

# THE **WORSHIPFUL COMPANY** OF **MANAGEMENT CONSULTANTS**

## **REPORT OF ACTIVITIES**

**2017-18**

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# MASTER'S INTRODUCTION

THIS WAS THE 25TH YEAR since our Company started life as a Guild. The Company performed well over the year with improved financial performance along with stable membership, growth in charitable donations and pro bono activity; details of these are set out elsewhere in this report. In all cases I thank the Clerk, Treasurer and Committee Chairs for their achievements in managing well the activities underpinning the development and progress of the Company.

Our Royal Charter obliges the Worshipful Company of Management Consultants to meet its civic responsibilities in supporting our Members, our Profession and those less fortunate than ourselves. My purpose during the year was to keep the focus of the Company in meeting these obligations.

To this end we have engaged broadly with the City and the electoral process, assisting the Lord Mayor and Sheriffs in their charity, benevolent, and financial services work and supporting sub-groups of the Livery Committee. We have looked for ways of developing engagement with the Management Consultancies Association (MCA) and the Institute of Consulting within the Chartered Management Institute (CMI), and we have encouraged stronger links with Management Consulting firms.

Highlights for me include my Installation Dinner, where Past Master Sir George Cox reflected upon our 25th Anniversary, exactly 25 years to the month of the first minuted meeting. He recalled the background to setting up the Guild in 1992, and in particular the close involvement with both the MCA and the Institute of Management Consultants, along with the active support of senior members of the major UK-based Consultancies. He reflected that he was the only one at the first meeting able to attend the dinner. The main speaker Anna Manz, CFO of Johnson Matthey, acknowledged the important role that Management Consultants play in assisting global business change.

Sadly, I represented the Company this year at the funeral of Brian Small, the other then living attendee at that first meeting. Brian had been a President of the MCA, alumnus of City University and leader of an engineering-based Management Consultancy.

Increased engagement with the Management Consulting profession remains an avowed ambition rather than a recognised achievement. We have supported various approaches, including consulting with several firms to develop projects with the Centre for Management Consulting Excellence projects, inviting leading speakers to functions and working with training departments to promote Management Consulting Apprenticeships. However, helping to promote the Chartered Management Consultant qualification remains work in progress.

The Membership Committee has several initiatives in hand to grow the membership base. These include encouraging linked groups of connected senior consultants to consider the Company as a desirable destination, introducing new membership categories to facilitate retention of members less able to attend meetings, as well as recruiting younger, time limited, members.

During the year we have looked to develop the recognition given to our Liverymen and Freemen for the work they do for and through the Company. The monthly Newsletter plays an important means of communicating the work of the Company internally and the Marketing and Communications Committee is seeking to develop promotion of members' work to the wider Profession. The award of the Urwick Cup for recognised research into some aspect of Management Consulting is being supported by award submissions and press releases. The Pro Bono Committee introduced a newsletter focussed on its activities. The established awards for charitable activity have no problem finding well qualified candidates. The Heather Matheson Cup was awarded through the auspices of the Pro Bono Committee to PM Patrick Chapman for his pro bono work over many years. The Wardens' Quach was awarded this year to Gill King for her unstinting work as Almoner.

Two additional decorations have been introduced this year: a Past Consort's badge recognising the support many Masters have depended on to see them through their year; and particularly a new medal for Outstanding Service. In our 25th year, this award has been established as a Silver Medallion and may be awarded to a Liveryman who has not and will not become Master, but upon whom the Company has relied substantially. The first person to be awarded this medal was Liveryman John Maclean Fox who was critical to the establishment of the Cass Centre for Charity Effectiveness as well as developing the pro bono activities of the Company. My thanks go to the Ceremonial and Nomination Committees, amongst others, for developing these awards.



Sir George Cox  
Past Master

Retention of members is, in my view, more important than recruitment and relies on the Company delivering on members' aspirations. All members, including the Court and the Wardens, need to share values and aspirations. Sharing values requires good communication; most effectively done by meeting each other. Meeting in person is expensive in time and often cash, and the Master's and Wardens' efforts have been directed at controlling cost and 'dead' time. Despite this, it has proved difficult to get the balance right, and £120 has become the 'norm' for a black tie dinner. While we have ensured that no event lost money, we used a conservative pricing model and relied on members inviting more guests. A heavier financial burden borne by a few for the benefit of many.

We have noticeably increased our engagement with other Livery companies and the Civic City. We have supported the development of the nascent Public Relations Practitioners Company, the Guild of Financial Managers and the Guild of Entrepreneurs.

We provided information for the Financial Services Group submissions to the Lord Mayor, and actively engaged with the Livery Companies Skills Council and the Livery Schools Link. We have continued to support the Pan Livery Initiative, both in advising the Steering Group and carrying out research into charitable giving by the livery movement. In the Livery Pancake event, organised annually on Shrove Tuesday by the Poulterers Company, we won the Pan Trophy donated by them!

We supported the Sheriff's Challenge (involving eight Livery Companies and twelve schools), both by locating a venue for the heats and supporting Oasis Academy Hadley for a second year in succession. The Sheriff's Challenge is a school presentation/debating competition, with the finals held in the Old Bailey. With our support Oasis Academy Hadley came second last year but this year, with our extra support, they won the competition.

Sadly, our two teams failed to retain the Glovers' trophy, won last year at the Lord Mayor's Go Karting Grand Prix, Sandown Park.

The last black-tie event of my year was the Celebration Dinner for our 25th Anniversary, at which the then immediate past Lord Mayor Andrew Parmley commended the Company for the contribution it had made to various aspects of City life, particularly recognising the work on the City ethical code and the charitable contribution made by our pro bono work. The main speaker, Matt Candy of IBM, drew a picture of the challenging but rewarding future for Management Consulting. I am confident that, after being presented by PM Geoff Llewellyn with a silver platter from Past Masters, the Company can confidently plan for a similar, but golden, celebration in a further 25 years.

In my election address I set out my aspirations for the Company year and, as with any plan, it did not quite happen like that!

We did celebrate our 25 years in style, making significant efforts to link with the profession, other Liveries, the Livery Company Skills Council, the Livery Schools Link and the Civic City. We have played a significant role in the Financial Service Group of Liveries, developed CMCE, continued links with Cass CCE and begun to refocus our marketing and communications.

I wanted to focus on training and apprenticeships. The Company did this at the Education Supper - with a round table before the Supper - and a presentation by IBM at Shoptalk and attendance at the Livery Schools Link Guildhall Careers day. There is now a Junior Management Consulting Apprenticeship, but we still have to take forward the higher-level apprenticeships to link with the Chartered Management Consulting Qualification.

Pro bono consulting has gone from strength to strength, being nominated for the City Livery Club Root & Branch Award and receiving an honourable mention from the Chair of Judges for a second year. We have received requests from other Livery groups for mentoring and service support, to which we have been able to respond positively.

I can also report that the Company is now proud to have an affiliation with the Royal Auxiliary Air Force (RAuxAF) City of London Squadron 600, which is an HQ Support Squadron of the RAF Reserves and the only one within the M25, providing trained part-time reservists to support RAF operations around the world. The Company can look forward to providing opportunities for pro bono support in the future, and I am sure that there will be more for the new Master to report on in next year's Annual Report.

Finally, as I said in my Election Address, I could not do much on my own; the support and involvement of every Freeman and Liveryman is critical to the greater success of the Company. Although I have tried to encourage new members to get involved, through informal activities, this still remains work in progress.

*David Johnson: Master*

## CLERK'S CORNER

IT GIVES ME GREAT PLEASURE to contribute once again to the Annual Report and another memorable year as the Company celebrated its quarter century. The year has flown by - no sooner has the Master been installed and you learn to work together; then you are planning the installation of the next Master and Wardens and developing the programme for a new year. During this year, the Master and Mistress have worked very hard in supporting the Company's aim of being a vibrant and great Modern Livery Company. They have contributed to the Lord Mayor's 'Business of Trust' agenda and developments to enhance the Company's reputation within the wider Livery movement and management consultancy profession. It has been a busy year once again and I have certainly not been bored!

The Master was installed at an excellent event at Vintners' Hall in October, delighting in welcoming his niece, Anna Manz, the newly appointed Group Finance Director of Johnson Matthey as the principal guest. On a bright, but crisp, November day, the Company joined with the Marine Society and Sea Cadets as they marched in the Lord Mayor's Show, welcoming the new Lord Mayor, Alderman Charles Bowman, at the start of his year. In January, the Company held its Charities Supper; this very popular annual event where we celebrate with friends, clients and their guests the pro bono support provided by our members to clients in the Third Sector. This event allows the Company to showcase the impact and difference the support of our members has made to their work.

A new event for the Company was our participation in the Livery Schools Link Careers Day. Young people from 50 schools across London visited the Guildhall keen to learn about the Company and the opportunities that were open to them should they choose an apprenticeship or career as a management consultant. Tuesday 13th February - Shrove Tuesday - was a very wet, but memorable day for the Company and for the Master, who was keen to excel in the Inter-Livery Pancake Race. To ensure he was well prepared, early that morning he enlisted the help of the Mistress to make pancakes for him, so he could practice at home - in his pyjamas! The practice certainly paid off as he won the group - well done.

The Master also hosted a number of additional events to which other Livery Company Masters, Consorts and Members were invited. In May, we were treated to a unique opportunity to have a tea tasting under the guidance of industry experts, followed by afternoon tea with sandwiches, patisseries, and champagne. The use of the word 'expert' is carefully guarded in the tea world, but these two experts had over a century of experience between them, having travelled the world to ensure that quality tea was available to the tea drinkers of the UK - one of the oldest continuing trades in the City of London for over 350 years.

The Master has been heavily involved in fund raising for the Lord Mayor's Appeal, the British Red Cross and City Giving Day. In early July, he was jailed for numerous crimes and, in the time honoured manner of Masters being held accountable for their crimes, he was held in The Tower until the people had spoken and bailed him. It was a tough decision, as some people were tempted not to bail him - but to let him languish. Fortunately, the bail was raised and he was released. The final fund-raising outing for the Master was abseiling from the 47th Floor of the Leadenhall Building - the 'cheese grater' - in support of the Lord Mayor's Appeal in support of the Samaritans, Place2Be and Onside. According to the organisers core muscle strength, a good sense of balance and nerves of steel are required, but just in case, the Third Warden very kindly offered to hold the collection bucket (for the body bits).

The highlight of the year was the Celebration Dinner held at the Honourable Artillery Company (HAC) to commemorate the Company's 25th Anniversary. The event presented a challenge for even the bravest as the Master was keen to coordinate the opening of 50 bottles of chilled champagne with sabres, overseen by members of the Confrérie du Sabre D'Or - no pressure! The event was a great success and enjoyed by all, providing an excellent opportunity to reflect on our achievements and where the Company will be in the future. As everyone is aware, these events require detailed planning over a long period to ensure they run smoothly and without a hitch and it was a relieved and tired, but happy Clerk who left the HAC that evening.

It has been interesting, and sometimes challenging, working with David as Master and Mary as his hugely supportive Mistress during this very special year for the Company. It is essential that the Clerk supports the Master and the Mistress to ensure that their year is enjoyable, but more importantly memorable, and hopefully for the right reason! I am looking forward to another excellent year and would like to thank the members for their support and friendship and hope to welcome you to an event during the coming year.

*Julie Fox: Clerk*

## OUR CHARITABLE FUND

THE CHARITABLE FUND, WHICH IS an independent Charity set up by the Company, has continued to grow due to a successful investment strategy, donations from Company Members, other donations, and Gift Aid refunds from HMRC. The Trustees currently comprise PM Patrick Chapman, Assistant John Pulford, Liveryman Geoff Berridge and myself, together with the Master and Wardens ex officio. We meet on a quarterly basis to review the performance of the Fund and to assess applications from potential grantees. Second Warden Denise Fellows is the Treasurer.

The Trustees maintain our approach in supporting the Third Sector by focusing on the long-term outcomes of the grants we make on behalf of Company members, in particular by selecting a limited number of projects, preferably led and supported through a close liaison with the Pro Bono Committee.

As shown in the Treasurer's report, our fund continues to grow steadily under the management of Cazenove. The mandate they are given continues to reflect our wish to balance reasonable asset growth without attracting undue risk. Contributions from members average £35,000 per annum and qualify for Gift Aid relief.

Our policy and grant criteria have been clarified during the past year and made available on the Company's website. Our grant tracking system shows that, over the year, we have received 15 applications for consideration by the trustees. During 2017-18, we have:

- Contributed to the logistics costs of overseas accreditation reviews of member organisations of Youth Business International (YBI) - an important part of the work which our Pro Bono Committee has been supporting for several years.
- Approved requests from our forces charity, the Sea Cadets, and several associated with the Lord Mayor and City of London Corporation.
- Supported a very special Charity Lecture at Cass CCE, part of a series that has been running for the last 25 years. This lecture commemorated the life and achievements of one of our founder members, Emeritus Professor Allan Williams, who played a key role in the establishment both of the City University and Cass Business School.

Last year, we reported the grant to support a national survey of trustees - undertaken by Third Warden Bob Harris and Professor Stephen Lee of Cass Business School and supported by The Charity Commission. The outcome provided some surprising facts on the profiles of trustees across the sector – their age, gender, time as a trustee, the number of charities they worked with and so on. The report was published in November 2017 and was well received across the sector with the Minister for Civil Society Tracey Crouch referring to it as: "...the most comprehensive picture of trusteeship in a generation". Although it is unlikely to lead to changes in government policy or the governance of charities, it is having a steady impact on guidance to charities and related training for trustees.

To learn more about our work, do please come to the next Charities Supper, where we will again hear from the CEOs of several charities who have benefited from our pro bono assistance and financial support.

*David Peregrine-Jones: Chair of Trustees and Past Master*

# WCOMC AND THE SEA CADETS

HAVING RECENTLY TAKEN OVER AS the Company's Liaison with the Sea Cadets, I felt it behoved me to find out just what this relationship means, both for us and for them. What follows is an informal and light-hearted synopsis but anyone wishing for more concrete information has only to request it!

Our affiliation started back in 2002, giving us the military connection each Livery Company needs to have, and giving the Sea Cadets exposure to the skills and experience of a raft of consultants, some of whom went on to be involved in working with the Sea Cadets on the implementation of a new IT system.

We have assisted the Sea Cadets since then with a small annual grant, supporting mainly the London Area, and in return we have marched alongside them in the Lord Mayor's Show and benefited from Sea Cadet musicians and honour guards at some of our main events.

Additionally, we support the award of the Satjit Cup, known by the Sea Cadets as the Officers' Selection Board, a trophy awarded to the person who gains the highest marks in the officers' exams. This year, the cup was awarded jointly to two officers, who scored identical top marks, and the attached photo shows them receiving the trophy from Liveryman Satjit Singh at the HAC event - smiling hugely, despite being almost boiled alive in their wool uniforms on one of the hottest days of the summer!



So, this has been the general rhythm of the links between our two organisations for a number of years, but earlier this year the Company agreed to an increased one-off grant from the Charitable Fund, taking our engagement and support to a new level, indicative of the desire, on both sides, to make more of the affiliation.



The extra funding is to renew sports kit for the cadets and IT equipment used for delivering training, support some social activity, including the annual Carol Concert and, in the main, help towards the costs required to run the Summer Camp. Pursuant to the award, a number of guests from the Company were invited along to a day at the camp, held at Pirbright Barracks in Surrey, to see for ourselves how our money was being spent. Aside from the sheer militariness of the surroundings, what struck me most as we wandered around viewing the activities (and at times joining in - see photo of the Master showing off his prowess at target shooting) was the total absence of phone screens among over 150 young people; instead, they were interacting in person,

working as teams, engaged in quite demanding physical activity and seemed to be having huge amounts of fun doing so! The other amazing fact is that a week at the camp costs £96, including food, board and all activities; this is then reduced to about £30 when bursaries are applied where needed. This is what our grant is helping to achieve, and I definitely found it money extremely well spent!

If any of you are now thinking you'd love to be more involved in all of this, then do please ask for details on how you may join in, for example in marching in the Lord Mayor's Show, alongside the Sea Cadets or; for those of you wanting to be totally enmeshed in the activities, the Sea Cadets are always looking for volunteers to help run the Units - and/or to become trustees of the charitable organisations of which the individual units are made up.

Do expect to see more of the young cadets at our events and additional opportunities for our members to attend events run by the Sea Cadets, as we seek to make the most of a very rewarding affiliation.

*Kanan Barot: Sea Cadets liaison*

# PRO BONO COMMITTEE REPORT

THE PRO BONO COMMITTEE HAS had an active year overseeing the Company's pro bono consulting and mentoring work for Third Sector organisations. The headline statistics are as follows: we have received about 40 requests for support and have undertaken work on some 30 assignments for a variety of clients, delivering pro bono effort worth around £0.5 million at market rates. This sum doubles to £1 million when the effort of our members working directly for other charities, supporting organisations such as Cass CCE, The Fore, and iProBono is included. There is no doubt that this effort provides value to client organisations running into many multiples of this figure.

Steve Cant continued as Chair of the Committee. Other members of the Pro Bono Committee are: John Corneille, Patrick Chapman, Denise Fellows, David Glassman, Bob Harris, Mark Hoble, Nanette Young and Natasha Roe. The Committee ensures that requests for support from potential clients are appropriately qualified and the most suitable consultants from our volunteer Members are deployed on each assignment. The initial qualification work that must be carried out in response to an enquiry has been shared across the Committee members over the past few months.

A wide variety of charities have been supported with mentoring and management consulting services such as strategy development, business planning, workshop facilitation, support on improving governance and on fundraising. Recent client organisations include:

- One Digital
- Community Catalysts CIC
- Volunteering Matters
- The London Irish Centre charity
- Royal School of Church Music
- The Brain Tumour Charity
- YMCA England and Wales
- Raise Your Hands
- Sea Cadets
- Bioregional
- FACE
- Bags of Taste
- St George's Childcare
- North Herts Emotional Support in Schools Service (NESSie)
- Magic Me
- Liberty Choir
- The Fore
- Community Managed Libraries Peer Support Network
- High Ground
- Acknowledging Youths

Pro Bono Consulting and mentoring services would simply not exist without our volunteers so here we acknowledge and thank them for their efforts during the year:

- Kanan Barot
- Patrick Chapman
- Simon Engwell
- Jim Foster
- David Glassman
- Tom Jenkins
- Steve Mayhew
- Natasha Roe
- Liz Walker
- Alan Broomhead
- John Corneille
- Denise Fellows
- Sally Garratt
- Malcolm Green
- Alan Latham
- John Pulford
- Gwen Stirling Wilkie
- Chris Wilson
- Gia Campari
- Alistair Dixon
- Robert Fonteijn
- Bob Garratt
- Bob Harris
- Douglas Mancini
- Noorzaman Rashid
- Karol Szlichcinski
- Nanette Young

Several our members also contribute significant amounts of their time to Charities and CICs with which they are directly associated but which are not WCoMC clients per se. These efforts are duly acknowledged here.

## ENGAGEMENT WITH MEMBERS

IN THE PAST YEAR WE continued with our series of dedicated 'Get to Know Pro Bono' Newsletters and three issues were produced during the year which elicited generally favourable feedback.

The Pro Bono Committee has taken a more proactive approach in trying to match opportunities to our consultants by identifying members with the right skills and approaching them directly. This has been successful in finding volunteers, but without publicising all the volunteering opportunities via the Newsletters, we may have lost something in terms of the visibility of our pro bono efforts.

## YOUTH BUSINESS INTERNATIONAL (YBI)

WE CONTINUE TO SUPPORT THE accreditation of the YBI network of some 50 international members by providing independent assessors. During 2017-18, six accreditation reviews have been completed in Hong Kong, Poland, Kenya, Barbados, Trinidad and South Africa. The number of assignments was somewhat lower than in previous years as YBI appointed a new CEO in January 2018 who wished to take stock of the YBI business strategy and the role of accreditation. We are pleased that the future programme has been reconfirmed and, as reported elsewhere, the Company's Charitable Fund has agreed to provide a grant towards the cost of accreditation visits.

Steve Cant on a recent YBI visit to Johannesburg, meeting two young entrepreneurs who had both started fashion businesses.



We have also carried out a major consultancy assignment for the YBI central team in London during the year. Taking this and all the accreditation reviews into account, our contribution to YBI in 2017-18 represents about £200,000 in pro bono effort. YBI remains our biggest client and the relationship is managed by Bob Harris, who has also been appointed as an adviser to the YBI Accreditation Committee.

## PRO BONO EVENING EVENTS

WE HELD TWO MAJOR EVENTS during the year. The first in September 2017 was to hear about the result of the research on trustee awareness with which we helped Cass CCE, and to get input and ideas on how WCoMC can continue to work with OCS and the Charity Commission on the design and management of a programme of action to strengthen charity governance.

The second was in February 2018 with Big Society Capital. The focus was:

- to hear about and discuss the theory and practical reality of social investment and Big Society Capital's work, and
- to hear about the 'GET INFORMED – Social Investment for Boards' campaign, and the mentoring offer for charities and social enterprises.



## **IPROBONO**

OVER THE PAST YEAR OR TWO, we have received a handful of requests that were for legal advice. During 2017-18 First Warden John Corneille and Freeman Tom Jenkins worked with iProbono, a charity which provides pro bono legal services to individuals and charities in the UK and abroad. The charity has volunteers from major law firms and in-house corporate legal functions. As a result of this work, we now have an relationship between WCoMC and iProbono where we can cross-refer pro bono requests, which will increase our joint capabilities to support client organisations.

## **CHARITIES SUPPER - JANUARY**

THE CHARITIES SUPPER CONTINUES TO be one of our showcase events. PM Patrick Chapman again secured sponsorship which was used to subsidise prices at the supper for guests from charities. About 120 people attended what turned out to be a very successful event, including several senior leaders from the sector. Many guests subsequently said how much they enjoyed not only the surroundings, the quality of food and drink, but also the quality of speeches from the Charity guest speakers, who were:

- Yasmine Ahmed, CEO - Rights Watch UK
- Mary Rose Gunn, CEO - The Fore
- Sarah Lindsell, CEO - The Brain Tumour Charity

The consensus was that they were all genuinely inspirational examples of our support. There was clearly a lot of networking going on during the evening and the Master detected a buzz around the tables in Skinners' Hall during the supper. The last word on the Charities Supper 2018 must go to one of our guest speakers who emailed the Chair of the Pro Bono Committee after the event to say: "The WCoMC is a leader in the livery world, if only more Companies were as outward looking as you are".

## **MENTORING**

UNDER THE CONTINUED LEADERSHIP OF David Glassman and Nanette Young, we have continued to develop our pro bono mentoring capability, and Members of the Company have responded to Charities' needs. We had planned another Master Mentor training workshop aimed at members new to the Company but this was postponed. Meanwhile, demand from clients is strong, and over the past few months the number of requests for mentoring support have exceeded those for consultancy, so a further Mentoring Forum is planned for November 2018.

In summary, our pro bono services continue to flourish, by providing great value to our clients in the Third Sector and providing stimulating, fulfilling opportunities for those of our Members who want to 'put something back'.

*Steve Cant: Pro Bono Committee Chair*

# CENTRE FOR CHARITY EFFECTIVENESS AT CASS BUSINESS SCHOOL (CASS CCE)

CASS CCE SHARES A SIGNIFICANT and valued 25 year history with the Company. This year the Centre has continued to deliver in line with its ambitions.

Our Charities master's programmes and professional development courses have demonstrated another year of strong student and delegate numbers and we continue to grow in terms of our breadth of subject matter. October and February saw the delivery of our new four day Building Financial Sustainability course which has been designed to help charity leaders reframe their financial strategies. We had the first postgraduate student intake in October 2017 for the new specialist master's pathway of Hospice Management, taking the number of master's specialist pathways up to a total of six. In January, 42 non-profit professionals from our five master's courses attended the graduation party.

I have been out and about talking with clients and delegates and finding out what skills and knowledge they need most to lead their organisations successfully. The prescriptive dos and don'ts are acknowledged as critical. Many leaders are also seeking the insightful behavioural knowledge that is paramount to successful relationship management, to address risk and to deliver optimal social value. A current example of how CCE is addressing this is the research project in partnership with the Behavioural Economics Unit at City, University of London which looks at Charity Investment decision making.

We have continued to build on the Trustee Awareness research done last year by Cass CCE's Stephen Lee and supported by the pro bono support of Third Warden, Dr Bob Harris. A summary report of the research was generously funded by the Company allowing findings to be more widely disseminated. Further data analysis has been performed for grant foundation trustees and a presentation was given at the Annual Conference for the Association of Charitable Foundations.

Our consultancy practice continues to go from strength to strength, specialising in our core areas of leadership, governance, strategy and financial sustainability. The Centre operates a nonprofit business model itself and the consulting income allows us to offer our professional development courses and other knowledge sharing events at a price point appropriate to the sector we work with. As a sign of the times we are increasingly being asked to provide support and advice for turnaround situations, including mergers and the exploring of restructure options.

With our CCE Alumni now standing at over 1,750 and growing at c. 200 each year, we were pleased this year to announce our new Alumni programme. This provides continued learning opportunities and showcases our work of building a community to strengthen the sector through effective leadership, knowledge sharing and collegiality.

Partnership working is a vital and integral part of what we do. New learning partnerships with Barclays and the Financial Times NED Club have enabled us to reach more diverse audiences and to blend the Centre's deep expertise in non-profit leadership with others' corporate sector specialisms. Partnerships internally with other departments at Cass are also playing an increasingly important role in the work that we do and we are increasingly delivering multidisciplinary consulting projects for our clients.

The continued partnership and close relationship with the Company enables both Cass CCE and the Company to help non-profit organisations maximise their effectiveness and positive impact. The Company's support for the 25th Anniversary Charity Talk enabled us to host an event that was a fitting tribute to all those who have contributed to the Charity Talk series over the years, with many leading sector players returning to contribute to the evening's debate.

The ongoing relationship and the giving of Members' support is much appreciated by the Cass CCE team. As ever, a big thank you.

*Alex Skales: Director of Cass CCE Consulting Group*

# EDUCATION COMMITTEE

## THE EDUCATION SUPPER

WE HOSTED A SUCCESSFUL Education Supper at Guildhall in April, with a diverse group of guests, many of whom were attending a Livery event for the first time. The theme for the event was 'modern apprenticeships'. The evening began with a drinks reception kindly sponsored by the ACCA, an organisation who have contributed significantly to the apprenticeship sector. Our keynote speaker was Antony Jenkins Chair of the Institute for Apprenticeships, who updated us on their first year of operation and their future plans. The Institute was established as part of the Government's aims to support employers in creating and maintaining high quality apprenticeship standards for occupations in their industry sectors.

As is customary at the Education Supper we awarded the Urwick Prize. This year, it was awarded to a team led by Professor Gerry McGivern (Warwick) for their paper 'The Silent Politics of Temporal Work: A Case Study of a Management Consultancy Project to Redesign Public Health Care'. His co-authors Professor Sue Dopson (Said – Oxford) and Professor Ewan Ferlie (King's London) were in attendance to receive the prize, and the Urwick Lecture took place in September 2018.

In an evening with a full agenda, we were also delighted to have Sheriff Neil Redcliffe as our guest, to present the Sheriffs' Challenge Cup to Oasis Academy Hadley - the winning school in this year's debating competition who were mentored and supported by WCoMC.

After the Supper, we circulated a questionnaire to WCoMC members to get their feedback, and to gain insights into the kind of events they would like to see in the future. Based on this information, we are already planning next year's event, and hope you will join us.

## SHERIFFS' CHALLENGE

THIS COMPETITION WAS SET UP by past Sheriff Peter Estlin and supported by the Financial Services Group of Livery Companies (of which WCoMC is a member). The aim is for each of the participating Livery Companies to coach a team of up to eight students from a London school, to present a debate on a chosen topic. This is the second year of the competition. Last year, WCoMC coached Oasis Academy to the final, where they were runner up. This year, again with Oasis Academy the team won. The heats were held at Coventry University's London Campus, who kindly donated the space, with the final being held at the Old Bailey. In front of real Judges, our team successfully presented their case that Malala Yousafzai was a truly inspiring leader. It was a great experience for the children, to visit such a historic building and participate in the debate. We are currently awaiting details of next year's event, and we will see if we can build on our successes and continue in the competition.

## APPRENTICESHIPS AND QUALIFICATIONS

### IN MANAGEMENT CONSULTING

THE EDUCATION COMMITTEE HAS TWO key aims. Firstly, to provide guidance and support to those seeking to develop a career within the profession, which we undertake through our work with school-age children, in such activities as the Sheriffs' Challenge and our association with Livery Schools Link. Secondly, we seek to improve the skills and experience of practitioners within the management consulting profession. And this second aim is one we intend to increase our focus on, in the forthcoming year. Our work with apprentice schemes is core to this, and has been a subject at the heart of the current Master's agenda. This was why we invited Antony Jenkins to speak at the Education Supper as the oversight and development of apprenticeships was a key founding principle underlying the development of the livery movement in medieval London. And as a modern Livery Company, we therefore see driving the future role of apprenticeships as being a key part of our activities. Over 100 Junior Management Consulting apprentices are already engaged in training and we are working with firms in the management consulting industry to expand this number.

Our colleagues at the CMI and MCA are continuing to work on the development of the Chartered Management Consultant initiative which we fully support, and we continue to engage with them. We are also engaging directly with the CMI on their programme for apprenticeships, as we see this closely related to the aims to develop new consultants, who can progress and become high performing members of the profession.

Within WCoMC, we are working with the Membership Committee to support the new Junior Freeman role – with the Education Committee working on initiatives to provide professional development to new members. To this end, we have begun working with Livery Schools Link to provide an opportunity for younger members of WCoMC to sharpen up their presentation and public speaking skills, by giving talks at schools.

*Frank Brown: Education Committee Chair*

# MEMBERSHIP COMMITTEE REPORT

THE PRIME PURPOSE OF THE Membership Committee is to smooth the path to admission of prospective members and help our Freemen on the path to livery. The committee is unchanged from last year, comprising: Kanan Barot, Ian Bonny, Alan Broomhead, Frank Brown, Sally Garratt, Divy Ladha and myself – working alongside our Livery Secretary, Elizabeth Consalvi. As a group we each have different skills and consulting experiences, and we represent different groupings within our overall membership.

Last year we were looking at developing new categories of membership, particularly designed to target younger prospective members. This year we have completed this work and gained Court approval for two new categories: Junior Freeman and eAffiliate. The first is designed to attract those who have a considerable career ahead of them but, typically, little time to devote to giving and gaining although they want to be involved in charitable work whilst developing their professional careers – we will offer them an opportunity to develop both by providing personal one to one mentoring as well as involvement in our pro bono work. The second is designed to offer members a way to continue in membership and keep in touch when they are unable to attend our events, for example should they become infirm or relocate abroad.



In parallel and in response to feedback, we have updated the section of our website that focuses on membership: who we are, how we fit within the City of London and how to join us. Our aim is to ensure we provide all the facts and answer all the typical questions that prospective members have. We continue to check with prospective members that the website does this and make modifications appropriately.

One of the most interesting aspects of this refresh was answering the question: Why Join WCoMC? As we all know, this is a multi-dimensional issue; no two members have quite the same reasons for joining and as we grow, we should make it a priority, as a Company, to offer new interests and activities which together attract new members. This in itself relies on all existing members – it is not up to the Membership Committee!

As in the past, we held the New Members' Reception and Admissions Ceremony at Guildhall. We were unable to hold any informal receptions owing to diary congestion, but this has not stopped us reaching a good number of people interested in joining WCoMC; but as ever this could be better. So let me pose the two age-old questions – and add a new one:

- How to reach prospective members?
- Whose responsibility is it?
- How to minimise resignations?

We are indebted to those members who have introduced prospective members. Personal contact continues to be our main means of building the membership – and this relies on existing members. WCoMC represents one of the leading present day professions and contributes to the continuing success of the City of London. We must position ourselves to straddle the traditions of the City and the interests of our members, particularly giving and gaining through our pro bono work. Our aim is to become a Great Modern Livery Company and the membership committee helps to smooth the path to admission. However, the Company as a whole – top to bottom – must ensure we keep members engaged, otherwise like all other membership organisations, we will lose them.

Our membership remained virtually flat over the year 2017-18. At the Summer Court we reported that we had just reached 200 in total – 190 paying and 11 honorary members. Our long-term goal remains to grow to 250 then potentially 300 within 10 years.

All we ask is that every member looks to introduce just one potential member. That is everyone's challenge.

*Patrick Chapman: Membership Committee Chair and Past Master*

# WELCOME TO OUR NEW MEMBERS

## NEW FREEMEN...



Graeme Lythe



Sue Ells



Simon Rose



Steve Mayhew



Ian White



Caroline Spicer

## NEW LIVERYMEN...



Jim Foster



Lewis Conquer



Kulbir Shergill



Rachel Whitehouse



John Moulton  
(Honorary)



Steve Bannister  
(readmitted)

# CENTRE FOR MANAGEMENT CONSULTING EXCELLENCE



THE PROPOSAL TO ESTABLISH A Centre for Management Consulting Excellence (CMCE) was adopted as a landmark project for the Company in late 2016. Since then a project team made up of members of the Company has pursued a strategy of building identity as an independent entity, building a community among potential stakeholders, and building the value that it can offer those stakeholders.

## BUILDING IDENTITY

GRAPHIC DESIGNERS WERE COMMISSIONED TO develop a logo for the Centre, as shown. We set up a company limited by guarantee to run the Centre; Calvert Markham and Bob Harris are the Directors, and during the course of the year Geoff Berridge was appointed to act as the Treasurer.

CMCE has its own domain name and set up a temporary web site ([www.cmce.org.uk](http://www.cmce.org.uk)); subsequently the Centre received a grant from the Company's Charitable Fund to develop its permanent web site, and this will become operational in the second half of 2018.

## BUILDING COMMUNITY

A REPRESENTATIVE SAMPLE OF POTENTIAL stakeholders was recruited in the summer of 2017 as a Consultation Group to comment on how the CMCE might best be developed, and this has informed our thinking since.

Running lectures has been our preferred method of raising awareness and interest in the Centre (see below). We also are developing an ambassador programme in which members of the Company have volunteered to act as the link to organisations and sectors among the Centre's stakeholders.

## BUILDING VALUE

THERE ARE THREE AREAS IN which the Centre is delivering value to its stakeholders; through events, projects and knowledge sharing.

## EVENTS



Tom Peters

THE URWICK PRIZE OF LATE has been awarded for an outstanding piece of research relevant to management consultancy recently published in the UK. In September the Centre launched the first Urwick Lecture, jointly with the Company, at which the winners of the 2017 prize presented their research.

In November we were privileged that international management guru Tom Peters spoke at our well-attended inaugural Global Symposium, while early in 2018 Anthony Fitzsimmons delivered the Technical Symposium lecture on rethinking reputational risk.

The Change Lecture was again a joint event between the Company and the Centre at which Professors Andrew Sturdy and Ian Kirkpatrick presented research that management consultants had a negative effect of NHS performance. Needless to say, this was keenly debated!

## **PROJECTS**

THE CENTRE'S FIRST RESEARCH PROJECT is to consider the skills that management consultants will need in 2030 in the context of the many changes that are affecting the business environment. Under the leadership of Chris Sutton, many members of the Company have contributed to the research, in which the Centre is being assisted by MBA students from Coventry University. The results will be published towards the end of 2018.

## **KNOWLEDGE SHARING**

ONE OF THE MAIN PURPOSES of the Centre is to capture and share the results of academic research and practitioner experience to enable the consulting community to develop excellence of performance. The Centre's new web site will serve as a knowledge bank and a curator programme is being put in place with subject matter experts being appointed to oversee specific areas of interest.

## **PROGRESS**

THE CENTRE FOR MANAGEMENT CONSULTING Excellence has made great progress since it was formed, not least because of the efforts of the many volunteers from the Company who have given time to its various activities.

As we grow, there will be increasing opportunities for members of the Company to participate in this exciting project.

*Calvert Markham: CMCE Director and Past Master*

# SPECIAL INTEREST GROUPS

## SHOP TALK EVENTS IN 2017-18

THE SHOP TALK PROGRAMME HAS continued with events in February and April, attracting 20-30 Members and guests. Organised by liveryman Rachel Whitehouse and liveryman Kulbir Shergill, Shop Talk has secured an impressive and varied list of speakers for 2018. Talks have been held in the Counting House in Cornhill, a central informal venue. Speakers and topics so far this year have included IBM discussing their Management Consulting apprenticeships and B2E Consulting showing us a real robot and talking about real world consulting in Robotic Process Automation.

Feedback from the event series has been positive (very strong comments and input to the meetings from Members and good fun socialising over food and wine following each event). At the time of writing, there are two events in the series still to go. Liveryman Richard Stewart will deliver a talk in September giving his Annual Update on the Consulting Industry. In November we will be joined by the Head of People at KPMG. These remain low cost and varied events in the Company calendar and we look forward to continuing with the rest of the planned 2018 series of events.

*Kulbir Shergill & Rachel Whitehouse: Shoptalk organisers*

## WINE CLUB REPORT FOR 2017-18

OUR YEAR STARTED WITH THE AGM which was held over a lunch of tapas at Boqueria, Battersea, in September, where we also much enjoyed a number of Spanish wines. We were then fortunate in November to be invited by the Languedoc-Rousillon agency in London to help them consume their wine stock before they moved premises! We used this as an opportunity to invite other members of the Company to join us as guests.

We put an additional event in the programme in January to celebrate the fifth birthday of the Wine Club. John Blackburn organised a guided tasting of English wines at the Wine Pantry, situated in Borough Market, which also provided suitable foods to accompany the wines.

A visit to Berry Bros & Rudd has become a regular part of our programme, and in March the theme was 'what's new'? Members and their guests were led through a tasting of wines with matching canapés by BBR's Lance Jefferson, who selected wines of interest from new grapes and growers.

Our annual trip this year was to Alsace, with a stopover in Champagne both outward and return. Sixteen members and guests attended, and we are most grateful to Rosemary O'Mahony, supported by Patrick McHugh and Mary, for planning the trip. We travel in what are called 'splitter vans' as they have a large passenger compartment and, more importantly, a large luggage space for transporting the wine purchases made for individual and Company consumption.

Our final event of the year was a return to Borough Market where we tasted wines matched to British charcuterie under the guidance of Joe Corneille, son of the Company's First Warden.

The Company's Wine Club is open to Liverymen who are interested in adding to their wine experience by tasting and enjoying wine together with their guests. We have a close relationship with the Company's Wine Committee, helping the Company both to finance and source its cellar. Members attending Company events over the last year will have enjoyed some of the wines bought for the Company on the Club's previous trips to the Loire and Southern Rhine regions and from Sicily. We are thriving and, of course, welcome new members!

*Calvert Markham: Wine Club Chair and Past Master*

## REAL TENNIS

DESPITE MINOR INJURIES, WE HAVE enjoyed several friendly games of doubles over the year.

David Shannon hosted a splendid morning at Lords in April. I have been able to get a couple of late morning courts for us at Hampton Court Palace (two hours of gentle play followed by a pleasant lunch by the river). Gia Campari and Carole Markham have been regulars while Geoff Llewellyn and David Shannon have managed to join on most occasions.

An inter-livery Real Tennis competition has now got off the ground. The matches are played over one day at The Queen's Club. As the Company's sole representative, I was partnered with a similar sole representative from the Goldsmiths. We managed to win our first round before being overwhelmingly beaten by the eventual winners with ridiculously good handicaps! Hopefully, we can field a pair from the Company in this year's competition.

Real Tennis is a wonderful game. Get in touch if you'd like to join us and find out more.

*David Peregrine-Jones: Real Tennis co-ordinator and Past Master*



## MUSIC INTEREST GROUP

THE MASTER ELECT ASKED THE Music Group to make the musical arrangements for his Installation Dinner at Vintners' Hall in October 2017. This involved chaperoning the guest harpist Anne Denholm 'official harpist to HRH the Prince of Wales', organising the Company 'choral group' for the Sung grace, and then a solo performance by Drewe Lacey of 'Fair Sweet Cruel' by Thomas Ford, accompanied by the Harpist.

The Group promoted the support of a Piano concert played by Siwan Rhys, at St James Piccadilly in May sponsored by a friend of the Company, Mark Evans and for the benefit of Alzheimer's Research UK and the music programme of the City of London School for Girls.

The St Cecilia Festival Service was held at Westminster Cathedral in November 2017 with lunch at Le Pain Quotidien. Eleven members and guests attended the service and all the lunch.

La Nuova Musica performed a Bach concert, orchestral and singing, at the Wigmore Hall in May 2018 with a pre-performance supper at Home House Club. Ten members attended the delightful supper in the historic setting of Home House whilst direct supporters of LNM boosted Company attendees of the concert to 15. Patrick McHugh as Chair of the Trustees of LNM extended to our group an invitation to the after-performance reception to meet the musicians and senior management of the LNM.



*Drewe Lacey: Chair, Music Interest Group*

## FAITH GROUP REPORT 2017-2018

THE WCOMC'S FAITH GROUP AND St Ethelburga's Centre launched a joint initiative in 2015 to hold a series of events on faith related challenges facing those in the City to engage and enthuse a broad-based City audience in the process of learning, discussing and understanding better the global faith issues and challenges that impinge on the working environment and day to day living.

This initiative was to be realised through listening to, and interacting with, informed and renowned speakers representing different faith viewpoints at an annual evening event. The goal is for these events to have a positive impact on the knowledge and perceptions of participants, leading to a better understanding and improved relations with all stakeholders in the working environment of the City's organisations, public, private and voluntary.

We continue to support the development of the Annual Service of Celebration and Thanksgiving, held in St James Garlickhythe. Following the retirement of Reverend Bill Penney as our Honorary Chaplain, Father Tim Handley kindly led the service in September 2018 and gave the address. We are very grateful to Sir Andrew Parmley for his initial drafting of the service structure and were delighted to welcome back Paul Gobey as organist. The XLP Gospel Choir, which is formed from young people residing in the nine boroughs surrounding the City, also contributed to our service.

We are in the process of planning another event at St Ethelburga's on the importance, influence and relevance of 'Rules for the Conduct of Life', a red backed booklet which all of us who have been awarded the Freedom of the City have received in hard copy. The main speaker will be the Right Reverend Dr Stephen Platten, formerly Bishop of Wakefield and now Chaplain at St Martin Ludgate.

Our target audiences are those engaged in the different organisations that make up the City who recognise that global faith issues are having a significant and growing impact on their places of work and want to understand more. We believe that future events will be of relevance to members of all livery companies and to those in business.

We invite Company Members to support the work of the group and get involved in taking us beyond the pilot phase. We have already extended the invitation to our events to a few other livery companies and plan to develop this further.

*John Watson: Faith Group co-ordinator*

# COURT MEMBERS

## THE COURT 2017/18

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

### Ex Officio:

Rev W Penney	Honorary Chaplain
S Singh	Treasurer
C Markham	Father of the Livery
A Leaman	MCA
J Fox	Clerk

## THE COURT 2016/17

N Rashid	Master
D Peregrine-Jones	Immediate Past Master
K Barot	Assistant
F Brown	Assistant
M Collis	Past Master
S Cant	Assistant
G Kennedy	Assistant
D Fellows	Assistant
S Garratt	Third Warden
R Harris	Assistant
D Lacey	Assistant
J Corneille	Second Warden
A Kourovskaja	Assistant
P R Chapman	Past Master
M McCaig	Assistant
R O'Mahony	Assistant
V Pryce	Past Master
D Johnson	First Warden
E J Sankey	Past Master

### Ex Officio:

Rev W Penney	Honorary Chaplain
R Swift	Treasurer
C Markham	Father of the Livery
A Leaman	MCA
J Fox	Clerk

# THE COMPANY OF MANAGEMENT CONSULTANT'S CHARITABLE FUND TREASURER'S REPORT 2017-18

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

Based on draft accounts (yet to be reviewed and approved by the Trustees), the Fund received net donations and interest of £37,722. Donations include Gift Aid contributions received from HMRC and from the auction in aid of the Charitable Fund held in September 2017.

All 2017/18 in-year grants were made from the cash balances at hand, and no investment into, or withdrawals from, the investment fund were made this year. Twelve grants, totalling £47,330 were paid or formally approved to be paid in the financial year as follows:

City related:

• Livery Fund for Grenfell Tower Disaster	£ 1,000
• Sheriffs challenge	£ 70
• St Cecilia, Help Musicians UK	£ 250
• Marine, Sea Cadets - for training	£ 8,500
• United Guilds Service	£ 150

Pro bono work / interests of Members:

• Honorary Treasurers Forum	£ 5,860
• Acknowledging Youths	£ 5,000
• YBI – to support QA globally	£10,000

Our charities

• Cass CCE Charity Talks	£ 4,000
• Cass CCE Trustee Awareness	£ 3,000
• Marine, Sea Cadets	£ 1,500

And

• CMCE – for website development	£ 8,000
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The balance of cash available at the end of 30 June 2018 was £42,266.

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

At end of June 2018 the Investment Fund stood at £ 459,218 compared to the 30 June 2018 closing figure of £438,742

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

*Denise Fellows: Treasurer*

**THE WORSHIPFUL COMPANY OF MANAGEMENT CONSULTANTS  
ABBREVIATED ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2018**

**A. INCOME AND EXPENDITURE – KEY FIGURES (£)**

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
<b>INCOME</b>		
Quarterage	55,423	53,520
Fines	4,375	10,457
Functions, lectures and events	47,441	62,467
Other income	6,062	6,154
Donations	740	1,306
<b>TOTAL INCOME</b>	<u>114,041</u>	<u>133,924</u>
<b>Less: EXPENDITURE</b>		
Functions	45,136	72,023
Salaries and accommodation	36,057	40,304
Website and software	5,999	5,713
Other	15,093	14,137
<b>TOTAL EXPENDITURE</b>	<u>102,285</u>	<u>132,177</u>
<b>NET SURPLUS</b>	<u>£11,756</u>	<u>£1,747</u>

## B. BALANCE SHEET

	2018		2017	
	£	£	£	£
<b>FIXED ASSETS</b>				
Tangible assets		1		51,445
<b>CURRENT ASSETS</b>				
Stock	19,167		19,858	
Debtors	13,882		9,313	
Cash at bank	78,266		51,978	
	<u>111,315</u>		<u>81,149</u>	
<b>CREDITORS:</b> Amounts falling due within one year	(55,199)		(39,478)	
	<u></u>		<u></u>	
<b>NET CURRENT ASSETS</b>		56,116		41,671
<b>CREDITORS:</b> Amounts falling due after one year		(8,258)		(8,913)
		<u></u>		<u></u>
NET ASSETS		<u>£47,859</u>		<u>£84,203</u>
Financed by:				
<b>ACCUMULATED FUND:</b>				
General reserve		<u>£47,859</u>		<u>£84,203</u>

These financial statements were approved and authorised for issue by the Court of the Worshipful Company of Management Consultants on 19 September 2018.

*Satjit Singh: WCoMC Treasurer*