

# **The Worshipful Company of Management Consultants**

**Annual Report  
2013-14**



This is the annual report for the Worshipful Company of Management Consultants, the 105<sup>th</sup> 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 members' aims.

# Contents

Master's Introduction .....	4
Onwards and Upwards! .....	4
Welcome to Our New Freeman.....	7
.....and Liverymen! .....	8
The Clerk's Corner .....	9
Pro-Bono Committee Report .....	10
Centre for Charity Effectiveness at Cass Business School (Cass CCE) .....	11
Trustees' Report- Charitable Fund .....	12
Putting our charitable fund to work .....	12
Support to the Sea Cadets.....	13
Lord Mayor's Show.....	13
Satjit Cup .....	13
The Royalist .....	13
Celebration Dinner .....	13
London Area .....	13
The Celebration Dinner – Putting Something Back .....	14
The Survey of Pro-bono Work.....	14
Did we achieve our objectives?.....	14
City Values Forum .....	15
How the City of London Operates .....	17
Our Growing Relationship with Cass Business School .....	18
Working together to become more executive-focused.....	18
Developing a New Centre for Management Consulting at Cass .....	19
Membership Committee Report .....	20
Wine Committee Report .....	21
Music Interest Group .....	21
Livery Company Apprenticeship Scheme .....	21
Education Committee Report .....	23
To The Pumps.....	24
Marketing and Communications Committee .....	26
Participation in City Events .....	27
The Lord Mayor's Show 2013 .....	27
St Cecilia .....	29
Pancake Day .....	29
Jail and Bail .....	29
Clubs .....	31
The Wine Club.....	31
Ward Clubs .....	32
Almoner's Report .....	33
Other Highlights of the Year! .....	34
An informal appreciation lunch for John McLean Fox.....	34
Visit to Goldsmith's Hall.....	35
The Professional Network .....	36
Financial Services Group .....	37
Treasurer's Report – Abbreviated Accounts.....	38
Treasurer's Report – Charitable Fund .....	40
Court Members .....	42

# Master's Introduction

## Onwards and Upwards!



Change Through Wisdom is our motto. Change has been the hallmark of the year, and I hope we brought Wisdom!

The Change has been about enriching and deepening the opportunities we can provide for Liverymen and Freemen of the Company. It has also been about our Office and Administration. I hope you have sensed these changes and even been able to take advantage of them. I would like to pay tribute to my predecessor, Immediate Past Master Geoff Llewellyn, for initiating the organisational and effectiveness improvements in the Company and also, of course, the Celebration Dinner with the theme of the whole profession's Pro-bono activities.

A key step has been to broaden the range of activities we put on. These things are not like turning on a tap, but the first step was to take part for the first time for many years in the St Cecilia Festival. It was held in Westminster Abbey with lunch nearby afterwards. From this came our Music Interest Group.

A second step was a lunch in honour of one of our Liverymen most associated with forming the Livery Company, John McLean Fox. We set out to create more day time events, or simply lunches.

We now have a group of members interested in golf. The Wine Club had its first tasting tour - a visit to vineyards around Rasteau in the Rhône Valley. I hope our longstanding group that forms our Royalist Regatta crew will move on and be an ongoing sailing group. Other interest groups are in the pipeline!

Key to these developments has been the monthly Newsletter, now in its second year and augmented by the Clerk's notes on activities going on in the Livery and City.

An aspect of our Livery Company that we have not focused on in recent years has been our connection to the Livery and the Civic City. Amongst other organisations we Liverymen and Freemen might be involved with, our distinguishing feature is its standing as a Livery Company of the City of London. Whilst unique, it also means we are part of a larger community – I might even say a number of communities. There is a professional one, institutionalised in our membership of the Financial Services Group of Modern Livery Companies as well as the working party we instigated which, under successive Lord Mayors, became the City Values Forum.

There are numerous social communities reflecting all sorts of interests. There is the charitable activities community – we are playing a part in the Lord Mayor's Appeal, notably by our members supporting one of the four chosen charities Working Chance ([www.workingchance.org](http://www.workingchance.org)). I have undertaken a couple of events as fundraiser with another coming, for the Lord Mayor's Appeal, and members gave generously in support.

Not least there is the Lord Mayor's Show! I was delighted that our turnout in November 2013 was the largest in the six or more times I have taken part in it!

My installation as Master coincided with a significant change in the administration of the Company. Our past Clerk retired and Adèle Thorpe took up the role. We also split the role between two people, both on a part-time basis. We decided for the first months to have an Assistant Clerk on a contract basis while the new Clerk considered how she wanted to run our affairs. In April a permanent Assistant Clerk, Julie Fox, took the position. Whilst this was going on, we decided to relocate to a different office in Skinners' Hall on lease renewal. We also set out to enable some IT connectivity from home locations for Adèle and Julie, a step change for our systems.

So we have had something like a complete suite of change to go through! It has been more challenging than we expected, but there has been great forbearance and support from all during this time. I, and the Wardens, are most grateful for this.

I am pleased to welcome all new members of the Company. We are delighted to have you and I urge you to not only take part in as many activities as you can for the fellowship of them, but also not to hesitate to get in touch if you have some suggestions for activities or wish to help in the running of the Company.

I am delighted to say that from 1 July 2013 to 23 July 2014 we admitted 13 Freeman (10 in the previous twelve months) and two earlier members have re-joined. Moreover, 16 became Liverymen, which of course is the position of full membership which all Freeman are normally expected to aim for. At the time of writing we have 117 Liverymen and 43 Freeman. I and the Company are grateful to the Third Warden Noorzaman Rashid, Past Master Alan Broomhead, Assistant Elizabeth Consalvi and the Clerk for such a level of Admissions and Clothings. I am sure that as the opportunities we can offer members grows – the membership proposition - the number of new members will increase further.

I was proud that one of our Honorary Freeman, Jon Moulton, provided a scholarship to Cass Business School. The relationship we have with Cass and the supportiveness of our Honorary Freeman came together perfectly.

As ever, our Pro-bono activities have continued to be successful. Full details are in the report later. Suffice it to say that ever more charities benefit. This activity is well known in the Civic City.

We again undertook, with the support of the MCA, our industry review of pro-bono activities, with the results announced at our Celebration Dinner. We can be proud of the time that Company members and colleagues give to pro-bono activities. The Dinner was a great success with many non-Company guests from the profession.

Assistant David Johnson has continued to develop the Livery Companies Apprenticeship Scheme, including notably securing major government funding. This scheme is proving successful enough for the Lord Mayor and Aldermanic Sheriff Elect to wish to extend the scope of helping school leavers develop job skills.

We have also had press coverage in Consulting Times, which was very gratifying. I was especially pleased to see that the FT editor and columnist, Gillian Tett, mentioned us in an article in the FT about the Civic City, as one of a very few Modern Companies cited, and Gillian singled us out for our pro-bono activity.

Cass Business School is an important part of our Company's interests. As well as continuing to support the Cass Centre for Charity Effectiveness that we helped establish, our members have been engaged in looking at new initiatives in the School where we could assist. These included a possible centre for Management Consultancy and a Cass Entrepreneurship Scheme. The most significant initiative by Cass to which we gave public support is the launch of the ETHOS centre, which will take forward issues of governance, sustainability and values and ethics.

We maintain our close links with the professional bodies important to us, the Management Consultancies Association and the Institute of Consulting.

Regarding our Charitable Fund, a significant donation went to the Sea Cadets to help fund their replacement sail Training Ship, and two grants were made to the Cass Centre for Charity Effectiveness to support their new CEO development programme and the programme of Charity Talks, broadening our impact and involvement in the Third Sector.

The result of another grant is visible to all – we supported the acquisition and display of the wonderful London Olympics Cauldron in the Museum of London.

The governance of the Fund is being reviewed to ensure it meets current standards that we would expect as well as those due in law.

The transition from the administrative arrangements last year to this has taken longer to bed in than hoped. There has been a significant change in working patterns and style. However,



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*Karen Sankey and Master Ed Sankey, with the Cauldron designer Thomas Heatherwick, the Chairman of the Museum of London flanked by Assistant Sally Garratt and PM Bob Garratt*

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progress continues to be made and the dedication of the Clerk and Assistant Clerk is very much appreciated, giving more time to getting things done than was foreseen. On behalf of myself, the Wardens and the Company, we are very grateful for their efforts.

In summary, this has been a year of focus on the proposition and opportunities we offer our members to increase their satisfaction, on bringing in more members than ever before, and to deepen our links to the Livery and the Civic City. All this without letting up on the progress we make in other areas. My thanks to all the Wardens, Committee Chairman, Clerk and Assistant Clerks, and all who have contributed to this fine progress. I have mentioned a few names, but many have contributed and I hope those who do not find their names here will realise the report could have doubled if all names had been included!

Yours,

Edward Sankey - Master 2013-2014

# Welcome to Our New Freemen...



Mark Thompson



Alex Skales



Bernard Harvey



Kulbir Shergill



Simon Davey



Gaurav Bhatnagar



Steve Tucker



Mike Reddy & son Bruno



James Onions



Steve Edwards



Simon Engwell



Stuart Pocock



Karen Smith

## .....and Liverymen!



Derek Miller



Keith Rivers



Steve Owen



Scott Brown



Nanette Young



Mike Shun



Mike Rutherford



Steve Williams



Returning  
- Jeremy Drew



Jeff Herman



Linda Purser



Richard Stewart



Jeff Cant



John Williams



Paul Lampey



Paul Squire



Richard Swift

## The Clerk's Corner

I am delighted to provide for the first time a review of the past year. Leslie Johnson, my predecessor, was your Clerk for the first four months of the year organising most of the events; I have simply taken the credit for them. It was delightful to watch him being given the honour of an Honorary Liveryman and promising, like the Lord Mayor, to go into purdah for six months. Hopefully we can now expect to see lots more of him again. Having been a Clerk elsewhere, Leslie had shared gossip for a few years so he was not a stranger, although I'm not sure he pre-warned me about some of the quirks of this Company.



Julie Fox and Adèle Thorpe

The transition from having a full-time Clerk was done partly to save money for the Company, but also to better utilise the different skill sets needed in this role. We started well with Jackie Johnson, Court Assistant David Johnson's daughter, being with us for six months in a gap from Uni. She really helped me get the files towards the shape I wanted them in and between us I hope we gave a good service in the transition. We have recently welcomed Julie Fox as Assistant Clerk. Julie and I have known each other for many years and she brings experience as a Clerk elsewhere as well as being a Court Assistant with another Company. However, in order to achieve savings of over

10% of my predecessor, between us we work considerably fewer hours which brings its own challenges. We also moved to a tiny but perfectly adequate office that squeezes in a desk and chair, saving the Company over £10K p.a. As you can see from the photo, Julie's chair touches one wall of the office and mine touches the other wall.

So, first impressions – well you can see elsewhere in this annual report how much the Company is doing as a relatively new Livery company. My role is, of course, to serve the Company as best I can but also to help ensure that we increase the number of members. The main way I can do this is by helping to make this a Company that people choose to join and to remain in. I am always happy to listen to any suggestions for this.

I aim to get the Company and the Charitable Trust more involved in the City and to understand what it really means to be part of a Livery movement. People have been proud to be members of a Livery since before the Magna Carta – we need to restore that pride in the honour of being admitted as a Liveryman and the sense of history that this should bring. As well as my monthly book of interesting things you can do as a Freeman/Liveryman, there are City events I would like to see more members participate in. We took part in the Service of St Cecilia for the first time this year, and the Master was put in Jail on 19th June and only released when bail of £1,174.96 (£1,454.96 including Gift Aid) was raised for the Red Cross. We are also taking a table at the ball in aid of the Lord Mayor's Charity. We had two Wardens collecting in the City for the Red Cross, fully gowned. We also had as Company guests, both of the Sheriffs who will serve from September onwards.

As to events, from the Installation onwards I want to try to make the largest and most formal events even more special, including restoring the traditional Livery Loving Cup and sung Grace Ceremonies. I would also like to assist in getting us more affordable fellowship events, including exclusive group access to places of interest.

However, to progress without raising Quarterage, we need to streamline some of our processes and for members to continue volunteering to take on small projects to assist in coping with the workload.

Julie and I look forward in the coming year to meeting those of you we have not already met.

Adèle Thorpe

## Pro-Bono Committee Report

The Pro-bono Committee comprises John Corneille (Chair), Steve Cant, Patrick Chapman, Denise Fellows, Bob Harris, Derek Miller and Andrew Miskin. Committee members scope and then oversee all the charitable services volunteered by our members. These services include both mentoring for senior executives and management consulting assignments which focus on specific issues faced by Third Sector organisations.

This year there has continued to be a strong demand for our services and we have been approached for help by some seventy different organisations, nearly all of which we have found volunteers to help. Over 30 of our members, including a number of our newest ones, have been involved in volunteering. The feedback that we have received on completed work has been very positive indicating a high level of satisfaction among our clients. One noticeable trend is that the consulting assignments we are undertaking are becoming more complex.

The range of our pro-bono work is illustrated by a few examples of assignments undertaken this year:

- Y Care International, based near Old Street in London, works with YMCAs and other youth organisations around the world to help disadvantaged young people by teaching them trades and how to stay healthy, by improving justice systems and helping to respond to emergencies. We have supported them in the development of a strategy for the organisation.
- Working Chance is one of the Lord Mayor's charities and is a London-based social enterprise that helps women with criminal convictions to find work. We have undertaken a review of their governance.
- The Whitehall and Industry Group (WIG) is an established charity that fosters better understanding between the public, private and third sectors with its members being drawn from major organisations from within those sectors. We have helped them with the development of a new strategy, which has been accepted by their Trustees.
- Romney Tweed is a start-up organisation which is geared towards the economic regeneration of Romney Marsh by developing a local weaving industry, initially training and using apprentices, to produce tweeds made from the wool of Romney sheep. This project has financial and pro-bono support from a number of Livery Companies, in addition to the Company providing business advice and help to establish a Community Interest Company.

In the last year we have run evening events including a very successful workshop, kindly hosted by the Cass Centre for Charity Effectiveness, examining the factors and measures to assess the benefits of quality assurance systems in the charity sector. The evening was organised by Derek Miller and was introduced by Richard Bridge, Director of Enterprise at Community Matters who are actively involved in standard setting in this area.

As usual, we have hosted the annual Charity Supper in January, co-ordinated this year for the first time by John Corneille. This was held at Skinners' Hall with a good turn-out – including the Lord Mayor's Consort, Nicholas Woolf, making a surprise appearance – to hear three excellent speakers drawn from our charity clients: Diane Diacon, former Chief Executive of the Building and Social Housing Association, Kathryn Morley, Chief Executive of Onside Youth Zones and Tessa Stone, Chief Executive of the Brightside Trust. All of the speakers – who wrote their own speeches without any prompting from us – were very positive about the work undertaken by our members and the impact it had on their organisations. The whole evening was agreed to be very successful.

In summary, this year we have continued the level of support for pro-bono services reported last year, with an estimated 600 days of pro-bono effort providing £900,000 of consultants' cost which, using current industry standards, provides a value to client organisations of over £7 million.



John Corneille – Chairman of the Pro Bono Committee

# Centre for Charity Effectiveness at Cass Business School (Cass CCE)



**Cass Business School**  
CITY UNIVERSITY LONDON

The Centre for Charity Effectiveness at Cass Business School is fondly known as the Company's Livery School.

Founded by the Company and Cass nearly ten years ago, it has grown to be the leading non-profit and philanthropy centre in the UK and amongst the top five in the world.

Sitting within Cass Business School, our five MSc and post-graduate programmes in various flavours of voluntary sector management are at the core of our work to help make the non-profit sector more effective. We had 75 students starting in 2013 and were only limited by the size of our lecture theatres. The exec MBA format of one weekend module per month is popular with senior managers of large charities, CEOs of smaller charities and those wishing to transition into the sector.

The consultancy practice delivers leading edge advice specialising in governance, strategic thinking, collaborations, mergers and leadership. We work with boards, CEOs and top leadership teams and Cass CCE has run over 80 major events in the last year including open workshops and tailored in-house leadership development programmes.



## William Shawcross lecture at Mansion House

both financially and by providing mentors to some of the participants.

*"It was a 10 day course in 5 days, excellent content, consultants and peers who discussed issues and dilemmas that many of us as CEO's face but rarely get the chance to discuss, analyse and learn from."* Nick Webb Marston Vale Trust



Your continued support and close relationship with us is invaluable in enabling Cass CCE to grow and to move into new areas of work which make such an impact on the effectiveness of charities. Thank you.

Denise Fellows

Founder Liveryman of WCoMC, Director and CEO of Cass CCE Consultancy and Talent Development

For more information visit: [www.cass.city.ac.uk/cce](http://www.cass.city.ac.uk/cce)

We are particularly proud of the Lord Mayor's Charity Leadership Programme which we are running this year on behalf of the Lord Mayor's Consort, Nicholas Woolf. It comprises six events and started with a speech from William Shawcross, Chair of the Charity Commission at the Mansion House. We have been delighted that so many Members have attended.

[www.cass.city.ac.uk/lmclp](http://www.cass.city.ac.uk/lmclp).

We are immensely grateful for the continued support of the Company. In the past year the Company has financially supported 'Charity Talks', our flagship series,

which attracted nearly 600 attendees. The Company also supported our New Chief Executive programme

# Trustees' Report- Charitable Fund

## Putting our charitable fund to work

Supporting the community – through financial donations, volunteering and pro-bono work – is one of the four pillars on which all livery companies are built. Indeed, the creation of a charitable fund able to support the livery company's charity strategy is a requirement for obtaining livery status.

Our charitable fund, which was created when we obtained livery status in 2004, is currently held in a separate ring fenced charitable trust fund, managed by Hoare & Co. to provide an income stream, which is the key source of our disbursements. The current Master, Wardens and immediate Past Master are the trustees.

Funds have also been accumulated through members' annual contributions and other donations, from third parties, and surpluses from specific fund raising events. The generosity of members on providing contributions and donations is greatly appreciated by the Trustees on behalf of the beneficiaries.

The objectives of our charitable fund grant-making strategy are to:

1. improve the effectiveness of the voluntary and community sectors and
2. provide support for the development of young people in less privileged communities.

The grant-making policy of the Trustees was reviewed and agreed in June. In summary the Trustees should make one or two large donations (in excess of £10,000) annually to support activities in which the grant would have a significant impact. They will particularly favour the longstanding chosen beneficiaries, Sea Cadets and the Cass Centre for Charity Effectiveness, with the very large part of the grant capacity available.

Grants are made for specific activities where the ultimate beneficiaries (youngsters, charities) would get a specific defined benefit. Moreover Trustees ensure that the grants they give provide the members with a sense of personal satisfaction from supporting such activities.

Where possible Trustees should consider offering time donated from volunteers, as well as cash and co-ordinating with the Company's pro-bono committee.

As a result of these aims, over the years the members and their fund gave birth to the Cass Centre for Charity Effectiveness, Cass CCE, leading to the hugely successful Knowhow NonProfit website with a suite of tools and resources for people working in the third sector (see previous page). Overall this has led to the development of a strong relationship with Cass Business School. This year the Trustees have also supported their programme targeted at new Charity CEOs, many of whose organisations we have subsequently been able to offer pro-bono mentoring and consultancy that complemented the developmental learning on the programme.

The second focus of your charitable giving provides a selection criterion when we receive requests for donations. The main beneficiaries to date have been the Sea Cadets. The major grant this year was towards the cost of their new Training Ship, the old Royalist now being beyond its economic life and fitness for purpose. The Company gains from this affiliation, through Guards of Honour and other forms of welcome, at our most important events, inspiring young speakers at our receptions and annual meetings and, not least, giving us a distinctive opportunity to take part in the Lord Mayor's Show by parading with their float.

Among other grants The Trustees again supported charities of our members, notably the South East Region of the Army Cadets, and Kenya Children Centres. The Trustees also made a grant to help the Museum of London acquire and exhibit the excellent Olympic Cauldron at the London Games, designed by Thomas Heatherwick.

The total value of grants made was £35,678, including the major grant to the Sea Cadets. A list of all the beneficiaries of our charitable fund is available on our website under 'Charities'.

The Trustees are currently reviewing the governance of the Trust and will consider recommendations shortly, covering internal arrangements and the management of the Charitable Fund. The Trustees are very grateful to the members for their support, which make possible these valuable contributions to worthwhile causes.

Edward Sankey - Chairman of the Trustees

# Support to the Sea Cadets

## Working together to support London's young

### Lord Mayor's Show

The Lord Mayor's Show is one of the highlights of the livery year and once again we fielded a good contingent to accompany London Area Sea Cadets and their float in last year's show. We supported the outfitting and hire of the float to give it the extra publicity emphasis which the MSSC desired.

### Satjit Cup

The Treasurer, Satjit Singh, presented a silver cup to the Company to celebrate its accession to livery. In turn, the Company made the cup available to the Sea Cadets who decided it would be presented to the officer passing out top in the annual Officer Selection Board. Whenever possible we try to present the cup to the winner in person. This year the Master presented the Cup to Sub Lt (SCC) Gaynor Pearce RNR, the Commanding Officer of the Chiswick Unit, at the New Members' Reception on 6 March.

### The Royalist

TS ROYALIST has been the flagship of the Sea Cadet fleet and its brand image for forty years, but it will be retired at the end of this year's sailing programme. The vessel is well known to the Company because it lent its name to the May sailing regatta in which the Company has entered a crew for the last ten years. Also, when visiting London, it has been the venue for hosting members' receptions.



The MSSC decided to replace her with a new ship which is already under construction at a cost of £4.8 million and launched an appeal to raise this amount. The Company Charitable Fund made a donation of £20,875 to help close the funding gap, which is now less than £200,000.

### Celebration Dinner

At our Celebration dinner on 17 June, we were supported by cadets from the (Sutton) London Borough Sea Cadet Unit, under the command of Lt Commander (SCC) Ian Turner, who formed the carpet guard, played the bugle call to dinner and piped the Master in.



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*We were privileged to have Leading Cadet Craig Symmons as a keynote speaker. Sixteen year old Craig is this year's Navy Board Cadet for the London Area Sea Cadets, an outstanding accomplishment*

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### London Area

Bursaries, totalling £500, were once again distributed to individual cadets to help them sail in ROYALIST. In addition, our regular £1,000 donation was made available to fund adventure training at the summer camps.



**Past Master-  
Alan Broomhead**

## The Celebration Dinner – Putting Something Back

The second Management Consultants' Celebration Dinner was held on 17 June 2014, a pleasant summer's evening, in the magnificent neo-classical Plaisterers' Hall, with the champagne reception held on the terrace alongside the remains of the City's Roman Wall. It included a recital by the National Youth Orchestra and the Sea Cadets provided the ceremonial guard.

The event was organised to celebrate the pro-bono work undertaken by the management consultancy industry - "Putting Something Back" into society. Its objectives were to increase the profile of the Company and to re-engage with the MC industry to provide a platform for growth. It also included the announcement by the Master of the results of our second survey of pro-bono work by the MC industry, and short presentations by three external speakers of the range of pro-bono work undertaken by management consultants.

### The Survey of Pro-bono Work

Our Livery Company has over the last decade provided pro-bono support to more than 300 small and medium-sized charities: undertaking consultancy assignments on some of the key challenges facing these charities, and providing mentoring support to Chief Executives and Chairs. In 2013-14, we provided support to some 60 not-for-profit organisations.

Following last year's inaugural survey of the MC industry, we redesigned the survey questionnaire in collaboration with the Management Consultancies Association and this was issued to all 50 members of the MCA together with a further 100 MC companies, as well as being publicised on key websites.

The survey analysis showed that the Management Consulting industry as a whole contributed an estimated £80m to the UK charity sector during 2013, similar to the level contributed in 2012. Nearly 70% of this sum was in the form of pro-bono support, with a further 22% in related financial support. The pro-bono support alone amounted to more than 500,000 hours of professional time – helping over a thousand charities to tackle some of their most important management challenges, and adding much greater value than the cost of the time donated.

### Did we achieve our objectives?

The Dinner attracted an attendance of 145 people – the second largest we have achieved at a Company event. We had significant numbers from our own Livery Company and many guests from the MC industry and the Civic City.



**Bob Harris**  
Assistant

The awareness of our Livery Company across the City continued to increase significantly with two Masters and two Aldermen present, and our principal speaker – Katherine Kerswell, who has recently led on the reform agenda in the Cabinet Office – spoke positively of our Company and the MC industry. Respected columnist on the MC industry, Mick James, wrote very supportively of the Putting Something Back Initiative in the popular online newsletter top-consultant.com.

Finally, the Dinner helped to raise over £3,000 in charitable donations which we will use to support the National Youth Orchestra and the Sea Cadets.

## City Values Forum

In September 2009 the Company was leading KnowHow NonProfit in a £2.2 million project with the Big Lottery Fund set up under the City Centre for Charity Effectiveness Trust at Cass Business School. As the 2010 general election neared, KnowHow NonProfit found itself drawn into discussions with the three main political parties about their policies for the Third Sector. These discussions included a roundtable on the potential for a UK social investment bank. From these early contacts grew momentum for the formation of The Big Society Bank and the need to restore trust in the City's institutions particularly the banks.

The Company played a key role in forming a project called 'Restoring Trust in the City' which later in 2011 became the City Values Forum. The City Values Forum was established as an informal, voluntary working group to assist each Lord Mayor in his or her year of office. It has now spanned the tenure of four consecutive Lord Mayors. Its purpose is to act as a catalyst for co-operation and to co-ordinate the research, formulation and delivery of a series of work programmes. Together these will ensure that the City of London remains the most trusted global centre for banking and financial services.

In order to represent the City fully, the City Values Forum comprises a broad spectrum of City people from business, livery, academia, aldermanic and religious and non-religious backgrounds. Despite recent events in the City, and regular examples of dishonesty by individuals, it is still broadly true that most people behave with integrity and honesty. We go to a restaurant and pay before we leave. We enter a taxi and pay before we step out. We offer and expect honesty in our daily dealings. This results in a level of trust between individuals in everyday life. Trusting others and being trusted is one of the most valuable achievements for any individual or organisation. Loss of trust leads to a dip in expectation and a change in the way we are handled by others.

The catastrophic loss of trust in the City's institutions, following the 2008 crisis, has led to a collapse in the confidence with which the City is viewed by those who are involved in and benefit from its work. This perception of the City as untrustworthy, whilst not true in general, nonetheless threatens to permanently damage the foundations on which the success of the City has historically been based. Trust is based on consistency, reliability, loyalty, integrity, honesty and our expectation that promises will be kept.

Trust, loyalty and honesty are examples of what economists call "externalities". They are goods or commodities; they have real, practical, economic value; they increase the efficiency of a society like the City of London and enable it to provide more competitive services than other environments which are regarded as less trustworthy.

In the absence of trust, loyalty and honesty, extra cost is incurred which drives down the economic efficiency of society e.g. not paying restaurant bills could lead to restaurants demanding deposits or putting security on the door to avoid runners, thus driving up costs. It could be argued that the cost and rapid expansion of regulation is the direct result of falling trust. Furthermore, burdensome regulation, necessary to provide a substitute confidence for absence of trust, might risk pricing the City out of its pre-eminent position in global financial services.

Honesty and trust are not simply driven by economic need. They are based on deep personal values that may be grounded in educational, religious, personal or professional roots. Amongst a range of products the City Values Forum has developed a City Obligation. This is a concise statement which can be used in a wide range of contexts. It expresses what the City of London, the individuals, the professional bodies and organisations that work in the City, stand for. The City Values Forum presented the City Obligation and a summary of its findings at Mansion House Conferences in April and October 2013.

Whilst organisations and professional bodies can do much to progress on their own, The City Values Forum believes that individuals and their actions are at the root of trust, loyalty and honesty. The City Obligation seeks to acknowledge this fact and embed it into the life of the City of London through its adoption by individuals, companies, organisations and associations.

The City Obligation is mainly for you, as an individual, to make and our Company has incorporated it into our oath of admission as a Freeman and Liveryman.

**'I will always treat others as I would wish to be treated, with honesty and integrity, in the spirit**



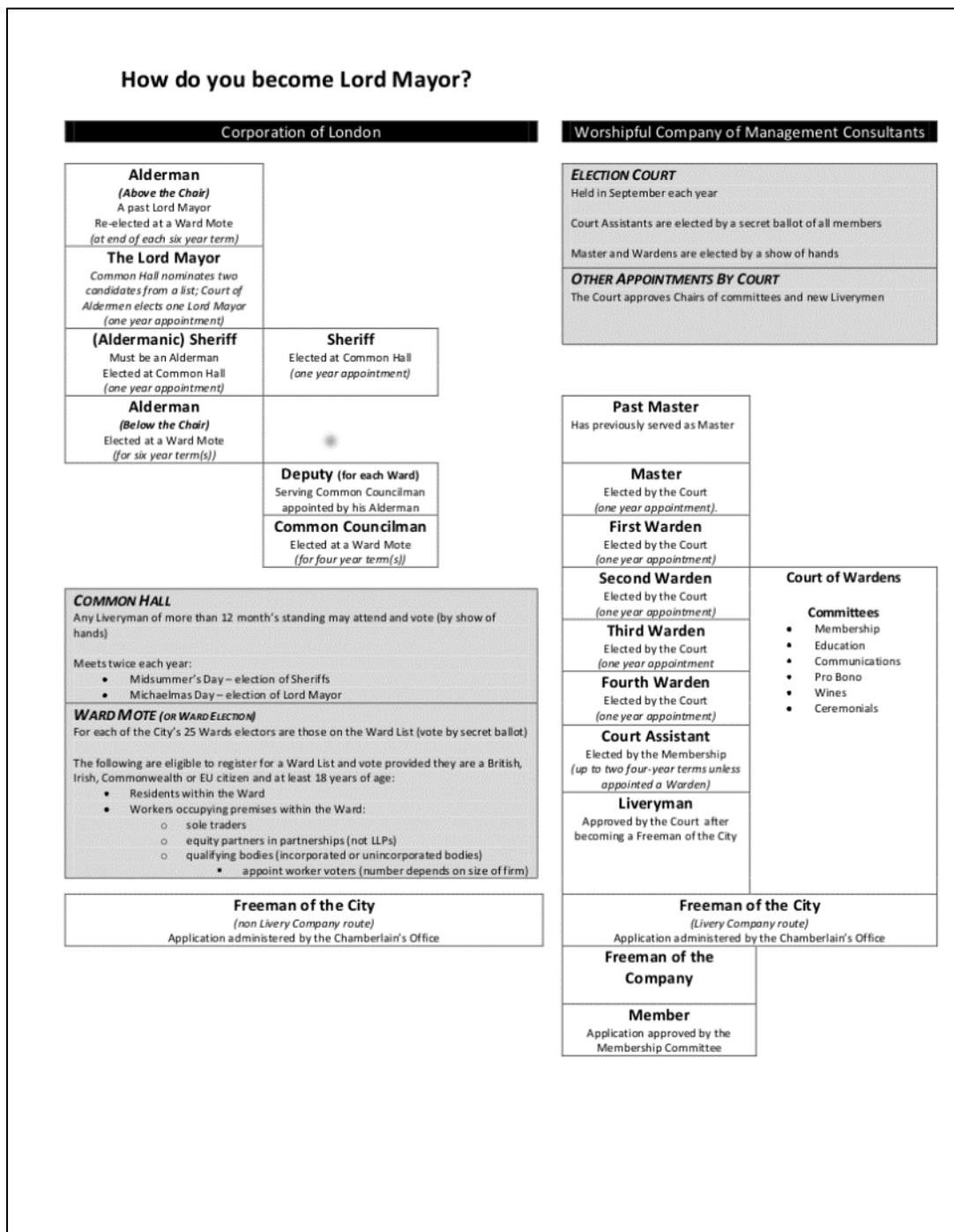
**of the traditional City principle that 'My Word is my Bond'.**

**Past Master Patrick McHugh**

# How the City of London Operates

*This diagram was authored by Frank Moxon, Junior Warden of The Worshipful Company of International Bankers. It has been adapted for WCoMC by PM Alan Broomhead*

The diagram below depicts the route from being a Freeman of the City to becoming Lord Mayor alongside the route to Master for a Livery Company, in this case the Worshipful Company of Management Consultants.



## Our Growing Relationship with Cass Business School

The Company has a working party looking at how better to strengthen the relationship between the Company and Cass Business School. We looked initially at how the 12 Research centres at Cass might use our members' expertise to help them implement their work, starting with their Entrepreneurship research and the launch of the ETHOS Research Centre. There are many other ideas for co-operation and we still wish to pursue the concept of creating a Centre for the Study of Management Consultancy over the next two years. See the report from Past Master Calvert Markham below.

Honorary Freeman Jon Moulton has very generously endowed the School with a scholarship. Immediate Past Master Geoff Llewellyn was highly instrumental in bringing the School and Jon together to create this scholarship.

### Working together to become more executive-focused

Cass Business School has asked the Company to help them change some of the focus of the school to become 'more executive-focused' by involving us in informal debate and development projects. This will better use the combination of the wide experiences of Company members and the high-quality research output of Cass.

We see as this as very positive for both the Company and Cass as it extends our networking into areas of higher quality thought leadership for practical application and so into public profile-raising for members. We want this development process to offer new development opportunities for Company members and to raise our public profile to help increase membership. It will become part of our success criteria measures.

The work group consists from the Company side of Past Master Bob Garratt, Master Edward Sankey, First Warden Patrick Chapman, Second Warden David Peregrine-Jones, and Liveryman Liz Walker; and from the Cass side Professor Cliff Oswick, Head of the Management School and Assistant Dean, and Alex Fraser, the Chief Operating Officer. The discussions are non-contractual and non-exclusive. The atmosphere has been highly co-operative and creative. Under the new Dean, Steve Haberman, Cass is undergoing a major rethink and building its 'relevance' through high-quality Research Centres, along with the merger of Cass Consulting and Cass Executive Education.

The most important development was the launch on 5 June 2014 of the ETHOS Research Centre. This brings together the research areas of Organisational Behaviour, Corporate Governance, Corporate Social Responsibility and Ethics and will begin to impinge on such 'hard' areas as Integrated Reporting and Behavioural Economics. At the launch the Company was represented by the Master, Wardens and Past Master Bob Garratt who sits on the ETHOS Development Group for Cass. We look forward to the development of joint lectures and seminars over the next year.

The Company has asked the following members to co-ordinate the information flows, and to report regularly on the Cass activities as follows:

- |  |                       |
|--|-----------------------|
| • Centre for Corporate Responsibility / ETHOS            | Bob Garratt           |
| • Centre for Charity Effectiveness                       | Patrick Chapman       |
| • Centre for Corporate Governance                        | Bob Garratt           |
| • Centre for Leadership                                  | tba                   |
| • Peter Cullum Entrepreneurship Centre / Incubator space | tba                   |
| • Proposed Research Group in Management Consultancy      | Calvert Markham       |
| • Centre for Better Managed Health and Social Care       | David Peregrine-Jones |



Meanwhile Edward Sankey and the Company Trustees have been looking to Cass for the next strategic engagement with it. Although it will be hard to follow our great success with the Centre for Charity Effectiveness and KnowHow Non-Profit, they are working with Cass to do so, possibly around the management of Philanthropy.

**Past Master  
Bob Garratt**

## Developing a New Centre for Management Consulting at Cass

In 2011 the Court of the Worshipful Company of Management Consultants approved a proposal to work with Cass Business School to establish a Centre that links the research into practice and teaching of management consulting. Support for the concept was enlisted also from the Management Consultancies Association and the Institute of Consulting.

We reported on this project last year and, although the team has continued to make some progress, it has been slower than we hoped.

Calvert Markham chairs the working party, which continues to have membership as follows:

Company	Cass	Institute of Consulting	MCA
David Peregrine-Jones, Bernie Eccles	Professors Cliff Oswick, Peter Fleming	Piers Cain	Paul Winter

Last year we announced the launch of a piece of research into what makes for excellent consulting, funded jointly by the MCA and Cass. The data set being used is the submissions made to the MCA since 2001 for their consulting awards. The research is being led by Dr Claire Evans.

The preliminary results of this research were announced at a seminar held in October for an invited audience, and they aroused much interest.



**Past Master  
Calvert Markham**

We hoped to follow this with a higher profile event in April 2014 that would seek to aim for substantial support for further work thereafter, which could be the nucleus for the new centre. Sadly, however, progress on the research has been slower than expected and it was not possible to run this event.

There has been progress, however in developing the centre concept and we hope within the near future to be able to identify the key steps in locating this within Cass.

## Membership Committee Report

I am delighted to report that over the last two years the Membership Committee's recruitment strategy is now embedded, resulting in a net increase in members. Membership now stands at 160, against our medium term target of 250. Assistant Elizabeth Consalvi's outstanding work as Livery Secretary has also generated increases in the number of Freemen progressing to Liverymen, which now stands at 117.

Our approach to recruiting individuals as Freemen through their companies (Corporate Membership) is beginning to gain interest. The production by Michael Rutherford of a new presentation pack for prospective members is also helping us to attract interest. New members are beginning to reflect more diversity in terms of age profile and gender. An increasing number of new members are still working full time, or retired and working part time as Consultants in networks and /or for themselves.

The Membership Committee will now begin to broaden its focus from recruitment to development and engagement of new members. In particular we will:

- Introduce new formats for inducting Freemen
- Facilitate mentoring and coaching of Members who wish to stand as Court Assistants and Wardens, providing them with opportunities to experience the work.
- Work closely with others to create more social, professional and business interest groups to improve member engagement and retention.

We have a target of 30 new members for 2014/15. The Monthly Membership Panel Lunches organised by PM Broomhead have been a success providing us with an informal way of meeting and getting to know prospective candidates.

We look forward to your support in helping us to create a vibrant Livery Company and an "organisation of choice" for management consultants who want to make a difference.



**Noorzaman Rashid**  
**Third Warden,**  
**Chairman Membership**  
**Committee**

## Wine Committee Report

During the past year, the Wine Committee has continued to be active on three fronts.

First, in recommending wines for most of the larger Company events, namely the Installation Dinner, Charities Supper and Education Supper. The Committee also recommended wines for the Court Supper, which included the first opportunity to include wine that had been previously acquired for the Company cellar. The range of wines was quite considerable, with examples from several regions of France, Italy and Spain and a range of costs to match the various event budgets.

Second, the Committee has added a number of wines to the Company cellar for use in future years, including red wine from both Côte-Rôtie and Chateaufort-du-Pape as well as several less-expensive examples from the Southern Rhone and whites from New Zealand. Thanks to the loans provided by Wine Club members, the cellar grows apace and will play an increasing role in future Company events.

Third, Committee member Past Master Patrick McHugh has continued to keep us entertained and informed by his Wine Wanderings blog on the website.

Finally, the time has come for me to hand on the role of Chairman and I am delighted to say that the Court recently approved Past Master Barrie Collins as the new Chairman of the Wine Committee. I am sure he will maintain and build on the efforts of the last ten years.



Past Master  
William Barnard

## Music Interest Group

Historically, City Livery Companies have supported the Arts, in general, and Music, in particular. Such support of Music has taken many forms from donating to organisations such as the Guildhall School of Drama and Music to directly organizing musical events. Indeed, within the Company, Warden Gia Campari has again this year organized her 'Friends in Concert' Opera event which was held on 24 May in Fidenza, Italy.

A specific Company music event for 2014 was considered, but deferred. The present Master, however, asked if I would investigate if there was sufficient interest to start a music interest group. Company members were contacted and asked to complete a questionnaire which confirmed that interest. The following programme has been agreed in outline for 2014/2015: Musical genres - Classical and Jazz; Number of events in the next 12 months - four; Type of events – two to be coupled with a lunch or dinner and two music only; and to be held between October and April.

Indeed, the first or inaugural event for the Group, the Gold Medal Award at the Guildhall School of Music and Drama, was held on the 12th May.

Thirteen attended and a donation of £448 (including gift aid) has been sent by the Company to benefit the Students Fund whose prime aim is to provide scholarships to students.

I accepted the invitation to chair this Group, and I would encourage those Liveryman who have not individually confirmed their interest to contact me and be added to the 'membership' list. The need to coordinate all events of the Company is, of course, recognized, and the date for a visit to Ronnie Scotts requiring advance booking will be agreed as part of the full schedule for the year ahead.

**Liveryman Drewe Lacey,  
Chair Music Interest Group**

## Livery Company Apprenticeship Scheme

In the 12th century, the concept of apprenticeships was established, perhaps even invented, by the Guilds of the City of London. The Statute of Artificers and Apprentices of 1563 was introduced to protect apprentices and enshrining apprenticeships in law for the first time. As new trades and guilds were established, more traditional apprenticeships were created. Over the years, particularly in the



Apprentice George Richards 17, at Mike Rowland Wheelwrights and Coachbuilders

20th century, as the term apprenticeships was first adopted by the Industry Training Boards of the 1950s and 60s and later mainstream further education, the link with the traditional crafts has been diluted and disconnected from mainstream funding.

Work has been undertaken by the various Livery Companies Courts & Trade Committees to map the requirements of their Livery. This is in recognition of the value and economic importance of vocational skills that have been rediscovered in recent years, and to re-align 'modern' definitions of Apprenticeships with the traditional approach. Every Apprenticeship Framework bears the title 'Towards Mastery'. It is anticipated that mapping the requirements of liveries will protect the future of their traditional skills, as well as recognising the quality of the training provided by small, specialist employers, giving the modern definition of Apprenticeships a traditional grounding or benchmark..

This will allow the National Skills infrastructure to understand each livery framework which will in time, it is hoped, enable Apprentices and their employers to be supported and funded from mainstream sources.

A grant obtained from Government (£1m) under their 'Employer Ownership of Skills Programme' was launched in February 2012, bid for in April 2012 and finally confirmed in June 2013. This has enabled the mapping and creation of frameworks (training standards) for 25 diverse trades (24 Livery Companies). In addition, it has enabled paying 41 different Employers (small and micro businesses covering 16 different trades) to contract to train a total of 52 'indenture type' apprentices, at levels equated with 'A' level to Honours Degree standard. All apprentices have been recruited by the project deadline of 31 July 2014.

The Livery Companies Skills Council (LCSC) formed a new company 'Livery Companies Apprenticeship Scheme Limited (LCAS)' to administer the Grant and deliver the results.



**Assistant David Johnson**

As our representative on the LCSC and their Policy Committee since 2010, I chaired the Apprenticeship Funding sub-committee and was responsible for writing, negotiating and subsequently, as Project Director, delivering the scheme to its present point. The Government is expected to evaluate the pilot scheme and use the lessons learnt in the development of their future policy. In addition to my time ten members of the Company have assisted in this pilot, donating over £10,000 of time.

The mentoring elements of the programme are particularly important in ensuring a high success rate of completed apprenticeships and LCAS is

working closely with The Company to ensure appropriate standards are set and maintained for that process.

## Education Committee Report

This year, our well-attended Education Supper was held in Skinners' Hall and addressed by Professor Sir Cary Cooper, Distinguished Professor of Organizational Psychology and Health at Lancaster University and one of the leading academics concerned about wellbeing in the work place.

As it happened, he had come to London that very day to launch a major initiative in conjunction with the likes of BT, American Express, and P&G. The FT referred to the problem as one (£70 bn per annum) costing the country close to that of the NHS and our clients at least £25bn – of which perhaps a third is avoidable.

It neatly illustrated some of the early work undertaken in conjunction with our friends at the MCA and Cass Business School which looked at the changing nature of management consulting engagements over the last decade. A progress report was delivered at Cass earlier in the year by the Cass team under the leadership of Deputy Dean Prof Cliff Oswick. At its beginning, most projects had a focus on such 'hard' topics as introducing new ERP systems; towards the end, change management and the 'softer' issues of getting successful buy-in by all concerned was very much more important. This work was part of an on-going exploration of how to build active links between academia and practitioners that Calvert Markham has been leading. Such links illustrate one of the many ways in which the Company works with other organisations to further the profession.

Thanks to the support and sponsorship of the city law firm of DAC Beachcroft, we have also held several popular seminars on topics of interest to us and our clients. The second seminar, on the challenges facing the NHS and the opportunities it presents for us as consultants, was particularly well attended and took place in Beachcroft's splendid offices up on the seventh floor in Mincing Lane. Views of the City did not distract people too much from the very insightful view expressed by the new Chief Executive of a Trust (Mid Staffs!), an ex NHS policy wonk now helping to get a trust out of special measures, and the MD of a consultancy with extensive and painful experience of working with the NHS. As ever, these events are particularly successful, being run strictly under the Chatham House rule.



Looking forward, we have a new Chair, Benjamin Taylor (the founding partner of RedQuadrant and a very active supporter of this committee) who will be taking on the role this autumn. Benjamin will bring a lively mind and lots of new ideas and we wish him every success.

**Second Warden**  
**David Peregrine-Jones**

## To The Pumps....

And so to the unlawful wilderness that is the world outside the walls of the City of London for the annual assembly of the halt, the lame and those sought by the forces of law seeking smugglers of rum and perfume. This year the task of the pressgang proved particularly hard. It was rumoured that a strange body known as the Management Consultants could prove a source for the crew. These outlaws from decent society were hard to track down but there had been occasional sightings within the boundaries of the old town of Londinium. They practise their trade in the shadows, often under cover of night, and pride themselves on their ability to blend chameleon--like with their landscape and to seduce prey with a siren song, imitating the mating cry of their own species and often persuading them to embrace their fate as if they had wished it all along. Despite an active interest in the sea and piracy within the Company, they proved hard to trap. The first attempt, laying out tempting bait and promising spoils, resulted in 136 business plans and suggestions about paying the spoils in advance, but few volunteers. This could have been because signing up for the good ship Fleur de Lys required an initial donation of a small bag of groats to fund the expedition or maybe that the sailing required time off from their usual pursuit of untold riches.

The search was long and hard but eventually with the aid of many, but particularly Richard 'Mugger' Stewart who proved especially adept with the blackjack, we assembled the magnificent seven. It was a major disappointment that our one heroic woman crew member from earlier years, Mary Collis, had sustained a serious injury in a bar brawl and was unable to attend. As a result we lacked the discipline that a woman on the crew brings. As skipper, Patrick 'Mad Dog' McHugh made a preliminary allocation of the on board tasks. These fell as follows:

Jeff Cant – Parrot keeper and Wooden Leg minder

Patrick McHugh – Skipper and administrator of the lash

Navindra T - Crows Nest and Navigation

Edward Sankey –Rum Keeper/CEO/Business Planning

Chris Lait – Pressgang roustabout/Winches/Sail trim/Keelhauling

Geoff Llewellyn – Onboard disabilities supervisor/First Aid/Repartee manager

Richard Stewart - Winches/spinnaker/foredeck/Leader of boarding parties

To the sea. As usual with these trips we gathered at an Inn on the day before the battle to mutter darkly about tides and winds and as the ale flowed to allow the scabrous crew to regale the company with tales of daring and mastery of the elements. The portents were not good for the expedition. The winds howled through the rigging and the quay was littered with the bodies of gulls struck down by the constant shafts of lightning crackling across the port. We met with the crew of the HMS Warrior moored nearby and were invited to join them for an evening of drinking and raucous laughter, an easy offer to accept as by this time the crew were mildly hysterical. At this point, Mad Dog McHugh insisted we were all scrubbed down for fear of spreading the pestilence we carried to the Warrior. He then adjourned to his luxurious quarters for this to be attended to by a troupe of willing handmaidens armed with the softest sponges and asses' milk to ensure his delicate skin remained soft and well oiled. The rest of us were taken to the public baths and hosed with icy water before a swift scrub down with rough straw. Most of the crew complained bitterly although Richard seemed to get some pleasure from the suffering. After his performance in the pressgang this was little surprise.

At the Skipper's insistence, we took to the sea for a trial run of the Fleur de Lys. The winds were so strong that only a tiny expanse of sail could be hoisted. The conditions did not deter Navindra however. He spent much of the time afloat displaying his magnificent one pack on the foredeck in a position best described as 'reclining man in shades'. Chris 'Flotilla' Lait was fresh from many days locked in a dark room working on adding glamour to his website and, charged up with adrenaline, was a constant presence wherever there was reefing, winching or furling. Eventually we got him down from the top of the mast with a tranquilising dart and had to confine him to the brig for his own safety.



The motley crew at black tie dinner

The evening below decks on the Warrior was accompanied by the Navy's main source for taking the Queens shilling, the Sea Cadets. They danced and sang merrily and regaled the assembly with tales of their own feats on the sea. All this seemed very proper until later in the evening when we were mostly in our cups and they came round in

groups and insisted on a levy to ensure our safe passage home, in return for which we received strips of numbered paper. We adjourned to the Inn which bustled with activity. There were many comely wenches from the evening and the younger and livelier of the crew entertained them with singing, dancing and repartee. Ed Sankey was out on licence for poor behaviour and an unduly mathematical approach over a very long marriage and one of the terms was that his wife accompanied him to all public events to ensure an appropriate standard of behaviour. Fortunately she could wassail with the best and hold her own with much wine and merriment. And so to bed.

The dawn. To a breakfast of biscuit and weevil at a hovel near the jetty. Patrick joins us replete with a six-course breakfast and announces that the battle is in doubt due to force seven gales and heaving seas. He describes this so vividly that some of the crew, still tired and overwrought from the previous evening's celebrations, rush to the quayside to lay down and inspect the seas more closely. We hold their ankles until they feel better. We think it is all over as the battle is called off but Patrick has other ideas and insists on a two-hour run towards the Isle of Wight crossing a submerged reef. An exhausted albatross falls to the deck and we snack on it with a few crisps. Geoff Llewellyn keeps our spirits up with tales of sea disasters. He is distracted as, having acquired a mighty estate in the South, he is planning the recruitment of sufficient serfs to maintain his holdings.

And so to shore, disappointed at the missed chance to write the names of the crew in the annals of the history of epic encounters but a memorable event nonetheless.

**Jeff Cant - Liveryman**

## Marketing and Communications Committee

Trying to communicate without taking into account IT would be like trying to have tea without a cup - you'd not get far. When all is done, it is too easy to underestimate the amount of time needed to get IT to do what you want it to do to support your communication. I would like to start, therefore, by acknowledging the time and patience that Patrick Chapman, First Warden, Elizabeth Consalvi, Newsletter Editor, Adèle Thorpe, Clerk and Liz Walker have dedicated to making changes - that may appear small but that have required a lot of work - to improve our communication to members.

The newsletter was launched a year ago and it is difficult to imagine not receiving it every month; interesting content is guaranteed by the number of activities in which our members participate. The reinstatement of the annual report was also well received and is being continued, with thanks to Liveryman Jeff Herman for compiling this year's edition. We are currently working on improving the impact of e-mail communication to members in terms of timing, content and visuals. The monthly events calendar is a step in that direction. Soon the home page of our website will better reflect the different areas in which Company members are engaged to ensure all members and visitors to the site are aware of the wide and interesting choices available to them.

In the coming year we will broaden our focus to include communication to the outside world. When we have the opportunity to tell members and guests what our Company has achieved to date, we manage to surprise everyone. The time has come for us to learn to blow our horn.



**Gia Campari - Fourth Warden**



**Assistant Elizabeth Consalvi  
- Editor of the Newsletter**

# Participation in City Events

## The Lord Mayor's Show 2013



Liveryman Misha Hebel



The day began at the Barbican home of Liveryman David Johnson and his family, who kindly offered breakfast and a place to gather and dress in Livery robes before the show. Thank you to Mary and Jackie for providing the lovely breakfast, for ensuring all the robes were available and our usual garb stored and safely transported to our finishing spot.



The float was manned by some of the fantastic Sea Cadets we met on the day. Being November, rain is often part of the show so the Liverymen not only had robes on but also waterproofs and thermals.



Past Master Ian Daniell as a formidable Beadle for the day, carrying a very heavy mace for both parts of the Show; and didn't he look magnificent?



Lunch at The George Aldwych. This was a warm and dry spot for lunch with excellent food and view of the Royal Courts of Justice where we watched the new Lord Mayor arrive. The robes in the foreground are laid out to dry a little.



Most of us had been in the Lord Mayor's Show before but it was a first for Lynda.



Lord Mayor arriving at Royal Court of Justice

We were waiting to rejoin the procession after lunch and spotted this fantastic robot as well as lovely horses and flying pig below.



There were many horses in the Show and one Liveryman reported "My daughter took her 7 year old son and 5 year old daughter to watch the LM parade (rain and all). Being very keen on horses, and progressing in maths, granddaughter counted individually up to 160 horses and as there a few more declared that there were a billion! My grandson reckons that the correct number was 162."



Following the Sea Cadet Band



A sit down, drink and chat with Liverymen and families who supported us along the way.

Elsewhere our Clerk Adèle Thorpe and Past Master Mary Collis, among others, supported Fiona Woolf as only the second female Lord Mayor of London in 800 years



This had nothing to do with the Management Consultants but was nonetheless impressive.

## St Cecilia

The Festival of St Cecilia service was held at Westminster Abbey on Wednesday 20th November. The Festival of St Cecilia, a Musicians Benevolent Fund annual event, is a celebration of the Patron Saint of Music and Musicians. The festival has been held in London each year since 1946, on the Wednesday nearest to St Cecilia's Day, 22 November. The 2013 Festival marked the centenary of composer Benjamin Britten's birth and included several of his works.

The festival service rotates between Westminster Abbey, St Paul's Cathedral and Westminster Cathedral. The music is sung by the combined choirs of the three churches and a new anthem is specially commissioned each year. This year's anthem was Robin Holloway's *On the Drop of Dew*. The Service was led by The Revd Lucy Winkett, the Rector of St. James's Piccadilly. Readers were the renowned singers and interpreters of Britten, Dame Janet Baker and Ian Bostridge. The service also features a robed procession by the City Livery Companies. The service this year will be held on Wednesday 19th November at Westminster Cathedral.



*Assistant Gia Campari, First Warden Patrick Chapman, Master, Second Warden David Peregrine-Jones and Clerk.*

## Pancake Day

Shrove Tuesday this year saw the tenth anniversary running of this keenly fought event. This annual spectacle is run by the Poulter's Company in conjunction with The Cook and Butler with a number of other Livery Companies offering their skills and expertise including the Clockmakers who time the event; the Gunmakers who provide the starting cannon and the Fruiterers the lemons.



This year there were over 25 teams competing in races for Masters, Liverymen, Ladies and the Novelty Race, culminating in the Victor Ludorum which was won by the Chartered Surveyors Company. The Company did not have a team in the event this year, but our Master, Edward Sankey competed in the Masters' Qualifying Race. It is a fun event and the fastest time on the day was under 12 seconds and the slowest over a minute with a great range in between.

A number of supporters joined the Master and Clerk in Guildhall Yard. Following the event the competitors and their supporters retired to the Crypt in Guildhall for a mug of hot soup, a buffet lunch ending with - yes you've guessed it - pancakes! This is a wonderful inter-livery event and as we intend to enter the Master's qualifying race next year I urge you to put the date in your diary - 17th February 2015 and come along to support the Company.

## Jail and Bail

Even though accused of heinous crimes - the Master unaccountably released...

Upon proffer of a huge bail, the Master is released from the Tower of London... Did he, in fact - amongst other allegations - take the Clerk's high heeled shoes from the Office?

To his great consternation, the Master was "arrested" at Mansion House on 19 June! Arraigned before a splendidly robed "judge",



the Sergeant-at-Arms and most fearsome when he chooses to be, the Master was charged with various crimes, of which the most heinous was taking the Clerk's high heeled shoes from the Office. The Master was urged to be much more discreet about his private activities.

The Master - seen here in denial, although being read his rights - pleaded in mitigation that he thought they were his wife's, but it cut no ice, and he had a ball and chain clamped on him by the City of London Police.

Marched to the Tower in his robes (the planned open top bus had broken down!) Edward was forced to spend three hours there under the eyes of the Beefeaters until his bail was paid. It seems it was not so bad a time though – many other Masters were there, as was the hanging judge! And word has it that the “bread and water” were better than a working consultant's usual lunch!

Many members gave donations for the bail, and a total of £1,174.96 (£1,454.96 including Gift Aid) was raised for the Red Cross. . Edward is very grateful to all who gave.

To our great relief - and seemingly incognisant of the fate he has so narrowly escaped - the Master is released back into London and City Society.

To encourage donations, Berry Bros & Rudd very kindly gave a bottle of fine 2000 Charles Heidsieck champagne to be given to a random donor. The winner was Assistant Heather Matheson, in a blind draw made by the Beadle and witnessed by the Clerk!



# Clubs

## The Wine Club



The Company Wine Club has had a busy 3rd year of existence! Membership now stands at 24, including eight Past Masters and the present Master. Perhaps more importantly, the members have individually and collectively an enviable record of participation in Club events.

The past year started with an excellent AGM lunch at Tartufo in Chelsea, followed by an Italian tasting and canapés evening in February at Berry Bros and a South African tasting and platters evening in June at Vivat Bacchus!

The major activity of the year, was the Club's first overseas wine tasting and educational tour. Thanks to a valuable contact of Club Treasurer Alistair Dixon, we were able to stay in comfortable yet inexpensive accommodation in Rasteau and make that our base for guided visits to a total of

8 wineries covering the Southern Rhone villages of Cairanne, Gigondas, Rasteau, Roaix and Vacqueyras.

Not only did all the participants enjoy the experience, tasting a total of over 60 wines, but unanimously agreed they had learned a lot as well! As a result, the tour participants were able to recommend that five of the wines tasted should be purchased for the Company cellar – a recommendation that the Wine Committee were delighted to act on and that every member of the Company should benefit from in years to come.



**Past Master  
William Barnard**

Our next activity will be another AGM lunch, in early October, to be marked by the election of a new Chairman who will hopefully lead us on to further enjoyable and educational experiences and enable further growth to the Company cellar.



*The Wine Club on tour from left to right:  
Karen Sankey, William Barnard, the Master  
Edward Sankey, Maureen Everson-Barnard,  
Kevin Aylott (guide) and Alistair Dixon*

## Ward Clubs

The Worshipful Company of Management Consultants has its official home at Skinners' Hall. How many of our members know, however, that by virtue of this address, our livery company is located in the Ward of Dowgate and, therefore, eligible to join the associated ward club? From the request made to me to explain what ward clubs are all about, it would appear that the answer is "not many"!

So, what ARE ward clubs all about? The answer is in the name – the City of London is divided into 25 Wards and all have a ward club, which exists to support the Alderman, the Deputy and Common Councilmen for that Ward in carrying out their duties on behalf of the City of London. Perhaps more importantly – at least for some of its members – the ward club also provides a social organisation, with each club hosting its own programme of events and functions throughout the year for members and their guests, often including annual banquets in local livery halls, meetings, and visits to local attractions that uphold the traditions of the City – or sometimes just to where the Chairman fancies going!

Members of the ward clubs – which were originally formed as ratepayers associations – include Liverymen, Freemen, Common Councilmen, City professionals and residents who look to promote and encourage interest in the City's affairs and to help maintain the high traditions and prestige of the City. Members are also often people who have retired from jobs in the City and wish to retain informal links to its people and institutions.

There is a United Wards' Club that people can join in addition to any individual ward club and it is also possible for a ward club to become an associated member of the United Wards' Club, thus giving its members access to United Wards' Club events.

All in all then, a fairly active group of small organisations, providing support to their Ward officials and fun for their members.

As stated above, our livery company being officially in the Ward of Dowgate, we are linked to the Vintry & Dowgate Wards Club, formed in 1957 as a merger of the two existing clubs covering the adjoining wards of Vintry and Dowgate. The original individual clubs date back to 1877 and 1896, respectively, so there is plenty of history for current members to draw on, and the wards are also home to some beautiful livery halls, ancient churches and the tradition of swan upping, as managed by the Vintners' Company!

Being a joint club, there are two affiliated Aldermen, namely Alison Gowman and Dr. Andrew Parmley, the current Sheriff-elect.



**Kanan Barot**  
take you.....

The Vintry & Dowgate Wards Club is run by a Committee, comprising the usual offices of Chairman, Deputy, Secretary, Treasurer and a number of other ordinary and ex-officio members, including both the Aldermen and the Common Councilmen for the wards. With an active calendar of events, the Club is always happy to welcome new members to help carry its traditions forward, so don't hesitate to contact them (or our Clerk, Adele, who is already a member) if you'd like to join and get involved, either just in enjoying the events or to serve on the Committee, taking a turn at being Chairman and leading your own events – who knows where it might

<http://www.vintryanddowgate.org.uk/>

## Almoner's Report

As Almoner to the Company, I very much rely on referrals being made to me by other members of the Company and I am indebted therefore to the Master - Edward Sankey, the Father of the Company – Calvert Markham, Past Masters and other Members of the Court who have kindly alerted me when they have become aware of a member being ill and/or in hospital. Having only been a member of the Company myself for six years, I obviously do not know everyone, particularly some of the earlier members who no longer come to events, so these referrals are crucial to enabling me to fulfil my role. Normally, I contact the member to offer support and best wishes for their recovery. When possible, I also let their contemporaries know as contact from an old colleague, with whom they have shared history, is likely to be more meaningful than from me alone. After being in touch with someone who has been very poorly, it then gives me the greatest pleasure to meet them at a Company event and to see them well and fully recovered.

In the same way that I do not always know longer-standing members of the Company, many new or younger members may not be aware of the existence of an Almoner within the Company. It is probably therefore worth restating here the invitation which is contained in the Almoner link on our website to be available as a *'listening ear'* to any Member of the Company who may be going through turmoil or hardship in their life and who feels they would benefit from an understanding and *confidential* discussion with someone who can provide an external perspective. My aim is always to be available as a supportive, additional resource for members and during the year I have been making contact with other Livery Companies to find out what their Almoners do in order to share and obtain ideas for my role.

Another part of the Almoner's role is to be in contact with the widows and family members of current or significant past members who have passed away. In the year since my 2013 report, I am sorry to report the passing of three past members namely:

**John Howard** in September 2013

**Lt. Col. Donald Moore MBE** in October 2013

**Alan Harpham** in January 2014

The Master, Liveryman John Pulford and I attended Alan Harpham's funeral and I was in touch with Carol Howard, Gordon Moore (Donald's son) and Rev. Di Harpham.



Finally, I have now been given a Company email address which makes it much easier when contacting a member or family member who may not have known my business email. It is [almoner@wcomc.org](mailto:almoner@wcomc.org)

**Gill King - Almoner**

## Other Highlights of the Year!



Master, First and Second Wardens, Mistress and Clerk at the United Guilds Service, St. Pauls



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Master, Clerk and the Prince of Wales at the Granting of the Royal Charter to the Worshipful Company of Hackney Carriage Drivers

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The Master leads the way at the Lord Mayor's Show in the pouring rain with our 'team' walking, relaxing, then walking again...

### **An informal appreciation lunch for John McLean Fox**

John was a Founder Member of the Guild of Management Consultants in 1992. As John had not been able to attend our evening functions for a little while for health reasons, Liveryman Gordon Stoker organised a lunch. Members were invited, who were contemporaries in the Company or otherwise had worked with John on our activities, to celebrate their high regard for this esteemed and greatly loved Liveryman of the Worshipful Company of Management Consultants.

From the beginning John has been a staunch supporter of the Guild's charitable, educational and social endeavours, helping to nurture the new Guild, seeing it grow to a Company and then being one of the first to be clothed when the Company was granted Livery in 2004.

He was active at an early stage in developing the Company's renowned Pro-Bono Consulting and Mentoring activities. John went on to make a further major contribution on the charitable front, becoming a principal player in the establishment of the Centre for Charity Effectiveness at Cass Business School. Without John's sustained and devoted efforts, the Company would not now have the excellent relationship with Cass that we have developed and enjoyed for nearly ten years. He was a Member of the Court of Assistants from 1994 to 2004, and Chairman of the Charities Committee from 1996 to 2004.

John arrived in the Dining Room of Ironmongers Hall, quickly followed by his guests, and the party started. There was joy and laughter around the room, as Liverymen who hadn't met each other for some time, enjoyed this special occasion. The wine and banter flowed. The food and service were excellent and very good value. There was a great buzz.

Between each of the three courses, appreciations were offered to John, by the Master, Past Master and Father of the Livery Calvert Markham, Past Master Sir George Cox and by Past Master Mary Collis. John responded, showing his pleasure at receiving such an honour and being able to meet old friends again. He received a memento to record this special event.

Those attending the Lunch included the Master, eight Past Masters, two Wardens, three Assistants, ten Liverymen, one Freeman, one Clerk and one Former Clerk.

We were pleased to see that John's indomitable spirit and deep religious faith have enabled him to recover to a state of comparatively good health, and as the Master knows, John is now planning a new activity in the Company!

**Gordon Stoker**  
Liveryman

## Visit to Goldsmith's Hall

Thanks to the organising skills of Liveryman Linda Purser, a group of ten Company Members and guests were able to have a backstage tour of the Goldsmiths' Hall and the Assay Office. We were admirably looked after by Peter Merry, an enthusiastic and extremely knowledgeable goldsmith, and the further into the building he took us, the more it felt like walking into the Tardis! The present building is the third on the site since 1339 and survived the Blitz in spite of some war damage. From the grand Staircase Hall through the Livery Hall, Court Room, Drawing Room and the Exhibition Room, we passed through tight security into the Assay Office and were privileged to see the

processes which have given us several terms which have passed into general usage such as "hallmark", "touchstone" and "up to scratch". Peter described the history of hallmarking and we saw some of the goldsmiths and apprentices marking pieces of jewellery, some of them so small that we were amazed at the skill involved. We also saw some of the modern computerised instruments used in checking the purity of precious metals but Peter stressed that it is still difficult to beat the expertise of the human goldsmith. One of the highlights of the visit, specially timed to coincide



with our arrival, was the pouring of the to make an ingot. We were invited to the bar which was extremely heavy and nearly dropped when we were told it

worth over £168,000!

Our two-hour visit was fascinating and gave us some intriguing insights into the work of the Goldsmiths' company. A visit to the Assay Office is informative and recommended.

The whole event was neatly concluded with a convivial lunch at a local hostelry which had changed its name since the visit was arranged but which our well-tuned antennae soon located!

### Two points of interest:

The Goldsmiths' Fair is the UK's largest and most prestigious selling exhibition of fine jewellery and contemporary silver and will take place between 22 September and 5 October.

Our Company commissioned silversmith Shannon O'Neil to make the Urwick Cup and the Strategic Leadership Cup through the recommendation of the Goldsmiths' Curator

Karen Sankey gets the gold!

gold  
hold  
was

## The Professional Network

The Professional Network year reflects the livery year and started in October with Richard Stewart of Mindbench reminding us of how our profession is developing and what it is achieving. In November we had our traditional Thanksgiving/early Christmas Party in the lower room of the Cheshire Cheese. The party was enjoyed by more than 30 members and included sponsored carols from which we raised £200 which we donated to the Red Cross appeal for children in Syria.

The gloom of the New Year compounded difficulties with our normal venue and the event was hosted by Assistant and Mary Johnson in the Barbican when the Learned Clerk introduced herself and talked enthusiastically about the City and the place of the Livery within it.

March saw us back in the Cheshire Cheese. As we were unable to find speakers, we used the occasion to review the Professional Network and the future for it. From our discussions it became clear that the Professional Network served a number of purposes. First, there was a need for low-cost, regular, informal meetings where Company members could relax, meet their friends and possibly bring potential new members as well. In addition, there was a desire to use the occasions to think seriously about matters pertaining to our profession and possibly to use this as a vehicle to strengthen our relationship with some of the major players within it. It also became clear that, fond of it as we are, the Cheshire Cheese is no longer an appropriate venue for our regular meetings.

As a consequence it was proposed that we should:

- have a regular meeting on the first Wednesday of every month for 1800 – 2000 hours when members could drop in for a drink and a chat on their way home from their work in the City
- have up to four more formal meetings a year in a programme established a year in advance, when invited speakers update us on current issues and best practice within the profession.
- retain our annual party in the Cheshire Cheese on the nearest Thursday to Thanksgiving



It is hoped that the Company will approve these proposals which will help the Network to flourish and to grow. Finally, having headed up the Professional Network for five years, it is time for me to step down and it is my fervent hope that Assistant David Johnson will be able to move it forward with your support.

**Past Master Ian Daniell**

## Financial Services Group

The Financial Services Group (FSG) has again had an interesting year, and with the introduction of many new representatives, an opportunity to review its purpose.

The FSG year began with the Lord Mayor, Alderman Roger Gifford, handing over the keys to Mansion House to Alderman Fiona Woolf, who became only the second female Lord Mayor in the history of the City of London.

This was swiftly followed by the now traditional handover of the FSG Handbook at Mansion House. Over morning tea, the Lord Mayor spoke enthusiastically about how the FSG could contribute to the success of her year, and how important the FSG could become in the future.

This was also a landmark event, being the last time the FSG will present a booklet to the Lord Mayor. From 2014-15 onwards, the booklet will only be available on the FSG website, and will be complemented by a shorter version, the 'FSG Flyer', which will be presented to each incoming Lord Mayor. This will enable the group to promote its work more easily and, hopefully, reach a wider population within the Corporation and the City.

It was very heartening to hear how the Modern Livery Companies are becoming increasingly regarded within the City, and seen as able to play an important supporting role in the workings of Mansion House.

Notable guests at FSG meetings throughout the year included Bill Emmott, former editor of The Economist, who spoke most passionately about the decline of western democracies, and of Europe in particular. In his opinion, this decline is accelerating as the west comes under increasing pressure from globalisation, technology and demographic changes. Most worryingly, Bill Emmott felt that the greatest impact of this decline is being felt in Europe.

More recently, Alderman Alan Yarrow was a guest, outlining the key themes of his upcoming Lord Mayoral year subject, of course, to the usual democratic process.

These will be:

- Creating wealth – not just financial but cultural wealth, too
- Giving time – and in particular, putting back into the community
- Supporting people

These themes chime closely with our values as a Livery Company, and I am sure that as a Company we can play a full and supporting role to Alderman Yarrow during his forthcoming year as Lord Mayor.

This past year also witnessed a large scale 'changing of the guard' at the FSG. In addition to The Master, Edward Sankey, standing down as our representative on the FSG, handing over to Assistant Ian Bonny, with Assistant Anastasia Kourovskaja as deputy, several other Livery Companies also took the opportunity to change their representation on the group

As a consequence, as we move into the next FSG year, almost half of the representatives are new to the group. This is enabling the FSG to redefine its purpose, building on the learning from the first few years of its existence, and especially as it attempts to rise to the challenge laid down by the current Lord Mayor, Alderman Fiona Woolf.

That challenge, of becoming more relevant to a changing City, has yet to be met, but the FSG will work hard over the coming months to redefine its purpose and to develop closer working ties with the office of the Lord Mayor.

The future opportunities for the FSG are very exciting, and the forthcoming year will be very interesting as the FSG seeks to carve out a new role in the City of London Corporation.



## Treasurer's Report – Abbreviated Accounts

In its operations, the Company made a small surplus of £1,237, before depreciation and extraordinary stock write-offs are taken into account. This compares with a £525 surplus for the previous year. After including depreciation, the result is an actual deficit of £2,326 (previous year deficit £1,282) against a planned deficit of £3,604, i.e. a favourable variance against budget of £1,278.

However, following a special review of old stock and assets, it was decided to make extraordinary write-offs of £6,136, resulting in a net deficit of £8,462 as reported in the accounts below.

The reason for the planned deficit was the increased depreciation (full year effect of depreciation of assets brought into use half way through the previous year) arising from the investment in the website and other systems which have made for more efficient functioning.

Recognising the need to make the events self-financing, the Company made great efforts to improve the situation. This resulted in a small surplus in 2013-14, largely due to the success of the Celebration Dinner. The aim is to make a surplus on all events.

A number of measures designed to reduce costs have been put in place e.g. moving to a smaller and significantly cheaper office. The benefit of these measures will be evident in 2014-15; the budget for the current financial year reflects these savings.

The annual accounts along with the accountants' report, were approved by the Court of Assistants on 18 September 2014.

### Summarised Accounts for the year ended 30 June 2014

#### Income and expenditure – key figures (£)

	2013-14	2012-13
<b>INCOME</b>		
Quarterage	46,411	46,161
Fines	10,450	9,620
Functions, lectures & events	44,430	42,992
Other income	2,174	895
Bank interest	10	13
Goblet income	-	277
Donations	1,615	3,200
<b>TOTAL INCOME</b>	<b>105,090</b>	<b>103,158</b>
<b>LESS: EXPENDITURE</b>		
Functions	42,207	43,746
Salaries and accommodation	42,269	44,674
Extraordinary stock write-offs	6,136	-
Other	22,940	16,020
<b>TOTAL EXPENDITURE</b>	<b>113,552</b>	<b>104,440</b>
<b>NET SURPLUS/DEFICIT</b>	<b>(8,462)</b>	<b>(1,282)</b>

Note:

For the financial year 2014-15, the quarterage is held unchanged at £300 plus VAT i.e. £360. The Freedom Fine has been increased to £300.

**Balance sheet (£)****FIXED ASSETS**

Tangible assets	58,336	63,133
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**CURRENT ASSETS**

Stock	3,286	4,685
Debtors	11,511	18,133
Cash at bank	16,455	30,196
	<u>31,252</u>	<u>53,014</u>

<b>CREDITORS:</b> Amounts falling due within one year	(21,993)	(38,090)
	<u></u>	<u></u>

<b>NET CURRENT ASSETS</b>	9,259	14,924
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<b>CREDITORS:</b> Amounts falling due after one year	(8,000)	(10,000)
	<u></u>	<u></u>

<b>NET ASSETS</b>	<u>£59,595</u>	<u>£68,057</u>
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Financed by:

**ACCUMULATED FUND:**

General reserve	<u>£59,595</u>	<u>£68,057</u>
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In order to ease cash flow the Court implemented an advanced funding scheme. The Company does not levy a Court Fine on Liverymen joining the Court of Assistants as many other Livery Companies do; instead Wardens and Assistants are invited to advance funds to the Company, normally repayable on leaving the Court or after three years; currently this figure stands at £8,000.

**Accounts prepared by haysmacintyre  
Chartered Accountants, Fairfax House, Registered Auditors  
15 Fulwood Place, London, WC1V 6AY**

## Treasurer's Report – Charitable Fund

The Trustees consider that the Charitable Fund's affairs were satisfactory during the course of, and at the end of the year. The Company continued to build on its Mentoring and Pro-bono consulting offering and members continue to be enthusiastically engaged in carrying out these assignments.

The summary of the Charitable Fund's finances in the year to 30 June 2014 were as follows:

### Income from generated funds

Income from donations / other fund raising	31,313
Net investment income	320
<b>Total</b>	<b>31,633</b>

### Expenditure

Charitable expenditure (see note)	35,678
Support costs	7,200
<b>Total</b>	<b>42,878</b>

**Net of generated funds and expenditure (11,245)**

### Gains/Loss on investments

Realised	6,920
Unrealised	16,400

**Net movement in funds 12,075**

Funds brought forward 397,461

**Value of Fund as at 30 June 2014 409,536**

**Value of Fund as at 30 June 2013 400,461**

**Increase in value of Fund £9,075**

Expenditure Note:

City Centre for Charity Effectiveness	3,200
Marine Society and Sea Cadets	25,000
Other grants	7,478

Total 35,678



Satjit Singh  
Treasurer  
(Retired 17 September 2014)



## Court Members

### The Court 2012/13

G Llewellyn	Master
M Collis	Immediate Past Master
W Barnard	Past Master
I Bonny	Assistant
R A Broomhead	Past Master
K Burgess	Past Master
G Campari	Assistant
P R Chapman	Second Warden
I Daniell	Past Master
R Garratt	Past Master
S Garratt	Assistant
R Harris	Assistant
D Johnson	Assistant
G Kennedy	Assistant
B P Lavin	Assistant
P McHugh	Past Master
R O'Mahony	Assistant
D Peregrine-Jones	Third Warden
V Pryce	Past Master
N Rashid	Assistant
E J Sankey	First Warden
S Singh	Assistant and Treasurer
<b>Ex Officio:</b>	
Rev. W Penney	Honorary Chaplain
C Markham	Past Master and Father of the Livery
A Leaman	MCA
L T Johnson	Clerk

### The Court 2013/14

E J Sankey	Master
G Llewellyn	Immediate Past Master
I Bonny	Assistant
R A Broomhead	Assistant
G Campari	Fourth Warden
P R Chapman	First Warden
M Collis	Past Master
E Consalvi	Assistant
I Daniell	Past Master
R Garratt	Past Master
S Garratt	Assistant
R Harris	Assistant
D Johnson	Assistant
G Kennedy	Assistant
A Kourovskaja	Assistant
H Matheson	Assistant
P McHugh	Assistant
R O'Mahony	Assistant
D Peregrine-Jones	Second Warden
V Pryce	Past Master
N Rashid	Third Warden
<b>Ex Officio:</b>	
Rev W Penney	Honorary Chaplain
S Singh	Treasurer
C Markham	Past Master and Father of the Livery
A Leaman	MCA
A Thorpe	Clerk

Compiled by: Liveryman Jeff Herman with support from Assistant Sally Garratt  
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Our grateful thanks are due to each one of the not-for-profit organisations and Members that have made photographic and other images available for use in this publication.