



**THE WORSHIPFUL COMPANY OF
MANAGEMENT CONSULTANTS**

ANNUAL REPORT

2021 - 2022



This is the 2021/2022 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 in a year during which meeting in person became almost a normality again. We developed new ways to engage with our many activities in Fellowship, Education, Philanthropy and with the Civic community not only to protect our Members but also our climate. Our motto is “Change through Wisdom”.

The abbreviated accounts for the Company and Charitable Fund cover our financial year from 1 July 2021 to end June 2022, however, by tradition the reports of activities follow roughly the Master’s year, starting late October 2021 and ending early October 2022. Titles given to officers of the Company are those used during the Master, Steve Cant’s, year.

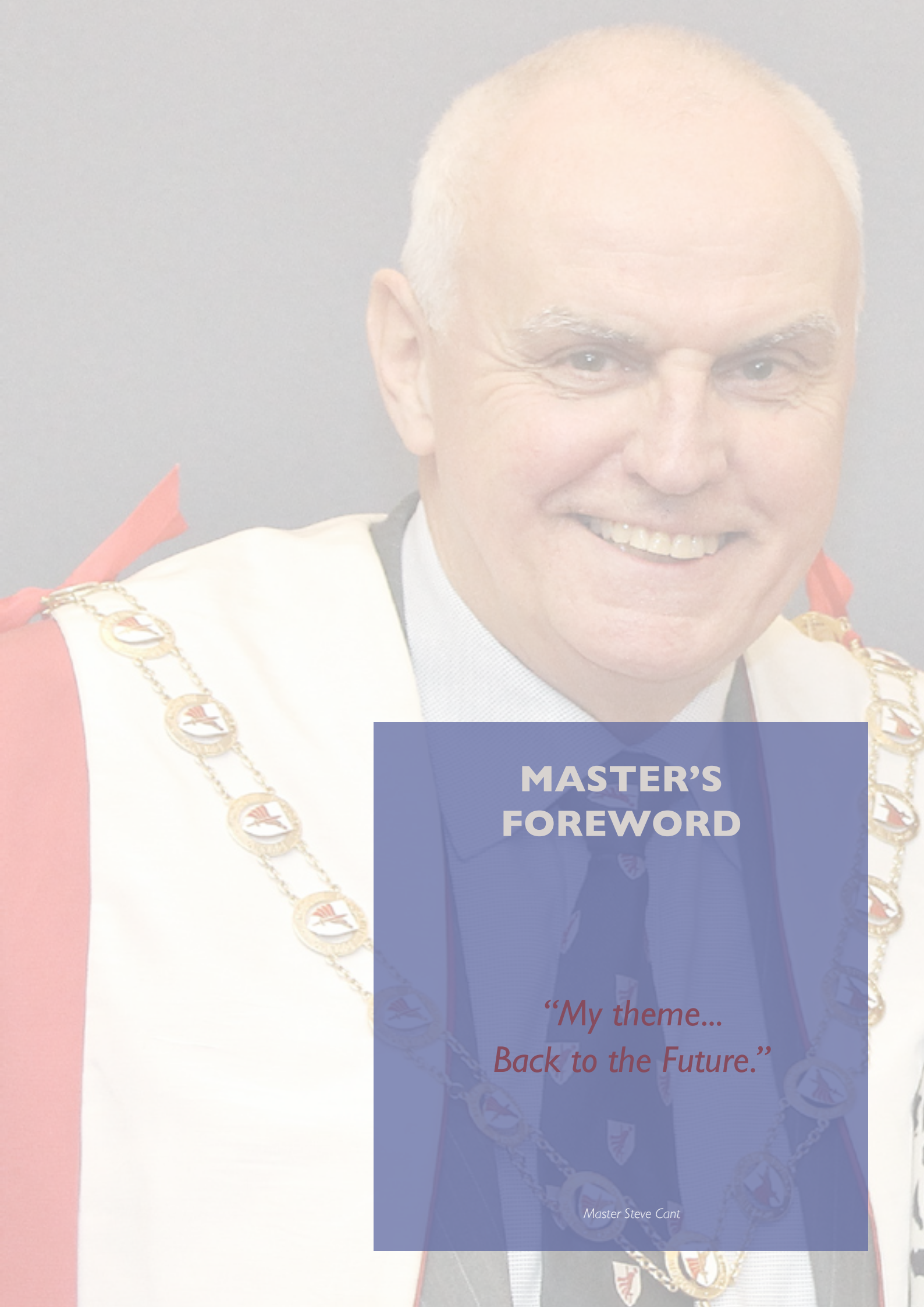
We hope Members will read this report with pride, especially those who have played a part in arranging these activities and contributing so much to support others. We encourage more Members to have the pleasure of engaging. Our Company spirit of “giving and gaining” has never been stronger.

Front and back cover image:

Gog and Magog, the traditional guardians of the City of London, with the Company’s Quaich, at Ironmongers Hall for the Quaich Lunch

CONTENTS

MASTER'S FOREWORD	4
Master's Foreword	5
OUR LIVERY, PAN-LIVERY AND CIVIC ACTIVITIES	7
Clerk's Corner	8
Wine Committee	10
Financial Services Group	11
The Pan-Livery Initiative	12
Our Gift to the Chamberlain's Court	14
Our Gonfalon	15
The Becket Pageant	16
Our Links with the Sea Cadets	17
Our Links with the RAF 600 squadron	17
OUR PHILANTHROPIC VENTURES	18
ProBono Consultancy	19
Client Case Studies	21
Mentoring	22
Charitable Fund Report	23
The Bayes Centre for Charity Effectiveness (CCE)	24
City Centre for Charity Effectiveness Trust and Advisory Council	25
Climate Action Group	26
OUR EDUCATION AND PROFESSIONAL DEVELOPMENT ACTIVITIES	27
Education Matters	28
Shoptalk Evenings	30
My most interesting ... whatever series	31
The Centre for Management Consulting Excellence (CMCE)	32
OUR FELLOWSHIP, SOCIAL AND COMMUNITY ACTIVITIES	35
Wine Club	36
Music Group	37
Faith Group	38
Sailing	39
The Quaich Lunch	40
OUR MEMBERSHIP	41
Membership Update	42
New Freemen and Liverymen	43
Awards and Recognitions	44
Almoner's Report	45
APPENDICES	46
Court Members	47
Treasurer's Report and Company Abbreviated Accounts	48
Charitable Fund Treasurer's Report	51



MASTER'S FOREWORD

*“My theme...
Back to the Future.”*

Master Steve Cant

Steve Cant, Master (2021-2022)



MASTER'S FOREWORD



This Annual Report is for the Company's financial year from 1 July 2021 to 30 June 2022. However, most of the reports cover my Master's year, which runs from mid-October 2021. When I talked, a year ago, about "Back to the Future", I expected things to be different post-covid. I never anticipated a war in Ukraine, the cost-of-living crisis, political upheaval and two major bereavements. As the 28th Master I can now claim to be the first Master to have seen two Monarchs, and three Prime Ministers – Rishi Sunak was appointed on my last day in post!

FELLOWSHIP

The primary focus for my year was on Fellowship – specifically, restoring in-person events combining tradition with innovation. Perhaps the best example of innovation was our Summer Celebration on 21 July: a visit to the Museum of the Home in Hoxton, a drinks reception with Company champagne (excellent!) in Molly's Café next door, interesting and unusual food from local caterers and excellent incidental music provided by the charity "World Heart Beat", which we support. Over 50 people attended and were blessed with decent weather. It was a great occasion for networking, chatting and simply enjoying being together. At the event our Immediate Past Master John Pulford presented the Company with his gift – a banner (strictly it's a "Gonfalon") with our Coat of Arms, which we plan to use at the Lord Mayor's Show etc.



It's also worth highlighting our annual church service and reception on 22 September. After the Election Court meeting, the Court processed to the Church displaying the new Gonfalon, which was duly blessed by our new Honorary Chaplain Elect: Fr Tim Handley SSC, Priest-in-charge of St James Garlickhythe. At the service I read a series of remembrances of Past Master John Corneille from the entire range of his long and illustrious career. The general consensus was that John was a thoroughly nice bloke who loved life and would be missed by all. News of John's sudden and unexpected death in August was a great shock to us all: he was an active and very engaged Liveryman and we have been busy dealing with addressing the many organisational gaps he left.



On a more upbeat note, I was very pleased to be able to complete the handover of our Company's Gift to the Clerk to the Court of the Chamberlain on 4 October. See separate report on page 14.

In addition to in-person events we continued with virtual events, having learned the positive lessons from lockdown. CMCE's showcase events have gone from strength to strength and the "My Most Interesting ..." series has continued under the direction of Malcolm McCaig.

Finally on Fellowship, Bob Harris stepped down as Chair of the Events Committee. We owe Bob a debt of gratitude for his sterling work to help organise many successful events over the past few years. Andy Miles will be taking over as Chair in the coming year.

EDUCATION

Moving on to Education, our annual flagship event - the Education Lecture - was held on 21 June as an online event. The 25+ attendees were treated to something very special from Peter Hyman, a proactive influencer in the education sector with various leadership roles across the education sector to his credit. Read more on page 29.

CMCE continues well under the direction of Nick Bush. A great deal of effort by Nick and his team has resulted in a steady flow of high quality "Showcase" virtual events and monthly CMCE Newsletters which are always engaging and thought provoking.

On 28 June the Livery Careers Showcase was held in person (after two virtual years). Dr Simon Davey led our team, joined and supported by two apprentices from IBM. I attended the official opening by Sheriff Alison Gowman along with about 15 other Livery Masters whose Companies were supporting the event. Thanks to all those who organised and supported the event.

I was also pleased to support Julie Fox as Master at the Worshipful Company of Chartered Secretaries and Administrators at their annual Tutt-Rivers lecture.

PHILANTHROPY

Pro bono work has continued across a range of clients, with demand steady. The ProBono committee has welcomed three new Members and is currently updating its Terms of Reference. John Corneille's passing left a large hole, especially in our work with YBI, and the committee is working to fill that. As ever, a big thank you goes to all those who volunteer.

I have previously highlighted our efforts on Pan Livery "Shared Philanthropic Endeavour" led by Bob Harris. This work has certainly raised our Company's profile across the Livery and will continue. (More on this below).

INITIATIVES

Finally, a brief update on the various initiatives that I highlighted at my Installation back in October 2021:

1. We now have a Climate Action Strategy and are working out how we can influence the wider Livery. Results of a very timely survey of our Members seeking ideas on how we can make a difference, are expected soon. Thanks to Andy Miles and John Cowdell for all the heavy lifting on this one.
2. Back in October 2021 I wanted to see a reboot in our relationship with the profession, particularly the MCA and CMI, and First Warden Chris Sutton took the lead on this knowing that it was a long-haul ambition. Our relationship with the Institute is much improved, and we are also making good progress with the MCA. Similarly, our relationships with the Bayes Business School and City University in general – not just the Centre for Charity Effectiveness – have progressed significantly over the past year. Thanks are due to Chris for all his efforts on these fronts.
3. Finally, I wanted to see a more integrated and coordinated approach to pro bono services provided by modern Livery Companies, especially as the mood across the Livery seemed to be more open to collaboration. Now, thanks to Bob Harris' efforts, we have an active and engaged pan-livery working group on philanthropy, which had its fourth meeting on 3 October 2022 – see more on page 12. This effort has further raised our profile across the Livery – based on conversations with other Masters – all of which is in line with our wider Strategy.

I represented the Company by participating in City and Livery events during the year: these events have been reported via the [WCoMC LinkedIn page](#), and have included breakfasts, lunches and dinners as well as my Masters' year group weekend in Sheffield.

Alas I still cannot report on being Jailed & Bailed which was, like many other events in my Master's calendar, postponed. However I did achieve more than my target, raising £1,280 plus gift aid. Many thanks to the many friends, family and colleagues who supported this fundraising effort

I'll end by thanking both Julie Fox and Walter Gill for their support during my year as Master along with the Court of Wardens and indeed the whole Court. It has been an honour and privilege to serve.



**OUR LIVERY,
PAN-LIVERY AND
CIVIC ACTIVITIES**

*Presented by
The Worshipful Company of
Management Consultants*

*“It was the best of times
it was the worst of times.”*

Julie Fox Learned Clerk



CLERK'S CORNER

Well I have to say it has been another different year for the Company and, as I have quoted many times the first line of a Tale of Two Cities "It was the best of times it was the worst of times". When we began the year everyone was supremely confident that the year would be plain sailing as we came out of the covid restrictions and returned to the 'new normal' – how wrong we were. Having not been used to travelling into London, working from home, the nervousness of some of our more vulnerable Members, venue availability, the unseasonably hot weather and, more recently, the transport disruption, it has been a tricky and challenging time. I am sure that every one of you can recount similar personal experiences.

As Members will be aware, just before the election of our new Master, Steve Cant, I had the privilege of being elected Master of my mother Livery Company, the Worshipful Company of Chartered Secretaries and Administrators. This meant that I stepped back to play a less active role in the Company, supporting Walter Gill, our Assistant Clerk, although I was surprised at exactly how many hours I actually ended up working during the year. What it did mean was that Mark and I were able to enjoy a number of very special and memorable events with the Master and Cathy during our year and we are all now very proud members of "The Platinums", the year group for all Masters serving in 2021/2022.

At the end of July 2021, the Company, which had been based at Skinners' Hall for a number of years, was required to vacate the premises in order to enable a major redevelopment programme. Having spent some time considering the options, a continued physical presence in the City was agreed and we relocated to Plaisterers' Hall on London Wall, where we now share an office with the Worshipful Company of Chartered Secretaries and Administrators. So far the arrangement has worked very well and we have been taking advantage of the excellent meeting space and the central City location to support our events.



*Left: Andrew Marsden,
Julie Fox and Master
Steve Cant*

*Right: The Wardens and
guests at the Master's
Installation Dinner*



In October 2021, I am delighted to say we were able to return to our normal 'in-person' installation for the first time at the wonderful Saddlers' Hall; a major event in the Company calendar where the Master confirmed that his theme for the year was 'Back to the Future'. It was a particular pleasure to admit Alderman Professor Dr Michael Mainelli as an Honorary Liveryman of the Company. Michael was the principal speaker at the Installation dinner and provided a humorous speech to entertain the guests.

Immediately following the Master's Installation, we continued our programme of "My Most Interesting ..." presentations and our Shoptalk events which had proved successful in attracting new Members to the Company. The latter allow new Members to introduce themselves, explain about their career to date, their involvement with the management consulting profession

and their engagement with the Company. During the previous year, the Company had successfully engaged with self-isolating Members providing support and guidance where needed as well as those living abroad and it was agreed to continue this, plus resuming our all-important programme of in-person events. Through the good offices of Bob Harris, the Company has also continued to be involved in pan-livery activities and some 125 people from across the Livery attended the Pan-Livery Conference at Mercers' Hall. Attendees learnt about several philanthropic case studies using a combination of video clips and panel discussions that the Company had been involved in together with progress on the Pan-Livery survey of Philanthropy. The Company took encouragement from the response to a question on future pro bono collaboration across the wider livery where 96% of the respondents thought this was a good idea.

Although not strictly a Company event, the Quaich Lunch held in early January, is now a firm fixture in the Company calendar. This year Geoff Berridge was awarded the Quaich for his services to pro bono clients and the Charitable Fund. Having been a victim of covid last year, the Charities Supper – the annual celebration of the Company's pro bono efforts was held at Barber Surgeons' Hall in January – an excellent opportunity to meet up 'in person' with old friends and make new connections. Presentations were made by three speakers about the pro bono projects that Members of the Company had supported - The Age of No Retirement, Buckhust Hill School, and Art History Link-Up. Traditionally at the supper, The Matheson Cup is awarded by the ProBono Committee to a member of the Company who has "gone above and beyond". This year the cup was presented by PM Patrick Chapman to Dr Karol Szlichcinski for his outstanding multilingual client support, specifically to the YBI accreditation process over many years.

The Company prides itself on serving excellent wines at its events and, having delayed for two years due to the pandemic, a group of 21 'pilgrims' from the Wine Club made an excellent trip to North Burgundy visiting some five vineyards and tasting 20 wines. In true French style they took in gastronomic lunches and dinners and stopped at Cramant in the heart of the Champagne region on the way back to Calais, tasting a number of champagnes over a light lunch. The Wine Club is open to all Liverymen and helps to fund the Company's wine cellar and was instrumental in hosting a series of lockdown virtual tastings, filling in two years of privation that was forced on us all.

The Sheriffs' Challenge, organised by the Worshipful Company of Educators, provides an opportunity for secondary schools across London to participate in a debating competition supported by their chosen Livery Company. The focus this year was the purpose of the City of London, and whether it should go beyond wealth and jobs to tackle issues such as diversity and inclusion. Once again Liveryman Collette Stone and PM Dr Ian Daniell supported Oasis Hadley Academy's entry and, despite presenting a well-researched and engaging presentation, they came second in their heat. The students really enjoyed the experience and loved their moments in the spotlight. The focus on education continued during the second half of the Master's year with the annual flagship event - the Education Lecture being held on 21 June, as an online event presented by Peter Hyman. Peter, a proactive influencer of change in the education sector, transfixed us from the start with his description of the 'Head, Heart and Hand curriculum' he developed as co-founder of School 21 in East London. He maintained that schooling has not changed materially since the 1950s advocating that education should focus on the whole child, developing human potential and not focussing on exam results. Later in June the Company participated in the Livery Careers Showcase at Guildhall, supported by two apprentices with the theme of "Management Consultancy – solve problems, make the world better; travel, make money and have fun". Developing the education theme the Company participated in the Tutt Rivers Lecture, a lecture held annually by The Worshipful Company of Chartered Secretaries and Administrators focussing on a topical subject important to us all. The speaker was Rebecca George OBE, Independent Chair of the Skills Reform Board, centring on the proposed reforms to Further Education and Life Long learning designed to deliver appropriately qualified individuals that employers require.

The high point of July was the Summer Celebration at the Museum of the Home in Hoxton. It was a great occasion for networking, chatting and simply enjoying being together on a summer evening. At the event IPM John Pulford presented the Company with his gift – a Gonfalon with our Coat of Arms which was blessed at the Annual Church service in September by our new Honorary Chaplain Elect Fr Tim Handley SSC, Priest-in-Charge of St James Garlickhythe. The Master's final task at the close of his year was to present the Company's gift to the Clerk to the Court of the Chamberlain at Guildhall – the Father of the Livery, Calvert Markham's stopwatch. It had been a long process, but perseverance was rewarded in a very special ceremony.

September also saw numerous changes for us all when, within just two days, our world was turned upside down. We saw the formal transfer of power to a new Prime Minister and the death, after 70 years of dedicated service, of our beloved Queen Elizabeth II and the accession to the throne of King Charles III. The year ahead continues to be volatile and uncertain when we find ourselves in a precarious position as we enter a period of unprecedented financial pressures and huge price rises. Our support to those in need will assume even greater importance in the months ahead and there will be many more demands on us all. Although it has been a year of two parts, it has been enjoyable and busy and we look forward to being able to return to more in-person events in the year ahead. I am pleased to be returning to the role of your Clerk full time and to supporting the incoming leadership team for what plans to be another excellent year. I thank the Members for their support and friendship and look forward to welcoming you to an event during the coming year.

Patrick McHugh PM Chair, Wine Committee



WINE COMMITTEE

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

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 £23,666 and a wine fund to be used exclusively to purchase wine of £6,018. These figures being at 30 June 2022 and can be seen on the balance sheet of the Company accounts in the Appendices. All this has been enabled by Wine Club Members who have generously provided £20,850 of interest free loans to the Wine Committee. The considerable financial outcome of the Wine Committee's activity is demonstrated by adding together the wine fund and wine stock which totals £29,684.

This year the Company imported its first wine en primeur 2020 *Bruignac AOC Bordeaux Supérieur*, purchased on the Wine Club trip to Burgundy more of our favourite *Petitjean Pienne Coeur de Chardonnay* Champagne and laid down in Berry Bros & Rudd 2020 *Chablis* and 2019 *Chablis Premier Cru Côte de Léchet* from Sébastien Damp. These purchases increased the value of the cellar by £11,005.

The Company Rules were modified to align with the Terms of Reference of the Wine Committee at the Election Court in September 2022. The Wine Committee's role confirmed by the Court is to establish the Company wine cellar at keen prices to be enjoyed at Company events. The cellar now holds 1600 bottles of 32 different excellent wines of which 27 are unavailable in this country.

Carole and Calvert Markham and I travelled to Northern Burgundy and Champagne in December 2019 on a reconnaissance for a Wine Club trip which was postponed by the covid pandemic. However, in late April 2022 the Wine Club eventually managed to run the trip which was much enjoyed.

The Wine Committee supported: the Church Service in 2021; the Installation Dinner where excellent 2011 *Le Clos des Cazeaux Cuvée des Templiers Vacqueyras* was drunk; in November the New Master's Reception; in December the Christmas Court supper at which an excellent 2007 *Durius Magister D.O. Ribero del Duero* which was the first wine laid down by the Company was drunk. At the Charities Supper in January 2022 we enjoyed 2015 *Dara Baglio Oneto Inzolia* and 2017 *Rosé Méthode Traditionelle Michel Thibault* from Sicily and the Loire Valley. We also supported the Members' Reception in March and Summer Celebration where *Petitjean Pienne Coeur de Chardonnay* purchased earlier in April on the Wine Club trip was much enjoyed.



In September I visited Bordeaux to see the harvest which promises well despite the super dry summer. Harvesting Sémillon in Barsac under a bright blue sky says it all.

Frank Brown FSG co-ordinator



FINANCIAL SERVICES GROUP



The Company is pleased to be a member of the Financial Services Group of Livery Companies (FSG). The FSG comprises thirteen Modern Livery Companies whose members are active in the City. The Company is joined by the likes of the International Bankers, the Solicitors and the Actuaries.

The role of the FSG is to provide technical support to the Lord Mayor and the Sheriffs as they conduct their business during the year, in conducting overseas visits, meetings in the City with overseas delegations, and in promoting "the City" brand of UK financial and other business services.

The FSG has sought further engagement with the Corporation this year and has been happy to have Alderman Prem Goyal as a regular attendee at meetings, to provide updates and guidance. Particularly useful has been the Alderman's insights into the changing face of City politics – with 30 new Common Councillors and a number of new Aldermen being elected this year. To respond to this, the FSG is engaged in a process of outreach to the Aldermen and Common Councillors, many of whom may not always be well acquainted with the Livery.

Liaison with members of the City governance remains central to the FSG, but over the years (and under the direction of outgoing Chair, and Sheriff Andrew Marsden) the FSG has expanded its role, and is now involved in a range of activities to proactively support the Livery and the Civic City.

In November 2021 the FSG panel took place. On the topical subject of COP26 – 'Just a cop out? Or will we see a fundamental shift in how capital owners behave?' Due to the constraints at the time it was held by Zoom, but well attended by 70-80 people. The session had been moderated by Roz Morris and the speakers were the Rt. Revd Nicholas Holtam, Kate Rogers and Professor David Cadman. The next FSG panel will take place in November 2022.

Another regular event is the Sheriffs' Challenge – an inter-school debating competition set up by the FSG. The winning schools have the opportunity to debate at the Old Bailey and be 'judged' by the judges. 18 schools took part in the 2022 competition. As with other years, the students who attended hugely enjoyed the event, and gained an opportunity to experience aspects of the City they were not familiar with.

The FSG Masters' Supper is another key event of the year and was held on the 23 March at Guildhall. This social event brings together the Masters of the FSG Livery Companies with the FSG Chair and representatives, to discuss issues and opportunities. The event reinforces the link between the Companies and the FSG and supports the mandate for activities during the year.

To further the social side of the FSG, a golf day is being set up. Initially planned for late 2022, this will now take place in 2023. Each company will be invited to enter a team of four. Participants will be charged for the day, with monies above costs being donated to the Lord Mayor's charity.

Bob Harris Pan-Livery Steering Group

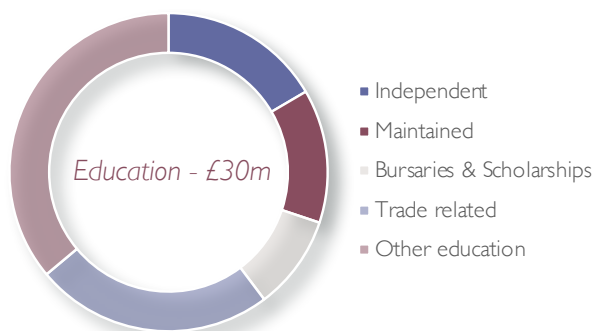


THE PAN-LIVERY INITIATIVE

The Pan-Livery Initiative was established five years ago to consider how the 110 Livery Companies might better work together to increase their impact and communicate it better. It has been guided since then by the Pan-Livery Steering Group (PLSG) chaired by past Lord Mayor Sir Charles Bowman and comprising the current Lord Mayor and senior representatives from the livery movement. In late 2019, I was invited to join the PLSG and to lead the 2020 Survey of Philanthropic Giving by Livery Companies. Developments over the last year have included a further survey, the establishment of a ProBono Interest Group and the publication of a Pan-Livery Impact Report.

THE 2021 SURVEY OF PHILANTHROPIC GIVING

This survey followed a similar structure to that undertaken in the previous year. It was launched in September 2021 and covered a period that was heavily impacted by the covid pandemic. Once again, it included data from all 110 Livery Companies along with several Guilds and Companies without Livery. The headline total of aggregate giving by the Livery reached £75 million – an increase of 4.4% on 2020.



The single largest category of giving was the £30 million devoted to the education sector. Within this total there was significant support to trade-related education and research, along with a wide variety of programmes designed to respond to educational needs arising from the pandemic. Many Livery Companies continued to provide bursaries and scholarships to disadvantaged pupils.

“...aggregate giving by the Livery reached £75 million...”

As in previous years, a significant proportion of philanthropic giving derives from historic endowments held by the older and wealthier Livery Companies. However, there was also a significant contribution from donations and fundraising by current Members with the average across all Liverymen and Freemen increasing by 11% to £128 pa and that donated by Members of our Company somewhat higher at £145 pa.

THE PAN-LIVERY PROBONO INTEREST GROUP

The 2020 and 2021 surveys showed that an increasing proportion of philanthropic giving from Modern Livery Companies took the form of volunteer, pro bono and in-kind support. As well as an increase in volunteer hours as school governors, charity trustees and general volunteering, the combined value of pro bono and in-kind support increased by 20% over the previous year to £6.8 million.

As noted in last year's Annual Report, there was also considerable interest shown in pro bono work at the Pan-Livery conference held in October 2021. A small group drawn from six Livery Companies met virtually in January 2022 and we decided to establish an Interest Group to encourage and support the growth of pro bono work in the livery, and to facilitate inter-company collaboration. The first in-person workshop was held in March at Information Technologists' Hall with presentations from the Marketors on a pro bono case study and from the Communicators on their 'Gift of Communication' programme. These were followed by breakout group discussions which focused on identifying key issues to address in future meetings.

The second workshop held in May addressed one of these issues: how to identify and match suitable volunteers to pro bono opportunities, and how to manage pro bono assignments to ensure a successful outcome for our charity clients. Representatives from the Marketors, Management Consultants and Information Technologists shared the experience they had gained (and challenges to be overcome) from over a decade of providing pro bono support, while the HR Professionals explained how they are setting up their much younger pro bono programme. The presentations were followed by a vigorous Q&A session.



Above: Patrick Chapman presenting to the PLPB interest group

*...the prospect
of a new
channel for
our pro bono
services...*

Most recently, a third workshop was held in October around the theme of 'Funder Plus' whereby both grant funding and professional support are provided to beneficiary charities to provide added value. Patrick Chapman and charity client Jonathan Collie described the pro bono and financial support that our Company has been giving to The Age of No Retirement followed by a second case study describing how the grant funding provided by the Information Technologists Charitable Fund to a charity dealing with substance abuse was substantially enhanced by a range of pro bono and in-kind support. We then heard from the Mercers about how their grant funding programmes are supported by Funder Plus arrangements provided by external consultants. This led to a lively debate about collaborative working across the livery, with the prospect of a new channel for our pro bono services complementing the grants made by other Livery Companies.

These three workshops have been well-attended and have together attracted 60 attendees from 35 Livery Companies and Guilds, including four of the Great 12 and several other long-established Companies as well as those whose members are drawn from the modern professions. Informal networking has facilitated many new contacts and ideas, and we can already report several examples of cross-livery pro bono working as a result. A further programme of meetings will continue throughout the next year covering both practical topics such as Terms & Conditions and Professional Indemnity Insurance, and new opportunities for collaboration.

PAN-LIVERY IMPACT REPORT 2022

This first report produced by the PLSG includes the results of the survey summarised above along with a number of Livery initiatives and stories, highlighting the breadth and quality of these projects and the impact they are having for beneficiaries. It is pleasing to note that, in addition to the work reported above, several other Company Members have been involved: for example, in the Livery Charity Chairs Group and the Livery Climate Action Group. We are becoming much better known across the livery for our leadership and innovation.

Looking forward, the PLSG has received supportive and encouraging feedback, and plans to continue its activities, remaining focused on the same three core objectives:

- To help develop shared philanthropic endeavour
- To enhance clearer and more transparent communication
- To improve the culture of Pan-Livery engagement

The PLSG will refresh its membership in the next few months with Alderman Professor Dr Michael Mainelli taking over the Chair role. I have been invited to continue as a representative of one of the increasing number of Modern Livery Companies helping the livery to strengthen its philanthropic role in the 21st century.

OUR GIFT TO THE CHAMBERLAIN'S COURT

Steve Cant

I was delighted to be able to donate our Company's gift to the Clerk to the Court of the Chamberlain at Guildhall. The gift was Father of the Livery, Calvert Markham's, stopwatch. To quote Calvert: "Management consultants now have many tools to help in their work, but the stopwatch has an iconic role in our history. It is therefore a fitting symbol to represent the work of the Members of our Company."

It had been a long process to get to that point and one that was played out in the pages of the Company Newsletter. Many people had highlighted the gap in the Clerk's collection, among them Ajay Chhabra and John Cowdell who asked what a suitable icon of our profession would be, and Karol Szlichcinski who came up with an idea several years ago but nothing happened. Finally, Calvert suggested his ancient watch - originally used in time and motion studies c. 1972. Without these Members' efforts, the idea of a gift may have remained just that – an idea.... So thanks to everybody that has been involved and I'm pleased to report all those named here were present at the short ceremony at the Guildhall on 4 October 2022. Our group of about 12 were all made most welcome by the Clerk who gave those present a brief tour of some other gifts from Livery Companies and celebrated Freemen of the City. That brings the story up to date and, yes, the Clerk did crack the old joke about consultants borrowing watches.

Consultants are notorious for borrowing watches... now we have given one.



The handover of our Company's Gift to the Clerk to the Court of the Chamberlain at Guildhall on 4 October.

Chris Sutton First Warden



OUR GONFALON

The Company is proud to march behind the Sea Cadets each year in the Lord Mayor's Show. Sometimes we even get a brief cameo appearance on BBC TV! But how do people know who we are?

We typically carry white company umbrellas which we twirl as a salute to the Lord Mayor when we pass the Mansion House. But the logo on the umbrellas is quite small. One of us will carry the Mace, which is good for "high five" crowd interaction but does not spell out who we are.

On parade behind the Sea Cadets in 2021, we found ourselves rather in the shade of their very large inflatable balloon. This prompted conversations – we really needed our own banner:



What do other Livery Companies do? Basically, you can adorn a double decker bus or float with your Company name, but that would involve quite some expenditure. At the other end of the spectrum, you could have a simple cardboard banner on a stick, with the Company name. Neither option really inspired us. What about an embroidered banner, in the style favoured by trade unions? And who would make it for us?



Chris Sutton researched the market, and in conversation with flagmakers was told the technical term for what we wanted – a "Gonfalon". The word comes from the Italian for a war flag, as used by cities in medieval Italy. The Court of Wardens chose a simple design, with our logo, our Company name in large red font, embroidered on a white heavy cloth with a central wooden pole. In discussion with suppliers, we agreed on size, materials, and issues of weatherproofing and storage. We got quotes and contracted with Red Dragon Flagmakers of Swansea.

At this point, John Pulford generously offered to purchase the gonfalon for us as his Master's gift to the Company, and work got underway.

Our gonfalon made its first appearance when John formally presented it to the Company at the Summer Celebration in Hoxton. It looked great, but didn't totally conform to the user specification. We had commissioned and paid for a two-sided gonfalon, and this one was distinctly one-sided! Back it went to its makers, to reappear splendidly two-sided in time for an eye-catching Court parade along Cannon Street to St James Garlickhythe for the Annual Church Service, where it was blessed by the Honorary Chaplain Elect.

Now for the Lord Mayor's Show in 2022!

Cathy Cant Master's Consort



LONDON'S TURBULENT SON...THOMAS BECKET

Yes, that Thomas Becket... the murdered priest – who was born 900 years ago in Cheapside, died 850 years ago in Canterbury, and canonised in very short order (thus paving the way for him to become London's patron saint) before being re-interred in a magnificent tomb in Canterbury Cathedral 800 years ago. His feast day was celebrated for well over 400 years until the Reformation put a stop to it.



The triple anniversary was all the reason needed for the splendid Becket Pageant staged in the Guildhall Yard, not far from Becket's birthplace on a rather changeable weekend in mid-June. Based on a 16th century Guild Pageant, this spectacular affair centred around a specially written musical celebrating Becket's life and gruesome death. Played by both professional actors and amateur thespians drawn from the City of London including various Livery companies (our own Kanan Barot playing several energetic roles), we were treated to a lively and engaging performance accompanied by some fine singing and inventive special effects.

The professional oversight of the production was much in evidence: for example the wardrobe – sewn by an army of volunteers – was overseen by a professional costume designer, and the huge Spirit of London puppet, also a volunteer production, by a professional puppet maker.

Around the Yard a 'medieval' fair was arranged, courtesy of various Guilds including the Bead Sellers, Saddlers, Masons and Wood Turners. I can attest to the quality of the demonstrations and items for sale. I'm told that the specially brewed Becket Ale was also worth queuing for!

This article first appeared in the July 2022 edition of the Company Newsletter.

OUR LINKS WITH THE SEA CADETS

Kanan Barot



The Company has had close links with the London Area Sea Cadets for about 20 years. We have supported them with grants that have been used for a variety of purposes, including to run a summer camp, as well as to help fund the purchase of kit and technology. Our most notable and regular engagement with the Sea Cadets is in marching proudly alongside them in the Lord Mayor's Show each November, though last year both the Company Members and the Cadets were somewhat overshadowed by the giant inflatable they brought along!

Cliff Lewis, Training Manager for the London Area, describes how the Sea Cadets have come through the pandemic and how, with the Company's support, they can plan ahead for a return to the normal range of activity.

LONDON AREA SEA CADETS– SUPPORT FROM THE WORSHIPFUL COMPANY OF MANAGEMENT CONSULTANTS

the generous support of the Worshipful Company of Management Consultants remains a hugely welcomed contribution

The cadets and adults of London Area Sea Cadets are extremely grateful for the gracious and more than generous support from the WCoMC, which we have enjoyed for the last 20 years, and which we hope to see continue as we emerge from last year's complete cessation to our face-to-face activity. All restrictions have now been eased, bar our overseas exchange programme (which we hope to start again during 2023). Whilst activity had been severely restricted, we felt it a little impertinent to apply for grant funding last year. However, the relationship and mutual support remains strong, and no doubt there will be a grant bid from us in the near future!

Despite the pandemic, our number of sea cadet units remains unchanged (we're even opening new ones), our cadet numbers are almost back to pre-pandemic levels at around 1,500 and we have new adult volunteers making regular joining enquiries. The advent of covid led to an increased appetite for contributing to communities, and what better way than to give time for our youth?

In closing, we have always known that the sea cadet experience delivers benefits to our cadets – real skills, improved employability, less risky behaviour, better attendance at school and better citizens generally – and, as our parent charity is challenged increasingly to find the funds to continue to operate, the generous support of the Worshipful Company of Management Consultants remains a hugely welcomed contribution toward our aim of providing fun, challenging activity to all of our cadets, regardless of their circumstances.

On behalf of all of the cadets and young adults who have once again benefitted over the last 12 months, thank you to the Worshipful Company of Management Consultants for your support.

OUR LINKS WITH THE RAF 600 SQUADRON

Jim Foster



Our affiliation with No. 600 (City of London) Squadron Royal Auxiliary Air Force (RAF 600 Squadron) started in 2018.

RAF 600 Squadron is a squadron of the RAF Reserves that provides Headquarters Support to the RAF and other capabilities like medical support, legal advisors and chaplains. The Squadron trains officers and airmen in the specialisations of operations, intelligence, information and communications technology and administration.

It is the only RAF Reserve unit within the M25, and has "Privileged Regiment Status" within the City of London.

A key element of our affiliation is the Company's annual "Outstanding Contribution" award to a member of the squadron which will be presented for the first time at our Charities Supper in January 2023.

A key element of our affiliation is the Company's annual "Outstanding Contribution" award to a member of the squadron



OUR PHILANTHROPIC VENTURES

*“Our Company spirit
of ‘giving and gaining’
has never been stronger.”*

Guests and Members at the Charities Supper, Barber-Surgeons' Hall

Patrick Chapman PM Chair, ProBono Committee



PROBONO CONSULTANCY

A SUMMARY OF THE YEAR

There have been a few changes to the Committee this year: Jeff Cant, Andy Miles and David Wreford have all stepped away and I would like to thank them all for their past work and support. They are not going “away away”, but have other calls on their time within the Company and indeed outside. During the year, we welcomed Chris Sutton, Geoff Berridge, Jim Foster and Jo Mann to the Committee joining Steve Cant, David Glassman, Bob Harris, Nanette Young and myself. Their individual professional skills have greatly increased the overall abilities of the Committee, which is excellent news for all our philanthropic endeavours.

Thirty one new clients approached us for help during the year



You will immediately notice one name is missing – John Corneille. John has been a personal friend and colleague for many years, someone to whom we could all turn for wise advice and of course, this is the great impact he had on the clients with whom he worked, including YBI and The Linnean Society. His sudden death is a great loss to us and to all those he served.



[the pandemic] has left a legacy of charities that are struggling... turning to us for strategic advice aimed at helping them out of a very black time.

Our clients and all our active members are indebted to the support the whole Committee has provided over the year in relation to our mentoring and consultancy work – particularly in a year that has still been dogged, as we all know, by the pandemic. This has left a legacy of charities that are struggling to balance income and activity, turning to us for strategic advice aimed at helping them out of a very black time. And as ever, my explicit thanks go to all those Members who have generously volunteered their time and of course to the Committee Members who have overseen their engagement with our clients. The flow of potential clients has continued and started to pick up again. 31 new clients approached us for help during the year – adding to the existing work with organisations such as The Welsh Archaeological Trusts, Cards for Good Causes, Visyon, Spitalfields City Farm, The Age of No Retirement, Wandsworth Oasis and, of course, YBI. In total, over sixty current clients.

THE CHARITIES SUPPER – BACK AGAIN

I am delighted that our defining Livery Event, The Charities Supper, was back in the schedule, although this year we held it at the Barber-Surgeons' Hall, as Skinners' Hall is now closed for renovation. This Hall is on the edge of the Barbican Estate; it was opened in 1969 and is the third Hall on the site (the previous Halls being lost to the Great Fire and WW2). We were back with our well known and trusted programme of three speakers talking about their charities and the work we had undertaken to help them – all under the stern gaze of the Holbein painting of Henry VIII:



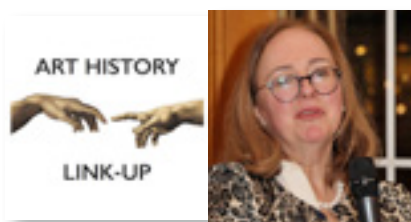
Company Members and their guests at the Charities Supper in the Barber-Surgeons' Hall



■ Jonathan Collie, the founder and CEO of *The Age of No Retirement*, started proceedings with a description of the journey that he had taken with the support of a combination of Consulting/Mentoring and Grant Funding from our Charitable Fund. The Livery is increasingly referring to this as “funder plus”, albeit in our case “ProBono plus” maybe. Certainly, we have been able to support his work for some time now – and it is continuing very successfully post-pandemic



■ At the second break, Alison Farquharson, head teacher of *Buckhurst Hill School*, described her journey from acting head at the time that the school became part of an academy trust. She particularly focused on how her mentor from our Company had helped her develop her management and leadership skills, taking the school forward with her team, or as she put it “replacing firefighting with strategic development”.



■ And our final speaker, Rose Aidin, the founder and Chief Executive of *Art History Link-up*, described the help she had received in relation to Business Planning and making successful Grand Funding requests. This opportunity came to us through The Fore, a funder focused on empowering and accelerating innovative young charities and another client of ours – we had previously supported their assessment processes and finance procedures.

TO CONCLUDE

I would again like to thank all our Members who have contributed to our pro bono work, even in these difficult times. The list is now too long to record here. One day we will be able to track the input that everyone has given, whether through our ProBono Programme, or through the CMCE or SFP programmes. Then there are all the hours that Members give as trustees of charities or members of local voluntary groups or school governors. In relation to our ProBono Programme, our Members are now providing about £1.3m of support each year, which is worth over £8m of impact. And we are continuing to deliver this, year on year, as the Country emerges from the pandemic.

CLIENT CASE STUDIES

As a slight departure from previous years, in this report we are featuring some of our client work to give a deeper appreciation of the ProBono assignments that we have undertaken.

THE WELSH ARCHAEOLOGICAL TRUSTS



The Welsh Archaeological Trusts (Ymddiriedolaethau Archaeolegol Cymru) are four archaeological organisations established in 1972 to respond to rescue archaeology. They are independent charitable trusts that together provide a uniform regional archaeology service across Wales, working closely with Welsh Government and local authorities. Tom Jenkins and Mark Collins have been busy since September 2021 supporting the Trusts in what amounts to a “merger”.

In the recent past, the Trusts have been discussing amongst themselves several potential organisational changes but were finding it difficult to reach an agreed conclusion. The Company was invited in August 2021 to carry out a review and recommend a suitable organisational model that would improve their long-term viability. The work started with visits to all four organisations and meetings with relevant Welsh Government officials. Having digested the situation and underlying facts, we held a workshop with the four Trust Chairs and CEOs where we presented our findings, which concluded that the best long-term option would be to merge into a single Welsh Trust. This conclusion was accepted in principle to enable further work to be carried out to assess the practicalities of such a merger.

We then designed an outline organisational model for the proposed integrated Trust and created a governance model necessary to manage the transition from four Trusts to a single integrated Trust. This involved setting up a Transition Strategy Group and a Transition Management Group comprising the four Trust CEOs. We act as advisers to both groups. At the end of March 2022, an agreement in principle was reached to continue with the transition process subject to votes by each of the individual Trusts later in the summer to agree finally to create the new integrated Trust. The ultimate aim is for the new Trust to be operational on April 2023.

This work is continuing now and we hope to provide a final update for our next annual report.

THE CENTRE FOR COUNSELLING AND PSYCHOTHERAPY EDUCATION



Jim Foster is helping The Centre for Counselling and Psychotherapy Education (CCPE) to identify their Information Systems (IS) needs, both for their administration support and website. It's an exercise much like that the Company undertook over ten years ago. CCPE is both a charity that provides counselling and psychotherapy services to those in need and an education body that runs a range of accredited professional counselling and psychotherapy training programmes.

Their IS needs are as complex as a university school And I am pleased to report that by next year's annual report we should be able again to give a final update on this work, vital to the success of the organisation.

WANDSWORTH OASIS



Steve Mayhew is helping Wandsworth Oasis to develop their Retail/Charity strategy. This charity raises money for people living with HIV, achieving this largely through its nine charity shops in and around the Borough. The shops have quite noticeably different stock than “average” charity shops, with a large number of one-off items, often “designer” clothing that has high value. Their strategic challenge is whether to grow and if so how.

TO CONCLUDE

Space does not allow me to introduce any further examples – although our mentoring and consulting work with Cards for Good Causes, the International Food Information Service, Food Bank Aid, MapAction, Global MapAid, Visyon, YBI and our many other current clients could easily fill a few pages of our annual report!



Nanette Young David Glassman ProBono Mentoring Leads



MENTORING

We continue to receive requests for mentoring support from a variety of sources including the Company's website, Members' extensive networks and referrals from past clients. The flow of requests is unpredictable in volume and timing but in the past year we have worked with clients from diverse backgrounds in sectors including education, sustainability, community interest, child welfare and organised religion.

“Rather like the person who didn't know they spoke in prose, some are delighted to realise, belatedly, that their past achievement owes much to the practical aspects of mentoring.”

and personal norms. We have continued to welcome more new Company Members to mentorship, encouraging their early integration into the Company's fellowship of pro bono activity. “Rather like the person who didn't know they spoke in prose, some are delighted to realise, belatedly, that their past achievement owes much to the practical aspects of mentoring.”

The client engagement and mentor matching process is well-tested and has reassured all parties, particularly during the uncertainties of recent times when the need for services has grown as the resources available to them have shrunk. Those new to the chief executive role have been supported as they have shouldered unfamiliar responsibilities and newly-realised loneliness.

We monitor the assignments as they progress and are gratified to learn that our input has been valued during difficult periods when our role in stimulating creativity and re-imagining has been vital to survival. We do not advise through the mentoring process but we do help our clients to develop personally and be better able to take forward their own lives and enhance the capability of their organisations and their colleagues, both professionals and volunteers.

In the past year, remote mentoring via Zoom and similar platforms has made real engagement simpler for both clients and mentors, and we are increasingly using hybrid models as we adapt to new

CHARITABLE FUND REPORT

Steve Cant

“TRANSFORMING YOUNG LIVES!”

Following the death of PM John Corneille, who was Chair of the Trustees of the Charitable Fund, a new Chair has yet to be appointed by the Trustees. Steve Cant has picked things up in the interim and has penned this short report.

We have been using our new Grant Assessment process for a couple of years now with good effect. When we say “No” to a grant applicant we always provide some constructive feedback to them. This is usually positively received, as the following examples show:

“Thank you so much for your measured clear and fulsome feedback. It was very helpful indeed – would that more funders took the time and care to help us improve what we are doing!”

“I want to sincerely thank you for taking the time to send us a detailed response, we truly appreciate it!”

We do, of course, like to say “Yes” when grant applications meet our criteria and fit with our overriding goal of “transforming young lives”. Significant grants in the last 12 months include:



A grant of £10,000 to The Age of No Retirement. Those that were at the Charities Supper will recall an excellent talk by Chief Executive Jonathan Collie. This continues to be a good example where we have provided pro bono support along with financial support.



A grant of £9,335 to World Heart Beat – a music education charity based in South London where Nick Bush is a Trustee. The grant was to help them develop a new CRM and Event Booking System for their new concert and rehearsal space, due to open in November 2022. This is a good example of where we know the charity through a Member and the charity fits nicely with our funding criteria. We are also providing some low-key pro bono support on systems implementation. A small band from World Heart Beat provided background music at our Summer Celebration – they were great.



In addition, a grant of £5,000 was made to the Disasters Emergency Committee Relief Fund - Ukraine Humanitarian Appeal for the relief of suffering in Ukraine. This was early on in hostilities and was reported at the Spring Court meeting. It would be fair to say that not every member of the Company supported this grant, but it was a unanimous decision by the Trustees.

Some effort has been invested in further articulating the future direction of the Charitable Fund, putting some flesh on the bones of the principle of “Transforming Young Lives”. Liveryman Geoff Berridge is leading on this, and we will be providing updates in the Get to Know Pro Bono (GTKP) newsletters.

A quick recap on who are the current Trustees:

- Trustees: Geoff Berridge, Terry Corby, PM Denise Fellows (Treasurer), PM John Pulford
- Ex-officio Trustees: Master Steve Cant, First Warden Chris Sutton, Second Warden Kanan Barot.

We do, of course, like to say “Yes” when grant applications meet our criteria and fit with our overriding goal of “transforming young lives”.

Alex Skales Trustee and Director, CCE



THE BAYES CENTRE FOR CHARITY EFFECTIVENESS (CCE)



As I write, our new Charity MSc students are queuing to register for induction day – welcome to our class of 2022 and to the start of another academic year.

Despite a challenging operating environment, CCE continues to thrive. The Centre is positioned well to contribute to the University's new strategy, focused on being the "University of business, practice and the professions". This plays to our strengths, and we welcomed President Professor Anthony Finkelstein to a recent CCE Advisory Board (AB) to learn about the contributory role CCE can play. Dean, Professor Andre Spicer's membership of the AB, enables us to stay close to the emerging Bayes strategy. CCE has a role to play in this with its focus on social purpose being a key differentiator for the School.

We continue to share learning and to offer fresh thinking to the sector. Highlights include the Tools for Success series being relaunched alongside a new online resource a charity CEO's last 100 days. A study on how nonprofit leaders lead through challenging and uncertain times will be published shortly. Our professional education courses are oversubscribed and a new course, "Leading Edge", for less experienced and future leaders will launch in Spring 2023. Consultant Steve Billot now writes a regular column for CCE in the Charity Finance magazine.

We were delighted to be appointed by the Charity Commission to deliver a research project on social investment with the findings being used to inform the current redesign of the investment guidance note CCI4. This was the first time that the Regulator has partnered with an external third party and is a testament to CCE's expertise and independence.



Charity Talk – from L to R Andre Spicer, Angela Salt, CEO GirlGuiding and Matt Hyde, CEO Scouts, Alex Skales

To the year ahead, we welcome Dr Angela Ellis-Paine, who joins the MSc teaching team and to strengthen our valued relationship with the Company, we are delighted to have Company Member Malcolm McCaig join our Advisory Board.

Charity Talks continue to be highly popular and we start this year with a sell-out on 23 November, where we will welcome ex Cabinet Minister and Chair of ProBono economics, Lord Gus O'Donnell to share thinking on what lies ahead for Civil Society leaders.

Maintaining our international links, I have been elected to the international Nonprofit Academic Centres Council (NACC) Board, giving opportunity to build further on relationships already established by my fellow colleague Professor Paul Palmer.

As ever, much of what CCE delivers is strengthened by the goodwill, time and energy given by so many, the Company being a prime example, a big thank you.

CITY CENTRE FOR CHARITY EFFECTIVENESS TRUST AND ADVISORY COUNCIL

Denise Fellows

CCE offers City and Bayes a clear differentiator

The City Centre for Charity Effectiveness Trust was created in 2003 during the joint foundation of the Centre for Charity Effectiveness (CCE) by Cass (now known as Bayes) Business School and our Company.

The Trust has been a useful vehicle in the past for raising funds for CCE during its formation (around £350K being provided by the Company), for providing some additional governance and management during the development of the Centre, and a channel of communications between the two organisations.

Over the last few years, as CCE has become more established, the Trust has played a less significant part in the life of CCE and the Trust has become near dormant. It has therefore been agreed that the structure of the Trust and, in particular, the composition of the Trustees will change. The Company will continue to appoint one Trustee and I have been appointed as the Company Trustee.

In acknowledgement of the service provided by the Company in the past, the proposal was made that a Member of the Company be nominated to join the newly formed Special Advisory Board, chaired by Sir Stuart Etherington. The Advisory Board will provide expertise to shape the Centre's strategy and to assist it in its ambition to be a world class Centre for Nonprofit leadership development and policy influence.

Malcolm McCaig has been nominated and appointed as the Company's candidate for the Special Advisory Board and is already engaged with the Board in exploring the future direction of CCE. Malcolm reports:

"CCE offers City and Bayes a clear differentiator. This is currently underplayed but has significant potential as the need for ethical, innovative and socially responsible leadership expands beyond the charity sector there is a need to scale up while maintaining the current high quality there are branding and terminology issues that may need to be overcome as sector boundaries blur and young people enter employment."

Several proposals for ways to move forward have been made during discussions. These align with CCE's thinking and can be categorised in three ways.

1. Strengthening the Centre's core activities .
2. Influencing mainstream management education within Bayes, by providing a distinct and cutting-edge educational offer for the "social leaders of tomorrow", underpinned by research.
3. Developing and delivering on the Centre's ambition to create a "social" institute that operates across the University; building on multidisciplinary activities that use expertise from across Bayes and City; drawing together the threads of the "social focus" and creating something where the whole is much greater than the sum of its parts."

Our hope is that through this restructuring our good relationship with CCE, our livery school, can be maintained and strengthened in the years to come.

Andy Miles, Court Member



CLIMATE ACTION GROUP



The Livery Climate Action Group (LCAG) was formed in 2021 to assist City of London Livery Companies and Guilds to manage their impact on climate change and the environment by reducing carbon emissions and making responsible use of resources.

The formation of LCAG was inspired by the City of London's Climate Action Strategy which set goals for the City to have net zero emissions by 2040; for buildings, public spaces and infrastructure to be resilient to climate change; and for people in the City and beyond to benefit from a clean, green and safe environment.

LCAG has created a series of Guidance Notes, exemplar Climate Action Plans and other associated resources drawing from the wide expertise within London's Livery, as part of its ambition to be an invaluable support for Livery Companies in their journeys toward net-zero emissions.

The Company's Climate Action Group was set up to co-ordinate the Company's response to the LCAG. Our Group consists of John Watson, Jim Foster, John Cowdell and myself.

The Group's initial focus was to draw up a Climate Action Plan that could be passed and adopted by the Court, as well as align with the wider aims and objectives of the City.

The Climate Action Plan was adopted and the Group has now moved on to look at the wider issues.

The Company has also signed up to the LCAG objectives and has been acknowledged for being one of the early adopters.

On 4 July 2022 the LCAG held its first conference at the Merchant Taylors' Hall. The Master Steve Cant attended along with a number of members of the Company's Climate Action Group and Members of the Company too. I was one of the presenters talking about the subject of 'Making a Climate Action Plan'.

The Company Climate Action Group then looked at how the membership could start to benchmark their climate impact and then track how this impact is to be reduced.

The first phase of this was the 2022 survey that went out to all Members over the Summer of 2022.

The responses are now being evaluated by John Watson and the results will be available towards the end of 2022.

The work now being planned by the Climate Action Group is to evaluate the Company's own environmental impact and to develop ways in which the Company can make a positive and sustained impact reduction now and for many years to come.





OUR EDUCATION AND PROFESSIONAL DEVELOPMENT ACTIVITIES

*“ we need to change
the way we educate
our young.”*

*Liveryman Collette Stone and PM Dr Ian Daniell supporting
Oasis Hadley Academy's entry in the Sheriffs' Challenge*

Malcolm McCaig Chair, Education Committee



EDUCATION MATTERS

On the Education front, this has been an active year for the Company. In a year when the Times Education Commission published its report calling for a reset on schooling, we have continued to push the boundaries on the need to improve the quality of our education, with a particular focus on the school-leaver part of the education spectrum. In doing so, we have pursued our aim to inspire a future generation of management consultants.



The first of our four headline events was a panel debate on “The Future of Education – Time for a Radical Rethink”. With an expert panel facilitated by myself and comprising Carol Selwyn-Jones, Dona Henriques, Hannah Wilson and Dr Simon Davey, we faced into a number of issues such as pandemic-related school closures, parents working from home and home-schooling, school staff sick, and changing government guidance. In exploring these issues, the panel recognised the negative impact on belonging, engagement, psychological safety and well-being for children, parents, staff and governors. The panel also recognised that digital-world schools cannot level up for those disadvantaged by limited access to the internet, and that assessment based purely on

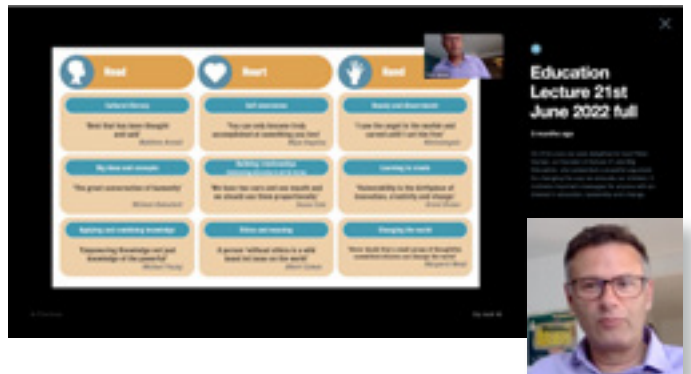
exams is a blunt tool. The panel felt there are resources which can be better shared to build a sustainable future for our young people, together with improved investment in the sector.



The second of our headline events was the annual Sheriffs’ Challenge, where secondary schools debate a challenge question set by the Sheriffs. This year it focused on the purpose of the City of London, and whether it should go beyond wealth and jobs to tackle issues such as diversity and inclusion. The three heats were scheduled for February 2022, with the finalists’ teams gathering at the Old Bailey in March 2022 to vie for the top spot. Responding to the challenge, Collette Stone as our Livery lead and PM Dr Ian Daniell as chief vocal coach teamed up to support Oasis Hadley Academy’s entry. They embarked on a daunting mission to help a group of

shy, ‘never done this before’ young people become confident, articulate and persuasive debaters. They performed very well in their heat, coming a strong second, and were pipped at the post by the team that eventually won the final.

The third headline event was our annual Education Lecture, held on 21 June 2022, and what an amazing evening it was. I introduced proceedings and Andrew Marsden, the Non-Aldermanic Sheriff-elect, gave us an interesting historical perspective on the relationship between education and Livery Companies. Andrew concluded with a definitive “we need to change the way we educate our young” which set the scene nicely for Peter Hyman, our keynote speaker. Peter is a proactive influencer of change in the education sector with various leadership roles across the education sector to his credit. He transfixed us with his description of the ‘Head, Heart and Hand curriculum’ he developed at School21, and his belief that education should focus on the whole child. Peter went on to introduce further interesting concepts such as “the learner profile”, the concept of “crafting beautiful work” and a detailed explanation of “Oracy”. Overall it was a highly illuminating event that left everybody feeling stimulated and overflowing with “brain fizz”.



we have continued to push the boundaries on the need to improve the quality of our education

The final headline event was our participation in the annual London Careers Festival on 28 June 2022. The Master represented us at the official opening by Sheriff Alison Gowman. Our stand at the Festival was led by Dr Simon Davey, with support from Ron Cruickshank, Malcolm McCaig, and two apprentices from IBM; Victoria Sinel and Nicolaas Defaux. Our clerk, Julie Fox, took care of the essential logistics. Our theme was “Management Consultancy – solve problems, make the world better, travel, make money and have fun”. Throughout the day, there was a constant stream of youngsters to our stand, all wanting to try their hand at the problem solving puzzles and lifting the mace. Our aim was to engage with the youngsters about the excitement working in management consultancy. Judging by their reactions, we might very well see some of these youngsters appearing on the consultancy scene in the years to come.

SHOPTALK EVENINGS

Bob Harris

The popular Shoptalk evenings are designed to enable Members to talk about their own experience and consulting interests, and to exchange ideas with colleagues. Following the coronavirus restrictions last year, they resumed as in-person events held at our established meeting-place at The Artillery Arms in Bunhill Row.



We held two early evening Shoptalk sessions in October and May during which we heard from a number of recent joiners to the Company:



Janell Dudley on her work in financial services in New York and London, leading successful change in business operations, regulatory response and technology enhancements. Janell also described her support of diversity and inclusion initiatives, including the Barclays Women's Initiative Network.



Alan Greenwood on his work at board level with large and small banks and fintech businesses to transform, scale and innovate their operations. Alan has recently retired from commercial work and moved his focus onto pro bono work and travel.



Paul Kelly who spent many years working primarily for large corporates on IT programme management, change management and supply chain assignments. He described his current work as an organisational consultant: addressing cross-functional issues and developing new operational models.



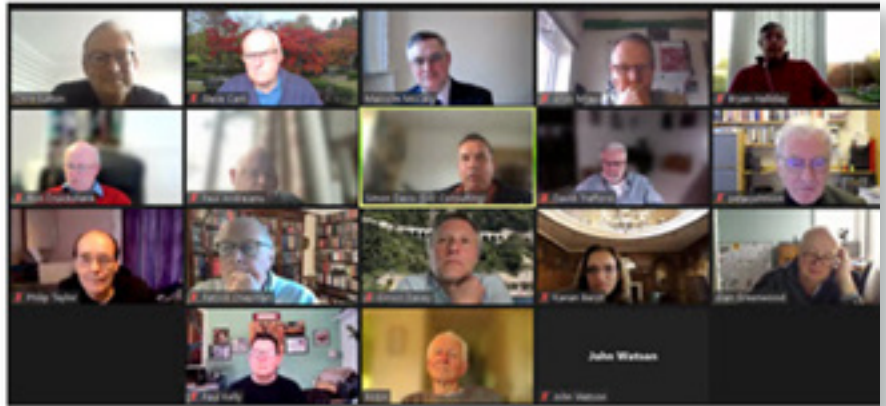
Hugh Tinsley described his consulting career with EY and Cap Gemini which included a wide range of strategy and transformation projects in major Government Departments. Since leaving corporate life he has been involved in a number of contracting and pro bono roles.

Whilst not everybody found it practicable to travel into town, those who did much welcomed the opportunity to interact with their colleagues without the constraints of Zoom. They are a good 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!

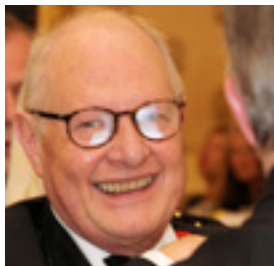
MY MOST INTERESTING ... WHATEVER SERIES

Malcolm McCaig

We have continued the “My Most Interesting...” series with four more brilliant events. The theme this year substituted the “Whatever” part of title with the word “Career”. Even though the COVID wave gradually receded and physical meetings returned, we retained the virtual on-line format and early evening slot to give greater flexibility for attendees to join. Each event attracted between 25 to 40 attendees. And they were completely free!



“Tales from a Consulting Career”



PM Patrick Chapman kicked off the season in November 2021 with “Tales from a Consulting Career”. The added delight for the attendees was the “what happened next?” quiz questions that Patrick threw in at various interludes. From early beginnings, he took us on a road trip that moved upward, sometimes outward, often into new territory, and eventually progressed into the nonprofit sector. It is no surprise that Patrick now plays such a key role in the Company’s pro bono efforts.

“The Life and Times of a Professional Trustee”



Next up was PM Noorzaman Rashid in February 2022 with his talk on “The Life and Times of a Professional Trustee”. Noorzaman has held over a dozen chair roles in charities ranging from small to very large. From his first trusteeship at the age of 17, his journey eventually led to building a charity with a turnover of over £75m in 3 years off the back of a £10,000 donation. From the lessons shared by Noorzaman, we walked away with some valuable ideas on what it takes to be a successful Trustee.

“Lessons from a Post-modern Consulting Journey”



In April 2022, First Warden Chris Sutton managed to interrupt his business trip and connect from a hotel room in Liverpool to deliver his talk titled “Lessons from a Post-modern Consulting Journey”. He spoke about what he learned about the consulting business from PwC (blue chip), to Logica (no consulting brand, and therefore white chip), to independent consultancy (green chip, and having to learn a whole new set of skills). We then moved into an interesting discussion about those who joined management consulting as a career versus those who saw it as a stepping stone within a career.



“Tanks, Bombs, Mao AND Weinstock...”

We finished the series in September 2022 with PM Bob Garratt and Sally Garratt, and a talk titled “Tanks, Bombs, Mao AND Weinstock - An Evolutionary Approach to Consultancy”. It was an outstanding example of an opportunistic career full of frequent, freelance, international travel without a package of predetermined answers. Bob and Sally shared a treasure trove of insights with us. They also introduced a fascinating map illustrating the development of various specialisms in management consulting over the years, which left all of us plotting our own career on the chart.

My continued thanks to all our speakers for their efforts and their good humour; and to our participants for their responsive questions and experience sharing.

Nick Bush Director, CMCE



THE CENTRE FOR MANAGEMENT CONSULTING EXCELLENCE (CMCE)

The Centre for Management Consulting Excellence (CMCE) is an open and collaborative professional community for sharing leading and emerging practices in management consulting. It brings together practitioners, researchers and all those with an interest in consulting in its various forms through a series of events, published research and the exchange of knowledge both through our website and through a regular newsletter. We seek to identify the difficult and challenging issues that consultants and their clients deal with and to encourage and promote excellence through sharing ideas and academic research in these areas.

GROWING THE NETWORK

In the last year the strategic focus has been on building the size of our community recognising that – in an organisation sustained entirely by voluntary effort – we will simply get more done if we have more people involved.

Zoom videoconferencing has been our default medium for many of our events and meetings but, recognising that not everyone is comfortable with videoconferencing we experimented with audioconferencing via the Clubhouse app for our first major initiative of 2022. Building on a paper 'The Role of Intangibles in the Economic Recovery Post-COVID 19 Pandemic' published by Rhonda Best in the European Journal of Business and Management Research, we ran a series of discussions aimed at the "NextGen" members of the network – those considering a move into consulting or new to the field. The discussions covered topics such as whether interviews were still necessary, training graduates for the gig economy, how to involve everyone in innovation and marketing, and how labour legislation needs to change to prepare for the future of work.

Our LinkedIn audience has grown by nearly 50% in the last 12 months

We drew a wide range of participants with a global reach – at least one call had participants from the Americas, Europe, the Middle East and Africa – and this produced a rich range of insights as the nature of the platform and the way they were facilitated enabled most people to participate in the discussion. Thanks to sterling work from NextGen leads Rhonda Best, Valentina Lorenzon and Tudor Baron to set up and run the events and, crucially, publicise on LinkedIn we saw a significant uptick in CMCE's reach. Our LinkedIn audience has grown by nearly 50% in the last 12 months and much of this was down to the consistent publicity around NextGen.



RESEARCH AWARDS

Late in 2021 we held an online awards ceremony to celebrate the recipients of CMCE's third annual Research Awards. Established in 2019 the CMCE Research Awards celebrate excellence in published research that is of relevance to the consulting profession – an area that is too rarely the subject of rigorous research and investigation. A strong field meant we were able to make awards in all three categories.

- **Client-consultant Relationships** produced some interesting papers that all contributed to an understanding of this crucial aspect of consulting with the award going to *Negotiating imitation: Examining the interactions of consultants and their clients to understand institutionalization as translation* by Michael Gill, Gerry McGivern, Sandra Pereira, David Gill, Sue Dopson and Andrew Sturdy (Universities of Oxford, Warwick, Bristol, and Nottingham). Presenting the award, judging panel member Calvert Markham commented that he thought the paper should be included as standard in the training of management consultants.
- In **Technology and Consulting** we awarded the prize to *Digital transformation and the new logics of business process management* by Abayomi Baiyere (Copenhagen Business School), Hannu Salmela (Turku School of Economics and Business Administration) and Tommi Tapanainen (Pusan National University). The judges felt that this paper proposed a useful model of digital transformation and change that was potentially applicable and important to wider organisational change and avoiding "digital concrete".
- **The Changing Environment of the Consultant** saw the increased focus on cybersecurity issues reflected in the award of the prize to *Managing the threats from insiders: Systems ergonomics and strategy as a practice*, a highly practical paper from Denis Fischbacher-Smith of University of Glasgow. This paper highlighted the danger of focusing solely on external threats rather than the internal vulnerability of systems.

The ceremony also saw the award of the Urwick Prize, this year given to the paper that made the most contribution to the ESG (Environmental, Social and Governance) agenda. The judges felt that *Elitism in strategy consulting: How institutional prestige influences recruitment* by Ioanna Mavridopoulou and Joe O'Mahoney from Cardiff University offered both a critique of recruitment practices by top strategy consulting firms and guidance on how improvements to recruitment could alleviate the drawbacks of these exclusionary practices.

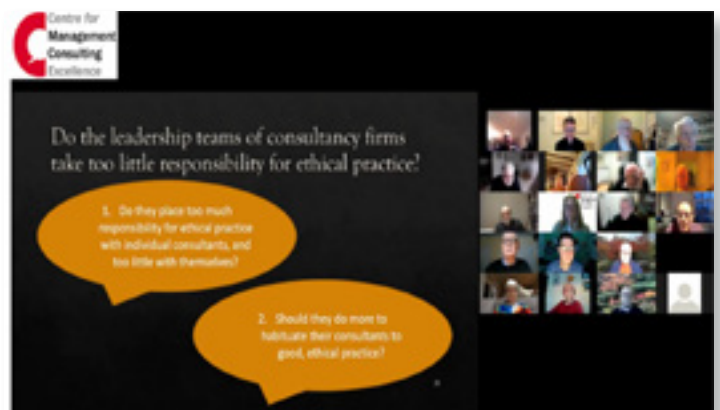
With an entertaining and stimulating keynote from CMCE advisory panel member and Court Assistant at the Marketors' Company, Jenny Ashmore, and mini-interviews with the award winners this new format is something that we will repeat in future years.

SHOWCASES

We continued to run a series of Virtual Showcases, allowing a range of expert speakers to present their views on topics related to consulting and discuss with an informed audience. Although "Zoom fatigue" and the resumption of more normal working patterns might have contributed to a slight drop-off in attendance compared with the previous year, discussions continued to be illuminating.

In December, Company member Luca Collina brought his own brand of informed and reflective thinking to a presentation on *Virtual Consulting*. This session highlighted some of the pitfalls and advantages to be gained from virtual working with clients.

In February, we caught up with one of the finalists from the 2020 Research Awards, David Shaw, whose paper on *Aristotelean ethics and consulting* had attracted praise from the judging panel. David had delayed his participation in the showcase to coincide with the publication of his book, *An Ancient Greek Philosophy of Management Consulting*, which built on the themes in his original paper. Despite the rather esoteric-sounding subject matter this showcase raised some provocative yet highly practical questions about the nature and value of management consultancy.



David Shaw discusses ethical practice at the February Showcase

The last session in the NextGen series on employment law gave rise to the May Showcase on the Future of Work. Employment law specialists Lewis Silkin had contributed to this session and offered to expand on the theme by presenting their research into the developing world of work. This was a great example of how CMCE's growing network leads to cross-fertilisation between different areas and new ideas for events.

In September we held another book-related event where Company member Bruce Garvey presented some of the ideas in his new book *Uncertainty Deconstructed: A Guidebook for Decision Support Practitioners*. The book contains a wealth of tools and techniques for turning those “grey areas” beyond quantifiable risks into better understood plans and there was certainly more material than would fit into the hour-long format we usually use. One participant commented that they wished they’d had the book many years earlier as they probably would have approached their strategy work quite differently.

The last showcase of the year was a long-awaited session on **Quantum Computing** where Quantinuum’s Mark Wolf provided an overview of this technology that still continues to baffle people – even those with a working knowledge of quantum physics. If you can avoid getting stuck on the concept that, rather than operating on a binary logic of 0s or 1s, quantum computers, through the property of superposition, can operate with 0s and 1s then this technology offers companies significant advantages in being able to solve problems that would take classical computers years or even millenia to solve. Identifying those areas of application will be one area that management consultants can develop skills in in the near future as the technology becomes more commercially available.

ASKING “DIFFICULT QUESTIONS”

2021 saw the development of a series of “Hilbert problems” – difficult questions that the management consultancy profession should address to improve overall excellence and in 2022 we took these to members of the community via LinkedIn to gauge what consultants thought were the most important areas to progress. It emerged from this that we should dive into the topic of excellence – perhaps not surprising since it’s in our name – and this is now our major theme for this year and beyond.

Jim Foster has been leading the work to unpack this area, working with our newsletter editor and LinkedIn lead Valentina Lorenzon to gauge the opinions of the CMCE network. We held an insightful Round Table on the topic of excellence in June drawing on contributions from a range of consultants and buyers of consultancy. This has led to several pieces of work including further Round Tables and studies into accreditation and measuring value which will publish results in 2023.

BUILDING RELATIONSHIPS WITH THE ACADEMIC SECTOR

The year saw substantial advances in CMCE’s relationship with the academic sector in the UK. In November the British Academy of Management (BAM) set up a Management Consultancy Network (MCN) as a focus for academics with a shared interest in management consulting. Calvert Markham, the former Director of CMCE, was instrumental in setting up the Network and was its first Chair, and Karol Szlichcinski also serves on its Committee.

In February we published a report on *What management consultants want from academics*. This was well received by the BAM community. The launch event of the BAM MCN was an online presentation of the findings of the report; it attracted over 100 registrations and over 80 participants attended on the day.

Encouraged by the success of this event, Calvert and Karol organised a panel session at the BAM Conference on *Increasing the impact of research through management consultancy*. This benefited from contributions by Professor Nic Beech, President of BAM, and Terry Corby, a Company member and formerly Global Head of Thought Leadership for Accenture, and attracted 69 online participants as well as several onsite at the event venue.

The BAM MCN holds regular ‘Coffee Mornings’, online discussion sessions focused on a specific topic. The topics for many of the discussions this year were taken from the list of “Hilbert questions”. Notes of the discussions have been saved for future reference.

TAKING CMCE ON THE (VIRTUAL) ROAD

I’ve taken the opportunity to spread the word on CMCE wherever I can. I was invited to speak to the Financial Services Club in March and then the British Computer Society management consultancy group in October. Both sessions dealt with the idea of excellence in consulting under the theme of “saving consulting from itself”. I believe that traditional management consultancy faces threats from technology-enabled apps and networks but that consultants possess the qualities of adaptability and innovation required to manage these changes. Both sessions provoked interesting questions from an engaged audience and has extended awareness of the Centre to the IT and Financial Services worlds.

In summary, CMCE has continued to grow throughout the year and awareness of its work is spreading in the academic and consultancy sectors. We look to continuing to grow in the coming years and are grateful for the efforts of all those mentioned above as well as those Company Members who have supported our events and contributed their ideas and connections.





**OUR FELLOWSHIP,
SOCIAL AND
COMMUNITY
ACTIVITIES**

*“We welcome any
Liveryman to join us”*

Mingling before the Charities Supper

WINE CLUB

Patrick Chapman PM, Chair Wine Club

In my previous reports, I focused on the Virtual Wine Tastings that the Wine Club organised for the whole Company during (and between) the lockdowns. Now, as we look back it is hard to remember exactly what those days were like, being confined to our homes and relying on Zoom. It is a revelation that over the last year we have been able to travel abroad; mind you, this did not stop us organising another Christmas Wine Tasting "Christmas Wines from your Supermarket". The demand (thirst?) for this, our ninth, virtual wine tasting was certainly there and it was a chance for the Wine Club again to be visible within the Company.



So there we were in November last year, looking back over 18 months of previous tastings, the 'old team' – Patrick McHugh, Ann and myself – thinking what might be appropriate for the first Christmas that would be held without Covid restrictions. We decided to stick with some 'old favourites' – and indeed these wines still are reliable purchases for all similar occasions; they are versatile and will couple up with quite a variety of dishes.

Following rough tradition, we started with a Fizz, a Crémant in this case, as an alternative to Champagne, followed by a nice Chablis or Sicilian Etna Rosso, depending on one's food of choice. We felt that Smoked Salmon or Maple Cured Salmon would be an ideal starter with the Crémant, Turkey and other poultry would pair well with either the red or white wines. And we finished the meal with a Sherry. Sherry? Yes, it is a perfect accompaniment to Christmas Pudding, or poured over ice cream. Actually, we, well Ann in this case, put a lot of focus on pairing traditional fayre with the wines so that everyone would be well prepared for their first 'unfettered' Christmas celebrations.

We do not know how many of the fifty or so people who have joined us for these wine tastings have actually followed our food pairing recommendations, but we do know that 'on the night' when we were running the tastings, a good time was definitely had by all!

And that is what the Wine Club is about. We welcome any Liveryman to join us, anyone who enjoys drinking and pairing wine, and learning a bit about viniculture.

We also do tasting trips to Europe. This has proved a bit tricky in these post-Brexit days as the import regulations have been changing, as you would expect, not to mention the post-Covid availability of suitable hotels for a party of around 20 thirsty and inquisitive folk from the Wine Club. However, Calvert Markham and Patrick McHugh had been planning a trip to North Burgundy since 2019 and finally we were able to turn this planning into a reality in April 2022.



The implementation was broadly the same as in the past: two 'splitter' vans with two teams of drivers and navigators converging on Cheam at an ungodly hour of the morning to drive to the Tunnel and through on to Auxerre, our base for three days. This ancient city is dominated by its Cathedral and was the perfect base for exploring the vineyards around Chablis. OK, the sun does not always shine in North Burgundy, but the wines are excellent – and contrary to received wisdom – not massively expensive!

Of course, no Wine Club trip would be complete without a few carefully organised meals, showing off the local cuisine, accompanied by various locally produced wines. The picture to the left shows our hard-pressed adventurers taking a lunchtime break. It had been an exhausting morning! And, of course, we had three wonderful dinners as well.

On our return to the UK, we stopped, of course, at Patrick McHugh's favourite Champagne producers, who laid on a wonderful buffet lunch in their winery – and provided a selection of their Petitjean Pienne Champagnes for us to taste. Finding their winery proved a bit of a challenge as they had just moved within their village, Cramant, but we achieved. A good lunch was had by all – OK the drivers did show appropriate restraint so that we could get to Calais on time. Which we did, although there were some holdups with the tunnel trains... And how did we get on with the Customs Officers on our return I hear you ask? Well no problem: the (French) officer opened the cargo doors of the vans and said: "you have been to Chablis; they produce my favourite wines", or words to that effect.

Richard Stewart Music Group co-ordinator



MUSIC GROUP

It has been an eventful year for the Music Group and one which we cherished. The reopening after the challenging times of the pandemic made the events we attended feel even more special.

Through the year there have been excellent classical and contemporary music events we have attended. It started with the Festival of St Cecilia on 17 November 2021 which was the best attended of the events. We had about 15 of us attending the service alongside the other Livery Companies, with some great choral contributions in the very atmospheric setting of St Pauls Cathedral. We then went to the Bleeding-Heart restaurant and had a lovely lunch there. It was great to catch-up and enjoy the conviviality of the occasion.

By coincidence an event we had booked back in 2019 and which had been postponed during the lockdowns was rescheduled for the evening of 17 November; the "Story of the Blues". It took place in the old Victorian music hall, Bush Hall near Shepherd's Bush Market. Four of us attended and it was a fascinating live music show with both cinematic components and a live band, taking the audience through the evolution of Blues Music from the early 20th Century in America to the modern day.

Then at the end of March 2022 six of us attended an excellent concert at Pizza Express in Soho where we saw Marisa Graspà and her band perform a range of eclectic jazz numbers from her forthcoming debut album. She is described as having a "classical music background, Greek origins and world, folk, middle-East and Latin influences". It was a very enjoyable and memorable occasion, and as well as watching the wonderful show we had a tasty Italian pizza dinner.

During the summer we were lucky enough to go to and see a very special Prom. Most of us, myself included had never been to the BBC Proms live before despite watching it on TV and always considering a visit. It had always seemed quite a daunting prospect in the past to arrange the booking or muster a group, but it turned out to be relatively straightforward and was well worth it. So on 19 July six of us went to see La Nuova Musica perform Purcell's Dido and Aeneas. Something we hadn't bargained for was that the 19 July would turn out to be the hottest day ever in the UK. We weren't sure if the performance was going to go ahead or if getting there would be easy, but we all made it and had a lovely Italian dinner beforehand as well. It was La Nuova's first appearance at the Proms and the performance was spellbinding both in terms of brilliance of Alice Coote and James Newby in the title roles, and the quality of the orchestra which included the classical instruments of the Baroque period such as the Harpsicord.

We have also been active on the WhatsApp group for the Music Group. Several Members have shared information about forthcoming events or topics of interest relating to local music shows. I look forward to future events and the chance to enjoy music with more Members of the Company.



*Main photo: La Nuova Musica perform Purcell's Dido and Aeneas at the Proms.
Inset photo: the live band at Story of the Blues, Bush Hall, Shepherd's Bush Market*

John Watson Faith Group co-ordinator



FAITH GROUP



*St Ethelburga's, one of the few
surviving medieval City churches
in London*

The Company's Faith group was launched in 2015 and began by holding a series of joint events with the *St Ethelburga's Centre* for reconciliation and peace in 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.

Two events were held online during the coronavirus pandemic, but there has been little activity during the past 12 months. The thirty or so Faith Group supporters in the Company have had occasional opportunities to hear speakers or attend other Livery Company events which could be of interest to them.

The plan to hold a daytime retreat had to be postponed due to the retirement of our former Chaplain, Revd Helen O'Sullivan. However, we are hoping to hold a pan livery event in 2023 in collaboration with our Honorary Chaplain Elect Fr Tim Handley SSF. This will include three other Livery Companies where Fr Tim is also chaplain.

Other initiatives are in the conceptual stage.

Edward Sankey PM Commodore 2020-2022 City Livery Yacht Club



SAILING

In 2022 we enjoyed the Club's return to its full regular schedule. Indeed the programme was increased with a flotilla cruise in the Mediterranean and a second cruise on the Solent.

The main event is always the Inter-Livery Regatta for The Lord Mayor's Cup at Cowes, won by the Innholders. This year we invited non-Club skippers in Livery Companies, with a new trophy won by the Plumbers. The competitors and many guests celebrated at a Dinner in the Royal Yacht Squadron, with numerous trophies presented by the Club Admiral, Commodore Anthony Morrow RN.



Mid-Channel and going well!

On a fine July day we had a cruise from St Katherine's Dock to Putney Bridge and back on a Member's converted Dutch motor barge. Drinks and buffet lunch were enjoyed on the large deck!

Another highlight was our first Mediterranean flotilla cruise. It was in the Ionian Islands, which are a glorious sight. We had smooth sailing ending each day with meals ashore in harbour tavernas.

The second Solent Cruise ended at the Squadron for the Club Commodore's Dinner. We all will never forget how just before the Reception we heard of the death of Her Majesty Queen Elizabeth II. Our host, the Club Admiral, had long personal acquaintance with the Queen as past commanding officer of HMY Britannia. We were perhaps among the first gatherings to toast His Majesty King Charles III.

The cruise to St Vaast enjoyed good conditions with a great reach back at a fine pace. The wine merchant's fascinating cellar was left with many fewer bottles. Good French seafood and other meals were enjoyed. We visited Barfleur from where William and his army set out in 1066.

The City Dinners included Sir Robin Knox-Johnston, the first person to sail round the world solo non-stop and having a life as the most intrepid British yachtsman. It was in the Master Mariners' Livery Hall, a ship! At Watermen's Hall our Guest was Charlie Pitcher, the youngest America's Cup sailor, record-breaking multiple trans-Atlantic rower and Founder of Rannoch Adventures.

*"...our Guest was
Charlie Pitcher...
record-breaking multiple
trans-Atlantic
rower..."*

Alan Broomhead PM



THE QUAICH LUNCH

The eleventh Quaich Lunch was held at Ironmongers' Hall on Monday 10 January 2022. For the first time since the lunches started, the Quaich was presented at the lunch. The worthy recipient was Geoff Berridge, who was awarded the Quaich for his work in redeveloping the Charitable Fund. Geoff was very pleased to be able to drink whisky from the Quaich, thereby publicly fulfilling the purpose of the gift.

Our guest of honour was Suzanne Harris, Bob Harris's daughter. Suzanne has undertaken significant publishing work for the Company including, for several years, designing our Annual Report. In particular, she borrowed my copies of early annual reports to digitise them, and made a Word version of the "Road to Livery". Hopefully her labours will contribute to the establishment of a digital library as the basis of the Company's Archive.

There are 60 names on the guest list. Of these 28 came to the lunch. It was clear the attendance was still affected by covid and illness, so there were several last-minute cancellations. Currently those invited include 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. We're considering how this list might be augmented for the future.



Covid times well navigated with a straw



About to feast!



Alan Broomhead displaying his quaich as one of three oak quaich gifted by Nanette Young for organising the Quaich lunches



OUR MEMBERSHIP

*“a great way for Members
to reconnect in an informal
manner and to get an
update on the many
aspects of the Company’s
endeavours”*

*Members Kanan Barot and Janell Dudley
at the October 2021 Installation Dinner at Saddlers’ Hall.*

Kanan Barot Chair, Membership Committee



MEMBERSHIP UPDATE

The annual Membership Reception in March is the celebration of all things membership, and we were so pleased to be able to return to Guildhall again this year after the lifting of the covid-related restrictions that made us have to miss scheduling the event in 2021.

The evening was a great way for Members to reconnect in an informal manner and to get an update on the many aspects of the Company's endeavours that provide engagement opportunities. We heard from a range of speakers, some long-standing Members, others newer in the Company, but all committed to promoting our achievements in the fields of Education, Philanthropy and Fellowship. With wine from our Company's cellars and excellent conversation throughout, the event cemented our return to the joy of in-person gatherings.

Membership Committee activity has progressed in the usual manner over the year, providing a first point of contact for those interested in learning more about the Company and membership thereof, as well as supporting those on the journey to being admitted as Freeman or to become clothed as Liverymen.

We have continued to see interested prospective Members contacting us via the form on our website, although we have also had a number of referrals from personal contacts, both existing Members and non-Members recommending us to their friends and acquaintances, and we even had one person referred on by the City of London Corporation!

In response to these initial indications of interest, we have hosted a number of Open Evenings, bringing together Company Members and those interested in joining, to give an overview of the Livery movement, the Company, and what membership entails. From this, we have encouraged prospective Members to attend events and get to know existing Members, in order to gain the relevant sponsorship to proceed with an application. Membership of the Company allows for Freedom of the City of London, and new Members have been encouraged to apply for this and undertake the ceremony, becoming part of a growing but still somewhat exclusive band!

These engagement efforts have resulted in our admitting two new Members this past year – Janell Dudley and Lisa Preuveneers, who have started their journey with us. We have also clothed Ian White and Peter Johnson as Liverymen, seeing them move on in their Company journey, and welcomed Alderman Professor Dr Michael Mainelli as an Honorary Liveryman. We have a good pipeline of prospective Members who have been attending events to get to know existing Members and learn about the Company first hand and we hope to see them progress to admission over the coming year.

The Membership Committee is also continuing to work on overall member engagement, looking at finding ways to encourage more of our 184 Members to become more active and enjoy the full range of activities and opportunities on offer, since the success and future of the Company rests with the success of our membership in taking us forward.

So, a warm welcome to our new Honorary Liveryman, our new Freeman, and to those progressing to Livery status. As we find our post-covid feet, we hope to see increasing levels of engagement from more of our long-term Members, to make the most of their membership and also to encourage and support the many that we hope are yet to come.

NEW FREEMEN AND LIVERYMEN

NEW FREEMEN...



Janell Dudley



Lisa Preuveneers

NEW LIVERYMEN...



Peter Johnson



Ian White

NEW HONORARY LIVERYMAN...



Alderman Professor Dr Michael Mainelli

AWARDS AND RECOGNITIONS



THE QUAICH

Geoff Berridge was awarded the Quaich for his services to pro bono clients and our own Charitable Fund at the Quaich lunch in January 2022.

Nanette Young presented three memorial oak Quaich, like the one shown below left, crafted by her brother Stewart. These have been given: to (L-R) PM Alan Broomhead who now organises the Quaich lunches: to the originator of the Quaich lunch, Gordon Stoker; and, to PM Michael Jeans who presented the original Quaich back in 2003.



THE MATHESON CUP

The Matheson Cup is awarded by the ProBono Committee to a Member of the Company who has "gone above and beyond". It is named in honour of our late Member, Heather Matheson.

This year the cup was presented at the Charities Supper by PM Patrick Chapman to Dr Karol Szlichinski for his outstanding multilingual client support, especially to the YBI accreditation process over many years.

THE URWICK CUP

The Urwick Cup commemorates the life and work of the distinguished management consultant, writer and educator Colonel Lyndall Fownes Urwick, the founder of Urwick Orr Management Consultants. It is awarded annually.

The Urwick Cup was presented in 2021 through the Company's Centre for Management Consulting Excellence (CMCE) for an outstanding piece of research or thought leadership, published in the last two years and relevant to the management consultancy field. It was awarded to the paper that most supports consultants in delivering against ESG (Environment, Social and Governance) goals. The paper 'Elitism in Strategy Consulting' by Prof Joe O'Mahoney and Ioanna Mavridopoulou of Cardiff University, published in Management Consulting Journal, was considered by the judges to provide breakthrough thinking in an area of diversity that had hitherto not been examined and therefore could have significant impact on recruitment approaches in future.



*"Elitism in
Strategy
Consulting"*

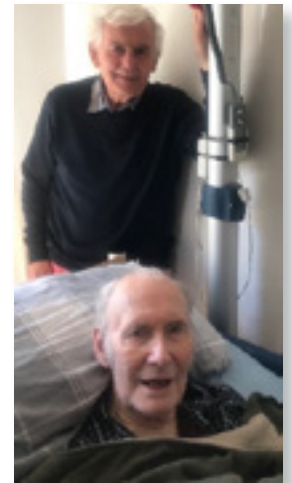
*Prof Joe O'Mahoney
Ioanna Mavridopoulou*

ALMONER'S REPORT

Sally Garratt, Almoner

John Watson, Deputy Almoner

Deputy Almoner John Watson has continued to stay in close touch with Gordon Stoker and John McLean Fox. Gordon is stable and has recovered well after a recent stay in hospital. However, he remains frail and housebound. We are grateful to Adrian Williams, Michael Jeans and all other Members who have also taken time to keep in touch with Gordon and visit him when possible. Gordon is a great supporter of the Company and we all keep him fed with the latest newsletter and information about future events, which he consumes avidly! Coronavirus became particularly prevalent in the country in the early months of 2022, which led to a reduction in the frequency of visits to Gordon. His partner Miranda had a hip operation early in 2022, and this has been successful, allowing her to take a much needed holiday in the summer. Gordon appreciated being given the wooden Quaich in January and ordered enough whisky to celebrate in style with others! He was the subject of an article in the July newsletter:



John Watson with the indomitable Gordon Stoker

Almoner Sally Garratt fell seriously ill on Boxing Day morning and spent three weeks in the Nightingale Ward at the Whittington Hospital. Unfortunately, she had to be readmitted in early February and this was followed by a period of rehabilitation in St Pancras Hospital. Her husband, Past Master Bob Garratt, took the opportunity to reorganise their home which she was pleased to return to in late March. Sally continues to recover from her ordeal and was well enough to join Bob at the Installation Dinner on 24 October. She is very grateful to John for his support while she has been *hors de combat*.



The Annual Church Service at St. James Garlickhythe



The late PM John Corneille

The Master Steve Cant has been active in supporting the work of the Almoner during the year; writing letters to Sally Garratt and Sue Ells as well as visiting John McLean Fox for a coffee in Leigh-on-Sea. In particular, the Master led the Company's response to the very sad and sudden death of Past Master John Corneille in August. John's memorial service and wake in September were well supported by Company Members. Steve gave a moving tribute to John at the Company's Annual Service of Thanksgiving and we sent a note to his partner Kate on behalf of the Company.

There have been other less serious happenings during the year. About this time last year, John Slater had a hip replacement. Steve Asher was understood to be ill around Christmas 2021 and Paul Lampy in February 2022. Sue Ells had to withdraw from Company involvement, also in February, partly to look after aging parents, but also due to her own ill-health. We sent a card to Nick Warn, who was in hospital to have a pacemaker fitted in March. Michael Barnato, a past Liveryman of the Company, died in March and several Company Members attended the April funeral. Malcolm Green had knee surgery recently and missed the Installation Dinner. We have not heard of 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.

We have put in a request for some Company crested cards which we can send, on behalf of the Company, to those who are bereaved or ill, experiencing bereavement or otherwise in difficulty.

Please let us know if there is anything else we can do to help you and if you have concerns or news about other Company Members. Our Honorary Chaplain Elect, Fr Tim Handley, is also available to talk to Members at frtimhandley@gmail.com.



APPENDICES

“Our members are now providing about £1.3m of support each year.”

Master Steve Cant marching with the members of the Court behind the new Gonfalon

COURT MEMBERS

The Court 2021/22		The Court 2020/21	
S Cant	Master	J Pulford	Master
J Pulford	Immediate Past Master	D Fellows	Immediate Past Master
C Sutton	First Warden	S Cant	First Warden
K Barot	Second Warden	R Harris	Second Warden
		K Barot	Third Warden
		N Young	Fourth Warden
F Brown	Assistant	S Asher	Assistant
M McCaig	Assistant	F Brown	Assistant
N Young	Assistant	S Engwell	Assistant
S Engwell	Assistant	M McCaig	Assistant
J Watson	Assistant	C Sutton	Assistant
N Bush	Assistant	J Watson	Assistant
R Cruickshank	Assistant	N Bush	Assistant
S Ells	Assistant	R Cruickshank	Assistant
A Miles	Assistant	S Ells	Assistant
J Foster	Assistant	A Miles	Assistant
K Szlichcinski	Assistant	C Stone	Assistant
C Stone	Assistant		
R Harris	Assistant (co-opted)		
		J Corneille	Past Master
D Fellows	Past Master	P R Chapman	Past Master
J Corneille (died Aug 22)	Past Master	D Johnson	Past Master
P R Chapman	Past Master	N Rashid	Past Master
D Johnson	Past Master	D Peregrine-Jones	Past Master
D Peregrine-Jones	Past Master		
Ex officio		Ex officio	
Revd Helen O'Sullivan	Honorary Chaplain (resigned)	Rev Helen O'Sullivan	Honorary Chaplain
R Cruickshank	Treasurer	C Sutton	Treasurer
C Markham	Father of the Livery	C Markham	Father of the Livery
J Fox	Clerk	J Fox	Clerk

Ron Cruickshank Treasurer



TREASURER'S REPORT FOR THE YEAR TO 30 JUNE 2022

The Company recorded a surplus of £179 for the year. (2020/2021: a surplus of £7,578).

REVENUES

Membership levels and quarterage income held up well.

The excellent outcome for the year was the rise in face-to-face events, generating increased event revenues of £32,176, up from £1,697 in 2020/2021.

The expectation is that virtual meetings will continue, especially administrative meetings, in keeping with the Company's Climate Change strategy.

EXPENDITURE

The increase in expenditure to £96,080 (£65,313 2020/2021) relates to the increase in the cost of physical events.

Overall, operational expenditure remained aligned with 2020/2021 expenses and the 2021/2022 Budget.

PRO-BONO ACTIVITIES

The Company continued to donate a substantial amount of pro bono work to its charity clients. The accounts do not record the monetary value of this assistance; however, it is a significant value-adding activity. It was conservatively estimated to be more than 700 days in the year.

RESERVES

The overall increase in Unrestricted reserves was £3,868, while Restricted reserves decreased by £5,519.

The Company's reserves policy holds six months' cover of operating costs in Unrestricted reserves. As of 30 June 2022, the Unrestricted reserves of £56,581 represented eleven months of a cover of our budgeted annual operating expenses for 2021/2022 of £62,833.

The Accounts have not yet been approved by Court.

This Annual Report is my first, and I am grateful for the book-keeping support provided by Walter Gill, our Assistant Clerk. Walter is always available to provide answers to my many queries. In addition, I thank my predecessor, Chris Sutton, for his support and guidance on accounting matters and Master Steve Cant, for his ever willingness to lend me his shoulder.

INCOME AND EXPENDITURE ACCOUNT

– KEY FIGURES

	2022	2021
	£	£
INCOME		
Quarterage	54,048	53,483
Fines	2,600	1,600
Events	32,176	1,697
Other income	5,490	9,816
Donations	1,945	6,313
	<hr/>	<hr/>
	96,259	72,891
	<hr/>	<hr/>
EXPENSES		
Events	33,152	1,215
Salaries and accommodation	35,759	36,208
Website and software	14,148	15,373
Other	13,021	12,517
	<hr/>	<hr/>
	96,080	65,313
	<hr/>	<hr/>
SURPLUS FOR THE YEAR	<hr/>	<hr/>
	179	7,578
	<hr/>	<hr/>

BALANCE SHEET AS OF 30 JUNE

	2022	2021
	£	£
FIXED ASSETS		
Tangible assets	1	1
CURRENT ASSETS		
Stock - wine	23,666	15,892
Stock - merchandise	333	589
Debtors	8,165	4,851
Cash at bank	100,101	105,118
	<hr/>	<hr/>
	132,265	126,450
CREDITORS:		
<i>Amounts falling due within one year</i>	-29,984	-24,030
NET CURRENT ASSETS	102,281	102,420
CREDITORS:		
<i>Amounts falling due after one year</i>	-30,684	-29,171
	<hr/>	<hr/>
NET ASSETS	71,598	73,249
	<hr/> <hr/>	<hr/> <hr/>
<i>Financed by:</i>		
ACCUMULATED FUNDS		
General reserve	56,581	52,713
Matheson donations	1,108	1,108
Pro bono donations	6,446	6,446
CMCE	1,445	1,445
Wine fund	6,018	11,537
	<hr/>	<hr/>
	71,598	73,249
	<hr/> <hr/>	<hr/> <hr/>

Denise Fellows IPM Treasurer, Charitable Fund



CHARITABLE FUND TREASURER'S REPORT

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

Based on draft accounts (*yet to be reviewed and approved by the Trustees*), the Fund received donations of £26,978 for the year 2021/22. We are waiting for payment for Gift Aid which has been claimed based on the 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. Fourteen grants, totalling £27,187 were paid or formally approved to be paid in the financial year as follows:

ProBono clients	Grant
Small Charities Coalition	6,000
Get Set 4 Tennis	500
YBI pan-livery conference video	127
Age of No Retirement	10,000
Alliances	
Sea Cadets	4,000
City Livery	
Garden of Remembrance	190
City Giving Day, Lord Mayors' Fund	200
St Cecilia	175
Sheriff's Challenge for Schools	120
Financial Services Group	200
Appeal for Ukraine	5,000
United Guilds Service	175
Becket Pageant	500
Total grants	27,187

A Grant of £9,335 to World Heart Beat was approved in July 2022.

The balance of cash available at the end of 30 June 2022 was £31,103

The Charitable Fund paid the Company £5,400 (£4,500 + VAT) for support services provided to the Fund by the Clerk's office. This sum has been reviewed and reduced since 2020/21.

At 30 June 2022 the Investment Fund stood at £510,601.

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 PM
graphic designer [Suzanne Harris](#)

enquiries: The Clerk, The Worshipful Company of Management Consultants
Plasterers' Hall, One London Wall, Barbican, London EC2Y 5JU

020 7248 2391

clerk@wcomc.org

wcomc.org

[linkedin.com/company/wcomc](https://www.linkedin.com/company/wcomc)

twitter.com/wcomc

Our grateful thanks are due to everyone who contributed to the reports and to each of the nonprofit organisations, Members and Mark Fox who made photographic and other images available for use in this publication.