



20-21

ANNUAL REVIEW



**The Prince of Wales shared a message of support
for the Master Innholders and the hospitality industry
in March 2021, ahead of the first
Hoteliers – Battered But Not Beaten event.**

“As you gather today, you all face much greater challenges than you have probably ever faced before. The continuing restrictions to control the virus pandemic have, I know, hit the hospitality sector harder than most and you can have no idea how much I feel for you all under such impossible circumstances.

I can only marvel at your resourcefulness and your resilience, which is summed up in the title of this webinar ‘Hoteliers – Battered But Not Beaten’.

“I would expect nothing less from your dedicated and open-hearted profession. Knowing many of the incredible characters and personalities within the hospitality world, it is impossible not to be impressed with their creativity, their passion and their inspirational, entrepreneurial skills. I have no doubt that your discussions today – albeit in virtual form – will help to inspire new ideas and fresh hope, and will ignite a renewed commitment to success amongst you all. The last 12 months may well have battered us all, but this time will pass, and when it does, we know exactly to whom we should turn to help us celebrate! The point is that we need you all badly, so I can only send my warmest possible greetings to each, and every one of you.”



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David Morgan-Hewitt FIH MI, Chairman of the Master Innholders



“This must be the strangest first year of office any Chairman has experienced”

The last year has been an exciting journey for the Master Innholders organisation and we have seen our reach, recognition and engagement increase.

Obviously, this must be the strangest first year of office any Chairman has experienced. As an organisation we have a well-established and very successful calendar of events each year. A large (and hugely successful) Leadership Conference, a magnificent June dinner hosted for us by The Master and Wardens of The Worshipful Company, and our Guest Night at Innholders Hall preceded by our AGM at a member's establishment. Of course, my first year has seen none of these occasions take place!

However, we have not been idle and the Executive has pushed forward some exciting

new initiatives even when some other programmes have had to be paused. This report will outline our journey over the past 12 months.

In our last Five-Year Plan we committed ourselves to be a leading hospitality organisation with the following goals:

Purpose: Committed to inspiring, developing and engaging with hotel professionals.

- ▶ **To provide education and development**
- ▶ **To facilitate discussion within our industry**
- ▶ **To support charitable activities in our industry**
- ▶ **To have proper and transparent finance and governance**
- ▶ **To be recognised as an organisation of leading hoteliers**

To achieve these aims we have focused on the following programmes:

The Innholders Scholarships. While we were forced to suspend the programme selection for 2020, I am delighted to report that this has been restarted in 2021 and the selection process is well underway.

MIALD. This was also suspended during 2020 but we were able to complete the existing cohort through innovative means on Zoom! We shall relaunch in 2022.

MIDAS. We launched this new programme online to connect with young professionals so badly affected by the pandemic and being unable to work. Through a series of different events we reached out to thousands of young people at a challenging time in their careers.

Hoteliers – Battered But Not Beaten.

Once it became apparent that a physical conference would be impossible in January 2021, we devised and launched our new webinar series to interview political leaders about the issues facing our industry. The three episodes proved very interesting

and the personal message from HRH the Prince of Wales to start off the series was unprecedented and shared widely amongst our profession, helping to greatly raise the profile of the Master Innholders.

MI Mentor. Our existing mentoring scheme has been widened to include young people within our industry who are not St Julian Scholars which the other scheme was restricted to.

There are reports on each of these initiatives in this Annual Review which I hope will help further explain the details and successes. I would like to thank all the Sub-Committees and their Chairs for their incredible work over the past year. The formation of these new Sub-Committees has allowed a much more substantial involvement in the organisation by new MIs from the previous two years' intake.

This has all led to greatly increased workloads on Wallace Vincent, Custard and Dr Hilary Cooke and I would like to take this opportunity to formally thank them for their support in this challenging but exciting year. I hope you enjoy reading this Annual Review.



Wallace Vincent FIH, Executive Secretary of the Master Innholders

It is always a pleasure to support the members of the Master Innholders and its various educational activities and initiatives.

However, the pandemic very much interrupted 'business as usual' with the inability to hold physical meetings and events meaning we had to take them onto Zoom instead.

We were not able to conduct physical interviews for Innholder Scholarships and the Aspiring Leaders Diploma, nor were we able to send delegates to Cornell, Cranfield or host hotels, due to lockdown, so other ways of doing business had to be found to enable the Executive Secretary to remain engaged with a delayed Innholder Scholarship cohort; to complete a delayed Aspiring Leaders cohort delivering online blocks for the first time; to arrange interviews to become a Master Innholder online; to support a new MIDAS programme and to support an expanded mentoring scheme, in addition to numerous other aspects of administration. Online Executive Committee and Sub-Committee meetings have become the norm and, for the second year, the Annual General Meeting will be held virtually.

Applications are open for Innholder Scholarships for next year and planning is well underway for the Hotel Leadership Conference to return in January 2022.

One additional benefit of the past year is that I was able to find some precious time to update the membership database (albeit that Master Innholders tend not to move around too much) and conduct a certain amount of administrative 'housekeeping'.



“The pandemic very much interrupted ‘business as usual’”

I have been hugely assisted by our recently arrived Assistant Secretary / Accountant Sarah Caine, a fully qualified finance professional, who lives local to me, enabling frequent liaison and who smooths financial transactions enormously.

Finally, I would like to make a couple of requests; firstly, please respond to our request to pay membership subscriptions promptly, and secondly, if you wish to update your personal contact details at any time, please just drop me an email. Meanwhile, I very much look forward to supporting the Master Innholders during the forthcoming year.

Dan Rose-Bristow FIH MI, Treasurer of the Master Innholders



“[The Executive] has been working to achieve a secure year-end to ensure we are in a good position to go into the next financial year”

Like every business, the Master Innholders’ financial year has been adversely impacted by the effects of the pandemic. We have generated no surplus due to the cancellation of the Hotel Leadership Conference and membership subscriptions have been waived.

The Executive Secretary Wallace Vincent and our new Assistant Secretary / Accountant Sarah Caine have been working to achieve a secure year-end and ensure that we are in a good position to go into the next financial year.

The company accounts will show a small loss, thus avoiding payment of Corporation Tax, and around £40,000 in the bank as of 30 June 2021. Subscription notices were issued in July, and we will be contacting our supporters to hopefully secure some level of financial contribution from them, as in previous years.

The Master Innholders Charitable Trust has kindly agreed our request for grants totalling £65,000 during the next financial year. These will go towards our educational programmes, MIALD, MIDAS, Scholarships and the Master Innholders webinar series.

Needless to say, it is important that we secure membership subscriptions and hopefully make a modest surplus from the Hotel Leadership Conference in January 2022. Meanwhile, I will be keeping a very close eye on our expenditure. We would normally donate a substantial amount of our annual surplus to the Charitable Trust, however, given the current situation, I consider it prudent to retain a reasonable financial buffer for the time being. Your Executive Committee have agreed to keep this under review during the next 12 months.

2021 Master Innholders Intake

In June of this year, we were thrilled to welcome nine industry-leading hotel professionals to the organisation with the acclaimed Master Innholder status, including two honorary members.

Congratulations to the following hoteliers who have been awarded Master Innholder status as they champion our values to provide development opportunities and education to the next generation, as well as giving back to our industry:



1 Sam Goss, General Manager at Castle Hotel, Mgallery, Windsor

2 Sal Gowili, General Manager at The Ritz London

3 Francisco Macedo, General Manager, Cliveden House Hotel and SPA, part of the Iconic Luxury Hotels



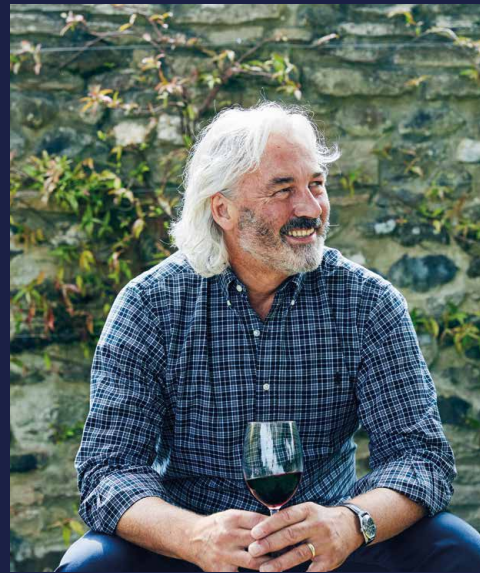
4 Simon Mahon, General Manager at The Grand, York

5 Andrew Mackay, Owner of The Caithness Collection

6 Conor O'Leary, Managing Director of Gleneagles

7 Marco Truffelli, Partner & Managing Director of Rufflets St Andrews





To highlight the unrelenting support they have provided to the hospitality industry throughout the last 18 months, Kate Nicholls OBE (pictured above left), Chief Executive of UKHospitality, and Robin Hutson, Chairman and CEO of LimeWood Group Ltd and Home Grown Hotels Ltd (pictured above right) have been awarded the title of honorary Master Innholder.

On her award, Kate Nicholls said: “The Master Innholders represents the highest standards of leadership and professionalism within the hotel sector and it is a huge honour and a privilege to be invited to join this elite corps and to forge ever closer links between our two organisations. Working together we can drive forward high standards and rewarding careers within hospitality as well as supporting the leaders of the future. I am humbled to be invited to join in an honorary capacity to help deliver that objective.”

Robin Hutson said: “Following on from possibly the most challenging period of my career, it was the most welcome highlight and great honour to be awarded, together with Kate Nicholls, the accolade of Honorary Master Innholder this year.

“Never before has our much-loved hospitality sector been under so much pressure and never before has the sector needed the great leadership and professionalism that sits at the core of the excellent initiatives pioneered by The Master Innholders. I am humbled and extremely proud to join the ranks of friends and colleagues who collectively represent the very best of British hospitality management.”

Commenting on the newest members of the organisation, David Morgan-Hewitt FIH MI, chairman of the Master Innholders and

managing director of The Goring, said: “If the last 18 months have taught us anything, it’s the need to join forces as an industry and collaboratively tackle the challenges and opportunities that we face today.

“I am immensely proud to welcome this dedicated group of leaders to our organisation, each of whom has been selected for their continuous passion and drive to give back to our industry, while engaging and inspiring the next generation of talent.

“I am particularly pleased that Robin and Kate have accepted our invitation to become Honorary Master Innholders. They have both been such loud and clear voices lobbying for our incredible but battered industry. Robin is, quite simply, one of the outstanding hoteliers of his generation and is a role model to so many of us. Kate has been a true force to be reckoned with by Ministers across government, not least when interviewing them for our incredibly successful webinar series Hoteliers - Battered But Not Beaten.”

Applications for the 2022 Master Innholders intake will open in the winter.

“The Master Innholders represents the highest standards of leadership and professionalism within the hotel sector.”

Leading Through The Revival

INTRODUCTION:

Danny Pecorelli
FIH MI

"When the pandemic hit, we felt it was vital that the Master Innholders led from the front. For everyone in the industry it was uncharted territory. It was, and continues to be, one of the most personally and professionally challenging times.

"Many of the independent and smaller operators had no support network. Therefore, we decided that it was important to update, engage and provide a platform for best practice, not just for the Master Innholder community but also for the wider hospitality community. By doing this virtually and making recordings of our webinars available online we ensured no one missed out.

"We had inspirational sessions from Kate Nicholls, Chief Executive of UKHospitality, who gave such clarity on government thoughts and directives and Greg Hegarty, Deputy CEO, Park Plaza Hotels, who had been operating hotels for key workers, and who along with David Taylor, Chief Operating Officer, The Lore Group and Ronny Maier, Area Vice President, Marriott International, gave really practical advice on how to operate hotels in a Covid-secure way. The questions for all the sessions also helped so many to clarify thoughts and fact-check the myriad of ever-changing details and regulations. We should be very proud of how we stepped up to the plate."



"It was, and continues to be, one of the most personally and professionally challenging times"



Hoteliers – Battered But Not Beaten

David Morgan-Hewitt FIH MI,
Chairman of the Master Innholders

Over the last 12 months we have been delighted to welcome four very influential guests to our new webinar series. His Royal Highness, The Prince of Wales started us off with a personal message recorded to express his support and appreciation of the hospitality industry and particularly for the Master Innholders. His video recording was shared far and wide and reached many thousands of people within our profession. It also led to some very positive press coverage for the organisation.

Kate Nicholls, Chief Executive of UKHospitality and Honorary Master Innholder, kindly agreed to interview our guests for the first three webinars before our very generous sponsors SKY hosted the final interview for us. The Rt Hon Gavin Williamson MP Secretary of State for Education kicked off the series with a promise of support for more skills education provision for our industry.

On 29 July the DofE announced a series of new hospitality qualifications under the Lifetime Skills Guarantee. We were advised that these inclusions were made following our discussions at our webinar. Success!

Our second webinar featured The Rt Hon Oliver Dowden MP Secretary of State DCMS. Once again this proved to be a very interesting and enlightening encounter between Kate Nicholls and the Secretary of State. We managed to take him away from the challenges involved in football at the time and focus his attentions on hospitality.

Finally, The Rt Hon Andy Burnham MP Mayor of Greater Manchester was our third guest and although numbers attending the webinar were slightly lower, he was fascinating and very supportive of hospitality in his city.



MIDAS

Joanne Taylor-Stagg FIH MI, Executive Committee Lead



MIDAS was born late last year as it became increasingly obvious how hard our industry and our young talent were being hit by the pandemic.

In November these statistics came to the fore:

- 1 **Pre-Covid, Hospitality held 10% of all the jobs in the economy**
- 2 **By November a third of all redundancies had come from our sector**
- 3 **Nearly 60% of those people made redundant were under 30**

We were also hearing anecdotal evidence from some of our younger talent, including some MIALD graduates that they were being made redundant or were leaving the industry as they couldn't see a future whilst on furlough.

We wanted to do something positive for them. Whilst we couldn't employ them all (as much as we would love to) we still wanted to keep them engaged and learning. If we could give them an opportunity to develop some additional skills and keep them talking to others in a similar situation, they would still hopefully want to work in the sector in the future. We didn't have any requirements to join MIDAS as we

wanted to reach as many people in need as possible, so whether they had lost their job, were on furlough or just saw an opportunity to get some extra skills, they were welcome.

As Master Innholders we weren't able to run the scholarships programme or indeed MIALD, so we focused our efforts on MIDAS to continue to work on one of our main ambitions, to develop the skills and talent in our industry.

The first part of this year, during lockdown we really reached a huge audience who were keen to network and learn. As the lockdown lifted and various parts of the country became busier, we saw a shift from live events to view on demand. It is apparent to us that there is still a need for MIDAS going forward, although in a different guise than we had earlier this year.

Thanks and credit to the late Neil Bannister whose bequest made it all possible.

"It was good to be providing networking and support when it was most needed and also to have created some content that hopefully will be useful in the future."

Dr Hilary Cooke FIH MI

MIDAS results

Website

5,230 total page views on the MIDAS website page

A Hoteliers' Handbook

Six podcasts have been developed and shared with a current total of **937** downloads

YouTube

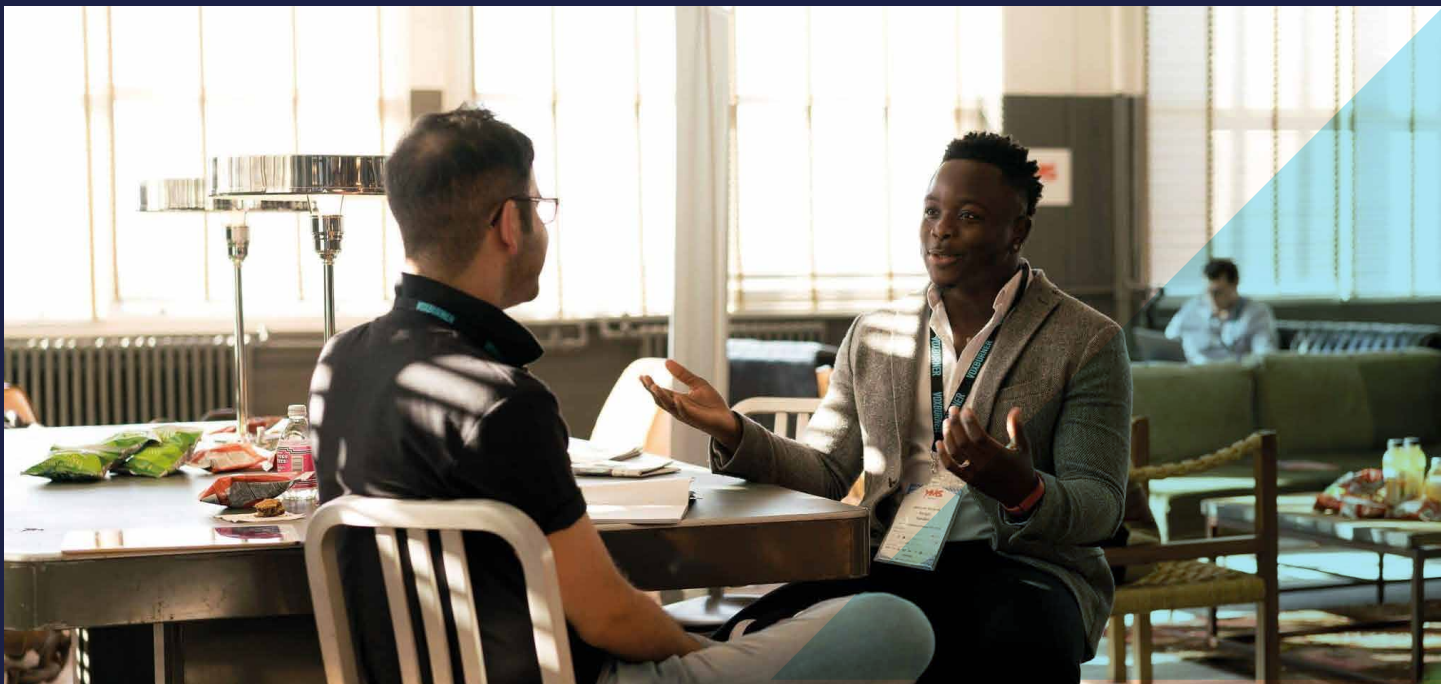
In total, MIDAS content has received **3,860** views





Mentoring

Serena von der Heyde FIH MI,
Executive Committee Lead



The pandemic has offered an opportunity to review our existing mentoring schemes for graduating St Julian Scholars and Aspiring Leaders and relaunch the Master Innholders Mentoring Scheme to make it available to the wider hotel industry.

To outline the scheme, the mentee requests or is recommended for a mentor. A pairing is made to suit their needs and to ensure maximum benefit from an experienced mentor. The relationship is supported by an excellent handbook which helps pairings to agree their goals and rules of engagement. We also request that both parties complete and sign a Mentoring Agreement with the aim of concluding this arrangement after a year. The mentee is able to share their challenges and development goals with a mentor who brings their own experience and network.

The Master Innholders Mentor scheme helps young leaders develop and progress their careers and gives them a source of expertise and advice apart from their work environment. It also helps to develop their network and improve their engagement with the hotel industry. It brings benefits to the mentors too – it helps them to understand the issues faced in the industry and enables them to understand what our young leaders are looking for in their careers. Importantly, it helps to retain the talent our hotels need at this challenging time.

We have now paired over 40 mentees as a result of recommendations from Master Innholders and St Julian Scholars, and we are working through the MIALD alumni. I am grateful for the excellent response from Master Innholders, St Julian Scholars and MIALD alumni to be able to offer over 100 mentee places. It is our goal and expectation to place 100 mentees within a year of starting the scheme. We have

focussed on those in hotel operations so far and propose to widen our reach to include mentees looking to move into HR, finance and marketing. Our next steps are to offer this mentoring opportunity through the network of the Hoteliers' Charter and then regional hotel associations.

Meanwhile, may I thank the mentoring sub-committee, Dr Hilary Cooke and the Executive Secretary Wallace Vincent, for their support.



Innholder Scholarships

Francisco Macedo FIH MI, Current Scholarship Delegate

After hearing so many St Julian Scholars' success stories and about how attending one of the programmes had impacted their careers, both in terms of knowledge gained and the relationships developed with international students sharing the same passion for hospitality, it was a lifetime aspiration of mine to one day be awarded a scholarship. I was luckily granted one in 2019 to attend the General Managers Programme at Cornell University in 2020.

I was so excited that I quickly selected the best dates to attend campus and booked my flights. The Master Innholders were always on hand to answer any questions or queries I had, and I was really looking forward to it!

However, 2020 threw us a curveball and Cornell University ended up cancelling the programme due to the pandemic. Despite this, the Master Innholders kept me informed throughout and remained supportive of any postponements that would be necessary. I attended the first part of the programme, Boosting Hotel Value, via Zoom in May 2021.

Despite being over Zoom, the classes were fantastic. We really got the opportunity to interact like we were all in the same room and even had the chance to work in groups in break out rooms and discuss the different subjects and exercises. Needless to say, there was no need to worry!

In addition to working together in the classroom, we organised group calls, to get to know each other and even planned for when we would be attending the next modules of the course as well as the campus visit, for the final part of the programme.

Attending the programme has meant that we can now rely on each other to discuss any questions or challenges that we are experiencing in our businesses as well as find out what others around the world are doing to deal with similar issues and/or opportunities as some look to expand their businesses with hotel acquisitions.

I would encourage anyone who wants to progress in their career, broaden their knowledge and network with individuals with the same, or more, experience than you, to apply now and not miss the opportunity. It will change your career forever. It has already changed mine, and I have not finished yet!



Tim Hassell FIH MI, Executive Committee Lead



The Aspiring Leaders Diploma (MIALD) was set up in early 2012 to fill a gap in the Master Innholders' provision for educational scholarships.

It was, and still is, aimed at supervisors and junior managers who show real potential to become industry leaders, and to encourage their retention in the hotel sector. When it was first introduced the programme had a

steering committee made up of Paul Sadler, as Chair, Jane Renton, Claire Randall and Mark Godfrey.

In March 2017 it was decided that the steering group had done its work and the responsibility for the programme was devolved back to the Master Innholders Executive Committee and Tim Hassell was given the responsibility of being the liaison between the Committee and the programme.



Cohort 9 graduates:

- ▶ **Andrew di Sora**
- ▶ **Simon Fennell**
- ▶ **Karen Lee**
- ▶ **Ioana Morariu**
- ▶ **Alin-Adrian Bejinariu**
- ▶ **Edith Godman**
- ▶ **Oliver Harris**
- ▶ **Brigitta Kovacs**
- ▶ **Katherine Mercer**
- ▶ **Joanna Monteith**
- ▶ **Ria Rhodes**
- ▶ **Matilde Salvetti**
- ▶ **Lydia Sheehan**
- ▶ **Eugene Muller**
- ▶ **Cassie Parker**
- ▶ **Charlene Jinguenaud**
- ▶ **Raul Martinez**

Comment from Tim Hassell FIH MI

The MIALD is a game-changing addition to the Master Innholders' portfolio of educational initiatives as it targets the age and experience group within our industry that needs to be nurtured to produce the leaders of the future. I am just proud to be involved and every time I attend an event, I am truly inspired by the people I meet who are chosen for each cohort. All I see in them is a bright future for our industry and feel safe in the knowledge that there are some talented people to keep our properties vibrant.

The future will inevitably be different in a post-Covid world but we work in an industry where contact, communication and personal attention are so important so there will be a mix of online and in-person training to reflect this. We will not go without personal contact and team building face-to-face and, make no mistake, each cohort is a team with new relationships forged.

Dr Hilary Cooke FIH MI notes:

Cohort 9 finally finished mid-July, generously hosted by Danny Pecorelli at Lainston House for our final session. Despite two people being in isolation, one returning to France and another to Spain, we felt we were still winning against the pandemic.

It was good to get the cohort finished and graduated as they started in autumn 2019. They are all still in hospitality operations, so well done to them for their patience and resilience.

We also saw some changes to the programme as the pandemic forced us to deliver remotely and via a virtual classroom. We also kept together with regular Zoom chats and a quiz.

We must also thank the other host venues – Coworth Park who hosted in October 2019; Bath Spa in November 2019, Thurlstone Hotel in January 2020 and lastly the Royal Air Force Club at the end of February 2020.

We hope to begin making plans for Cohort 10 towards autumn 2021.

Hotel Leadership Conference 2022

James Clarke FIH MI,
Executive Committee Lead

Following a year of restrictions and challenges, we are proud to present the 2022 Hotel Leadership Conference, which will be taking place on 17 and 18 January.

Known as the 'must-attend' event in the hotel industry calendar, the Hotel Leadership Conference aims to provide ambitious theming, aspirational programme sessions and development and networking opportunities for hoteliers of all levels.

To champion the unrelenting passion and innovation shown over the last 18 months, the conference theme, **Bolder. Braver. Better.** will focus on how as professionals, as businesses and as an industry, we can operate more consciously, innovate more effectively and grow rapidly.



Attendees will have the opportunity to hear from a diverse range of experts who will provide thought-provoking insights to inspire hotel professionals from all departments.

James Clarke FIH MI, General Manager, Hilton London Bankside, comments:

Having been involved in organising two of the previous Hotel Leadership conferences here at Hilton London Bankside and given the challenges we all faced over the last 18 months, I was honoured to take on the position as the 2022 conference chairperson.

I knew that now more than ever it was so important for us to come together, to share and to learn as an industry. So, with the lessons from the past in mind but with the future set clearly in our sights, it was time to think differently and our conference theme **Bolder. Braver. Better.** evokes this mission. It is how we must act as an industry to not only flourish but to survive for many years to come.

We will look to create a dynamic conference which will challenge our audience, guide our future strategies, and give us the tools as

hoteliers to be more agile and flexible in future trading environment. We endeavour to share new market insights and ways to understand, not only what our guests, but also what our future teams and local communities expect from us.

The Hotel Leadership Conference is such an important event with proceeds going to fund and enhance young peoples' careers and progression in the industry, which is so crucial in the current climate. I look forward to delivering a successful conference which promotes this cause, not just through the funds raised, but through the challenges set to the senior members of the audience that will inspire changes that could have a long-term and tide-turning impact on our hospitality industry.

THE PROGRAMME FRAMEWORK:

PLANET

- What's New?
- How we can make a difference now?
- Future of sustainable travel/hospitality
- Who is setting the path for best practice?
- What industries can we learn from?
- Investing in sustainability

POUNDS

- Predicting the future
- State of the Nation
- How to ride the wave of Brexit
- How long will we be paying for Covid?
- Financial resilience, pivot and agility
- Building and asset management
- Rising food costs

PEOPLE

- Creating culture
- Attracting Gen Z
- Female
- Inclusivity
- Diversity
- Flexibility
- Talent (finding and keeping)
- Leadership
- Team mental health & wellbeing

CUSTOMERS

- How to attract the next generation of traveller
- Who is the future guest?
- Lobby of the future
- Social Media – TikTok
- Gen Z & Uber Kids
- Customer behaviour
- B2B – How to maximise

TECHWORLD

- What's next in hospitality tech?
- Disruptive tech that will change the world
- Industry disrupters

UNCERTAIN FUTURE

- What can we expect from governments in the future?
- How can we prepare for what comes next?
- Recovery
- The Big Reset
- Long-term cultural changes from the pandemic



Worshipful Company of Innholders

The Master, Keith Harrison

I'm sure we all agree that it has been a most unprecedented 18 months. Innholders, like the Master Innholders, are very much engrained in hospitality. After a few bumpy months back in February and March 2020, business ceased, and we closed the hall. The effect on our catering colleague Herbert Berger – who many of you know – was disastrous, when all work and income ceased. It was a strange situation with none of our normal activities stopped. Yet our charitable work increased and we had to continue looking after a historic listed building.

We all expected that we would sort this virus and probably be back in three or four months at the latest, but we now know that was wildly inaccurate. We quite quickly discovered the use of Zoom, which enabled our Court and Committees to continue their work.

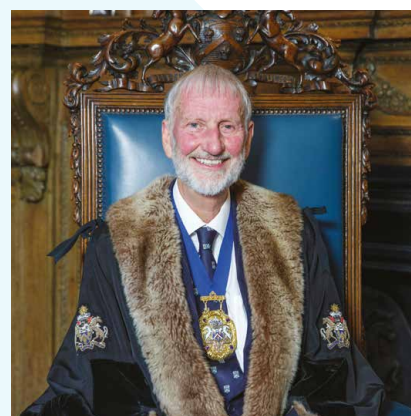
Hospitality is one of the main beneficiaries of our charitable work, and as time passed the support needed to the sector increased, and yet our other sectors of The Young, and The Elderly still needed financial support.

We were extremely lucky that over the years our Investment Committee has done a great job spreading our investments, and in addition our property income which is commercial rather than retail, stood up well. Therefore, we more or less retained our charitable level of support to all sectors.

Some months into lockdown, we decided that as we were effectively closed, we may as well do some of the sort of maintenance that is hard to do while still operating. The result is we have been extremely busy at the hall. We have repainted all the main public areas and upgraded fire alarms, and emergency lighting. Our lift is being fully rebuilt and upgraded, and we are just about to begin new roof work over the old flat roofs.

At the beginning of August, things started to re-open, which everyone in hospitality was grateful for. We have now had several events at the hall, although I've kept them to slightly smaller numbers, but it does feel that some normality has returned.

I think we will have to wait a little longer before we reach what now must be a 'new normal'. We hope that all our friends in hospitality are beginning to return to normality and that this trend continues.





St. Julian Scholars

Nicholas Davies SJS,
Chairman of the St. Julian Scholars



Over the last 12 months, we made sure we kept in contact with all our members, whether that was through talks featuring keynote speakers like Robbie Bargh of Gorgeous Group (talking all things F&B) or Dr Rosina Watson of Cranfield (discussing sustainability and how it can improve your business), educational events or newsletters.

We have also organised an event to be held in November 2021. The aim is to network once again and make sure we share the lows and highs of the last year. We have invited guest

speakers who will encourage us to challenge the way we do things and share best practice as we know businesses will not go back to how they were pre-Covid. We will focus on recruitment and look at ways to encourage the younger generation to step into the world of hospitality. The Committee will offer ongoing support and assistance with mentoring schemes.

The Committee has also decided to lower the subscription fee this year to assist people who are going through tough times.

We continue to prepare for the Master Innholders cycle ride and encourage the Committee to take part in the event.

“We will look at ways to encourage the younger generation to step into the world of hospitality.”

The Master Innholders Charitable Trust



The Viscount Thurso MI, Chairman of The Master Innholders Charitable Trust

Constituted in 1991, The Master Innholders Charitable Trust receives donations each year from The Master Innholders and spends its income supporting its charitable objectives of 'the advancement of education and training in the art and practice of hotel keeping and catering'.

Traditionally the Trustees are senior Master Innholders with at least one non-Master Innholders member of the Worshipful Company of Innholders.

In its early years the amount of funds available to spend was relatively small but as the success of the Master Innholders has grown, the amount given to the charity each year has also increased, with a corresponding increase in charitable support.

In pre-Covid times the charity was able to support The Worshipful Company's Innholder Scholarship as well as the Aspiring Leaders Diploma, in addition to giving occasional grants to industry charities such as Hospitality Action. Over the four years to June 2019 the average annual charitable activity was just under £60,000.

As with every organisation, the pandemic had a seismic impact. Much of the traditional activity, such

as Scholarships, ceased to operate and with the cancellation of the Hotel Leadership Conference there was a significant reduction in support available to give to the charity.

However, by a huge stroke of good fortune, together with some sensible planning, the charity was able to make donations of £53,000 in the year to June 2020 and £72,000 for the year ending June 2021. This was possible because the Trustees had built up modest reserves and had a policy of having a minimum of a year's expenditure in the bank, but also through a stroke of great good fortune in the shape of the Neil Bannister legacy.

Neil was a dedicated Master Innholder who was a great supporter of the Master Innholders. His partner having pre-deceased him and having no family, he left the residue of his estate to the charity and so we received £547,000 in June 2020.

The Trustees decided that this should be regarded as an endowment and invested to produce an annual income to be spent on projects in his name and to his memory. With the help of the Innholder Foundation's (The Worshipful Company's charity) investment committee, the endowment together with the Master Innholders Charitable

Trust capital have been invested and will produce an income of around £20,000 a year.

With agreement of the Master Innholders Committee, it was decided not to fix on one project but to do something each year in Neil's name. This year the Committee suggested the inaugural Bannister Award be made to fund the MIDAS programme.

With no scholarships to fund but great hardship in the industry, the charity made two donations each of £12,500 to Hospitality Action and one of £12,500 to The Licensed Trade Charity. We also made grants to the Master Innholders to fund webinars and the online Aspiring Leaders Diploma.

The new year began on 1 July and we have already supported The Hoteliers' Charter and have budgeted to resume support for the Scholarships and Aspiring Leaders Diploma as they come back on stream.

A decade ago I suggested that Master Innholders might like to remember the Master Innholders Charitable Trust in their wills. Ten years later the fantastic generosity of an old colleague has transformed the Trust's fortunes. So please do think about making a provision. Even a relatively small sum can make a big difference!

Charitable Activity

Adam Hersey FIH

"When I noticed the Hospitality Action 20,000-mile challenge last year, I immediately thought 'what a powerful thing to push as a group'. Ewen (Thomas) jumped on the idea instantly and together, with an amazing group of around 40 members of the MIALD Alumni, we co-ordinated a marketing plan to promote what we were doing.

"We managed to contribute 2,400 miles to the 20,000 miles total and raised £12,000 in donations. I couldn't have been more proud, and indeed humbled that a little idea could grow into something as big as it did. All the credit goes to the members of the MIALDMiles team and of course everyone who backed us by donating cash, or via the support videos."

Ewen Thomas MIH

"When Adam brought the Hospitality Action 20,000 Mile challenge to the group's attention, I immediately wanted to assist with such a great cause.

"After a few Zoom meetings, we quickly had a group of 40 MIALD Alumni onboard to build a social media campaign to which MIALDMiles was born!

"Through the power of social media, word quickly got out, with every member of the team documenting their daily runs, cycles, and eventual crawling to the finish line, through posts or video diaries!

"From frantic virtual meetings and numerous WhatsApp messages, our little idea grew into a massive contribution of just over 10% of the miles of the 20,000-mile journey and over £12,000 in funds.

"All the credit must go to the 40 individuals and four-legged friends who clocked up some serious miles. A special mention must also go to the Master Innholders who contributed great motivational videos to keep the MIALDMilers energised and moving, even on the days our legs were thinking otherwise!"

Marketing Overview



CUSTARD★
The Hospitality Marketing Experts

Petra Clayton, Creator & CEO, Custard

Our objectives for the last year have been to continue to increase the Master Innholders voice within the industry, improve communication and engagement within the membership, and position the Master Innholders at the forefront of the industry. We succeeded in meeting these while also continuing to offer our unwavering support for new initiatives such as the Master Innholders Developing Additional Skills programme and the highly-successful webinar programme Hoteliers – Battered But Not Beaten.

The Master Innholders featured in the Sunday Times and other global publications thanks to the message from The Prince of Wales, but we also continued to source opportunities for pertinent commentary in hospitality media and continued development of the Master Innholders online community through social media platforms and the website, so as to propel the Master Innholders brand awareness to new heights.

The biggest focus, however has been on communication. Clear communication has always played an essential part in the smooth operations of The Master Innholders and in the successful delivery of The Hotel Leadership Conference.

However, this last year, during the pandemic, communication played a vital and multi-faceted role, helping to keep a sense of community alive while we were physically unable to meet and providing support and information to all those in the Master Innholders community when it was most needed.

Against an ever-evolving landscape, Custard and the Master Innholders had to be agile and respond to changes swiftly and decisively to support the membership. Despite the challenging backdrop, we embraced new ways of working, made new valuable connections and broadened our reach to support all corners of the hospitality industry, not just those within our membership.

Although 2021 continued to be as challenging as 2020, we found many opportunities to showcase the importance, drive and innovation of the hotel industry across a variety of channels, securing coverage in prestigious publications while finding insightful and topical content to keep the membership engaged.

Attracted over
2,000 hotel
professionals through
**Master Innholder
webinars**, including
MIDAS and Hoteliers
– Battered But Not
Beaten



Increased the
Master Innholders
social following by
35%

Generated over
20,000
website views on
YouTube



MASTER INNHOLDERS EXECUTIVE COMMITTEE 2020/21

David Morgan-Hewitt – Chairman
Dan Rose-Bristow – Treasurer
Sally Beck
James Clarke
David Connell
Tim Hassell
Greg Hegarty
Danny Pecorelli
Jonathan Slater
Joanne Taylor-Stagg
David Taylor
Serena von der Heyde
Sue Williams

SUB-COMMITTEES

MASTER INNHOLDERS ASPIRING LEADERS DIPLOMA (MIALD)

Tim Hassell – Executive Lead
Dr Hilary Cooke
David Connell
Justin Pinchbeck
Knut Wyld

MASTER INNHOLDERS DEVELOPING ADDITIONAL SKILLS (MIDAS)

Joanne Taylor-Stagg – Executive Lead
Rafi Bejerano
Dr Hilary Cooke
Tim Hassell
Rohaise Rose-Bristow
Peter Walker

COMMUNICATIONS & WEBSITE

Peter Hancock - Lead
Garreth Banner
Andrew Brown
Andrew Foulkes

INNHOLDER SCHOLARSHIPS

David Connell – Executive Lead
Justine Baird-Murray
Ross Grieve
Zoe Jenkins
Andy Roger

MI MENTORING

Serena von der Heyde – Executive Lead
Sally Beck
Ian Edwards
Adrian Ellis
Jorge Gertrudes
David Taylor

HOTEL LEADERSHIP CONFERENCE

James Clarke – Executive Lead
Rob Flinter
Greg Hegarty
Daniel Pedreschi
Dan Rose-Bristow

The Master Innholders wish to express their utmost appreciation for their support,
not just during the past 12 months, but for very many years:



The Worshipful Company of Innholders



SAVOY EDUCATIONAL TRUST



The Master Innholders Charitable Trust



The Lord Forte Foundation



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