that the Master was able to present the Quaich to her two sons – Steve and Dave Consalvi – at the Annual Church Service in September 2019.

The Consalvi family with the quaich at the WCoMC church service, St. James Garlickhythe on 19th Sept 2019.

Sally Garratt Almoner



ALMONER'S REPORT 2018 - 2019

A year ago Gill King passed on the Almoner's badge to me at the Installation Dinner. Gill had served the Company in this role since 2012 and become known for her deep concern for the welfare of Company members who were experiencing personal and family challenges. Her contribution was such that it has taken two of us to replace her and I am most grateful to Court Assistant John Watson who has supported me so generously during this past year.

The role of Almoner does not have a fixed job description but it is important that Company members know we are available and approachable in times of illness, bereavement or personal tragedy. We can visit or be in touch with Company members and their families or be as involved in a situation as the family wishes.

We rely heavily on Company members letting us know, either personally or through the Clerk, where we might be involved - someone's death or illness, upcoming operations or diagnosis of serious illnesses. If you think we could help in any way, please get in touch at almoner@wcomc.org.

I would like to extend our remit to include good news, too! Please let us have details of happy events such as the birth of a child or grandchild, a significant birthday, the award of an honour or passing an exam – something to celebrate and make us smile. We have a small budget for cards, postage and the occasional appropriate gift.

John Watson has been active in visiting and staying in touch with John McClean Fox and Gordon Stoker, two of our Founder Liverymen.

Gordon Stoker has had an extremely difficult year in relation to his physical health. He has been in and out of hospital many times, including a period in intensive care in St Thomas's in May, and more recently in Lewisham Hospital. He welcomes visits and calls from Company members, many of whom have been in regular touch with him and helping with practical issues.

If anyone would like details of how to contact Gordon or, indeed, if you have concerns or news about other Company members, please contact us at almoner@wcomc.org.

From time to time, we have had to inform members of the death of our Liverymen.

Shortly after taking on the role of Almoner, we were told of the death of Penelope Penney, the wife of our then Chaplain Bill Penney. It was such a sad time for Bill, James, Margaret and Alison, as Penelope had recently retired and moved to her retirement near Oxford with Bill. I was able to attend a special service of remembrance and thanksgiving for the life of Penelope on 13th November 2018 and was supported in this by former Almoner, Gill King, who organised the notices to members about Penelope's passing and the service. Since his retirement, we have been keeping in touch with Bill.

It was also with great sadness that we announced the passing of Elizabeth Consalvi. Only a handful of members knew how seriously ill she was and so it was a great shock to hear the tragic news. After we published the In Memoriam, we received many tributes to her intelligence and warmth and especially for her significant contribution as Editor of the Company Newsletter. We were sad that Elizabeth was unable to accept the Warden's Quach at our Annual Church Service on 19 September 2019 but it was decided that she be awarded it posthumously and we were delighted when her sons, Steve and David, accepted our invitation to accept it on her behalf. They joined us at St James Garlickhythe, accompanied by their wives and children. I relish the memory of the sight of the Master, robes flowing, leading all the children towards the refreshments. I sent messages and cards to Steve expressing the Company's condolences to the family and stayed in constant touch about the funeral and wake as I knew many Company members would wish to attend. When Steve had finalised arrangements, we published the details and asked members to contact him directly if they intended to attend. I think he was quite overwhelmed by the positive response! The service in Putney reflected perfectly Elizabeth's personality and character and the Company was well represented both in the church and at the wake which was held in Steve's lovely Fulham home. Our grateful thanks go to the Consalvi family for making us so welcome. We were delighted to see Steve, David and their wives at the Installation dinner in October. We miss Elizabeth and will remember her fondly.



In March 2019 we were informed of the death of Frank Huebner, also a former Founder Liveryman, who had been seriously ill at the Veterans Administration Hospital in Chicago after undergoing cancer treatment. Frank was admitted as a Freeman back in 2003 and clothed in 2004. He resigned from the Company in 2013 as he and his family were based in Chicago. Frank kept in touch with us by email and showed a keen interest in our development over the last few years. Sympathies were extended to his wife Margo.

Also in March 2019, we heard of the death of Michael Handscomb, who celebrated his 90th birthday in January and was a stalwart member of the Company for several years after its foundation. He was President of the IMC in 1991/92 and tried hard to achieve chartered status for management consultants. This proved not to be possible, but he was delighted with the eventual success in achieving this over the last two years. Calvert wrote to his widow to express his personal condolences.

Several of our members have suffered health problems during the year and we have done our best – with cards, emails, phone calls and visits – to keep up to date with their progress. In nearly all cases, the outcome has been positive and we have been pleased to see our colleagues again at Company events.

Patrick McHugh Chair, Wine Committee



WINE COMMITTEE

The Wine Committee began in 1998, when as a young company without a livery hall, we found ourselves being served mediocre wines at our dinners by caterers bound on a profit-making mission. PM Patrick McHugh was able through his business contacts to obtain superior wines at near trade prices. Following an introduction by the Master Vintner in 2002, the Company established a relationship with Berry Bros. & Rudd and Lance Jefferson, a director of BBR and now an Honorary Freeman of the Company, has since that day helped the Wine Committee with its policies, selections and purchases. Every year since 2002 BBR has held an annual tasting for the Company's Wine Committee and has helped guide the wine selected for the Installation Dinner.

In 2012 the idea of setting up a Wine Club for Liverymen of the Company was developed, and the result is a unique organisation for a Livery Company where the Wine Club supports the Company's Wine Committee and has resulted in the creation of the Company Cellar. Wine Club Members have provided over £20,000 of interest free loans to the Company that enable the Wine Committee to build up the Company's Cellar which is now firmly established and holds an excellent range of wines unavailable in this country and at keen prices to be enjoyed at Company events. BBR also helps arrange annual wine trips for the Wine Club by introducing growers and importers in the different regions that have been visited. The Wine Committee has joined in all the Wine Club trips and used them as an occasion to stock the Company's cellar. The Wine Committee has bought wines for the Company on these trips in 2014 to the North Rhône, 2015 to the Loire, 2016 to Pfälz in Southern Germany, 2017 to Sicily and 2018 to Alsace. A second trip to the Loire took place in September 2019 to replenish the Company cellar.

Since 2015 the Wine Committee has been engaged in the planning of all major Company events and oversees the wine arrangements. A Wine Fund is managed by the Wine Committee on behalf of the Company and is used to purchase wine for the Company Cellar. The Wine Fund has grown through this careful management by small surpluses charged on wines consumed at Company events to over £8,000 in 2019.

The Wine Committee is chaired by PM Patrick McHugh and includes the First and Second Wardens, the Chair of the Events Committee, the Treasurer, the Clerk and a member of the Wine Club. Many thanks are due to PM Barrie Collins who chaired the Wine Committee from 2015-19 but decided to step down during the year.

There were two particular evenings in 2019 when the Wine Committee was able to provide excellent wines from the Company's cellar. The first was the Charities Supper in January when we served Cuvée Cœur de Chardonnay, Blancs de Blancs, Grand Cru, Champagne Petitjean-Pienne, 2015 Valdibella Isolano Catarrato Extra Lucido, 1999 Chateau Potensac Medoc and 2016 Meyer-Fonné Gewurtztraminer Grand Cru Kaefferkopf. The second evening was the Summer Celebration when the wines included again Cuvée Cœur de Chardonnay, Blancs de Blancs, Grand Cru, Champagne Petitjean-Pienne, 2013 Dara Inzolia, 2011 Le Clos des Cazeaux Cuvée des Templiers Vacqueyras bought on the Wine Club's first overseas trip to the Southern Rhône in 2014 and 2012 Amnesia, Principi di Spadafora, Sicilian IGP (Indicazione Geographica Protetta) white wine from dried grapes, produced and bottled at the Azienda Agricola Spadafora dei Principi di Spadafora in the Contrada Virzi, Monreale, Sicily.

Drewe Lacey **Chair, Music Interest Group**



SOCIAL AND COMMUNITY GROUPS

MUSIC INTEREST GROUP

The period to which this short refers will overlap the year of our Master, John Corneille and that of Denise Fellows who will be installed on the 24th October. On the 1st November 2018 a great night at Ronnie Scotts with Stefano Bollani from Brazil and his band. Ten of us then had an exceptional dinner at the Club whilst enjoying the music. A night to remember.

On the 21st November the Annual St Cecilia Service was at St Pauls and with the procession the company had 18 present. My last event as Chair will be this year's St Cecilia Service at Westminster Abbey and lunch is yet to be booked with several candidates such as the Cinnamon Club, and the Black Boar. The numbers will be similar to 2018.

WINE CLUB

Our year started with the AGM which was held over a lunch at the Humble Grape near Fleet Street. Our usual practice is to have a further tasting before the end of the year and as the Company had scheduled a tasting of wines from its cellar for December, we did not schedule a separate event. Sadly bookings for the Company tasting were such that it had to be cancelled.

Our annual visit to Berry Bros. & Rudd is a regular part of our programme, and in March the theme was "moving east". Some 18 members and their guests were led through a tasting of wines with matching canapés by BBR's Lance Jefferson, who was able to introduce us to some interesting new wines.

We did not have a foreign trip this year, but in May Mike Shun organised a trip to the Albury and High Clendon vineyards in Surrey. Fifteen members and guests enjoyed wine and splendid weather finishing with a convivial lunch. Our thanks to Mike for organising a splendid day.

The company's Wine Club is open to Liverymen who are interested in adding to their wine experience by tasting and enjoying wine together with their guests. We have a close relationship with the Company's Wine Committee, helping the Company both to finance and source its cellar. Members attending Company events over the last year will have enjoyed some of the wines bought for the Company on the Club's previous trips to the Loire, Alsace and Southern Rhine regions and from Sicily. We are thriving and, of course, welcome new members!

At this year's AGM I will have served as Chairman for five years and will be standing down in accordance with the Rules of the Club. I have enjoyed being Chairman and wish my successor as much enjoyment as I have had in the role.

Calvert Markham, Past Master

INTER-LIVERY TENNIS TOURNAMENT

The annual inter-livery tennis tournament is organised each September by the Feltmakers' Company. There is a strict limit on the number of entries, and we were honoured to be able to enter a mixed doubles pair in the 2018 tournament along with representatives from a dozen of the older and long-established livery companies. The event is held at The Queen's Club in West London and comprises a round-robin league format, followed by knock-out rounds.

This year we were represented by Third Warden Bob Harris partnered by Carole Markham. All the matches in our round-robin phase – including one against the (now) Lord Mayor William Russell and his wife Hilary – were closely contested, but we didn't top our group and so stepped down to the plate competition in the afternoon. The final was contested by a couple of youthful county-standard pairs with the Tallow Chandlers winning a close match. Following the final, we had a welcome glass of wine on the terrace overlooking centre court and then dinner in the President's Room where the presentations were made.



REAL TENNIS

We continue to enjoy a regular morning's doubles at the Royal Tennis Court, Hampton Court, followed by lunch overlooking the river in Thames Ditton.

Those who have managed to play this year include PM Geoff Llewellyn, Gia Campari, Carole Markham and David Shannon. Other commitments have prevented our putting a team forward in the new inter-livery competition, but we hope to change that in the future.

If you have played squash or tennis and would like to try something perhaps less physically but certainly more intellectually challenging and one, moreover, that can still be played well into one's eighties (while having the possibility of tense matches against people in their twenties!), do get in touch with me.

David Peregrine-Jones, Past Master

THE EIGHTH INFORMAL QUAICH LUNCH

The first Member to be presented with the Wardens' Quaich was Gordon Stoker. He was involved in many of our early activities and initiated the mentoring programme that we continue to offer to the Chairs and Chief Executives of charities as part of our pro bono support to the third sector. Gordon is no longer in good health, but he has continued to organise an annual lunch in Ironmongers' Hall to which previous winners of the Wardens' Quaich and others who have contributed to the Company are invited. This year we had over 30 long standing Members and previous Quaich winners join us in January at Ironmongers, with the guest of honour our previous clerk Claire Dyer.

Not only did we have an outstanding lunch but we also supped a vintage whisky from the Quaich.

Bob Harris, Third Warden

Gordon Stoker
with
Satjit Singh



A THAMESIDE WALK

With the absence of formal events in May, Second Warden John Pulford led a short very social walk of twelve members along historic streets and a section of the Thames Path in Rotherhithe, stopping off at two famous pubs. The rewards were fine views of the Thames riverside looking towards Tower Bridge and a relaxing evening.

Starting at Rotherhithe Overground Station, walking along Railway Avenue, passing the Brunel Museum and the Sands Film Studios, the party could not pass the Mayflower pub without going in. After relaxing in this ancient hostelry they continued past St Mary the Virgin Church to the riverside walk, where views of Wapping on the opposite bank and then Tower Bridge appeared as they approached the Angel pub with its fine views from the first floor dining room.

Adjoining the pub were the remains of 14th Century Edward III's Manor House revealed in the 1980s after the London Docklands Development Corporation cleared old warehouses.

Amongst other things the Angel is famous as the place where JMW Turner conceived his painting The Fighting Temeraire. For those who missed the walk see www.travellivelearn.com/london-secret-walks-thames-path-walk.

John Pulford, Second Warden

John Watson Co-ordinator, Faith Group



FAITH GROUP

The Company's Faith group and St Ethelburga's Centre launched a joint initiative in 2015 to hold a series of events on faith related challenges facing those in the City, with a view to engaging and enthusing a broad-based City audience in the process of learning, discussing and understanding better the global faith issues and challenges that impinge on the working environment and day to day living.

This initiative was to be realised through listening to, and interacting with, informed and renowned speakers representing different faith viewpoints at an annual evening event. The goal was for these events to have a positive impact on the knowledge and perceptions of participants, leading to a better understanding and improved relations with all stakeholders in the working environment of the City's organisations, public, private and voluntary.

We held our fourth event at St Ethelburga's on the importance, influence and relevance of 'Rules for the Conduct of Life', a red backed booklet which all of us who have been awarded the Freedom of the City have received in hard copy.

The main speaker was the Right Reverend Dr Stephen Platten, formerly Bishop of Wakefield and now Chaplain at St Martin Ludgate. Contributors from different faiths responded to his address: Past Master Noorzaman Rashid, Jasvir Singh (Chair of City Sikhs) and Rabbi Jonathan Romain MBE. Michael Binyon, journalist and trustee of St Ethelburga's, was in the Chair.

We had a lively and interesting debate from a small but very engaged group of participants.

We continue to support the development of the Company's Annual Service of Celebration and Thanksgiving, held in St James Garlickhythe. We were delighted that our recently appointed Chaplain, Reverend Helen O'Sullivan, was available to lead the service in September 2019 and give the address, and very grateful to Sir Andrew Parmley for his support as organist.

Plans are in hand to hold two retreats in the coming year, at St Paul's Cathedral and another location in London, in collaboration with our Chaplain. More details on these events will follow during the next month or so.

We invite Company Members to support the work of the group and get involved in taking us beyond the pilot phase. We have already extended the invitation to our events to a few other livery companies and may develop this further in the future.

Members interested in participating should contact jpwatson.6pr@outlook.com.



APPENDICES

COURT MEMBERS

The Court 2018/19

J Corneille	Master
D Johnson	Immediate Past Master
D Fellows	First Warden
J Pulford	Second Warden
R Harris	Third Warden
K Barot	Assistant
F Brown	Assistant
S Cant	Assistant
P R Chapman	Past Master
S Engwell	Assistant
A Kourovskaja	Assistant
G Llewellyn	Past Master
M McCaig	Assistant
D Peregrine-Jones	Past Master
N Rashid	Past Master
K Shergill	Assistant
C Sutton	Assistant
J Watson	Assistant
N Young	Assistant

Ex Officio

Rev H O'Sullivan	Honorary Chaplain
C Sutton	Treasurer
C Markham	Father of the Livery
J Fox	Clerk

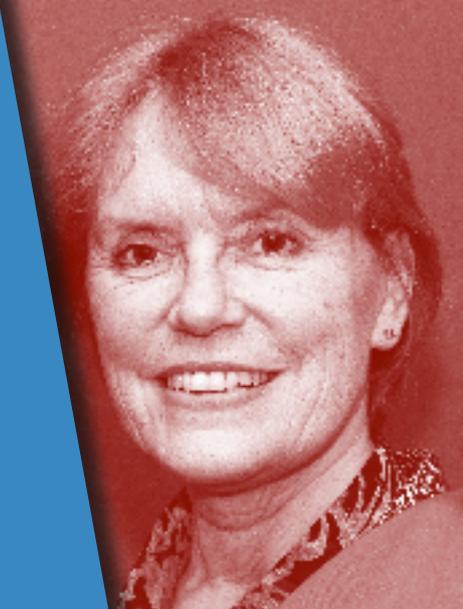
The Court 2017/18

D Johnson	Master
N Rashid	Immediate Past Master
J Corneille	First Warden
D Fellows	Second Warden
R Harris	Third Warden
K Barot	Assistant
F Brown	Assistant
S Cant	Assistant
P R Chapman	Past Master
S Engwell	Assistant
A Kourovskaja	Assistant
D Lacey	Assistant
G Llewellyn	Past Master
M McCaig	Assistant
D Peregrine-Jones	Past Master
J Pulford	Assistant
E J Sankey	Past Master
J Watson	Assistant
N Young	Assistant

Ex Officio

Rev W Penney	Honorary Chaplain
S Singh	Treasurer
C Markham	Father of the Livery
J Fox	Clerk

Denise Fellows Treasurer, Charitable Fund



CHARITABLE FUND TREASURER'S REPORT 2018-19

The Company's Charitable Fund is an independent charity (reg no. 1059212) which receives its income primarily from the generous donations of Members. The activities of the Fund are listed as: to support charitable causes linked to the City of London, to those that align with the interests of Members, to the Sea Cadets and the Centre for Charity Effectiveness.

Based on draft accounts (yet to be reviewed and approved by the Trustees), the Fund received net donations and interest of £32,406 for the year 2018/19. Donations are primarily individual donations from Members and also included Gift Aided contributions from a fundraising event held by the Master in aid of the Lord Mayor's Appeal.

All 2018/19 in-year grants were made from the cash balances at hand, and no investment into, or withdrawals from, the investment fund were made this year. Ten grants, totalling £26,025 were paid or formally approved to be paid in the financial year as follows:

City related:	£	Pro bono work / interests of Members:	£	Our charities:	£
Lord Mayor's Appeal	500				
Sheriffs challenge	100	MS Action Walthamstow	700	Cass CCE NACC event	3,500
Inter-livery pancake race	300	Almoner expenses	510	Marine, Sea Cadets	10,000
United Guilds Service	175	YBI – to support QA globally	10,000	MSSC Satjit Singh Cup winners	240

The balance of cash available at the end of 30 June 2018 was £45,447.

The Charitable Fund paid the Company £7,200 (£6,000 + VAT) for support services provided to the Fund by the Clerk's office.

At end of June 2019 the Investment Fund stood at £471,434 compared to the 30 June 2018 closing figure of £459,218.

The accounts of the Charitable Fund, along with the report of the Independent Examiner, will be presented to the Board of Trustees for approval and, once approved, will be published on the Company's website and with the Charity Commission.

Chris Sutton Treasurer



TREASURER'S REPORT - ABBREVIATED ACCOUNTS TREASURER'S REPORT FOR THE YEAR TO 30 JUNE 2019

Financially 2018/19 was a strong year for the Company, with a surplus of £25,837 (2017/18: £11,756).

Quarterage and Fines were at similar levels to last year, and events in aggregate made a surplus of £3,665 (6%). The main contributors to the strong performance were two substantial donations to the Centre for Management Consulting Excellence (CMCE) and lower than budgeted costs on staff. We are budgeting a small surplus for 2019/20.

A range of initiatives that took place in the year included:

- Agreement with HMRC that VAT need no longer be applied to Quarterage and Fines from 1 July 2019. VAT will still be applied to Events
- Moving our accounting platform from Sage to Quickbooks
- Automated VAT invoicing for Events from CiviCRM, together with a policy of upfront payment for events
- Agreed a reserves policy for the Company, at 6 months of operating expenditure
- The supply of detailed accounts for the Wine Fund and the Centre for Management Consulting Excellence

The focus for the coming year will be on improvements to Accounts Payable and Banking processes in the Clerk's Office. Finally, I took over from Satjit Singh as Treasurer in October 2019, and would like to thank Satjit for all his voluntary time and expertise in his three stints as our Treasurer, together with Alan Broomhead, Patrick Chapman, Simon Davey, Chris Edge, Malcolm McCaig, Patrick McHugh, Richard Swift and all members of the Court of Wardens for support and advice to me as I took up the reins and we embarked on the above initiatives.

A. INCOME AND EXPENDITURE – KEY FIGURES (£)

	2019	2018
	£	£
INCOME		
Quarterage	55,912	55,423
Fines	3,750	4,375
Functions, lectures and events	55,407	47,441
Other income	6,724	6,062
Donations	18,715	740
	<hr/> £140,508	<hr/> £114,041
EXPENSES		
Functions, lectures and events	53,658	45,136
Salaries and accommodation	32,959	36,057
Website and software	13,814	5,999
Other	14,240	15,093
	<hr/> £114,671	<hr/> £102,285
SURPLUS	<hr/> £25,837	<hr/> £11,756

B. BALANCE SHEET

	2019		2018	
	£	£	£	£
FIXED ASSETS				
Tangible assets				
CURRENT ASSETS				
Stock - wine	15,264		19,017	
Stock - merchandise	1,850		150	
Debtors	14,503		13,882	
Cash at bank	96,623		78,266	
	<hr/>		<hr/>	
	128,240		111,315	
CREDITORS:				
Amounts falling due within one year	-24,776		-55,199	
NET CURRENT ASSETS		103,464		56,116
CREDITORS:				
Amounts falling due after one year		-29,769		-8,258
		<hr/>		<hr/>
NET ASSETS		£73,696		£47,859
		<hr/> <hr/>		<hr/> <hr/>
Financed by:				
ACCUMULATED FUNDS				
General reserve		51,763		40,079
Matheson donations		1,108		1,108
Pro-bono donation		1,521		1,521
CMCE		8,299		
Wine fund		11,005		5,152
		<hr/>		<hr/>
		£73,696		£47,859
		<hr/> <hr/>		<hr/> <hr/>

Cosette Reczek Editor



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and graphic designer Suzanne Harris

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