



**THE WORSHIPFUL COMPANY OF
MANAGEMENT CONSULTANTS**

ANNUAL REPORT

2019 - 2020



This is the 2019/20 annual report for the Worshipful Company of Management Consultants, the 105th livery company in the City of London. It is a record of our achievements and includes the year's events which range from the Company's formal interaction with the City and charitable events to our pro bono support to the Voluntary 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, both in person and in the new virtual environment.

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

Front cover image:

*The Company on parade with the Sea Cadets
at the Lord Mayor's Show*

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MASTER'S INTRODUCTION

*“Our motto
‘Change through
Wisdom’ has
never been more
appropriate.”*

*The Master with the Company Mace
at the Charities Supper, Skinners' Hall*

Denise Fellows Master



ANNUAL REPORT 2019-20

Our Annual Report formally covers the Company's financial year from the beginning of July to the following end of June, whilst many of the reports included within it informally cover the term of the Master from October to September. Annual Reports are filed away for future reference perhaps by others in the years to come. Therefore, I write my Master's introduction not only as a record of our activities during this year but also in the broader context of the pandemic which has rocked the world and through which we have all been living.

In October 2019, Lord David Willetts spoke at our Change Lecture about intergenerational challenges.

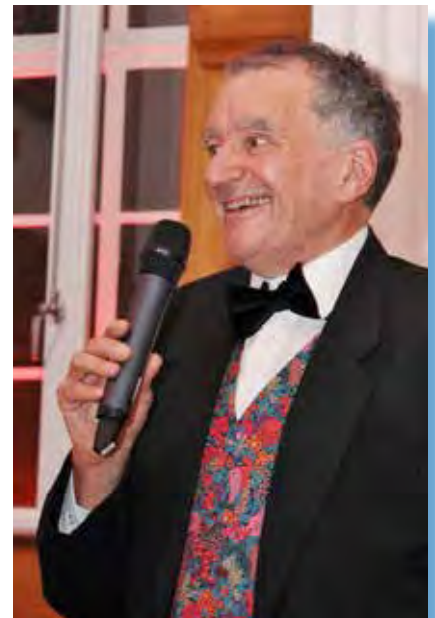
"Intergenerational fairness has risen rapidly up the national agenda in recent years. Britain faces living standard challenges that affect different generations in different ways."

Little did we appreciate at the time how even more pertinent this was to become.

My year as Master began in late October with the Installation ceremony and Dinner. As a Tertiary Franciscan, I took as my theme for the year 'Joy', one of the notes of our Order; and it certainly was a joyful occasion with the after-dinner speech appropriately from 'Happy' Henry Stewart.

An important part of the role of Master is to attend as many City and Livery events as is possible. These included: laying poppies at a most moving service in the Remembrance Garden at St Paul's Cathedral; processing into Westminster Abbey to celebrate the feast day of St Cecilia; and, participating in the installation of the Lord Mayor as Rector of City, University of London. The Lord Mayor's Show is another fabulous opportunity to dress up and share in the pomp and circumstance of the City of London. We had a lively crowd marching with the Sea Cadets in the parade and the Company had a shout out on the BBC who were filming who noted our philanthropic support of the Sea Cadets.

At the start of 2020, as a full programme of events was underway within the Company, with the Quaich lunch and an excellent Charities Supper, we started to hear about a new strain of coronavirus (COVID-19) emerging in Wuhan.



'Happy' Henry Stewart

The Masters and first Wardens of all Modern Livery Companies (those founded from 1926 onwards) usually dine together twice a year and a dinner was held in early March where there was an outbreak of tentative elbow bumping. The last week of March is traditionally a busy time for Masters, culminating with the white tie Mansion House Banquet on the Thursday evening and the United Guilds Service at St Paul's on the Friday morning. I had seven major events in my diary for the week: three lunches, three dinners and a breakfast! They were cancelled over the period of two weeks as it became clearer that it may not be wise and then would not be legal to meet.

The first six months of my year were personally very difficult due to the ill-health of my father who died on the morning of our Spring Court. I missed the Court meeting and the New Members' event in the evening at which we admitted four new Members. Sadly this was to be the last physical event for all Members in 2020. On this day the death toll from coronavirus in the UK was just three. The Chancellor in his first budget of the new government announced a £30 billion package of measures to protect the economy from coronavirus. By the end of March the lockdown regulations were in effect throughout the UK. I had my first covid era Zoom meeting on the 27 March with a group of seven female Masters primarily from the Financial Services Group Companies. We have maintained an incredibly helpful call every Friday evening. A week later, the Court of Wardens had the first Zoom Management and Planning call – up till then we had considered a telephone conference was sufficient. It wasn't clear then that this situation would last and there was some resistance to cancelling our future events beyond the expected lockdown period. We started the Almoners' project to call on all Members in the company with sixteen people volunteering to join the contact team.

The recently reformed Events Committee agreed the new plan for Zoom events – avoiding quiz evenings for more appropriate management consultancy focused events. The first took place at the end of April. There were three in May and five in June. By early July we felt confident enough of the technology to hold a virtual Admissions Ceremony at which we admitted four Freemen.



Annual Service observing social distancing regulations at the church of St James Garlickhythe

We became used to not only washing hands, but also wearing face masks and social distancing. Over the summer we were hopeful that some measure of new normality might be restored and decided that we could hold a small celebration in person after the Annual Service. We were thwarted a week before the date as the 'rule of six' was imposed. The service went ahead with a small congregation but many more joining online. Our Chaplain, the Revd. Helen O'Sullivan, came down from her parish in the North East to preach and six attendees did make a rally to a local hostelry after the event.

We now have to accept that we are in this for the long haul and that the way we behave will have changed for ever. Our motto "Change through Wisdom" has never been more appropriate. We are responding positively

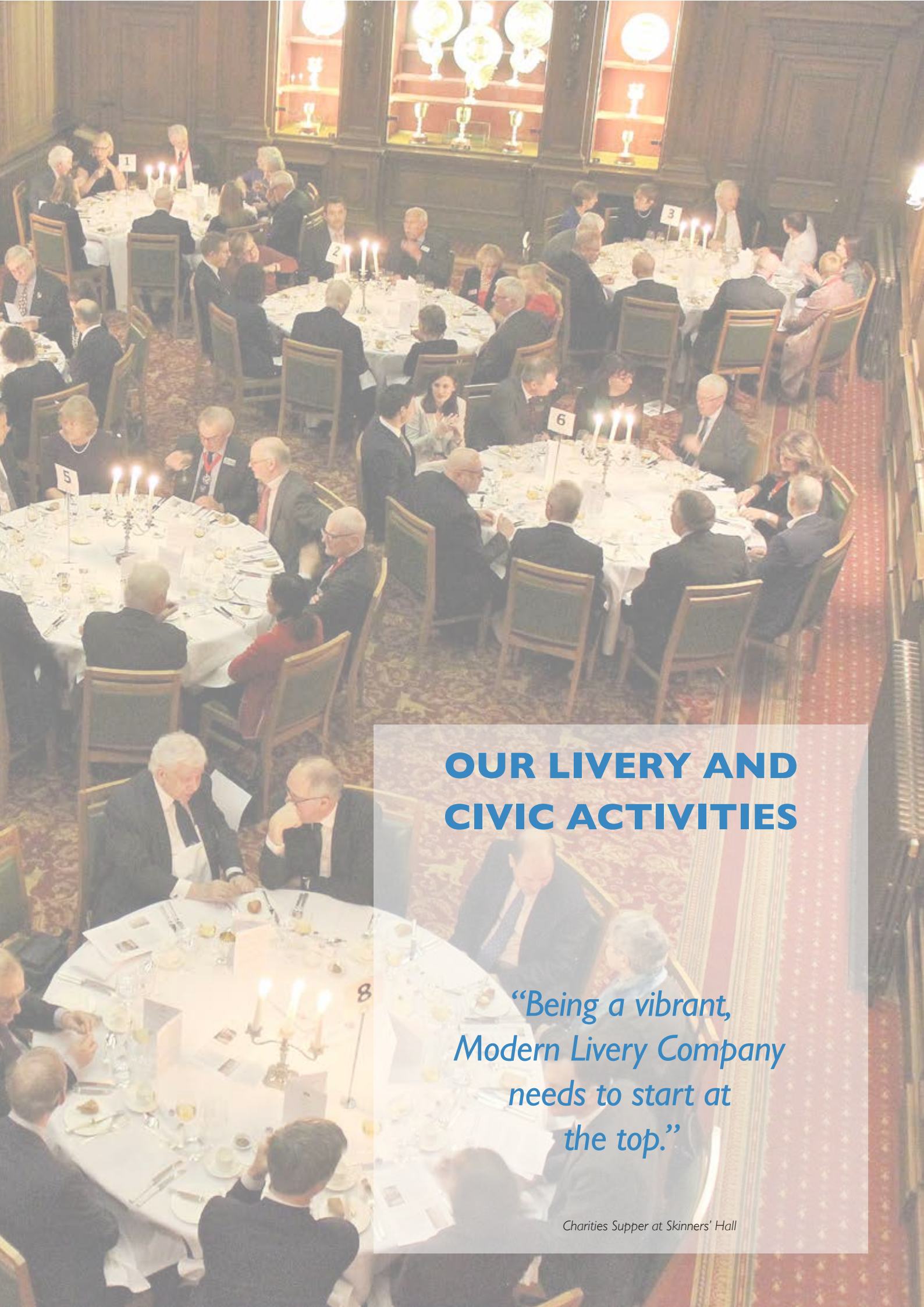
to the challenge not only within our own Company but also externally through our philanthropic efforts. We are not able to give substantially in terms of funding but we do continue to give around £1 Million value in pro bono support to charities and a further £250,000 to the pro bono development of our sector through the Centre for Management Consulting Excellence which goes from strength to strength. A small team also initiated 'Securing Future Prosperity', which is providing guidance to millennials who run small businesses in the City of London and have been severely impacted by coronavirus.

In the background to the world events we were undertaking our own quiet revolution in terms of our Clerk's office and governance. In December, we recruited Walter Gill as Assistant Clerk to work more closely with our Learned Clerk, Julie Fox. I am deeply grateful to both of them for their hard work and cheerful support during the year. Chris Sutton, our Treasurer oversaw the replacement of our financial systems and the introduction of online banking and there were a number of small but important changes on our website to improve how we deal with GDPR, update the Rules and show a strategy which was not five years out of date. We finished my year with the acceptance of a Governance Calendar to enable better oversight of the many activities by our governing body, the Court of Assistants.

Sometimes in our rush to change we can be neglectful of the past and the work undertaken by previous Members. This year we have acknowledged the work of the Wine Committee in building our marvellous wine cellar, our Company's most valuable asset, and we had a fabulous wine tasting sampling the Company's cellar. Another legacy project which was remembered was the work of the City Values Forum which has now found a permanent home on the CMCE website.

One of my aims was to increase diversity within our Court and I'm delighted to handover with the introduction of four new Court Assistants and a gender balance on the Court of Wardens. Being a Vibrant, Modern Livery Company needs to start at the top.

I hope that future Members will be proud of the way we have responded to the pandemic, with great positivity and generosity. It is not about what we can't do but what we can. I feel privileged to have been Master this year because of the pandemic and the opportunities to work with and support so many Members who have risen to the challenges of maintaining and improving our approach to philanthropy, education and fellowship in this new norm. Thanks to all and especially to my Consort and husband Brian Easteal who has been my anchor in this turbulent year.



OUR LIVELY AND CIVIC ACTIVITIES

*“Being a vibrant,
Modern Livery Company
needs to start at
the top.”*

Charities Supper at Skinners' Hall

Julie Fox Learned Clerk



CLERK'S CORNER

Well, this year has certainly been a year of two very different and strange halves. If someone had told me that within five months of installing the new Master at a wonderful installation ceremony at the newly re-opened Butchers' Hall our lives would have been turned completely upside down, I would not have believed them. The rapid spread of coronavirus (COVID-19) led to a series of stringent measures – schools, colleges and universities closed indefinitely; strict social distancing; a total ban on public gatherings of more than two people; pubs, bars, restaurants, theatres, gyms and leisure centres across the country closing their doors; people being encouraged to work from home and the City of London became a ghost town. New words and phrases entered our vocabulary – furloughing, the risk of the R number rising above 1, virtual meetings and events, not to mention 'zooming'. We all had a lot to learn in a very short space of time.



Lunch at The George after the Lord Mayor's Show

Before everything changed, we managed to enjoy a number of excellent Company events. A beautifully mild and sunny November morning saw several Members of the Company enjoy an early breakfast before again marching with the Sea Cadets in the Lord Mayor's Show. It was pleasing to see several of our newer Members joining the contingent marching and we once again enjoyed an excellent lunch at The George, immediately opposite The Royal Courts of Justice.

One of the key events in the Company's calendar is the Charities Supper which is held in January each year at Skinners' Hall. This event is an excellent opportunity for friends, clients and guests to join with Company Members to celebrate the valuable pro bono support provided by our Members to clients in the Third Sector, demonstrating the impact and difference the support of our Members has made.

On Shrove Tuesday the Company was once again invited to enter a full team into the InterLivery Pancake Race applying all the tips and lessons learnt from last year. Although the Company did not win, our team once again threw themselves into the event and a good time was had by all. We will wait to see whether we will be invited to participate in the event next year and I am sure all the exercise undertaken during lockdown will produce excellent results – onwards and upwards! The last face-to-face event we managed to hold before everything changed was an enjoyable Members' Evening in March at Guildhall where attendees were updated on Company activities, progress on reviewing the Company Strategy and invited to use their skills and strengths to support the Company's aim of being a Vibrant, Modern Livery Company.



The Master readying for the InterLivery Pancake Race

The Master's theme for the year was 'Joy' and increasing diversity on the Court and, together with her consort Brian, they worked tirelessly through some difficult and challenging times to respond to what became 'the new normal' and ensure these were achieved. Although the Company was not able to run dinners in magnificent livery halls, or even meet up in one of the numerous City pubs, support and engagement has been achieved through many and varied virtual Zoom events. The Almoners have also worked with the Chaplain, Clerk's Office, Master and Wardens to contact all Company Members during the lockdown offering support, a friendly voice and encouraging them to be engaged. This has achieved some positive outcomes with long-standing Members who had been unable to attend 'in person events' being re-engaged and actively participating. The Special Interest Groups have also been working with Members through WhatsApp groups and enjoying concerts, wine tastings and inter-livery faith group events. As you will appreciate, the Company was not alone in thinking 'outside the box' and the Master has attended a couple of virtual white tie dinners to which the Lord Mayor and Sheriffs were invited as the principal guests. There are however positive and negative aspects of these 'virtual white tie events' – you don't have to drive home at the end of the evening, but you do still have to cook and, of course, do the washing up afterwards!



A white tie dinner 2020 style



The Master and her consort just before said washing up

The Company has also been looking at opportunities to meet in person, whilst ensuring those who were unable to attend, did not miss out. The first of these was our Annual Service when the Company reflected on what it means to be a Worshipful Company and to remember past Members. The event was a great success and was enjoyed by many Members who were able to livestream and participate. With the strict self-distancing rules applying, it is clear that for the foreseeable future, there will be limited opportunities to meet up in person. It is acknowledged that engagement does not just involve attending events and there have been numerous opportunities for Members to work with pro bono clients, undertake research and to contribute to the work of the Centre for Management Consulting Excellence. There is always more that can be achieved and the Company is keen to hear Members' thoughts and ideas.

During the year, the Court also agreed to undertake a review of staffing within the Clerk's Office recruiting an Assistant Clerk to support both the Clerk and the Treasurer to provide a professional service for Members going forward. We were very fortunate to be able to secure the services of Walter Gill, a long-standing and experienced Clerk, who has had to hit the ground running and is slowly getting to grips with the idiosyncrasies of working with management consultants!

Sadly, no sooner has the Master been installed and you have developed an excellent rapport and working relationship, than you are saying 'goodbye' and planning for the following year with lessons learnt and changes made. It has been an enjoyable year working with the Master and Brian with many interesting, challenging and humorous moments. It is vital that the Clerk's Office supports the Master and their Consort to ensure their year is memorable and fun. There are, however, certain things that I will not miss about this last year – being asked to 'turn your video off to increase bandwidth'; people contacting me and saying 'I can't find the login and password' or, more frequently, telling me 'you're on mute'. I am looking forward to another excellent, but different, year and thank the Members for their support and friendship and look forward to welcoming you to an event during the coming year, hopefully face-to-face.

Frank Brown FSG co-ordinator



FINANCIAL SERVICES GROUP

Our Company is a member of the Financial Services Group of Livery Companies (FSG). The Financial Services Group was set up to provide technical support to the Lord Mayor and the Sheriffs as they conduct their business during the year, in undertaking international visits, meetings in the City with overseas delegations, and in promoting “the City” brand of UK financial and other business services. Our Company joins twelve other Modern Livery Companies including the Actuaries, Solicitors and Accountants in being able to provide specialist technical advice and briefings on a wide range of subject areas.

Within the FSG we have a wide range of subject matter experts who have hands on experience in operating overseas. Providing this support to the Lord Mayor raises the profile of our Company and the wider Modern Livery Companies, and ensures we remain relevant to the modern functions of the Mayoralty.

The FSG also provides an important role as a gateway for those wishing to establish businesses in the City or who require professional support in navigating the changing relationship with Europe and beyond. As we head into an uncertain 2021, the ability of the City to reach out and engage with new markets will become crucial and the FSG is a key part of that.

In 2019 the FSG embarked on an active programme of engagement with China. To this end, our Company joined other FSG representatives on a trade mission in August of that year. We met a range of business people and senior Party officials, all of whom were interested in discussing developing links with the UK. However, as the Chinese proverb goes, we live in ‘interesting times’, and the transition into 2020 was a very different experience. Firstly, the rise of coronavirus (COVID-19) in Wuhan Province curtailed any further face-to-face engagement. Secondly, and more importantly, was the cooling of UK-China relations. Which just goes to show you should not put all your eggs (thousand year old or otherwise) in one basket.

However, whatever the outcome of Brexit may be (I write this in October 2020) it is clear that the City will need to reach out to new markets on a far wider scale than before and the FSG will be supporting the commercial and civic city in these endeavours.

As the pandemic ground on through 2020 and lock-down rules were introduced, FSG meetings (like the rest of livery activities) could not happen face-to-face. The Company took its turn as host for a successful virtual FSG meeting, via Zoom, and these meetings have continued through the rest of the year.

The FSG (and the Company) have also been active in presenting webinars on a wide range of interesting topics. Of particular focus has been activities around supporting SME businesses, during the pandemic. This has been an area championed by Alderman Professor Michael Mainelli, and supported by the FSG.

Despite the inevitable challenges of lockdown, the role of the FSG continues to develop, with the group being seen by the Mayor and the Corporation as a key asset and the Management Consultants’ contribution is a core part of this.



FSG representatives meeting Chinese government officials



FSG Chair Andrew Marsden signing an MOU with the Head of the Chinese delegation

Bob Harris Third Warden



THE PAN-LIVERY INITIATIVE AND THE SECOND SURVEY OF PHILANTHROPIC GIVING

Last year's Annual Report described a survey of charitable giving by all 110 Livery Companies which was led by me on a pro bono basis. The survey was carried out under the auspices of the Pan-Livery Initiative which was established in late 2017 to consider how all livery companies might work together to increase their impact and communicate it better – both to the livery movement and to the outside world. The survey was designed and carried out during the second half of 2018, with a summary of the results presented in November 2018 by the Lord Mayor at Mansion House to the Masters and Clerks of all 110 Livery Companies.

In late 2019, I was asked to join the Pan-Livery Steering Group to lead a second, more detailed survey of Philanthropic Giving by Livery Companies. This will encompass for the first time the source of charitable funds, as well as a more detailed breakdown of charitable giving and a more sophisticated analysis of volunteer, pro bono and in-kind support. The latter is particularly reflected in the philanthropic giving of many Modern Livery Companies, as opposed to the distribution of income from historical endowments which is more typical of the older and wealthier livery companies. The survey was launched in October 2020 and preliminary results are expected by late November.

When the coronavirus pandemic struck, the Pan-Livery Steering Group also became a focal point for co-ordinating responses to the pandemic. Regular weekly or fortnightly video meetings involved senior Members of the Livery movement, the Lord Mayor William Russell and senior Members of the Corporation. It addressed issues such as support to the NHS, to charities and to city businesses. Elsewhere in this report we note the grant made by the Company's Charitable Fund to the London Community Response Fund which arose from this initiative.



The Arms of the City of London's ancient and modern Livery Companies and the two City companies without livery

*The Painters and the Haberdashers & Lightermen have chosen not to purchase Livery Company status but are specially listed with the Livery Companies for completeness. Figures in brackets show the order of precedence of the Livery Companies, the Merchant Taylors and Grocers alternate.

OUR LINKS WITH THE SEA CADETS

Kanan Barot

We started another year of our usual liaison with the Sea Cadets, providing interviewers from amongst our members for a training session on employability skills, having pipers at our Installation Dinner, marching alongside them at the Lord Mayor's Parade and getting ready to award the Satjit Singh Cup to the latest winner of what they call the OSB Trophy. Sadly, that was when the restrictions kicked in and activity between our two organisations ground to a halt.



It did not, however, stop the Sea Cadets from mustering in alternative fashion and here is a report from *Cliff Lewis, the Training Manager for the London Area*, who shows that nothing can stop the Cadets from learning, having fun, and, above all else, getting out on the water!



"The outbreak of coronavirus (COVID-19) and the resulting pandemic saw all Sea Cadet units, offices and training centres closed, but the tremendous response across the organisation has meant that, for many, it's been almost as busy as it would have been normally!

Within a few weeks of total lockdown, units were using internet platforms to hold virtual parades, keep in contact with cadets and parents and invent imaginative ways to keep cadets engaged and involved. Our national training team got busy adapting much of our existing training syllabus for virtual delivery by unit level volunteers, and saw a number of national initiatives aimed at keeping cadets and parents informed.

A national programme called Summer Active was launched, which included a national virtual camp lasting a week for junior Sea Cadets, a series of STEM and engineering courses delivered by video link, and even a video catering course, with cadets cooking at home under guidance from a trainer on their screen!

In London, our two boat stations kept a careful eye on government guidance, and began work to make their premises covid secure. The weather was very kind, and thousands of cadets from across the UK were able to get on the water, with many even picking up new qualifications.

The pandemic did see the cessation of our offshore programme. Not to be put off entirely, the offshore team filmed a number of virtual ship tours, championed an entirely on-line navigation course and have even begun to offer offshore taster days in the last few weeks.

We launched a grant scheme to help provide digital equipment for those families who don't have the hardware to connect with what we have called Virtual Sea Cadets, and have to date handed out around fifty bursaries to assist.

Our cadets and adults are quite clear that a degree of virtual or on-line activity is very much the future. It makes our training far more accessible. Our cadets are feeding us ideas for the future of the organisation, and we are sure that we will, despite the challenges still to face, emerge from this period as an organisation better equipped for the 21st century Sea Cadet!"

OUR LINKS WITH THE RAF 600 SQUADRON

Patrick Chapman



We have been slowly building our relationship with RAF 600 Squadron since our affiliation started during the Company's year 2017-18 as part of the "100 in 100" initiative to mark the centenary of the formation of the RAF. The then Lord Mayor, Charles Bowman and the Chief of the Air Staff pledged to increase the affiliations between the RAF and The City Livery Companies from 82 to 100.

We had a detailed meeting in February with Wing Commander Steven Duddy, Officer Commanding 600 City of London Sqdn RAuxAF (Royal Auxiliary Air Force), to give him his full title, to outline a plan of events and activities for 2020. This involved setting up weekend meetings at Northolt for me to meet their recruitment team and see typical activities that the squadron undertakes. We have also invited Steven to some of our events, such as the Charities Supper.

RAF 600 is a multi-role squadron, which deploys chiefly in support of major military headquarters. It is the only RAF squadron to have two official badges (in case you were wondering why we have pictures of two). It is based in RAF Northolt, recruits within London, and is the only RAF reserve unit within the M25.

The 600 Squadron is "The City of London Squadron" and almost entirely comprises volunteers, not full time personnel – indeed it is the largest such squadron in the RAF. The traditional recruits are trained in the roles of Flight Operations, Intelligence, Personnel Support and Information, Communications and Technology. In addition, the squadron has a flight of Medical and Medical Support staff, Legal Advisers and Padres plus a select group of subject matter experts.

There are opportunities to support each other through sharing experiences and learning, especially from Members who have already transitioned from the forces. The squadron raises an impressive amount of money for charity, primarily through marathons and other athletic events and we explored some ways in which we could help motivate through awards. Sadly, like so many things this year, the plans have been delayed but we look forward to renewing our relationship in 2021.



OUR SUPPORT FOR THE CHARITY SECTOR

*“our Members...
continue to be amazed by
the benefit leverage that
can be achieved through
just one thought in one
mentoring session.”*

Gathering for the Charities Supper

Patrick Chapman PM Chair, Pro bono Committee



PRO BONO CONSULTANCY

After last year's minor shuffle, the Committee has settled into its new form: Andy Miles, David Wreford and, most recently, Jeff Cant are now all on board, joining Steve Cant, John Corneille, David Glassman, Bob Harris, Nanette Young and myself. It is just a shame that the COVID-19 pandemic has radically changed the environment within which we are operating. The pandemic has materially changed the way that charities are operating and the way that our potential and ongoing clients engage with us. The first lockdown was brutal and many charitable organisations have folded through lack of income; others have been able to take advantage of the Government's Furlough Scheme and the lucky ones have been able to continue relatively unscathed...

Against this backdrop, my first task in this report is to explicitly thank all the Committee Members for their perseverance over the year and also to thank all those Members who have generously volunteered their time to help our clients. The flow of potential clients has continued.

However, how have our clients changed the way they engage with us? Actually, our mentoring work has not been affected too much, essentially centred on building one-to-one relationships around a regular drumbeat of meetings. Face to face meetings have been replaced with virtual contact and this has proved to be a very effective medium and in many cases one could say "not a lot has changed".

But there are some significant behavioural changes in the way that all potential clients have engaged with us since the pandemic struck. There is a distinct sense of "out of sight out of mind"; we have had reports from many colleagues that they are not getting the consistency of communication that they used to achieve in the "past normality". Gone are the days of being able to walk the floor and meet informally, replaced by the new formality of Outlook Meetings and using Zoom or other platforms. Also, we have found many examples of clients not paying attention to deadlines, often because we are not on-site and this puts pressure on us to keep pushing our clients which is not how we typically want to engage.

All assignments start with a member of the Committee qualifying them, looking to check with prospective clients that they are asking for the most appropriate form of support. Given our experience of behavioural changes, the impact of the pandemic is a good aid to help us assess whether prospective clients are ready to give time to engage with us and then act on our recommendations. Our qualification process still sets us apart from most other organisations providing pro bono support and this year we have continued to drive hard to tighten this process, reviewing and refining our guidelines for mentoring and consultancy.

"In total our Members provide over £1 Million of support each year through our Pro bono programme, which is worth over £7 Million of impact."

As ever, demand for our support has been cyclical. Most prospective clients contact us as a result of personal past experience or word of mouth. Last year I mentioned the impact of “The Charity Excellence Framework”, which has continued to mention our work. We have been in direct contact with the person behind this website, who is certainly a “force for good”. We have had a number of enquiries directly from charities that are registered with the Charity Excellence Framework but sadly we have had to qualify quite a few out owing to their lack of resource. Some organisations simply have too few staff or volunteers – although we do our level best to help everyone who approaches us.

OUR CLIENTS

Looking back over the year to the work we have undertaken, which continues to centre around strategy and planning, board facilitation, fundraising advice and project management, our clients include:

- Age of No Retirement CIC ■ Ancient Tree Forum ■ Art History Link-up ■ Bags of Taste
- Bail for Immigration Detainees ■ Balance CIC ■ Bristol & Bath Parks Foundation ■ British Science Association
- Buckhurst Hill School ■ CA-East Herts ■ Cards for Good Causes ■ Catch22 ■ Change Please
- Creative Alliance ■ Crossways Community ■ Environmental Investigation Agency ■ Getting on Board
- GirlGuiding Middlesex NW ■ Green Synergy ■ Hamelin Trust ■ Heartfelt Philanthropy Network
- Jack Petchey Foundation ■ Nations Africa Centre ■ Quakers in Britain ■ Sadie Bristow Foundation ■ SCRATCH
- StreetVet ■ Tanzania Development Trust ■ The Chazuka Project ■ The WCoMC Charitable Fund ■ UK Youth
- Visyon ■ Wellanova ■ Welwitschia Welfare Centre ■ XLP ■ YBI ■ YMCA England and Wales



Our work with YBI – still our largest client – continues apace and is covered in further detail below. We also have many clients with whom we have had, or are now developing, a longer term relationship, including Sea Cadets, GirlGuiding Cymru and we provide regular support to them, often bridging the consultancy/mentoring divide. One of the unsaid benefits of providing best-in-class pro bono support is that clients are not afraid of coming back and asking for more, again and again!

PRO BONO WORKSHOPS

Due to the pandemic, we ran only one workshop this year, in February, focused on Mentoring. A dozen Members met at the Artillery Arms and had a very constructive meeting, discussing personal experiences and exchanging ideas about how best to undertake mentoring assignments.

IN CONCLUSION

To close, I would again like to thank all our Members who have contributed to our pro bono work; the list is getting so long that it cannot now be recorded here. In total our Members provide over £1 Million of support each year through our pro bono programme, which is worth over £7 Million of impact. In addition, many Members also give hours of their time to support the City Livery, as school governors, trustees of charities or members of local voluntary groups that are not registered. We are not able to track all of this but we will continue to deliver, year on year, in spite of the pandemic.

THE CHARITIES SUPPER 2020

The clear highlight of the disturbed year was the Charities Supper. As always it is the annual event that defines the Company and our philanthropic work, and it is always a privilege to act as Master of Ceremonies. My first responsibility, as in past years, was to award the Matheson Cup – this year to Nanette Young (see p34), who has been a massive contributor to our mentoring work, putting immense effort into its promotion, development and delivery. Amazingly, we had managed to keep knowledge of the award from Nanette, even though she sits on the Committee!

The Supper allows us to celebrate our work through the eyes of our clients. We had three short presentations between supper courses from: Anita Tiessen (YBI), Sue Riddlestone (Bioregional) and Dr Sam Joseph (StreetVet). Each gave a short summary of their charity and the support that we had given them. Although the evening was not quite the ‘sell out’ of last year, 100 participants enjoyed our usual Livery setting of Skinners’ Hall and we shared in a game themed menu accompanied by a terrific wine selection thanks to our Wine Committee.

We are indebted to Jon Moulton and Andy Miles for their generous sponsorship of the evening, enabling us to invite multiple charity guests and clients to share in the celebration.



ybi | Youth Business International



Bioregional



STREETVET

MENTORING

Requests for mentoring support have flowed in steadily during the year. Nanette Young and David Glassman have contacted each prospective client, qualified their request and then matched relevantly experienced mentors in an expanding range of sectors that now stretches from organised religion and education to the welfare of immigrants and community action.

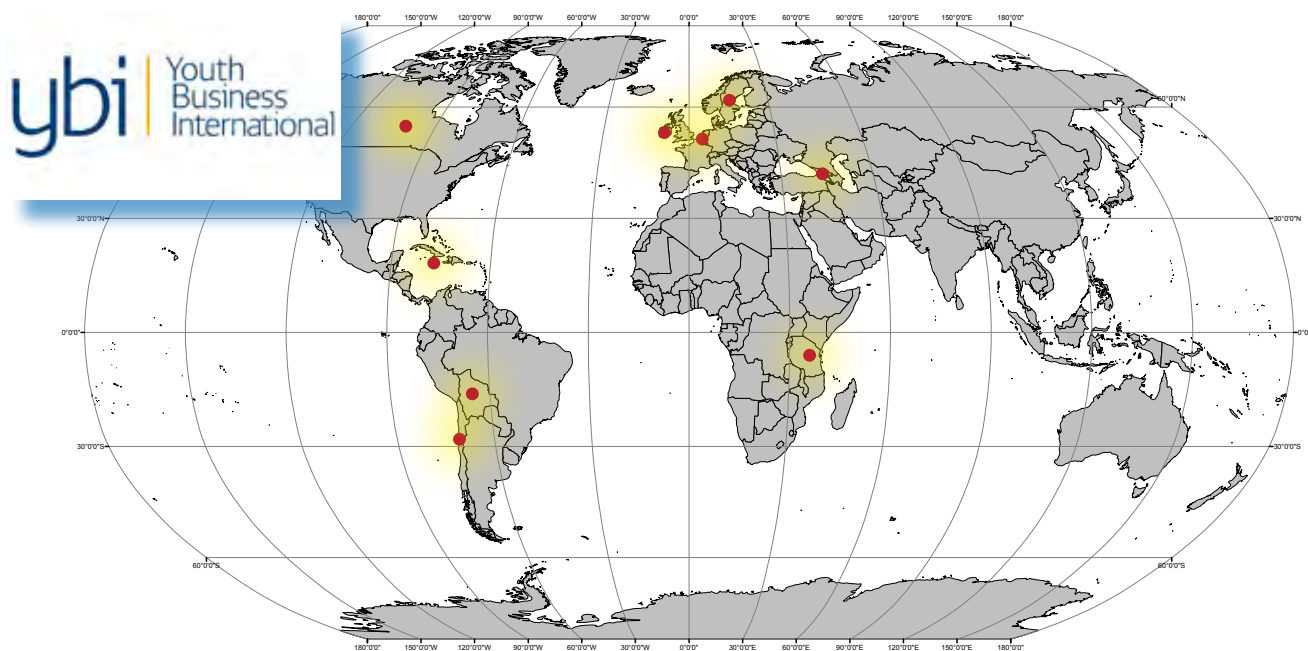


Our relationship with ACEVO (Association of Chief Executives of Voluntary Organisations) remains strong as we continue to provide mentors for its CEO members. Remote mentoring using Zoom and other similar platforms has to some extent made mentoring work simpler for both clients and mentors, as outlined above. Virtual meetings are easier to arrange and are quite effective for mentoring situations – but we are worried about ‘video fatigue’ which can affect our abilities to help our clients.

As we have said in previous years, our Members who are involved in our mentoring programme continue to be amazed by the benefit leverage that can be achieved through just one thought in one mentoring session. Mentoring is a great example of Giving and Gaining and we hope we can inspire more Members to share this experience. Certainly the demand for mentoring support is still solid and growing, helped by recommendations from ACEVO, The Charity Excellence Framework and other channels that we support.

YOUTH BUSINESS INTERNATIONAL

We are now into our second decade of providing support to our largest and longest-running pro bono client: Youth Business International (YBI). The YBI network comprises some 50 independent not-for-profit organisations operating in about 45 countries around the world. Each provides support to under-served young people in the age range 18-35 years who are seeking to establish their own businesses.



A key criterion for membership of the YBI network is that each organisation must meet a set of minimum standards – on governance, financial sustainability, financial transparency and other key aspects. Checking compliance against these standards is carried out by means of an accreditation process, whereby an experienced consultant reviews key documents and interviews a range of stakeholders: trustees, senior management, programme staff, financial staff, mentors, young entrepreneurs, funding agencies and others. In the period from July 2019 to February 2020, seven Company assessors undertook accreditation reviews of nine YBI Member organisations in: Armenia, Belgium, Bolivia, Canada, Chile, Ireland, Jamaica, Sweden and Tanzania, with new assessor Tom Jenkins joining the team and covering Jamaica and Sweden.

The programme of in-country visits was abruptly stopped in mid-March as the coronavirus pandemic spread across the world, and all YBI international travel ceased. With the “new normal” likely to constrain such travel for the foreseeable future, our Company Members worked with YBI to develop a Streamlined Virtual Accreditation Process – which was piloted in August and will be reported on in next year’s Annual Report.

However, the pandemic brought a new opportunity for the Company to assist the YBI Network. In late April, YBI launched a Rapid Response Programme - funded by a \$5Million grant from the philanthropic arm of Google – to support over 200,000 underserved micro, small and medium sized businesses in 32 countries to respond to the crisis. While YBI already had accredited delivery partners in half of those countries, they had to identify new delivery partners in 16 new countries. The Company assisted YBI in developing a financial due diligence procedure, and then went on to assess about 24 organisations to find suitable delivery partners in those countries. Our team of John Corneille, Bob Harris, Jeff Herman, Tom Jenkins, John Pulford and Karol Szlichcinski turned round the required financial due diligence appraisals against a very tight timescale, and we even found the eventual delivery partner in Japan via John Pulford’s personal contact network after three false starts.



Chris Sutton with the JMF team in Armenia



Tom Jenkins visiting a young entrepreneur in Jamaica



Young entrepreneurs in Chile



Gia Campari with the team at Manq'a in Bolivia

David Peregrine-Jones PM Chair, Charitable Fund



CHARITABLE FUND

The Company's Charitable Fund has continued its role as a small but significant supporter of charities which have been selected as meeting our criteria for funding.

As can be seen from the Treasurer's Report for 2019-20, our capital base has been maintained and the grants given out have matched our income from the gifts we received.

Despite the ongoing disruption caused by the pandemic, we have undertaken, and recently have completed, an important strategic review of the way the Fund is run. The main findings have now been published for Members to read and comment on, and an energetic follow-on programme is now under way.

Support from the Fund has recently been given to the following:



■ **THE MAYOR'S FUND FOR LONDON** provides a range of programmes to address social mobility supporting young Londoners from low income backgrounds and works with educational providers, businesses and other organisations across London. Its patron is the Mayor of London, Sadiq Khan. The Mayor's Fund was awarded a grant of £13,500 by the Company's Charitable Fund to develop and integrate its CRM systems using an external software house. In addition, and as part of our joint Pro bono and Charitable Fund support, Freeman David Jefferson provided expert pro bono project management support during the project. The result is that the Mayor's Fund now has an integrated CRM system giving it the productivity tools it needed to grow through a much greater capability to manage and derive benefit from its many external relationships.



■ **YOUTH BUSINESS INTERNATIONAL** has been the Company's largest pro bono client for many years (see page 17). Its network of over 50 organisations around the world provide support to underserved young entrepreneurs. The grant from our Charitable Fund of £5,000 made during the year was used to support their programme of accreditation reviews, undertaken by Company consultants as part of our Pro bono programme. It delivers a crucial aspect of the quality assurance YBI must demonstrate to its local and international funding bodies.

"The Company's Charitable Fund donated £10,000 towards the pooled funding for The London Community Response Fund and a total sum of over £20 Million has been distributed to more than 1,000 organisations."

LONDON COMMUNITY RESPONSE FUND

■ **THE LONDON COMMUNITY RESPONSE FUND** was set up in March 2020 as an immediate response to the urgent needs arising from the coronavirus pandemic. It coordinates the provision of funding to the multiple London charities involved by providing a common application process to be used by all funders so that charities do not need to waste effort on multiple applications and can distribute funds across such key areas as food banks, the homeless, domestic abuse and mental health. Along with major funders across London and many other livery companies the Company's Charitable Fund donated £10,000 towards the pooled funding and a total sum of over £20 Million has been distributed to more than 1,000 organisations.



■ **THE SEA CADETS** is our forces charity. They deliver amazing work with young people who might not otherwise see life outside inner cities. Our grant of £10,000 for this year was made in support of the following activities and to help recognise the enormous work that goes into them.

- | | |
|---|--------|
| ■ Provision of a week-long Summer Camp for 200 cadets | £4,000 |
| ■ Costs of providing a celebratory awards dinner for our 2020 cadet and adult award winners, and the provision of a 300 strong Carol Service in 2020 at the Old Royal Naval College Chapel, Greenwich | £2,500 |
| ■ Provision of medals to present to successful cadets at our annual competitions programme | £2,000 |
| ■ Annual grant to support adventurous outdoor activity | £1,500 |

However, and very sadly, coronavirus has prevented them from using any of the funds for the purposes requested. The money donated has been ring-fenced as restricted funds and will be carried over to next year when they hope they can apply it as planned.

The Charitable Fund also provided a number of smaller grants for various activities within the Corporation and City of London including:

- Charities supported by the Inter-livery pancake race ■ United Guilds Service
- Fellowship of Clerks ■ St Cecilia's – festival of music and in aid of Help Musicians UK

More recently the Fund has provided grants to:



Changing more than a name

■ The Centre for Charitable Effectiveness (CCE) is part of the City, University of London's Business School. It is the second largest centre world-wide for the study and support of charitable work and was jointly founded in 2004 by the Company and the Business School. Like many institutions coronavirus has forced it rapidly to adapt its teaching methods and we have helped by providing a specific grant to enable the conversion of key learning materials to an on-line format.

The Age of No Retirement

■ The Age of No Retirement is a small and very innovative charity focused on those needing to re-orient themselves and find, through improved social interaction, new purpose in their lives. It is achieving significant traction with several of London's local authorities and has been helped through a difficult period by a grant and pro bono guidance.

Alex Skailes Trustee and Director, CCE



CASS CCE TRUST

The Cass Centre for Charity Effectiveness Trust (CCCE Trust) is a joint venture between the Company and what was formerly known as Cass Business School, established by the Company and Cass in 2004 when the Centre for Charity Effectiveness (CCE) was established. Its objects are: 'to promote, for the benefit of the public, the efficient and effective application of resources for charitable purposes in charity organisations in the UK'.

CCE has now established itself as one of the world's leading centres on Nonprofit education. The Company and the Business School each have four trustees and on the Company's side, the Master, First and Second Wardens were supported on the board this year by PM David Peregrine-Jones.

Historically, the Trust provided support to CCE by providing a channel for funding for specific projects and essential core funding. Last year, for logistical reasons, some grant applications were made directly to City, University of London with grants received being accounted for as restricted funds for CCE within the University's accounts. This reduced the number of financial transactions that passed through the Trust during the financial year ended 31 December 2019.

The coronavirus has certainly provided a challenge to business as usual for the University, School and Centre. In line with other UK universities the majority of teaching has had to move online. As we learnt rapidly in the Spring, this means far more than taking existing course structures and teaching materials and delivering via Zoom! All courses have had to be re-designed to fit with best practice online teaching, to make use of the wide array of technology and tools available and most importantly to continue to deliver the maximum value and learning outcomes for our students, delegates and clients.

We were delighted to receive funding from the Company's Charitable Fund to help move part of our face to face executive development education online. This has been applied towards two of our core programmes; our New Chief Executives and Aspiring Chief Executives programmes. With the hard work of two new course Directors and the CCE wider team, we have used our growing know-how and experience to make the most of what works best in the world of virtual leadership learning, designing online sessions that are dynamic, relevant, participative, interactive and fun. Launched only in October 2020, we already have sufficient sign ups to go ahead with a new cohort of New Chief Executive delegates who will start with us in early December. We aim to show that online learning doesn't have to be a step down from in-person learning, nor does it have to be dull or exhausting!

The ongoing relationship and the giving of Members' support is much appreciated by the CCE team.

As ever, a big thank you. For more information visit: www.cass.city.ac.uk/cce





OUR EDUCATION AND PROFESSIONAL DEVELOPMENT ACTIVITIES

“...we’ve had politics, sex, dust (sic), trains, lorries, dinosaurs, and international conflict about buying computers.”

Shoptalk programme carrying on via Zoom

WCoMC

Denise Fellows-Espiau

John Williams

Andrew Miles

Doug

Dennis C Dobrowski

Steve Cart

John Johnson

Simon Davey

Ben Caidichank

John Watson

Laure Glassman

David Trafford

Rand Peters

Patrick Chapman

Sue Ellis is continuing to avoid it

Meryl Gale

Steve Cart

Karol Kucharski

Leonard Spectorman

Doug

Denise Fellows

Vijay Latha

Patrick Chapman

Rand Peters

Jeff Herman

John Watson

Kanan

Simon Davey

WCoMC

Malcolm McCaig Chair, Education Committee



EDUCATION COMMITTEE

Education and professional development, like many aspects of our society, is going through a difficult patch. Schools have been challenged to produce meaningful exam results when it wasn't possible to hold exams, and social distancing rules have severely impacted on the delivery of teaching in the classroom. Higher education has faced challenges regarding intake, financial sustainability and virus outbreaks amongst students at the start of the academic year, raising questions about the total learning experience when delivery is mostly remote via technology. Following through into the professional world, we have adapted by embracing technology to a greater and faster extent than was envisaged a year ago.



Dr Simon Davey



Kulbir Shergill

Through the Company, we have remained in contact with our key stakeholders in spite of some of our planned activities being disrupted. Our Education Committee, which was without a Chair for a period, has been reconstituted under my leadership. Dr. Simon Davey, a long-standing member of the Committee, continues his involvement together with his association with Livery Schools. Joining the Committee is Kulbir Shergill, currently with Warwick University, and notable for her contribution in previous years to the Company's highly successful Shoptalk events.

Our annual Education Supper was due to take place in May 2020, on the highly topical subject of diversity and inclusion, and with a guest lecture from Professor Binna Kandola OBE, a leading expert in this field. The recent prominence of the "black lives matter" movement has given extra profile to the need to improve the way we embrace diversity throughout all walks of life, including the management consulting profession and the livery movement. The lecture remains relevant and has been rescheduled for May 2021.



Rhonda Best

Our support to the Livery Skills Council continues, with Rhonda Best fulfilling the role of Treasurer. We missed out on our opportunity to promote the management consultancy profession at the annual Careers Festival when the event was stood down this year. However, Simon Davey has maintained our relationship with the Corporation and the Livery Schools' Link activities, and next year's Careers Festival is already in the diary for July 2021. In the meantime, the Education Committee is working on an on-line video to help youngsters understand the value of including management consultancy in their career plans.

SHOPTALK

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

Shoptalk sessions from September to February were held on a mid-week evening in the upstairs room at The Artillery Arms, located close to the Barbican and the Business School of City, University of London. We heard from:

- David Jefferson on how to ensure successful CRM implementations
- Cosette Reczek on work in financial services, education and the third sector
- Jonathan Letchfield on performance improvement in the legal sector
- Steve Joyce on procurement challenges in the UK and Europe
- Chris Wilson on reward strategies and their individual and corporate implications



Once we were in lockdown we quickly decided to continue the Shoptalk programme, but on a virtual basis using Zoom, and we held five Virtual Shoptalk sessions in April, May, June and July.

Some of these continued the usual format of asking two recent joiners to tell us about their background and current interests – which provides an opportunity to meet our new colleagues despite the physical constraints imposed on us all. We also introduced a couple of sessions from two longer-serving Members Mark Salway and Sue Ells on subjects of topical interest. We heard from:

- Ranil Perera on his risk and compliance experience and consulting in financial services
- Vijay Luthra on digitally enabled transformation to accelerate growth and reduce cost
- Damien Caldwell on developing dynamic digital solutions
- Valentina Lorenzon on multigenerational planning in family businesses
- Mark Salway led a seminar on 'Charities in a post-covid world' – identifying key issues that they faced and how charities will need to evolve their business models
- Terry Corby outlined his experience as chief marketing officer for both KPMG and Accenture, and summarised his current work with creative industries.
- Vish Baljepalli described how he had built his consultancy around the development of cloud-based business solutions
- Sue Ells led a seminar on the effective management of home working, on which she had been advising major organisations well before the current pandemic made it mandatory.

We expect to continue running virtual events for the next few months and may keep the odd one or two even when the hoped-for vaccine allows us to mingle once more in The Artillery Arms.

Steve Cant Second Warden



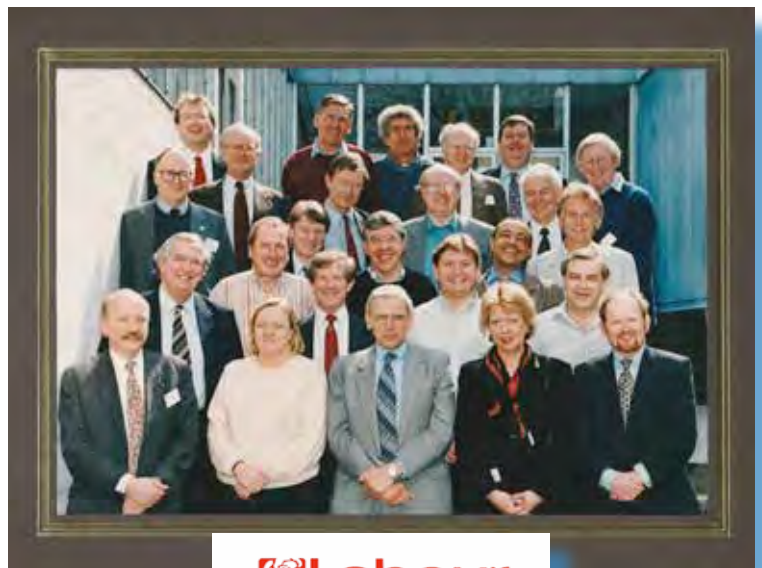
MY MOST INTERESTING PROJECT SERIES

As we, and the rest of the world, adjusted to the new reality of coronavirus and a world of restrictions and social distancing, the Wardens looked for ideas for virtual events to replace or indeed enhance our normal events programme. One new programme of events was initiated and developed some sustainability over the summer: "My Most Interesting Project".

The concept was to put together a series of interesting, engaging, knowledge and experience sharing events. We wanted something that would give Members a chance to talk about a career highlight that would be both of interest to fellow Members and offer the chance to capture some knowledge and learning. To counteract the wall of faces on Zoom, we aimed for good strong visual content that could be shared on screen: a few PowerPoint slides, some photographs, graphics – anything to illustrate the story.

We also aimed for two speakers each with a 30 minute presentation, with questions only at the end. The broad guidelines were to focus on a single management model or consulting technique (the theory) and how it was used in practice. The original concept was to video record the presentations, however, most speakers described projects that had some sensitivity or confidentiality issues, and this idea has been dropped although it may be revived in 2020-21.

The series kicked off in June with Dr Bob Harris who talked about "How we helped to win the 1997 General Election". In the mid-1990s, the Labour Party had been out of power for 16 years and still bore the scars of losing the 1992 election from what had seemed a winning position. One of the criticisms of Labour was that they were managerially incompetent – they had no experience and no idea about how to manage the machinery of government. So Andersen Consulting approached the Leader's Office in mid-1995 with a proposition – to run a management development programme for the whole Labour Front Bench team. Bob was the programme designer and joint programme director, and personally led sessions with all the shadow ministerial groups. Bob described how the programme was developed and delivered, how it was received by the participants, and some key messages about working effectively with political parties.



 Labour

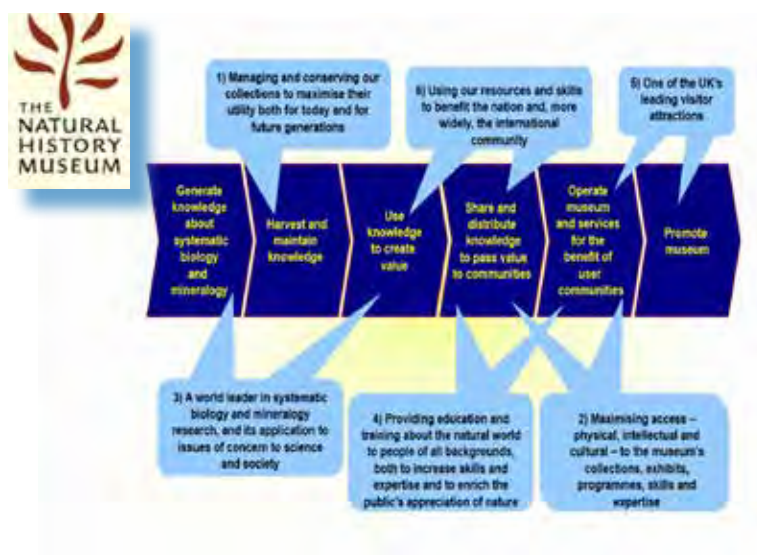
Labour front bench team 1996

At our second session in July, Karol Szlichcinski discussed: "Consultant in a conflict zone". On the face of it this was a straightforward procurement in the telecoms sector; but the project produced some interesting take-aways on conflict resolution, negotiation, and cultural differences between the UK and the US. Karol highlighted that the assignment was an example of the consultancy principle that the problem that one is brought in to solve often turns out not to be the real problem.

Andy Miles described how "David saved Goliath... from the regulator and himself". This assignment started with a call from a major transport company in the parcel sector and the COO saying 'Our audit department tell me we're very good, but I don't believe them.' It turned into a board presentation four weeks later that was described by the board as 'Open heart surgery without the anaesthetic'. Andy described the major transformation project that followed and that resulted in the company being fully compliant with the highest regulatory status in the industry and saved £13 Million pa (on £1 bn turnover) while it did so.



At our third event in September, Dennis Ciborowski presented a talk (from his home in Florida) on: "What would you do if you owned the London Underground?" Dennis's talk described a wholesale re-engineering project that took place in the wake of the infamous 1987 fire at Kings Cross Underground station. The project with London Underground involved a team of consultants and 100 of the Underground's best and brightest people to undertake a range of projects identifying opportunities for delivering greater value. During an entertaining talk Dennis touched on issues such as sex, corruption, and incompetence... You had to be there!!



One can never suggest something without being willing to follow through on that idea, so my turn came with a talk about my experiences at the Natural History Museum in 2001: "How we brought peace to a warring museum". This tale of corporate infighting and turf wars was resolved using a bit of classic value chain analysis. Although intended to be an eCommerce project, the project delivered significant value by bringing together different elements of the museum who saw their roles very differently, all using a well-established management technique: Michael Porter's Value Chain. In the end the project brought the two sides of the warring Natural History Museum together, with both sides understanding the other and with a stronger common purpose.

In summary, we've had three sessions and heard from five entertaining and engaging speakers (modesty forbids etc.). About 20+ people have attended each event and so far, we've had politics, sex, dust (sic), trains, lorries, dinosaurs, and international conflict about buying computers. Whatever next? Well, at the time of writing we have a firm programme of at least five more speakers lined up for 2020-21 and hope to attract further volunteers as we go forward.



sharing
 Research
 Expertise
 Experience

**CENTRE FOR
 MANAGEMENT
 CONSULTING
 EXCELLENCE**

www.cmce.org.uk

“...enabling consultants
 to make a step change in
 the value they deliver to
 their clients...”

Max Wäger and Dr Karl Warner accepting their awards

Calvert Markham PM Director, CMCE



The Centre for Management Consulting Excellence enables consultants to make a step change in the value they deliver to their clients and thereby to transform their own business performance by sharing new ideas and practices that are informed by research and tested in real life

Founded by the Worshipful Company of Management Consultants in 2016, CMCE was created to help develop the practice of Management Consultancy providing a forum in which Consultants and academics can come together as a community. We do this by:

- Organising regular seminars on key topics
- Providing opportunities for discussion and networking opportunities
- Building an online knowledge bank
- Providing a source of helpful information through updates and briefings in our monthly newsletter
- Carrying out surveys and supporting research
- Holding an Annual Research conference

Our aim always is to help those in our sector develop skills and experience: to be better informed and more confident in their role for the benefit of their clients.

SHOWCASES

'Showcase' is the name given to our early evening seminars with the strapline of 'sharing leading edge knowledge'. Led by one or more speakers on a specific topic we have a house style for Showcase promotion and programmes. Our Showcase in July 2019 'Leading in a Digital World - are we really prepared?' was held in cooperation with the City and Guilds Group on their premises. The second was in March 2020, 'Learn to love the robot', on robotic process automation. Here we benefited from the provision of free accommodation from Cass Business School.

Participant feedback from Showcases shows that the opportunity to discuss topics face to face, both formally and informally, is an important feature of the events; we therefore schedule discussion groups during the proceedings and networking opportunities over refreshments before and after. Post lockdown we suspended our programme temporarily and events in the second half of 2020 have been virtual.



CMCE CONSULTING RESEARCH AWARDS

We launched the CMCE Consulting Research Awards in 2019; these speak to one of the objectives of the Centre which is to promulgate academic research of value to management consultants. The winners were in three categories:

- 1. TECHNOLOGY AND CONSULTING:** the application of new technologies and their relevance to consultancy was won by Karl Warner and Maximilian Wäger for their paper *Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal*.
- 2. CLIENT-CONSULTANT RELATIONSHIPS:** issues around governance, trust, integrity, social responsibility and ethics and the implications of these for consultancy was won by Andrew Sturdy for his paper *Promoting solutions and co-constructing problems – management consultancy and instrument constituencies*.
- 3. THE CHANGING ENVIRONMENT OF THE CONSULTANT:** the demands that changes in society and the business environment are placing on consultants and the need for new skills to complement the consultant's timeless 'soft skills' and new methodologies was won by Robert Luther, Ellen Haustein and Gail Webber for their paper *Management control in UK innovation companies*.

CMCE CONSULTING RESEARCH CONFERENCE



Alderman Professor Michael Mainelli



Conference table discussions midflow at Goodenough College



Category winner's trophy

Our inaugural Consulting Research Conference in November 2019 was a great success. Hosted by Goodenough College, the keynote address was given by Alderman Professor Michael Mainelli. Winners of the CMCE Consulting Research Awards delivered lectures on their work and these were followed by lively discussion by participants in table groups.

At the end of the Conference the Urwick Cup was presented to Messrs. Karl Warner and Maximilian Wäger by the Master for their outstanding Award-winning paper:

Detailed Proceedings of the Conference, with the keynote speech, profiles of the Award winners and summaries of their papers are available on the CMCE web site. As this was the first Conference, we made a considerable effort in developing procedures, branding and other materials for future Conferences. We put in place plans at the start of 2020 for the next event to be of a greater scale, however, due to the pandemic, the 2020 Conference will be a virtual event with the hope of continuing on our growth trajectory in 2021.

ACADEMIC LINKS

CMCE has a close relationship with the British Academy of Management and Sue Whittle and Karol Szlichcinski presented a professional development workshop on behalf of the Centre at the BAM Conference in September 2019. This has inspired a project to identify what consultants value most from academics; we expect to report and run a professional development workshop for BAM on this topic in 2021.

PROJECTS

A further project to examine the value add brought by consulting firms to clients and individual consultants has been supported by Coventry Business School but our plan to hold an interim launch seminar there in March was scuppered by coronavirus restrictions. After some delay the project is now largely complete and will be reporting in late 2020 or early 2021.

WEBSITE AND KNOWLEDGE EXCHANGE

The CMCE website as well as being a shop window for the Centre hosts its online Knowledge Exchange.

We have developed a phased programme for necessary upgrades to the website, but these have not been possible to implement because of lack of funding.

The Knowledge Exchange has been slow to grow, but now hosts the materials developed for the City Values Forum, in which the Company played a significant role. We have also been running a series on ethical dilemmas for consultants, featured in our Newsletters and archived in the Knowledge Exchange.

The Centre is also developing an historical archive for management consultancy in the UK which is capturing the recollections of those who have been involved in it over the last 50 years.



SERVICES

The focus of our service offering is the development of round tables – bringing together selected experts to help develop thinking and in particular create white papers to support market development for consulting practices. Whilst this has not yet fully taken off, in 2019 we did support a seminar run by M&C Saatchi 'Is culture change a busted flush?'

BUILDING A STAKEHOLDER COMMUNITY - NEWSLETTER

CMCE aims to embrace all those with an interest in management consultancy; as well as practitioners and consultancy firms, we include students, clients and academics – indeed anyone! We are building our circulation list and in social media are concentrating on growing our LinkedIn group.

Until recently we published a Newsletter every couple of months alternating with a lighter Bulletin, but are now moving to a Newsletter every month, with articles contributed from academics as well as practitioners.

BUILDING A VIABLE ENTERPRISE

CMCE has grown through the commendable efforts of Company Members who have taken executive roles in its development; at any time some 10 -12 people are involved. The Centre continues to depend on the Company's administrative facilities but as it grows will need funding to cover the additional work involved and develop its infrastructure – for example, the web site as mentioned above.

Its events have been self-financing and indeed created a small margin. The exception was the Research Conference which attracted less sponsorship than hoped; the funds from sponsorship that CMCE benefited from in early 2019 were therefore applied to the additional administrative work required, investing in developing branding collateral and publication of the subsequent Proceedings.

For the time being CMCE will continue to seek funds through sponsorship of its events, projects and publications. The Centre has also benefited from benefits in kind, particularly the accommodation offered for events as mentioned above.

To date the Centre has been functioning as a Company project but for the future its relationship with the Company will be through the Education Committee. A Project Board has been appointed to manage this development.



MEMBERSHIP

*“To Ensure
We Endure.”*

Attendees at the Members' Reception

Kanan Barot **Chair, Membership Committee**



MEMBERSHIP UPDATE

One of the main events of the Membership Committee's year is the Membership Reception held in March. It was the last major face to face event the Company would hold in 2020 and we went out on a high! The evening was well-supported by many Members, as well as a number of interested prospective Members, all of whom enjoyed some marvellous wines from our own cellar, and the conviviality and interesting debate that mark so many of our gatherings.

We started the evening with an Admission Ceremony, at which we welcomed four new Freeman, then had a brief presentation of the various activities ongoing in the Company. This serves the purpose of reminding existing Members of all the good things that are happening and also gives the prospective Members an insight into the things in which they could find themselves involved, as an incentive to join. Having primed the speakers that they were to present for no longer than five minutes, all managed to keep to time and gave a taster of our strategy, our mentoring, pro bono and education-related activities, as well as an update on the work of the CMCE, finishing up with two of our newest Members to have taken Livery, explaining what made the Company, and membership, special to them. It all seems to have worked as there were many great conversations on all the topics during the evening and a number of applications for membership ensuing – an all-round success.

We have seen success in other membership activities and in achieving goals we had set in terms of improved engagement. The introduction of a new "Connect with Us" form on the website has allowed for easier enquiries into membership, especially from those with no immediate connection to the Company, although we did have one person completing this and coming along to a meeting thinking he was requesting pro bono assistance!

Along with the rest of the world, we have had to embrace online engagement as the only really feasible means of connecting and have held a couple of "Meet the Company" sessions on Zoom replacing the usual meetings in a City watering hole. Whilst not ideal, these have also been successful and resulted in membership applications, proving that the passion of the attending Members for all things that the Company is doing is strong enough to shine convincingly, even across screens.

One major highlight of this year has been the successful graduation of our first Junior Freeman, Valentina Lorenzon, from the Junior scheme to full Freeman status and we welcome her and all the other new Freeman who have joined our ranks, alongside those progressing to clothing with the Livery (see the following page for photos).

On a final note, the Membership Committee is focusing on member engagement and we are working closely with the Court of Wardens on this, as well as introducing processes for guidance and encouragement of all new Members through the launch of the New Members' Welcome Pack.

We will continue to concentrate on welcoming new Members and increasing engagement amongst existing Members, developing our Junior Freeman and supporting all our Members in their individual journeys through to Livery and perhaps beyond, keeping to the motto of our Membership Committee "To Ensure We Endure."

WELCOME TO OUR NEW MEMBERS NEW FREEMEN...



Viswanath Baljepalli



Terry Corby



Steven Joyce



Vijay Luthra



Ranil Perera



Penelope Tobin



David Trafford



Valentina Lorenzon



Peter Johnson



Sarah Vickers

NEW LIVERYMEN...



Nick Bush



Andrew Miles

AWARDS & RECOGNITION

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

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



THE MATHESON CUP is awarded in memory of Heather Matheson, a Liveryman and Court Assistant who died unexpectedly in early 2016. It is awarded to a Member of the Company who has made a substantial contribution to our pro bono work. This year it was awarded to Nanette Young and presented to her at the Charities Supper in January 2020. Nanette has played a major role in developing and managing our pro bono mentoring services: undertaking many mentoring assignments herself, developing relationships with ACEVO and Big Society Capital to generate further mentoring opportunities, and helping to organise and run mentoring workshops for Company Members. She also took a lead role in mentoring our first two Junior Freemen.



Sally Garratt Almoner



ALMONER'S REPORT

The pandemic has dominated all our lives over most of this year and the Company, whilst not wanting to overburden everyone with yet more offers of help, wishes to play a positive role in supporting Members through an unknown future.

In April, soon after lockdown was announced, John Watson and I worked with the Master and a small group to decide on the best way to help our Members. We asked some volunteers to each contact a group of Members and to be available to calls from them in return. The feedback was encouraging with the majority of Members applauding the initiative. We were also pleased to see that Members who are not always able to travel to City functions were logging into Zoom sessions. Some Members had also taken it upon themselves to contact colleagues they knew might welcome the sound and sight of a friendly human being.

We hope that these calls are continuing and, if they have become less frequent, may we encourage you to keep up the good work, especially if the restrictions become harsher. Our Chaplain, Revd Helen O'Sullivan, is also available to talk to Members on aswvicarage@gmail.com.

We have not heard of any serious cases of coronavirus among the membership but, if any have occurred amongst your friends and family, we wish you and them well and a speedy recovery.

Our other work continues as usual, although there have not been many reports of serious issues. John Watson continues to stay in close touch with Gordon Stoker and John McLean Fox. Gordon is stable and has not had to go back to hospital, but he remains frail and housebound. We are grateful to all Members who have taken time to keep in touch with Gordon.

John and Maria McLean Fox celebrated their diamond wedding anniversary at the end of October. We sent a small gift with our warmest best wishes and congratulations to them on behalf of the Company.

I have responded to any cases of interest to the Almoners with cards, emails and phone calls. I have also spoken to some of the Past Mistresses and Consorts who contribute a great deal to the Company in supporting their partners, but are sometimes forgotten.

Please let us know if there is anything else we can do to help you through these unusual times and if you have concerns or news about other Company Members.



WINE COMMITTEE

“The cellar now holds over 1,100 bottles of 46 different excellent wines of which 37 are unavailable in this country.”

Bottles of 2018 Côte de Léchet Premier Cru Chablis Sébastien Dampt imported for the Company's 3rd virtual wine tasting

Patrick McHugh PM Chair, Wine Committee



The Wine Committee began in 1998 and, as per its latest terms of reference, includes myself as Chair; the Master; Second Warden, Chair of the Events Committee, Treasurer; Clerk and an elected member of the Wine Club.

In 2012 the idea of setting up a Wine Club for Liverymen of the Company was developed. The result is a unique organisation for a livery company where the Wine Club's support of the Company's Wine Committee has resulted in the creation of the Company cellar worth £15,892 and a wine fund to be used exclusively to purchase wine of £10,685. These figures being at 30 June 2020 can be seen on the balance sheet of the accounts on page 47.

All this has been enabled by Wine Club Members who have generously provided £20,274 of interest free loans to the Wine Committee. This previously informal agreement between the Company and the Wine Club was formalised by the Court of Assistants in September 2019.

In April 2017 the Wine Committee bought 72 bottles of *Acamante Perricone* wine in Sicily for the Company cellar. Unfortunately, when the wine was tried 60 bottles turned out to be disappointing and the Wine Committee is trying to arrange for the Cooperative in Valdibella to replace them. There is a wine fund debtor in the accounts for £743 which is the cost of these 60 bad bottles.

The terms of reference of the Wine Committee were confirmed at the Christmas Court and define its role to establish the Company wine cellar at keen prices to be enjoyed at Company events. The cellar now holds over 1,100 bottles of 46 different excellent wines of which 37 are unavailable in this country. The considerable financial outcome of the Wine Committee's activity is demonstrated by adding together the wine fund, wine debtor and wine stock which totals £27,320.

In early September 2019 Patrick and Ann Chapman and I bought wines in the Loire valley for the Company and Wine Club Members. In total the Company purchased 558 bottles for the cellar for just over £6,700 including the Company's first purchase of 192 bottles of 2016 AOC *Bordeaux Supérieure Châteaux de Bruignac* which everyone can look forward to drinking at future events. Carole and Calvert Markham and I also travelled to Northern Burgundy in December on a reconnaissance for a Wine Club trip. Although this has been postponed by the coronavirus pandemic the Committee is looking forward to adding *Premier Cru Chablis* and *Irancy* to the cellar.

The Wine Committee supported the Church service, Change Lecture, Installation Dinner and the Master's Reception where 2018 *La Voûte Sauvignon Blanc* purchased earlier in September from Joël Delaunay was much enjoyed. In December the Christmas Court supper drank excellent 2007 *Durius Magister D.O. Ribero del Duero* which was the first wine laid down by the Company. Then in January at the Charities Supper the guests particularly enjoyed 2007 *Rotliebel Rohrschwihr VT Pinot Gris* purchased by the Wine Committee on the Wine Club trip to Alsace. A highlight of the year was the Tasting the Company Cellar event run by the Wine Committee on 26 February 2020 with six wines from the cellar matched to canapés.

Then came lockdown, but the Wine Committee stayed active and managed to import from France some excellent 2018 *Côte de Léchet Premier Cru Chablis Sébastien Dampt* for the Company to enjoy in a Zoom virtual tasting on 17 July.



SOCIAL AND COMMUNITY GROUPS

*“The aim: to engage
and enthuse our own
Members.”*

St Ethelburga's Centre for Reconciliation and Peace on Bishopsgate

WINE CLUB

Patrick Chapman

The Wine Club was formed in 2012, bringing together a group of Company Liverymen who through their interest in wine, and their provision of small interest free loans, support the Wine Committee in building up the Company Wine Cellar. We believe the Club is unique within the City Livery; certainly it is not a group of “wine snobs” (using a term recently published in The Times), but simply a group of members who like to learn about different wines through tastings and trips, typically to France or Germany. So far, as mentioned by Patrick McHugh in the Wine Committee report, we have provided over £20,000 of loans to the Company for building up the Cellar. No mean feat.

In the last Annual Report, Calvert Markham as the then Chair signed off “I ... will be standing down in accordance with the Rules of the Club ... and wish my successor as much enjoyment as I have had in the role.” A little later, he ambushed me during the interval of *The Pirates of Penzance* (I think) at the Coliseum, where we had bumped into each other, suggesting I should put myself forward. Ultimately I gave in and accepted nomination as the Club Chair at our AGM in September. Little did I realise that I would then be organising a wine tasting in pretty short order and thinking forward to the Club’s annual trip to France with fellow Committee Members Ron Cruickshank, John Blackburn, and Patrick McHugh.



And the next winner is... the Master's Consort!



Calvert Markham mans his station

It wasn’t long until November when, on my watch, we held a tasting of Sicilian and Tuscan wines, with artisan bread, Italian meats and cheeses at the Petersham Deli in Covent Garden, thanks to an introduction from Richard Stewart. About a dozen of us met at this very convenient and convivial central London location – and the wine and food was good as well!

We then looked forward to 2020 – supporting the Wine Committee’s event in February when we opened up the Company’s Cellar for an evening’s tasting. Beyond that we had a tasting at Berry Brothers & Rudd and our trip to North Burgundy in April to look forward to, particularly as Calvert and Patrick McHugh had already been over to reconnoitre the area. As the pandemic struck, all our plans were off.

Having been involved in the review of Video Conferencing technologies, it seemed that we could try going one step further and stage a “Virtual Wine Tasting” – as a means of keeping the Wine Club programme alive and also opening up to non-members; the Wine Club is not a secret society! So Patrick McHugh, Ann (yes Chapman) and I planned a series of three events to get the Company through the lockdown and into summer with the engaging titles of:

“Loire Wines from your local Supermarket”, “Bring Your Own” and “Chablis to Savour”. For the first which was in the heart of the lockdown, we recommended choosing from five Loire wines that were (readily we hoped) available at Sainsbury’s or Waitrose; for the second we focused on New Zealand Sauvignon Blanc and the third involved shipping out a *Chablis, 2018 Côte de Léchet Chablis Premier Cru Sébastien Dampt*, to all attendees.

The events were not just about wine. Thanks to Ann, we also recommended some simple food pairings, again keeping an eye on general availability from supermarkets. Patrick McHugh led the comparisons between wines and highlighted the particular characteristics that each displayed. Looking back, we were amazed by the attendance; some 50 people were online for each of these three events and as the evenings progressed there was definitely an air of fuzziness, fellowship and enjoyment as we all tucked into light fish and cheese dishes – whilst commenting as knowledgeably as we could on the Balance, Length, Intensity, Complexity and Keepability of the various wines.



The Chablis paired with homemade gougères as recommended in the pairing

Richard Stewart Music Group co-ordinator



MUSIC INTEREST GROUP



Dele Sosimi Afrobeat Orchestra at a previous performance

I was honoured to take over the running of the music group from Drewe Lacey at the end of 2019 and organised a first event to go and see Dele Sosimi Afrobeat Orchestra at Pizza Express in April 2020. There was a good level of interest for the event with around 15 Members and friends booking. Unfortunately in the intervening period of making the booking, the world was thrown into crisis with the pandemic and live music events were cancelled and proscribed. We have set-up a WhatsApp group for Members who are interested in music to communicate and share music related information and articles. We have shared links to streamed events of which there have been many, and mostly free including operas, jazz and classical music. So far we have 10 Members of the WhatsApp group including the Master, Denise Fellows. I would encourage any Members who want to hear more about music events to join the group. To do this please see our section on the Company website.

After some delays the government relaxed the rules on live music events and these restarted in September. I have continued with my music interests and have shared videos and photos of some of the concerts I have been to in the group including the reopening concert at Jazz Café, some concerts at Ronnie Scotts, the Bluetones playing a covid-secure gig at the Clapham Grand and live folk music in Gibraltar. Whilst I am happy to attend live events when allowed, I appreciate that many of the Members are cautious particularly if they are in vulnerable groups. As things ease as we anticipate in 2021, it will be wonderful to attend live events again in the company of other Members. I would also appreciate ideas and suggestions of events that Members would particularly like to attend.

Alan Broomhead PM



THE NINTH INFORMAL QUAICH LUNCH

The ninth lunch was held at Ironmongers Hall on Monday 6th January 2020. It was the first time that Liveryman Gordon Stoker had been unable to attend since he started these lunches. Consequently, it was decided to make him the Guest of Honour.

Gordon Stoker became a Freeman of the Company on 21st January 2001 and a Founder Liveryman on 4th May 2004. He was awarded the Wardens' Quaich at the Education Supper in 2004 thus becoming the first recipient of the Quaich so generously donated by PM Mike Jeans. It recognised his outstanding contribution to the development and successful operation of the Company's pro bono mentoring scheme and his diligent support of the Company's drive to achieve livery status.

Despite long term ill health Gordon has continued to support the Company and it is fitting that he should be honoured for this and particularly for instituting and organising the Quaich lunches.



Sadly, Liveryman Elizabeth Consalvi, who was awarded the Quaich in 2019, died before she could receive the honour in person. However, her sons, Steve and Dave, were able to attend and act on her behalf, thereby providing a new evolution of the event.

Because the date chosen was the first Monday of the New Year, the Hall asked that a minimum of 25 people attend. Thus, it was very gratifying that 36 signed up. A goodly proportion of them found their way to the Lord Raglan after lunch and celebrated for several hours.

In conclusion it is worth noting that the list of invitees is special and now includes Past Masters, founder Members, Quaich holders and their heirs, several former Members as well as a select group of current Members including the Master and Wardens.

John Watson Faith Group co-ordinator



FAITH GROUP

The Company's Faith group was launched in 2015 and began by holding a series of joint events with St Ethelburga's Centre for Reconciliation and Peace on Bishopsgate. The aim was to engage and enthuse our own Members, as well as a broad-based City audience, in the process of learning, discussing and understanding better the global faith issues and challenges that impinge on the working environment and day to day living.

Since then, four events have been held at the Centre, the last being in 2019 when our speakers debated the importance, influence and relevance of 'Rules for the Conduct of Life', a red backed booklet which all of us who have been awarded the Freedom of the City have received in hard copy.

We have since begun a series of online events, the first being on 23rd June 2020, when we invited Rt Revd Dr Graham Tomlin, Bishop of Kensington, and Rabbi Dr Jonathan Romain MBE to reflect on "the longer term impact of the pandemic and the contribution that faith communities can make". It was chaired by our Master Denise Fellows TSSF and held on Zoom. Each speaker contributed their own reflections, and the subsequent break-out groups allowed the 36 participants an opportunity to discuss their own thoughts before the final plenary Q&A session. It was well received by participants.

Our next online event is planned for Wednesday 3rd February 2021 when our two speakers will be Jyoti Banerjee of North Star Transition and Caroline Pomeroy of Climate Stewards. They will be addressing the challenges of climate change, in particular "What human, economic and social crises will we face if government, business and we individuals fail to find the right solutions to global climate heating."



We hope to organise one or two retreats, in collaboration with our Chaplain, Revd Helen O'Sullivan, when the coronavirus pandemic is behind us. Instead, we have been pointing Members to online reflections and other means of faith support as venues have been opening their doors.

In recent months we have formed an email group of about 30 Members who are interested in being informed about planned Faith Group events and news of potential interest to them. Do let me know if you wish to join.



APPENDICES

“Grants awarded this year total £ 39,575”

Court Members at the Admissions Ceremony

COURT MEMBERS

The Court 2019/20

The Court 2018/19

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

Ex Officio

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

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

Ex Officio

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

Chris Sutton Treasurer



TREASURER'S REPORT - ABBREVIATED ACCOUNTS FOR THE YEAR TO 30 JUNE 2020

The result for the year was a deficit of £8,035 (2018/19 surplus of £25,837). We had budgeted for a break-even year excluding CMCE. The main reasons for the deficit were primarily the planned expenditure of CMCE reserves which had been accumulated in the previous year and the unbudgeted recruitment costs for the Assistant Clerk (£3,500).

Quarterage has now seen three straight years at around £55,000 – we held quarterage rates at last year's level, and members additionally benefited for the first time from VAT exemption on Quarterage and Fines. Fines for joining the Freedom or the Livery, where rates were reduced to attract more volume, showed a disappointing reduction of almost 50% on the previous year, and a 68% reduction on the year before that. Events in aggregate made a deficit of £3,289 (-6%) compared with a surplus of £3,665 (6%) the previous year; the majority of events continue to break even and the deficit this year is largely attributable to the use of designated funds carried forward from last year for the inaugural CMCE Research Conference. Salaries were higher than the previous year due to three months parallel running of the Assistant Treasurer and the Assistant Clerk.

The financial year included three months under lockdown where no physical events were held. Online events have not been charged for and have minimal costs. We are budgeting break even for 2020/21, including around £7,000 of expenditure which is held back as contingency due to the uncertain times.

Debtors and Creditors are both lower than the prior year. This was largely due to the treatment of prepayments and deferred income for an event which took place in July 2019.

Our general reserves reduced slightly to £49,040 (2018/19: £51,763), but still higher than 2017/18 (£40,079). They currently represent 8 months cover of core operating costs (excluding events), and thus are still above our reserves policy of 6 months.

After a very busy year of financial initiatives in 2018/19, the main activity this year has been the departure of our Assistant Treasurer Chris Edge, whose work I have been very grateful for, and the handover of his duties to our new Assistant Clerk Walter Gill. We have also enhanced our banking and supplier payment processes.

The focus for the coming year will be the continuing training of the Assistant Clerk, the publication of a financial procedures manual, and prudent cashflow management due to the uncertainties of COVID-19.

A. INCOME AND EXPENDITURE – KEY FIGURES (£)

	2020	2019
	£	£
INCOME		
Quarterage	55,040	55,912
Fines	1,400	3,750
Functions, lectures and events	47,858	55,407
Other income	10,182	6,724
Donations	1,600	18,715
	<hr/> £116,080 <hr/>	<hr/> £140,508 <hr/>
EXPENSES		
Functions, lectures and events	51,147	53,658
Salaries and accommodation	42,319	32,959
Website and software	10,930	13,814
Other	19,719	14,240
	<hr/> £124,115 <hr/>	<hr/> £114,671 <hr/>
SURPLUS	<hr/> £ -8,035 <hr/>	<hr/> £25,837 <hr/>

B. BALANCE SHEET

	2020		2019	
	£	£	£	£
FIXED ASSETS				
Tangible assets				
CURRENT ASSETS				
Stock - wine	15,892		15,264	
Stock - merchandise	441		1,850	
Debtors	1,221		14,503	
Cash at bank	86,099		96,623	
	<hr/>		<hr/>	
	103,653		128,240	
CREDITORS:				
Amounts falling due within one year	-7,173		-24,776	
NET CURRENT ASSETS		96,480		103,464
CREDITORS:				
Amounts falling due after one year		-30,820		-29,769
		<hr/>		<hr/>
NET ASSETS		<u>£65,661</u>		<u>£73,696</u>
Financed by:				
ACCUMULATED FUNDS				
General reserve		49,040		51,763
Matheson donations		1,108		1,108
Pro bono donations		1,446		1,521
CMCE		3,382		8,299
Wine fund		10,685		11,005
		<hr/>		<hr/>
		<u>£65,661</u>		<u>£73,696</u>

Denise Fellows

Treasurer, Charitable Fund



CHARITABLE FUND

TREASURER'S REPORT FOR THE YEAR ENDING 30 JUNE 2020

The Company's Charitable Fund is an independent charity (reg: no. 1059212) which receives its income primarily from the generous donations of Members.

The activities of the Fund are listed as: to support charitable causes linked to the City of London, to those that align with the interests of Members, to the Sea Cadets and the Centre for Charity Effectiveness.

Based on draft accounts, the Fund received net donations and interest of £35,306 for the year 2019/20. Donations are primarily individual donations from Members and include Gift Aid recovered from contributions.

All in-year grants were made from the cash balances at hand, and no investment into or withdrawals from the investment fund were made this year. Nine grants were paid or formally approved to be paid in the financial year as follows:

Mayor's Fund for London	13,500
YBI	5,000
Sea Cadets	10,000
Inter-livery pancake race	300
St Cecilia's	150
United Guilds Service	175
Help Musicians (Christmas donation)	300
London Community Response Fund	10,000
Fellowship of Clerks	150
Total grants awarded in year	£ 39,575

The balance of cash available at the end of 30 June 2019 was £31,978.

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

At end of June 2020 the Investment Fund stood at £482,281 compared to the 30 June 2019 closing figure of £471,434.

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



edited by: Denise Fellows
with support from Bob Harris and graphic designer Suzanne Harris.

Mark Fox is our unofficial Company photographer without whose dedicated service our
Company life would be much less colourful.

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