



**THE WORSHIPFUL COMPANY OF
MANAGEMENT CONSULTANTS**

**THE ROAD TO LIVERY
2004**

THE ROAD TO LIVERY

Dr Ewan Fraser

**Privately published for
The Worshipful Company
of Management Consultants
September 2004**

Ewan Fraser read modern history at Oxford, where he also completed a D. Phil. on 18th century British politics. He subsequently worked in the City, spending 25 years as an investment analyst, largely with James Capel (now HSBC Securities). He specialized in the engineering and metals sectors, where his responsibilities included providing information and advice to financial institutions on the leading companies in these industries. Following his retirement in 1997 he has published (with J Metcalf) 'A World of Engineering: The Story of IMI, 1862-2001.'

Many Members have contributed materials and memories enabling the contents of this brief history to be assembled. Inevitably, much has had to be left out and there are doubtless errors that have crept in, despite our best efforts to ensure accuracy. The process has also enabled us to make great strides towards building and organising a fuller set of archive materials. Thank you to all who have contributed and apologies to any who have been inadvertently slighted or omitted.

William Barnard, Editor

Contents

	Page
Foreword by the Master - Alan Broomhead	4
Preface by the Founder Master - David Miller	5
1 Livery and the Corporation of London	6
2 Forming The Guild of Management Consultants	9
3 Charitable and Educational Activities	15
4 Social Activities	22
5 Communications and Other Activities	34
6 The Road to Livery	37
 Illustrations	
• Early Dinner Menus 1992/3	25
• Grant of Arms 1994/5	26
• Portrait of the First 6 Masters 2000	27
• Clerks, Beagle and Court of Wardens 2002	28
• Guildhall Window & 10 th Birthday Celebrations 2002	29
• The Sea Cadets 2003 and Company Treasure	30
• Clothing of the Court 2004	31
• Newsletters 1994-2003	32
 Appendices	
• Masters of the Guild and Company 1993-2004	44
• Clerks and Beadles of the Guild and Company 1993-2004	48
• Honorary Members of the Company	48
• Past and Present Members of the Guild and Company	49
• Initial Courts of Wardens and Assistants 1993/4	52
• Inventory of Company Treasure	53
• Financial Statements 1995, 1998 and 2003	54
• Guest Speakers 1993-2004	55
• Client Charities 1995-2004	58

Foreword by the Master

Ever since The Guild of Management Consultants was mooted in 1992 it has been looking forward. First, to becoming a properly constituted Guild which happened in 1993, then to becoming a Company without Livery which it became in 1999, and finally to achieving the status of a Livery Company which occurred on 4th May this year when the Company's Petition was granted by the Court of Aldermen.

Even now the Company is still looking forward to determine how best to use its new status to benefit its Members better and all those it seeks to serve, but now it is also the time to look back and record our history whilst it is still fresh in our memories.

Dr Ewan Fraser has done this for us, ably abetted by Assistant William Barnard. I am deeply grateful to them both for producing an informative and readable account of the first twelve years of our corporate life prior to becoming a Livery Company.

**Alan Broomhead
Master 2003 – 2004**

Preface by the Founder Master

When we first discussed the idea of trying to establish a Livery Company for Management Consultants we knew our aims - sharing between professionals, giving to the community and being part of the City, but we had little idea of what would be involved. However, with the fantastic help we received from so many quarters in the City and the enthusiastic support of a growing band of Members, we finally achieved our dream. It is hard to encapsulate all the ups and downs along the way but "The Road to Livery" does it very well. I recommend it to all our present and future Members.

David Miller
Founder Master 1993-5
Honorary Assistant 2003

CHAPTER 1: LIVERY AND THE CORPORATION OF LONDON

The foundations of government in the City of London were established in Saxon times and a strong element of individuality, not enjoyed by other cities, has been protected ever since. Even during the Norman Conquest this individuality was successfully defended: the constitution of the Corporation of London rests on the ancient rights of its citizens which were recognised by William I in a charter of 1067.

The Livery Companies and the Corporation of London developed independently but in parallel. The Livery originates in the Guilds, which were already established by the twelfth century in support of their trades or crafts; the earliest reliable historical record in England is probably the Royal Charter granted to The Weavers' Company in 1155. People working in the same area of business tended to live near each other and many of the names in the City of London (e.g. Milk Street, Bread Street, Poultry and Cloth Fair) still indicate where these tradesmen or craftsmen operated. Members were required to pay to belong to their Guilds which in due course began to make informal arrangements among themselves for regulating competition and for maintaining high standards of workmanship and service.

Over the next centuries many of these Guilds began to acquire Royal Charters of Incorporation and in time they came to be known as Livery Companies. The term 'livery' originally applied to the clothing, food and drink provided for the establishments of important households but it eventually became restricted to the distinctive clothes and badges, which were symbols of privilege both of household servants and of Guild members.

The nature of the Guilds or Livery Companies has been described by the nineteenth century historian J A Froude:

'They were in the nature of benefit societies, from which the workman in return for contributions which he had made when in health and vigour to the common stock of the Guild might be relieved in sickness, or when disabled by the infirmities of age. This character speedily attracted donations for other charitable purposes from benevolent persons, who

could not find any better trustees than the ruling members of these communities, and hence arose the numerous charitable gifts and foundations now entrusted to their care. They also possessed the character of modern clubs. They were institutions in which individuals of the same class and families assembled in social intercourse.'

While each Guild had its own organisation, each was administered by a governing body (which became known as the Court), consisting of a Master, Wardens and a number of Assistants. Each Company also had a Clerk for record keeping and a Beadle for ceremonial and policing functions. Members of the Company usually fell into one of four categories: Apprentices, Journeymen, Freemen and Liverymen. This last and most senior class consisted of those who had set up in business on their own and were Freemen of the City who could aspire to membership of the Court.

The right of the citizens of London to elect their own Lord Mayor was granted by King John and the City's ancient liberties were confirmed in Magna Carta in 1215. Originally all Freemen of the City were entitled to elect the Lord Mayor in 'Common Hall', but since the fifteenth century this privilege has been limited to Liverymen of more than one year's standing. The Sheriffs and some other officers are also elected solely by Liverymen in Common Hall. This arrangement provides the main formal connection between the Livery Companies and the Corporation.

For several centuries, the Guilds flourished. The wealth, power and prestige of the Guilds and of their members helped to enable the City to retain its jealously guarded independence from the Crown and Parliament. By the early seventeenth century, the Guilds had reached the height of their power. They were a prime force behind investment in the merchant adventurer companies which acquired exclusive trading rights in various parts of the world: these included the immensely powerful East India Company.

Three factors contributed to a slow decline in the wealth and influence of the Guilds. First, the gradual growth of businesses forced the Guilds to confront the question of whether they would attempt to regulate these activities outside the limits of the City. The general, though not invariable, conclusion was that they should not try to be responsible for them. Secondly, the Stuart kings, in particular, made frequent financial calls on the Livery Companies, often cancelling old Charters and selling new ones: several Companies still operate under Charters granted during this period. Many Companies faced impoverishment, while income declined

as the spread of business from the City continued. Expenditure also increased unexpectedly, especially as a result of the Great Fire of London of 1666, which resulted in daunting new costs for rebuilding. Thirdly, the onset of the Industrial Revolution in the eighteenth century, leading to the decline of some traditional industries, put new pressures on the Livery Companies, and it was not surprising that their privileges came under increasing scrutiny. This culminated in a four-year Royal Commission in 1880. This enquiry largely vindicated the Livery Companies, particularly because of their charitable and educational work. Some measure of reform was, however, inevitable though Lord Salisbury's London Government Act of 1899, after years of debate, involved only limited change.

In response to these new pressures, the City Companies devised new methods of supporting their trades and the training of young people. From the 1870s onwards, increasing support was given for specialist technical education, and some Companies successfully renewed contact with their former trades or adapted to new related ones. An example of the former category is the Paviers' Company, which languished from 1845 until 1889, when it was revitalised: many subsequent members have had connections with highways, paving and construction. In the latter category, the Fan Makers' Company reacted to the demise of ornamental fan making by becoming involved in the developing businesses of heat exchange, ventilation and air conditioning.

In the twentieth century, the advantages of forming new Livery Companies again came to be recognised, not least for the newer trades and professions. In 1931, The Honourable Company of Master Mariners became the first new company to be granted Livery for over two hundred years. This was followed by the Solicitors' in 1944, and since the end of the Second World War many new Companies have acquired Livery. These have included the Air Pilots and Navigators', the Farmers', Chartered Accountants', Chartered Surveyors', Builders Merchants', Actuaries', Insurers', Environmental Cleaners', Chartered Architects', Information Technologists' and Firefighters'. The Grant of Livery to the Company of Management Consultants in 2004 made it the 105th Livery Company and the 25th to acquire Livery since 1945.

CHAPTER 2: FORMING THE GUILD OF MANAGEMENT CONSULTANTS

The driving force behind the formation of The Guild of Management Consultants was David N. Miller, the serving President of the Management Consultancies Association (MCA), who formulated the idea in 1990. The MCA was one of two complementary bodies which represented the profession: founded in 1956, it is the industry's trade association, representing the larger management consultancy firms and working to maintain and enhance their reputation. The second body, the Institute of Management Consultancy (IMC), was formed a little later, with the encouragement of the MCA, to ensure the development of standards of individual members of the profession.

David Miller's opposite number at the IMC was Mike Jeans (President in 1990/91), and he soon became party to the discussions initially held between David Miller and Brian O'Rorke, executive director of the MCA, about the feasibility of forming an organisation which could in due course aim to acquire Livery status. Mike Jeans' existing involvement with the Haberdashers' Company, one of the 'Great Twelve' senior Livery Companies, brought in valuable practical knowledge of Livery organisation and structure.

The initiative taken by David Miller sprang from the absence within the profession of a forum wherein senior management consultants, from members of the large consultancy companies to sole practitioners and academics, could exchange professional information in an agreeable social atmosphere: to balance the strong orientation of management consultants to addressing the pressing needs of their clients, it was desirable for consultants to have an organisation in which they could engage in professional and social discussion between themselves. It is perhaps not surprising that the two Presidents of the industry's representative bodies, who frequently had to discuss professional matters with each other and with those they represented, saw this need as clearly as anyone. Indeed, the senior members of most of the major firms had, for a number of years, found it useful to meet informally as well as within the MCA and exchange experience.

A document drawn up some thirteen years later, as progress to Livery reached its successful conclusion, succinctly describes another important benefit - improved access to the City - which a Livery Company for the industry could achieve: 'management consultants as a profession are invariably outsiders. The City can be especially impenetrable for those with no special ticket. Livery membership provides a way into the City network that would otherwise be unavailable or restricted.' As well as offering important professional benefits, a Livery Company would also act as a focus for the industry to become involved in charitable undertakings and to create funds for the progress of education in the profession.

The rationale having been established of forming a Livery Company for management consultants, the idea lay fallow for a couple of years. By the summer of 1992, however, a strong momentum had been established. On 27 October 1992, The Guild of Management Consultants - a necessary first step on the long 'Road to Livery' - was formally established. The event was celebrated at a dinner in the McClue Suite of Motcombs restaurant attended by David Miller, Brian O'Rorke and four other senior members of the profession who had been actively involved in the exploratory discussions: George Cox, Brian Small, Neville Cheadle and Len Brooks. Crucially, these founders, together with Mike Jeans, Keith Burgess, Richard Owen, Peter Lawson and Clive Williams, ensured that most of the leading consultancy organisations were represented: these included Coopers and Lybrand, KPMG, Andersen Consulting, Touche Ross, Price Waterhouse, PE Consulting and Ingersoll Engineers. They were rapidly joined by Calvert Markham, founder of his own consultancy firm: this helped to broaden the appeal to smaller organisations. The academic world was also represented, with Allan Williams, Professor of Organisational Psychology at the City University Business School, quickly becoming actively involved.

It was recognised that the process by which a Guild moved first to City Company and then to livery status was a lengthy one, and the formation of the Guild was designed to set the clock ticking at the earliest opportunity. At this stage, no formal structure had been drawn up and there had been no active drive for membership. Even the practical steps towards the formation of an organisation, which might aspire to livery status, had not been decided upon in any detail. Following the Motcombs dinner, however, events moved rapidly. In January 1993, a meeting was organised at which the guest speaker was Alderman Sir Brian Jenkins, Lord Mayor of London in 1992, who became a valuable 'guiding hand' in the early days of the Guild's life.

Sir Brian outlined the criteria for the grant of Livery to a Company: that it should be capable of permanence, should have little or no overlap with existing Livery Companies, should focus on achievement in its craft or profession and on charitable and educational work and should conform to City customs. In this context, it would be necessary to have the support of the MCA and the IMC, as well as that of potentially overlapping Companies such as the Information Technologists' and Chartered Accountants'. The distinctive nature of management consultancy and its value to the City would have to be demonstrated. Finally, Sir Brian said that the normal minimum period before a Guild could become a Company was seven years, with a further seven years before a Company could expect to acquire Livery status.

Following this meeting, it was decided to hold a 'Foundation Dinner', provided the attendance of a critical mass of potential Members could be achieved. Invitations were sent to personal contacts of the founders and to other leading members of the profession. It rapidly became clear that the level of interest was high, and the dinner was duly held at the Painter-Stainers' Hall on 30 September 1993. There was an encouraging attendance of 104 people, mostly potential Members, who were invited to place their name cards on a salver if they wished to apply. As a result of this initiative, some 78 Members had been admitted, or were waiting to be admitted, six months later: a further 16 of those who had attended the dinner had expressed interest but not yet followed through. The Guild's Guest of Honour was Sir Gerard Vaughan MP: other distinguished guests included Alderman Sir Brian Jenkins, Sir Peter Cresswell, four Masters of existing Livery Companies and the Dean of St Paul's, the Very Rev Eric Evans, who at Brian O'Rorke's invitation composed a special Grace for this and subsequent dinners.

Meanwhile, an organisational structure for the Guild had been drawn up. This followed the normal pattern whereby the Master was to be elected annually by the Court of Assistants and would normally be chosen from the Court of Wardens in order of seniority. The Court of Wardens comprised the Master and four Wardens who were elected annually by the Court of Assistants: the Fourth Warden would normally be expected progress to Third Warden, Second Warden, First Warden and Master in the four years after his or her first election. The role of the Court of Wardens was to act as the executive committee of the Guild and to make policy recommendations to the Court of Assistants. This Court was to comprise between 10 and 16 people drawn from the Members of the Guild together with the Master, the Wardens and up to 5 Past Masters and was to act as the policy-making body of the Guild. Members were to

be elected by the Court of Assistants as vacancies arose. The presidents of the MCA and the IMC were to be 'ex-officio' members during their tenure of office. The Clerk was to be selected by the Court of Wardens to act as the senior permanent official of the Guild.

At the same time that the constitution was formulated, the objectives of the Guild were clearly set out, and it is worth reproducing this statement in full:

- To petition for constitution as a Livery Company within the City of London as soon as possible;
- To foster professional and social discussion and mutual information between members of standing of the profession and industry;
- To create and accumulate funds for the purposes of education in relation to the profession and for any charitable objects;
- To aid and assist the professional bodies and other societies connected with the management consultancy industry;
- To promote honourable practice within the profession and industry;
- To purchase, lease or hire a hall, institute, library or other premises within a radius of three quarters of a mile from the Bank of England.

At the first meeting of the Court of Assistants on 8 November 1993, David Miller was formally elected as Founder Master, to serve, unlike his successors, for a period of two years. Two Wardens only were initially elected, Mike Jeans and Calvert Markham. The other most prominent founder, Brian O'Rorke had already agreed to act as Clerk for a period and did so until the appointment of Ian Green at the end of 1994. The same Court meeting established four working parties to facilitate progress to Livery status: Membership (chaired by Calvert Markham), Ceremonial (Brian O'Rorke), Charitable and Educational (Mike Jeans) and Social (Mary Collis).

The work of the four committees started immediately. The Membership Committee established detailed criteria for eligibility as well as guidelines for applying these criteria. In summary, membership was to be limited to citizens of the UK or Commonwealth over the age of thirty who had been involved in the profession of management consultancy or a related function, or who had contributed to the business of management

consultancy. Those in the profession should have managed a consultancy unit or be active practising management consultants of standing. Those with less than five years' experience in the profession would be unlikely to qualify. Membership fees were to be used to defray costs, to support some of the social functions and to build up a charitable fund. An admission fee (called a 'Fine') had initially been set at £200 but was soon reduced to £50 to encourage additional membership. An annual subscription (called 'Quarterage') had been set at £200. This latter sum was intended to be divided equally between supporting the Guild's day-to-day operations and charity.

The Ceremonial Committee was responsible for correspondence with the Garter Principal King of Arms, Sir Conrad Swan, over the design of the Armorial Bearings of Arms, Crest and Supporters and Badge: in November 1994 the Court approved the Arms, stipulating that the Guild's newly-agreed motto ('Change through Wisdom') should be incorporated in the scroll below the shield. The motto had been the subject of much discussion, and several suggestions were made, both in Latin and English: the decision to opt for the latter was partly inspired by the perception that management consultancy was too often associated with obfuscation! The Ceremonial Committee's wider remit at this stage also included strategy, and a Strategic Plan was drawn up, setting out targets for membership, for educational and charitable projects and for a 'City commitment' programme.

The immediate task for the Charitable and Educational Committee was to advance the process of registration with the Charity Commission: in the event, this proved to be more difficult and protracted than had initially been expected. Meanwhile, guidelines for the development of the Guild's charitable activities had to be established. Early objectives which were identified included the provision of assistance to those with insufficient means to undertake education, training and research in the field of management practice; the offer of management consultancy expertise to charities and other suitable organisations; and practical measures to help young people, including grants to MBA students and 'shadowing' in management consultancy practices.

On a lighter note, the Social Committee masterminded the Guild's first social event. This was a reception held at the Cabinet War Rooms on 9 June 1994, in the same week as the fiftieth anniversary of D-Day. Some 67 Members attended - a high proportion of the membership at the time - and were given a tour of the underground operations. The birth of the

Guild's social life was celebrated in champagne in a manner of which Sir Winston Churchill would surely have approved.

The following pages are the story of how, through the size and stature of its membership, the growing evidence of its 'permanence', the scale and funding of its charitable and educational work and its burgeoning reputation in the City, the Guild progressed to the status of a Company without Livery in 1999 and to Livery status in 2004. This fell comfortably within the fourteen-year period originally envisaged and represented a formidable achievement. The growth of the Guild's charitable and educational activities, reviewed in the next chapter, was a crucial element in the successful and speedy negotiation of the road to livery.

CHAPTER 3: CHARITABLE AND EDUCATIONAL ACTIVITIES

The formulation of a strategy for charitable giving, in money or in kind, was driven by the City's wish on the one hand that the Guild should be seen to be involved in charitable undertakings and on the other that it should accumulate charitable funds on a scale which would support Company without Livery and then Livery Company ambitions: the targets required were £50,000 and £100,000 respectively at the time of the formation of the Guild. The first meeting of the Court of Assistants, on 8 November 1993, accordingly decided that 'a Charitable Fund should be set up as soon as possible, and that distributions from it should, in the initial years, be paid from earned revenue rather than capital and covenanted income.'

Before charitable status could be achieved, the Guild's charitable objectives had to be set out. These were agreed at the second meeting of the Court of Assistants on 14 March 1994. These objectives included:

- To offer management consultancy assistance to charitable organisations, particularly those having links with the City of London, unable to afford alternative sources of advice.
- To enable those with insufficient means to undertake education, research, and training in the field of management practice, the outputs of which would be of benefit to the City of London and the public at large.

The type of project for which support was envisaged included grants to deserving MBA students, research assignments and lectures based on research undertaken; and advice to the management of charities, offering the time of members, working on a 'pro-bono' basis, rather than direct financial assistance. Three specific educational and charitable projects were envisaged for the first year. These were to provide advice to the management of a charity which had City connections; to award a prize for the best paper by a young management consultant on a topic set by the Court; and to arrange work shadowing for young people in consulting practices. The initial target of Mike Jeans' Charitable and Educational

Committee was to have a charitable fund worth at least £10,000 by the end of 1994: this was planned to increase to over £100,000 by the end of the decade.

Despite regular correspondence with the Charity Commission, the granting of charitable status took longer than expected. This did not, however, get in the way of the Guild's first charitable initiatives, which took the form of 'pro-bono' work. The first two projects were for the Globe Centre (an HIV/AIDS day centre in Stepney Green, East London) and the Stoke Newington Midsummer Festival. A third project, to assist the Blind Business Association to develop a business plan, was followed by work on the 'Make Brixton Safer' scheme for the National Association for the Care and Resettlement of Offenders (NACRO). All this work arose from initiatives by Guild Members. Those who contributed their time to these projects included Mike Jeans, John McLean Fox (who assumed the chairmanship of the Charities Committee - by now separate from Education - in 1996), John Lidstone, Rajan Anketell and Elisabeth Gluck.

Before the end of 1996 - almost two years later than had been hoped - charitable status was accorded to The Guild of Management Consultants Charitable Fund, then standing at £13,000. This necessitated the adoption of very strict accounting rules, including the isolation of the Fund from the Guild's other accounts. It also enabled donations and the annual charitable portion of the Quarterage levied on Members to be passed directly to the Fund.

Ever since the granting of charitable status, charitable involvement has grown almost exponentially, in terms both of finance and of scope. The Charitable Fund's initial target of £50,000, required as a condition of application for Company without Livery status, was reached during 1997. This had risen to over £90,000 by the summer of 1998, an outstanding achievement which owed much to the fund-raising efforts of Keith Burgess, who was shortly to become Master. While initially the building of a charitable fund had been seen as a pre-requisite to progress towards Livery status, by now Members were beginning to see the charitable (and educational) aspects of the Guild as a real opportunity for 'giving something back to the community within which so many Members enjoy or have enjoyed successful professional careers'.

Meanwhile, new consultancy work had included a second project for the Globe Centre (of which the Guild became a patron); the development of a recovery plan for CORE Trust, a charity providing therapeutic help to people suffering from drug, alcohol and other addictive problems; a new

database for the varied activities of St. Martin in the Fields church; a management succession plan for Action for Blind People and a mentoring programme for the chief executive of NACRO; a new structure for the UK College of Family Mediators; support for Charity Check, whose objective is to prevent fraudulent street collections; and a change in the method by which the Refugee Council organised its support for asylum seekers. Special mention must be made of the work of John McLean Fox, who was involved in no less than five of the projects listed above.

Feedback from these schemes indicated not only that the work was personally very rewarding for the consultants involved, but also that the work done was remarkably effective in the light of the limited amount of time involved. At the Charities Supper in January 1999, three chief executives of organisations being supported spoke to express their gratitude. Especially pertinent was a comment by Nick Hardwick of the Refugee Council about his experience of talking to management consultants: 'unlike others, they perk up thinking about mind-boggling propositions'. It will also be apparent from the list of charities mentioned that the Guild was happy to become involved with many of the most difficult problems in society, such as crime, addiction and deprivation.

The year 1998 marked a dramatic increase in the scale and scope of charitable work and this has been sustained to the present day. Projects have varied enormously in size and content, ranging from a single day's consultancy work to a 32-day project involving several consultants spread over a three-year period. By the end of 2003, the Guild and subsequently the Company had been involved in over fifty consultancy projects; of these, all but seven were started in 1998 or later.

Among the larger projects, some 22 days of work has been provided to The Society for the Promotion of Christian Knowledge (SPCK). Initially, SPCK was helped to evolve a 'vision for the future' at a three-day workshop for Governors and senior managers. Subsequent advice has addressed the themes identified at the workshop, particularly the impact of electronic publishing and the need to monitor closely the performance and prospects of SPCK's specialist bookshops. Another major programme has been for the National Council for Voluntary Organisations (NCVO). A joint venture with NCVO involved the setting up of six Management Development Masterclass Workshops for directors and managers of small and medium-sized voluntary organisations: these covered such topics as business planning, technology, marketing and human resources. A third substantial project has involved the provision of advice to the IMC, particularly over the strategic choices available to it.

The Company's fifty or so charitable projects to date, only a few of which have been mentioned above, do not include the very substantial amount of work undertaken by many Members in conjunction with the Association of Chief Executives of Voluntary Organisations (ACEVO). This involves the allocation of mentors to chief executives of charities in Greater London who apply to the Company through ACEVO. The extent and frequency of consultant input varies in each instance, but the average involvement in a year is estimated to be about three days per mentoring project. The scheme has now been extended to suitable organisations introduced by sources other than ACEVO. The rapid growth of the mentoring activities, which has been coordinated by Gordon Stoker, has meant that over 20% of the Company's Members are contributing their time and experience to the programme. Over 50 such arrangements are now in place, involving a cumulative total to date of over 1,000 hours of work. This has been a major contributor to the total number of about 750 days of consultancy work (to June 2004) given by Members of the Company, with a notional financial value of some £750,000.

The Charitable and Educational Committee was divided into its two constituent parts in 1994, with the newly-formed Education Committee being headed first by George Cox and subsequently by Barry Curnow. This facilitated a sharper focus on the educational aspect of the Guild's activities, and some important initiatives were taken. The organisation of a series of lectures on management issues attracted many distinguished speakers, who addressed Members of the Guild and guests from the City. The speakers for the 1997 series, for example, comprised John Humphreys of the BBC, Howard Davies of the Bank of England, Jenny Page of the Millennium Commission and Lord Nolan, chairman of the Committee on Standards in Public Life.

A second initiative was the decision to form a library of management books (largely consisting of books given to the MCA or individual Guild members as review copies) to be donated to countries in Eastern Europe. The initial recipients were libraries in Slovakia and Slovenia, the books being presented by the Lord Mayor on visits to these countries. It was subsequently decided both to offer further support to these libraries and to extend the service to other countries (not necessarily in Eastern Europe) to be visited by the Lord Mayor.

The work of the Education Committee covered a much wider field than the lecture and book schemes. A Guild Prize for the best project on the City University Business School's MBA programme was confirmed as an

annual award, financed by the Charitable Fund. Bursaries were also awarded to five students on the joint Surrey University / Management Consultancy Business School Distance Learning MSc Programme. A further activity was the support of talks by Members to outside bodies, such as universities, on the role of management consultancy or the role of management in the City of London.

Various research projects were considered and resulted in a major study in 2000, using the Delphi Technique, to forecast the consulting environment in the year 2010. Specifically the study set out to:

'Define the essential nature of the performance and other problems which will face the leaders / managers of organisations in the year 2010 and which are likely to be referred to management consultants for solution, support or advice.'

The major conclusions of the study were subsequently included in a chapter under Mike Jeans' name in a book entitled 'International Guide to Management Consultancy'.

This contribution is one of many books and chapters written by Members of the Company. Many of these are widely recognized for their significance but perhaps none more so than "The Evolution of Modern Management", a five volume study by Honorary Liveryman and Company Archivist Dr Edward Brech, MBE.

An important development, announced at an Education Supper in June 1999, was a new collaboration with the Urwick Trust, which had been set up to perpetuate the memory of Colonel Lyndall Fownes Urwick, a pioneer of management consultancy in the UK and one of the founders of Urwick Orr & Partners. The Urwick Trust's objective, for which it had a small charitable fund, was to foster management education and consulting knowledge and skills. Through the late Hedley Thomas, a member of the Guild and a former partner in Urwick Orr, the suggestion was made that the Urwick Trust's future might be safeguarded by passing its residual funds to the Guild's Charitable Fund: in turn, the Guild would provide an annual prize, to be known as the Urwick Cup, to the top student on the City University Business School (now known as Cass Business School) MBA programme. This idea was strongly supported by Colonel Urwick's son, Sir Alan Urwick, a distinguished diplomat. This development gave the Guild a connection with a name of unrivalled distinction in the history of management consultancy; it also strengthened the link with City University which was quickly to become of great significance.

This link has involved the Company in a project which has in effect brought together its educational and charitable work. The Urwick Cup and Management Consultants' Prize initiated a formal connection with City University, one of whose staff, Professor Allan Williams, was a Founder Member of the Guild. Through Allan Williams, an introduction was made to Professor Ian Bruce of Cass Business School. With a background in charity management as chief executive of RNIB, Professor Bruce's academic role has centred on the objective of increasing voluntary and community sector capacity through significant improvement in the quality of charity management. Professor Bruce's quest for improvement should be seen in the context of the importance of the voluntary and not-for-profit sector in the UK economy: with some 500,000 paid workers in UK charities and several million volunteers, this sector accounts for as much as 9% of gross domestic product.

Originating in a suggestion made by Brian Small and following extensive discussions between the Company and Ian Bruce and his colleagues at Cass Business School, the Centre for Charity Effectiveness has recently been established at the School. This is effectively the result of a merger between the Centre for Voluntary Sector and Not-for-Profit Management (VOLPROF) at Cass and the Company's pro-bono consulting and mentoring activities. The Centre will offer a wide range of postgraduate education, leadership development training courses, research and management consultancy and mentoring, all designed to improve the capacity and efficiency of the voluntary and community sectors.

Several members of the Company, including John McLean Fox, Gareth Rees, Patrick McHugh, William Barnard and Barrie Collins have played substantial roles in the formation of the Centre. While the courses run by the Centre fall under the aegis of Cass Business School, the Company will continue to play an important part in the development of the Centre. Four Members of the Company are among the eight initial Directors of the City Centre for Charity Effectiveness Trust Limited, one of the principal sources of funding for the Centre; the Advisory Board, which will oversee strategy and development, also includes Company representatives; and there will be a continuing opportunity for Members to work with the Centre through consulting, mentoring and involvement with the Centre's research and educational activities.

A second important association - of a very different kind, but again combining charitable and educational aspects - has also been formed in recent years. One of the criteria for a Company to be admitted to Livery status is that it should show active support for the armed forces, and this

has been achieved through an increasingly close connection with the Sea Cadets: this was initiated by Alan Broomhead who has been very involved personally, especially during his period as Master. The Sea Cadets is Britain's oldest voluntary maritime-based organisation, involving thousands of people in 386 units across the country. This charity offers large numbers of young people opportunities to benefit from training and instruction afloat and ashore, based on the customs of the Royal Navy. The 'serious fun' provided helps cadets to become good citizens, responsible adults and attractive candidates for employment. It is also a crucial stimulus to recruitment: some 20% of the Royal Navy's recruits come from the Sea Cadets, and other cadets join the merchant service, the other armed services or uniformed public employers (such as the police, fire and ambulance services).

The Company provides important financial support to the Sea Cadets, enabling them to undertake a wider range of activities than would otherwise be possible. The Company has also carried out 'pro-bono' consulting work by helping in an exercise to understand the motivation of the adult volunteers who are critical to the success of the Sea Cadets and through helping rethink the Sea Cadets use of information technology.

The dramatic increase in charitable and educational activity in the period 1998-2004 would not have been possible without a corresponding increase in funding. Part of this has been achieved through the generosity of individual Company Members and part through special fund-raising efforts associated with the initial endowment of the City Centre for Charity Effectiveness Trust. The latter included the sponsorship of Patrick McHugh's 2003 entry in the challenging Three Peaks yacht race as well as generous help for the Centre received from Barclays Bank, the Esmee Fairbairn Foundation, HSBC and the Worshipful Company of Haberdashers among others.

CHAPTER 4: SOCIAL ACTIVITIES

One of the Guild's initial objectives was 'to establish a forum where management consultants can exchange views with their peers in convivial and non-commercial surroundings.' In the twelve years since the Guild was formed, this objective has been so successfully met that many Members have commented on the exceptional level of social activity in the Company. One reason for this high level of activity is undoubtedly the commonality of interest of its Members. Many of the older Companies, particularly where the trades or businesses to which they relate have virtually disappeared, draw their membership from a very wide range of professions. In contrast, every Member of the Management Consultants' Company is or has been involved in the profession and can be expected to have a close interest in the topics around which certain social activities, such as lectures and lunch clubs, are centred.

The first fruit of Mary Collis' Social committee, as already described, was the reception at the Cabinet War Rooms in June 1994, but, successful though this was, the highlight of the programme for the year was undoubtedly the Foundation Dinner held at the Carpenters' Hall on 27 October. With an attendance of over a hundred, the principal guest was the President of the Board of Trade, Rt. Hon. Michael Heseltine, MP, who had originally agreed to address the 1993 dinner but been unable to do so on medical advice. Mr. Heseltine, according to a report of the occasion, 'rejected his official brief, and made an impromptu speech poking fun at consultants, journalists and others under the general banner that we need to change and enhance our profession ourselves.' This followed a Loving Cup ceremony which had not gone entirely to plan and which had lasted considerably longer than had been scheduled: indeed, Mr. Heseltine described the ceremony as 'one of the most shambolic I've ever seen', an episode which probably encouraged his light-hearted tone.

The Loving Cup ceremony is traditional with all Livery Companies and is thought to predate the Norman Conquest: in an elaborate ritual, the cup passes round the table with each guest drinking to his neighbour and then defending his back from an unprovoked attack.

Despite this muddle, with which any of those who have participated in the ceremony will all too readily sympathise, the dinner was generally considered to have represented a highly successful 'coming of age' (in the Master's words) of the Guild.

The Installation Dinner (as the Foundation Dinner was renamed in 1995) has remained at the heart of the social calendar, held in October each year. The other formal dinner is the Master's Dinner, held in the Spring. In 1995, the Installation Dinner was held at the Skinners' Hall and witnessed the first change of Master: David Miller handed over the badge of office to Calvert Markham in a short formal ceremony. On this occasion, the principal guest was Earl Ferrers, Minister for the Environment and Countryside, whose speech paid tribute to the contribution made by management consultants to the drive for gains in efficiency in the running of government. Subsequent Installation Dinners have continued to attract very distinguished guests of honour: these have included, for example, Sir Alastair Morton, Lord Puttnam, Lord Woolf, Lord Rix, Sir Michael Peat and Sir John Bourn.

Like the Installation Dinner, the Master's Dinner is an annual event, and has attracted a no less eminent list of speakers: these have included Lord Bingham, Rt Hon Paddy Ashdown, MP, Dr Mary Archer, Rt Hon Michael Portillo, MP, Duncan Goodhew, Alderman The Lord Levene of Portsoken and Lord Ashley. As with the Loving Cup fiasco, such Master's Dinners, though held in splendid Livery Hall surroundings and accompanied by much ceremony, have had their lighter and less predictable moments. One such example was the occasion on which Mike Jeans' response to the toast to the guests was interrupted by a fire alarm which fortunately turned out to be a false alarm but not before most of the audience had waited uneasily for an exit instruction rather than pay full attention to his carefully prepared speech!

Attendance at these prestigious occasions was boosted by an initiative taken during Brian O'Rourke's mastership. To soften the impact of an increase in the Quarterage, Members were offered the incentive of being able to attend one dinner a year free of charge. Having successfully achieved its objective of attracting a wider audience, this initiative was subsequently discontinued!

Another development originated in the work of the Working Party on Increasing Member Commitment and Involvement, which reported at the same time (September 1996). This recommended a more varied social programme, in which the two formal dinners of the year were

complemented by less formal dinners which could involve 'discussion sessions around specific themes, based on key Guild objectives (e.g. what is happening with education, charity or Livery status)'. Such occasions have become an important aspect of the social calendar. At the annual Charities Supper, held like the more formal occasions in a Livery Hall, Members are able to hear directly from the charities, which they support about their problems and the role of the consultants involved in assisting them. The annual Education Supper also offers an opportunity to meet and to hear from those who benefit from Members' efforts. In some ways, these suppers more accurately reflect the activities of the Company than the more formal dinners: the former are specific to the Company, while the latter are common to all Livery Companies.

The dinners and suppers are only a part of a varied and vigorous social programme. An important early development was the instigation of a series of annual Winter Talks, designed to foster debate on some contentious aspect of national life. To give an idea both of the scope of topics covered and of the calibre and variety of speakers the Guild was able to attract from its early days, it is worth listing the speakers and their themes for the 1995/6 series:

Dr Robin Pellew and Jonathan Porritt	Green Economics, a realistic alternative
Lord Wakeham	The media is there to help
Maurice Saatchi	Public opinion is not all that you see and read
Glenys Kinnock MEP	Politics is more than legislation and lobbying

Another early initiative was the decision to hold an inaugural Guild service at one of the City churches. In the planning of this event, Master Markham was fortunate to be able to call on the services of Rev Bill Penney, a practising management consultant who is also an ordained minister of the Church of England. Bill accepted Calvert's invitation to become the Guild's Honorary Chaplain: he is thought to be only Livery Company Chaplain who is also actively involved in the business life of the Company. Bill Penney conducted the Guild's first service at St James Garlickhythe on 1 October 1996. The thanksgiving service has become an annual event, and has proved to have an appeal beyond the boundaries of the Church of England.

These annual events have been complemented by a series of other activities for Members - receptions (invariably at attractive or interesting venues), lectures and an annual debate with distinguished external speakers. More recent initiatives include lunch clubs, again with outside speakers, and a public speaking competition for school sixth-formers held in conjunction with the Guild of Educators. Partly to encourage new Members and partly to provide a further informal forum for Members to meet, regular Master's Receptions have been added to the calendar. These have been held either on TS Royalist, in conjunction with the Sea Cadets, or on HQS Wellington.

A Golf Society was formed in 1995 by Fred Bruce and flourished for several years until his untimely death. A revived Charity golf day was initiated in 2004 along with the first Company entry in the Royalist Regatta. Altogether, the range and variety of social events available to Members has never been greater.

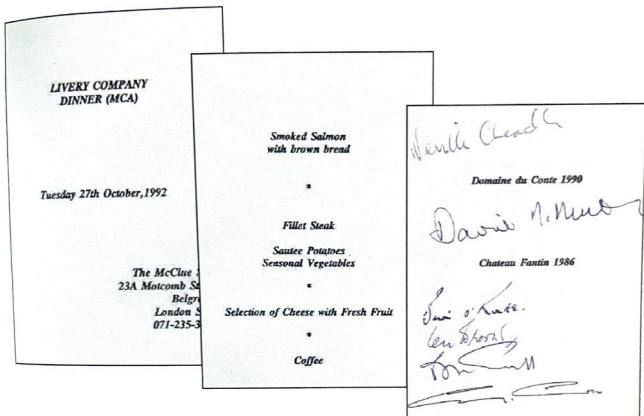
CHAPTER 5: COMMUNICATIONS AND OTHER ACTIVITIES

Even in the early days of the Guild, the importance of good communications with Members was well understood. Newsletters, albeit in a simple format, were produced at regular intervals to keep Members informed about events and progress towards the Guild's goals. Inevitably, these faltered after a while and needed to be resuscitated with the financial support of Andersen Consulting in 1997. The new series was glossier with colour photographs and professional layout but unfortunately faltered after less than two years of regular quarterly issues.

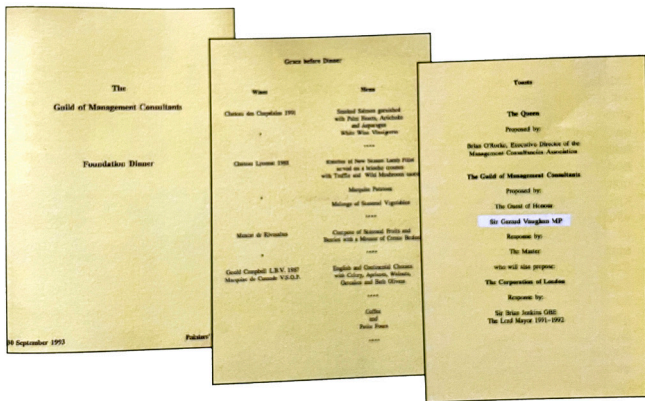
To some extent, the newsletters were deliberately replaced by efforts to encourage Members to visit and read the new website developed by Mark Churchward. This has been developed progressively since its inception and now serves multiple purposes: a source of information for would-be Members and others interested in the Company's activities; news for Members including reports and photos of recent events; a repository for committee reports and other documents as well as the current Register of Members. Sections of the website are available to all and others only to Members with appropriate password access. Most recently, efforts are underway to extend the Register to include details of all Members' interests, skills and experience and to build a compendium of professional experience based on Members' contributions.

During the last couple of years, under the leadership of first William Barnard and then Shelagh Rushforth, renewed emphasis has been placed on Company publications with the production of Annual Reports for 2001/2 and 2002/3 and a revived Newsletter, designed for external as well as internal consumption. These, together with the regular Master's letters and Clerk's bulletins and the website described above, provide an effective communications package for Members.

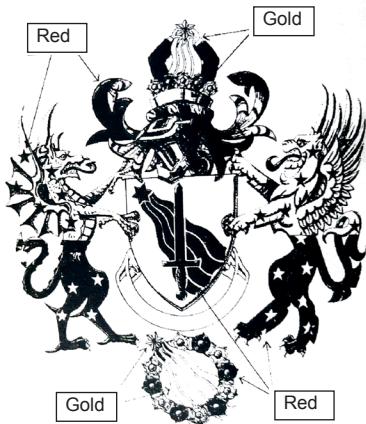
While the Company's social programme has benefited from its use of many of the 39 Livery Halls currently in existence, it was an original objective of the Guild to obtain its own premises within the City: indeed, admission to Livery traditionally required this to be a realistic ambition. Clearly, the possession of a City address serves both to emphasise the durability of a Livery Company and to foster the fellowship of its



Brian O'Rorke, David Miller, George Cox, Brian Small, Neville Chedale and Len Brooks celebrate the founding of The Guild of Management Consultants



The Foundation Dinner attended by 125 potential Founder Members of the Guild



Proposed 'Coat of Arms'

Extract from letter dated 3 August 1994 from the Assistant to Garter Principal King of Arms: 'As your company hopes to become a City Livery Company the proposed Arms contain strong allusions to the Arms of the City of London through the white background and red sword erect. The ascending star or comet refers to knowledge and aspiration. In the Crest advice and assistance from a consultant is alluded to with the arms clothed in suit and shirt and the hands holding the comet. The red and white roses once again allude to the City colours while the gold ensures that the design is unique. The Badge, which can also be used as a means of identification by associates and staff, comprises elements from the Crest already referred to. Livery Companies are entitled to supporters for a further fee and, if your company gains that privilege, the suggested Supporters are a Winged Dragon on the dexter and a Winged Lion on the sinister both coloured white in the top half and red in the bottom half and covered with stars which again reflect the City of London Supporters of winged dragons.'





Then 1st Warden Pomeroy carries the newly presented Company Mace in the company of (L-R) Masters Eaton, O'Rorke, Cox, Burgess, Markham and Founder Master Miller at the Master's Dinner, 18th May 2000



Past Master Cox with artist, Lavinia Buswell-Beard and portrait of the first six Masters, at the Installation Dinner, 12th October 2000



Former Clerk Doris Goodwin, with Deputy Gordon Cleall, receives a gift from the Company in April 2000



Roy Warman, Company Beadle



The Court in Session

Master Jeans with then 1st Warden McHugh, 2nd Warden Broomhead, 3rd Warden Duguid and Clerk Dyer at Tallow Chandlers' Hall in June 2002



The Company Window installed at the Guildhall and recognized 18 October 2001



Detail from the Company Window



The Company's 10th birthday celebration cake served at the Mansion House 6th November 2002



L-R Mr Alderman and Sheriff David Brewer, CMG, Mrs Tessa Brewer, Past Master Jeans, The Rt. Hon. Lord Currie of Marylebone, The then Rt. Hon. The Lord Mayor, Alderman Michael Oliver, the then Master McHugh, The then Lady Mayoress, the then Third Warden Barrie Collins, Mrs Paula Jeans, Founder Master Miller at the Mansion House



Sea Cadets preparing to pipe the Company at the 'Timeless value of the Livery' reception at Barber Surgeons' Hall, 6th March 2003

Sea Cadets welcome guests, playing before the Installation Dinner 16 October, 2003 outside the Ironmongers' Hall



Part of the growing Company Treasure



The Master and Wardens Resplendent in their new Gowns.
L-R, Fourth Warden Mary Collis, Third Warden Hugh Morris,
 Master Alan Broomhead, Second Warden Barrie Collins,
 First Warden Allan Duguid, 27 May 2004



Court of Assistants

Front row L-R: Assistants Rajan Anketell, Doug Prior, Past Master Keith Burgess, Mark Churchward and Barry Curnow. **Second row L-R:** The Clerk, Assistants Ian Daniell, Bob Garratt, Past Master Patrick McHugh, John McLean Fox, Bill Penney
Third row L-R: Assistants Satjit Singh, Brian Small, Past Master Brian Pomeroy, Vicky Pryce, Gareth Rees, Shelagh Rushforth, Paul Thornton, William Barnard
Back row L-R: First Warden Allan Duguid, Fourth Warden Mary Collis, Second Warden Barrie Collins, Third Warden Hugh Morris, Past Master Mike Jeans, The Master, The Beadle

The Guild of Management Consultants
c/o 11 West Halkin Street
London SW1X 8LL
Tel: 071 235 3897

NEWSLETTER ONE
APRIL 1994

Message from the Master

I welcome this first issue of the Newsletter and am most grateful to John Liddison for agreeing to be its Editor.

As you will read, members of the Guild have been active and the programme for the year is an extension of the last five months. We will, however, only achieve this if members actively assist by attending lectures, or proposing potential new members or in organising fund raising events, such as the annual dinner.

The success of our Guild depends largely upon us creating amongst ourselves a happy family atmosphere to build on in the Guild's tradition of hospitality and friendliness. By doing so we will be more successful in our aims.

Look forward to seeing you all shortly at the various club events that have been arranged. In the meantime, if you have any ideas which will help the Guild move forward with greater speed and efficiency, please let me know.

Birth of a New Guild

The Foundation Dinner held at the Paternoster Hall on 30th September 1989 transcended into reality. A Guild Master and like-minded colleagues to create a Guild of Management Consultants. Chaired by Sir Peter Crosswell, Judge of the High Court, Sir Brian Jackson, Lord Mayor of London 1981-1982. This was the forerunner of the Chartered Accountants Company, International Telecommunications Company, the National Association of Management Consultants, Fifty five of those who should that night have since been admitted to the Guild. Their names are listed later in this Newsletter.

At the inaugural meeting of the Court of Associates held on 27th November 1989 at the Paternoster Hall, London.

Master
David Miller
First and Second Wardens
Colbert Matheson and Mike Jeans



**THE COMPANY OF
MANAGEMENT CONSULTANTS**

Editor
John Liddison



THE GUILD OF MANAGEMENT CONSULTANTS
FOUNDED 1989 (1979) - INCORPORATED 1994



Founding members of the Guild of Management Consultants, 1989. Left to right: Peter Crosswell, Judge of the High Court, Sir Brian Jackson, Lord Mayor of London 1981-1982, Sir Peter Crosswell, Judge of the High Court, Sir Brian Jackson, Lord Mayor of London 1981-1982, Sir Peter Crosswell, Judge of the High Court, Sir Brian Jackson, Lord Mayor of London 1981-1982.

THE GUILD IS NOW INCORPORATED

On 24th November 1994, The Guild of Management Consultants received its Charter from the Court of Associates of the Guild of Management Consultants, London.

With our growing list of members and our commitment to excellence, we are proud to be a member of the Guild of Management Consultants.

Our members are now a part of the Guild of Management Consultants, London.

Thank you to all who contributed to the success of our Guild. We are proud to be a member of the Guild of Management Consultants, London.

The Guild is About Giving

As we enter our 15th year, we are proud to be a member of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Thank you to all who contributed to the success of our Guild. We are proud to be a member of the Guild of Management Consultants, London.

**ANNUAL REPORT
2002/3**

CONTENTS

Letter from the Master
The Guild in April 1994
Frank Burt

Letter from the Master
The Guild in April 1994
Frank Burt

Direct Advice to members
Tony Marks
Speakers and Consulting brought

Local Events on Lord Mayor of London
Management Consultants

Local Events on Lord Mayor of London
Management Consultants

We have a rich and supporting tradition, which is well known. Our industry was founded by our founding members in 1979.

Our members are now a part of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Our members are now a part of the Guild of Management Consultants, London.

Members. Given the need to build up general and charitable funds ahead of the application for Livery, the search for a Hall has not been an early priority, but this does not mean that the issue has not been addressed seriously. Even in the days before City Company status was achieved, a Hall Committee was established under Adrian Williams and Allan Williams. This drew up a specification of the type of property that was needed and investigated various possibilities, including joint ventures with other Companies or renting accommodation from City Companies which were developing their own properties. No firm decisions were taken on a course of action and, following useful exploratory work, it was agreed to disband the committee early in 1997. Part of the rationale was that many Members had expressed their pleasure at being able to visit so many of the existing Halls to attend Guild functions.

In the absence of a Livery Hall, the Guild's identity could partly be expressed through the accumulation of fixed assets in the form of 'treasure'. It has become traditional for Masters to make a contribution to this treasure on their retirement. Three cups are required for the Loving Cup ceremony to be carried out effectively. The Guild acquired the first cup; Founder Master Miller made available a second and Master O'Rorke contributed a third. Master Markham donated the Clerk's badge and Master Cox commissioned a portrait of the first six Masters of the Guild which hangs alternately at the MCA and the IMC. The next three Masters Keith Burgess, Wilf Eaton and Brian Pomeroy contributed respectively a gavel, a Company seal and a pin to be worn by the Master's partner on ceremonial occasions. This theme was continued by Master Jeans, whose gift was a sash for the Beadle; while Master McHugh presented the Company with a suitably bound and engraved Livery Register. The current Master, Alan Broomhead, has presented the Company with a pen and pencil set to accompany the Admissions and Livery registers.

Another important part of the Treasure is the Company Mace designed by Brian O'Rorke and donated by the first 6 Masters in 2000. This has a head of sterling silver and depicts the Company crest - described as a hand holding a comet, which represents knowledge, rising out of a coronet of red and white roses. This item, while highly valued, rapidly deteriorated when the original boxwood handle started to warp, necessitating its replacement by a walnut equivalent.

To commemorate his eleven years as a Warden, in 2004 Mike Jeans donated a Wardens 'Quaich' to be presented each year to a member of the Company who had given outstanding service. At the Master's Dinner

that year, Gordon Stoker was the first recipient in recognition of his work in setting up and then administering the company's mentoring scheme.

Not all of the Company's treasure has been contributed by its Masters. In 1995, Company funds were used to buy a set of goblets to be presented to Masters on their retirement (although remaining part of the Company treasure). These have actually been "bought" by the Court each year and the proceeds added to the Charitable Fund. On a lighter note, the contribution of a black bow tie was made by Gordon Stoker after his own tie went missing before a formal dinner, resulting in an urgent and successful request to the Clerk for a replacement. This tie is now discreetly taken by the Clerk to all occasions on which black ties are worn, in case any Member finds himself in a similar predicament!

The Company's treasure was originally stored with the Fan Makers' and is currently held at the home of the Master Mariners, the ship HQS Wellington, moored on the Thames next to the Embankment. The Court of Wardens meets at the same venue. While the efforts to secure its own premises are on hold, it can confidently be expected that the Company will eventually have some more permanent home of its own.

CHAPTER 6: THE ROAD TO LIVERY

During the 1970s and 1980s, the Corporation was keen to incorporate important professions and industrial sectors, which were not hitherto represented, into the network of Livery Companies. Among the professions, the Chartered Accountants, Chartered Surveyors, Chartered Secretaries and Administrators, Chartered Architects and Insurers all benefited from a relatively easy path to Livery; in the industrial sector, the same was true of the Builders Merchants, Fuellers, Lightmongers and Environmental Cleaners. In some cases, such as those of the Chartered Accountants and the Marketors, the normally protracted timescale for the gaining of Livery status was greatly reduced: in these instances, the process was completed in only two years.

By the 1990s and into the new millennium, however, the position was somewhat different. There was some feeling that, after a time of rapid expansion, a period of consolidation was appropriate. The view was also sometimes expressed that, as a representative of one of the older Companies put it, "there are sufficient Livery Companies already; the addition of more ...somewhat debases the 'currency'." Moreover, several Guilds, other than the Management Consultants', were involved in the process of applying first for Company and then for Livery status; these included the Firefighters', Hackney Carriage Drivers', Tax Advisers', International Bankers', Security Professionals', Public Relations Practitioners' and Educators'. In the new climate, and with such a proliferation of candidates, the achievement of Livery would clearly be an extended process; and it was incumbent on The Guild of Management Consultants to try to ensure that its progress did not pre-empt the Firefighters or the Hackney Carriage Drivers. As the Guild's Strategic Plan, drawn up in 1994, put it: 'we have to recognise that the transfer to Livery status will not be as easy in the late 1990s as it was in the 70s Whereas in the 70s there was a 'pull' factor ... it is now clear that we have to be in a 'push' position.'

Regulations of the Court of Aldermen required that a Guild should have been in existence for not less than seven years, and should satisfy a number of conditions, before petitioning to become a Company without Livery, an essential step on the 'Road to Livery'. Since the Guild was incorporated on 27 October 1992, the first practicable date to achieve

Company status was December 1999. With a further seven years normally required before admission to Livery, the target date for this next stage - unless the process could be speeded up - would be December 2006.

A Livery Company comes within the jurisdiction of the Court of Aldermen of the City of London, whose regulations are above all designed to ensure 'permanence'. Unlike a club, for example, which may flourish for a time and subsequently fade away if members' enthusiasm evaporates, the essence of a Livery Company is its durability. The Court of Aldermen must therefore be satisfied that a sufficiently large body of people of good repute and professional standing have come together and held together for long enough to justify the belief that they will not fall apart through lack of support.

By 1998, all of the interim targets for achieving Company status by the earliest practicable date had been met. The objective of achieving at least 100 Members had been comfortably exceeded - the figure was approximately 140 - and it was clear that this included many of the leading names in the profession. Charitable status had been approved for the Charitable Fund, and the £50,000 threshold required for Company status (subsequently raised to £100,000) had been exceeded (the Fund had reached approximately £130,000). An appropriate level of educational and charitable work had also been achieved: indeed, the period covered by the process of petitioning for Company without Livery status coincided with a surge in such activity, as described in Chapter 3. Other important measures included the drawing up of an appropriate constitution and the gaining of the support both of the designated Sponsoring Alderman (The Lord Levene of Portsoken, KBE, shortly to become Lord Mayor) and of other Livery Companies. The satisfying of this last criterion was not entirely straightforward. The Court of Aldermen had to be convinced that there was no other Guild or Company representing the same trade or craft, and there was a short-lived concern that the Worshipful Company of Information Technologists might be worried about an overlap of activities.

The process of achieving recognition as a Company without Livery started in September 1998 when the Guild began the petitioning procedure. This represented a major effort which was led by Keith Burgess and Wilf Eaton, who were to become respectively the first and second Masters of the Company without Livery. It included development of a comprehensive Three Year Business Plan and involved substantial work on the Constitution and Ordinances of the proposed Company, as

well as the Petition itself, not to mention a sustained effort to become more visible and better understood in the City. The Petition was received by The Court of Aldermen in July 1999. In October, the General Purposes Committee of the Court recommended that the Petition should be ratified, and this was duly carried out by the full Court on 7 December 1999. The Guild had succeeded in its objective of becoming a Company without Livery at the first practicable date.

The gaining of Company status in December 1999 was followed by a ceremony on 9 March 2000 at which most Members were formally admitted as Freemen of the Company. This almost coincided with the appointment of a new Clerk, Claire Dyer (who, appropriately, had been interviewed at Dyers' Hall!). Unlike Doris Goodwin, who had taken over from Ian Green in 1996, Claire Dyer initially had little specialist knowledge or experience of the Corporation of London or Livery Companies; but an early meeting with Nigel Pullman, JP, Clerk to the Worshipful Company of World Traders, who had themselves just been granted Livery, convinced her of the formidable task facing the Company as it prepared to Petition for Livery. At Nigel Pullman's suggestion, meetings were arranged with three other Companies preparing for Livery (the Firefighters', Hackney Carriage Drivers' and Tax Advisers'), at which it rapidly became clear that there was no single, approved way of preparing to Petition.

Nevertheless, certain criteria had to be met by all applicants. These included, on the financial side, minimum figures of £300,000 for a Company's Charitable Fund and £50,000 for its General Fund of which at least £20,000 had to be in cash. Audited accounts dating back at least three years were required, and a membership including at least 100 Freemen of the City of London was expected. Less tangibly, the City community had to be convinced that the granting of Livery was timely and appropriate. These were formidable hurdles, all designed to ensure 'permanence'.

To expedite progress, a Road to Livery Working Party was established early in 2002 under the chairmanship of Allan Duguid. This group identified six 'themes' to be pursued, which covered Money; Membership; the Business Plan and Budget; Ceremonials and Infrastructure; Soundings and Influencing and Communications.

Taking each of these themes in turn, the challenge of raising the General Fund level to at least £50,000 was quickly resolved by recognizing that the Fine to be paid by prospective Liverymen (£500) could be collected in advance and would form part of the General Fund, thereby taking it over

its target. The requisite topping-up of the Charitable Fund posed a bigger challenge but had been facilitated by the earlier work of a short-lived but highly effective fund-raising committee set up by David Miller after his re-election to the Court of Assistants which raised some £50,000 due to the generosity of existing Members.

On the membership issue, an important early development was the result of an initiative taken early in 2000 by Doris Goodwin whereby some sixty Members received their City Freedoms simultaneously: this prepared the ground for the rapid achievement of the target of a hundred or more Freemen of the City. More generally, however, Members had to be reminded and convinced of the benefits of Livery status. An important step was taken at a reception which was held on 6 March 2003 at the Barber Surgeons' Hall. The theme of the evening was "The Timeless Value of the Livery" and over a hundred Members were presented with a 'route map' (largely the creation of Shelagh Rushforth) explaining the significance and benefits of the hoped-for Grant of Livery. At the end of the reception, most of those present committed themselves personally to the venture by signing the Livery Register recently donated by the serving Master, Patrick McHugh. This was inscribed 'THE COMPANY OF MANAGEMENT CONSULTANTS', a gap being left in which the word 'WORSHIPFUL' could be inserted at the appropriate time. On the same evening, David Miller and Mike Jeans vied with each other to pay the first Livery fine!

This initiative had been preceded by a personal approach to each Member, by one of the Court of Assistants, to determine their attitude and likelihood of support. Very detailed work was undertaken led by Alan Broomhead, former Chair of the Membership committee and soon to become Master, in tailoring individual written approaches to Members according to their personal circumstances: for those who wished to do so, for example, the option of paying the Livery Fine by instalments was made available. Members who had paid or arranged to pay their Fine and had acquired their City Freedom by the time the Petition was submitted were to be accorded the status of 'Founder Liverymen'.

A 'Ceremonials and Infrastructure' sub-group led by Claire Dyer initially addressed such Livery-related issues as the design and commissioning of the gowns to be worn by the Master, Wardens, Clerk and Beadle. A tribute is appropriate to Ede & Ravenscroft of Chancery Lane who produced gowns of superb quality, first worn publicly at Common Hall in June 2004. Subsequently, it was decided to retain a Ceremonials Committee for the post-Livery era, to be chaired each year by the

Immediate Past Master. In this context, mention should be made of the work on the committee of the Beadle, Roy Warman, who through discussions with his opposite numbers at other Companies made a major contribution to defining and sharpening the various protocols and ceremonies.

The 'Soundings and Influencing' theme was concerned with the multifarious ways in which the reputation of the Company and its suitability for Livery might gain ground and recognition in the City community. One early practical step, instigated by the then Master, Mike Jeans, before the formation of the Road to Livery Working Party, involved seeking the support of Members to fund a Company window in the Basinghall Suite of Guildhall. This obvious sign of 'permanence' is to be followed by the installation of a Company shield at Guildhall now that Livery has been achieved. Another way in which the Company came to the notice of the City was through the holding of a highly successful ten-year birthday party at Mansion House, attended by the Lord Mayor. City perceptions have also been gradually enhanced by an ever-growing series of contacts and networking activities, which have brought home to the wider City community the stature of the Company's membership, the scale of its charitable work and its general suitability for 'Worshipful Company' status.

The 'Business Plan and Budget' effort, under the leadership of Treasurer Barrie Collins, resulted in a comprehensive document that would form an acceptable adjunct to the Petition. This involved detailed discussions with City Officers who suggested appropriate guidelines. The Business Plan included appendices setting out examples of charity projects, details of the Centre for Charity Effectiveness at Cass Business School and the developing relationship with the Sea Cadets.

In December 2002, Patrick McHugh (the then Master) and Allan Duguid (Second Warden) made a presentation to the Court of Assistants on the merits of an early application for Livery, and the Court unanimously decided to Petition for Livery as soon as practicable. It might have been argued that the 'normal' date for the Grant of Livery - December 2006 - was close enough to avoid an accelerated timescale but this would be to ignore the momentum that was already under way in achieving all of the targets of the Working Party and the City.

Work on the drawing up of the Petition - which included the current and proposed constitution - was led by Alan Broomhead, Allan Duguid and the Clerk and gained pace early in 2003 and on 26 June the Court

formally resolved to Petition for the Grant of Livery. Letters of warm support were forthcoming from two of the 'Great Twelve' Livery Companies as well as from other Companies. Two potentially overlapping Livery Companies, the Information Technologists' and the Chartered Accountants', added their support as did the Guild of Educators. This latter support was important in that it came from one of the newest of the City Guilds and one with which the Company had formed a close association, thus witnessing a system of mutual support throughout the spectrum of seniority. Enthusiastic letters of commendation were also received from the two professional bodies (MCA and IMC) and from Cass Business School, ACEVO and St. Botolph's, Aldgate, the Company's nominated church.

As the last stages of the petitioning process were underway, the Master sponsored a special meeting of the Court of Assistants, facilitated by Geoff Llewellyn, which started to focus on the future strategy of the Worshipful Company to be. Key elements of this were renewed emphasis on education and the benefits of membership. The earlier emphasis on 'giving back to the community' subtly evolved to 'giving and gaining' and this has been reinforced by the establishment of regular business networking meetings, established by Doug Prior and Mike Jeans, intended to help Members learn from each other and take advantage of each other's skills and experience.

On 27 November 2003, Lord Levene signed the Petition in his role as Sponsoring Alderman, and the signatures of the Master, Wardens and Clerk were added. The Petition was handed in to Guildhall on 21 January 2004. On 17 February 2004, the Petition was considered by the Court of Aldermen, who referred it to the City Officers for a report back to the General Purposes Committee of the Court of Aldermen. This committee received the Officers' report on 4 May and recommended that the Court grant the Petition which they did later that morning: Alan Broomhead and Gordon Stoker were present to hear the Court's unanimous decision to grant Livery with immediate effect. Accordingly, the Company became a Worshipful Company and adopted its new constitution on the same day. This constitution stated that all the Founder Liverymen were, on the day of the Grant of Livery, deemed to have been accepted into the Livery of The Worshipful Company of Management Consultants.

Three important ceremonial occasions were to follow to celebrate the Grant of Livery. The first was the Clothing of the Court on 27 May 2004. This provided the first opportunity for the new gowns to be seen in their full splendour as well as for Members of the Court to be formally clothed

and admitted in turn to the new Livery Company. On 17 September, the Lord Mayor presented Letters Patent to the Master at a meeting of the Court of Aldermen: this was followed by a Luncheon given by the Company, and attended by members of its Court, for the Lord Mayor, the Corporation's Court of Aldermen and City Officers and guests, at Mansion House. Two weeks later, the wider involvement of the membership was recognised at a Clothing of the Livery ceremony, followed by the annual church service and a party for Members and guests who had helped in all aspects of the quest for Livery. The creation of the City's 105th Livery Company was indeed a cause for celebration. In just eleven and a half years, The Worshipful Company of Management Consultants had become part of a tradition at the very heart of British history, dating back 850 years.

APPENDICES

- **Masters of the Guild and Company 1993-2004**
- **Clerks and Beadles of the Guild and Company 1993-2004**
- **Honorary Members of the Company**
- **Past and Present Members of the Guild and Company**
- **Initial Courts of Wardens and Assistants 1993/4**
- **Inventory of Company Treasure**
- **Financial Statements 1995, 1998 and 2003**
- **Guest Speakers 1993-2004**
- **Client Charities 1994-2004**

Masters of the Guild and Company 1993-2004

Mr David Miller

(Founder Master 1993/95, Honorary Court Assistant)

Former Managing Director of Coopers and Lybrand's public sector consulting practice. Former President of the Management Consultancies Association and President of the International Council of Management Consulting Institutes. He is currently assisting the South African National Treasury with a review of Public Entities and in Palestine helping the Palestine National Authority with the reform process which is an integral part of the efforts to reach a peaceful solution in the Middle East.

Mr Calvert Markham, MA, OMS, FCMC, MCIPD, FRSA

(Master 1995/96)

After spells as an HR consultant with PA Consulting and Spicer & Pegler Associates, founded Consultancy Skills Training, specialising in consultant education. Author of several books on consultancy. Past Chairman of the Richmond Group - a society of independent consultants - and President of the Institute of Management Consultancy in 2004.

Lt. Col. Brian O'Rorke, MBE (Master 1996/97)

Commissioned into the 8th Hussars in 1952, he saw active service in a number of countries, before he retired from the Army in 1977, after command of the Queen's Royal Irish Hussars. Between 1977 and 1997, he held a number of directorships in private companies, including acting as Executive Director of the Management Consultancies Association between 1985 and retirement in 1997. In 1998 he was appointed MBE for his services to management consultancy.

Mr George Cox, BSc DUniv (Master 1997/98)

Chairman of the Design Council. Former Director General of the Institute of Directors and earlier Chief Executive of Unisys UK and Head of Unisys European-wide services businesses, and past Managing Director of Butler Cox plc. President of the Management Consultancies Association 1991/92.

Dr Keith Burgess, OBE, BSc, PhD, LLD Bristol (Master 1998/99)

Executive Chairman of QA plc, a publicly quoted company specializing in IT training and consulting. Vice Chairman of the Public Services Productivity Panel, Past President of the Management Consultancies Association and a Liveryman of the Worshipful Company of Information Technologists. Formerly Managing Partner of Andersen Consulting UK together with various other senior management roles.

Dr Wilfred Eaton, BSc Hons Physics, PhD Biophysics, FRSA (Master 1999/00)

Founder and Executive Chairman of Metaskil plc, a business and technical consulting company, and Senior Partner in Ladybrook Enterprises, a corporate development and investment management firm. He is also non-executive director of QA. In 1986, after 5 years with ICL (Fujitsu) he founded OASiS plc, the consulting firm that pioneered Business Re-engineering in Europe. He was Vice President at Sybase Inc from 1994 to 1996, after they acquired OASiS.

Mr Brian Pomeroy, MA, FCA (Master 2000/01)

A management consultant for 30 years and formerly Managing Director of Touche Ross (now Deloitte) Consulting. Member (and formerly Chair) of the National Lottery Commission, Member of Audit Commission, Independent Member of Council of Lloyd's Member of Pensions Protection Investment Accreditation Board and Member of Financial Reporting Review Panel. He is Chair of Homeless Link, the umbrella body for the homelessness sector and was formerly Chair of Centrepoint.

Mr Michael Jeans, BA, MBA(Hon), FCA, FCMA FCMC, MMS, FRSA (Master 2001/02)

A management consultant for nearly 35 years including 24 years with KPMG rising to Head of UK Consulting and member of KPMG UK Board. President of IMC 1990/91 and of CIMA 2000/01. Member of the Court of The Haberdashers' Company and Liveryman of the Chartered Accountants Company.

**Mr Patrick McHugh, BSc, BA, CEng, FIMC, FIMechE, FRS
(Master 2002/03)**

President of the Society of Environmental Engineers, Chairman of the City Centre for Charity Effectiveness Trust, Honorary Secretary of the Foundation for Science and Technology and Chief Executive of the Trinity Group, a strategic management consulting firm. Former Group Executive Director of J Sainsbury plc and a management consultant for over 18 years, 8 of which as a Managing Partner at Coopers & Lybrand and 4 as Vice President at AT Kearney.

**Mr Robert Alan Broomhead, TD, MA(Oxon), FIMC, MCIM
(Master 2003/04)**

A management consultant since joining Hay Management Consultants to help establish a public sector consulting unit in 1978. He has operated his own consultancy for the past 9 years. Before becoming Master he was Chairman of the Company's Membership Committee for six years. He served in the Territorial Army for 28 years as an officer in Royal Signals, and has been a member of the Honourable Artillery Company since 1996. He is a member of Vintry & Dowgate Wards Club.

Clerks of the Guild and Company 1993-2004

Lt. Col. Brian O'Rorke, MBE (Honorary Clerk 1993/4)

Mr Ian Green (deceased), (1995/96)

Miss Doris Goodwin (1996/2000)

Mrs Claire Dyer (2000-date)

Beadles of the Guild and Company 1993-2004

Mr Roy Warman (2001 - date)

Until 2001, the Guild and Company were supported by a number of individuals drawn from other Companies on an as-and-when-needed basis.

Honorary Members of the Company

Honorary Liverymen

Dr Edward Brech, MBE, Honorary Archivist, admitted 1996

Alderman The Lord Levene of Portsoken, KBE, admitted 2001

Honorary Freemen

Sir Alan Urwick, KCVO, CMG, admitted 1999

Miss Doris Goodwin, admitted 2000

Sir Brian Pitman, admitted 2001

Sir John Bourn, KCB, admitted 2003

Past and Present: Members of the Guild and Company

Key to table: M = Member PM= Past Member
 PA= Past Assistant PW= Past Warden
 FM= Founder Member FL = Founder Liveryman
 F = Freeman (Admission year)

Aitken, AR	PM, FM (1994)	Collins, Barrie	Warden, FM, FL (1994)
Allen, Peter J	PM (1994)	Collins, Roger	PM, FM (1994)
Amirtharajah, Chris	PM (2000)	Collis, Mary	Warden, FM, FL (1994)
Anketell, Devarajan	Assistant FM, F (1994)	Collison, Francine	PM (1998)
Bannister, Stephen	M, FL (2003)	Conder, Terrance	M, F (2004)
Barlow, Dr Alan	M, F (2001)	Cox, George	P/Master, FM, FL (1994)
Barnard, William	Assistant FM FL (1994)	Craig, Alison	M, FM, FL (1994)
Barnato, Michael	PA, M, FM, FL (1994)	Curnow, Barry	Assistant, FL (1994)
Barratt, Ian	Assistant, FL (2000)	Daniell, Ian	Assistant, FL (2001)
Bates, Terence	PM (1996)	Davies, Andrew	PM, FM (1994)
Batchelor, Paul	M, FM, F (1994)	Davis, Jonathan	M, L (2004)
Beard, Rob	PM, FM (1994)	Dennett, Barrie	M, F (1997)
Bees, John Kenneth	PM (1999)	Dent, Julian Simon Ewart	M, FL (1999)
Beesley, Ian Blake	M, FL (1998)	Drew, Jeremy Broughton	M, FL (1998)
Beevers, Richard	M, FL (1998)	Duguid, Allan	Warden, FL (1997)
Behan, Chris	M, FL (2002)	Dyer, Claire	Clerk, F (2002)
Benjamin, Graham	PM, FM (1994)	Eaton, Dr Wilfred	P/Master, FM, FL (1994)
Bishop, David	M, FM, FL (1994)	Eadie, Carolyn	M, F (1998)
Bissett, Keith Michael	M, FL (1999)	Eccles, Paul	M, F (2004)
Blore, David	PM, FM (1994)	Empson, Robert	M, F (1998)
Bosworth, Peter John	M, F (1999)	English, Paul	M, F (2004)
Brackenbury, Martin	M, FL (1998)	Eve, Michael	PA, M, FM, FL (1994)
Broomhead, Robert A	Master, FL (1995)	Exley, Margaret	PM (1995)
Brown, Hugh	PM, FM (1994)	Fellows, Denise	M, FL (2002)
Bruce, Fred	PM (1995)	Fenn, Dr Michael	M, FL (2001)
Burgess, Dr Keith	PM, FM, FL (1994)	Fenton, George	PM (2000)
Burton, Peter	M, FL (2003)	Finn, Richard	M, FL (1998)
Bumford, Philip	PM (2000)	Fisher, John	M, FL (1995)
Buttery, Michael	PM (1995)	FitzGerald, Patrick Gerald	M, FL (1999)
Byford, Dr Mark	M, F (1998)	Flude, Royston	M, FL (2002)
Cadman, Roger Martin	M, FL (2002)	Fontejjn, Robert	PM (1996)
Calvert, Rex Anthony John	PM (1996)	Forrington, Dr Charles VD	PM (1996)
Castro, Guido	PA, M, FM, FL (1994)	French, Chris	M, FL (1996)
Chadwick, John	PW, M, FM, FL (1994)	Garratt, Prof Rob	Assistant, FM, FL (1994)
Chester, Amanda	M, FL (2001)	Gellatly, Peter	M, FM, F (1994)
Churchward, Mark	Assistant, FL (1999)	Gilbert, John Scott	M, FL (1999)
Ciborowski, Dennis	M, FL (2003)	Ginnings, Peter	M, FL (1996)
Clarke, Theo	PA, M, FL (1996)	Glassman, David Michael	M, FL (1995)
Clowes, Andrew	M, F (2004)	Gluck, Elisabeth	PM, FM (1994)
Cockcroft, Mary	M, F (2004)	Goodridge, Mark	PM (1995)
Cole, Dr Carol	PM (2001)	Graham, James	M, F (2001)
Coleman, Stephanie	M, FL (1998)	Gratton, Prof Lynda Christine	PM (1999)

Green, Malcolm	M, FL (2000)	Markham, Calvert	P/Master, FM, FL (1994)
Griffin, Nick	PM, FM (1994)	Martin, Graham	PM (2000)
Griffiths, Alun	PM (1995)	Martin, Richard	PM, FM (1994)
Griffiths, Kate	M, F (2004)	Mather, James Robin	M, FL (1999)
Grunberg, Michael	PM, FM (1994)	McComie, David	M, FL (2001)
Hall, James	M, FL (1996)	McEwen, Neil Robertson	M, F (1998)
Handscomb, Peter M	M, FM, FL (1994)	McHugh, Patrick	P/Master, FM, FL (1994)
Hanson, Philip	M, FL (2000)	Mclean Fox, John	Assistant, FM, FL (1994)
Hanson, Ray	M, FM, F (1994)	Miller, David N	P/Master, FM, FL (1994)
Hard, Kevin	M, FL (1998)	Miller, David R	M, L (2004)
Hardie-Bick, Peter Graham	PM (1996)	Miller, Martin	M, FL (2001)
Hardy, Peter	PM (1996)	Miller, Dr Rosemary	M, FL (2003)
Harris, Dr Bob	M, FM, FL (1994)	Mills, Patrick	M, F (2000)
Harvey, Ian	PM, FM (1994)	Miskin, Andrew Paul	M, FL (1999)
Hayes, John	PM, FM (1994)	Mitchell, Alan	M, FL (1995)
Hepworth, Ralph	PM, FM (1994)	Lt Col Moore, MBE, Donald	M, FL (2002)
Hollis, Guy	PA, M, FM, FL (1994)	Morris, Hugh	Warden, FL (1995)
Holroyd, David John	M, FL (2000)	Mortimer, Roger	PM, FM (1994)
Hook, Kate	PM (1995)	Morton, Rodney	PM (1997)
Hornby, John Roger	M, FM, FL (1994)	Muller, Patrice	M, F (2004)
Howard, John	M, FL (1995)	Mumford, Helen Margaret	PM (1999)
Huebner, Frank III	M, FL (2003)	Murlis, Helen	M, FL (2003)
Hughes, Dr Ian	PM, FM (1994)	Murray, Prof Leo	PM, FM (1994)
Ing, Brian Stuart	M, FL (2003)	Nichols, William	M, FL (2002)
Irwin, Graham	PM (1997)	Nicholson, Emma. MP	PM, FM (1994)
Jackson, Andrew Peter	M, F (1999)	Niven, Emma	M, FM, F (1994)
Jacobs, Peter	M, F (2001)	Northcott, Paul	M, FL (2003)
Jeans, Michael	P/Master. FM, FL, (1994)	Ormerod, Prof Richard	PM, FM (1994)
Jenkins, Kate	PM (1999)	Lt Col O'Rorke, Brian, MBE	
Johnson, David	M, FL (2000)		P/Master, FM, FL, (1994)
Jones, Claire	M, FL (2003)	Owen, Charles Hugh Angus	PM (1998)
Kane, Ray	M; FL (2003)	Owen, Geoffrey David	M, FL (1995)
Kay, Caroline	PM (1995)	Paige, David	PM, FM (1994)
Kilgour, Peter	M, FL (2002)	Parlby, David Stuart	PM (1999)
Kirkpatrick, Jenny	M, FL (2003)	Patterson, David	M, FM, FL (1994)
Kitt, Geoffrey	PM, FL (2002)	Pendlebury, Dr John	PM, FM (1994)
Kial-Smith, Alex	M, FL (2002)	Penney, Margaret Clare	M, FL (1999)
Lane. Prof David	M, FL (2003)	Penney, Rev William	Assistant, FL (1997)
Lapsley, George	PM, FM (1994)	Petter, Bruce	M, F 92000
Lavender, Anthony	M, FL (2002)	Philpott, Lawrie	M, FM, FL (1994)
Lawrence, Stephen	M, FL (2000)	Pitt, Robert	M, FM, FL (1994)
Lea, James	PM (2000)	Pomeroy, Brian	P/Master, FM, FL (1994)
Lee, Frank	M, F (1995)	Prior, Douglas Hugh	Assistant, FL (1997)
Lever, Julia	M, L (2003)	Pryce, Vicky	Assistant, FL (1999)
Lidstone, John	PA, PM, FM (1994)	Pugh, Lesley	M, L (2004)
Lister, Graham	M, F (2003)	Pulford, John, MBE	M, FL (2002)
Llewellyn, Geoffrey	Assistant, FL (1997)	Rappolt, Michael SJ	M, FM, FL (1994)
Long, Garry	PM (1995)	Ratcliffe, David	PM (2000)
Macfarlane, Murray	M, F (1994)	Rees, Gareth	Assistant, FL (1995)
Macleod, Sandra	PM (1996)	Reeve, John David	M, FL (2002)
Madgwick, Michael David	PM (1998)	Reid, Barry	PM, FM (1994)
Mahony, Kevin W	M, FL (1997)	Reid, Philip Alan	M, FL (1996)
Mann, Alisdair James	M, FL (1999)	Roberts, Robin Wilfred	M, FL (2003)

Robinson, David	M, FL (1997)	Thakurdas, Yva	M, L (2004)
Rushforth, Shelagh	Assistant, FL (2000)	Thomas, Hedley, OBE	PA, PM, FM (1994)
Sankey, Edward	M, FL (2002)	Thomas, Peter	M, FL (1995)
Scott, Peter	M, FL (1999)	Thornton, Paul	Assistant, FM, FL (1994)
Shannon, David	M, FL (1995)	Thorpe, Simon	M, FL (2001)
Sharma, Atul	M, L (2002)	Tindale, Bruce	M, FM, F (1994)
Sharman, The Lord Colin, OBE	M, FL (1996)	Tindley, Denis	M, FM, FL (1994)
Sheridan, Tom	PM (1995)	Todd, David Stephen	M, FM, F (1994)
Shishmanian, Aram	M, L (2004)	Tom, Deborah	M, FL (2001)
Sidery, Richard	M, FM, FL (1994)	Truch, Edward	M, FL (1996)
Sinclair, Peter	M, FL (2001)	Turl, Toby	PA, M, FM, FL (1994)
Singh, Satjit	Assistant, FL (2002)	Turton, Rupert	M, F (2002)
Small, Brian	Assistant, FM, FL (1994)	Tweed, Richard	PM (1996)
Smith, Edmund Torrance	M, FL (2002)	Vandersteen, Martin	M, FL (1997)
Smith, Michael	M, FL, (2000)	Walker, Elizabeth	M, FL (2001)
Smith, Paul David	M, FL (2000)	Walsh, Michael John	M, FL (1999)
Smith, Peter	Assistant, FL (2000)	Ward, Michael	PM, FM (1994)
Sole, Peter Herbert	M, F (1999)	Watts, Vincent, OBE	M, FM, FL (1994)
Solloway, Janine Lynne	M, FL (2002)	Weaver, Alan	PM, FM (1994)
Stainer, Robin	PM, FM (1994)	Weaver, Len, CBE	PM, FM (1994)
Stanic, Vladimir	M, FL (1997)	Webster, SJ, OBE,	PA, M, FM, FL (1994)
Stares, John	M, FL (2002)	Wethey, David	M, F (2000)
Stevens, Keith Richard	M, FL (2002)	West, Laurence	M, F (2000)
Stoker, Gordon	M, FL (2001)	Williams, Adrian	PA, M, FM, FL (1994)
Studer, Dr Sharon	PM, FM (1994)	Williams, Prof Allan	PA, M, FM, FL (1994)
Summers, Roger Francis	M, FL (1997)	Williamson, Derek	M, FL (2000)
Swallow, Philip	M, FL (2000)	Wolf, Peter Giles Dudley	M, FL (1999)
Szymankiewicz, Jan	PM, FM (1994)	Wolfe, Dr Andrew William	M, FL (2000)
Taylor, Paul	M, L (2004)	Woods, Michael	PM, FL (1995)
Taylor, Philip Richard	M, FL (1997)	Wooster, Peter	M, F (2004)
Taylor, Stephen	PA, M, FM, F (1994)	Zurick, Leslie	PA, M, FL (1996)

Initial Court of Assistants (1993/94)

Mr David Miller (Master)
Mr Calvert Markham (First Warden)
Mr Mike Jeans (Second Warden)
Mr Brian O'Rorke (The acting Clerk)
Mr Bill Barnard
Mr Michael Barnato
Dr Keith Burgess
Mr Guido Castro
Mr John Chadwick
Mrs Mary Collis
Mr George Cox
Dr Wilt Eaton
Mr Michael Eve
Mr John Lidstone
Mr John Mclean Fox
Mr Brian Pomeroy
Mr Brian Small
Mr Hedley Thomas
Mr Toby Turl
Mr Stan Webster
Mr Adrian Williams
Prof Allan Williams
Mr George Lapsley (President, IMC)
Mr Paul Thornton (President MCA)

Inventory of Company Treasure

Guild Coat of Arms and Library Painting	1995
Guild Loving Cup	1995
Miller Loving Cup	1996
Master's Badge	1996
Clerk's Badge	1996
Past Masters' Goblets (12)	1997
Gavel and Block	1999
Company Seal	2000
Company Mace	2000
Company Portrait	2000
Urwick Cup and Base	2000
Wardens' Badges (4)	2001
Master's Partner's Pin	2001
Beadle's Sash	2002
Various Books	2002
Digital Camera	2003
Livery Register	2003
Beevers Public Speaking Cup	2004
Wardens' Quaich	2004
Court Gowns	2004
Pen and Pencil Set	2004

Financial Statements 1995, 1998 and 2003

General Fund

Income and Expenditure	1995	1998	2003
Quartermage	£1,900	£22,064	£33,900
Fines and Freedoms	-	-	61,204
Functions	7,800	17,253	45,778
Other Income	272	6,798	792
	<u>10,132</u>	<u>46,115</u>	<u>141,674</u>
Administration	7,127	11,264	28,521
Functions	8,815	34,448	56,116
	<u>15,942</u>	<u>45,712</u>	<u>84,637</u>
Excess / Deficit	<5,910>	403	57,037

Charitable Fund

Balance of Funds	1995	1998	2003
Funds at year-end	<u>£7,700</u>	<u>£96,215</u>	<u>£337,940</u>

Guest Speakers 1993-2004

Year/Event	Speakers
1993/94	
Foundation Dinner	Rt Hon Sir Gerrard Vaughan, MP Sir Brian Jenkins, GBE
1994/5	
Foundation Dinner	Rt Hon Michael Heseltine, MP, PC Philip Revzin, Editor, Wall Street Journal, Europe
1995/6	
Installation Dinner	Rt Hon The Earl Ferrers, DL
Master's Dinner	Rt Hon Sir Paddy Ashdown, MP
Lecture Series	Lord Saatchi, Baron of Stapleford Lord Wakeham, Baron of Waldham Glenys Kinnock, MEP Robin Pellow Jonathan Porritt
1996/7	
Installation Dinner	Alderman Sir Peter Levene, KBE Rt Hon Sir Swinton Thomas PC Liam Strong
Master's Dinner	Lord Bingham of Comhill Will Hutton Lady Mary Archer
Lecture Series	Lord Nolan, Committee on Standards in Public Life Howard Davies, Bank of England John Humphreys, BBC Jennifer Page, CBE, Millenium Commission
1997/8	
Installation Dinner	Sir Alastair Morton Andrew Dilnot Christopher Woodhead Jack Wigglesworth
City Lecture	Philip Revzin, Editor, Wall Street Journal, Europe
Master's Dinner	Rt Hon Michael Jack, MP Duncan Goodhew

1998/9

Installation Dinner	Lord Puttnam of Queensgate, CBE Patrick Harrington, QC
Charities Supper	Dame Margaret Booth, UK Coll, of Family Mediators Nick Hardwick, CE, Refugee Council Helen Edwards, CE, NACRO
Master's Dinner	Rt Hon Michael Portillo
Education Supper	Sir Alan Urwick, KCVO, CMG
Lecture Series	Sir Stuart Hampson, Chairman, John Lewis P'ship Professor Heinz Wolff, Brunel University Sir Richard Wilson, KCB, Secretary of The Cabinet Nick Montagu, CB, Chairman Inland Revenue

1999/00

Installation Dinner	Lord Woolf, Baron of Barnes and Master of the Rolls Lord Rix, Baron of Whitehall and Hornsea
Master's Dinner	Alderman The Lord Levene of Portsoken, KBE Rt Hon The Lord Ashley of Stoke
Company Lecture	Sir Brian Pitman, Chairman, Lloyds TSB
Education Supper	Alistair Mant
Company Debate	Professor Eric Caines Lucy Kellaway, Columnist, Financial Times Andrew Neil, Editor, European Press Holdings Ian Watmore, Managing Partner, Accenture
Lunch Club	Dawn Austwick, Tate Bankside Gallery

2000/01

Installation Dinner	Alderman Sir David Rowe-Ham, GBE
Charities Supper	Alastair Ross Goobey, CBE Jeremy Cross, Southwark Habitat for Humanity Clive Wright, SPCK Ros Wynne, Breakthrough Breast Cancer
Master's Dinner	Sir Michael Burton David James, CBE
Company Lecture	The Lord Stevenson of Coddensham, CBE
Company Debate	Lisa Behlmann Edward Waldron Davies Martin Wenban
Education Supper	The Lord Currie of Marylebone
Lunch Club	William Buller, Cisco Systems Richard Davies, Strategic Rail Authority Sir Alan Budd, Provost, Queen's College Oxford Alan Buckle, KPMG

2001/02

Installation Dinner	Sir Michael Peat Professor Leo Murray
Charities Supper	Professor Ian Bruce, CE, RNIB Stephen Bubb, CE, ACEVO Sarah Jackson, CE, Parents at Work
Company Lecture	Jon Moulton, CEO, Alchemy
Master's Dinner	Baroness Noakes, DBE
Education Supper	Hedley Thomas, OBE
Company Debate	Peter Rawlins Hugh Morris Paul Russell Mark Otway
Lunch Club	Michael Littlechild, Good Corporation

2002/03

Installation Dinner	Jo Gipps, OBE
Charities Supper	Elsa Dicks, Director, Religious Society of Friends Kate Green, CE, One Parent Families Michael Pattison, Director, Sainsbury Family Trusts
Company Lecture	The Rt Hon the Lord Jenkin of Roding
Master's Dinner	Sir Peter Davis
Education Supper	Professor Colin Coulson-Thomas Jonathan Charkham, CBE Professor David Rhind
Company Debate	Charlie Errington Ben Evans Martin Hoenle Professor Sandra Kemp

2003/04

Installation Dinner	Sir John Bourn, KCB
Charities Supper	Rosaleen Mansfield, Chair, DPPI Val Potter, CE, wpf Chris Robinson, Director, CHASE
Company Lecture	Major General Tim Cross, CBE
Master's Dinner	Rt Rev Dr John Moses, Dean, St Paul's
Education Supper	Baroness Warwick of Undercliff Lord Cunliffe
Lunch Club	Peter Dodd, Director International Economics, DTI

List of Client Charities 1995-2004

Pro Bono Consulting

Action for Blind People	National Council for Voluntary Organisations
Bankside Gallery	Netherlands Benefit Society
Beauchamp Lodge	One Parent Families'
Bootstrap Enterprises	Orchid Cancer Appeal
Breakthrough Breast Cancer	Parents at Work
British Trust for Community Volunteers	Pestalozzi Children's Village Trust
CARA	Revolving Doors
Centre for Tomorrow's Company	SE London Community Association
Charity Check	Sea Cadets Association
CHASE Childrens' Hospice Service	Society for the Promotion of Christian Knowledge
Children's Country Holidays	Society of Friends (Quakers)
Community Service Volunteers	Southwark Habitat for Humanity
Contact a Family	St Botolph's Church, Aldgate
Crossroads	St Martin-in-the-Fields
Daughters of Charity	St Mary's Church, Islington
Disabled Parents Charities (DPPI and DPN)	St Paul's Cathedral School
Elderly Accommodation Council	Step Ahead - Supporting Mental Health in Tower Hamlets
Employers Forum on Sicklers	Stroke Association
Foyer Federation	The Attention Deficit Hyperactivity Disorder Alliance
Handicapped Anglers Trust	The Blind Business Association
Institute of Management Consultancy	The CORE Trust
Islington Voluntary Action Council	The Globe Centre
Lady Margaret Hall Settlement	The Refugee Council
London Advice Services Alliance	The Stoke Newington Midsummer Festival
London Sustainability Exchange	Tower Hamlets Summer University and Summer Education UK
NACRO	Tower Hamlets Victim Support Services
National Association of Citizens Advice Bureaux	UK College of Family Mediators
	Winfield Trust
	wpf Counselling and Psychotherapy

Chief Executive Mentoring

ACEVO	Mind in Enfield
AMR TC	Nat Council for Voluntary Youth Services
Ataxia Group	National Council for One Parent Families
Back Up Trust	Orchid Cancer Appeal
Bridge Childcare Development	Personal Support Unit -Royal Courts of Justice
CEDR	Peter Bedford Housing Association
Children's Country Holidays	Redemptorist Publications
Citizens Advice	Religious Society of Friends (Quakers)
- City of London	Revolving Doors
- Southwark	Royal and Derngate Theatres
- Enfield	Runnymede Trust
- Greenwich	Southside Partnership
- Harrow	St Botolph's Church, Aldgate
- Lewisham	STEP - Society of Trust and Estate Practitioners
- Wandsworth	TACT - The Adolescent and Children's Trust
Council for National Parks	The Community Fund
Daycare Trust	The Daughters of Charity
Empty Homes Agency	The Foyer Federation (In House Training)
Faculty of Occupational Medicine	The Institute of Energy
Fight for Sight	Treehouse
Gingerbread	Universities UK
Groundswell U K	Voluntary Euthanasia Society
Health Unlimited	W HCM
Hoffmann de Visme Foundation	Welfare Service for Parents and Children
Kiloran Trust	Youthnet UK
London Advice Services Alliance	
London Cycling Campaign	
London Sustainability Exchange	
Medical Aid for Palestinians	

Designed by Linda Milbank

Printed by HenDi Group

© The Worshipful Company of Management Consultants, 2004

Reset to match original by Suzanne Harris 2022

