

# The Worshipful Company of Management Consultants

## Annual Report 2014-15



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

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

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# Master's Introduction

## Annual Report 2014-15

### Summary

Our Financial and Master's years do not exactly coincide, the former ending in June and the latter in October, but they are clearly interdependent. Unapologetically I will therefore highlight the impact of activities that occurred in my Master's Year rather than focus absolutely on the Financial Year. It is also easier to write and for you to read as we do not make much mention of our Financial Year during the day-to-day cut and thrust of the Livery.

Our success as a Livery Company can be assessed against two key measures: *financial performance*, which we manage continually and report annually, and *membership engagement*, which typically relates to the priorities set during the Master's Year. So let me start by stating that this financial year we are posting one of the largest ever financial surpluses that our Company has ever achieved. Everybody has contributed to this through their engagement – obviously some more than others, each depending on their circumstances and available time – and we should all take pride in our achievement.



Membership engagement can be broken down to three further areas, typical of all Livery Companies: *fellowship* through our various events, activities and involvement with the broader City Livery; *philanthropy* through our pro bono work and the impact of our Charitable Trust; and *education* through our seminar programme and support of the Cass Centre for Charity Effectiveness and Cass Business School. This year we have built up our range of activities; we have extended our philanthropic reach; we have developed our education programme – and above all we have grown our membership and the recognition we receive within the broader Livery.

At the start of my year in October 2014, I explained that, together with the two wardens, we were aiming for a three-year programme of growth and development, ultimately to become a *Great Modern Livery Company*, one that is vibrant, successful and well placed within the Livery, building on the work of our founding members and my predecessors, ensuring the Company is also set on a truly sustainable path into the future. Nearly a year on, I believe that this Annual Report is evidence that we are achieving this goal. Success also breeds success, so I am confident that 2014-15 marks the foundation for the future that my successors will be able to build on to everyone's benefit.

I will now highlight some of the main aspects of the year – “from the flight-deck”, as I have often put it, knowing all too well that sometimes the flight-deck can be in a world of its own... I trust this has not been the case ‘on my watch’.

### A year of changes

Over the year we have refined our governance structure and separated the Charitable Trust from the Livery Company, changed our Clerk's Office team, rebranded and redefined the purpose of one of our main committees, developed a dozen Panels (Special Interest Groups) and strengthened our brand within the Third Sector and the broader City Livery. As we all know, Management Consultants are agents of change – but rarely on themselves – known to *advise* rather than *do*. We have now broken that mould. We needed to move forward and our programme of growth and development is now delivering. I must thank Second Warden Noorzaman Rashid at this point for delivering some of the nitty gritty aspects of this work, as well as acting as overall programme manager to keep us on track. I have set out some of the highlights below:

- **Our governance:** the Court of Assistants is our primary centre of governance and over the year we have focused on restoring this key role by clarifying the role of the Court of Wardens which is now a small action-focused group that brings together the major committee chairmen, wardens and master. This refined structure, achieved without any changes to our rules or ordinances, will continue to evolve in the future and we hope that many of our liverymen will now want to put themselves forward each year for election to the Court of Assistants to help in steering the company in the future.

We have also separated the Charitable Trust from the Company. Historically, the Master and Wardens were automatically Trustees but this is no longer in line with best practice in the Third Sector. It was also putting too much pressure on a handful of people, often resulting in the Trust being ‘second fiddle’. The Trust Deed has now been varied so that we can elect the trustees for

three-year periods, in line with best practice and allow them the space to develop the Trust alongside the Company. The impact of these changes will become apparent over the next year as the Trust provides more regular reports to the membership on their achievements and outcomes from the grants that are awarded.

- **Our Clerk's Office:** after being with us for a year, Adèle Thorpe chose to move on at Christmas. Julie Fox, who was our Assistant Clerk at the time, promptly stepped up to the mark as Acting Clerk and then was appointed as our Clerk in spring 2015, head and shoulders above other applicants. She has brought untold knowledge, skills and contacts to WCoMC, and has worked tirelessly to promote us since her appointment – calling on her husband, Mark, to help, often as our photographer at events (which also allowed our Beadle, Mervyn Bassett, more time to use his organisational skills to our benefit). All of us must thank Julie – I am convinced that the role of Clerk to a company of management consultants, all with their individual points of view which they are all too willing to offer, particularly when not asked, has to be one of the hardest clerking jobs in the City Livery.

We have continued the model of two part-time roles, Clerk and Assistant Clerk, as we are convinced this is right for our Company. Jackie Johnson stepped into the role of interim Assistant Clerk and has been in the office most mornings, keeping tabs on our emails and administration, and managing our system records – with help from our team of volunteers, Alan Broomhead, Liz Walker, Simon Davey and myself, who have continued with the development of our systems, processes and website (a never-ending task).

I would also like to especially mention the support we have received from our new Treasurer, Richard Swift, and our external finance systems consultant, Kathy Godfrey who, together with Julie, have all but rebuilt our internal finance budgeting and reporting systems, using state-of-the-art Sage software suitable for an organisation of our size.

- **Our Principal Committees:** deep in our Rules, there is mention of a Fundraising Committee alongside our pro bono, Education and Membership Committees, although it has not, to my knowledge, been active for many years. Its brief included “responsibility for developing and coordinating a programme of Company events”. As part of this year's programme of development, we have created a new principal committee to help devise and manage our events calendar, firming up dates and locations for the next three years, and setting up all the information on our membership system event calendar. Our thanks go to Alan Broomhead for steering this new Events Committee which, by its very nature, is a bit like nailing jelly to a wall as member needs and interests are continually developing, all against the backdrop of the continually increasing costs of staging any event in London, particularly in one of the City's Livery Halls.

You will find details of all our committee achievements later in this annual report – suffice it to say that all of us must also thank John Corneille, Michael Rutherford and Benjamin Taylor for their enormous efforts in building their respective areas, directly contributing to the overall success of WCoMC this year.

- **Our Panels (Special Interest Groups):** under the watchful eye of First Warden David Peregrine-Jones, we now have a dozen panels which provide the focus for a range of member interests. Our panels are core to developing our membership offer as they enable everyone to choose from a range of interests, not just those organised by our principal committees. Moreover, if members want to create a new panel to meet a developing area of interest, we can quickly accommodate this with little bureaucracy.

I want especially to thank the Wine Club for organising the tasting trip to the Loire Valley, the Music Group for coordinating the membership's eclectic musical interests, the Faith Group for building a new and inspiring relationship with St Ethelburga's, the Choir (read on below), Shop Talk ..... the list is impressive.

Do read about the work of our panels set out later in this report – and get involved if you are not already.

## **A year of innovative events**

WCoMC's principal events centre on our Installation and Celebration Dinners, our Annual Service of Celebration and Dedication, and our Charities and Education Suppers. In past years we have also held a Change Lecture and Annual Meeting, although both have proved increasingly less than popular. So this year we have made some changes to our events calendar by introducing two low-cost receptions at Guildhall – the New Master's Reception and the New Members' Reception – both of which proved very popular.

For the Education Supper, we tried a new buffet format which had a mixed reception, broadly popular but with a few members not so happy with queuing for their main course selection. We also changed the format of the Celebration Dinner, which in the past has had a number of purposes including fundraising for our Charitable Trust. This year the Celebration Dinner was held in the magnificent Long Room of the Honourable Artillery Company, where we simply celebrated our work – the impact of our Education and pro bono programmes alongside our contribution to the City Livery – with four guest speakers: Alan Leaman, CEO of the MCA representing our industry, Andrew Devenport, CEO of YBI our largest pro bono Client, Professor Steve Haberman, Dean of Cass Business School and Sheriff Fiona Adler representing the City and the Livery, each of whom confirmed our growing impact. We were also very lucky with the weather which allowed us to be outside for the reception and to be entertained by the Sea Cadets Band and the Pikemen and Musketeers before we sat down to dinner.

Another innovation, in comparison to recent years, centred on holding lunchtime rather than evening events. Gordon Stoker, for the second year in succession, brought together a large group of members for a lunch at Ironmongers' Hall, this year celebrating the Wardens' Quaich. He invited every recipient of this special award and virtually all came along with other members who find lunch events easier to attend. This now looks to be a fixture for the future.

We also had a special lunch in Mansion House with guests of honour the Lord Mayor and Lady Mayoress – an odd situation hosting an event in someone's home and then inviting them to be the guests of honour. It is often said that Livery Companies measure their success by the type of events they host, with events at Guildhall and Mansion House being seen as the pinnacle of livery success. I don't subscribe to this – we should measure our success by the impact we have on society through our philanthropic work, not by food. However, I have to say that this lunch, the second ever that we have held at Mansion House, put WCoMC firmly on the Livery Map. It is a start for us and yet another foundation on which my successors can build.

The very last event in the Master's year is our Annual Church Service, for which I focused on Celebration, Thanksgiving and Dedication, as it is our annual opportunity to reflect on WCoMC's very existence. I was delighted that our Honorary Chaplain, Bill Penney, agreed to give the Address after a bit of modest persuasion. He and I have worked closely together on a range of activities since I joined the Company and I could think of nobody better placed. The service also marked another WCoMC first: thanks to the work of Alistair Dixon, we had a Choir who sang both an anthem and a solo verse of Crimmond, the *quietest* of the hymns I chose; they also led us with gusto during the singing of the other more *rousing* hymns I chose for the order of service, accompanied as usual by organist Sheriff Alderman Dr Andrew Parmley who regularly plays at St James Garlickhythe, our Livery Church. (I should also add that I was able to announce after the service that Andrew had been invited to become an Honorary Liveryman of WCoMC earlier that day by our Court and we will be delighted to support him as he closes in on becoming Lord Mayor).

Overall, I believe we have made our events more attractive and more entertaining and this has been reflected in the feedback that Noorzaman has sought from the questionnaires he has issued after each event. With the support of our Wine Committee chaired by Barrie Collins, we have also been able to strike an inspired balance between quality and cost – a real challenge.

The mix of events, formal and informal, midday and evening, has brought more members and guests together than in the past. Members now have more choice of events and activities to support, according to their interests and circumstances; overall, we have therefore reached more people. We have also raised our profile in the City Livery – other companies are turning to WCoMC and are acknowledging our impact and some are now asking '*can you help us ...*'. The result has been that we have admitted more new members and clothed more new liverymen in the year, creating another foundation on which we should be able to build WCoMC in the future.

### **But not everything has changed**

I should quickly note that this year has not been entirely topsy-turvy and there are a number of individuals who are quietly contributing through their continuing support; four immediately come to mind:

- **Gill King**, our Almoner, has been the vital point of contact with those members of our company who are no longer able to be actively involved, typically through ill-health. The role is not widely broadcast, as it also involves being available to members of the Company and to their partners and families at times of bereavement. Gill has had a busy year as a number of our members have been quite ill and I must extend my thanks to her on behalf of us all for all the time she has dedicated.
- **Gordon Stoker**, one of our longest standing Liverymen, has continued to attend as many of our events as possible in spite of his own limited mobility. He has also acted as my critical friend, a touchstone helping me to keep sight of WCoMC's direction of travel. I have recently had a long

conversation with him and I think I managed to demonstrate that the Company is delivering against what I term '*The GS KPIs*'. There is no doubt in my mind that Masters need to keep in touch with the membership alongside all the other activities they get drawn into and so I want specifically to thank Gordon for all his help.

- **Liz Walker and Simon Davey** have both been quietly helping behind the scenes with our systems, which are evolving all the time. Since PM Mary Collis first started the project to replace our very primitive database and finance ledger, we have steadily grown our membership systems functionality and developed the breadth and depth of information held on our website, way beyond our initial vision.

Indeed, all of us are indebted to every one of our fellow members who work continually and quietly to ensure the Company's success.

### **Conclusion**

Please read on through this year's report as a vast number of our members have contributed to it and to the Company's success during the year. Also, may I remind everyone please to keep in touch by watching out for company emails and regularly visiting our website. We have to rely on technology in this day and age!

When I first joined WCoMC, I never expected to be your Master and follow in the footsteps of so many senior members of our profession and industry. I was happy to focus on our pro bono support to the Third Sector, something I have been passionate about over the years. And I am still heavily involved in this work and aim to carry on with it for some years to come.

Things move on and, as Master, may I close by thanking everyone, most immediately our Clerk, Wardens and Court for all the help given. I have been proud to be your Master and represent WCoMC in the City Livery. We are making our mark and long may this continue. I am also proud to be an active member – as I hope you are.

Thank you

Patrick Chapman  
Master 2014-15

## Charitable Fund Chairman's Report

This year has also marked some positive changes within our Charitable Trust. Historically, the Master and Wardens of the year have also been the lead trustees of our fund, *The Company of Management Consultants Charitable Fund* (registered charity no 1059212) "The Trust". In practice this has meant that it has not really been possible to give sufficient time and attention to the Trust; it has lacked the proactive focus it really should have been given to help it increase its impact on behalf of our members. Notwithstanding, we have supported a number of truly great charitable projects, responding to grant requests as we have received them, in accordance with our Objects and Guiding Principles which are:

- **The Objects of the Trust:** are the relief of poverty, the promotion of education, training and other purposes in the art and science of management and business administration, and other exclusively charitable objects, anywhere in the world.
- **Grants made by the Trust:** are typically directed at defined projects or initiatives, with clear measurable benefits, impact or outcomes, supporting:
  - Charitable causes associated with the City of London and/or the surrounding Boroughs;
  - Charities which align with the interests of WCoMC members;
  - The Cass Centre for Charity Effectiveness via the City Centre for Charity Effectiveness Trust;
  - Other academic and/or research organisations with which the Company may be deeply involved;
  - The Sea Cadets and specified units of HM Armed Forces with which the Company may be closely associated;
  - The provision of scholarships and bursaries designed to further the profession of management consulting;
  - The provision of scholarships and bursaries for those working for charities with which the Company has a deep and lasting relationship.

However, we have not had the opportunity to make the Trust a more significant part of our Livery Company support to the Third Sector. Therefore Trustees undertook a review of the Trust's Governance particularly in light of current best practice in the sector. We have now refined the governance by decoupling the Trust from the Master and Wardens of the Company – instead the Trustees and Chairman will be elected for periods of three years in line with current best practice and ultimately we aim to have at least one Trustee external to the Company. These changes will enable the Trustees to dedicate appropriate time to the Trust and proactively guide its grant making and development. Our aim is to broaden the income base and increase the impact of the grants we make to organisations that meet the criteria set out above. In particular, we see the opportunity of supporting the pro bono work of our members with inputs of monies from the Trust targeted to suitable projects that have clear outcomes that can be measured.

In parallel, we will have the time to publish a regular newsletter to our supporters, giving them details of the projects we are supporting and the outcomes we expect to be achieved. We will also give our supporters details of each project that has completed, giving a more focused analysis of the overall achievement against that expected at the outset. We believe that by increasing the Trust's profile in this way, we will increase the level of financial income received from the Company's members as well as bring external funders into play by showing that we have a reliable mechanism for tracking our grants and the recipients' achievements.

Please watch out for the first newsletter due to be published during the final quarter of 2015.

And finally, thank you to all those who have supported the Trust over the last year.

**Patrick Chapman**  
**Master and Trust Chairman 2014-15**





## Celebration Dinner

As mentioned in the Introduction, we changed the format of this event. Historically, it had been a celebration of the pro bono work undertaken by the management consulting industry as a whole and before that a fundraising gala, held in various exotic locations. A number of our colleagues had put immense effort into the success of the dinner in the past, but had found it increasingly difficult to get enough support to ensure success. So we simplified the purpose and followed the successful format of our Charity Supper, interspersing dinner courses with a number of short speeches each targeting a different aspect of our Company, its work and impact. Being high summer – July – we also started with an *al fresco* reception, entertained by the Sea Cadets' Band and guarded by the Pikemen and Musketeers.



Come the day, the earlier part of the week had been marked by wind and rain; the whole plan seemed to be on a knife-edge. However, someone was watching over us kindly and the sun shone (briefly) and it was warm enough to be outside – and the Band and Guard did not disappoint. We were serenaded whilst assembling, then called to dinner by a bugle call from the Cadets, walked to the dining room past a carpet guard of Pikemen and Musketeers, and finally escorted to our places by the Pikemen. Given the logistics, there was only one reaction: we called the Sea Cadets into the hail to join the Pikemen and they were all given a rousing standing ovation.

During dinner, our speakers unfolded a picture of why we should celebrate our work: Alan Leaman, CEO of the Management Consultancies Association, started by setting the scene in relation to our profession and industry. Andrew Devenport, CEO of Youth Business International, our largest pro bono Client, explained how our members had travelled the world to provide an independent evaluation of YBI members' operations. Professor Steve Haberman, Dean of Cass Business School which includes our 'livery school', Cass CCE, highlighted the impact that our support had made and continues to make to Cass. Finally, Sheriff Fiona Adler, representing the overarching City Livery, put our work into the frame of the whole City Livery.



A final word of thanks must go to the Honourable Artillery Company staff, who looked after us brilliantly during this event. They had bent over backwards to accommodate us – in the Court and Medal rooms for the Admissions Ceremony before dinner, outside in the parade area for the reception and then inside in the Long Room for dinner. Everyone enjoyed the evening of celebration and you can find more about the event with pictures [on our website](#).

## Welcome New Members

Well what can I say? This year, with thanks to our Membership Committee, we have grown significantly. Certainly, I have found our admissions ceremonies to be very busy and enjoyable events. Key to all this is quite simply the growing networks that our members are re-establishing within some of the larger consulting practices, such as IBM and PwC. May I encourage everyone to continue to invite their colleagues and friends – WCoMC has a wonderful feel about it now. Like all membership businesses, we must all continue to introduce more members. To remind us all where we stand, here are pictures of our new members admitted during the year:

### New Freemen...



Erik Brown



Charlotte Sweeney



Alan Latham



Malcolm McCaig



Pradip Lotlecar



Richard Cummings



Steve Huntley



Lee Newitt



Lucinda Peniston-Baines



Rachel Whitehouse



Roger Williams



Robert Fonteijn



**Geoff Both**



**Sean Guinness**



**Winifred Chime**



**Bepi Pezzulli**



**Ian McCarthy**



**Maxine Room**



**Mark Salway**



**John Blackburn**



**Tris Lumley**



**David Wreford**



**Nigel Bell**



**Frank Brown**



**Sean Duggan**



**Don Leslie**



**Reena Pastakia**



**Andrew Smith**

.....and Liverymen!



Alan Latham

Michael Reddy

Alex Skales



Steve Cant



Bernard Harvey



Tim Jenkins



Simon Engwell



John Watson



Charlotte Sweeney

## Pro Bono Committee Report

The Pro Bono Committee has had an active year overseeing the Company's pro bono consulting and mentoring work for Third Sector organisations. During this time we have undertaken around 70 assignments for a variety of clients and increased the estimated amount of pro bono effort to nearly 700 days equating to around £1million of consultants' cost which, using current industry standards, provides a value to client organisations of over £7 million.

Members of the Pro Bono Committee, which comprises John Corneille (Chair), Steve Cant, Patrick Chapman, Denise Fellows, David Glassman, Bob Harris, Andrew Miskin and Nanette Young, work hard at ensuring that requests for support from potential clients are appropriately qualified and the most suitable consultants from our volunteer members are deployed on each assignment.

In addition, the Committee has organised several evening workshops for our members which have focused on specific topics of general relevance to our clients (for example, strategy development and governance) where experience and knowledge gained working on client assignments can be shared. These sessions have been kindly hosted by the Cass Centre for Charity Effectiveness.

In January, the Committee also hosted the annual Charity Supper which was held at Skinners' Hall. This event was again well attended and, following the successful format of previous years, we heard representatives from three of our clients - Working Chance, Wildlife and Countryside Link and Centre for Mental Health – talk about the work that we have undertaken for them and the impact we have made on their organisations. All in all, a very successful and inspiring evening.

Undoubtedly our biggest client of the year was Youth Business International (YBI) who, after something of a hiatus, restarted its accreditation programme of its network of international members, for which we provide independent assessors. During the year, we have:



**Bob Harris with the Chair and Chief Executive of Youth Business International and Tobago**

- completed accreditation reviews of 14 YBI members in Poland, Peru, Barbados, Trinidad, Uganda, Kenya(x2), Spain, Sweden, Brazil, Bangladesh, Argentina, Dominica and Jamaica
- Completed all/part of the fieldwork for three more YBI members in Mongolia, Israel and Russia
- Assigned consultants to seven further YBI members in Netherlands, Tunisia, Serbia, UK(x2), Saudi Arabia and Italy.



**John Corneille with young entrepreneur at his welding business in rural Uganda**

**Bob Harris manages our relationship with YBI and our thanks are due to him for helping organise our extensive involvement with them which has seen 14 of our members involved in these reviews. As YBI's Chief Executive, Andrew Devenport, said in his speech at the Celebratory Dinner: "You have invariably gone beyond the call of duty turning assessments into wonderful capacity building opportunities. Thank you for holding yourself to the highest standards, being ambassadors as well as assessors. You are tremendously well respected."**

Over the last year, under the leadership of David Glassman, we have re-invigorated our pro bono mentoring activities to meet the increasing number of requests from charity chief executives for mentoring support. We are seeking to harness the professional and personal skills of our members who undertake mentoring by re-instituting the mentoring training programme. A peer mentor group has been established to support our work and foster personal development within the



*Young entrepreneur outside his barbers shop in rural Barbados*



**John Corneille**  
**Chairman of the Pro Bono Committee**

confines of absolute confidentiality that characterises our practice. Our Master Mentors are also assisting other livery companies in the City Livery Apprenticeship Scheme. The importance of our mentoring work for clients was recently summarised by Anthony Harmer, the Chief Executive of ELATT Connected Learning: “Having participated in the WCoMC’s pro bono mentoring programme for several months, I could not recommend it strongly enough to my colleagues within the charity sector. Having the support of an encouraging, knowledgeable and experienced coach has proven a wonderful spur to developing and honing my leadership and management skills, and has given me a new sense of confidence and purpose in my role.”

In summary, our pro bono services continue to flourish by providing great value to our clients in the Third Sector and providing stimulating and fulfilling opportunities for our members.

## Clerk's Corner

It has been a roller coaster year for me – beginning the year as your Assistant Clerk and ending it as Clerk, taking over the reins from my predecessor Adèle Thorpe, who provided me with excellent advice and support to take the Company forward.

There are now 110 Livery Companies in the City and 110 different ways of doing things. This, coupled with the expectation of the Master and Wardens changing annually and the desire of management consultants to be 'hands on', presents a challenge to any Clerk! So as soon as I was appointed, we set about recruiting another Assistant Clerk to enable me, as Clerk, to concentrate on strategic issues, focussing on raising the profile of the Company in the City, encouraging engagement of both Freeman and Liverymen in the wider City Civic and working towards the desire of the Company to be 'A Great Modern Livery Company'. Unfortunately, due to her personal circumstances, the appointee was unable to take up the position; luckily Jackie Johnson stepped into the breach once again. I am very grateful to her for all her help and support. We are beginning the recruitment process again and I look forward to 2016 with a full team in place.

It was a pleasure working with Patrick Chapman as Master, his wife Ann, and to have his invaluable help and support as I got to grips with the nuances of the Company's membership and events system. In March, the Company was very fortunate to be the guest of the Lord Mayor, Alderman Alan Yarrow and the Lady Mayoress for lunch at Mansion House. Eighty-five Members and their guests enjoyed this unique event in the Company's calendar. Once again, this year the Master was jailed on 19 June and only bailed when £1,483.75 including gift aid was raised for the Red Cross to release him, although there was rumour of an unofficial and unsuccessful campaign to keep him jailed; we cannot think why! In June, the Company held its Celebration Dinner at the HAC with Sheriff Fiona Adler as one of the Company's guests, along with three others representing the Company's interaction with Charities and Education. We were particularly delighted that both the Sea Cadets and the Pikemen were able to be present to make this a very special evening for the Company.

The Company continued to grow during the year and this is key to our success. It is vital that people choose to become and remain Members of the Company and we will continue to hold special, memorable events during the forthcoming year. Identifying new and interesting events for our Members and their guests and encouraging greater participation continues to be a priority. Streamlining processes and encouraging Members to become more involved will be a focus for the coming year and ensuring that the excellent work begun during the current year continues into 2016.



I would like to thank you all for your continued support and look forward to welcoming you to an event in the forthcoming year, meeting those of you I have not yet met and to working with you all.

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*Julie Fox  
Clerk*

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

The Centre for Charity Effectiveness at Cass Business School is fondly known as the Company's Livery School. This year we are celebrating the 10<sup>th</sup> Anniversary of the joint founding by the Company and Cass Business School since when we have grown to be the leading non-profit and philanthropy centre in the UK and amongst the top five in the world.

Sitting within Cass Business School, our five MSc and post-graduate programmes in various flavours of voluntary sector management are at the core of our work to help make the non-profit sector more effective. We have about 140 students across all programmes and years and we are limited only by the size of our lecture theatres. The Exec MBA format of one weekend module per month is popular with senior managers of large charities, CEOs of smaller charities and those wishing to transition into the sector.

Our consultancy practice goes from strength to strength specialising in governance reviews, strategic thinking, advice on collaborations and mergers and leadership development. We are immensely grateful for the continued support of the Company in very many ways to increase the impact on the sector. In the past year the Company has provided substantial funding and support for the new post of Director of Social Finance. Mark Salway, previously FD of Care International, joined us in December and, amongst many other activities, a series of seminars entitled 'Demystifying the Hype' was hugely oversubscribed and we will be running a symposium on Social Impact Investing in October.



The Company also continues to support the New Chief Executive and Aspiring CE programmes both financially and by providing mentors to some of the participants.

Many of our Directors and Consultants are active Members of the Company. Pictured from left to right are Dr Simon Davey, Prof Paul Palmer, Alex Skailes, Mark Salway, Denise Fellows and Ian Lawson at the Spring reception.

Your continued support and close relationship is invaluable in enabling Cass CCE to help charities be more effective and financially stable. We are very

proud to promote the association. Thank you.



**Denise Fellows**  
**Court Assistant and Founder Liveryman of WCoMC,**  
**Director and CEO of Cass CCE Consultancy and Talent Development**

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





## City Values Forum

As has been reported in past Annual Reports, a number of WCoMC members have been active in the City Values Forum over the past four years, including Past Masters McHugh and Sankey.

2014/15 saw the culmination of the work of the Forum in the launch of four products at a conference at Mansion House attended by the Lord Mayor.

Members will remember that we had acted as catalysts for the setting up of the City Values Forum when, at a meeting with Lord Mayor-elect Michael Bear, we suggested a behavioural approach to changing the way some people work in the City.

Three years later and under the Chairmanship of Sheriff Richard Sermon we published four products aimed at encouraging new more ethical behaviours.

1. A new City Obligation, developed by a team chaired by Patrick McHugh. The obligation is now part of the oath that new members to our company swear on admission, and other Livery Companies are considering its adoption.
2. Governing Values, a guide for Chairmen and Boards of financial institutions to help them ensure that culture and values are governed in the same way that legal and fiduciary issues are governed by Boards.
3. A guide for HR Directors on how to include values in HR processes such as performance management, selection, succession and reward so that there are clear imperatives in organisations to behave more ethically.
4. A new course and award for young managers on ethical leadership.



**Richard Finn**

All of these products are publicly available and are continuing to have an impact on the restoration of trust in the City and on individual behaviour.

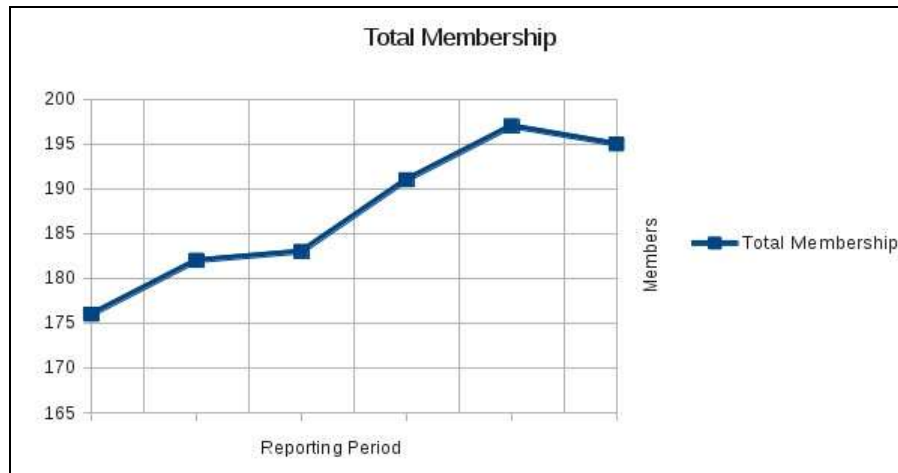
In October, Lord Mayor Fiona Woolf held a private reception to thank the members of the City Values Forum for their work and this was attended by four members of the company who had been active in the work of the Forum.

The Company can be very proud of our contribution to the City Values Forum and the enhanced reputation it has created.

## Membership Committee Report

We are delighted to report that over the past year the Membership Committee has executed a recruitment strategy which has resulting in a net increase of 19 new members, with a further four candidates approved to join, against our 2014-15 target of 30 new members.

At this time we are confident that our annual target is within reach and we continue to work to identify and interview candidates for the final intake under the current Master at the annual Church Service and Reception on 17 September 2015.



**Note** that the small decrease in the last data point, above, includes the annual loss of existing members and does not include the new candidates approved to join who were unable to attend the last intake. If these candidates were included then the graph would depict a zero net loss for that data point.

Total membership now stands at 195, representing a 10.8% increase in membership in the year to date.

Assistant Elizabeth Consalvi's outstanding work as Livery Secretary has also generated an increase in the number of Freemen progressing to Liverymen of 11 and the total number of Liverymen now stands at 130.

We are also delighted that new members are beginning to reflect the wider diversity of the industry in terms of age profile, gender and skills.

The Membership Committee will now begin to focus on addressing options for membership extension in the form of two new membership categories, one focused on younger members and the other on developing an international membership.

The Committee also suggests that the next Committee in 2015-16 consider how we broaden our focus to develop our members, engage and retain them.

Finally, we continue to look forward to your support in helping us to create a vibrant Livery Company and the "organisation of choice" for management consultants who want to make a difference.

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Michael Rutherford, Ian Bonny, Richard Stewart, Drewe Lacey, Bepi Pezzulli

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## Wine Committee Report

From quite early in its history, the Company has sought to serve wines that represent a better quality/price point than typically offered by caterers. We have built up an enviable reputation for serving interesting and good quality wine at our events.

The Committee's role is to:

- be engaged in the preparation of all events, so that it may oversee the sourcing and serving of wine
- purchase wine for laying down
- maintain the Company's relationship with a default supplier.

The Committee consists of Barrie Collins (Chairman), Patrick McHugh (Past Chairman), The Master and The First Warden, Alistair Dixon (who is also the Honorary Treasurer of the Wine Club) and The Clerk. We consult also with the owners of each event.

During the year we have catered for formal dinners (the Installation and Celebration Dinner), suppers (the Charities and Education Supper), as well as Court Suppers at Christmas, in the summer and for a variety of smaller events including the reception after the Annual Church Service.

Some of the highlights from the last year have included:

- 2012 Camin Larredya, Jurançon au Capcéu, Moeulleux, Jurançon, a pudding wine which offers 'Aromas of honey, apricot and mango; lemon and tangerine on the palate and a hint of just ripe quince to finish.'
- Joel Delaunay, Methode Traditionell, Rose Brut; an excellent champagne style wine from the Loire at a fraction of the cost of standard champagne.
- 2012 Crozes-Hermitage, Equinoxe, Domaine des Lises, Maxime Grailot, offering early drinking and 'Blackberries with a hint of olive on the nose then a palate which is velvety and gloriously ripe'.
- 2013 Dog Point Sauvignon Blanc, Marlborough, which we had bought a year previously and was served at the Charities Supper.
- 2011 Marsannay Rouge, Cuvée St. Urbain, Domaine Jean Fournier, which was served at the Summer Court Supper.

Many of the wines that we serve have been written up by Patrick McHugh in his Wine Wanderings blog on the Company website.

In March, we joined with the Wine Club on a tour of the Loire, which enabled the Committee to lay down some excellent wine at very reasonable prices. Some of this will cellar for several years, especially the red Bourgeuil made from Cabernet Franc grapes. Shortly after our return we also served the Education Supper exclusively from these wines.

It is worth explaining that the funding of these wine purchases (and of those in previous years) has been made possible by generous (and interest-free) loans from the members of the Wine Club. The Committee charges the Company at the time of consumption, adding a small mark-up which is intended to grow over time to enable the Company to fund its own wine cellar. This will take some years to achieve, but that is in the context of a livery movement that has lasted for centuries.

We are given great service by Berry Bros & Rudd and the relationship with them is important to our ability to serve first-class wines. They fund an annual wine tasting, which allows us to plan ahead for some of the wines that we will offer (for example, an excellent 2012 Vina Koyle from Chile, served at the Installation Dinner) and they generally provide excellent terms and advice. They have also contributed directly to our charitable fund.

We try to work with halls that will offer us the ability to introduce our own wine at moderate prices. We recognise that there will always be personal choice and taste and subjectivity in the response to wine – but we hope that overall we are able to offer an enhanced experience.

## Music Interest Group

Another active and exciting year with many group members bringing a variety of entertaining opportunities to all, ranging from the English Touring Opera to the City Music Foundation.

We have, as last year, three main events: jazz and dinner at Ronnie Scotts; the Gold Medal event of the Guildhall School of Music and Drama, with this year an enthralling cast of talented singers, followed by supper; and to come on 18 November the St Cecilia Day Service at St Pauls to be followed by lunch at the Bleeding Heart.

Several members supported the performance of the Messiah with the charity La Nuova Musica conducted by David Bates at the Gresham Centre on 2 October. Patrick McHugh is Chair of the Charity which provided a memorable and exhilarating experience.

As Chair, I provided a useful analysis of lunchtime concert opportunities at a number of locations: St Johns Smiths Square; St Martins in the Field, Trafalgar Square; St James Piccadilly; St Laurence Jewry; and Wigmore Hall.

### **AND A SIGNIFICANT FIRST!**

The first performance of the Company's Choir at the Annual Service on 17 September, directed by our own Alistair Dixon with Alistair, Baritone, Drewe Lacey, Tenor, Julie Fox Soprano and a guest Tenor and Bass.

The sung grace at the Installation Dinner saw the three former members assisted by Richard Stewart, Bass.



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

## Faith Group Annual Report

In June 2014, the then Master, Edward Sankey, prompted an interesting initiative for WCoMC in the faith field. After discussions with a number of Company members, he asked John Watson and John McLean Fox to get something going! It was expected that the emphasis would be on exploring the impact of faith on people's lives and work and the initial focus chosen was that of 'Religious Freedom'. This was felt to be a topical subject and one to be addressed in view of the constraints being placed on many people in different countries across the world. Many decry faith as being potentially detrimental, causing conflict rather than peace, rather than promoting harmony and reconciliation in conflict situations. They set out to examine the implications surrounding this theme, drawing on inputs from different faiths.

At present we are setting up evening events every six months in collaboration with the St Ethelburga's Centre for Peace and Reconciliation in Bishopsgate on subjects of mutual interest. The Centre has a prominent track record of inter-faith initiatives, and has even constructed a rigid 'tent' at the Bishopsgate Centre for use by Jews, Muslims and Christians to meet and pray together. The first joint event was held on 26 February 2015 under the heading "After IS, will Religious Freedom survive?" when David Ford (Regius Professor of Divinity Cambridge University) and Zaza Elsheikh (medical doctor and Muslim mediator) spoke to this theme in a lively open session which was attended by around 70 people. The next event will be held on Monday 16 November, when Baroness Caroline Cox (Humanitarian Aid Relief Trust) and Ben Rogers (Christian Solidarity Worldwide) will speak to the theme "Religious Freedom Issues in S E Asia and Africa". In February 2016 we anticipate a focus on reformation initiatives with Islam, again with some speakers of international renown.

The issue of religious freedom is relevant to us all, whether people of faith or not. We need to fight together to defend those shared humanitarian values which are essential for the future wellbeing of our world and which are being denied by IS and other extremist groups. IS may at first have seemed far away but, having led to radicalisation in our own communities, to the murder of UK tourists in Tunisia and threatened violence on London's streets, there is no doubt that it is now much nearer to having an impact close to home. So we think there is an urgent need to understand the reasons, underlying theology and motivational attraction that IS and other extremist groups hold for citizens in our modern world and how we can take initiatives that uphold and defend the humanity that we all share.

The Faith Group is one of the two Social and Recreational Group Member Panels and is represented on the Company Working Group by John Watson. Other Company members have expressed an



**John Watson**



**John McLean Fox**

interest in supporting the work of the group and we anticipate that appropriate governance structures will evolve over time. We are keen to extend the invitation to our events to other lively companies and this may also have an impact on the shape of things to come. Watch this space! If any WCoMC member is interested in participating please contact either John Watson at [jpwatson.6pr@blueyonder.co.uk](mailto:jpwatson.6pr@blueyonder.co.uk) or John McLean Fox at [mclean.fox@btinternet.com](mailto:mclean.fox@btinternet.com). This project has an excitingly different dimension from the usual WCoMC activity and it is hoped that many will be attracted to join in the experiment.

## Panels



**First Warden  
David Peregrine-  
Jones**

Panels are a way for members of the Company who share an interest to get together and build on that in a friendly non-goal oriented way that provides them with fun and fellowship. They are supported by the Company's infrastructure and members. Those new to the Company are now being given a strong steer to get in touch with one or more panel Chairs, to discuss where they might find a good fit and to get to know fellow members more rapidly than might otherwise be the case.

So far we have approved a dozen panels, ranging from Shoptalk to Faith and, as the year progresses, we will be asking them to share with us what they get up to and who is involved. Details of each panel and how to get in touch with them are to be found on the web site <http://wcomc.org/members-area/interestgroups>. The Panels are as follows:

Panel	Description	Panel Chair
Book of Questions	To develop a methodology and publish a book that captures an entirely fresh approach to consulting that will further enhance and build the Company brand – just questions, no answers - that will prove to be of value, both to younger members of the profession and indeed to anyone faced with the problems of leading organisations.	Gia Campari
Choir	To develop a group within the Company that will be able to contribute at the Annual Church Service	Alistair Dixon
Education and Schools (ESP)	Management Consulting in (and for) Education and Schools: (a) Support schoolchildren and students to think like management consultants, (b) provide members with direct hands on experience of education and an opportunity to contribute, (c) create a pipeline of management consultants for the future, (d) create a focus around 'projects with purpose' taking a holistic view of education and its impact on children and young people.	Simon Davey
Energy and Utilities	To enable members with a professional interest in these sectors to discuss issues and invite relevant experts to share their views.	Simon Engwell
Faith Group	We fear that the increasing polarisation of faiths in different countries and the discrimination of minorities currently taking place is threatening world security, and the future of civilised societies. We aim to: (a) explore the current situation in specific countries to highlight the reality of abuses and the main causes behind the discrimination involved, (b) bring to attention the positive work being carried out by particular organisations, (c) consider how this threat could affect commercial life in the City of London, and identify possible steps we might wish to take, corporately and individually, to alleviate the situation.	John Watson
Future Versity	To enable members with an interest in this educational charity to work together	Keith Rivers
Golf	To enable golfing members to enjoy playing golf together as well as to encourage fellowship.	David Shannon
Health	To enable members with a professional interest in these sectors to discuss issues and invite relevant experts to share their views.	Steve Williams
Music Group	To share fellowship with all interested members of the WCoMC and to have fun in the pursuit of all things, but at the same time to take every opportunity to support the appropriate charities where involved.	Drewe Lacey

<b>Panel</b>	<b>Description</b>	<b>Panel Chair</b>
Real Tennis	To introduce interested members to this wonderful game and, if desired, apply for tickets to watch the occasional professional match	David Peregrine-Jones
Shop Talk	To provide all members with an informal opportunity to share information about themselves and their practice.	David Johnson
Wine Club	Open to all Liverymen who want to enjoy and learn about wine with their fellow Liverymen. We have several meetings per year at which we taste wine, often with a meal, and aim to have at least one trip each year to a wine growing region where we can sample and buy interesting and good value wines. The Club has a small annual subscription and also requires members to make an annual loan of £144 to the Company, repayable after five years, to enable the Company to build up its cellar.	Calvert Markham

## Education and Schools Panel

As a consultant who has worked with schools for over 12 years and run two intervention programmes, I was proud to be asked to be the first chair of the Education and Schools Panel (ESP).

We have set this up to provide a focal point for the Company's work with schools, children and young people. All members are welcome and we currently have a small but happy band making plans. We already have links with two schools and a formal link with Livery Schools Link whose Head teacher conference we attended on 17 June 2015.

A big thank you is due to Lee Newitt, Pradip Lotlecar and Mark Salway for helping initiate the panel and keeping the momentum going.

Our remit is "Management Consulting in, and for, Education and Schools to:

- (a) support schoolchildren and students to think like management consultants,
- (b) provide members with direct hands on experience of education and an opportunity to contribute,
- (c) create a pipeline of management consultants for the future,
- (d) create a focus around 'projects with purpose', taking a holistic view of education and its impact on children and young people."

All our work and plans are linked with the Education Committee ensuring it can focus on its key remit of professional development, whilst also ensuring we take management consulting to the younger generation and provide opportunities for members to volunteer.



The new school year will see a range of events including, we hope, the first of a series of conferences and a regular blog. Watch this space!

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**Dr Simon Davey**  
**Chair, Education and Schools Panel**

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## Education Committee Report

Following the excellent work of David Peregrine-Jones, I undertook a review of the focus of the Education Committee and we settled on the core theme of **educating the profession: the future of consulting**, focusing on market disruption and its implications. This has usefully coincided with the rise of the Education and Schools Panel which has, under Dr Simon Davey, taken on most of the responsibility for education sector liaison.

In our plan to demonstrate strategic foresight, attract diverse attendance and share learning, we have run a series of successful events this year:

- A 'big data' discussion kindly hosted by DAC Beachcroft in January, which linked to the worshipful companies of IT consultants and security, and gave excellent insight into this critical 'new' business area.
- Scenario planning for the future of consultancy in February, drawing out fascinating insights into key areas of risk and opportunity for our profession, hosted by RedQuadrant.
- The highlight of the committee's year was undoubtedly the Education Supper on HQS Wellington – Ed Straw, former global partner at PwC, was on challenging and provocative form as he spoke about his book, Stand and Deliver: a Manifesto for Government – a management consultant's insight into why government doesn't work, and how it might.

Coverage and video links are available at <http://wcomc.org/2015May31-7> and <https://wcomc.org/civicrm/event/info?id=187>

- June saw a joint seminar with SCiO (Systems and Cybernetics in Organisations), hosted by DAC Beachcroft, on the theme 'Systems thinking and the organisation of organisations: why are consultants behind the curve?' – see the excellent write-up by panel chair, Dr Simon Davey, at <http://wcomc.org/2015June30-6>, where there are also video links available

In addition, the Cass ETHOS lectures have been awarded Company funding and the first event has taken place with Past Master Bob Garratt leading.

The Urwick Cup is being revitalised under Calvert Markham's leadership as an award for academic excellence in research on management consultancy nationally and we expect it to be relaunched on this basis in 2016.

It has proven hard for me as Chair to find the time to properly form the committee given competing business requirements, and the Court is therefore seeking a replacement and a transition is expected soon.

Plans are underway for a final joint event under my leadership in November, which will also form the relaunch of the London chapter of the Operational Excellence Society. The theme will be the changing face of global public services.

Thanks again this year go to DAC Beachcroft for the contribution of their venue, to the Master and Wardens, and to the committee members, speakers, and attendees who contributed to memorable events.



**Benjamin Taylor**

## Book Panel

“Everything is created in conversation.” I can’t remember when or where I heard this phrase. It struck me and stayed with me as it made me realise the importance of sharing one’s thoughts and ideas. A few years ago, a speaker at our Shop Talk pub meetings dropped out at the last minute; I stepped in and presented an idea I had for a book and asked whether anyone was interested in writing it collaboratively. That was the beginning of what would turn out to be one of the most exquisitely pleasurable projects of my long career. The initial team of twelve gradually shrunk to seven: Gia Campari, David Glassman, Michael Jeans, Patrick McHugh, David Peregrine-Jones, David Shannon and Benjamin Taylor, who created the book “in conversation”.

Initially, we tried to distribute the work amongst us, but we soon realised that every good idea we came up with was the result of a conversation around a table. That made writing the book a lengthy process, as getting seven busy consultants around a table is no small feat! What helped make the project so pleasurable was putting into practice ideas we introduce to clients and seeing them work. For example, the importance of diversity. There is no creativity without friction: our team was truly diverse and the discussions often heated; what made these pleasurable was the absence of egos. We had strong characters indeed, but Ego did not seem to raise its head. This might well be the result of our motivation for writing the book, to ‘give something back’; to look at what we have learned over our long careers as consultants and condense this for the benefit of people



who may be starting out on their careers as managers and consultants.



**Gia Campari**  
Liveryman

The book is about questions you could ask yourself in different situations. There may not be a right answer, but the right questions may help you find your own right answer to your unique situation. A major publisher has expressed an interest in the book and Company members will be the first to be informed when the book is published.

## FutureVersity

It has been a good year for FutureVersity, and we are proud to be associated with that success. Our support this year has been wide ranging from having three of our liverymen on the trustee board, Noorzaman Rashid, David Peregrine-Jones and Keith Rivers; the further support of liverymen such as Heather Matheson; the ability of the FutureVersity leadership team to create new alliances at our dinner events; and our ability to support with a donation of £15,000 from our charitable foundation.

The charity, based in Tower Hamlets, has a vision to create a society where young people have access to innovative non-formal learning, helping to nurture their talent for life and work. They do this by offering innovative early interventions, by providing non-formal learning opportunities for young people from disadvantaged backgrounds to nurture their capabilities for being in Education, Employment or Training.

The charity has been delivering services since 1995 but in recent years had been struggling to remain competitive and relevant. Under a transformation programme lead by our liverymen trustees and the CEO Michele McKendry, the charity has now turned the corner and is growing from strength to strength. There has been a lot of focus on bringing commercial acumen and insight to FutureVersity, so that it can offer high quality services that not only meet the needs of the young people of Tower Hamlets, but also have resonance and appeal to corporate funders and City institutions. The charity has focussed on doing a smaller number of things but doing them to exacting standards, and creating a strong evidence of the societal value they are delivering.

A major milestone has been the launch and pilot of the Vacation Education Programme over the summer of 2015. The programme has been designed to help young people develop the competencies of Drive, Self-Assuredness, Resilience, Self-Awareness, and Receptiveness; the competencies that Impetus Trust has identified as being those most important to having a successful transition from education to employment. This programme has been judged a resounding success by the young people, the corporate sponsors, funders and the community. FutureVersity have just released a short-term impact report detailing the impressive levels of improvement in these competencies that have been observed, and are now working with PwC and the CASS Business School to conduct further longer-term impact analysis.

Moving forwards, this successful pilot of Vacation Education will continue to be enhanced. Young participants are encouraged to come back and continue to develop their skills, become part of the alumni and even become peer motivators to other young people. You don't need to spend a lot of time in the company of the young people that FutureVersity have helped to understand the value it delivers. We will continue to support this charity as long as we add value, and encourage other liverymen to step up and offer their services as volunteers, mentors, chocolate makers and a whole host of other roles. We wish them well.



**Keith Rivers**  
**Liveryman**  
**...at yet another glamorous Company event**

# Marketing, Communications and Information

## Marketing Working Group

Marketing and communications in the Company goes from strength to strength and this year we have been supporting our great content and ideas with some new technologies.

The Company Newsletter provides an excellent monthly resource of topical ideas, thought-pieces and news from within the Company. Edited par excellence by Elizabeth Consalvi, it provides a platform for members to inform and educate. The articles are also available via the website. If you haven't contributed yet (or lately) then get in touch with Elizabeth! If you haven't read it recently, then now is the time to catch up. <http://wcomc.org/news-bulletin>.

Speaking of the website, Master Patrick Chapman, with a supporting team of helpers, has been busy behind the scenes making it work more effectively as well as refreshing the content. There is more for us to do, but the site provides a useful platform to publicise the company, its activities, the work of its members and for you to book for our many events and activities. A big thank you to Alan Broomhead and to Liz Walker, in particular who, alongside our support company MTL, are often resolving database issues like event booking problems in the wee small hours. We have more to do but we have a plan and are making progress.

A lesser-known side of the website is the 'Members Area' which now features a section on Panels as well as regular updates from the Wine Club and a rich resource of member specific information. You can update your details, find out about your event bookings and learn more about fellow members. You only have to log-in to wcomc.org to find it (top right of your screen). You do log-in don't you? <http://wcomc.org/members-area>.

In order to better coordinate communications, information management and technology in the Company, we created the Information Management Working Group, chaired by yours truly. It provides a focal point for technology and information management ideas (as well as any concerns and grumbles) and will, as time goes on, get better and faster at implementing some new technologies and tools. This year we have:

- Reworked the events system on the website (even better version coming soon).
- Pioneered Live Tumblr Blogging - <http://wcomc.org/2014Nov30-6>.
- Created a YouTube channel so you can see video edits of events even if you can't make it there in person - <https://youtu.be/wHWM8mQhpn4>.
- Improved our email templates to make them easier to use and hopefully easier on the eye.
- Updated the Master's blog to become the City blog and better reflect our involvement with the City - <http://wcomc.org/city-blog>
- Re-launched on Twitter - <https://twitter.com/wcomc>



**Dr Simon Davey**  
Chair IMWG

Next year's focus will be our social media and marketing strategy, ensuring we spread the word and use the website and related tools to boost membership and showcase all our work and talents.

# Clubs

## Wine Club Annual Report

The Wine Club's AGM in October 2014 was held over lunch at Toto's restaurant in Knightsbridge, where members enjoyed a splendid meal with an excellent selection of wines. This event marked the swansong of both PM William Barnard, who has been Chairman of the Club since its inception and PM Keith Burgess, who has been arranging our events. Our thanks go to both of them for their service and support in bringing the Club to its current vibrant situation. The number of members has slightly increased over the year to 28.

I was pleased and honoured to take over from William and Keith. William has also stepped down from his role as Chairman of the Company's Wine Committee, which PM Barrie Collins has taken over. Alistair Dixon has continued as Treasurer and Barrie, Alistair and PM Patrick McHugh and I act as an informal group to oversee the Wine Club's activities.

Our theme for this year is "wines from a cooler clime" which we launched with an excellent trip to the Loire organised by Patrick McHugh in March. Based in Bourgueil, twelve of us visited four vineyards and tasted and bought some excellent wines, both for our personal cellars and for the Company's. The trip was also highly educational as we learned about local history, featuring Eleanor of Aquitaine, Henry II, and Chinon Castle.



The Wine Club on tour in the Loire

Our theme continued with a tasting with canapés in April at Berry Brothers where members and their guests were treated to a range of excellent wines under the expert guidance of Lance Jefferson.

Finally, in June we visited the Chapel Down vineyard near Tenterden, where after a tour we tasted their wines and enjoyed lunch in their Swan Restaurant.

As well as our own events, I am delighted that members do publicise tasting events they come across that might be of interest to the other members.



Past Master  
Calvert Markham

Looking ahead, we have our AGM in September and then a champagne tasting in November. Our theme for 2016 will be "wine from the Americas"; this is inspired by a trip my wife and I are taking to Chile when we will be visiting some of the local vineyards and which we hope other members of the Club might join. But we will also be travelling a little more locally, to the southern Palatine region of Germany, shortly after Easter.

## Shoptalk

Since the last report, as proposed by PM Ian Daniell, Shoptalk (aka ProfNet) has explored holding meetings in different venues and at different times, with varying agendas.

This first new venue was The Little Ship Club. In September 2014, we met there for drinks and in October 2014 we hired a room at the club in which Richard Stewart presented his valuable assessment of the Management Consulting Market. In November 2014, the Thanksgiving Christmas Party was once more held at the Cheshire Cheese – enjoyably coordinated by Assistant Elizabeth Consalvi – with the addition of live music’ from guest guitarist Mitch Palmer and carols under the guiding hand of Liveryman Alistair Dixon.

In March 2015, we met at The Wood Street Bar & Restaurant and Richard Cummings, Karol Szchlinski and Rebecca Harding gave us respectively, insights into the HR market, Management Studies in Poland & UK, and the value of respecting data. In May, Roger Williams, Karen Smith and David Glassman presented the customer-led revolution, Life after the Church of England and what we are doing about Mentoring. In June, we had a YBI special – Assistant Bob Harris brought together members –particularly Assistants Gia Campari and John Corneille who had conducted assessments for YBI in different corners of the world and enlightened us all. In July, we had several late changes to the planned speakers and we were lucky to have presentations from Liveryman Maxine Room and First Warden David Peregrine-Jones talking about their work and Big Consultancy.

In September, we needed a lunchtime venue and met at the Hand & Shears in Middle Street where recent member Michael Reddy teamed up with original member Doug Prior to present Psychology in Management Consulting. Michael gave us all a copy of his recent book on the inevitable existence of psychopaths in a business.



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**Assistant  
David Johnson**

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In October, we once again had a purely social meeting in a pub – The Viaduct Tavern - conveniently close to a rehearsal of the Messiah – a venture supported by Past Master Patrick McHugh who had arranged for those that wished to attend. About a third of the Company engaged with shoptalk last year; founding past masters sharing experience with yet to be admitted Freemen in informal surroundings. Please come to a shoptalk meeting in the coming year.

## Junior Management Consulting Apprenticeship

In my work on the Livery Company Apprenticeship Scheme, I received support from Sara Caplan, Partner PwC on relationships with the Business Information & Skills Department (BIS). I was happy to make small recompense by engaging WCoMC, under the direction of PM Edward Sankey, to support Sara in a PwC-led project. This was to develop a BIS Trailblazer apprenticeship in management consulting.

While WCoMC has previously debated the difficulties of being an apprentice in the profession, it must be acknowledged that success in this venture would achieve both government recognition as a discipline – and more importantly government funding for the training of junior management consultants.



Assistant  
David  
Johnson

Our involvement was important because BIS required trailblazer apprenticeships to be led by employer groups and these groups had to include small as well as large employers. Progress has been good, and a standard for training junior management consultants has been accepted by BIS. The employers' group (involving several of our members including the Chair of the Education Committee, Benjamin Taylor) is currently working on the assessment process for the two year level 4 (1<sup>st</sup> year degree level) qualification which it plans to submit to BIS at the end of October. This should mean that the apprenticeship is available for promotion in January 2016. Within a limit (yet to be determined) this will allow employers to recover two thirds of their expenditure on training junior management consultants.

## Almoner's Report

The role of Almoner is an ancient one within the City of London and many Livery companies, both old and modern, have an Almoner available to their members. The Almoner is not a member of the Court but relies heavily on the Master, the Father of the Company, Past Masters, Wardens, the Clerk and other long-serving members to let them know about other members of the Company who are incapacitated through illness, accident or trauma or affected by bereavement, illness of a family member or a personal tragedy. Also, when a Member sadly dies, the Almoner is in touch with their spouse or family and, with consent, attends their funeral. Thankfully this has not been a frequent occurrence.

The Almoner's role is little known to the majority of members and, indeed, I only found out about its existence myself from my predecessor – Adrian Williams - writing to me on the death of my mother four years ago. Adrian still takes an active interest in members' wellbeing and provides me with excellent support both in visiting his old colleagues as a friend and letting me know if someone is not as well as they should be.

There is also good news to celebrate, too. This usually comes from knowing that someone whom I have been in contact with and who may have been seriously ill – is now fully recovered. The greatest pleasure for me at a Company event is to see (and often to meet them for the first time) someone I have been in touch with when they were very unwell. Often too, I meet their spouse or partner for the first time and this is equally important as often it is with her/him I have communicated and not the member. Indeed I am indebted to wives and partners of members who have kindly taken my calls and kept me up to date on the progress of members.

It was therefore with great pleasure that I accepted an invitation from Dorothea and Ewan Fraser to visit them recently at their home where I was made most welcome. Dr Ewan Fraser, who had taken on the task of writing the Company's history in the past, became very seriously ill earlier this year. Once alerted, I did my best to keep in touch with his wife Dorothea by phone and to provide her with moral support during a very worrying time. After this contact at a distance during which time Dorothea and I had become acquainted, it was lovely to meet them both and to see Ewan looking so well. They kindly allowed me to take a photo during my visit which I am pleased to reproduce here.



I am also very happy to report that Ewan now feels ready to pick up where he left off with the Company's history and will be interviewing the Master and those Past Masters who have been in office since he produced the last edition.

I hope this little story will bring the role of Almoner to life for you and if in future you know of anyone in the Company who is ill or in need of moral support that you will remember to let me know. I can be contacted on 0207 586 3456/0793 168 3730 or at [almoner@wcomc.org](mailto:almoner@wcomc.org) Similarly, if you belong to any other livery companies or know people who do, I am trying to make contact with other Almoners in order to share ideas and ways of assisting members.



*Liveryman  
Gill King  
Almoner*



## Other Highlights of the Year!

### Quaich Awards!

A very successful Informal Lunch to celebrate the Tenth Anniversary of the Quaich Awards was held at Ironmongers' Hall on 12 January 2015.

Following greetings, meetings and drinks before lunch, members were in sparkling form having met up with old friends, some of whom they hadn't seen for years.

Thirty-five members thoroughly enjoyed the event as Honoured Guest, Master and Wardens changed places for each course and chatted with as many of the members as possible.

The Honoured Guest was Past Master Mike Jeans, who had donated the silver Quaich to the Company, in recognition of his many years serving on its Courts.

Now part of the Company's Treasure, the Wardens' Quaich is awarded annually to selected members who have provided special services to the Company.

The names of the ten award holders are engraved on the Wardens' Quaich :- Gordon Stoker, John Pulford, Shelagh Rushforth, Adrian Williams, Phil Swallow, Misha Hebel, Allan Williams, Noorzaman Rashid, Sally Garratt and Liz Walker.

The origin of the quaich was as a celebration cup for drinking, and when the Wardens' Quaich was first awarded in 2004 it was soon filled with whisky, again and again, and shared with members and guests.

In keeping with this tradition, we celebrated the Tenth Anniversary of the Quaich Awards by Straw Sipping Whisky from the Wardens' Quaich!

So, happily ended the Third Informal Lunch.



**Gordon  
Stoker  
Liveryman**

The First Informal Lunch took place in March 2011, as an appreciation to Jon Moulton for his continued support to the Company. Jon became an Honorary Member of the Company in October 2011.

The Second Informal Lunch took place in March 2014, as an appreciation to John McLean Fox, founder member of the Guild of Management Consultants, highly respected and much loved Liveryman of the Worshipful Company of Management Consultants.

And the Fourth Informal Lunch? Plans are being made for 2016.

## Go-Karting in support of the Lord Mayor's Appeal



Hosted by the Glovers' Company and having too much fun – all credit to the Company team for coming mid-table out of 26 teams.



## Jailed and Bailed

Worth it for the ride in the old bus



**The Lord Mayor's Show**

No missing the Worshipful Company of Butchers!



**Must be the sheep drive!**



## Treasurer's Report - Abbreviated Accounts

2014/15 was a robust year for the Company with significant growth in membership accompanied by a steady progression of Freeman to the Livery.

In its operations the Company reported a surplus of £13,637. This compares with a deficit of £8,462 for the previous year. However, it should be noted that this previous year figure included extraordinary write-offs. The agreed 2014/15 budget was for a surplus of £4,500 (after allowing for cost contingency of £3,450).

This year's results also benefit significantly from the cost containment measures put in place in the previous financial year – in particular the move to a smaller and much cheaper office. Also a firm focus is in place on planning events, so that costs are fully covered.



**Treasurer**  
**Richard Swift**

The increase in membership is encouraging, and the Company benefits in-year from the associated Freedom and Livery fines. However, the budget for 2015/16 proposes a more modest surplus to allow for a good balance between Quarterage income and Fine income.

A donated mace stand was added to Treasure at an agreed valuation, and five past-master badges were purchased by the Company and added to Treasure at cost.

The annual accounts along with the accountants' report were approved by the Court of Assistants on 17 September 2015.

### Summarised Accounts for the year ended 30 June 2015

#### Income and Expenditure - Key figures (£)

	2014-15	2013-14
	£	£
<b>INCOME</b>		
Quarterage	53,025	46,411
Fines	14,300	10,450
Functions, lectures & events	49,561	44,430
Other income	7,197	2,174
Bank interest	-	10
Donations	800	1,615
<b>TOTAL INCOME</b>	<b>124,883</b>	<b>105,090</b>
<b>LESS:EXPENDITURE</b>		
Functions	50,801	42,207
Salaries and accommodation	39,788	42,269
Extraordinary stock write-offs	-	6,136
Other	20,657	22,940
<b>TOTAL EXPENDITURE</b>	<b>111,246</b>	<b>113,552</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>£ 13,637</b>	<b>£( 8,462 )</b>

**Balance Sheet (£)**

	2014-15		2013-14	
	£	£	£	£
<b>FIXED ASSETS</b>				
Tangible Assets		56,026		58,336
<b>CURRENT ASSETS</b>				
Stock	8,136		3,286	
Debtors	9,291		11,511	
Cash at bank	<u>41,312</u>		<u>16,455</u>	
	58,739		31,252	
<b>CREDITORS:</b>				
Amounts due falling due within one year	<u>( 36,533 )</u>		<u>( 21,993 )</u>	
NET CURRENT ASSETS		22,206		9,259
<b>CREDITORS:</b>				
*Amounts due falling after one year		<u>( 5,000 )</u>		<u>( 8,000 )</u>
NET ASSETS		<u>£ 73,232</u>		<u>£ 59,595</u>
Financed by:				
<b>ACCUMULATED FUND</b>				
General Reserve		<u>£ 73,232</u>		<u>£ 59,595</u>

\*In order to ease cash flow the Court implemented an advanced funding scheme. The Company does not levy a Court Fine on Liverymen joining the Court of Assistants as many other Livery Companies do; instead Wardens and Assistants are invited to advance funds to the Company, normally repayable on

Accounts prepared by haymacintyre  
Chartered Accountants, Registered Auditors  
26 Red Lion Square, London WC1R 4AG

# Trustees' Report- Charitable Fund

## Putting our charitable fund to work

The Trustees consider that the Charitable Fund's affairs were satisfactory during the course of, and at the end of the year.

A revised form for applications for funding has been introduced, requiring a more comprehensive approach and focusing on outcomes. In addition, the Trustees have begun reviewing the formal strategy of the use of the Fund.

The Fund Manager from C. Hoare & Co met with the Trustees in January 2015 to update them on Hoare's current thinking, and to ensure that the Trustees were comfortable with the risk spectrum of the Fund.

Based on *draft accounts (yet to be reviewed and approved by the Trustees)*, the Charitable Fund received net donations and interest of £28,796, predominantly from members' contributions. No Gift Aid was received in the year owing to administrative issues external to the Fund and the Company - these are in the process of resolution.

During the course of the twelve months grants totalling £31,350 were made as follows:

### City related

• Saint Cecilia	£250
• Lord Mayor's Appeal	£500
• Mansion House Scholarship	£500
• Sheriff's Appeal	£250
• United Guilds	£150

### General

• National Youth Orchestra	£ 2,200
• MSSC	£ 2,500
• CASS CCE	£20,000
• CCE ETHOS programme	£ 5,000

All 2014-15 in-year grants were made from the cash balances at hand, and no investment into, or withdrawals from, the Fund were made this year.



**Treasurer**  
**Richard Swift**

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

At 30 June 2015 the C. Hoare Investment Fund stood at £379,691, an increase of £24,528 (6.9%) over the year.

Total funds (including cash at bank and silverware) stood at £426,902, an increase of £14,366 over the year from the carried-forward figure of £412,536.

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.

## Court Members

The Court 2013/14			The Court 2014/15		
E J Sankey	Master		P R Chapman	Master	
G Llewellyn	Immediate Master	Past	E J Sankey	Immediate Master	Past
I Bonny	Assistant		R A Broomhead	Assistant	
R A Broomhead	Assistant		M Collis	Past Master	
G Campari	Fourth Warden		E Consalvi	Assistant	
P R Chapman	First Warden		J Corneille	Assistant	
M Collis	Past Master		D Fellows	Assistant	
E Consalvi	Assistant		R Garratt	Past Master	
I Daniell	Past Master		S Garratt	Assistant	
R Garratt	Past Master		R Harris	Assistant	
S Garratt	Assistant		D Johnson	Assistant	
R Harris	Assistant		G Kennedy	Assistant	
D Johnson	Assistant		A Kourovskaja	Assistant	
G Kennedy	Assistant		G Llewellyn	Past Master	
A Kourovskaja	Assistant		H Matheson	Assistant	
H Matheson	Assistant		P McHugh	Assistant	
P McHugh	Assistant		R O'Mahony	Assistant	
R O'Mahony	Assistant		D Peregrine-Jones	First Warden	
D Peregrine-Jones	Second Warden		V Pryce	Past Master	
V Pryce	Past Master		N Rashid	Second Warden	
N Rashid	Third Warden				
<b>Ex Officio:</b>			<b>Ex Officio:</b>		
Rev W Penney	Honorary Chaplain		Rev W Penney	Honorary Chaplain	
S Singh	Treasurer		R Swift	Treasurer	
C Markham	Past Master and Father of the Livery		C Markham	Past Master and Father of the Livery	
A Leaman	MCA		A Leaman	MCA	
A Thorpe	Clerk		J Fox	Clerk	

Compiled by: Liveryman Jeff Herman with support from Assistant Sally Garratt  
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