



**THE WORSHIPFUL COMPANY OF
MANAGEMENT CONSULTANTS**

**ANNUAL REPORT
2022 - 2023**



This is the 2022/2023 Annual Report for the Worshipful Company of Management Consultants, the 105th Livery Company in the City of London.

We were pleased to put on a full programme of events and activities which were well attended by members and guests.

Our engagement with the wider community, including the City Corporation and other livery companies, pro bono clients, charity fund beneficiaries, schools, academia, professional institutions, our military affiliations and many more, are testament to our outward focus and our commitment to make a positive impact.

The abbreviated accounts for the Company and Charitable Fund cover our financial year from 1 July 2022 to 30 June 2023 however by tradition the reports of activities follow roughly the Master's year, starting late October 2022 and ending early October 2023.

Titles given to officers of the Company are those used during the Master's year.

Front cover image:

Simon Davey encourages an interested pupil to lift the Company mace and feel the weight of 'Change Through Wisdom' at the Livery Schools' Challenge

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MASTER'S FOREWORD

“ Our engagement with the wider community is testament to our outward focus and our commitment to make a positive impact. ”

Master Chris Sutton and his consort Hilary at the Lord Mayor's Livery Weekend in Glasgow

Chris Sutton Master (2022-2023)



MASTER'S FOREWORD

I am pleased to report that the Company had a busy and productive year across all three core areas of its strategy – Philanthropy, Education and Fellowship. We took some calculated risks and ran a full programme of activities, many at premium locations enjoying excellent wine from our Cellar, while achieving a break-even position in our full year financial performance.

I have greatly enjoyed conversations with over 160 members during the year.

Our Members have donated their valuable time to a wide range of pro bono clients and education activities. Our Charitable Fund has also had a very good year, implementing a new Grant-making strategy focused on “Transforming Young Lives”.

You can read the contributions of our committee chairs, learned clerk and many other distinguished scribes throughout this report, including write-ups of our major company events which 104 members attended. I had some delightful calls with 48 other members who did not make it to an event, and two home visits to meet Gordon Stoker (where I presented an Outstanding service certificate) and John and Maria McLean Fox. Just 11 members eluded my attempts at contact during the year, I hope to catch all of you at some point in the near future.

The attendance at the excellent programme of events run by the CMCE team, largely online, was also very encouraging and is above and beyond the numbers mentioned above. Alas I didn't make it to nearly as many CMCE events as I hoped due to other livery commitments, and I also missed a few of the membership get-togethers for potential new joiners. I regard it as a sign of a healthy Company that so much happens, across the CMCE and our Committees and Clubs, without the need for the Master to be present. I suspect you agree!

It was a joy to admit eight Freemen and to clothe six Liverymen, among that number being the then Sheriff (Andrew Marsden), one recent Sheriff (Alderman Alison Gowman), and the Dean of Bayes Business School (Professor André Spicer). You will find the complete list later in this report – our Company is enhanced by each and every new member and it is a delight to welcome all of you on board.

No less than 16 Masters of other livery companies and guilds attended at least one of our Company events during the year – the Master Arbitrator, Arts Scholar, Chartered Accountant, Chartered Secretary, Constructor, Gold and Silver Wyre Drawer, Information Technologist, Insurer, International Banker, Investment Manager, Leatherseller, Marketor, Scientific Instrument Maker, Tax Advisor, World Trader and the Upper Bailiff of the Weavers. We were also honoured to be joined by the Master of the Charterhouse, and by the guest speaker at my Installation dinner, Professor Sir Anthony Finkelstein - the President of City University. Equally important to me was the joy of welcoming 14 family members at our events.



Added to our many Company and CMCE events and meetings which take pride of place, I attended five Mansion House dinners, 35 formal lunches or dinners in other locations, eight official church services, five military parades, five lectures, three exhibitions, three concerts, three charity auctions, one beerfest, one (was that all?) Wine Club tasting and some excellent one-offs such as a Buckingham Palace Garden Party, the Bayes Graduation Ceremony, judging a heat of the Sheriff's Challenge, lunch with the judges at the Old Bailey, the Faith Group Event at Lambeth Palace Library, the Lord Mayor's Show, the Homeless sleepout, the Pancake Race, the Livery Food Initiative van send-off, Cart Marking, the Livery Halls walk, the Sheep Drive, Jailed and Bailed, the Livery Masters' weekend in Glasgow, and the Brigantes Breakfast in Harrogate.

Try saying all that in one breath. All combined with delivering four fee-earning consulting assignments, lecturing at Bayes Business School, being an active trustee of four charities, working in a prison most Fridays and Sundays, celebrating my sixtieth birthday and becoming a grandparent for the first time in February. Quite a year, albeit tinged with the sadness of my mother's death in December.

*We are a small
Company, but
we have a
collective talent
for punching
above our
weight.*

When people ask me what is the best part of a Master's year, it is all the great conversations you get into with such a diverse range of people. The wonderful array of locations helps, but it is the people that make the difference. What I won't miss is the wait for the last train home on cold, wet and windy nights on the platform at London Bridge station.

Of course Pan Livery activity is not just the purview of the Master; you can find many other inspiring examples of Pan Livery activity by multiple members of the Company throughout the report. Both the Company and CMCE have also greatly increased the numbers of people who follow us on LinkedIn. We are a small Company, but we have a collective talent for punching above our weight.

I owe a huge debt of gratitude to my Consort Hilary, our team of Wardens, Clerks, Officers, Court Assistants, Committee Members and everyone else who keeps us moving onwards and upwards by organising and / or attending a myriad of wonderful activities, or getting on selflessly with the huge array of tasks that keep a livery organisation functioning.

I hope you enjoy reading this report and very much look forward to the coming year under our new Master, Kanan Barot.

Kanan will have the pleasure of working alongside our Honorary Liveryman Michael Mainelli, newly elected as Lord Mayor and arguably the first practising Management Consultant to achieve this high office.

We expect great things!



Front and centre is the Lord Mayor, newly installed as Rector of City University. On the left of him is City University President Professor Sir Anthony Finkelstein, who was guest speaker at the Master's Installation. Master Chris is second left on the back row.



OUR LIVERY AND CIVIC ACTIVITIES

“Sharing and Celebrating.”

The Pancake Race at the Guildhall Yard:
Andy Miles, John Cowdell, Ron Cruickshank, Anna Sutton, and Master Chris Sutton

Julie Fox Learned Clerk



CLERK'S CORNER

It has been yet another very different year for the Company as we continued to come to terms with the aftermath of covid, more transport disruption, the ongoing impact of the Russian invasion of Ukraine and the increases in the cost of living which everyone has faced. This has meant that during the year the Company has been keen to offer a range of unique and affordable events to ensure everyone has been able to participate and be engaged with fellow Members which we trust we have achieved.

This year has seen the Company establish its physical base in [Plasterers' Hall](#) on London Wall, sharing an office with the Worshipful Company of Chartered Secretaries and Administrators, which I am pleased to say has worked very well. We have also been able to take advantage of the excellent meeting space and the central City location to host a number of our meetings and events which has been hugely beneficial.



Installation dinner at Apothecaries' Hall

In October we held our installation for the first time at the wonderful Apothecaries' Hall; a major event in the Company calendar where the Master was installed. It was great to have 108 Members and guests dining together in this charming and ancient hall, one of the oldest Livery Halls in the City of London, nestled in the back streets behind St Paul's Cathedral. The theme for the event was "Sharing and Celebrating", and there was a nod to the Master's Scottish ancestry featuring a piper from the London Scottish Regiment, Scottish fare plus a 'wee dram' of Jura scotch. The principal guest was Professor Sir Anthony Finkelstein, the President of City University, who gave an inspiring speech on "Change through Wisdom", making a strong connection between Wisdom and Values, a theme picked up later by the Faith Group in a multi-faith discussion.

During the year we also continued our programme of "My Most Interesting Whatever..." presentations. These have covered commercial projects, consulting methodologies and pro bono assignments. In November a number of Company Members joined the Master at the Festival of St Cecilia - the patron saint of music and musicians - in Westminster Abbey. The Festival of St. Cecilia provides music lovers with the opportunity to collectively celebrate the joy music brings and to mark the contribution that musicians make to our lives whilst also raising funds for the 'Help Musician' charity.



Company Christmas lunch at Ironmongers' Hall

Navigating the snow was a challenge in accessing the Christmas lunch at Ironmongers' Hall, those who made it enjoyed warming food, wine and great conversation.

The Charities Supper – the annual celebration of the Company's pro bono work - was held at Saddlers' Hall. This event offers Members and their pro bono clients an opportunity to hear from three speakers about the pro bono projects that Members of the Company had supported focussing on the impact and difference the support had made. Traditionally at the event, The Matheson Cup is awarded by the ProBono Committee to a member of the Company who has "gone above and beyond" (more of which later in the report.) In addition, the Master made the inaugural Company award to Squadron Leader Nigel Moseley from RAF 600 Squadron (City of London RAuxAF) who had made an outstanding contribution to the work of the Squadron during the preceding year.



Education Lecture and Supper at Bayes Business School

During the second half of the Master's year the focus on education continued with the Education Lecture and Supper at Bayes Business School co-hosted by Malcolm McCaig and André Spicer maintaining the theme of *The Future of Education*, with a thought provoking debate entitled "If you were recruiting five years from now, what would you expect from the education system that is different from what you expect today?".

Another high point of the year was the Company's Summer Celebration at The Charterhouse on 4 July. Originally planned as a garden party, torrential rain on the evening forced us indoors into the atmospheric 16th century Norfolk Cloister. A number of the Members and guests enjoyed a guided tour learning many fascinating aspects of the building's history, now operating as an almshouse. Linda Cairney was admitted as a new Freeman of the Company, and a number of visiting Masters commented very favourably about the style of our admission ceremony compared with their own. Entertainment was provided by young musicians from World Heart Beat and a hog roast and excellent wine from the Company cellar kept the conversations flowing. The evening concluded with an auction of promises, with Liveryman Richard Stewart as our auctioneer, raising over £5,000 for the Company's Charitable Fund.



The Charterhouse

In September the Company held its Annual Church Service at St James Garlickhythe, having processed along Cannon Street from its Election Court Meeting earlier in the day following the Company Gonfalon.



Annual Church Service at St James Garlickhythe

After the service Members and guests returned to Dyers' Hall to enjoy a reception with canapés and wine from the Company cellar - a rare opportunity to visit one of the smaller, ancient livery halls. It was a great occasion as Sheriff Andrew Marsden was admitted and then clothed with the Livery of the Company, Ranil Perera was clothed with the Livery, and the newly elected officers congratulated and those standing down from Court thanked for all their service.

As we come to the end of another busy year, Walter and I look forward to supporting the incoming leadership team for what plans to be an excellent year and thank the Members for their support and friendship and look forward to welcoming you to an event during the coming year.

Steve Cant PM FSG co-ordinator



FINANCIAL SERVICES GROUP



I took over as our Company's representative in October 2022 from Frank Brown, with Kanan Barot as my deputy. A bit of background to start with.

The Financial Services Group of Livery Companies (FSG) was founded in 2006 and aims to support the Lord Mayor in his overseas visits, his meetings in the City with overseas delegations, and his role of promoting "the City" brand of UK financial and other business services. The FSG of Livery Companies is the largest such group in the Livery and meets formally four times a year to exchange views and organise a series of events.

L-R around medal - the Worshipful Companies of: Solicitors of the City of London, Chartered Accountants, Chartered Secretaries and Administrators, Marketors, Actuaries, Insurers, Arbitrators, Information Technologists, World Traders, Management Consultants, International Bankers, Tax Advisers, and (not on medal) Chartered Surveyors

With 13 Companies as full Members our turn to host such a meeting only comes around every three years or so and it was our turn on 19 July. We hosted the meeting and a lunch to follow at the Guildhall and were able to invite our Wardens and thereby enable them to gain a greater appreciation of the work of the FSG. Mark Spofforth, Chair of the FSG, opened the meeting and invited our Master Chris Sutton to give a brief overview of our Company's activities and aspirations. The meeting was noteworthy in that Professor Alderman Michael Mainelli (now Lord Mayor of course) was in attendance and he briefed those present about his "Connect to Prosper" agenda.

We presented ourselves well on the day and I believe raised our profile among the FSG. Special thanks to our Clerk, Julie Fox, for organising the excellent lunch, where most Wardens were also present. While writing I should add that Malcolm McCaig's appearance at an FSG Breakfast briefing event in June was also good profile raising.

Overall a good and fairly active year with the FSG and a good foundation to build on.



FUND RAISING ACTIVITY

Chris Sutton

This year a number of us participated on behalf of the Company at a varied range of fund raising events

The Pancake Race at the Guildhall Yard featured me racing in the Masters category, Andy Miles in the Liverymens category, my daughter Anna in the Ladies category, and John Cowdell in the novelty (fancy dress) category, dressed as a Johnny Depp inspired Management Consultant wearing a pirate's clothing under his gown and carrying two large inflatable phones.

The Master and Second Warden competed well, but both were delayed by over enthusiastic flipping which resulted in the need to stop running and pick pancakes off the deck. Alas this meant we didn't go fast enough to reach the final. Anna won her heat and was narrowly beaten in her final, and the star of the team was John who won both his heat and the Novelty final. A great effort!

There were also a number of fundraising events for the Lord Mayor's Appeal, which shares funds across three charities chosen by the Lord Mayor - this year being National Numeracy, MQ Mental Health Research, and the Duke of Edinburgh's Award.

In March, together with Honorary Liveryman Alison Gowman, I took part in the Sleepout in Guildhall Yard, jointly organised by the Lady Mayoress and the Pret Foundation, to raise awareness of the issue of rough sleeping in London.

In July PM Denise Fellows abseiled down the side of the iconic Lloyds Building.

Then in September came Jailed and Bailed when I was summoned to the Old Bailey to be charged by Sheriff Andrew Marsden of heinous crimes concocted by our Clerk, including failure to exercise proper control of a pancake in Guildhall Yard, and was bussed off to the Tower of London until bail could be posted.

This was actually the second Jailed and Bailed in the 22/23 year, with IPM Steve Cant undergoing a similar "ordeal" at the Old Bailey and Tower, which had been postponed due to Covid.

A huge thank you for all Members who donated funds to raise the "bail", get Denise safely back to ground, and allow Alison and myself to sleep under the stars.



Collette Stone Fourth Warden



LIVERY HALLS WALK AND SHEEP DRIVE

What's a really good way to spend a hot, sunny day in the City of London?

One option – wait for the temperature to reach 28 degrees, wear a full length wool Livery gown and head off for a nine and a half mile walk round the City's Square Mile with around 40 other Masters and Prime Wardens and their consorts.

This is exactly what the Master, Chris Sutton and I did on Monday 4 September, representing the Management Consultants on the 17th Annual Livery Halls Walk hosted by the Worshipful Company of Environmental Cleaners.

Twenty three companies were represented on the day – from the Mercers' Company at No 1, established in 1394, to the Worshipful Company of Nurses at No 111, established as a Livery Company in May 2023 and a variety of professions and trades in-between.

This annual event brings Company Masters together for a day enjoying the history and hospitality of the City's Livery Halls. Some of the walkers already know each other well having spent the year before seeing each other at various City of London events, and some are about to start their Master's year- taking the opportunity to meet new people and make deeper connections across the Companies.



The route took in 40 Livery Halls, starting at the Apothecaries Hall at 8am for breakfast. Then into the morning sunshine to visit the Carmen, the Stationers, the Chartered Architects at Temple Bar; the Cutlers, Haberdashers (quick tour of the garden), Butchers, Information Technologists, Founders, Farmers and Fletchers before reaching the cool of the Ironmongers Hall for coffee and water.

Then off again to the Barber Surgeons, Salters, Brewers, Girdlers, Armourers and Braziers, Grocers, Mercers, Saddlers, Goldsmiths, Wax Chandlers and Plaisterers, before drifting happily out of the sun to lunch at the Pewterers Hall. On this leg

the walkers were treated to a brief tour of Girdlers Hall to see the Bell Carpet, presented to the Company in 1634, and their oasis of a garden where a mulberry tree grows, said to come from a seedling presented to the Company by James I. And at Mercers' Hall there was an unofficial stop to view the paintings of Richard Whittington and the chapel containing a religious statue uncovered by builders reconstructing the hall in the 1600s - believing the statue to have been hidden in the previous century at the time of the Reformation. Thanks also to the generosity of the Saddlers Hall, who saw the group coming and got out the iced water.

Having mercifully disrobed for lunch, the walkers were then coaxed back into their robes by the organisers and into the afternoon with the heat bouncing off the pavement in the direction of Painter-Stainers, Vintners, Innholders, Dyers, Skinners, Tallow Chandlers, Merchant Taylors and Drapers' Halls. Spirits rallied when reaching the shade of the Furniture Makers Hall and more iced water. The last leg, encouraged by fairly sincere cries of 'not long now' from the seemingly heat proof guide, took the group to Carpenters, Coopers (Christmas Carols anyone?), Leathersellers, Clothworkers, Bakers, Watermen and Lightermen, Fishmongers and over London Bridge to Glaziers Hall. Another unofficial stop, at Leathersellers Hall, gave us sight of the sumptuous, modern architect designed glass and leather surroundings of their seventh hall since 1444.

The day ended with respite taken in a courtyard of Southwark Cathedral, hosted by the Interim Dean, Canon Michael Rawson, with more iced water... plus 'something sparkling' for the non-drivers.

Throughout the day photographs were taken at every hall to mark the journey. Getting said large group to organise themselves on Livery Hall steps, in height order, in the heat and facing front 40 times was an interesting challenge, but sometimes they did all face the camera at the same time, and the photo on the previous page outside Brewers Hall is evidence of that.

SHEEP DRIVE

On the morning of Sunday 24 September the Company's shepherds and guests gathered on Southwark Bridge along with hundreds of others from the Livery world to enact their right as a Freeman of the City to bring sheep to market over the Thames, toll free.

In medieval times, sheep farmers drove their sheep across London Bridge into the City of London to sell them at market. Freeman of the City were excused the bridge toll that had to be paid by other people crossing the bridge, in recognition of their status as local traders.

The tradition probably died out a hundred years ago as the use of motor vehicles using the bridge increased, but in 2013 The Worshipful Company of Woolmen revived the Drive as a fundraiser in aid of The Woolmen Charity and The Lord Mayor's Appeal. Various Livery Companies put out stalls on Queen Street to attract early Christmas shoppers.

One of this year's shepherds was advised that the sheep tend to go slowly when they are herded away from the hay pen situated at the end of the bridge, and pick up speed at the turn around, when lunch was in view again. The same can be said of the shepherds...



L-R (in the back row!) Hilary Sutton, Master Chris Sutton, Ron Cruickshank, PM Ian Daniell, Chris Parkhouse, Collette Stone, Malcolm McCaig, Anna Sutton, Michelle Wang

OUR LINKS WITH THE SEA CADETS

Chris Sutton



A key strategy for the Master's Year was to make our military affiliations with the Sea Cadets and RAF 600 Squadron more intentional and more inclusive.

Two weeks before I was installed, I accompanied Alan Broomhead to the impressive Trafalgar Day celebrations in Trafalgar Square, where Sea Cadets from across the country had gathered with marching bands, drill parades, and physical exercise displays – all performed to very high standards with minimal rehearsal time.

At the Installation dinner we had an excellent carpet guard, and were pleased to have London Area Commander James Nisbet on the top table. A few weeks later many of us marched behind the Sea Cadets as usual on the Lord Mayor's Show, with some good opportunities for conversations with the young people to learn how being a Sea Cadet has helped them develop life skills and keep them off the streets.

Hilary and I attended the Sea Cadets carol service as guests of honour at the Old Royal Naval College in Greenwich, and in January I got the chance to talk with Neil Downing, the national Captain of the Sea Cadets, who was Alan's guest at the Quaic Lunch. We talked about how we could deliver pro bono consulting and mentoring services to the Sea Cadets and adult volunteers, which is likely to start in 2024.

Nanette Young joined me at the London Area awards ceremony where I presented the awards to cadets and adults for outstanding achievements and service, and then Lisa Preuveneers attended their Coronation Parade in Greenwich. Lisa, David Glassman and I visited the Feltham unit one weekday drill night, and commenced the process of building an affiliation with this front line unit, in a relatively disadvantaged area, to go alongside our affiliation with London Area. I followed this up with a day at their annual training camp at Pirbright in August. Discussions are underway about how we can get opportunities for multiple members of the Company to attend some of their water-borne training activities on the Thames next year.

We have raised the stakes, with a £10,000 grant from the Charitable Fund

We have given grants to the Sea Cadets in the past, but this year we have raised the stakes, with a £10,000 grant from the Charitable Fund which is intended to be repeated for each of the next two years. This is very much a "pathfinder" award under our Transforming Young Lives grant-making strategy, where our grant can make a meaningful and measurable difference to the Sea Cadets' ability to provide opportunities to more young people, continue to provide an awards ceremony, and assist the Feltham unit in its planned growth. My thanks to Geoff Berridge for all the support in evaluating their grant application and negotiating conditions which all parties are happy with.

OUR LINKS WITH RAF 600 SQUADRON

Jim Foster



This year's highlight in the Company's relationship with No. 600 (City of London) Squadron Royal Auxiliary Air Force (RAF 600 Squadron) was the inaugural presentation of the award for Outstanding Contribution to a member of the squadron.

The award was presented by Master Chris Sutton to Squadron Leader Nigel Moseley at the Charities Supper in January, recognising Nigel's almost 45 years' service within the Regular RAF and the Royal Auxiliary Air Force.

In June, Master Chris Sutton was a guest at 600 Squadron's base in Northolt for the presentation to the Squadron of a new Standard, the first time that it had received a new Standard since 1953. It was presented by former Lord Mayor Alderman Sir Charles Bowman who emphasised the strong historical links between the Squadron and the City of London.



Lord Mayor's Show;
Sea Cadets Carpet Guard; Sea Cadet training at Pirbright;
presentation to Sqn Ldr Moseley; presentation of new standard to RAF 600 Sqn

MCA AND IOC

Jim Foster and Chris Sutton



Members looking in the rear-view mirror have often commented how involved the Management Consultancies Association and the Institute of Consulting were in the foundation and early days of our Company. Surely this “three-legged stool” could be rediscovered? Two years ago I took on the action to develop new strategies for our collaboration, supported by Jim Foster as regards touchpoints with the CMCE.

The MCA is a trade association for several (but not all) the big consultancies and some medium sized firms. Key activities for them are advocacy to government, thought leadership and a major annual awards ceremony. The IOC is now part of the CMI, and its focus is largely on independent consultants. The MCA and IOC have jointly invested significant sums in creating the Chartered Management Consultant accreditation, which I myself gained through the experienced practitioner route in 2019. Peter Johnson is a member of the IOC advisory board, and Terry Corby is an elected member of the CMI Board.

The CMCE has had good traction in building collaboration with the IOC and its Director, Matthew Roberts, who recognises the benefit of the events organised by CMCE in supporting the education of aspiring and accredited Chartered Management Consultants. CMCE now identifies how the subject of each of its events align with the components of the Chartered Management Consultant capability framework and IOC publicises these events to its members.

Common ground with the MCA has been harder to find, but a lesson learned is that any traction with the MCA needs to be relational as opposed to expecting an institutional relationship “by right”. MCA CEO Tamzen Isacson invited me as a guest to the MCA Awards Dinner on 9th October, the last full day of my Master’s Year.

I am equally delighted that Tamzen has accepted my invitation to our Charities Supper in 2024. Meantime the CMCE is facilitating a tripartite event with both the MCA and the IOC on 1 February 2024, where we will be looking at the value of management consultancy qualifications. I very much look forward to it, and will bring a three-legged stool to sit on!

In terms of “Big 4” outreach Steve Cant and I, both PwC alumni, have been profiled this year on the PwC alumni website, which also now contains a promotional article about our Company. Kanan Barot and I had an excellent meeting with PwC UK Managing Partner Marissa Thomas. I must leave it to alumni members to help us build new relationships with the rest of the Big 4.

Patrick McHugh PM Chair, Wine Committee



WINE COMMITTEE

The Wine Committee began in 1998 and includes myself as Chair; Master Chris Sutton as Deputy Chair; the Second Warden, Chair of the Events Committee, Treasurer, Clerk and an elected member of the Wine Club John Blackburn. The Wine Committee's role confirmed by the Court is to establish the Company wine cellar at keen prices with wine to be enjoyed at Company events. As Chair I have an important role in planning and delivering every Company event, being a member of the Events Committee and the Event Team set up for every event. For events I match food and wine, prepare Wine Notes, control wine deliveries, oversee the serving of wine and help maintain the wine accounts.

*...a unique
organisation for a
Livery Company
...resulting in the
creation of the
Company cellar
worth £24,157*

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 £24,157 (2022 £23,666) and a Wine Fund to be used exclusively to purchase wine of £6,803 (2022 £6,018). The cellar now holds 1,645 (2022 1,600) bottles of 30 (2022 32) different excellent wines of which 27 are unavailable in this country. These figures being at 30 June 2023 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 Company which are controlled by 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 £30,960 (2022 £29,684).

The Wine Fund through the Cellar Development Provision is the mechanism by which the Wine Committee supports the Company's long-term strategy for the wine cellar: In a scenario where the Wine Committee considered that there were sufficient funds to manage and develop the Cellar in line with existing cellar strategy the Wine Committee would recommend to the Court ways to use the unneeded funds.

This year the Wine Committee has been very involved in planning the Wine Club's trip to the Margaret River at the end of October 2023. The Margaret River has a similar climate to the Bordelais and makes wines of great sophistication and good value. The Wine Committee purchased 186 bottles of wine in the Margaret River for £3,486 for the Company Cellar which is currently being shipped from Freemantle to Southampton. During the year the Company also laid down in its cellar 432 bottles of Margaret River wine, sourced in the UK at a cost of £5,368. This included 72 bottles of 2022 *Moss Wood Amy's Blend*. *Amy's Blend* was the wine that the Wine Club tasted and compared with old world during one of the Company pandemic zoom tastings.

The Wine Committee supported: the Church Service in 2022 and 2023; the Installation Dinner in 2022 and 2023 where excellent 2016 *Bruignac Bourdeaux Supérieure* 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 2023, we enjoyed 2018 *Sauvignon Blanc La Voïte Joël Delaunay* and 2017 *Rosé Méthode Traditionnelle Michel Thibault* from the Loire Valley. The Wine Committee also supported the Members' Reception in March and the Summer Celebration where *Petitjean Pienne Grand Cru Champagne Coeur de Chardonnay* was much enjoyed.

A young person with curly hair, wearing a grey t-shirt and a dark vest, is seated in a wheelchair on a tennis court. They are holding a tennis racket and appear to be in the middle of a stroke. The background shows a tennis court with a net and some equipment.

OUR PHILANTHROPIC ACTIVITIES

“Increasing social impact.”

A young tennis player benefits from the £1,827 grant to “Get Set 4 Tennis”, a small sports therapy charity; our second grant to them.

Bob Harris

Pan-Livery Steering Group



PAN-LIVERY PHILANTHROPY - CREATING GREATER IMPACT

The Pan Livery Initiative was established six years ago to consider how Livery Companies might better work together to increase their impact and communicate it better. It was guided by the Pan Livery Steering Group (PLSG) chaired by past Lord Mayor Sir Charles Bowman and comprising senior representatives from the livery movement. In late 2019, I was invited to join the PLSG and led three Surveys of Philanthropic Giving culminating in the publication of a Pan Livery Impact Report in September 2022.

The activities of the PLSG over the last 12 months have been wound down, and it was confirmed at Common Hall in September that its activities would be integrated with those of the Livery Committee as many of its initiatives no longer need separate governance arrangements.

THE PAN LIVERY PRO BONO INTEREST GROUP

The Pan Livery Pro Bono (PLPB) Interest Group was established in early 2022 to increase the scale and impact of pro bono work across the livery.

Accountants	Actuaries	Architects	Builders Merchants	Carpenters
Clockmakers	Clothworkers	Coachmakers	Communicators	Constructors
Cutlers	Distillers	Educators	Engineers	Entrepreneurs
Environmental Cleaners	Firefighters	Framework Knitters	Fuellers	Gardners
Glass Sellers	Grocers	Horners	HR Professionals	Information Technologists
Leathersellers	Marketors	Management Consultants	Mercers	Nurses
Patten Makers	Plumbers	Saddlers	Scientific Instrument Makers	Skinners
Solicitors	Stationers	Tax Advisors	Water Conservators	Wheelwrights
Woolmen	World Traders			

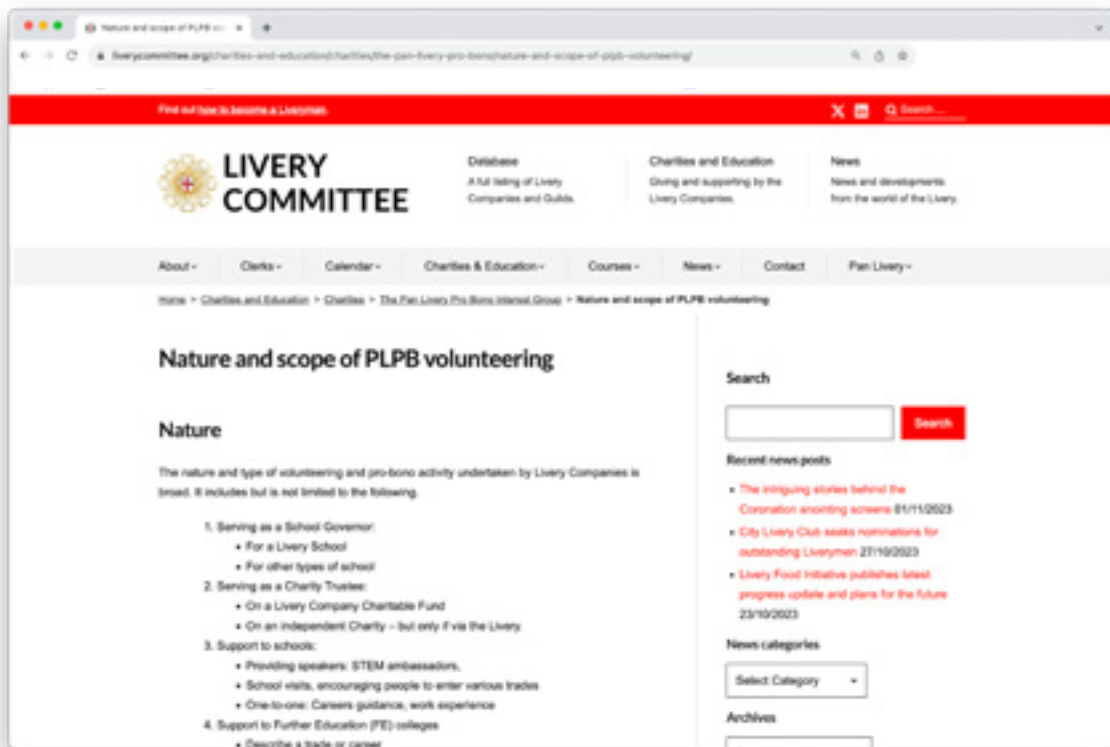
Since our last Annual Report, three in-person meetings and one virtual meeting have been held, with attendees from over 40 Livery Companies. These have continued to cover topics aimed at sharing knowledge and good practice in providing volunteering and pro bono support to charities, schools and individual beneficiaries.

The March meeting focused on three aspects: the nature of pro bono and volunteering support; the key challenges faced in developing and managing this activity; and how the PLPB could help in increasing our combined successful impact.

The 2022 Survey confirmed that the value of pro bono support at £6.8m exceeded the total in-year giving by Liverymen and Freeman across the livery.



At the June meeting, participants worked in breakout groups to assess what they had got out of the PLPB Group so far; what they had done differently, what they would like to do differently, and how PLPB could help them to do so.



The aim of the PLPB Group was confirmed as:

to leverage the livery's philanthropic skills and energies to achieve greater social impact, by encouraging Livery Companies to work together to share experience, knowledge and resources.

A PLPB Steering Group including myself and PM Steve Cant has developed an Action Plan to build on and extend the activities of the PLPB Group. Key themes are:

- **Communication:** As well as regular emails to all Livery Companies, we now have a [PLPB microsite](#) which is hosted here on the main Livery Committee website.
- **Collaboration:** We have already had several examples of inter-livery collaboration, including cross-referrals and successful "Funder Plus" support to a charity grant-funded by the Mercers.
- **Practical help:** In October, the Mentor Training Workshops led by David Glassman and Nanette Young included members from six other Livery Companies.
- **Working together:** Opportunities to work with other Livery Companies on larger pro bono assignments requiring a range of expertise are being developed.
- **A Pro Bono Livery Hub:** Exploratory discussions are underway as to whether a pan livery clearing house for pro bono opportunities could be established.

In conclusion, the PLPB Group has made good progress over the last year and will provide more opportunities for Members to contribute their expertise on challenging pro bono assignments.

LIVERY CHARITY CHAIRS GROUP

Denise Fellows

The Livery Charity Chairs Group (LCCG) was founded just two years ago but already has 103 members from 87 Livery Companies and Guilds including from our Company PM Steve Cant (Chair of the Charitable Fund), Bob Harris and myself. It is very much living up to its purpose of 'sharing and learning' with a programme of quarterly hot topic sessions, drop ins on Zoom, a WhatsApp group and a summer conference at Ironmongers' Hall. Any Livery Charity Chair is invited to join and membership is free of charge. 'Hearing how other Companies deal with the issues we all face', 'sharing best practice' and 'knowing there's a support network and a wealth of knowledge to learn from' were just three of the benefits cited by LCCG members in a recent survey.

I gave a talk to LCCG in early September 2022 on impactful grant making and threw down a challenge for Livery Companies to collaborate on relieving Food Poverty in London. A small task group was quickly formed under the leadership of Hilary Lindsay, PM Chartered Accountant and Chair of LCCG and including me, Colonel Richard Winstanley (Clerk of Drapers) and David Laxton (Bowyers). The Livery Food Initiative was launched in December, raising funds for City Harvest, a charity that rescues food that is going to waste and delivers it to over 375 charities across London. The first aim was to raise the £190,000 needed to enable a City Harvest Van to deliver food for 2.4 million meals over the next three years. The Management Consultants Charitable Fund agreed to match fund individual donations from Members up to a limit of £3,000. We raised about a half of that sum within the first few weeks through a GoFundMe page, enabling PM Steve Cant to present a cheque at our Charities Supper for £1,500 to the founder of City Harvest, Stephen Winningham. We have now raised the full £6,000.

87 Livery Companies, collaborating together, are enabling an impact which has far exceeded expectations.



LR: Stephen Winningham, founder of City Harvest, PM Steve Cant, PM Denise Fellows

By March the [Livery Food Initiative](#) had raised enough funds to enable the Lord Mayor to hand over the keys of a van to City Harvest. I have had the opportunity to go out on the vans rounds and others from the Company have been involved in trips to City Harvest's depot in Acton. We have been shocked at the increasing levels of food poverty within London, but support has not been just about fundraising. The links enabled by Livery Companies are proving very fruitful, introducing new sources of food and ways to promote City Harvest. Through Livery connections, St Paul's recently held a harvest festival which celebrated and promoted the work of City Harvest.

52 Livery Companies and Guilds have contributed so far to this three-year initiative and over £200,000 has been raised. The next goal is to raise funds for a refrigerated truck which will enable City Harvest to rescue food from further afield. Livery Companies, collaborating together, are enabling an impact which has far exceeded expectations.



PM (Chartered Accountants) Hilary Lindsay and PM Denise Fellows from the Livery Food Initiative deliver food to London charities with Jose from City Harvest.

Patrick Chapman PM Chair, ProBono Committee



PROBONO COMMITTEE

This year we welcomed Tom Jenkins to the ProBono Committee, adding his considerable strategic management and assignment leadership expertise to the team, which now comprises: Geoff Berridge, PM Steve Cant, Jim Foster, David Glassman, Bob Harris, Tom Jenkins, Jo Mann, Master Chris Sutton, Nanette Young and myself. Together we have a great breadth and depth of skills that cover all aspects of management consultancy within the NonProfit Sector. In addition, we are now able to call on specialist support from other Livery Companies, reflecting the successful development of the Pan Livery Pro Bono Group. 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 assignments. 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. With this in mind, we have had a 30% increase in the number of new clients who have come to us for support.

OUR PRO BONO CONSULTANCY WORK

The simplest way to demonstrate our impact is to include three examples of our work:

THE QUEEN'S COMMONWEALTH TRUST AND IHANDIRO YOUTH ADVOCATES FOR NATURE

Philip Taylor



The QCT was established in April 2018 in recognition of Her Majesty Queen Elizabeth II's lifetime of service to the Commonwealth and her unwavering belief in young people and all they do to make the world a better place. They help young leaders in the Commonwealth who are transforming their communities, by providing flexible funding alongside bespoke practical support. Essentially, this is a similar model to YBI and we are delighted to be providing pro bono support to them and already we have been supporting three of their fundee organisations.

QCT has provided grant funding to Ihandiro Youth Advocates for Nature (IYAN), a community-based conservation organisation in a remote part of Uganda, which is committed to environmental sustainability and community development. One of IYAN's programmes is the manufacture and sale of eco-stoves to provide access to clean and efficient energy. The stoves cut wood fuel use by 50%, reducing household expense and local deforestation. There is unmet demand for IYAN's eco-stoves as the production is limited and has quality issues. We were asked to provide Production and Supply Chain advice on IYAN's manufacturing efficiency, performance monitoring, quality control and certification, and business development.

We have helped them raise their production capacity by better focusing their resources, reducing bottlenecks and reducing scrap losses. We have also extended their business management skills by developing performance indicators and cost management techniques, and helped them develop how they assess their needs for capital investment in new equipment. The founder of IYAN and his team now have a clearer map of the product and process flow in their operations, highlighting the priorities and areas for attention. We have also developed their ideas for improvement to product quality and costs.

Ultimately, we have helped them create a powerful case for further funding that will appeal to investors with objectives aligned to IYAN and their expansion strategy

COMMUNITY MEDIA ASSOCIATION

Jim Foster



The Community Media Association (CMA) was established in 1983 to support the development of community broadcasting in the United Kingdom. Its mission is to enable people to establish media for cultural and creative expression, community development and entertainment. CMA's members include over 200 community radio stations and two community TV stations which are run primarily by volunteers for the benefit of a local community.

CMA's annual revenues are decreasing as a result of reduced demand for a content streaming software product that it has developed and the reduced availability of government grants. The company was contacted by one of CMA's trustees who is also a trustee of Wandsworth Oasis, another charity to which the company has provided consultancy services, to request support in developing an action plan aimed at generating additional income.

Following interviews with each of CMA's trustees, our team defined a series of options for generating additional income which were then discussed at a one day workshop attended by the trustees. Based on these discussions, the team developed an action plan aimed at stabilising or increasing a range of existing or potential types of income including software licensing, grants, membership, events, training, corporate sponsorship, legacies and donations.

SNOWDON TRUST

Geoff Berridge



The Snowdon Trust supports disabled students with grants to enable them to achieve their goals in further and higher education. On this assignment I helped the new CEO to review and redefine the charity's strategy.

In the initial phase we explored where Snowdon was positioned in terms of the range of disabilities it supported, who else was operating in this area, the value and strength of the delivery partners, the organisation's capacity to provide more support to beneficiaries and adequacy of its governance.

From the initial dialogue we defined four elements for an emerging strategy - beneficiaries, finance and fundraising, capability and resilience. The content of these elements was derived by an iterative testing and refinement of thinking over a number of weeks.

From the thinking around elements, we moved to a more assertive view of a new strategy which now set down goals.

The next phase of our work was to turn the goals into more detailed strategic statements about objectives and the work modules, and to brief Chair on the emerging strategy, seeking his advice and support.

Following further work The Snowdon Trust Strategic Review was presented to trustees. This included an assessment of current status and draft objectives for the next 5 years, actions over the next 12 months, and further work on organisational capability and financial resilience.

The Board gave its approval to move ahead with the strategy. It also agreed to update the charity's objects to reflect the new world it was entering and to improve its governance by moving from a trust to a charitable incorporated organisation.

The Snowdon Trust View

Helen Saelensminde, the CEO writes:

"Setting out the process of strategy development in these phases was incredibly valuable. Before Geoff and I met, I didn't know where to start. Thanks to his measured approach, he helped me distil what initially felt like a stream of consciousness into a series of aims and actions that have ultimately become a strategy that my team, trustees and I are fully committed to. He helped me take it step by step and his external perspective helped enormously in developing and presenting a framework that my trustees would feel confident to support. Snowdon Trust is now ready to deliver the next phase of our work and we could not have got this far – certainly at this speed – without Geoff's support. I'm enormously grateful to Geoff and the Worshipful Company of Management Consultants."



Nanette Young David Glassman ProBono Mentoring Leads



MENTORING

Requests for mentoring support have continued to flow from a variety of sources including the Company’s website, Members’ extensive networks and referrals from current pro bono consultancy assignments and past clients. The volume and timing were unpredictable in the past year but the need we strive to satisfy is common to most clients. We have worked with mentoring partners from diverse backgrounds in sectors including education, sustainability, community interest and development, child welfare, youth provision and hospice care.

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. It is not always easy, nor sometimes desirable, to quantify the impact the mentoring process makes but our clients know it is a force for good. And they tell us.

In the past year, remote mentoring via Zoom and similar platforms has continued to make real engagement simpler for both clients and mentors, and hybrid models accommodate new and personal norms. We have welcomed more new Company Members to mentorship, encouraging their early integration into the Company’s fellowship of pro bono activity.

More recently, we have extended invitations to our mentoring workshops to members of other livery companies in the Pan-Livery Pro Bono Group. That has cross-fertilised our own capabilities and extended our own Company’s contribution to the Livery movement.

Mentoring
Mentors are people who through their knowledge, experience, expertise and enthusiasm, help others to achieve their potential.
They are facilitators and catalysts who can pass on hard won wisdom and experience. Mentors don't provide solutions; they facilitate learning. Effective mentoring relationships are voluntary learning partnerships within mutually agreed boundaries of scope and duration.
Patrick Levin

Phases of the mentoring relationship
Phase 1: Getting started / building rapport
Phase 2: Clarifying direction and purpose
Phase 3: Heightened (mutual) learning
Phase 4: Winding up
Phase 5: Moving on

The MAGIC of mentoring
Making better decisions through seasoned and supportive input and lateral thinking. Mistakes and their cost are reduced.
Accountability provided in a positive and helpful way to those who often have no one to hold them responsible.
Growth, both personal and professional, through challenge. For the individual, the team and the organisation.
Isolation is relieved, it is lonely at the top. Discussing the undiscussable in absolute confidence provides reassurance and makes the mentoring meetings looked forward to.
Change is certain, risky and uncomfortable. An independent pro-active sounding board helps to improve both the thinking and the implementing.

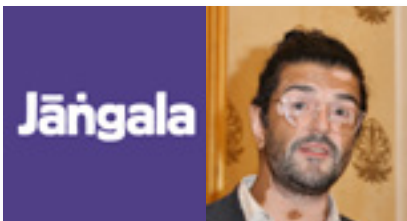
With acknowledgement to Professor David Clutterbuck

THE CHARITIES SUPPER

This year we were again at Saddlers' Hall – ringing the New Year Changes you might say, but in a way it is quite liberating to be a little peripatetic. As ever, this was a popular event and we were at maximum capacity. As Chair of the ProBono Committee - I was again our compère for the evening, and we heard from speakers from three charitable organisations about the pro bono projects that we have undertaken with them:



Company Members and their guests at the Charities Supper in Saddlers' Hall



- Rich Thanki - the Founder and Chief Executive of Jangala, the UK-based charity dedicated to enabling internet access for people in need of urgent humanitarian aid or longer-term development assistance



- Alicia Weston - the founder of Bags of Taste, the charity that transforms the lives of people with multiple disadvantages by giving them the help and practical support they need to buy and cook tasty, healthy and affordable food, making it easier for people to improve their diets, health and finances so they can move out and stay out of food poverty



- Sian Rees – Chair of the proposed Shadow Board for the combined Welsh Archaeological Trusts. Between them, these four charities provide throughout Wales archaeological historic environment planning and curatorial advice, and management of the statutory Historic Environment Records, as well as a programme of archaeological investigations and public engagement.

Our pro bono support continues to be a defining Company value.

As in previous years, our speakers demonstrated the range of support that we provide to client organisations across the NonProfit Sector. We are very grateful to them for giving us all their insights into our work.

During the Charities Supper, as is also our tradition, we awarded the Matheson Cup to a member of the Company who, in the view of the ProBono Committee, had made an exceptional contribution to the support the Company has provided over the last year to the NonProfit Sector. This year's recipient was Chris Wilson for his expert HR client support provided to multiple clients not just this year but over many years. Chris joined the Company in 2017 and has since become a go-to colleague for help on pro bono assignments requiring expertise in working practices, remuneration, and employment practices and procedures.



TO CONCLUDE

We are now shaking off the logistical problems that the covid pandemic imposed on our work and we are being approached by more and more clients grappling with new emerging needs. So as always, I must thank all our Members who have contributed to our ProBono Programme. They are providing the equivalent of around £1.3m of support to the NonProfit Sector each year. On top of this, there are all the hours that Members volunteer as trustees of charities or members of local groups or school governors.

Our pro bono support continues to be a defining Company value.

CHARITABLE FUND CHAIR'S REPORT

Steve Cant



It was a year of consolidation for the fund with clarification of the Trustees of the Charitable Fund for the year who were:

PM Steve Cant - Chair, Geoff Berridge, Terry Corby, Master Chris Sutton, Kanan Barot, Andy Miles. PM Denise Fellows and PM John Pulford retired, and Malcolm McCaig, and Collette Stone were appointed in April 2023.

During the course of the year we have made a number of grants which can be summarised as follows:

Grants totalling £3,000 to the Livery Food Initiative to help pay for a delivery van for City Harvest. It is worth noting that this amount represented "Match Funding" with sums donated individually by our Members, so overall we donated about £6,000. In September Andy Miles, PM Denise Fellows and I attended a "thank you" reception at the Old Bailey.

We made a grant of £9,335 to World Heart Beat, a music education charity that we have got to know well and who have provided musical backgrounds at the past two Summer Celebrations. This grant was to fund the development of a new ticketing system for their wonderful new venue in South London. We subsequently received an excellent report from World Heart Beat on how the money has been spent and the successful outcomes achieved.

We donated £1,827 to "Get Set 4 Tennis", a small sports therapy charity: our second grant to them.

Coming up to date, we have been pursuing our strategy of developing longer term relationships with a couple of charities we know well with the aim of providing more sustainable funding in the medium term. An application was received from the Sea Cadets, and this has been refined and developed in consultation with the organisation. As noted in the report on the Sea Cadets above, a grant of £10,000 was made in September 2023 with the understanding that this would be monitored and that second and third year grants might be forthcoming in 2024 and 2025. The purpose of this grant was to support the national strategy of "Future Ready" at a London level. The aim is to equip young people, especially those from disadvantaged areas of London, for a world of rapid change and with skills to prosper in life.

Specifically, the first year request of £10,000 will be spent as follows:

- £4,000 to support the "On the Water" programme for disadvantaged young people
- £5,000 to support the London Area summer camp, awards ceremony, and the annual carol service
- £1,000 for the Feltham unit to help with equipment costs.

...pursuing our strategy of providing longer term funding to "Transform Young Lives".

In a similar fashion, a grant application from XLP was refined and developed by Trustee Geoff Berridge, and a grant of £5,000 was made in September 2023. The purpose of this grant was to enable an additional five young people to access XLP's "Ready to Work Programme". This programme is well established: it currently helps 40 young people a year to gain, sustain and progress in employment. It does this via an intensive eight week course which at its conclusion gives the young people job experience placements with City partners, and from this they can develop credible CVs. The beneficiaries come from low-income backgrounds and are not in education, employment or training.

These last two grants represent our first steps in pursuing our strategy of providing longer term funding for selected charities who continue to "Transform Young Lives".

Alex Skailes Trustee and Director, CCE



THE BAYES CENTRE FOR CHARITY EFFECTIVENESS (CCE)

WHAT'S NEW AT CCE?



At a University level, we were pleased to have our University status renewed as a Centre of Excellence for a further three years, in recognition of our strong performance in education (MSc and professional development programmes), knowledge exchange and advising organisations across the charitable sector, and for engaging with the policy-making community. Sadly, this doesn't mean any central funding(!) and our consulting activity remains the mainstay of the Centre's funding model – a shout out to PM Denise Fellows who founded the practice in 2005 and remains the Company's representative on the CCCE Trust board.

The Centre is positioned well to contribute to City, University of London's 2030 strategy, focused on being the "University of business, practice and the professions". This plays to our strengths and I welcomed the invitation to join the University's social responsibility leadership team.



We have performed a review of our consulting services and striven to update the content delivered in all our educational programmes to reflect the current fast-changing external operating environment. Helping us to do the latter are new Voluntary Sector Management joiners Dr Angela Ellis-Paine, lecturer, and Dr Hasseb Shabbir, Reader.



We successfully launched Leading Edge, our new short course for less experienced and future leaders, and in the coming months we are due to launch a refreshed coaching offer and a new Action Learning Set programme to support senior leaders and rising talent.





We continue to create knowledge, share learning, and offer fresh thinking to the sector. New projects this year include the Building the Road As We Walk online resource, completion of the evaluation of the Government's National Citizen Service and the release of the findings on health and care commissioning and the VCSE sector.

Spring saw the launch of an ambitious Future Charity Chair research project



Spring saw the launch of an ambitious [Future Charity Chair](#) research project with the external Steering Group chaired by [CCE Advisory Board](#) member and Third Warden. Malcolm McCaig.



We were delighted to have our research incorporated in the Charity Commission's revised [CCI4 guidance](#) on charity investing. This was the first time that the Regulator has partnered with an external third party and it is a testament to CCE's expertise and independence.



We are also pleased to be part of a significant and successful bid for a government funded knowledge transfer partnership, working with the charity Autistica and City's School of Health to develop a Neurodiversity Employers Index.

Speaking engagements included with the FT NED programme and ICAEW, a plethora of webinars and a welcome opportunity to engage with fellow WCoMC Members at a pro bono workshop.

Working with Company Member Bob Harris, we are busy planning the "Philanthropy Coffee Colloquy" that CCE will lead for the incoming Lord Mayor and Honorary Liveryman, Michael Mainelli in September 2024.

2024 will see CCE celebrate its 20th anniversary. We aim to celebrate what has been achieved but more importantly we will be looking forward and considering how the Centre can continue to best support a fast-changing sector where "social impact" is no longer the exclusive domain of charities.

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

A big thank you.

"social impact" is no longer the exclusive domain of charities.



OUR EDUCATION AND PROFESSIONAL DEVELOPMENT ACTIVITIES

*“ Post-Covid, the City
will change beyond
all recognition. ”*

Careers Showcase held in July at the Guildhall

Malcolm McCaig Chair, Education Committee



EDUCATION MATTERS

THE SHERIFF'S CHALLENGE 2023

The Sheriff's Challenge is an annual speaking event for teams of up to six Year 12 students from London schools who might otherwise not have such an opportunity. It was originated by Sir Peter Estlin in his Shrieval year and is organised by the Worshipful Company of Educators. We support the event, both in mentoring a team, and through our Master acting as a judge in the heats.

This year's theme invited the students to consider the City of London in a post-covid world, and debate "Post-Covid, the City will change beyond all recognition".

The school we have supported and coached through four previous Challenges now, since 2017, is Oasis Academy: Hadley, based in Ponders End, north London. Working in partnership with Assistant Principal, Sarah Hamilton, the current WCoMC coaches are Ian Daniell, who works with the students on their projection and confidence, and Collette Stone, who helps them look and feel like a team.

Each school's team has eight minutes to put across their views to a panel of Livery Company judges on the speaking question of the year, with a view to winning their heat and getting through to appear in the final, hosted at the Old Bailey in March.

On 8 February the coaches and I joined Oasis Academy: Hadley attending the third of four heats this year.

The students did themselves and us proud. Taking the stage to speak with confidence, poised and building on the feedback given to last year's team, the conversations afterwards showed how much they had grown in presence since we first met them.

Unfortunately, they didn't get through this year's heat and into the final, but their smiles said so much about their maturity and commitment to this event.

THE LIVERY SCHOOLS LINK CAREERS SHOWCASE 2023

Simon Davey

For this year's Careers Showcase, held in July in the Guildhall, our team comprised Nick Bush, Collette Stone and myself. We were joined by two young IBM consultants, Kat Tran and Max Rickard. As in previous years, our theme was "Management Consultancy – solve problems, make the world better, travel, make money and have fun."

This event provides a platform to engage with young people exploring various career paths – from Year 8s to Year 13s. It was inspiring to see the enthusiasm and curiosity among the participants as they were exposed to different possibilities and options. The interactive elements, such as puzzles and 'lifting the mace' (as seen on the front cover), not only added a fun dimension to the event but also helped alleviate any apprehension some participants may have had. These activities encouraged problem-solving discussions, creating an engaging and collaborative atmosphere.

It successfully fostered meaningful connections between professionals (young and 'older') and the school age students who attended. This event helps play an important role in guiding and shaping future generations' attitudes towards management consultancy.

EDUCATION SUPPER

We continued our theme of “The Future of Education”, with a thought provoking debate on educating for the professions of the future, in a joint event held in May with Bayes Business School.



I introduced the proceedings with co-host André Spicer, Dean and Professor at Bayes Business School. They set the exam question for the debate: “If you were recruiting five years from now, what would you expect from the education system that is different from what you expect today?”

The debate featured an expert panel which was moderated by Rebecca George CBE. Rebecca is the Independent Chair, Skills Steering Board for the Department for Education, which is responsible for delivering reform across FE, HE and Lifelong Learning.

The “supply side” of the debate was represented by two leading proponents in Higher and Further Education. The first was Sionade Robinson FRGS who is City University’s Vice President of Engagement, Enterprise, and Employability. The second was Keith Smith who is currently CEO of one of West London’s leading college groups HRUC (Harrow, Richmond and Uxbridge Colleges), which includes the West London Institute of Technology.



The “demand side” of the debate was represented by two leading employers of graduates, apprentices and school leavers. The first was Jenny Taylor MBE, who is responsible for IBM UK’s Graduate, Apprenticeship and Intern programmes. The second was Sarah Passmore, who is the People Director for PwC’s Audit business, where she oversees the end-to-end people strategy. The event lived up to its billing as being an interactive debate, as the panel fielded questions from the moderator as well as the 100 strong audience. One thing which came up was that firms have pivoted towards training people in leadership, leaving a big gap in basic management skills. Another insight was that many large firms find graduates who have done an apprenticeship or spent time working while studying or done some kind of internship during their studies are much more prepared. The moderator used her final closing remarks to stress the importance of collaboration.

After the debate and some informal networking, a group of about 40 Members and guests attended an exclusive dinner, complete with some fine Sicilian wine. During the dinner, Professor Andrew Sturdy, who had earlier been presented with the Urwick Cup by Father of the Livery Calvert Markham, gave a brief synopsis of his award-winning research on “The Governance of Management Consultancy Use: Practices, Problems, and Possibilities”.

Plaudits go to the moderator and presenters, and to both the Company and Bayes Business School, for working together to make the evening such a resounding success.

MY MOST INTERESTING PROJECT SERIES

MY MOST INTERESTING... WORLD HEART BEAT

The “My Most Interesting” series held its first ever “in person” meeting, and showcased a talk by Nick Bush at [World Heart Beat Music Academy](#). The event in June also broke new ground, with an open invitation to friends and family, plus the privilege to attend an evening concert at the Academy.

Nick spoke about the project to build the Academy's new venue in Embassy Gardens, and the pro bono support he provided throughout. Nick's talk was cleverly structured like a piece of classical music with an overture, an intermezzo, and several movements. After the initial, successful application to Wandsworth Council for funding, the five year project was a sometimes tortuous journey through various challenges, such as drainage pipes, sound insulation and a plant room encroaching on the available space. Nick used his project management skills to Chair the Change Board, and his political skills to navigate the tensions which at times resembled the famous falling out seen at [Handforth Parish Council](#). The new building was finally completed and opened in late 2022, and the Academy hosts an entertaining programme of musical events in addition to providing tuition to young people who would otherwise not be able to receive it.

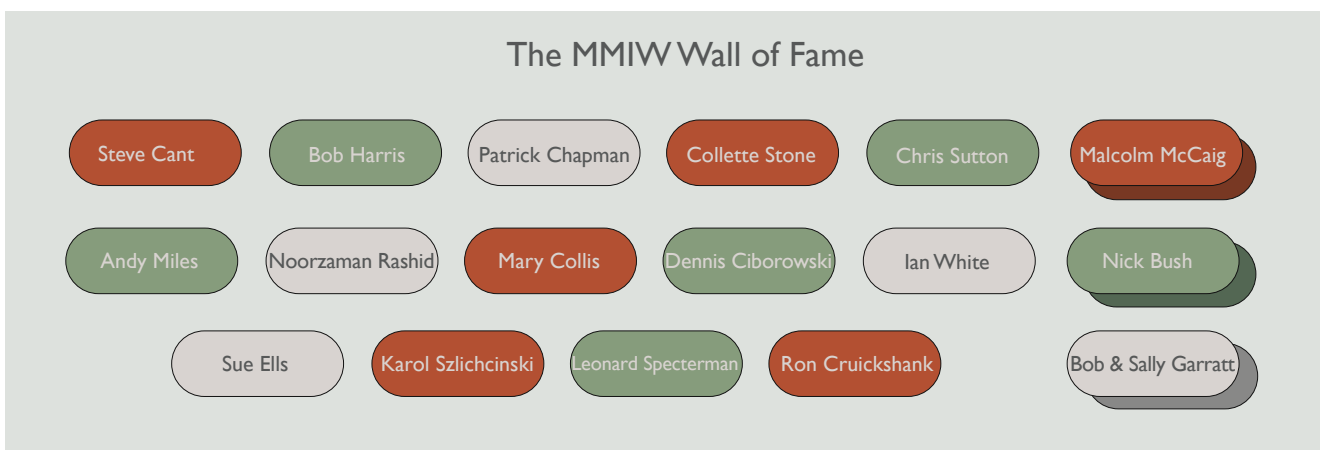
After Nick's talk, we were treated to a first half performance from a number of music students at the Academy, who displayed talents beyond what would be expected for children of that age. The second half was special, with a virtuoso display of classical guitar music from the award winning artist, [Jack Hancher](#). All in all, a thoroughly enjoyable evening.

... AND MY MOST INTERESTING ...FINISHED

The “My Most Interesting Project” series of events was started during the covid era by PM Steve Cant and Bob Harris. It provided a way for our Company Members to stay connected, albeit over a video call, during a period when it was not possible to meet in person. The content was based on case studies into some interesting projects, drawing on the experience of our members. By sharing lessons learned, we were reinforcing our philosophy of “change through wisdom”.

As the covid era came to a close, the oversight of the programme passed to me. It continued to run with its on line format followed by an open forum discussion. It also morphed into “My Most InterestingWhatever”, to allow a broader range of topics. In addition to the case study on World Heart Beat, recent outings featured lessons from a post-modern consulting career; best practice on board effectiveness and the life and times of a professional trustee. Throughout the programme, we have been treated to a treasure trove of case studies, war stories, and lessons learned from the members of the Company. Three of the presenters enjoyed it so much they came back for a second performance.

Sadly, sometimes good things come to an end. So it was the “My Most InterestingWhatever” programme had run its course and was closed down after the summer. At the start of each event, we always shared a “Wall of Fame”, recognising all those who had contributed to the series. So here, for the last time, is the final Wall.



Nick Bush Director, CMCE



THE CENTRE FOR MANAGEMENT CONSULTING EXCELLENCE (CMCE)



*CMCE is...
our open and
collaborative
professional
community for
the sharing
of leading
and emerging
practices in
management
consulting*

The Centre for Management Consulting Excellence is our open and collaborative professional community for the sharing of 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, through a regular newsletter and a presence on [LinkedIn](#) (over 1,130 followers). 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.

IN THE NEWS

Management consultancy doesn't get a lot of press coverage but the last year has seen more than usual. The publication of the book *The Big Con*, by Mariana Mazzucato and Rosie Collington got quite a bit of coverage, owing to its message that consultants trick clients into believing that they have better capabilities than them, the clients engage consultants instead of developing their own capabilities, and as a result become even more dependent on engaging consultants. Associate Director Jim Foster took particular exception to this and contributed a [scathing review](#) to our March newsletter.

The BBC then waded into the debate with a five part radio series entitled [Magic Consultants](#) which perpetuated the idea of consultants being more concerned with con than consulting. I got particularly irritated by this and published a [series of articles](#) on LinkedIn countering some of the rather trivial points the programme made.



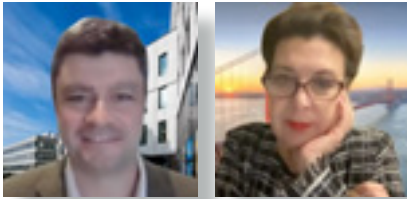
*...we still have
plenty of work
to do to raise
our profile in
the industry
and the world
at large.*

What would have been nice is for CMCE to have been asked its opinion as part of the programme's research which shows that we still have plenty of work to do to raise our profile in the industry and the world at large.

2023 CMCE RESEARCH AWARDS



However the last year has not all been about grumbling, and November saw a virtual celebration where we announced the awards we were making to the academics who had published what we considered to be the most useful research into management consultancy. The winners fell into three categories:



Professional Fluidity: Reconceptualising the Professional Status of Self-Employed Neo-professionals'

■ **Client-consultant Relationships** brought to light an area relevant to a lot of the CMCE network. *'Professional Fluidity: Reconceptualising the Professional Status of Self-Employed Neo-professionals'* by David Cross and Juani Swart, highlighted the problem that the existing categorisations of professionalism that applied to larger organisations didn't really apply to the 90% of consultants working in firms of four or fewer employees. Talking to Angela Tennent of Elevation Learning (who sponsored the awards), David and Juani explained that Professional Fluidity refers to the chameleon-like tactics employed by consultants to co-construct their professional validity with clients and collaborators rather than professional bodies.

The tensions of defining and developing thought leadership within knowledge-intensive firms



■ In **the Changing Environment of the Consultant** category we thought that *The tensions of defining and developing thought leadership within knowledge-intensive firms* shed valuable light on one of management consultants' main strengths, thought leadership. Lead author Will Harvey accepted the award from PM Denise Fellows.

What are the implications of virtualisation for building trust during the management consultancy lifecycle?



■ In **Technology and Consulting** we were pleased to award the prize to Luca Collina – a Company Freeman – whose paper *What are the implications of virtualisation for building trust during the management consultancy lifecycle?* was, according to his conversation with judge Alan Greenwood, inspired by his own experience of consulting across international boundaries via Zoom.



The ceremony also saw the award of the Urwick Cup, commemorating the life and work of the distinguished management consultant, writer and educator Colonel Lyndall Fownes Urwick, the founder of Urwick Orr Management Consultants. We continued the precedent set in 2021 to award the prize to the paper that made the most contribution to the ESG agenda (environmental, societal and governance). Previous award-winner Professor Andrew Sturdy lifted the cup for his paper *The Governance of Management Consultancy Use: Practices, Problems, and Possibilities*. Interviewed by Malcolm McCaig, Andrew stated that the governance of consulting was an area that had not been subject to examination and hence his paper was the starting point for what he expected to be further studies. Andrew was presented with the Urwick Cup at the Education Supper in May.



Professor and Alderman Michael Mainelli provided an entertaining keynote on the importance of winning and the judges managed their interviews with the prize winners with considerable aplomb. An edited recording of the event is available [here](#).

Following the event we took the decision to make the awards a biennial occasion as, sadly, the low volume of papers published on management consultancy means that there is too small a field to choose from. We hope that 2024 will see some new insights, particularly given the increasing role that Artificial Intelligence (AI) is playing in the delivery of consultancy.

SHOWCASES

AI has begun to be an emerging theme in our ongoing series of Virtual Showcases – Zoom meetings where we invite expert speakers to present their views on topics related to consulting and discuss these with an informed audience – but at the beginning of the year we kicked off with something of a provocation.



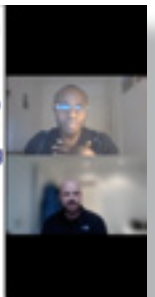
99%: How We've Been Screwed, And How Consultants Can Help invited Mark E Thomas, author, activist and former management consultant to discuss it. Mark's 2019 book *99%: How We've Been Screwed and How to Fight Back* argues that market fundamentalism – the dominant economic philosophy in the UK and US since 1980 would, if it continued to be pursued, lead to societal breakdown by 2050. In the Showcase he succinctly outlined the argument and then fielded questions from an audience that gave the impression of being broadly supportive of the argument although less clear on exactly how we could help.



In the next Showcase we were back on possibly more familiar ground with *Systems Thinking in Consulting: Why and How*. Systems thinking has been around as an idea for longer than market fundamentalism but it doesn't have as much traction as it should do in the consulting world so we were pleased to have systems consultant Patrick Hoverstadt, author of *The Grammar of Systems: From Order to Chaos & Back*. Patrick pointed out that traditional linear approaches to change projects had a massive failure rate so systems thinking clearly had something to offer. Like the previous Showcase this left us with much to potentially explore further.



May's Showcase *Change That Works: the Consultant as Ethnographer* introduced another, different approach to change: ethnography. This was the approach taken by Daniel Beunza, Professor of Social Studies of Finance at Bayes Business School, whose extensive study of the management dynamics *Taking the Floor: Models, Morals and Management in a Wall Street Trading Room* formed the basis of his presentation. He compellingly illustrated how, as consultants, we're too often guilty of making simplistic assumptions like getting the right KPIs to drive the right behaviour. The ethnographic approach shows that things are much more nuanced and consultants could do more to adopt a similar approach to understanding their clients.



In September we shook up the format with more of a workshop approach in *Selling and Delivering Excellent Consulting*. This was organised in collaboration with Richmond Group and Jungledrum, two networks of independent consultants, and we were pleased to welcome back 2022 Research Award winners David Cross and Juani Swart who presented their research into Project Network Organisations (PNOs). PNOs are teams of independent operators that come together to sell and deliver specific projects. Since CMCE has a large number of independents in its network, this was a highly relevant subject that drew a good attendance and provided plenty of opportunity for interaction in breakout groups.

September was the month for innovation as we finished the month with the *first in a new series of Showcases* giving AI providers an opportunity to present how their AI tools could help improve or even transform the delivery of services. We anticipate that this will be a major thread in our work in the coming years.

BUILDING RELATIONSHIPS

We have been able to progress our relationships with academia and industry bodies.



PM Calvert Markham and Karol Szlichcinski continued to represent CMCE on the British Academy of Management (BAM) Management Consulting Network (MCN) Committee with Karol acting as Treasurer. The BAM MCN now has a membership of 456, of which 138 are full, active members of BAM. Discussions with the MCN also informed our work on management consulting value.

Calvert set up the Consulting Skills Development Group, a sub-group of the MCN for BAM members teaching management consulting at universities and business schools. Calvert stood down from the MCN Committee in September 2023 and we are looking at how best to maintain CMCE/Company involvement in this important initiative.

Our continuing work on excellence in consulting has involved students from two business schools carrying out research into the following topics:



- A student group from Bayes Business School carried out a study into the value provided by management consultants. This formed the basis of a report to be launched in November 2023.
- A student from Coventry University Business school examined the role of certification in other professions and how this might apply to consultancy.

We continued to develop our relationship with the Chartered Management Institute/Institute of Consulting, aligning the subject of our events to the Chartered Management Consultant capability framework and sharing our research into certification.

And last but not least we were able to have our first face-to-face meeting for over three years when 20 members of the network participated in a round table discussion on Measuring Management Consultancy Performance at Plaisterer's Hall, the summary of which has now been [published](#) on our website.

CMCE continues to enjoy the support of the Company including, in the past year, the funding of an upgrade to our website, improving navigation to make access to its ever-growing resources easier. Company members regularly participate in our events as well as proposing ideas for events and research, and introducing their connections. Such support, in addition to specific roles carried out by Valentina Lorenzon (newsletter editor), Cosette Reczek (Showcase chairing) and the leadership team of myself, Karol Szlichcinski, Jim Foster and Alan Greenwood has helped CMCE to continue on its steady growth path which we look forward to continuing in the future.





OUR FELLOWSHIP, SOCIAL AND COMMUNITY ACTIVITIES

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

*Westminster Cathedral's assistant Master of Music
plays before the Festival of St Cecilia*

WINE CLUB

Patrick Chapman

After our long awaited trip to the North Burgundy region that I highlighted in last year's annual report, this year has proved to be a much quieter time. Well, we did manage to import some doses of covid after our return alongside the numerous cases of wine, which was a slight sting in the tail. However, we also embarked on planning for our most ambitious trip – an in-person tasting of Margaret River (Western Australia) wines. This trip will be reported next year...

Which brings me back to our first event of the year, our tenth Virtual Wine Tasting in December, which as in the past was open to all members of the Company. You might say that this was a bit of a Christmas Hangover from previous years, where we had aimed to offer advice on food and wine pairings for the festive season, particularly over the covid years.

This time, we based our tasting and food pairings on four wines chosen from Bordeaux's amazing range, having realised we had never actually done this before. (Bordeaux is the largest wine growing area in France, producing over 700m bottles of wine each year, ranging from everyday table wine to some of the most expensive and prestigious wines in the world.) As in the past, we sourced these wines from Waitrose, but this time we also included two Bordeaux wines from Sainsbury's Taste the Difference range of competitively priced wines.



The food pairings were, as usual, peppered with new ideas, such as *tarte flambée* and *tuna balls*. We also recommended making a *pâté* from smoked salmon, with ricotta and cream cheese to taste and a good flavouring of chopped fresh dill and lemon juice. And finally, as a bit of 'left field' thinking, we suggested two traditional French food ideas to accompany the Bordeaux wines that we had been tasting: brioche loaf and Three Kings cake (*Galette des Rois*). After all, wine is always at its best when paired with good food!



Moving on, in May we held an in-person tasting centred on Italian wines. This was organised for us by Petersham Cellar's Delicatessen which is based in Covent Garden. They introduced us to eight wines that came from different areas of Italy introducing us to a number of indigenous grape varieties, many new to us. Each wine was accompanied by a range of matched canapés.



The tasting was held outside on their deli terrace in King Street; sadly, it was a tad chilly on the night, but overall it was a great social event – over 25 of us were there.

Wine tasting is indeed a sociable activity!

Richard Stewart Music Group co-ordinator



MUSIC GROUP

The Music Group had an interesting year with a range of musical events with music from different genres and regions of the world.

In November we experienced Brazilian Choro music at a concert by Alvorado at Pizza Express. This was a lively Brazilian music event with intricate instrumental arrangements and plenty of playful interactions, with choros and sambas sung by Jacque Falcheti. Later in the month we went to the Festival of St Cecilia at Westminster Abbey which included some exquisite classical music pieces. There was a special anthem by composer Nico Muhly and music from clarinetist Josh Pyman, who the charity has supported.

This year we have also been to some amazing concerts and gigs. In late May a group of us attended a concert by Redtenbachers Funkestra presenting Joni Mitchell's album, 'Both sides now'. The songs of Joni Mitchell were reinterpreted by the band and the soloist singers including Mim Grey, Mike Mayfield & Ren Harvieu. The collections of interpretations were really good and memorable performances.



*Left:
Music Group
enjoy lunch at the
Footstool Cafe
located in the crypt
of St John's in Smith
Square during the
festival of St Cecilia*



*Right: World Heart
Beat Band playing
at the Company
summer party*

Then in late June we attended the Wigmore Hall to see Vox Luminis perform Mass in B minor. The Mass in B minor holds a special place even among the choral works of JS Bach. Completed in 1749, one year before the composer's death, it incorporates music dating from much earlier periods and is often held to provide a summation of his art. For Bach scholar Christoph Wolff, this 'mighty setting preserved the musical and artistic creed of its creator for posterity'. It was a tremendous spell-binding performance which encouraged a full standing ovation from the audience.

In September a smaller group of us attended a performance at Pizza Express new Live Music venue in Covent Garden to see Tom Seals perform on the piano and singing. His virtuoso soloing, excellent improvisations skills and distinctive voice have left industry officials hailing him the UK's finest boogie woogie and blues pianist/vocalist. He certainly lived up to this on the evening and it was good to see this new venue get off to a good start.

As we look forward to next year, we plan to have a number of events ranging from classical through to modern, jazz and other styles. If there are any concerts or genres to include you would particularly like to suggest to the group, or if you aren't a member yet, please let me know.

John Watson

Faith Group co-ordinator



FAITH GROUP

The Company's Faith Group, launched in 2015, aims to engage and enthuse our own members, as well as a broad-based City audience, in exploring the global faith issues and challenges that impinge on the working environment and day to day living. We have held two events during the past year:

FEBRUARY ON ZOOM



Rev. Emmanuel Olusola King and Richard J. Cole (Radha Mohan Das) were invited to reflect on the contribution that Christian and Hindu faith communities can make to support those traditional values which underpin the growth of wisdom. The choice of subject was inspired by the speech which Professor Sir Anthony Finkelstein made at the Installation Dinner, whilst addressing the theme of "Change through Wisdom", the motto of the Company. During his speech, he said:

"I learnt there that the most powerful aids came from what are often referred as 'old-fashioned' virtues: **courage, respect, honour, dignity, charity, decency, moderation, stoicism - that is fortitude and self-control, and yes, patriotism - the love of country and community.** I learnt that these values can provide a compass when experiencing change and when making it happen. These values are proven and sustaining. They may be old-fashioned but they are forward-looking too."



After the reflections there was a discussion among the 12 participants. There was a clear consensus that both religions were supportive of traditional values, albeit in different ways and with different fundamental beliefs. Basically, there is a world-wide consensus on what are traditional human values, although different political systems across the world often do not hold to these in practice.

JUNE AT THE LAMBETH PALACE LIBRARY



Revd Canon Jeremy Haselock (l) and our Chaplain, Father Tim Handley, (r) with Members of the Company enjoying the balcony of Lambeth Palace

Just over 50 Members and guests visited the Coronation exhibition, enjoyed the splendid balcony views, cream tea and English sparkling wine, and heard former Chaplain to the late Queen, Revd Canon Jeremy Haselock, speak on the challenges facing our new monarch in being King and Supreme Governor of the Church of England in a multi-faith society.

Our Chaplain, Father Tim Handley, introduced the speaker, who gave us an informative and inspirational reflection. Father Jeremy reminded us of the uniqueness of the events of recent months, the passing of the Queen after more than 70 years on the throne and the coronation of King Charles III. Whilst the Coronation was a uniquely Christian event, he recalled the late Queen's initiative in 2012 to remind church leaders that "the Church has a duty to protect the free practice of all faiths in this country". The Coronation service honoured this through supporting roles for not only church leaders outside the Anglican communion but also Hindu, Jewish, Muslim and Sikh faith communities. Finally, he reminded us of our King's stated desire and motivation some 20 years ago to be a source of healing in our land, whether that be the environment, our communities or our different traditions. Following a lively Q&A session, participants drifted away in the balmy evening air!



Edward Sankey PM Immediate Past Commodore City Livery Yacht Club

YACHTING

Sailing in the Company takes place in the [City Livery Yacht Club](#) (CLYC) and through independent yachting by boat-owning Members.

The CLYC year started with the Fitting Out Dinner at the RAF Club on Piccadilly. The Speaker was Murray Craig, Clerk of the Chamberlain's Court for over 26 years. He must have the record for granting Freedoms of the City and was very entertaining.

At the Inter-Livery Regatta in Cowes, The Lord Mayor's Cup for overall winner was presented to the Leathersellers at the Prize Giving Dinner. Other Solent events were two cruises: evenings were spent together at each port. The second cruise saw the Commodore's Dinner in the Members' Dining Room of the Royal Yacht Squadron's home, The Castle at Cowes.

The Cross-Channel Cruise was in June. Hugh Tinsley took part and reports:

CLYC put me in touch with one of their most experienced skippers, Jonathan Rolls of the Grocers. He welcomed me onto his remarkable boat, Xara, 50 years old next year, the two regularly winning Royal Ocean Racing Club (RORC) races.

We sailed to the small port of St Vaast, Normandy. It was the first Channel port to be liberated as part of the D-Day landings and is famous now for its oyster beds. Meeting other Members, we had an Oyster and Champagne reception hosted by the Commodore. We explored the port, its outstanding Épicerie, and its church with a moving memorial to local fishermen who died at sea. The gathering ended with an excellent restaurant dinner before we sailed home the next day.

The wider Livery is as welcoming and as interesting as the Company has been since I joined.

CLYC held informal Evenings at the St James's clubhouse of RORC. In October CLYC's Trafalgar Dinner was at the House of Lords with Air Commodore Rick Peacock-Edwards CBE.

Outside the Club PM Patrick McHugh, had a wonderful cruise in Croatia. From Dubrovnik he went north through the islands and national parks to Korčula, the birthplace of Marco Polo and a Venetian stronghold, and on to the Island of Badija where in 1394 Franciscans started building the monastery. The coast is full of evidence of its great history. In addition, Patrick as ever sailed his Seabird Half Rater (the oldest one design (1898) in the world), in Anglesey.

PM Denise Fellows and her husband Brian Easteal have cruised far and wide in their yacht. This year though has been closer to home with several visits to Newtown Creek, the nature reserve on the Isle of Wight. Calm nights were disrupted only by the call of birds and the occasional seal. The water warmed by hot summer sun was ideal for swimming at slack tide.

With his heritage Mirror dinghy, David Shannon took part the Mirror Open in North Norfolk. He was doing well until in one race there was an equipment failure, eliminating the chance of winning the Open. Stoically, David regarded it as part of the challenge and fun of sailing.

Rachel Whitehouse's family took their holiday in their yacht, cruising west from Southampton Water and back. A highlight, in Lymington, was the Puffin Cruises Pirate Ship which incorporated Rachel's family into their kids' fun by shooting "cannons" at them on a regular basis. Rachel's crew always died dramatically and were rewarded by the Pirate captain and crew with a round of applause.

My own highlight was skippering from Oban to Troon. With the fast-flowing tidal currents, we had amazing speeds over ground, in just average winds. Great scenery, and wildlife highlights were a large pod of dolphins playing around us, and very many kittiwakes on the water and Manx shearwaters skimming the surface. The best was a fast V-formation of some 100 gannets, a rare sight.

Andy Miles Second Warden



CART MARKING

The Worshipful Company of Carmen, Number 77 in the order of precedence, has had the responsibility for the licencing of Carts to work within the City of London since 1517.

This is celebrated every year with the Annual Cart Marking Ceremony held in the Guildhall yard each July.

On Saturday 22 July 2023 over 430 people including the Lord Mayor, the Master Glover along with the our Master, First Warden, IPM, Clerk, Members of the Company and their partners joined together to enjoy the day. The fabulous parade of commercial vehicles through the Guildhall Yard, from pushed carts to electric vehicles started with one of the cars from the Royal Mews and finished with donated vehicles at the start of their journey to Ukraine.

As the Junior Warden Elect of the Worshipful Company of Carmen I and my wife Sarah were asked to join the Lord Mayor and others on the dais and take part in marking some of the many and varied Carts that were parading on the day.

Our compères for the day were Derek Mathewson from Mathewson's Auctions and Bangers and Cash fame and the Actor and Carmen Liveryman Graham Cole, OBE, probably best known for playing Tony Stamp in The Bill for 25 years.

After the ceremony and with only minutes to spare before a proper deluge descended, we all headed off for a Champagne reception followed by the lovely meal in the wonderful surroundings of the Great Hall.



Alan Broomhead PM



THE TWELFTH ANNUAL QUAICH LUNCH

The twelfth lunch was held at Ironmongers Hall on Monday 9 January 2023. We continued the tradition, set last year, of presenting the Quaich to the winner of the award. The 2022 recipient was David Glassmann, who has contributed so much to the Company over many years, but above all in supervising the mentoring scheme.

Our guest of honour was Alderman Alison Gowman who had recently been honoured as an Honorary Liveryman of the Company. She has practised as a solicitor in the City of London all her working life, specialising in commercial property at international law firm DLA Piper. She has focussed on development work and landlord and tenant matters as well as insolvency and waste management. She was the first female partner at her firm in 1985. Alison also took up the role as one of the two Sheriffs of the City of London from September 2021 - 2022. She was based at the Old Bailey and part of her role was to support the Judges and to work with the Lord Mayor in work of promoting the City of London at home and abroad.



The Warden's Quaich

I invited a second guest, Captain Neil Downing, Captain Sea Cadets, who came resplendent in full uniform. The idea was to emphasise our long-standing association with the Marine Society and Sea Cadets which dates to 2002. Also, it was to provide an opportunity to revitalise the relationship. This seems to have happened according to the Master's latest reports. Perhaps we should consider doing more of this for guests who find evening functions difficult to attend.

As ever it was good to see Miranda Hooper who gave us a report on Gordon Stoker whose 90th birthday was imminent. Several of us attended his party in February.

I invited 65 people to attend the lunch and was pleased that 36 agreed to come. Sadly, attendance was still affected by covid and illness, so there were several last-minute cancellations. Among those attending for the first time was Collette Stone as fourth Warden. I shall continue to invite the incoming Wardens to promote and sustain the lunch.

A group of people in formal attire, including suits and academic regalia, are gathered in a stone cloister. The architecture features large, arched openings and brick walls. The scene is lit with warm, ambient lighting, suggesting an evening event. The people are engaged in conversation, and some are looking towards a central area where a speaker or performer might be located.

OUR MEMBERSHIP

“...recruiting amongst the working population of consultants brings an increasing diversity of thought and experience to the Company and its activities.”

*The Company's Summer Celebration at
The Charterhouse on 4 July reconvening in the cloister*

Kanan Barot Chair, Membership Committee



MEMBERSHIP UPDATE

The membership year since last October has been an interesting one, with a number of changes, not least in ending by having a new Chair of Membership, Malcolm Green, to run the Committee and co-ordinate membership-related activity going forward. I, along with the Committee, the Wardens and Court, wish Malcolm every success.

The year started on a positive note with the admission as an Honorary Liveryman of Alison Gowman, Alderman and past Sheriff, and a very good friend to our Company over the years. We were also pleased to see John Cowdell graduate from the Junior Freeman scheme, to take his place as a full Freeman of the Company.

Welcoming new Members for the year started with the receipt of an application from Ryan Williams, with whom we had been engaging for about 18 months. We were very pleased to have him admitted as a Freeman at the Charities Supper, alongside Mark Collins, who was long overdue for the ceremony, having been approved almost a year prior. Our efforts to recruit from amongst the working population of consultants means we need to have flexibility around employer and client commitments but is decidedly worth doing as it helps to bring an increasing diversity of thought and experience to the Company and its activities.

This diversity was very much in evidence when we admitted Jamie McMichael Phillips, whose expertise is in advising on mapping the sea bed, alongside Atul Madahar with experience of consulting in the USA, and Michelle Wang with a focus on business in China. We also strengthened our relationship with Bayes Business School with the admission of its Dean, Professor André Spicer, as an Honorary Freeman. We ended the last quarter with the admission of Linda Cairney, another working consultant, and the then Sheriff Andrew Marsden who joined as a full member rather than take an honorary position, being himself a working consultant of many years.

We were very pleased to clothe in the Livery Steve Mayhew, Lisa Preuveneers, Hugh Tinsley, Ranil Perera and Andrew Marsden, who surely must take the prize for being the fastest-progressing Freeman of the Company, being admitted and clothed on the same evening!

Whilst we have lost some Members to resignation over this year, we also, very sadly, fully lost Sally Garratt and Penelope Tobin, one of our longest-serving Members, and one of our newest ones, respectively. We heard a very moving tribute to Sally from Bob Garratt at the Church Service, amazing us with the breadth of her activities and achievements, and her never-diminishing sense of fun. Just recently I attended a humanist memorial for Penelope, where friends celebrated her life of jazz music, charity work for disadvantaged youth, and general zest for living. Two strong, independent and high-achieving women; both different, both ours – rest in peace.

We have been working hard to alleviate the impact of resignations through holding Open Evenings to follow up on the growing number of connection requests we have been receiving. We have continued with the Zoom meetings that served us so well during lockdown but have held a couple of in-person events that have proved most successful, and will be continued. We have a good pipeline of prospective Members and would hope to see them progress to admission over the coming year.

Our main Membership Reception in the spring was, again, a lively affair, where we shared Company news on our strategy, philanthropy and education activities, then enjoyed fellowship and invigorating conversation over wine and canapes in the Guildhall.

I end with a very warm welcome to all our new Members and to those who have progressed to Livery status, and very much hope more of our long-term Members will attend events during our forthcoming 20th anniversary year, to make the most of their membership and also to encourage and support the new Members we hope to welcome to our great Company.

NEW FREEMEN AND LIVERYMEN

NEW FREEMEN...



Linda Cairney



Mark Collins



John Cowdell



Atul Madahar



Jamie McMichael Phillips



Michelle Wang



Ryan Williams

NEW LIVERYMEN...



Geoff Berridge*



Steve Mayhew



Ranil Perera



Lisa Preuveneers



Hugh Tinsley

NEW HONORARY FREEMAN, AND LIVERYMEN...



André Spicer



Alison Gowman



Andrew Marsden

* clothed just within the previous Master's year.

ALMONER'S REPORT

John Watson, Deputy Almoner

It was with great sadness that we received news of the death of our Almoner Sally Garratt on 9 February 2023 after lengthy periods in the Whittington Hospital in late 2022 and early 2023. She was an amazing person and husband Bob gave a moving and fulsome tribute to her at our Annual Service on 21 September 2023. We were appointed to our Almoner roles in July 2018 and she was great to work with as Deputy Almoner. Her funeral was held on 7 March and attended by friends from all over the world as well as some Company Members. We shall all miss her hugely.

During the past year, we have also received news of the death of Penelope Tobin (on 15 July 2023), as detailed in the Membership Update.



Sally Garratt



Gordon Stoker receives his Outstanding Service Award

Along with several others, I have continued to stay in close touch with Gordon Stoker, who remains bed bound but stable, continuing to amaze us all with his resilience and ability to recover after bouts in hospital. He celebrated his 90th birthday on 15 February 2023, when several Members were present. He was then awarded an Outstanding Service Medal and this was presented to him in person as a framed certificate and citation by Master Chris Sutton on 29 March 2023. A poem celebrating Gordon's life was published in the Company newsletter. I am grateful to Adrian Williams, Michael Jeans, PM Alan Broomhead, PM Edward Sankey and 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!

I visited John McLean Fox during the summer and enjoyed lunch with him and his wife Maria in a local Leigh-on-Sea restaurant. Maria is turning 90 later this year and John will be celebrating his 90th birthday on 4 January 2024. Inevitably, they are feeling somewhat fragile, but are both in good spirits and keen supporters of the Company.

We received news of illness amongst several of our Members during the year, some of whom have fully recovered; others who are suffering longer term. Most are in close touch with one or more Members of the Company and the latter have been diligent in informing me, allowing appropriate messages to be sent or other action taken. Leonard Specterman has been ill recently, but hopes to be able to attend Company events soon. Drewe Lacey has also experienced ill health during the year and PM Patrick Chapman had a shoulder replacement operation in April. Gill King and PM Edward Sankey have kept in touch with Dorothea and Ewan Fraser, who have been suffering from serious health issues during the year. Our Clerk Julie had some health issues last year but seems to have made a full recovery. I have had a left hip replacement, which has gone well. We have not heard of other cases of serious illness among the membership but, if any have occurred amongst your friends and family, we wish you and them well and a speedy recovery.

Tom Pulford has been successful in raising money for Scope during the year, following PM John Corneille's funeral in 2022. Let me know if there is anything else we can do to help you and if you have concerns or news about other Company Members.

When a new Chaplain is appointed to replace Father Tim Handley who stepped down in September and has moved to be a parish priest in West London, I am sure he or she will be available to talk to Members.

COMMITTEE WORK – BEHIND THE SCENES

Denise Fellows

There are those Members who from time to time peruse the Governing documents of our Company and are familiar with the Charter, Statutes, Ordinances and Rules. The Rules define the Principal Committees of Company: The Membership Committee; The ProBono Committee; The Education Committee, and The Events Committee. Accounts of their work are regularly found in our Annual Reports. The Court may from time-to-time establish such other Committees as it sees fit and may also specify and amend their terms of reference and membership. These include:

- The Ceremonials Committee
- The Nominations Committee
- The Wine Committee
- The Governance Committee

With the exception of the Wine Committee, the work of these other committees is largely unknown except at Court meetings. We hope to rectify this soon by publishing more about their work on our website, but for now, here is a brief description from their Terms of Reference

THE CEREMONIALS COMMITTEE
<i>Purpose of the Committee</i>
<ul style="list-style-type: none"> ■ Deal with, and take a longer-term view on, matters relating to the Company's ceremonial procedures, Livery, history (archives) and treasure.
<ul style="list-style-type: none"> ■ Consult Members about Ceremonials to help enhance member engagement and understanding of the Livery.
<ul style="list-style-type: none"> ■ Advise the Court on whether or not our engagement in the wider Livery is sufficient and how it might be improved.
<i>Outcomes to be achieved</i>
<ul style="list-style-type: none"> ■ The Company becomes increasingly recognised as a vibrant organisation and “Great Modern Livery Company” with good City traditions.
<ul style="list-style-type: none"> ■ A record of our history as a Livery Company, excellent procedures for our Ceremonies, and best use of our silverware.
<ul style="list-style-type: none"> ■ The Company fulfils its role in the City and Livery movement.
<ul style="list-style-type: none"> ■ Members have a good understanding of the role of the Livery

THE NOMINATIONS COMMITTEE

Purpose of the Committee

- Consider prospective candidates interested in taking on leadership positions within the Company and make recommendations to the Wardens and the Court of Assistants as to their suitability, recognising that any member can stand for the CoA. Identify and arrange mentoring arrangements for future candidates ensuring that they understand the expectations and level of commitment required to be successful.
- Contribute to recruitment for certain posts such as CMCE Director, Chaplain and Chairs of Committees.
- Make recommendations to Court for honorary Freeman and Liveryman.
- Make recommendations to Court for the presentation of an Outstanding Service Medal.
- Nominate deserving Members for civil awards

Outcomes to be achieved

- A coherent and seamless approach to succession planning within the Company enabling effective decision making and forward planning whilst mitigating any risks of candidates stepping down from office.

THE GOVERNANCE COMMITTEE

Purpose of the Committee

- Governance is the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of the Company. The purpose of the Committee is to champion good governance within the Company.

Outcomes to be achieved

- Maintain the Governance calendar.
- Work with Committees to ensure that they are properly constituted.
- Keep the Rules of the Company in line with current practices.



APPENDICES

*“ pro bono work was...
conservatively estimated to
be more than 700 days in
the year. ”*

*Master Chris Sutton robed by Clerk Julie Fox
and Assitant Clerk Walter Gill for the New Master's Installation*

COURT MEMBERS

The Court 2022/23

The Court 2021/22

Chris Sutton	Master
Steve Cant	Immediate Past Master
Kanan Barot	First Warden
Andy Miles	Second Warden
Malcolm McCaig	Third Warden
Collette Stone	Fourth Warden
Nanette Young	Assistant
Simon Engwell	Assistant (resigned August)
John Watson	Assistant
Nick Bush	Assistant
Ron Cruickshank	Assistant
Sue Ells	Assistant
Jim Foster	Assistant
Karol Szlichcinski	Assistant
Malcolm Green	Assistant
Ian White	Assistant
Bob Harris	Assistant (co-opted)
Patrick Chapman	Past Master (co-opted)

John Pulford	Past Master
Denise Fellows	Past Master
David Peregrine-Jones	Past Master

Ex officio

Father Tim Handley	Chaplain (resigned September)
Ron Cruickshank	Treasurer
Calvert Markham	Father of the Livery
Julie Fox	Clerk

S Cant	Master
J Pulford	Immediate Past Master
C Sutton	First Warden
K Barot	Second Warden

F Brown	Assistant
M McCaig	Assistant
N Young	Assistant
S Engwell	Assistant
J Watson	Assistant
N Bush	Assistant
R Cruickshank	Assistant
S Ells	Assistant
A Miles	Assistant
J Foster	Assistant
K Szlichcinski	Assistant
C Stone	Assistant
R Harris	Assistant (co-opted)

D Fellows	Past Master
J Corneille (died Aug 22)	Past Master
P R Chapman	Past Master
D Johnson	Past Master
D Peregrine-Jones	Past Master

Ex officio

Revd Helen O'Sullivan	Honorary Chaplain (resigned)
R Cruickshank	Treasurer
C Markham	Father of the Livery
J Fox	Clerk

Ron Cruickshank

Treasurer and Court Assistant



TREASURER'S REPORT FOR THE YEAR TO 30 JUNE 2023

The Company recorded a surplus of £24 for the year (2021/22: a surplus of £179).

REVENUES

Membership levels and quarterage income held up well – despite an increase in quarterage of £20 per member just eight Members left the Company.

The further rise in face-to-face events during the year generated increased event revenues of £34,814 (£32,176 2021/2022).

In keeping with the Company's Climate Change strategy most administrative meetings and some event meetings continued to be held virtually.

EXPENDITURE

Expenditure increased to £102,230 (£96,080 2021/2022) due to the increase in cost of physical events.

Other operational expenditure aligned overall with 2021/2022 expenditure and the 2022/2023 Budget.

PRO BONO ACTIVITIES

The Company continued to donate a substantial amount of pro bono work to its charity clients conservatively estimated to be more than 700 days in the year. The accounts do not record this assistance's monetary value but is estimated at over £1.3million by the ProBono Committee.

RESERVES

Funds	General	Restricted	Designated	Totals
On 1 July 2022	£ 56,581	£ 13,572	£ 1,445	£ 71,598
Surplus / (Deficit) for the year	24			24
Transfer to / (from) General Reserves	(100)	(3,086)	(1,005)	(4,191)
Wine fund	(785)	785		
On 30 June 2023	<u>55,720</u>	<u>11,271</u>	<u>440</u>	<u>67,431</u>

The Company's reserves policy is to hold six months' cover of operating costs in Unrestricted reserves. As of 30 June 2023, the Unrestricted reserves represented 9.75 months cover of our budgeted annual operating expenses for 2023/24.

I am grateful for all the support provided by the Master, Wardens, Clerk and Assistant Clerk in assisting with completing the Quarterly Management Accounts and the Company's 2023 Annual Financial Statements.

INCOME AND EXPENDITURE ACCOUNT

– KEY FIGURES

	2023	2022
	£	£
INCOME		
Quarterage	54,570	54,048
Fines	2,000	2,600
Events	34,814	32,176
Other income	5,859	5,490
Donations	5,011	1,945
	<hr/>	<hr/>
	102,254	96,259
	<hr/>	<hr/>
EXPENSES		
Events	39,835	33,152
Salaries and accommodation	37,995	35,759
Website and software	8,186	14,148
Other	16,214	13,021
	<hr/>	<hr/>
	102,230	96,080
	<hr/>	<hr/>
SURPLUS FOR THE YEAR		
	24	179
	<hr/>	<hr/>

BALANCE SHEET AS OF 30 JUNE

	2023	2022
	£	£
FIXED ASSETS		
Tangible assets	1	1
CURRENT ASSETS		
Stock - wine	24,157	23,666
Stock - merchandise	230	333
Debtors	9,008	8,165
Cash at bank	94,704	100,101
	<hr/>	<hr/>
	128,099	132,265
CREDITORS:		
<i>Amounts falling due within one year</i>	-28,708	-29,984
NET CURRENT ASSETS	99,391	102,281
CREDITORS:		
<i>Amounts falling due after one year</i>	-31,960	-30,683
NET ASSETS	<hr/> <hr/>	<hr/> <hr/>
	67,431	71,598
<i>Financed by:</i>		
ACCUMULATED FUNDS		
General reserve	55,720	56,581
Matheson donations	922	1,108
Pro bono donations	3,546	6,446
Wine fund	6,803	6,018
CMCE	440	1,445
	<hr/>	<hr/>
	67,431	71,598
	<hr/> <hr/>	<hr/> <hr/>

Denise Fellows PM 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 £28,440 for the year 2022/23. Donations are primarily individual donations from our Members. We received payment from HMRC for Gift Aid of £10,337 and £202 in bank interest.

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. The number of grants this year were fewer and the total value is lower than in previous years. Six grants, totalling £14,387 were paid or formally approved to be paid in the financial year as follows:

Grants made or awarded in 2022/23	
ProBono clients	Grant
World Heart Beat	£9,335
Get Set 4 Tennis	£1,827
Alliances	none
City Livery	
City Harvest	£1,500
City Harvest	£1,500
United Guilds Service	£25
Financial Services Group	£200
Total grants	£14,387

The Charitable Fund paid the Company £5,400 (£4,500 + VAT) for support services provided to the Fund by the Clerk's office and £360 in Bank charges.

The balance of cash available at the end of 30 June 2023 was £49,760.

At end of June 2023 the Investment Fund stood at £512,146 (compared with £510,601 at 30 June 2022).

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.

After seven years as Treasurer of the Charitable Fund, including a number of years as Trustee, this will be my final year preparing the Annual Report. I am delighted to be handing on the responsibilities into the safe and capable hands of Liveryman Geoff Berridge.



The Court of Wardens L-R: Fourth Warden Collette Stone, Second Warden Andy Miles, Master's consort Hilary Sutton, Master Chris Sutton, First Warden Kanan Barot, IPM Steve Cant, Third Warden Malcolm McCaig



edited by: Chris Sutton 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

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