

THE MASTER INNHOLDERS

A HISTORY

JEREMY LOGIE



THE MASTER INNHOLDERS

2013

THE MASTER INNOLDERS

A HISTORY

JEREMY LOGIE



THE MASTER INNOLDERS

2013

THE MASTER INNOLDERS

A HISTORY

JEREMY LOGIE



THE MASTER INNOLDERS IS AN ORGANISATION BORN
OF THE WORSHIPFUL COMPANY OF INNOLDERS,
A LIVERY COMPANY INCORPORATED BY CHARTER IN 1514 –
A GRANT OF AUTHORITY BY HENRY VIII.

© THE MASTER INNOLDERS, LONDON 2013
WWW.MASTERINNOLDERS.CO.UK

The Master Innholders, a history.

Preface and author's notes

HOW THIS BOOK IS STRUCTURED. This is the story of the birth, growing pains and maturity of the organisation known as The Master Innholders. In the first four chapters I have written the history of The Master Innholders chronologically – covering the development from its inception in 1978 to now (2013). In the fifth chapter I give more details of the organisation's relationship with Friends and Family (the two parental organisations, other industry bodies and businesses that have supported The Master Innholders over decades). The sixth chapter gives more information of the development of the Master Innholders Scholarships and the St Julian Scholars. Chapter seven provides factual information about the twenty General Managers' Conferences that have been held so far. Finally, there is a short history of the Worshipful Company of Innholders – reproduced with its kind permission.

You may discover that some important developments concerning the General Managers' Conference are mentioned twice: firstly in one of the earlier chapters and again in the chapter devoted to conferences. This is intentional! The same applies to important milestones in the development of the Master Innholders Scholarships.

I would like to acknowledge great assistance from a number of Master Innholders who have provided source material or who have read drafts of individual chapters related to the time when they were the Chairman. In particular, may I single out Peter Yarker who discovered minutes of meetings and other important documents going back to 1978; to Michael Vass, Peter Lederer, John Thurso, Richard Ball and David Morgan-Hewitt who have checked and commented on various chapters. David Locket filled in important gaps in my knowledge and read drafts of the first three chapters. Derek Balls read and rubber-stamped the final draft and he has kindly added the Foreword. Trevor Forecast has proof-read the whole tome, as has my wife, Lorette. Finally, I would like to thank my editor, David White, of Eiatech Design, for bearing with me as we worked through the various stages of production and who made it possible to publish this history as an ebook. Thank you all!

ACRONYMS. Readers are often annoyed by the scattering of acronyms in written documents. I have confined the use of them in this book to industry organisations that are generally well known to Master Innholders – MIs as we call ourselves (!). For the avoidance of doubt, these acronyms are listed below:

AFWS: Academy of Food & Wine Service

BHA: British Hospitality Association

CPD: Continuing Professional Development

Executive: The decision-making committee that has managed the affairs of The Master Innholders since 1990.

HCIMA: Hotel and Catering International Management Association

IoH: Institute of Hospitality (formerly HCIMA)

LEC: Local Enterprise Company (the Scottish equivalent of TEC)

MIs: Individual Master Innholders

MICT: Master Innholders Charitable Trust

SET: Savoy Educational Trust

SJSs: Individual St Julian Scholars

TEC: Training and Enterprise Council

WCI: Worshipful Company of Innholders

Jeremy Logie

May 2013

The Master Innholders, a history.

Foreword

**by Derek Balls, Past Master,
the Worshipful Company of Innholders**

It is now 35 years since the Court of the Worshipful Company of Innholders (WCI) decided to award the title 'Master Innholder' to hoteliers who were highly regarded in their profession. These hoteliers would later form a self-regulating body – The Master Innholders, the subject of this book – to assist the Company in its support of the hotel industry. The principle aim of this body was to restore the original Innkeepers' craft. An elapse of 35 years is surely enough to judge how well this aim has been achieved.

A major innovation stemming from the founders' vision – The Master Innholders Scholarships – has now enabled more than 200 young managers to attend management training courses in the most prestigious educational centres. It has also given them and others the advantages of mentoring by Master Innholders – managers of hotels with the highest standards and reputations.

The annual General Managers' Conference, organised by The Master Innholders, is now recognised as an important fixture in the

diaries of hotel managers throughout the country. 450 delegates attended the 2013 event. Because its members represent so many of the most respected hotels in the United Kingdom, The Master Innholders now has a voice that demands attention on the national stage. The time has come to tell its story.

Jeremy Logie – wearing various hats – has been aware of The Master Innholders since it was formed. By happy chance, Jeremy has been available to write this history.

Derek Balls

The Master Innholders, a history. Chapter 1

The Early Years 1978 to 1990

HOW IT ALL STARTED. The Master Innholders was the brainchild of Derek Balls, the owner of Balls Brothers Wine Bars. He had served on the Court of the WCI and was the Master in 1977. Derek developed his concept together with David Locket, a liveryman at the WCI. A graduate of Battersea College of Technology, David had been Catering Manager with Anchor Hotels and Taverns and had recently started a consultancy business. Whilst the formation of The Master Innholders was Derek's brainchild, it was very much David's baby!

According to the official history of the WCI, the Mansion House urged the older Companies to revive their concern for the original crafts or trades, with which most had lost touch. Derek Balls was determined to respond to the challenge.

It was as early as 1973 that Derek and David started to explore ways in which the WCI could re-ignite a direct link with the hotel industry. The Master of Wine scheme, managed by The Wine and Spirit Association, was thought to be nearest to their ideal, but they were

not keen on setting up an elaborate system of examinations which would be expensive to administer. It was important for the new body to be recognised within the Hotel industry and to have a strong link with the professional body, The Hotel, Catering & Institutional Management Association (HCIMA).

Derek and David discussed the plan with the Director of the HCIMA, Elizabeth Gadsby. This resulted in the following proposal that was put to the Court of the WCI:

The HCIMA has put forward detailed proposals for the launching of The Master Innholders Award: to provide a qualification, recognised by the hotel trade, which identifies the holder as having a high standard of professional training, management experience and general ability. The successful candidates should be known as 'Master Innholders'.

The HCIMA anticipated that the scheme would develop until about twenty Master Innholders (MIs) had been appointed, after which a new Institute of Master Innholders would be formed. The aim was to create a self-governing body with a committee and officers elected by its members. Further, the new Institute would assume responsibility for setting standards and examining candidates.

Early the following year, a number of senior figures from the hotel industry were invited to a lunch at the Innholders Hall to test reaction to the concept. Guests included Maxwell Joseph (Grand Metropolitan Hotels) and Rocco Forte (representing his father, Sir Charles Forte). The luncheon guests gave an enthusiastic response and it was decided to go ahead.

The highly respected doyen of the hotel world, Douglas Barrington was invited to help set up the new organisation. Further meetings were held with Elizabeth Gadsby and the arrangements for selecting and interviewing prospective members were worked through. It helped that Douglas and David were both Fellows of the HCIMA.

AIMS AND OBJECTIVES OF THE MASTER INNOLDERS

The founders drafted the aims and objectives for the new organisation:

- a) To form a prestigious body within the industry which would influence standards and extend professionalism in the management of hotels.
- b) To provide a qualification, recognised as a mark of excellence, which identified the holder as having a high standard of training, management experience and general ability.
- c) To foster goodwill and understanding between hoteliers and their guests.
- d) To promote consideration, study, discussion and research in all questions affecting innkeeping.
- e) To collect subscriptions and accept donations for the furtherance of the objects of the members.
- f) To apply such of the funds as shall from time-to-time be considered appropriate or in aid of any charitable object connected with innkeeping.

The first task was to invite hoteliers to apply to join. Advertisements were placed in the HCIMA Journal and the Caterer & Hotelkeeper whose editor, Joe Hyam, became a great supporter. The announcement encouraged 30 hoteliers to submit an application together with a written paper (1000 – 1500 words). Applicants had to be corporate members of the HCIMA. Ten general managers were invited to attend an interview at the Innholders Hall in London.

Considering the discussions with the HCIMA did not start until autumn 1977, it was quite an achievement to launch the new scheme the following spring and to admit members that summer. Douglas Barrington was the only member who was not subjected to

the rigorous selection process. Indeed, he sat on the original interview panel!

The six other people selected were: John Alderman (Lithgow Hotels, Glasgow), Ken Kaminski (Ivy Bush Royal Hotel, Camarthen), Arthur Neil (The Open Arms, East Lothian), Malcolm Reed, (Area Director, Swallow Hotels), Martin Williamson (Bear Hotel, Havant) and Peter Yarker (Myddleton Hotels).

The new members attended the Court Dinner on 6th June 1978 when the guests were addressed by Alderman Sir Hugh Wontner, Chairman of the Savoy Hotel and former Lord Mayor of London. The Master handed the new members their certificates, bearing the seal of the Company.



FREEDOM CEREMONY, 1978

THE FIRST GENERAL MEETING

The new members met for the first time on 24th July 1978 at the Innholders Hall, the same day that they were given the Freedom of the City of London at a private Freedom Ceremony at the Guildhall.

The purpose of the meeting was to discuss a number of key questions:

- a) Should future entry to The Master Innholders be by examination or some other form of selection?
- b) What should be the declared role of The Master Innholders?
- c) Should any other activities be arranged for the first year?
- d) Should some formal association of The Master Innholders be formed at this stage?
- e) Should one of the MIs be appointed to act as liaison with The Company?

Derek confirmed that it was the intention of the Court of the WCI that The Master Innholders should form an autonomous, self-governing body. However, it was recognised that this should probably not be enacted until its numbers reached over 25 members.

The meeting agreed to form a steering committee comprising: John Alderman (representing Scotland), Douglas Barrington (Midlands), Peter Yarker (South), David Locket (WCI) and Stephanie Riddie (Public Relations Officer at the HCIMA). The committee's guidelines were to help build the fundamental principle of The Master Innholders Award Scheme and to ensure that the high standards of the scheme were implemented and maintained. It was also acknowledged that the objectives of the body should be left open initially, at least until the number of members grew to 20. It was also agreed that The Master Innholders should not become an examining body like the Masters of Wine, as that role was already being undertaken by the HCIMA for the hotel industry.

The appointment of further MIs must be seen to be done in a fair and selective basis by continuing to ask candidates to submit a written paper. It was essential that The Master Innholders should neither be seen as a self-perpetuating club, nor simply a social dining club. The

meeting even considered what might happen when numbers grew to 100 and whether and if entry should then be closed – except for the filling of dead men's shoes. A slow steady growth in numbers would be easier to implement and should avoid the impetus being lost.

The WCI offered to assist practically and, to some extent financially, to help establish the formation of the new body and to fund the cost of administration and publicity. To help spread costs, members should be willing to host meetings at their own establishments around the country. The HCIMA provided seed-corn funding of £150.

When the members held their first meeting at the Innholders Hall on 28th September, Douglas Barrington was appointed Chairman, John Alderman Minute Secretary/Treasurer and Peter Yarker Press/PR Officer.



WORDS OF CAUTION FROM THE CHAIRMAN?

The Chairman proposed the following aims and objects:

- a) To form a prestigious body within the industry which will influence standards and extend professionalism in the management of hotels.
- b) To provide a qualification recognised as a mark of excellence which identifies the holder as having a high standard of training, management experience and general ability
- c) To foster goodwill and understanding between innholders and guests.

A bank account for The Master Innholders was opened and arrangements for the timetable for the following year's application process were agreed. MIs agreed to pay an initial subscription of £20.

The following General Meeting was held at the Beaufort Hotel, Bath, on 9th November 1978. Peter Yarker was the Beaufort's General Manager at the time. The Master Innholders' new letterhead paper was approved (cost £65) and detailed arrangements for the first dinner, to be held at the Innholders Hall on 26th January 1979, were agreed. Principal guests would include Sir Alexander Glen, Sir Ian Bowater, Sir Henry Marking, Maxwell Joseph and Sir Hugh Wontner.

The first luncheon of The Master Innholders was held at The Beaufort Bath after the meeting. The guest list included Sir Ronald Wates (the new Master) together with the past Master, the Upper Warden, the Renter Warden and Clerk of the WCI, Ray Brett (HCIMA President) and Elizabeth Gadsby (HCIMA Director). Following the luncheon, the party was received by the Mayor of Bath at the Guildhall.

MORE GENERAL MANAGERS JOIN

Six more general managers were admitted as MIs in 1979: Craig Drummond, Edward Gray, Gerald Milsom, Ron Jones, Pat Masser and Hilary Metcalf. A further three were admitted in 1980: David

Baird-Murray, Philip Taylor and John Wileman, making a total of 16 members.

Hilary Metcalf, still the only female member at that time, commented:

For several years the intake included general managers who stood for standards, even if they did not run posh five-star establishments. Like the other members, I found the Spring Meetings very interesting, I gained new ideas – and if one was the host, they gave one's staff a tremendous experience. I was always amused when members' wives asked me whose wife I was and I retorted 'No-one's. I am a Master Innholder!'

On June 12th 1980, the Caterer & Hotelkeeper published a four-page feature about The Master Innholders with a cover picture of 12 MIs and the caption '*Hoteliers' highest honour*'. The elitism tag had been bandied about but Douglas Barrington retorted: "*I'm all for elitism and high standards and why not? It brings forward people who are doing a good job in the industry*".

The Caterer added:

This accolade recognises the individual, rather than the establishment, by awarding a qualification that is recognised as a mark of excellence in applicants that it considers 'Master Innholders'. In this way they hope to take an active part in raising standards and professionalism in the management of hotels. What really counts for membership is the candidate's personality and dedication. The right qualities shine out at the face-to-face interviews.



CATERER & HOTELKEEPER, JUNE 12TH, 1980

ASSESSMENT PAPERS

The subjects for the essays in the first three years were:

1978: *'In what way or ways have you contributed to raising professional management standards in the industry in the previous two years?'*

1979: *'Successful innkeeping very much depends upon the special relationship established by an innkeeper with guests. What steps do you take to ensure guests feel welcome in your hotel and how do your staff contribute towards the total concept of hospitality?'*

1980: *'Successful Innkeeping very much depends upon the special relationship established by an innkeeper with guests. The size of inn does not change this concept. Discuss.'*

Stephanie Riddie managed the application process from the offices of the HCIMA in the early years, before handing the task to David Locket.

THE EIGHTIES

It was Douglas Barrington's idea to hold a Forum for the MIs and guests, held at the Innholders Hall in March 1980. The topic was 'The high cost of money to innkeepers is inhibiting development'. There was a discussion between four distinguished guests. According to the report in the *Caterer & Hotelkeeper*, there were about fifty '*high-ranking invited guests*'.

Members met several times each year with a full agenda and a topic for discussion – for example, 'incentives for staff'. The association had declared that it wanted to become a force for good in the industry and that its accolade was something hoteliers would strive for.

David Locket reflected on the first two years in the *Caterer* article '*to watch the enthusiasm and to witness what we've put together bear fruit. I feel gratified to see members with the will to succeed and to watch the jealousy with which they guard their accolade*'.

Unfortunately it has not been possible to retrieve documents such as minutes of meetings from the eighties. They will certainly have enjoyed each other's company and they met in very agreeable

surroundings, either at the Innholders Hall or in one of their hotels. However, it was certainly not a dining club. Members discussed industry-related issues of the day – focussing on what they could do to improve training provision for future managers and the recruitment of quality people into the industry. They went away from these meetings fired up to act locally in whatever way they thought appropriate, to do their bit to improve the industry by demonstrating best practice and to provide a shining example.

The chairmen of The Master Innholders in the first twelve years were:

1978 to 1980 Douglas Barrington

1980 to 1981 John Alderman

1981 to 1982 Ron Jones

1982 to 1983 Arthur Neil

1983 to 1984 Gerald Milsom

1984 to 1985 David Baird-Murray

1985 to 1986 Harry Murray

1986 to 1987 George Goring

1987 to 1988 Malcolm Reed

1988 to 1989 Douglas Barrington

1989 to 1990 Craig Drummond

It was during those years that the Caterer & Hotelkeeper launched the Hotelier of the Year award. The criteria, still used by the panel of judges to this day, was to recognise and honour a hotelier who was working hard to improve the industry while running a fine hotel. As the aims of the award were so similar to those of The Master Innholders, it was hardly surprising that six of the first eight Hoteliers of the Year were (or would subsequently become) MIs.

1983 Richard Edwards

1984 Ramon Pajares

1985 Terry Holmes

1986 Harry Murray

1988 Ronald Jones

1990 George Goring

[Since then, all but five winners have been MIs, including every Hotelier of the Year in the last ten years!]

Ron Jones, who became an MI in 1979 and Chairman in 1981, recalls:

I was intrigued to read in the Caterer & Hotelkeeper that the recently-formed organisation, The Master Innholders, was eager to recruit leading hoteliers as members. Spurred on by the fact that I had actively encouraged my younger staff to enter every competition that presented itself and reckoning I ought to put my mouth where my money was, I decided I should have a go. That was despite the fact that I couldn't even recall when last I had written an essay! My wife reminded me on a Saturday that Monday morning was the deadline. Still I put it off, jotting down the occasional note, settling down to write at eight o'clock on Sunday evening and writing well into the small hours, before delivering the paper, by hand, on the Monday morning.

A few weeks later, I was invited for interview at the Innholders Hall. The panel had representatives from the HCIMA, the WCI (including the elderly and rather deaf Master, Sir Ronald Wates), with The Master Innholders represented by Douglas Barrington. Chairs were hard and wooden; 16 (or so it seemed) panel members sat at a long polished table with two sprigs, one on each side. I recall thoughts of the Spanish

Inquisition. They asked me, so it seemed, about everything including, in some depth, what I had done in World War II! It was nerve-wracking, especially when the Master kept asking me to repeat answers that I had given several minutes before, while the rest had moved on to a quite different topic.

It was a great relief, and a great honour, to learn that I had got through, and I did everything I could to encourage the hoteliers and managers of the West One Managers' Association to apply for membership. The impression was that none were prepared to write an essay or to be judged by an unknown panel.

Two years later, I was elected Chairman and had the immense privilege of organising the second Forum of The Master Innholders at a packed Innholders Hall. Speakers and panellists included: The Rt. Honourable Countess Spencer (known on occasion as 'Acid Raine' due to her forthright opinions), Sir Alexander Glenn (Arctic explorer, WWII hero, respected hotel owner and hospitality industry advocate), Ian Tyers (Automobile Association hotel guides) and Joe Hyam (Caterer & Hotelkeeper).

Sir Charles Forte was to have been our keynote speaker, a role he had accepted graciously and which he confirmed in writing. However, three weeks before we mailed the invitations bearing his name, I rang his office to confirm his presence [as a speaker]. His stentorian P.A. declared there was no such event in his diary and 'no, he would not be attending'. That was the last we heard. Happily, Gerald Milsom was able to recruit, at short notice, his friend Countess Spencer to take Forte's place. She caused some hilarity among the audience – and introduced a new colour to the designers' palette – when she referred to country house

hotels' annoying affectation for decorating rooms in 'goose turd green'.

The theme of that second annual Forum was 'standards in the hotel industry'. The Master Innholders was hell-bent on maintaining and improving the high standards of hospitality and business it had achieved, and insisted on new members adhering to these standards – if not surpassing them. Looking at the applicants that year, I arranged for the judging committee to inspect some of the little-known establishments (one result of which was a south coast hotel that failed because of the number of gaming machines in its lounge!) Only one applicant made the grade that year – but what an applicant! It was Harry Murray of the Imperial Hotel in Torquay.

During my year as Chairman, I introduced several initiatives – as did most chairmen. These included one-day, one-week and one-month programmes for young people who might be persuaded to join the hotel industry – giving them exposure to various departments within our hotels.

At that time, the HCIMA was a driving force for The Master Innholders and had played a crucial and on-going role in its constitution, at the request of the Worshipful Company. Its director, Elizabeth Gadsby, was a great supporter and tireless advocate for The Master Innholders and was determined it should retain its links with the industry's main representative body.

Arthur Neil, one of the seven founding members, and Chairman in 1982, commented:

We spent a lot of time initially trying to get a format for the association – and all members were involved. One of the issues, I remember, was the entrance paper. I was quite

passionate about it, as I felt that the educational level of management in our industry fell somewhat short of others.

For that reason, I felt that proof of literacy, the ability to argue a point of view and to set it out in writing was a good thing, but [this requirement] was not universally agreed by later MIs.

In those early years we formed a close friendship and were able to discuss ways of helping what we perceived to be industry problems at that time. The status of the manager was of concern – something which I think was helped by the actions of The Master Innholders.

I always felt that Michael Vass put a great deal of effort into welcoming new MIs and generally was a good influence.

In the early days, the Spring Meetings were great fun, as they were so small in numbers. I have memories of all of them, but, in particular, there was one story. In the meeting that I ran in Edinburgh, we persuaded David Baird-Murray to dress up in full kilt regalia – because we were holding a Burns Supper. (Gerry Milsom and I thought that it would be a laugh – to have the quintessential Welshman dressed up as a Scot! He was the Chairman that year). But it fell flat, as David suited the dress to the manner born, looked terrific and everyone concluded that, with the name Murray, he was a Scot!

Happy days – I loved the Hall. I was grateful for the lift the WCI gave to our industry. The food – and particularly the wine – was better than anything we had in those days from our smart members. How did they do the cheese soufflés? The Beadle was terrific! The lunches I had with John de Savary, who knew he hadn't long to live ... it will always be with me. So many happy times.

Harry Murray, who became an MI in 1982 and was Chairman in 1985, recalls:

Following a suggestion by Ron Jones, I wrote my essay in 1982 and I still remember my interview by the Master, John Bartlett together with Douglas Barrington, Gerald Milsom and Ron Jones.

The annual dinner was very much a 'Ladies Evening' and the focus was on them. The highlight was the Cheese Soufflé. However, we were certainly not just a friendly group that dined together. We were all very much involved with hotel and catering colleges and our main objective was raising standards within the industry, by example. We were, of course, evolving [the organisation] year-by-year as numbers increased.

One initiative was the Moët & Chandon Scholarship which I chaired. On that committee, from memory, were Douglas Barrington, Ron Jones, Gerald Milsom and Peter Lederer. This ran for approximately five years and introduced students and lecturers from 20+ hotel colleges to The Master Innholders. We hosted them at The Innholders Hall. The first prize was a week shadowing Ron Jones, Peter Lederer and myself, plus a week in Champagne. The students had to write an essay on various subjects and we had the task of reading these and selecting three students for interview. Moët & Chandon was an excellent host and the company's Chairman, Lord Marchwood, was very supportive.

The first Spring Weekend I attended was in 1983 at L'Horizon in Jersey where our host MI, John Wileman, fell sick the day before we arrived. As a result, his wife ran the whole weekend and did a great job.

I hosted the Spring Weekend at The Imperial in 1985 and then I was asked, at the last minute, to host it again the following year because the Lygon Arms (recently bought by the Savoy Group) wouldn't honour the rate that Douglas had agreed. Fellow MIs – John Perry at Livermead House and Barry Cole at The Osborne – supported the weekend in Torquay. In those days, these were very much family events with a high proportion of young children in attendance.



SPRING WEEKENDS USED TO INCLUDE THE CHILDREN

Franco Galgani, who became an MI in 1989, commented:

I remember the excitement one day in 1989, when managing the Marine Hotel in Troon, I received an invitation to meet the selection panel, following my submission of a paper. The

excitement turned to apprehension when I met, at the interview, one of my heroes – Douglas Barrington. I am sure I muddled all my lines and (despite the kindness and encouraging words from members of the panel) I went away firmly believing I had blown my chance. I was elated when, in fact, I was notified that I had been successful.

I was particularly proud to be the first Italian citizen to be admitted to The Master Innholders (following another first of being the first Italian citizen to graduate from the fledgling Open University with a BA in History, ten years earlier). During my active period as an MI, I relished the visits to Innholders Hall in those early days – the great company, the food... and the port!

I know that my career would not have reached the level it did (Directorship of a PLC) without my membership of The Master Innholders. Above all, as a Florentine imbued with the history of my city and in particular [with] the role of the Arti (Guilds) in the development of Florence, I basked in my association with The Master Innholders and the City of London. The satisfaction was complete when the rules on the Freedom were changed and I was admitted as a Freeman of the City of London in September 2000.



FREEDOM CEREMONY 1988



MEMBERS' DINNER

The Master Innholders, a history. Chapter 2

Growing up 1990 to 1995

AFTER TWELVE YEARS as an affable association of like-minded professional hoteliers, The Master Innholders took a rather sudden lurch forward in 1990. Membership had grown to over 40 members, including many people who were fast becoming leading-lights in the industry. The organisation, however, was still being run as a society or social club, and it was not really doing much to improve the industry. All that was about to change!

Firstly, members felt that the association was now of a size that warranted a more formal structure. Secondly, it had dawned on some that, with such a formidable list of members, The Master Innholders had the potential to lead the industry in new and dynamic ways.

Whilst the assets remained modest, there was a feeling that the WCI might be persuaded to provide funds to kick-start ambitious expansionist plans. Up till then, annual income and expenditure had been minimal, with members paying an annual subscription of £100

to cover basic administration costs. David Locket had not charged for his services as Clerk.

A NEW FOCUS

Members were concerned about the lack of practical educational support available for young managers and they were keen to develop a bold new initiative to address this. At the same time, they posed the question '*why not consider other ways in which The Master Innholders could influence the industry and become a dynamic force for good?*'

The members met on 21st May 1990 at Gleneagles to review a highly ambitious document that had been drafted by the committee.

THE GLENEAGLES INITIATIVE

The final document resulting from this meeting was dubbed The Gleneagles Initiative. Its conclusions are summarised and paraphrased here.

AIMS

- a) The Master Innholders would become a recognised, prestigious force within the hotel industry.
- b) The Master Innholders would be an elite corps which will be publicly perceived and recognised as standard-bearers for one of British industries' most important employers.
- c) Members would be judged by their deeds and the quality of their thinking. Members must therefore be perceived individually as influential in their own right and active leaders within the industry. Entry qualifications would be tough and based on an outstanding track record of achievement within the industry.
- d) Membership would take four forms: Full, Associate, Corporate, Life & Overseas.
- e) The Master Innholders' sphere of influence would be political and would seek to increase quality standards within the industry.

OBJECTIVES

- a) To set up a properly staffed directorate to administer its affairs.

- b) To establish a policy planning group.
- c) To establish a public relations strategy.
- d) To hold an annual conference for hoteliers.
- e) To continue to hold student forums.
- f) In the long term, to establish a Hotel Academy in the UK.

MEMBERSHIP

It was decided to broaden the scope of The Master Innholders to include a new category of Associate Members which could loosely be defined as '*the young high flyers and potential leaders of the future*'. Their membership would follow carefully laid-down criteria and numbers would be limited to 50. Progression to full membership would be expected but would not be automatic.

Membership would also be opened to corporate organisations by invitation – with great care taken to ensure that commercialism did not taint the objectives that had been defined. Major hotel companies and consortia would be encouraged to join and they would have a working input into the organisation through their representatives. Major suppliers would also be represented as patrons, but they would not be expected to use this as a means to increase their sales to members.

A NEW COMPANY AND A CHARITABLE TRUST

The Master Innholders Limited was incorporated on 5th September 1990: a company limited by guarantee and not having a share capital. The Company's objectives were stated as:

The creation, development, research into, publication, promotion and marketing of standards of quality and excellence in the hotel industry, including the education and training of persons involved in the industry and the promotion and communication of the views of the Company to persons outside the industry so as to create appreciation and

recognition of work carried out by persons in the hotel industry.

A charitable trust was also set up: *The Master Innholders Charitable Trust* (MICT). The objective for the trust was to build up some funds and focus on educational and other activities.

THE WAY AHEAD

The Master Innholders was now set to become both more democratic and more business-like. The plans included:

- a) Members meetings at least four times a year.
- b) The Chairman serving two years (to improve continuity).
- c) Holding forums (to improve communications with students and colleges).
- d) Organising a conference for general managers.
- e) Developing other activities to raise standards for managers; to co-ordinate training; to organise scholarships, sponsorships and awards; to organise structured training.
- f) Acting as the voice and ears of the industry.

To achieve these ends, it was agreed to employ a Chief Executive/Secretary, working three days a week. To help fund the expansion, membership numbers would be increased – with younger members recruited as Associate Members. Large hotel groups and major suppliers would also be brought in to help boost funds. However, to retain the concept of an elite corps, there should be no more than 50 MIs.

Funds were needed to achieve these objectives and the WCI offered £10,000 for 'pump-priming'. The WCI also emphasised that the MIs should regard the Innholders Hall as the home of The Master Innholders which could continue to use it for meetings.

The Gleneagles Initiative triggered the concept of creating a hotel academy: a working hotel that would also be a hotel school for the development of future managers. Its formation was further encouraged by the fact that other industries and professions had such educational centres. It was recognised that it would be expensive to set up and that significant funds would need to be raised. A sub-committee started at once to develop the concept, based on the model that had worked for many years on the Continent.

AGM AT CLARIDGE'S, 21ST SEPTEMBER 1990

Richard Edwards was elected Chairman, Tony Green Chair of Finance Committee, and James Brown Chair of the Fund-raising Committee, Peter Lederer Chair of the Policy Committee. David Locket was appointed Chief Executive with a commensurate salary.

A conference for general managers was already being planned, to be held at Grosvenor House the following January and organised by the Caterer & Hotelkeeper in conjunction with The Master Innholders. Members were also told about other future activities, which included a fact-finding trip to Kenya the following spring.

FINANCING THE MASTER INNOLDERS

At the first meeting of the new Executive on November 16th, it was noted that fund-raising had got off to a promising start, with a donation of £5,000. Six members had taken out life subscriptions. There were forty members, a number which allowed a further ten to join. It was decided to produce a brochure to help sell the benefits (of membership) to large hotel companies and suppliers in order to encourage them to join The Master Innholders.

1991

At the following meeting of the Executive on 4th January (unfortunately postponed from 10th December due to adverse

weather), concern was expressed about the subsequent lack of progress with raising funds. The draft of a brochure to promote membership was tabled and it was decided to have it re-written by a professional. £24,000 had by now been added to the funds (by members and the WCI) but the cost of the paid Directorate was diminishing these resources quickly. The Chief Executive predicted that there would only be sufficient money to last until the end of February after allowing £7,500 for the production of the new brochure. It was agreed to seek further funds from members, companies, suppliers and the WCI.

A GAP IN EDUCATION

At the same time as these plans were progressing, The Master Innholders set up a new pan-industry steering committee to explore the gap in available education for middle and senior management. Attending the committee's first meeting were Robin Lees (BHRCA), Elizabeth Gadsby (HCIMA), Duncan Rutter (HCTC), John O'Connor (Oxford Polytechnic) and Clare Walker (Editor of the Caterer & Hotelkeeper). Representing The Master Innholders and the WCI were: Richard Edwards, Tony Elliott, Kit Chapman, Peter Lederer, Ramon Pajares, Derek Balls, Michael Vass, John Bartlett, Anthony Lorkin and David Locket.

This new steering committee met at the Innholders Hall on 17th January. It was noted that general managers who worked for the larger companies were sometimes sent on management development courses to eminent educational centres such as Henley, Ashridge and Cranfield but that there was no specific course for hoteliers. Duncan Rutter pointed out that there were courses running at Oxford, Middlesex and Surrey and many other colleges. Some commercial ventures such as those at Elcot Park had tried and failed.

The steering committee recognised that there had never been an attempt to set up a hotel school or academy along the lines of The Master Innholders' concept. The meeting concluded that the idea was sound and it agreed that a brief should be written to enable full research to be undertaken.

LE CRUNCH!

20 members attended a meeting at The Royal Garden a few weeks later, on 21st February 1991. The Chairman gave the bleak news that, with the recession (compounded by the war in Iraq), the financial situation had got progressively worse. The committee had looked very carefully at sponsorship opportunities but without real success. It was forecast that The Master Innholders would run out of money by the end of the month. With much regret, it had therefore been decided that The Master Innholders could not continue to fund a paid Chief Executive and the proposed brochure would not now go ahead. David Locket had been offered his old unpaid position as Clerk. His wife, Tina, would continue to be paid a small salary as Assistant Clerk.

The Gleneagles Initiative had been a highly ambitious and bold plan. The planned actions had come to a sorry end. That and the rise and fall of the paid Directorate caused much pain to those concerned. It is to David Locket's credit that he picked himself up, dusted himself down and continued to manage the affairs of the association for a further ten years. During his 25 years as Clerk, this was the only time he was paid for his services.

The WCI, having donated £15,000 to help the start-up, indicated that it would continue to support new educational initiatives but was reluctant to support further spending on administration.

AMBITIOUS PLANS BORE FRUIT

The Gleneagles Initiative spawned several excellent ideas, some of which would eventually bear fruit. Despite the gloom that members

must have felt at the time of the February meeting, The Master Innholders would never look back. The first 'real' General Managers' Conference, organised by The Master Innholders, was held at The Savoy three years later.

It took a further six years before the Scholarships Programme was launched and a few further years for the St Julian Scholars to come into being. The concept of starting a hotel school or academy took even longer, when the Edge Hotel School opened its doors in 2012.

THE CONFERENCE

A conference for general managers was held that February at Grosvenor House, organised jointly by the Caterer & Hotelkeeper and The Master Innholders. It took place in a rather subdued post-recession, bomb-scared London. It had been planned without much involvement from the MIs – understandably, as they were wrestling with other weighty issues. However, Richard Edwards, Willy Bauer and David Locket met the Editor of the Caterer afterwards, when they expressed concern that the magazine was 'using us and we were playing second fiddle'. As arrangements for the 1992 conference were already under way, we had to go along with this but, in future, we were to be firmer about our involvement. As it happened, there was no conference in 1992 or the following year!

WE MOVE ON...

The Executive met again on 11th March. It was a large committee with Richard Edwards in the chair and Peter Lederer, Barry Cole, Kit Chapman, Ramon Pajares, Tony Green (Treasurer), Nicholas Rettie, Chris Binns, James Brown (Secretary), Tony Elliott, Willy Bauer and James Bowie.

Discussions took place about the merits of forming a separate General Managers Association vis-à-vis an expanded version of The Master Innholders. A sub-group explored the idea for possible discussion at the Spring Meeting, but this idea did not surface again.

GENERAL MEETING AT THE LYGON ARMS

Peter Lederer reported on the possibility of setting up an Academy Hotel School at Jordanstone House, Dundee. There was unanimous agreement that the project should be actively pursued. Once agreement had been reached in principle, it was realised that it would be necessary to prepare a full feasibility study. It was hoped that the WCI might be prepared to commission such research.

By this time, The MICT had been set up and three trustees had been appointed: Douglas Barrington, Richard Edwards and Derek Balls. This must have had a rather dull ring at that particular moment, bearing in mind the desperate state of the funds!

The concept of raising funds through sponsorship had not quite died and discussions continued for several more months. At the same time, meetings were held with both the British Institute of Innkeeping and the Licensed Victuallers Association to look at common ground for working together.

Five new members were admitted that year, including John Thurso who was destined, a few years later, to take a major role in the affairs of the Association – particularly in setting up the Scholarships programme.

On a more social note, the first golf match was held that summer between the WCI and MIs at the RAC Club (then being managed by Craig Drummond, immediate past Chairman). The tradition has continued ever since, with several golf matches taking place each year.

The accounts for this rather gruesome year revealed income of £38,859 and expenditure of £43,526 – a deficit of £4,667. £22,000 had been spent on salaries and rent of office premises, £3,000 on legal fees in setting up the company and £6,000 on the brochure. The balance sheet revealed current net assets of £1,433, less

advance subscriptions of £6,100 (from members who had paid a life subscription).

CHAIRMAN RICHARD EDWARDS' REPORT FOR 1990-91 (EXTRACTS)

A lot of water has flowed under London Bridge since I received the honour of becoming your Chairman last year.

We in this country have, and are still enduring, the worst recession for decades, one that has hit our business particularly hard. We have had the nearest thing to a world war in the Gulf. Margaret Thatcher has unwillingly stepped down.

A year ago, your Executive promised a great future with a fully-paid Chief Executive. Well, you all know what happened. David and Tina Locket have gone through purgatory and back and never once has their sense of humour or kindness left them.

However, all is not gloom. Despite all our problems, the Executive has not lost sight of our decisions at Gleneagles. We realise things will take longer but we hope to fulfil most of the short-term objectives before next year is over...

We hosted a conference for general managers, organised by the Caterer, much to our benefit. The Moët & Chandon Scholarship event went well (many thanks Harry Murray). We are exploring the feasibility of establishing a Hotel Academy at Jordanstone College (many thanks Peter Lederer).

We are now a Company Limited by Guarantee and we have formed The Master Innholders Charitable Trust.

AGM AT THE WCI, 20TH SEPTEMBER 1991

Richard Edwards was re-elected Chairman – with Peter Lederer and Barry Cole as members of the Executive. The size of the Executive Committee was reduced from 12 to 3 people on the understanding that other members would be co-opted as and when necessary. Members agreed to double the subscriptions to £200 and also to levy a £50 one-off payment ‘to help minimise our financial dependency on the WCI’. It was decided the limit on the maximum number of members (50) should be lifted and that membership should not have an upper limit.

Peter Lederer reported that the Scottish Enterprise and the Scottish Tourist Board had offered £10,000 to prepare a feasibility study for the proposed hotel school, provided The Master Innholders would match this amount. It was hoped that the WCI might agree to this investment.

1992

Relations with the HCIMA had been deteriorating over the previous year or so. This was not helped by The Master Innholders having admitted a few new members who were not HCIMA members! The new Executive asked John Alderman to provide a liaison channel with the HCIMA. Elizabeth Gadsby had just concluded her long reign as its Director. Her successor, Stephen Martin-Scott, had been appointed in December 1991 and he was invited as guest speaker at The Master Innholders’ Annual Banquet on 17th January. Stephen had been brought in to shake up the HCIMA, but not in quite the manner he adopted and most of its staff had resigned. He left his new job in February!

A General Meeting was held at The Ritz before the January Dinner. 20 members had sent apologies – perhaps a reflection that some members were a little disenchanted following the gung-ho spirit the previous year. Peter Yarker was still working on the Management Education initiative. The WCI was seeking advice from The Master

Innholders on the best way to administer the significant funds they had set aside to benefit the hotel industry (thought to be about £100,000).

Following a proposal by Nicholas Rettie and Harry Murray, it was decided to change the format of the Annual Forum in June and to make it a Standing Conference on Business and Education Partnership.

GENERAL MEETING AT HARTWELL HOUSE

Members were updated on various initiatives. Peter Yarker had completed his work of compiling members' views on management education. His report had been sent to the WCI and its reaction was awaited. Barry Cole's sub-committee, which was looking at press and publicity, had also completed its work.

Several members (and their wives), as well as members of the WCI Court, had visited Kenya the previous year to look at hotel schools – a trip organised by Tig Barrasford (then MD of Serena Hotels). Following the visit, a student competition had been set up with Utali Hotel School, whereby one student was to be offered the opportunity to train at several MI-managed hotels in the UK. At the General Meeting, members were told that a student from Utali College was working at Claridge's under Ron Jones' guidance. He would then progress through eight other MI-managed hotels.

When the Executive met on 2nd June, it was decided to produce a Master Innholders Profile Brochure for publicity purposes. Following Willy Bauer's suggestion at Hartwell House, the Clerk had investigated the cost of members' badges – both for hanging round the neck and for use as pin badges. The matter was to be put to the AGM but it was considered low priority!

[Willy Bauer's excellent proposal, in fact, took several more years to be acted upon.]

AGM AT THE WCI, 18TH SEPTEMBER 1992

Peter Lederer was elected Chairman. Executive members were: Barry Cole, Herbert Striessnig and John Thurso. John Alderman reported that the HCIMA had recently appointed another new Chief Executive, Jeremy Logie. John reassured the members that, whilst the policies and the direction of the HCIMA may not have pleased everyone in the past, changes for the better were already evident.

At the AGM there was a serious 'navel-gazing' session during which the new Chairman asked members to consider three options:

- a) To use The Master Innholders as merely a networking organisation.
- b) To focus on management education or some other serious objective.
- c) To disband.

If The Master Innholders was to continue, Peter was looking for firm commitment from members to match that of the Executive. That included attending events and meetings organised for members. It was evident, at the time, that some members were not pulling their weight or joining in.

Peter wanted to focus on two objectives during his term of office: education and closer co-operation with the WCI. He concluded it was better to do a few things well, rather than to diversify too much.

John Thurso took responsibility for fund-raising that autumn. Ideas included a trade support scheme, an annual support dinner and a grand raffle (with prizes to include breaks at hotels).

1993

The Executive met on 4th February and endorsed the Chairman's clear-thinking strategic plan: *'to do less, better. The Master Innholders would concentrate all its efforts on management*

education activities. Individual members would be encouraged to continue their own involvement in areas of special interest to themselves'. It was decided not to continue with the standing conference (due to be held in June) in its (then) present form and that the annual banquet would be renamed 'The Ladies Banquet'.

A one-day briefing conference for MIs and their management teams was held at Claridge's on 2 April with the title 'Quality Management'. Speakers included Vic Bromwich (Crosby Associates), Duncan Rutter (HCTC) and Nigel Wright (British Standards Institute). The afternoon was devoted to 'Getting Quality Management off the Ground' with a pot-pourri of exemplar case studies including Hilton Hotels and Friendly Hotels (the first hotel group to have secured recognition as an Investor in People). Jeremy Logie, from the HCIMA, presented a draft of its new 'Guide to Managing Quality'.

[This was later branded 'Hospitality Assured'.]

The following day, at the General Meeting, it was noted that communications with the WCI had improved and that regular meetings would be held in future. It was also agreed that the only way The Master Innholders would, in future, receive funding was to present a well thought-through business plan as a viable proposition for a specific project.

AGM AT THE WCI, 17TH SEPTEMBER 1993

Peter Lederer was re-elected Chairman. Executive: Barry Cole, Herbert Striessnig and John Thurso. Peter Yarker reported that, following a meeting with the WCI, it had been decided to commission a report by Gayton on the possibility of training courses being run by the Brighton and Middlesex Universities.

Barry Cole reported that the Trade Support Scheme, which had been put on the back burner because of the recession, would now proceed using the brochure that had been produced. Members were

asked for names of suitable companies that should be approached to become 'Company Friends'.

1994

From 1994 on, the year started with The Conference! This was the first 'real' General Managers' Conference organised by The Master Innholders and it was held that January at The Savoy. Its theme was: 'The Role of the General Manager'. It was a one-day gathering, preceded by a dinner. John Thurso chaired the organising committee, as he did for several more years. The success of these early conferences was very much due to his vision and energy.

GENERAL MEETING AT THE GRAND, BRIGHTON

The attendance record made at the time listed which MIs were failing to attend meetings and it was circulated with the minutes, presumably to shame them! When members were subsequently asked why they had not attended, the main excuse seemed to be cost.

The Clerk reported that the financial position was on target and that the Company had become VAT-registered just in time for the conference. It was decided to approach about 20 companies who would be invited to become 'Friends' of The Master Innholders. In return for £2,500 per annum for three years, Friends would be invited to various functions, such as the Chairman's Lunch, where they could seek advice from MIs on general business plans or activities that they were contemplating.

John Thurso gave an overview of the current procedure for selecting future MIs and its failings. His recommendation, that potential names be circulated amongst members prior to the candidates being approached, was approved. Once candidates had cleared this preliminary vetting, proposers would be asked to formally invite them to submit their application. An application document was designed, setting out the aims and objectives of The Master Innholders. It was

the responsibility of the candidate to make sure that he or she fully understood what commitment was being asked for in terms of attendance and contribution – before signing the form.

Gerald Milsom reported that, through the new charity Dine-a-Mite, restaurants had raised £450,000 to help the hungry and homeless. He was appalled at the total ineptitude of the industry in giving the support needed to make the project a success. Questions were asked why only £41,000 had been paid out! The Chairman reminded the meeting that The Master Innholders' focus must remain the support of management education and that it was for individual members to support initiatives such as Dine-a-Mite.

George Goring asked for support for the Academy of Food & Wine Service (AFWS), which was setting up regional chapters all over the country. He further announced a new drive to recruit employers and establishments as members – in addition to recruiting individuals. Harry Murray reported that the recent Food Service Training Initiative in Torquay had been a great success. He explained that a presentation had been made to 41 successful candidates and that, subsequently, a further 12 candidates had passed. Harry also pointed out that Devon and Cornwall Training and Enterprise Councils (TECs), which had initially provided £62,000, had now agreed to an additional £52,000 funding.

The meeting decided that the Ladies Banquet should, in future, be held after the AGM, as the previous timing had been too close to that of the conference.

The Trade Support Scheme was launched on 16th September at the Innholders Hall. Twenty companies were invited and they were joined by ten selected MIs. The WCI hosted the event and made a contribution of £1,000 towards the promotional cost.

That summer, Peter Yarker put the final touches to his paper on the subject 'Continuing Professional Development' (CPD). His sub-

committee had concluded that there was a great need for better communication as to what training facilities existed and how they could be harnessed. He concluded that there was a need to match training provision with demand and that this should be done by:

- a) Establishing a CPD hotline.
- b) Developing a national register of Academic Provision.
- c) Launching an Awareness Campaign.

It was proposed that the CPD Hotline be launched at the General Managers' Conference the following January. It was further proposed that a Managing Agent should be appointed to operate the scheme under the direction of a management board formed by The Master Innholders. Funding for the hotline and the Register was to be met through sponsorship. It was anticipated that most of the revenue would eventually be met from listing charges and advertisement revenue. The Executive embraced the initiative and felt that it should become an important part of what The Master Innholders did and that it would give further *raison d'être* for the organisation. However, the Executive also felt that creation of the hotline should not become a 'crusade'!

The WCI offered £16,000 to cover the set-up costs for this initiative. It was hoped that a further £20,000 would be forthcoming from a joint HCIMA and TEC initiative. However, the Chairman's report (published the following September) included the following: *'Sadly our efforts at securing funding from TECs have been fraught with difficulties. We have not abandoned hope and many members have lobbied their TECs and LECs so that a joint funding approach can be considered. Devon & Cornwall TEC is continuing to push this forward for us.'*

AGM AT THE WCI, 23TH SEPTEMBER 1994

Barry Cole was elected Chairman for the coming year with John Thurso as Vice Chair and Nicholas Rettie and Peter Lederer as committee members. The Ladies Dinner that evening attracted 84 members and other guests. Peter Lederer, the outgoing Chairman, presented an inscribed gavel to The Master Innholders at the dinner.

It was decided that members who had not attended one business event and one social one over the past 12 months would be fined, as per the rules. It was a hefty fine, equal to one year's subscription! The fine would be included in their forthcoming subscription invoice. However, the Chairman assured the meeting that the Executive would exercise discretion in the event of extenuating personal circumstances. This decision (to fine) led to the eventual resignation of two members (Kit Chapman and Kate Smith), causing much heartache all round.

1995

Unfortunately, the Trade Support scheme had very limited success. Nestlé agreed to become a Friend of The Master Innholders and sent a cheque for £3,000. American Express, once again, supported the conference. It had been hoped that the other sponsors including Gauntlet, Free Traders and United Distillers would become Friends. However, no further progress had been made by the time the members met in April. A few months later, it was reluctantly decided to abolish the concept of Company Friends as it was felt the idea was not strong enough and did not offer value – it was a lot of money to pay for networking! Instead, it was agreed to approach companies to ask them to sponsor sessions at the conference. Both American Express and Gauntlet had agreed to continue as sponsors and Nestlé accepted that its donation would be used to sponsor the conference.

Harry Murray (now General Manager at the Mount Nelson, Cape Town) made an offer to host a Spring Meeting in South Africa. It was

realised by the Executive that this would have to be a meeting where attendance was optional because the travel involved would deter some members.

John Alderman had provided the link with the HCIMA for some time and he asked to stand down to give way to a younger member. However, as no-one could be persuaded to take on this task, it was decided to invite the HCIMA's Chief Executive, Jeremy Logie to join the Executive. At the same time, it was felt that the close relationship with the WCI had slipped and the Chairman contacted Derek Balls to invite him to a special dinner.

AGM AT THE WCI, 22TH SEPTEMBER 1995

John Thurso was elected Chairman, with Executive members Nicholas Rettie, Chris Rouse, Barry Cole and Peter Lederer. Barry Cole reported slow progress in developing a Hotel Managers CPD Programme. He indicated that some funding was in place, but that it was important not to move forward unless the initiative could be kept going. MIs were again urged to approach their local TECs for funding.

The Master Innholders had been directly involved with the Nestlé Toque D'or Scholarship and it had been agreed that the winner of the Nestlé Master Innholders Scholarship would spend one year in the kitchens of four hotels managed by MIs.

Overseas trips were again on the agenda. Gerald Milsom was moving to South Africa and he liaised with Harry Murray about a visit by MIs. Edward Gray reported that a members' trip to Barbados was going ahead on 21st November.

CONCLUSION

The early '90s had seen The Master Innholders develop from a friendly society into a force for good and one to be reckoned with.

Despite some rather over-ambitious plans, a few of which had to be aborted, The Master Innholders would never look back.

Foundations had been laid for the future, particularly to organise an annual conference for general managers and for The Master Innholders to become directly associated with management education. There would be times in the future when more ambitious plans would be considered once again but members would, from then on, tread rather more warily and, if necessary, be reminded not to become overly ambitious.

The concept of financial support from suppliers and others had not borne fruit but it was now understood that serious funds could be sought to sponsor the conference. Seventeen years later, conference sponsorship would exceed £80,000, much of which would be used to fund scholarships and other good causes for the industry.

Relations with both 'Parents' of The Master Innholders (the WCI and the HCIMA) had been sorely tried during the early '90s. But, by the end of this period, the relationships with both organisations were on an 'even keel' and were to remain so for many years to come.



PETER YARKER, FRANCIS YOUNG AND WILLY BAUER DISCUSS IMPORTANT ISSUES OF THE DAY



PETER LEDERER STEERED THE MASTER INNOLDERS INTO CALMER WATERS

The Master Innholders, a history. Chapter 3

Consolidation and maturity 1996 to 2003

FOLLOWING THE TURMOIL of the early '90s, the future direction of The Master Innholders had become well-focussed by 1995. There was, though, a need to cement relationships with the WCI once and for all.

The new Chairman of The Master Innholders was John Thurso. He met Past Master Michael Vass at The Savoy in October 1995. They agreed that the time had come for both organisations to redefine their objectives. In a letter from Thurso to Vass it was acknowledged that The Master Innholders

...had neither the size nor the administration to undertake large projects. However, by virtue of its members' individual prominent positions in the industry, it did have a unique network of contacts, as well as a large pool of intellectual resource. Advising the WCI fell perfectly within this principle.

This summed up the situation perfectly and still applies to this day. The principle was accepted and a Hotel Liaison Committee was formed. Its aim was *'to continue to develop relations with the hotel*

industry and to liaise with The Master Innholders to improve the standards in the hotel industry in the UK'. The committee would meet twice each year, when the activities of each organisation would be discussed. Membership of the committee would include: Michael Vass, the Upper Warden and two other members – all from the WCI. The Master Innholders would be represented by its current Chairman and other members of the Executive as appropriate. Derek Balls was an ex-officio member and he regularly attended these meetings.

1996

On 29th January, at the first meeting of the new Hotel Liaison Committee, the WCI clarified its position in relation to the hotel industry: *'to maintain and develop the relationship with The Master Innholders by supporting specific activities such as the General Managers' Conference and to explore other opportunities for involvement in the training and development of individuals with the potential for advancement in the industry as a whole'*. The meeting discussed the possibility of supporting general management courses at Lausanne or elsewhere, MBAs and Acorn Awards. The WCI was prepared to support a pilot scheme and provide funding for middle management to attend a general management course at a suitable management college.

GENERAL MEETING AT TURNBERRY

Members were informed that the WCI had decided to set up The Master Innholders Scholarships and that The Master Innholders would offer help and advice. It was agreed that this co-operation should provide a good framework for on-going involvement between the two organisations. This initiative was quickly followed-up, particularly by Michael Vass, with great support from John Thurso.

There was an open forum after the formal meeting to discuss:

- a) The Master Innholders' profile – 'how should the organisation promote itself?'

- b) Membership criteria.
- c) How to deal with agents' commission
- d) The proposed visit to South Africa.
- e) Unsocial hours – how to change the misconception that this only related to the hotel industry

AGM AT THE WCI, 20TH SEPTEMBER 1996

John Thurso was re-elected Chairman with the Executive comprising: Nicholas Rettie and Chris Rouse. John recalls some reluctance from other members to get involved at that time.

In view of the healthy state of the finances, members agreed that the subscription should remain at £200. It had not been increased since it was doubled in 1991, when members had been promised a moratorium to allow inflation to catch up. It remained at £200 for three further years. Members were informed that 12 scholarship applications had been received and that four people had been chosen to attend courses.

The Hotel Liaison Committee of the WCI and The Master Innholders met again on 26th November. The WCI had decided that the term 'Scholarship' was not considered quite right and that, after much deliberation, the name 'The Innholders Company Hotel Management Bursary' should be adopted.



DAVID LOCKET AND JOHN THURSO

1997

GENERAL MEETING AT CHEWTON GLEN

33 members attended this meeting – a record! The Chairman reported that the WCI was keen to set up a Masters' Lunch, hosted jointly by the WCI and The Master Innholders – aimed at people who impacted on the industry, rather than hotel industry leaders.

AGM AT THE WCI, 19TH SEPTEMBER 1997

Nicholas Rettie was elected Chairman with the Executive comprising Chris Rouse, Peter Crome and Jonathan Thompson.

Liverymen at the WCI had enquired whether it might be possible to obtain special terms when staying in establishments run by MIs. It was agreed that this would be a good idea and indeed some MIs were already offering advantageous rates or VIP treatment to WCI members.

[It took a further 15 years to formalise these arrangements and to offer WCI Liverymen VIP treatment and to publish details of all MI-managed hotels on the WCI website!]

A donation was made to the AFWS, by now under the chairmanship of Richard Edwards. It is likely that this was the first donation ever made to an outside organisation by The Master Innholders.

David Locket sold part of his business that summer. As a result, the administration of The Master Innholders would in future be run from his home. Other things being equal, David was prepared to continue as Clerk until the Silver Jubilee in 2003.

1998

GENERAL MEETING AT THE MAYFAIR INTERCONTINENTAL.

The decision to hold the General Meeting in London did not result in improved attendance, because only 28 members turned up! By now, MIs were having a real impact in the industry and the meeting reviewed members' influence in other industry organisations.

Trevor Forecast was Chairman of the BHA.

John Thurso was Patron of the HCIMA.

Dagmar Woodward was Chair of the W1 Managers Group and Chair of the British Hospitality Association (BHA), London.

Chris Rouse was Chair of Connoisseurs Scotland.

David Clarke was Chair of Springboard Scotland.

Peter Lederer was Hotelier of the Year.

Richard Edwards and James Brown were Chairman and Chief Executive respectively of the AFWS.

This level of involvement was to continue with more and more MIs holding key positions in the industry. This was hardly surprising, as potential members were (and are) selected as much for their interest and involvement in industry affairs as for their ability to manage fine hotels.

The MICT's funds had by now grown to around £40,000. The trustees were Derek Balls, Douglas Barrington and Richard

Edwards. In his Chairman's Report, Nicholas Rettie included a comment on the resources built up within the charitable fund:

The key task we face is to decide what we should be doing with the resources built up within the charitable funds. Due in no small measure to the diligence of our Clerk in negotiating favourable deals for the MIs at each and every opportunity, and the success of the conference, we have built up funds. There are two reasons why we need to address the question. Firstly, it is wholly inappropriate to squirrel away a resource that could be put towards achieving our objective of developing management education. Secondly, we are obliged, if we are to retain our charitable status, to demonstrate action justifying such status.

[He might have written that statement yesterday and indeed he and others have raised the matter on several occasions at subsequent AGMs.]

The MICT subsequently donated £10,000 to Springboard to cover the cost of a new booklet promoting the industry to sixteen to eighteen-year olds who were seeking careers advice. The booklet was launched to coincide with the Careers Festival in June under the banner 'Let's make it first choice.'

AGM AT THE WCI, 25TH SEPTEMBER 1998

Nicholas Rettie was re-elected Chairman with the Executive comprising: Peter Crome, Chris Rouse and Jonathan Thompson. Michael Gray was co-opted later during the year.

[Michael's involvement on the Executive was to continue for 13 years until 2011 – by far the longest tenure of any member!]

It was reported at the AGM that the Nestlé Toque D'or Scholarship had come to an end and Nestlé would no longer be able to sponsor the conference.

At the annual banquet that evening (another full house) the guest speaker was the Earl of Stockton. Bernard Harty, who had been the Clerk to the Chamberlain's Office at the Guildhall for many years, and his wife were guests at the dinner that evening. Because he was retiring as Clerk, he was presented with a small gift from The Master Innholders in recognition of his long and happy association as Clerk and Chamberlain of the City of London.

Proposals for a Moët Champagne Expertise Course were agreed upon later that year. These involved a three-day visit for eight delegates to Epernay. It was agreed that The Master Innholders was to be responsible for proposing suitable candidates who would be required to represent both their hotels and the organisation. Candidates would be asked for feedback as to how to improve champagne sales within their own establishments. David Locket would accompany the party as driver/tour leader. The Master Innholders would receive a consideration of £5,000 for its charitable funds for organising the tour.

In November, at the Liaison Meeting of the WCI and The Master Innholders, it was agreed that the Scholarships programme had so far come up to expectations, with high calibre candidates going forward to both Cranfield and Cornell. The Savoy Educational Trust (SET) had expressed interest in a possible joint sponsorship for the 'Developing General Management Potential' programme and had indicated a contribution of £30,000. At the same time, the WCI had decided to increase its commitment. The funding for the Scholarships programme was about to receive a large boost.

1999

SPRING MEETING AT LUCKNAM PARK

The meeting was followed by a presentation and tour of the City of Bath – about 20 years since the first visit by the then new organisation – The Master Innholders! The Chairman's annual report

mentioned that the dinner was superb and it had apparently included a spontaneous cabaret performance by George Goring!

AGM AT THE WCI, 24TH SEPTEMBER 1999

Peter Crome was elected Chairman with the Executive comprising: Trevor Forecast, Nicholas Rettie, Chris Rouse and Michael Gray. The outgoing Chairman, Nicholas Rettie, encouraged members to continue to focus on three areas: maintaining the income stream and exposure from the conference; delivering more and higher quality applicants for the scholarships; seeking ways to support Springboard.

THE NEW MILLENNIUM

The Master Innholders was poised to grow in stature as it consolidated a number of new initiatives. It was now clear that the hard work of the committees in the '90s and the improved relations with other organisations had born fruit.

Each year The Master Innholders helped to kick-start the hoteliers' year with an injection of enthusiasm and positivity via the General Managers' Conference. The conference at The Savoy, at the dawn of the new Millennium, was no exception. The conference was doing wonders for both the reputation of The Master Innholders and its finances. For the first time, MIs enjoyed a £60 reduction in the conference delegate fee. In return, they were expected to act as table hosts and to mingle with other delegates during the conference – a policy that has continued to this day.

That year, the four members with EU passports (Franco Galgani, Ramon Pajares, Ingrid Philip-Sorensen and Dagmar Woodward) became eligible to attend the Freedom Ceremony, following changes to the rules at The Guildhall.

SPRING MEETING AT DORMY HOUSE

The weekend included just one night – a move that was positively received by members because it wasn't such a huge call on people's time.

AGM AT THE WCI, 22TH SEPTEMBER 2000

Trevor Forecast was elected Chairman and his Executive comprised: Chris Rouse, Michael Gray, Duncan Palmer, Graham Bamford and Francis Young. Trevor had made the decision to increase the size of the committee, a practice that has been maintained since then. This change allowed the committee's workload to be spread (in theory, at least!) and it encouraged more members to feel they were making a positive contribution to the affairs of the organisation. After nine years without an increase, members agreed to raise the subscription from £200 to £225.

The Scholarship programme was discussed at the next meeting of the Executive, when it was agreed that 'the net needed to be cast wider' to attract more candidates. The WCI had, at that time, reported that it was its intention to set up an alumni organisation for past scholarship winners – partly to use them as ambassadors for the scholarships.

A new website for The Master Innholders was discussed by the Executive for the first time (Andrew Phillips having secured two suitable domain names for the website). However, it was decided to 'hold fire' before any design work for the website was started.

2001

Trevor Forecast had persuaded Foster Refrigeration to sponsor the conference with £10,000 – the largest sponsor donation to date.

[This level of sponsorship was not to be surpassed for another eleven years.]

Trevor also broke with the tradition of having a politician as the after-dinner speaker at the conference when he invited Martin Brundle,

former F1 driver and motorsport commentator, as guest speaker. In Trevor's words '*it was more exciting than listening to politics!*'

The Executive discussed Duncan Palmer's proposal to appoint The Master Innholders' Regional Representatives as a means of spreading the word about the scholarships and encouraging more applications. He had also drafted a paper proposing that applicants who were not awarded a scholarship might be considered for other courses: for example, computer skills, running meetings, developing people and wine educational visits. In this way, The Master Innholders would begin to develop an 'elite' club of managers through sponsorship (using MICT funds).

A meeting for alumni of the Scholarships programme was held at the Innholders Hall. They were developing plans to organise their own meetings, to network and share experiences.

SPRING MEETING AT LINTHWAITE HOUSE, WINDERMERE

Members discussed a paper about the use of charitable funds. The consensus was that more funds should be channelled towards the WCI Scholarships programme which was working so well. The programme was then in its fifth year and was going from strength to strength, largely through the dedication of John Thurso, Michael Vass and Julia Sibley (Chief Executive, SET). 800 scholarship information packs had been distributed which had helped raise awareness and drum-up applications.

Gerald Milsom asked members to consider using the Foot & Mouth crisis that was affecting the UK at the time to convince the Government of the importance of promoting tourism at that difficult time for the industry – so that 'out of the bad, something good might come'. Douglas Barrington suggested a letter be written to The Times (signed by the BHA, BTA, The Master Innholders, etc.) that spelled out the differences between tourist travel within most popular UK destinations and travel within farming areas. It was proposed that

The Master Innholders could be the catalyst to bring people together to speak with one voice. Holding this meeting in the heart of the Lake District must have been quite poignant for members.

There was (as on several previous occasions) a discussion about whether to continue to hold Spring Meetings when so few members attended. It is interesting to note that, of 21 members attending the 2001 meeting, no less than seven were 'older' members. The WCI was well-represented that weekend with past Masters John Bartlett and Richard Glover, the Master (Guy Sayer) and Upper Warden (Tony Fisher). Hans Lindt from American Express also attended as a guest.

AGM AT THE WCI, 21TH SEPTEMBER 2001

Duncan Palmer was elected Chairman with the Executive comprising: Chris Rouse, David Wilkinson, Graham Bamford, Michael Gray and Francis Young. Willy Bauer informed the meeting of the new Ark Foundation. He had been appointed its first Chairman and he encouraged members to participate in its work.

Graham Bamford took over the administration of the Scholarships programme. The MICT was now funding one scholarship each year. That year, ten managers attended courses at Cranfield and four went to Cornell.

The tradition of inviting a guest speaker to the Ladies Banquet was broken. In the words of outgoing Chairman, Trevor Forecast (ever the innovator!): *'Instead, members were treated to a wonderful recital (with commentary) from a young concert pianist from South Africa who played a variety of music from the Classics to Scott Joplin! He received a standing ovation, which I suspect is a first for an appearance at our Ladies Night!'*

2002

David Locket informed the Executive at its March Meeting that he would be retiring in September 2003 after 25 years as Clerk. This would be formally announced at the Spring Meeting when members would be asked to consider potential candidates. It was envisaged that the new Clerk would 'shadow' David during the year.

The Clerk circulated a proposal to set up a Strategic Review Committee to look at the activities and administration of The Master Innholders. It was decided that, with expected changes within the organisation, this would be a good time to review all procedures.

Chris Rouse suggested that some of the charitable funds might be used to set up a Master Innholders Annual Lecture where people bought a ticket to attend. Special sponsorship might be sought for this event.

SPRING MEETING AT LE TALBOOTH

The Spring Meeting was hosted by father-and-son MIs, Gerald and Paul Milsom. No less than 33 members attended. The meeting was informed that the Scholarships programme was now regarded as one of the key activities of the WCI and that, with additional support from the SET and MICT, the annual funds amounted to £100,000.

Scholarships had been awarded to 52 managers in five years. The new alumni association, to be known as the St Julian Scholars, was by this time up and running. The alumni had organised themselves very professionally and it was envisaged that future recipients of the scholarship would become members and thus provide continued support for one another. It was recognised that the enthusiasm and flair of the SJSs would become a force to be reckoned with within the industry and it would not be long before one of them became an MI!

AGM AT THE WCI, 20TH SEPTEMBER 2002

David Wilkinson was elected Chairman with the Executive comprised: Chris Rouse, William Cowpe, Michael Gray, Graham

Bamford and Patrick Elsmie. David was General Manager at The Dorchester at the time and he recalls how The Dorchester hosted 'countless' meetings in those years. Francis Young was elected Clerk-Elect to shadow David Locket for the forthcoming year.

Graham Bamford reported progress on the planning activity for the 2003 conference. For the first time it would feature two sessions on the Monday afternoon. This would allow general managers from outside London to be updated on topics such as legislation, legal and other important issues with which London general managers were typically better acquainted.

That autumn, the Clerk received a letter from the President of the HCIMA stating that new MIs could no longer expect direct entry to Fellowship or indeed an early upgrade to Fellowship of the association. The tone of the letter was deeply offensive and was written without regard or knowledge of previously established practices and history. Chris Rouse and David Locket subsequently met the HCIMA representatives. Improved relations, though still tender, were re-established. A more active liaison was called for and Derek Picot was persuaded to act as The Master Innholders' representative and to establish regular liaison with the HCIMA.

After several years of due consideration, the Executive finally decided to order neck badges for members. These were distributed to members at the 2002 AGM. It was agreed that the badges should be worn at all functions of The Master Innholders and on occasions when a member was officially representing the organisation. It was ruled that if a member failed to wear a badge at an appropriate event, a cash fine of £10 would be imposed, to be donated to Springboard.

2003

By March that year, the new website of The Master Innholders was all but ready to go live. Michael Gray had been involved in its

creation, as was Richard Stratton (the conference design sponsor). Richard was asked to manage the site in future.

The Executive decided that expenses incurred for meetings held by the St Julian Scholars should be settled out of The Master Innholders' funds. Thanks to the generosity of The Great Eastern Hotel, host for several meetings, the expenses were in fact minimal. The Clerk suggested, that with so much common ground between the two organisations, it might make sense to combine the administration and to share a Clerk.

[It took a few more years to implement this collaboration!]

On 27th April, a tree was planted in the grounds at the Dormy House Hotel, in memory of the first Chairman, Douglas Barrington, OBE. The ceremony was attended by 32 people. Douglas, who had died a few months earlier, was the founding Chairman of The Master Innholders and had made an enormous contribution to its early development. Another stalwart MI, Gerald Milsom, OBE, died two years later. David Locket requested that a special mention be given commemorating these two gentlemen. Of Gerald he added '*He had a great influence on The Master Innholders from very early on. He pushed me from behind the scenes to make sure it was working properly. Without his input I think it might have foundered*'. Gerald's funeral in Dedham was attended by many MIs and a 'Gerry party' followed at Le Talbooth. These two fine visionary gentlemen were involved in the development of many organisations, marketing alliances and charities and the hospitality industry owes them a huge debt.



A TREE WAS PLANTED AT THE DORMY HOUSE HOTEL IN MEMORY OF DOUGLAS BARRINGTON

SPRING MEETING AT DONNINGTON VALLEY, NEWBURY

At the Spring Meeting, members discussed progress on the many initiatives being progressed at the time. John Campbell, Executive Chef at The Vineyard gave a 'mind-blowing' presentation of culinary insights and presented everyone with signed copies of his new book! Shortly after the meeting, the Executive put the finishing touches to the Strategic Review...

STRATEGIC REVIEW, JUNE 2003

The Review set out the organisation's objectives which are paraphrased below:

The purpose of The Master Innholders continues to be:

- a) To recognise and reward excellence in hotel management.
- b) To provide management education promoted by means of the Conference.
- c) To provide a link between the WCI and the hotel industry.
- d) To improve public perception of the hotel industry and hotel managers by providing examples of the very best in hotel management.

- e) To promote standards of excellence through the Scholarships programme.
- f) To provide a forum for sharing best practice and networking.

The Review also defined the selection criteria for MIs

The size of The Master Innholders will always be restricted through the entry criteria.

Candidates for interview must:

- a) be proposed by an existing member of at least three years standing.
- b) be involved in the day-to-day management of a good and recognised hotel as General Manager, Managing Director or proprietor.
- c) have been a General Manager for at least five years.
- d) be a member, or be willing to become a member, of the HCIMA.
- e) be less than 55-years old.
- f) contribute to the industry/education away from their hotel.

The Review set out the roles of the Clerk and committee members:

- a) The conference speakers' format will be run by a committee not involving the Clerk.
- b) The Clerk will send out notification / advertising and will handle bookings, payments, etc.
- c) The Clerk's role in arranging meetings, dinners, AGM, the Freedom Ceremony, finances, etc., will continue as is, with a five year objective of either streamlining to the point where the role is not so onerous or to the point where it becomes a properly paid full-time job.

The Review listed a number of key planned activities and how they were to be organised:

- a) The Scholarships programme will be organised and arranged through a member of the Executive.
- b) The Moët trip will be organised and arranged by a member of the Executive.
- c) The Spring Weekend will be organised by the host hotel.

The Review also agreed that the Executive should consist of a Chairman, the immediate past Chairman, a Vice Chairman and four others, ideally including one retired member. One key concern of the review was to encourage more younger members to participate in the Spring Weekend. Finally, it was proposed that the membership fee remained the same for all members until they are no longer active in the industry – at which point they would cease to be members.

[This last point was hardly likely to have gone down well and was quickly buried!]

ANNOUNCEMENT OF THE 25TH ANNIVERSARY DINNER ON 19TH SEPTEMBER 2003.

Francis Young, who was organising the forthcoming dinner, wrote to members:

The dinner will be held at the Drapers Hall, one of the most impressive and spectacular of the City Livery Halls. Due to the generosity of our sponsors, we have been able to keep the price down to £85 inclusive of champagne and wines. Given the importance of the occasion, I hope as many MIs as possible will be able to attend with their partners. We will be inviting, as our guests, some of those who have been 'Friends of The Master Innholders' over the years.

200 members and guests attended the anniversary dinner, including 69 MIs and 17 SJSs.

[To this day, the 25th anniversary banquet remains the largest event organised by The Master Innholders, other than the annual conferences.]

The dinner also marked the end of the long reign of David Locket as Clerk and the occasion was also designated as his retirement dinner. David had devoted much of his working life to The Master Innholders. Without him to do all the leg-work – at times picking up the pieces, sometimes with little thanks and often with much heartache – it is quite possible that The Master Innholders would have faded away.

The Master Innholders, a history. Chapter 4

Growth and prosperity 2004 to 2013

AGM AT THE WCI, 19TH SEPTEMBER 2003.

54 members attended: a record to this day! Graham Bamford was elected Chairman. The Executive comprised: Richard Ball, William Cowpe, Patrick Elsmie, Michael Gray, Ian Merrick, David Nicholson and Derek Picot.

Francis Young was elected as the new Clerk. He explained that there would be some changes to the administration – planning for conferences would be initially managed by Graham Bamford, but Ian Merrick would gradually take over. The Clerk would manage the finances, basic administration including conference bookings. The new website of The Master Innholders was by now fully operational and members were encouraged to visit it.

Graham Bamford navigated the new organisational arrangements with great skill, '*steering past a few icebergs into clear water*', without causing offence – not an easy task with all the emotions and baggage from the past! The various ideas that had been included in

the strategic plan were quietly progressed under the new administration.

2004

SPRING MEETING AT THE CHESTER GROSVENOR.

Members were informed that the WCI Scholarships programme continued to grow and that, the following year, three people would be going to Cornell, one person would attend the Business Leaders Programme at Cranfield and The Lausanne Summer School would be used for the first time. Adding Lausanne was one of Graham Bamford's initiatives – as a Lausanne graduate, he was well-aware of the extra dimension the Summer School could add.



LAUSANNE ECOLE HOTELIERE

The format for the ever-popular Moët Educational Trip changed that Summer, with each participant making his own way to Paris Charles de Gaulle Airport. They were then transferred to Epernay in Moët's luxury coach.

AGM AT THE WCI, 8TH OCTOBER 2004

Graham Bamford was re-elected Chairman. The Executive comprised: Richard Ball, William Cowpe, Patrick Elsmie, Michael

Gray, Ian Merrick, David Nicholson and Derek Picot. Amanda Scott was co-opted onto the committee during the year. The question of non-attendance at meetings was raised once again. It was agreed that attendance was required at a minimum of two events per year, unless an acceptable reason was received.

Due to the good work of Derek Picot and the positive attitude of its new Chief Executive, Philippe Rossiter, the relations with the HCIMA vastly improved.

2005

SPRING MEETING AT PENNYHILL PARK

Pennyhill Park was the venue for a ground-breaking first joint meeting for The Master Innholders and St Julian Scholars. It included a brain-storming session, with working groups, to develop new initiatives for both organisations to consider. Sally Atkinson was at the time managing the short programmes at Cranfield and knew many of the SJSs well. She led the process that day with great skill. Sally continued to support both organisations for many years, for example chairing St Julian Scholars' debates and sessions at General Managers' Conferences. She was also an invaluable sounding board for Graham Bamford during his term as Chairman.

The conclusions from the Pennyhill Park meeting were ground-breaking. One proposal was to set up a mentoring scheme for the St Julian Scholars, with MIs acting as mentors. Plans to hold smaller regional meetings for members were aired. The concept of publishing a work experience pack for schoolchildren (later to become known as INSPIRE) was also born that day. Springboard eventually took over its development and organisation, though Francis Young continued to be involved with its development. The WCI provided much of the necessary funds to launch INSPIRE.



INSPIRE LOGO

AGM AT THE WCI, 9TH SEPTEMBER 2005

Richard Ball was elected Chairman. The Executive comprised: Graham Bamford, William Cowpe, Patrick Elsmie, Michael Gray, Andrew McKenzie, Ian Merrick, Derek Picot, Amanda Scott and David Nicholson. It was noted that 52 people had applied for scholarships that summer.

Derek Picot reported on the much-improved relations with the HCIMA. New MIs would, in future, automatically qualify for Fellowship and new SJSs – who were not already members – would be invited to join and be offered a one-year free membership (MHCIMA).

Nicholas Rettie was elected to the Court at the WCI, the first time an MI had been elevated to such a position. There was great expectation that this would really help to ensure continued good communications in future. The possibility of an MI becoming the Master at WCI also became a distinct possibility.

2006

Prior to 2006, the venue for the General Managers' Conference had usually rotated between The Dorchester and The Savoy. The Savoy, however, would be closing for some years and an alternative venue was needed for the 2006 conference. Derek Picot's offer to host it at the Jumeirah Carlton Tower was accepted.

SPRING MEETING AT HARTWELL HOUSE

Andrew McKenzie introduced his plan to hold regional workshops for MIs and SJSs every six months. This would help to move on initiatives and to develop links with colleges, etc. Mike Bevans suggested the introduction of lapel badges for use at less formal events.

The Spring Meeting was followed by a second joint meeting with the St Julian Scholars when progress on the new initiatives was fully aired. By now, the development of the work experience kits was well underway. The new mentoring scheme, being managed by Harry Murray, was proceeding well. 26 mentors but only ten mentees had come forward. For some reason, the SJSs were reticent.



HARRY MURRAY SET UP THE MENTORING SCHEME

That summer, Andrew McKenzie reported on the limited success of the first round of regional meetings with only seven people attending the meeting at Chewton Glen, 13 at The Langham and seven at the Queensbury, Bath. Meetings in Scotland, the North and the Midlands did not get off the ground.

NEW ADMINISTRATION ARRANGEMENTS

Francis Young had done an admirable job in keeping administration under control. He couldn't really be expected to do much more because he had a hotel to run. His wife Anne had also helped with the administration of The Master Innholders. It was unreasonable to expect him to develop the business of The Master Innholders further or to take on new initiatives. His legacy was ensuring the INSPIRE work-experience 'product' came to market. Francis ran the affairs of The Master Innholders for three years, after which he decided that he needed to focus on his own hotel. The members were very grateful to Anne and Francis for the amount of time and the effort they had put into managing the affairs of The Master Innholders during those three years.

The Executive decided that the time had come to put The Master Innholders administration on to a more professional footing. With Francis handing over, there was an opportunity to recruit a new administrative team to drive the organisation on to new heights. As ever, the Executive was not short of creative ideas for the future! Four candidates were duly interviewed by a panel consisting of Richard Ball, Graham Bamford, Nicholas Rettie (representing the WCI) and David Morgan-Hewitt (SJS Chairman). At the same time, discussions took place with the WCI to see whether some of the administration work might be undertaken there.

It was decided that all basic administration tasks (meeting minutes, book-keeping, collecting subscriptions, conference bookings, etc.) would be undertaken by Anne Bulger, the Assistant Clerk at the WCI. Jeremy Logie was appointed to raise the profile of The Master Innholders, to develop new initiatives, to publish a members' newsletter and seek new ways to raise funds. There was some discussion about his job title, as Clerk was not a term recognised outside the City of London and the basic administrative (clerical)

tasks were to be undertaken by Anne. The title Executive Secretary was agreed upon.

Sadly, Anne Bulger resigned a few months later and her duties were added to Jeremy's role. The BHA offered to manage conference bookings and also to provide other administrative assistance. In the event, the BHA's services were confined to taking bookings for the Conference and manning the registration desk.

AGM AT THE WCI, 8TH SEPTEMBER 2006

Richard Ball was re-elected Chairman. The Executive comprised: Amanda Scott (Vice Chair), Graham Bamford, Patrick Elsmie, Michael Gray, Ian Merrick, Andrew McKenzie, David Nicholson and Derek Picot. Unfortunately, Amanda had to resign some months later after accepting a new position with Mandarin Oriental in Hong Kong. Andrew Stembridge and Stuart Johnson were co-opted onto the committee during the year.

Members voted to appoint a new auditor, Macintyre Hudson (auditor to the WCI). BM May and Company were duly thanked for their service as the organisation's original accountants.

At the next meeting of the Executive, Jeremy was asked to produce a draft document setting out the Constitution. Derek Picot reported that two other MIs were joining the HCIMA Council: Laurence Beere and John Philipson, as was Jane Renton (who was subsequently to become an MI).

The first members' bi-annual newsletter INN-TOUCH was published that December. It was circulated as an email attachment to MIs and SJSs. A handful of the more senior members who did not have email, received their copy through the post.

The Scholarships programme reached an important milestone when 13 new scholarships were awarded in November, thus bringing the total awarded by that time to over 100.

The new mentoring programme was also gathering momentum. Harry Murray organised a mentoring workshop for potential mentors at the Royal Garden Hotel in August. Where possible, mentors and mentees were selected geographically, to make it easier for them to meet. MIs were enjoying the experience and retired members found it particularly rewarding to be asked to advise young managers on their careers. At the AGM the following September, Harry reported that there were 17 mentor-mentee pairings.

The Chairman, Richard Ball, was elected Hotelier of the Year in November. By then, many past chairmen of The Master Innholders had received this accolade, but it was unusual for the honour to be bestowed during their period in office. Tradition calls for the winner of this prestigious award to provide the venue for the luncheon which would announce his successor a year later. Prior to the luncheon, the name of the recipient is a closely guarded secret. No-one, other than the panel of judges, ever knows who has been crowned until they walk into the banqueting room where the celebration luncheon is being held. In 2006, the luncheon was held at the Four Seasons where John Stauss, the previous winner, hosted the event. What was not generally known was that Richard had fallen ill the previous evening and had spent much of the night in hospital. Fortunately he had recovered in time for the luncheon and made a remarkably good acceptance speech!

2007

The conference at the Dorchester with the title '*Doing it Differently*' was deemed an unqualified success, both financially and in terms of the speakers. Having the current Chairman of The Master Innholders (Richard Ball) delivering the Hotelier of the Year speech was an added bonus! There were nearly 300 delegates.

It was decided, for good governance, to appoint a Treasurer and Andrew McKenzie became the organisation's first in this office.

However, his tenure was short-lived, as Andrew was named Vice Chairman soon after, following the departure of Amanda Scott for Hong Kong. Andrew relinquished the Treasurer role after signing just two cheques – before handing over the responsibility to Michael Gray!

SPRING MEETING AT GLENEAGLES

Members discussed the new Draft Constitution. Michael Gray urged members to embrace the new 14-19 Diploma in Hospitality that was to be rolled out by the Government in secondary schools in the next year or two. It was imperative for the industry to get behind this one-off opportunity and Michael asked members to urge local schools to adopt Hospitality in their subject options.

As usual, a full action-packed activities agenda had been organised that afternoon after the Spring Meeting. With Gleneagles as host, these naturally included a round of golf – several members had brought their bag of clubs in anticipation. Imagine the dismay during the buffet lunch in a room surrounded by large windows, when it started snowing! There was substantial snowfall and the golf course was closed for the rest of the day. The golfers were not a happy bunch, but the grounds did look lovely!

The WCI decided to change the name of the Scholarships programme to 'The Master Innholders Scholarships'. The new name was featured in the new promotional brochure printed that summer.

Following the Spring Meeting, the draft constitution was reconfigured as a Members Handbook, incorporating bye-laws, rules and other useful information about the history, etc. A draft was circulated to members for comments, before the final document was proposed to members at the AGM.

When reviewing the annual accounts, the Executive was shocked to discover the cost of the annual audit by the newly-appointed firm of auditors was over £3,000. Andrew Stembridge suggested it might be

possible to attract one of the large accountancy practices to audit The Master Innholders accounts pro-bono.

[PKF (UK) LLP rose to the challenge and has been auditing the books for both the Master Innholders and the St Julian Scholars and, more recently, the MICT. Their diligence and advice is very much appreciated, as is the significant financial benefit.]

Members were sent a paper prepared by Michael Gray entitled: 'Working with Training Organisations: our responsibilities and obligations as Master Innholders'. The paper explained how and why MIs should provide support. The organisations referenced were: Springboard, People 1st, the 14-19 Diploma, the National Skills Academy, AWFS, the ARK Foundation and the Applied Ability Award (AAA) Chefs Programme. This was of course exactly what The Master Innholders should be doing – galvanising members into action by embracing such initiatives locally. This approach was vastly more effective than The Master Innholders trying 'to change the world from the centre'.

DIRECTORS

The affairs of The Master Innholders Ltd had always been managed by the Executive on behalf of the Directors. Indeed, there is no record of the directors ever having met formally in 16 years! However, as this was a properly constituted company, it was thought that its directors should meet formally, at least occasionally! That year, a meeting was held on 7th September, immediately before the AGM. The Directors were: Harry Murray (who chaired this meeting), Craig Drummond, Richard Edwards, George Goring and Malcolm Reed. The meeting noted that Craig Drummond, George Goring and Richard Edwards had expressed their wish to resign. The Chairman thanked them for their services to the company's board over many years and Richard Ball, Michael Gray and Andrew McKenzie were duly appointed directors in their place.

The accounts for the year were formally approved and the Chairman was authorised to sign them. The meeting also approved the appointment of Jeremy Logie as Company Secretary. Since then, the Directors have held a meeting immediately before each AGM, to formally approve the annual accounts and to conduct any other business.

AGM AT THE WCI, 7TH SEPTEMBER 2007

Andrew McKenzie was elected Chairman. To provide continuity at this important time of the organisation's growth, other members of the Executive were re-elected.

The meeting approved the adoption of the Members Handbook.

[The Handbook can be viewed on The Master Innholders website:

www.masterinnholders.co.uk]

Members were updated on the plans for regional events, with the first of the new style of meeting to be held at Calcot Manor later that month. The idea was to hold half-day mini-conferences with input from the BHA, the Institute of Hospitality (IoH), Springboard and others. The hope for the meeting was that general managers might travel from as far as 60 miles to attend. That first meeting was very well organised by Paul Sadler and over 50 people attended.

Later that year, retired MIs and their wives were invited for the first time to join widows of former members of the Innholders Company to a special lunch in December at the Innholders Hall. This event was known as the Beckford Lunch.

There had always been strong links with the AFWS. This link was officially acknowledged that autumn when Nick Scade, its Chief Executive, presented the award of 'Company of the Year' to the Chairman of The Master Innholders, Andrew McKenzie.



ANDREW MCKENZIE RECEIVES THE AFWS 'COMPANY OF THE YEAR' AWARD

2008

Mark Lewis, the editor of the *Caterer & Hotelkeeper*, had agreed that MIs should be invited to write an opinion column in alternate weekly editions, starting that February. With almost 50 members contributing articles, the column ran very successfully for nearly two years. The logo of The Master Innholders and a head-and-shoulders photograph of the contributor were usually included in the column. Sometimes the column featured a postscript to promote the next conference or The Master Innholders Scholarships programme. The result was free PR for both The Master Innholders and the contributor. The columns also provided a 'drip-feed' to remind

readers that The Master Innholders and its members were not afraid to provoke controversy!



Viewpoint

It's what you know... not who

David Clarke, chief executive of Interchange & Consort Hotels and a Master Innholder, believes that knowledge is king in the 21st century and is proud that the hotel sector is once again reconnecting with its true values and recognising its greatest assets

What you know counts more than who you know. Never before has this been truer for our industry.

We have lived through a very prosperous – some would say greedy – period. However, our industry has benefited and the status of hospitality is higher now than at any time I can remember.

The glory days, at least in terms of revenue and profits, may be gone for now but we still have our pride and talent in delivering high standards, great products and services. As we come to the end of the first decade of the 21st century, “what you know” has indeed become more important than “who you know”.

Awards like the Hotel Cateys in November are just what we need to show that the hotel sector is reconnecting with its true values and recognising its greatest assets. It is about recognising the front-line people who work in our businesses, those committed people who deliver great services day in and day out – simply by knowing what they are doing.

The Master Innholders is made up of a group of individuals, recognised by their peers as

having successful hotel careers built on a strong foundation of skills and experience, it's not just the “old boys or girls network” that some perceive us to be. Every year we hold a General Managers' Conference, which is open to all regardless of the hotel segment worked in, and I would be amazed if anyone attending did not leave that event knowing more than they did when they arrived.

It's what you know that will matter in the next decade. Showing that your knowledge is worthy of an award like a Hotel Catey – or joining fellow general managers at the biggest event of its kind – is something to be proud of and within everyone's reach.

● Hotel general managers wishing to join the Master Innholders have until 16 October to apply. For full details, visit www.masterinnholders.co.uk

For more opinions and letters
→ www.catererssearch.com/comment



Awards recognise the front-line people

a great experience with Red Carnation Hotels, who are very supportive of their work placement students. The Rubens Hotel uses the industry quality standard for work experience – Inspire – and is one of a growing number of hotels and food and service management providers that have recognised the need for quality assurance when hosting work placements.

While Paul's experience was exceptional, 40% of hospitality students who undertake a work placement do not go on to seek employment in our industry. This is as a direct result of their experience during the placement. I am sure your readers would agree that the current high fall-out rate is something we, as an industry, need to address.

One route which has been successful in decreasing fall-out rates is Inspire, which is fully supported by the Master Inn Holders and hotel groups such as Thistle, Starwood and Hilton. Food and service management companies such as Lexington, Aramark, Compass and Brookwood Partnership, to name a few, have also signed up to the quality standard. I would really encourage anyone seeking a good-quality work placement in hospitality to ask about the

Inspire Quality Standard (www.inspire.springboarduk.org.uk).
Sam Coulstock
Customer relationship director,
Springboard

Website booking is a good thing

I was pleased to read Kenny Boyle's response to the flak VisitBritain has recently received.

We have been providing UK hotels with booking systems since the early 1980s and we're now experiencing a real surge in interest for internet booking links. If VisitBritain is making it easy for visitors to select and book hotels, then they're doing a good job, and one which has a value to hoteliers. Any website which can drive profitable business to hotels can only be a good thing and is something we want to be involved in.

Happily, we've had excellent co-operation from VisitBritain, and we anticipate being able to offer hotels a real-time link between our existing internet booking pages and their presence on the VisitBritain web pages.

Mark Ellis
Sales director,
Welcome Computer Systems

Please send letters to: The Editor, Caterer and Hotelkeeper, Quadrant House, The Quadrant, Sutton, Surrey SM2 5AS. They may be faxed on 020 8652 8973 or e-mailed to catererletters@rbi.co.uk. The editor reserves the right to edit letters

WRITE TO US



Canadian animation studio tasked with creating the show.

It will be on offer at next month's Mipcom international TV sales convention, where buyers will have the opportunity to snap up the show. Of course, there is no limit to where the story of animated Gordon Ramsay could take us, but once there, there'll be no point of return to credibility for any of us.

→ www.catererssearch.com/guide-girl

“Showing that your knowledge is worthy of an award like a Hotel Catey is something to be proud of and within everyone's reach”

www.catererssearch.com

9 October 2009 | Caterer and Hotelkeeper | 17

VIEWPOINT

As further evidence of The Master Innholders' influence in industry affairs, that year no fewer than 26 members (including some SJSs)

were members of BHA regional committees, with every region represented other than Wales. There were also four MIs on the Council of the IoH.

SPRING MEETING AT CALCOT MANOR

At the Spring Meeting, members were told that, in order to encourage more applicants for scholarships, a new two-stage application was being tested. 25 people had confirmed that they intended to apply. In the event, the two-stage process made no difference to the eventual number of applications, but these things have to be tried – because you never know!

The Master Innholders website was enhanced that summer by the inclusion of a 'Who's Who' section, giving a short biography of each MI. (This had previously been published for members in a printed version). A list showing the status of individual members was also added to the website, showing the year in which each member had been admitted and their current membership status.

After the inaugural meeting the previous autumn at Calcot Manor, further regional meetings were held that summer at Fawsley Hall and The Palace, Torquay. The Torquay meeting was organised by Mark Godfrey and hosted by Paul Uphill and about 40 people attended. The Fawsley Hall meeting was held on the same day as a BHA regional meeting, which helped to boost numbers. In the post-mortem discussions later in the year, it was decided that, in future, these meetings should be run jointly with the IoH. The joint meetings have continued since then – with up to four meetings each summer.

AGM AT THE WCI, 5TH SEPTEMBER 2008

Andrew McKenzie was re-elected Chairman. The Executive comprised: Richard Ball, Laurence Beere, Beppo Buchanan-Smith, David Broadhead, Anna Dowling, Michael Gray, Stuart Johnson and David Nicholson.

At the meeting, Graham Bamford was presented with a gift to recognise the enormous contribution he had made to the running of The Master Innholders and, in particular, his work in managing the scholarship applications for several years. The meeting also confirmed the proposal by Andrew McKenzie for Jeremy Logie to become an Honorary Master Innholder.

Ramon Pajares welcomed the improved level of communications from The Master Innholders. These included internal communications (in particular via the bi-annual newsletter and the improved website) and external ones such as the fortnightly opinion column in the Caterer & Hotelkeeper and articles in En Passant.

As it was no longer necessary for the WCI and the SET to underwrite the conference, they decided that, in future, they would make a proportional increase in the funds for the Master Innholders Scholarships.



NEW MIs AT THEIR FREEDOM CEREMONY IN THE GUILDHALL

2009

The General Managers' Conference at The Landmark was a resounding success. Delegates were becoming used to being spoiled, as host hotels were always at pains to display their very best to industry colleagues. However, Francis Green and his team excelled themselves, particularly on catering innovation and displays. That conference will be long remembered by those who attended! Subsequent hosts have made it clear that: *'whilst they will look after conference delegates, please don't expect them to even try to compete with the displays put on by the team at the Landmark in 2009!'*

Earlier worries that delegates might not be prepared to cross the 'magic divide' into north London seemed to have been without substance, with more attendees than the previous year.

The conference was broadcast live to ten universities and hotel-schools in the UK and Europe and it was estimated that 700 students and lecturers 'attended' via monitors in lecture halls. Students who listened live were also able to ask questions via email. This was the first time anything like this had been attempted for hospitality students anywhere in the world. Andrew McKenzie said, *'This experiment has suddenly opened up the conference to a huge audience of aspiring hoteliers'*. This initiative was devised and organised by Prof Ian Scarth from Lausanne. He also found sponsors to cover the considerable cost involved. In addition, Ian's Masters students from Lausanne provided assistance in the conference hall with roving mikes, the seating of latecomers, etc.

The new website for the Master Innholders Scholarships was launched that spring. The cost for its development was funded by the MICT. By now the annual budget available for scholarships had increased to £135,000 from the WCI, SET and the MICT. The Lord

Forte Foundation joined later that year, pledging a further £20,000 annually.

SPRING MEETING AT BOVEY CASTLE

The chief discussion at the Spring Meeting concerned the selection process for new members. There was concern that the current system had a number of drawbacks. It lacked dignity in that details of potential members were circulated widely to current members, sometimes without sufficiently robust information about an applicant's industry involvement. The system was also restricted, as the only people considered were those recommended by current members. A landmark decision was taken to revert to the original process – where any hotel general manager could apply. Applicants would submit an essay together with their CV, just as they did in the early days.



SPRING MEETING AT BOVEY CASTLE



GEORGE ON HIS HOBBY HORSE



DAVID RELAXING ATOP THE PIANO

Stuart Johnson was in the process of launching a mentoring scheme on behalf of the Savoy Society, to encourage students studying Hospitality Management at universities to join the hotel industry. It was known that a high proportion of graduates turned their back on the industry in favour of more lucrative careers elsewhere. Stuart was recruiting MIs, senior SJSs and others to act as mentors for these students. Members applauded the scheme and agreed that every active MI should be prepared to volunteer to be a mentor.

The Master (Jeremy Pope) was pleased to announce at the Spring Meeting that Peter Lederer and Julia Sibley were both joining the Court at the WCI. Together with Nicholas Rettie, that would mean that the Court had three people directly working with or for the hospitality industry – for the first time in two centuries!

Regional meetings were held that summer at Channings (Edinburgh), Middlethorpe Hall (York), The Manor House (Castle Combe) and South Lodge (Horsham). The attendees were delighted and they appreciated the effort that had been taken for speakers of the calibre of Martin Couchman (BHA), Anne Pierce (Springboard) and Philippe Rossiter (IoH) to take time out to address each of these events. The IoH did a great job in publicising the events and handling the bookings.

AGM AT THE WCI, 4TH SEPTEMBER 2009

Michael Gray was elected Chairman and Andrew Stembridge, Treasurer. The Executive comprised: Laurence Beere, David Broadhead, Beppo Buchanan-Smith, Anna Dowling, Stuart Johnson, Andrew McKenzie and David Nicholson. That year, it had been possible to donate £19,000 to the MICT and still retain a modest surplus. Subscriptions had been increased by £5 in each of the previous few years and were to increase to £245 the following July.

The meeting formally approved the new arrangements for membership applications and it was agreed that delegates attending the next conference should be informed of the new arrangements and be encouraged to apply.

The Scholarships programme achieved a record number of 69 applications that summer – a huge increase on 48 in the previous year. It was gratifying that a higher proportion of applicants had no obvious link with MIs or SJSs. Nicholas Rettie alluded to his vision for the WCI to develop a plan to secure major additional monies to provide a massive increase in funding for scholarships – to coincide with the 2015 quinquennial of the WCI.

Harry Murray organised a mentors' workshop with coaching by Sally Atkinson. He was pleased to report that 25 MIs had volunteered to become mentors. However, it was disappointing that far fewer SJSs

had applied to become a mentee, because the scheme was entirely for their benefit.

The biannual Liaison Meeting of the WCI and The Master Innholders continued as in previous years, but now included the Chairman of the St Julian Scholars. These meetings continued to provide an excellent vehicle to keep each organisation abreast of new developments, to progress continuing initiatives (such as the Scholarships programme) and to discuss the General Managers' Conference. The meeting in September 2009 took place at the Marriott County Hall with Michael Gray in the chair. It had become a tradition that the Autumn Meeting was hosted and chaired by an MI and that the Spring Meeting was held at the Innholders Hall, chaired by Michael Vass. It was gratifying that Derek Balls continued to attend these meetings. Nicholas Rettie and Julia Sibley had become regular attendees, representing the WCI. On this occasion, the other MIs attending were Andrew McKenzie, Stuart Johnson and Andrew Stembridge. Paul Sadler attended as Chairman of St Julian Scholars.

At this meeting, Nicholas Rettie challenged The Master Innholders to consider the long term and what sort of organisation they might wish it to be in ten years time. The challenge was accepted and, a few months later, the Executive spent a full day developing their vision of the future.

Michael Gray continued to work tirelessly to encourage other members to support the new 14-19 Diploma courses in secondary schools. The new course started in September 2009, but the take-up in schools had been quite disappointing. However, at least there were now 1000 youngsters learning about our industry who would otherwise not have done so. By now, there were 30 Diploma Champions spread across the country, thanks largely to the hard work by Springboard, with active participation by many SJSs and MIs. The MI and SJS fraternity was uniquely placed to campaign for

such initiatives, with so many members spread around the country in high profile positions.

The INSPIRE Work Experience Kit had recently been launched. It was selling quite well and had been adopted by several larger companies. The National Council for Work Experience had also endorsed it.

Terry Holmes became a trustee for the MICT that year, taking over from Duncan Palmer who had moved to Hong Kong.

2010

The conference further widened its scope to encompass students. It was broadcast live to over 200 hotel schools on five continents – facilitated through Euhofa International. As Michael Gray summed up in his Chairman's report later that year: *'The Master Innholders is truly going global to engage with the hoteliers of the future'*.

A new hotel school competition, linked to the conference and tried out the previous year, was enhanced and officially dubbed 'The Master Innholders Competition'. That year a team of students had to film a YouTube video on the subject of 'innovation'. The winning team from University of Surrey attended the conference to make its presentation. Through the generosity of The Lancaster Group, the team stayed one night in the Lancaster London, one night at the K-West and one night at The Landmark. The students were given full tours of each hotel and were transported around London in the Company's limousine. Finally, the students were presented with a special trophy from the Lancaster Group in recognition of their achievement.

Seven general managers were admitted as MIs that year. At the Executive Meeting on 4th March, it was agreed that the new (i.e. original!) application process had worked well and should be repeated. It was recognised that a larger number of applicants had been admitted than in a typical year, but this was put down to it being

the first occasion for 20 years that applications were being actively promoted to the whole industry.

SPRING MEETING AT CHEWTON GLEN

The main discussion at the Spring Meeting was to gather ideas about the proposed new five-year plan. The meeting split into syndicate groups to brainstorm. Some excellent ideas were forthcoming and everyone agreed that complacency was not an option.

The IoH agreed to manage the process of scholarship applications from that year. Previously, applicants had been asked to write three short essays. On reflection, this was considered overkill for applicants and assessors alike! It was agreed that there should only be one essay in future.



SPRING MEETING AT CHEWTON GLEN

Regional meetings were held that summer at Summer Lodge (near Yeovil), Cameron House (Loch Lomond) and Ashdown Park (Sussex).

THE FIVE YEAR VISION

A full-day meeting was held at the Hyatt Regency Churchill on 15th June when eight MIs worked hard to develop the new five-year

vision. The day was facilitated by Keith Edmonds (ex personnel director at THF hotels and an experienced consultant with the Coverdale Organisation).

A core purpose for The Master Innholders emerged: *‘to attract, inspire, educate and retain the best management talent for the UK hotel industry; those who will always aspire to lead and promote the highest standards of professionalism, development of others and respect for hotel-keeping’.*

A goal was established, dubbed the ‘B-HAG’ (Big Hairy Ambitious Goal): *‘Within five years we will have achieved industry-wide recognition as an explosive force for the UK hotel industry, both for management education and development and also for the pursuit, achievement and celebration of excellence in all aspects of our profession’.*

VIVID DESCRIPTIONS

How members that day saw the core purpose and goal being achieved is recorded below:

- a) We will review the viability of creating The Master Innholders Hotel Management Summer School with the active involvement of all our members and leading academics.
- b) We will continue to build and develop a far-reaching mentoring scheme which embraces over 60% of active MIs and SJSs.
- c) We will involve the industry’s leaders through an affiliated membership scheme to gain their support for all we do.
- d) We will grow to 100 full members, all of whom will be actively involved in our key activities. We will hold more forums to engage with them and actively promote our key target goals. We will develop an active PR strategy.
- e) We will further develop powerful links with other industry professional bodies so they support our work.

f) We will build with pride on the heritage granted to The Master Innholders by the WCI.

A full discussion on the draft plan was discussed with members immediately after the AGM that September.

AGM AT THE WCI, 3RD SEPTEMBER 2010

Stuart Johnson was elected Chairman. The Executive comprised: Laurence Beere, Beppo Buchanan-Smith, Anna Dowling, Michael Gray, Andrew McKenzie, David Morgan-Hewitt, Danny Pecorelli and Jonathan Raggett. Outgoing Chairman Michael Gray reported that he had been invited to speak to the Innholders Livery about the activities of The Master Innholders (only a few of the Livery had any links with the hospitality industry).

Andrew Stembridge (Treasurer) was pleased to report a surplus of nearly £5,000 after £47,000 had been donated to the MICT and other worthy causes.

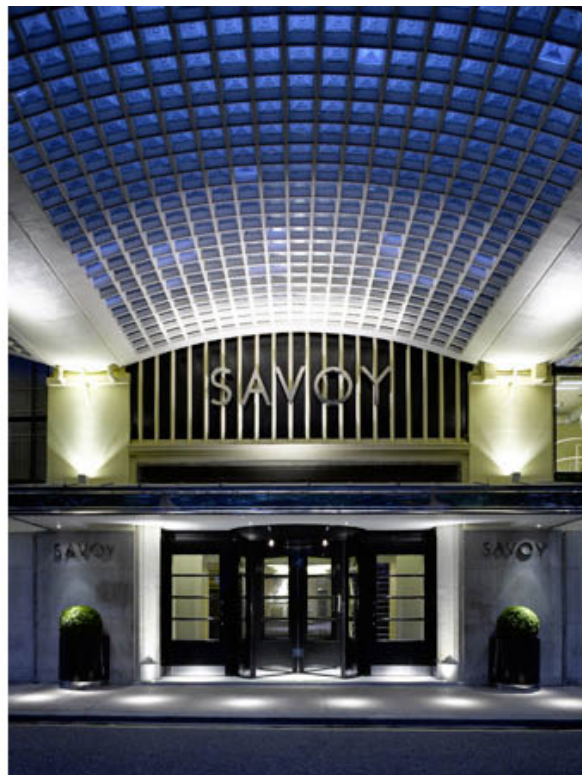
The Mentoring scheme for the St Julian Scholars had been developed admirably by Harry Murray for several years and had been included in the five-year vision. It now warranted more focus and a special committee was formed, chaired by David Morgan-Hewitt. The scheme was re-launched at the St Julian Scholars Autumn Meeting in November. Sally Atkinson had produced a guide for mentors which was circulated to all MIs. She also offered a confidential help-line to any mentors or mentees who were having problems with the process or with their 'other half'. Applications for mentors and mentees were reviewed by the committee the following January – when 48 pairings were set up.

The annual dinner had always been priced to cover the cost of invited guests. Now that the finances were much more secure, it was decided that, in future, members should pay only for their own meal.

Malcolm Reed, one of the original seven MIs, had joined the clergy and was ordained as a priest at Wakefield Cathedral that year. Shortly afterwards he accepted the invitation to become Chaplain to The Master Innholders.

2011

The conference finally returned to the Savoy which was crammed to capacity: 354 for the conference and 390 for the gala dinner. A number of late-bookers had to be turned away. As the hotel had only recently re-opened, Kieran MacDonald was a brave man to accept the booking (with some arm-twisting no doubt by a past-Savoy trainee!). Stuart Johnson had also secured a principal sponsor. Together with several other new sponsors, the total income amounted to £74,000. The Abraham Lincoln suite was used as an exhibition area for 'Gold Sponsors'. The conference was so well patronised by delegates (who had been encouraged to arrive early to 'hug-a-sponsor'), that it got more than a trifle warm!



THE CONFERENCE RETURNS TO THE SAVOY

Andrew Stembridge chaired the conference committee that year. The charity prize draw raised over £9,000 – nearly three times that achieved the previous year! Diners had been encouraged to contribute £20 each. Springboard (the nominated charity) had produced some specially printed envelopes on which people could sign a gift-aid covenant.

Links with the WCI remained a priority and discussions started regarding special offers to Liverymen to stay in hotels managed by MIs. Past Master Jeremy Pope spent many hours setting up these special offers on the WCI website. The locations for these offers were displayed on the website with a map of Great Britain. The result was most impressive. The launch of this new page on the WCI website provided practical evidence of improved links between the two organisations.

There were 17 applications for membership that year and ten new members were admitted, including four SJSs. Some ‘elder statesmen’ members voiced concerns about ‘opening the floodgates’ to new members. The Executive considered this, but was entirely comfortable that all the newcomers were worthy of membership. The total number of full members remained well within the target of the organisation membership growing to 100 within five years.

SPRING MEETING AT SOUTH LODGE

Nearly 50 attended the Spring Meeting, including Past Masters and Liverymen from the WCI. Aspects of the new five-year plan were discussed in more detail.

AGM AT ONE WHITEHALL PLACE, 8TH SEPTEMBER 2011

The AGM was held away from the Innholders Hall for the first time, to allow more flexibility of space for break-out discussions after the AGM. The venue was One Whitehall Place.

Stuart Johnson was re-elected Chairman. The Executive comprised: Laurence Beere, Stuart Bowery, Beppo Buchanan-Smith, Anna Dowling, Ciaran Fahy, David Morgan-Hewitt, Danny Pecorelli, Jonathan Raggett, Andrew Stembridge and Sue Williams.

It was at this meeting that the idea of developing a new management course for junior managers was first mooted. This was in place of the previous grand idea of a Management Summer School or Academy.

[The programme was launched as the Aspiring Leaders Diploma.]

In order to encourage more members to attend with their partners, a new 'doubles' price was offered for the Annual Dinner: £95 for a single place but £150 for a double. Numbers did increase and the offer was subsequently repeated. Alex Polizzi (grand-daughter of Charles Forte) was the guest speaker at the dinner. She was by now a household name as the presenter of the popular Channel 4 programme 'The Hotel Inspector'.

Shortly after the AGM, Jeremy Logie informed the Executive that after six years in the post, he would not be standing for re-election the following September. The recruitment for his successor commenced without delay and Philippe Rossiter was chosen to replace Jeremy the following summer. Philippe's early appointment allowed him to observe the forthcoming conference with renewed interest, knowing that he would be heavily involved in the following one!

2012

The conference was staged at The Hilton on Park Lane. The previous two conferences had been so popular that they were at times physically quite uncomfortable. The Executive had discussed long and hard whether it was right to restrict numbers in what was clearly becoming an ever more popular event for hoteliers. Large attendances at conferences were obviously financially beneficial in providing funds for scholarships. Michael Shepherd, now General

Manager at The Hilton, had hosted the conference in a previous incarnation at The Savoy and was an enthusiastic MI and host.

Not to restrict numbers was clearly the right decision and 440 delegates attended. That year was London 2012 Olympics year and the mastermind behind the games, Lord Coe, was persuaded to address the conference.

Despite the very attractive delegate fee and the increased cost of the staging and AV, the conference continued to make a healthy surplus. Thanks to the excellent contacts that so many MIs had, fees and even expenses for speakers were minimised. Additionally, whereas other large-scale conferences would have a paid professional conference organiser, it was still proving possible to organise this event with volunteers.



TERRY HOLMES GREETING LORD COE

SPRING MEETING AT LUTON HOO

Members were impressed by the enormous progress that had been made on developing the Aspiring Leaders Diploma. The IoH had organised the academic aspects and this meeting provided Philippe Rossiter the ideal opportunity to inform MIs about the programme. It also allowed members to get to know him before he took over as Executive Secretary later in the year.

Following this meeting, the arrangements for the Aspiring Leaders Diploma got underway 'like lightening'. Chaired by Andrew Stembridge, the organising committee worked tirelessly to finalise the arrangements for this new programme. Fourteen managers were selected to attend the programme. The programme was organised as eight residential modules, each held at prestigious MI-managed hotels. Jane Renton masterminded the arrangements for these weekends and the host hotels made sure that they were well looked after, shown round the hotel and addressed by the MI host at each hotel.

Derek Balls was recognised for the initiative he had taken 35 years ago in forming The Master Innholders. He was invited to Brown's hotel for a celebratory lunch at which he was named as Honorary Patron of The Master Innholders. Several of the seven original members attended this important occasion.

AGM AT ST PANCRAS RENAISSANCE HOTEL, 6TH SEPTEMBER 2012.

Andrew Stembridge was elected Chairman and the Executive comprised: Beppo Buchanan-Smith (treasurer), Stuart Bowery, Ciaran Fahy, David Morgan-Hewitt, Stuart Johnson, Danny Pecorelli, Jonathan Raggett and Sue Williams. Philippe Rossiter was elected Executive Secretary.

The number of MIs at that time had risen to: 80 full members, 8 based overseas and 44 retired members. The surplus funds donated

to worthy causes during the 2011-12 financial year was over £54,000.

Following the previous year's success of holding an interactive session, Mary-Jane Flanagan was once again asked to act as facilitator.

2013

The 20th General Managers' Conference was held in the Great Room at Grosvenor House. As at the previous conference, delegates appreciated the extra space which certainly made it easier for people to find one another. Bearing in mind that networking is one of the main reasons many people attend these events, this was welcomed. For the first time, an agent was employed to secure sponsors and this resulted in attracting several new ones.

The recent graduates of the Aspiring Leaders Diploma attended the conference where they received their certificates and two of them spoke about the enormous assistance it had been to their careers.

About 90 MIs and SJSs attended a joint one-day meeting in April at the Jumeirah Carlton Tower. Its purpose was to take stock of where the two organisations had got to and to seek guidance from members on changes that might be considered for the future. Mary-Jane Flanagan acted as facilitator. Members discussed a whole range of ideas for their committees to consider for the future. Several new ideas were tabled and members doubtless felt more engaged with the decision-making process regarding the future direction of both organisations. As a bi-product, it provided an opportunity for both MIs and SJSs to learn more about each other's organisation.

CONCLUSION

The Master Innholders has now become a well-known and respected organisation in the hospitality industry. It has found its place in the natural order and it is surely here to stay. There have been a few

twists and turns, but successive chairmen and their committees have kept things on an even keel and each one has driven forward important initiatives. In the last few years, the healthy finances have allowed additional risks to be taken without fear of financial disaster. Members have accepted that The Master Innholders cannot hope to change the whole world – just a few well-chosen parts of it!

Whilst the general direction has been provided by the members of the Executive, many other MIs have also contributed to the work and achievements of The Master Innholders. Many members continue year-after-year to encourage bright young people to join the industry and to have purposeful careers in it.

After thirty five years, The Master Innholders has much to be proud of. It has left its mark on the industry in several ways and its members are revered as champions of best practice, particularly in the training and development of managers. Externally, it is well established as the organisation that holds the ‘must-attend’ conference for general managers and for its excellent scholarship programme. It has refrained from getting involved in lobbying and other high-profile activities.

For 200 individual managers, The Master Innholders Scholarships programme has provided much-needed and appreciated assistance with career development and many SJSs appreciate the careers advice resource that is now available through the mentoring programme.

Other industry organisations have much to thank The Master Innholders for. Over the last decade or more, considerable funds have been channelled to worthy charities such as Hospitality Action, Springboard, The Ark for Business and the AFWS.

But the greatest resource which has been beneficial to the whole industry is individual members’ involvement and influence in other organisations throughout the industry, both nationally with

organisations such as the BHA and IoH and with regional and local organisations and educational initiatives. Membership of The Master Innholders has spurred on so many people to do more to improve the industry's future. Many members have been recognised for their efforts with accolades such as Hotelier of the Year, Catey's, honorary university degrees and 15 New Year / Birthday Honours (CBE, OBE, MBE).

On-going successes today include:

- a) Organising and hosting the most important annual conference in the industry's calendar.
- b) Managing an annual Scholarships programme for up to 20 people each year.
- c) MIs helping younger managers through the Mentoring scheme.

The organisation is in 'rude health', both financially and in terms of clarity of vision. The recent emergence of the Aspiring Leaders Diploma demonstrates that it is still vibrant and continues to look at new ways to further improve the industry.



THREE NEW DOCTORS AT THE UNIVERSITY OF WEST LONDON



**THE
MASTER
INNOLDERS**

LEVEL 3

Master Innholders
Aspiring Leaders Diploma in
**Hospitality
and Tourism
Management**

Congratulations!
You are reading this
because you are
thinking seriously about
further developing
your management and
leadership skills and
building your career
within the Hospitality
Industry

As a manager in the industry, you may already
have achieved a formal qualification as a
student - but life was very different then. Now it
might be a perfect time for you to learn more
about yourself, your business and the industry
to develop yourself even further.

[M]
MERLIN
CONSULTANCY

**Institute
of Hospitality**
APPROVED CENTRE

The Master Innholders, a history. Chapter 5

Friends and family

WORSHIPFUL COMPANY OF INNOLDERS. From the beginning, the history of The Master Innholders has been inextricably linked with the WCI. The Innholders Hall has been the registered address and spiritual home of the organisation. It is also the place where members can meet to conduct official business. Other than the Silver Jubilee Banquet (held at the much larger Drapers Hall), each annual dinner has been held at The Innholders Hall. Until very recently, AGMs were also held at the Hall and they only moved when the Executive decided that more space was required to run afternoon break-out sessions for further discussions.

Other annual events at The Innholders Hall which involve members include the Court Dinner in June, (when Master Innholders are guests of the Company) and the St Julian Scholars annual dinner. The WCI has always been very generous with charges for these events. Retired MIs are invited as guests of The Company to the Beckford Luncheon in December.

The New Court Room has been the chamber where each new MI has attended his or her interview. For some, this is the first time in their lives that they have been subjected to a formal interview and its

memory remains with them for a very long time! The Hall is also used for the Master Innholders Scholarships interviews.

In earlier chapters, much has already been said about the relationship between the two key organisations – The Master Innholders and the WCI – so points made earlier will not be repeated in detail here.

The Master always takes an interest in the affairs of The Master Innholders. He is always a guest at the General Managers' Conference, at the Master Innholders Annual Dinner, at the Spring Weekend and at the St Julian Scholars Annual Dinner.

Several Masters have been more closely involved in furthering the relationship between the WCI and The Master Innholders. It is hoped that they will not object if their names are not listed here, in deference to two past Masters whose continuous link with and support for The Master Innholders has been unwavering. Derek Balls was the founding father of The Master Innholders. He has attended nearly all meetings of the Liaison Committee of the WCI and The Master Innholders since the latter's inception and, to this day, he is to be seen at all the General Managers' Conferences. Derek's support was finally recognised at a special luncheon hosted by Stuart Johnson and several founder members at Brown's in 2012, when Derek was formally appointed Honorary Patron of The Master Innholders.

The other Past Master who must be mentioned here is Michael Vass. It was he who worked with John Thurso to develop the concept of what became the Master Innholders Scholarships programme. In recognition of the need to maintain close links with The Master Innholders, he set up a six-monthly review meeting known as the Liaison Meeting of the WCI and The Master Innholders. This Liaison Meeting was only suspended in 2012 when it was decided that the two bodies were communicating well on an ongoing basis. These

days, the WCI Annual Review includes full reports on activities by chairmen of both The Master Innholders and the St Julian Scholars. The Master Innholders Chairman is also invited to address the meeting of the WCI Liverymen each May.

In recent years, the link between the two organisations has been further strengthened as a result of a number of MIs being elected to the Court of the WCI. Nicholas Rettie was elected in 2005 and, since then, has provided an important link with the Court and has given invaluable advice to the Executive Secretary on sensitive issues! Peter Lederer joined the Court in 2009 but unfortunately he found it necessary to stand down in 2012, following his senior appointment at Diageo plc.

No less than 14 other MIs and SJSs are WCI Liverymen and three are Freeman. Thus, after 35 years, the hospitality industry has regained its position within the walls of the Innholders Hall.

On a lighter note, a number of golf fixtures jointly sponsored by the WCI and The Master Innholders are held each year. The first took place at the Royal Automobile Club, Epsom in 1991, when a trophy was presented by Martin Williamson, one of the founder MIs. Each year, the first match of the season takes place at the RAC Club for this cup. Other annual golf fixtures have been added over the years, including Mannings Heath, Hankley Common, Woking and Worplesdon. At some of these events, the members have been joined by SJSs. More recently, an annual shoot has been held at Bisley.



MICHAEL VASS WITH GOLF CHAMPION JANE RENTON

HOTEL AND CATERING INTERNATIONAL MANAGEMENT ASSOCIATION (NOW IOH)

The HCIMA is the second 'parent' of The Master Innholders.

[In 2007 the association became known as the Institute of Hospitality (IoH). Below it is referred to using its original name.]

As the industry's examining body and professional association, the HCIMA was deemed the appropriate organisation to set out the standards and manage the process of assessing new members. John Alderman provided much-needed liaison between the two organisations for many years. This was invaluable during times when the relationship was under strain! This was particularly so because John, as both an MI and a member of the HCIMA's Board of Fellows over many years, was always able to explain the relevance of The Master Innholders to his colleagues in the association.

Until 1999, applicants were interviewed only if they had an HCIMA qualification. The HCIMA was naturally disappointed when this requirement was relaxed. Relations remained fragile for some years and were not helped by the changes that followed the retirement of Elizabeth Gadsby and the unfortunate appointment of her immediate successor. Good relations were restored when Jeremy Logie was appointed Chief Executive in 1992.

In 1998, Lord Thurso MI followed Lord Forte as the Patron of the HCIMA. Membership of the HCIMA was then at its highest level, with nearly 24,000 members in over 100 countries. The HCIMA had just launched Hospitality Assured, a project that had taken three years to develop and test – with help and advice from several MIs.

Five years on, in 2003, the HCIMA President announced that the Institute should have a say in the selection of new MIs. Once again, tensions emerged! Derek Picot was persuaded to take on this challenge of providing a much-needed channel of communication. He met the new Chief Executive Philippe Rossiter and smooth relations were soon restored. Derek was invited to stand for election to the HCIMA's Executive Committee. At the 2005 AGM he announced that, in future, all new MIs would automatically qualify as Fellows (if they were not already Fellows). In addition, new SJSs would be offered membership, with the first-year's subscription free of charge.

In recent years, several MIs have been members of the IoH's Executive Council including Jane Renton, Laurence Beere, Stephen Kyjak-Lane and Paul Brackley. Peter Lederer was its President for four years from 2007 – the year that the HCIMA changed its name and constitution.

MOËT & CHANDON

Moët & Chandon had organised and sponsored its own annual Scholarship for some years before the Master Innholders became formally involved, although several MIs were judges in the early years. The Scholarship was a competition for students on hospitality courses. In 1993, Harry Murray was asked to approach Marcus Westerby about a more formal involvement of The Master Innholders with the Scholarship. That year, there were 26 entries from colleges and students' essays were being judged by several MIs. Peter Lederer took over as Chairman of the judges the following year.

In 1998, a new Moët Champagne Expertise Course, involving a three-day visit for eight delegates to Epernay, was launched. The Master Innholders was responsible for proposing suitable candidates. David Locket accompanied the party as driver and tour leader. This champagne study tour has continued on a similar basis since then. More recently, the list of eligible hotels has extended to include those managed by SJSs.

Moët & Chandon has continued its generous support for the General Managers' Conference with champagne for the reception and £5,000 sponsorship. Alexei Rosin (Sales Director, Field Sales) personally managed the continued excellent relations for many years. In addition to this generous support, Moët has also donated a Salmanazar of champagne as a prize, to provide added interest at the annual conference prize draw.



2012 MOËT SCHOLARSHIP AT EPERNAY

AMERICAN EXPRESS

American Express began its long and healthy association with The Master Innholders by supporting the first conference in 1994 with a generous sponsorship of \$US10,000. This level of support has continued ever since. For many years, the prime link was provided by Hans Lindt.

In 2000, American Express offered to host a dinner to review the conference and gather ideas from some of the 'good and the great'. This post-conference review dinner has continued ever since. It has been held a few weeks after the conference and at a very agreeable venue managed by an MI. The dinner has provided an excellent opportunity for the conference committee and key supporters to reflect on what went well and to start generating ideas for the following year.

When Hans Lindt transferred to New York in 2004, Kathryn Pretzel-Shiels provided the main link with American Express. For several years, American Express also provided a keynote speaker for the conference. On occasions the company has carried out original research into social trends and presented its findings at the conference. In recent years, Kathryn has acted as Session Chair for half the conference – a role which she has performed with great charm and panache.

BIBENDUM WINES

Bibendum has provided the wines for each General Managers' Conference since 1996. Until recently, the role was shared with Hayman Barwell Jones, with one company providing the white wines and the other supplying the reds. Each year they swapped the colour of wine they provided! When Hayman dropped out in 2013, following a series of ownership and management changes, Bibendum generously offered to provide all the wines.

In 2007, Bibendum asked to have a more active involvement with the members. As a result, the company has attended (and provided

wines for) various other events, including The Master Innholders Annual Dinner and a number of the St Julian Scholars' events. On occasions, Bibendum has provided educational forms of wine tastings – sometimes unusual (!) – and quizzes at St Julian Scholars' meetings.

BRITISH HOSPITALITY ASSOCIATION

The Master Innholders and the BHA have enjoyed a harmonious relationship over many years. A number of MIs have been Chairman of the BHA's National Executive. Trevor Forecast was Chairman during Jeremy Logie's tenure there and Peter Taylor was Chairman shortly afterwards. Douglas Barrington was Chairman of the BHRCA (as it used to be called) from 1979 to 1981 – more or less coinciding with his being the first Chairman of The Master Innholders. Since then, literally dozens of other MIs have been chairmen and leading lights of regional committees. More recently, Ramon Pajares was President of the BHA from 2000 to 2006 and David Clarke chaired the BHA Sustainability Committee.

It was the practice for many years for the Chief Executive of the BHA to chair a session at the General Managers' Conference and Bob Cotton fulfilled this role. In Bob's view, the conference served the needs of his members perfectly and there was no need for the BHA to duplicate the event. The conference has always been well publicised to its members and, since 2007, the BHA has managed delegate bookings and the registration desk. Trevor Forecast presented Bob with a Special Award from The Master Innholders (at the 2003 conference) to thank him for his hard work and support following the Foot & Mouth disease outbreak in the UK which had such a negative impact on the hotel industry.

Martin Couchman (deputy Chief Executive) has been a regular speaker at the conference for many years, always finding a new 'light touch' to his presentations of what would otherwise be a rather

dull subject. Bob's successor, Ufi Ibrahim has also become a popular speaker at recent conferences.

CATERER & HOTELKEEPER

Joe Hyam was the enlightened editor of the Caterer & Hotelkeeper at the time The Master Innholders was formed. He offered great support in helping to publicise what was at that time a new organisation. An important aspect of his support resulted in a four-page article in June 1980 issue of the magazine.

The first General Managers' Conference was, in theory, a joint project between The Master Innholders and the Caterer & Hotelkeeper. However, the Executive was of the opinion that the conference was hijacked by the magazine! This was the only joint conference held. The conference had been well publicised and reported in the Caterer & Housekeeper.

In 2008, the magazine introduced a fortnightly opinion column written by an MI. Over the following two years, the magazine published features from about 50 MI contributors. This proved very helpful in continually projecting to the magazine's substantial readership in the hotel world that MIs had opinions and that The Master Innholders was interested in helping to improve the industry.

The Hotelier of the Year has on all but five occasions been awarded to an MI. This is no coincidence, because the requirement for candidates is so much in line with the mantra of The Master Innholders. It has become a tradition for the winner of the Hotelier of the Year award to make his valedictory speech at the General Managers' Conference, introduced by the Editor of the Caterer & Hotelkeeper. The annual awards luncheon, when the new winner of Hotelier of the Year award is revealed, became more and more like an annual luncheon for past chairmen of The Master Innholders! It is gratifying but hardly surprising that many, many Catey winners are MIs.

ACADEMY OF FOOD AND WINE SERVICE

The AFWS was formed in 1988. In the '90s, the main financial support for the AFWS came from its founder patrons, including the SET and the Lord Forte Foundation.

In 1997, Richard Edwards, then Chairman of the AFWS, announced that a new Board was in place and that new objectives had been agreed. Another MI, James Brown, had been appointed Chief Executive. The AFWS had, at the time, 13 Chapters in various parts of the country, many with MIs involved.

The following year, at The Master Innholders' AGM, Richard and James were congratulated on turning round the fortunes of the AFWS in just twelve months. 153 new establishments and 82 individual members had been recruited. Table Service had been published six times in its new form. Two years on, the UK Sommelier of the Year Competition was launched. The Academy's Hotel Mentor Network programme had managed to recruit over 200 people across the UK. 15 tutorials and skill-building seminars had been held, culminating in some 550 service staff being trained. Clearly Richard and James had become a formidable duet of MIs!

THE SAVOY EDUCATIONAL TRUST

The SET became a major sponsoring organisation for the Master Innholders Scholarships in 1999, when the programme had been running for a few years. Their commitment may have encouraged the WCI to raise its own contribution that year, when suddenly it was possible to increase the number of scholarships to around 10 each year. The SET's contribution that year was a generous £30,000.

However, the relationship with the Master Innholders had started five years earlier. John Thurso, who organised the first General Managers' Conferences, persuaded the SET to become a founder sponsor for the first conference back in 1994. The SET continued to support every conference until recently, when the funds it had

generously provided were channelled directly as an added contribution to the Master Innholders Scholarships programme.

The current Chairman of the SET is an MI, Ramon Pajares.

The Master Innholders, a history. Chapter 6

Scholarships and St Julian Scholars

THE MASTER INNHOLDERS has always been concerned about the paucity of management education opportunities for the future hotel managers. One of the principal targets from the Gleneagles Initiative in 1991 was the desire to set up a hotel academy. Whilst this particular idea came to naught – principally because of the huge funding requirement – a seed had been sown.

This chapter begins a few years later, in 1996. The WCI was considering new ways to support the hotel industry. It clarified its position:

‘to maintain and develop the relationship with The Master Innholders by supporting specific activities such as the General Managers’ Conference and to explore other opportunities for involvement in the training and development of individuals with the potential for advancement in the industry as a whole’.

A new Liaison Committee of the WCI and The Master Innholders was set up that year by Past Master, Michael Vass, in order to develop ideas and to foster better on-going relations.

At its first meeting, the committee discussed the possibility of supporting general management courses (or perhaps MBAs and Acorn Awards) at Lausanne or elsewhere. The WCI confirmed that it was prepared to set aside around £20,000 for a pilot scheme to provide funding for middle management to attend a general management course at a suitable college. The Master Innholders would be the enabler of and advisor to the pilot scheme (later to be called The Master Innholders Scholarships), by securing candidates and promoting the opportunity to suitable employers.

Coincidentally, this co-operation provided a good framework for improved relations between the two organisations. John Thurso (who was Chairman of The Master Innholders that year) had, for several years, been harbouring an idea to find a suitable vehicle for offering management development courses for bright young managers who aspired to become general managers. John prepared a paper on the candidate profile for potential scholarships. The importance of the candidates' commitment to the industry – and their potential to reach the highest positions – was emphasised. Various established educational centres were considered, including Cranfield, Ashridge, the Chartered Institute of Marketing and Cornell. With such a plethora of information, it was agreed that the selection of appropriate courses should be based on a combination of establishing candidates' needs and providing a prestigious award. Short courses were the obvious route because of a limitation in funding and candidates' need to minimise the time they needed away from their workplace.

Michael Vass visited the three short-listed UK centres and wrote a detailed report. At the same time, he and John Thurso discussed the process for advertising to potential candidates and then selecting them. It was agreed that the scholarships should be announced without delay, with the hope of selecting one or two candidates for courses the following year.

This target was exceeded, as two young managers were offered scholarships to Cranfield School of Management and further two to Ashridge College in 1997. A further three scholarships were awarded the following year. There had been plenty of applications and the experiment was considered a great success .

[Ashridge College was later dropped in favour of Cornell University.]

By 1999, the Scholarship programme was going from strength to strength and the SET began to contribute generously to the funds. In 2000, no less than 11 scholarships were awarded – it was by far the largest non-company training fund available in the hospitality industry.

During the early years, organisation, interviewing and selection were masterminded by the Thurso /Vass team, whilst administrative support was provided by David Locket. Graham Bamford eventually took over the administration, a task that he continued until 2007. Michael Vass continued to devote a substantial amount of time and energy each year.

David Locket recalls a typical interview day at The Innholders Hall:

Candidates were sent to each of four rooms in the Hall to be interviewed by different people – each having a specific topic for their questions. The candidates stayed for lunch. The Clerk was not an official on the interview panel but was always asked to report on the candidates' overall behaviour in the waiting area. This normally produced some surprising results!

The MICT agreed to fund the production of a new promotional leaflet. The MICT also agreed to cover the cost of a further Scholarships programme linked to one course (such as a senior management course) which was to be recognised as a contribution from The Master Innholders. Six area regional representatives of The Master Innholders agreed to promote the scholarships and

supervise the response in their area. 800 information packs were distributed to help raise awareness and encourage applications.

ST JULIAN SCHOLARS COMES INTO BEING

At the 2000 Liaison Meeting of the WCI and The Master Innholders, it was suggested that the possibility of forming an alumni organisation to keep track of previous scholarship winners should be explored. Those who had been awarded scholarships during the first four years were invited to attend a meeting at the Innholders Hall in May 2001. Here they agreed to form a committee and start planning their own meetings, to network and to share experiences. It was unfortunate that the first Chairman, Andrew Renouf, was almost immediately transferred overseas. As a result, matters appeared to be in limbo. However, Rupert Spurgeon was voted Chairman and business got underway. The MICT donated £5,000 to help 'jump-start' the new organisation, which was then to be known as the St Julian Scholars.

[The name was proposed by Michael Vass. St Julian is the patron saint of the WCI and also of hospitality. It is sometimes incorrectly written St Julian's Scholars or worse, The St Julian's!]

The meeting to launch the St Julian Scholars Alumni was held in the Terrace Room at The Dorchester. According to David Morgan-Hewitt *'Those of us who had been awarded a scholarship were really fired up at the prospect of starting this new networking and educational body. It was a really uplifting day.'*

In his Chairman's Report, Duncan Palmer MI reported: *'They have set themselves up with a great deal of professionalism and it is envisaged that future recipients of the scholarship will be expected to become members and so provide continued support to each other'.*

It was soon recognised that the enthusiasm and flair of the St Julian Scholars was a force to be reckoned with in the industry and it would not be long before one of them succeeded in becoming an MI! The

Scholarship programme was now seen as one of the key activities of the WCI.

A further meeting of the St Julian Scholars was held at One Aldwych in April 2003 and the first dinner was held on 28th November 2003 at the Innholders Hall. David Morgan-Hewitt was elected Chairman. At an Executive Meeting earlier that year, it was agreed that any expenses incurred for meetings held by the St Julian Scholars should be settled out of The Master Innholders' funds. The Clerk suggested that, with so much common ground between the two organisations, it might even make sense to merge the administration of both organisations and to share a joint Clerk!

[That took a few more years...!]

David Morgan-Hewitt summarised the 2004 activities of the St Julian Scholars:

The organisation had held four events and had discussed spas, the threat of terrorism, career planning, the value of star-ratings and accessibility issues. The first out-of-town event was held when Rupert Spurgeon was Chairman, at The Sir Christopher Wren in Windsor, which he was running at the time.

The Scholarships programme continued to expand and in 2005 scholarships were also awarded for the Lausanne Summer School. There were 52 applications for scholarships that summer.

The Master Innholders and the St Julian Scholars held their first joint meeting in May 2005 at Pennyhill Park. It was noted that a new milestone had been reached because two SJSs had just become MIs (Andrew Stembridge and John Philipson).

A regular pattern of autumn debates had, by now, become established. The debates were generally held at the Great Eastern Hotel, followed by the Annual Dinner at the Innholders Hall. Of

course, the presence of Nicholas Rettie, as General Manager at the Great Eastern, ensured that members (and their funds) were well looked after! The debates were always lively, helped by the choice of subjects. For example in 2006 the subject was: 'This house believes that you made the wrong decision to go into this industry'!

Following the appointment of Jeremy Logie as The Master Innholders' Executive Secretary in 2006, it was decided that he should also provide secretarial and book-keeping assistance to the St Julian Scholars. Having someone to keep abreast of every career move (and some SJSs do progress through their careers quite rapidly!) ensured that lists could be kept up to date and outstanding subscriptions could be properly chased.

The other benefit in having joint administration was that it ensured good communications between the two organisations. The St Julian Scholars had plans to take on more initiatives and the organisation decided to secure a commercial sponsor. The recruitment company Portfolio International agreed to become this sponsor. Portfolio recognised the obvious benefits of being closely associated with a lively group of young hotel managers.

[This relationship has continued to this day. Portfolio's executives are invited to attend all events. Their contribution covers much of the cost of meetings, allowing the subscriptions to fund administration fees and other expenses.]

David Morgan-Hewitt handed over the Chairman's baton to Beth Aarons in 2006. The St Julian Scholars had thus beaten The Master Innholders in electing the first female chairperson! It was neck-and-neck: Amanda Hyndman (nee Scott at that time) was in line to be elected to chair The Master Innholders but unfortunately she had to withdraw from the election, following her appointment as General Manager with Mandarin Oriental in Hong Kong.

Graham Bamford presented David with an impressive Chairman's badge of office at the Annual Dinner in November 2006. However as

he had that very day handed over the role to Beth, he was allowed to wear that badge only once!



DAVID MORGAN-HEWITT WEARING HIS CHAIRMAN'S BADGE WITH PRIDE —
FOR ONE TIME ONLY!

David summed up an important aspect of the society:

One of the most wonderful things about the Alumni is the real friendships which have been forged within the group. We have all had many laughs. I remember Beth Aarons and me sharing a room at The Great Eastern to change for the Innholders Hall Dinner. We never dreamt the bathroom door would be glass! What an event that all turned out to be!

The Scholarships programme reached an important milestone in 2006. 13 new scholarships were awarded in November, bringing the total to over 100. The WCI decided to change the name of the

programme to '*The Master Innholders Scholarships, funded by the Worshipful Company of Innholders and the Savoy Educational Trust*'. The name was reflected in the new promotional brochure printed in 2007.

Revised arrangements for assessing the scholarships came into force that year. In Stage 1, three MIs (Andrew Stembridge, Ian Merrick and Stuart Johnson) read all the submissions and decided on the short-list of people to be interviewed. Stage 2 was the interview day, when each candidate attended four short interviews – with Julia Sibley, Nicholas Rettie, Dr Veronica Burke (Cranfield) and Richard Ball.

[This interview process has continued since then, but with the Chairman of St Julian Scholars added to the Stage 1 panel.]

Nearly 20 SJSs were by now being mentored by MIs – an excellent scheme set up and managed by Harry Murray. It was fast becoming an important added benefit for the members and may have contributed to the speed of some people's career progression!

Over 40 SJSs attended the 2007 Spring Meeting, held at the opulent Mandarin Oriental Hyde Park Hotel. New members were treated to a pre-meeting breakfast where they could meet the committee and gain an understanding of the organisation they were joining. That summer the St Julian Scholars held its tenth anniversary dinner at the Royal Garden Hotel. The 2007 Annual Debate focussed on the subject: '*This house believes that we should always add value rather than discount*'. The debate was chaired by agent-provocateur Sally Atkinson. A vote was taken before and after the discussion.

Members witnessed one of the largest swings of opinion in history: the percentage of those who voted in favour of the motion decreased from 75% to 25% after the debate – demonstrating the power of persuasion! As an added attraction at the event, out-of-town members enjoyed a tour, before the meeting, of some fine London hotels.



THE ST JULIAN SCHOLARS DEBATE AT THE GREAT EASTERN HOTEL

The St Julian Scholars Committee decided to move the location of the Autumn Meeting in 2008 when Michael Gray offered the Library at the Hyatt Regency Churchill. The meeting changed format to a session similar to BBC1's Question Time. This new format allowed members to fire questions at a panel of prominent industry leaders and to make their own comments. Sally Atkinson-Dimbleby chaired the meeting in her inimitable style.



THE ST JULIAN SCHOLARS QUESTION TIME

That year all SJS were offered the chance to become Springboard Ambassadors and to attend a one-day training course, funded by the St Julian Scholars. It was an excellent scheme, but the take-up was disappointing. Nevertheless, it demonstrated that the society was outward-looking and its members, just like MIs, were anxious to do their bit to help make the industry a better employer.

2009 saw the launch of the new Master Innholder Scholarships website, designed to give all the information needed for prospective candidates to apply for a scholarship. It was officially launched by Julia Sibley and Michael Vass. They had recently been invited to become Honorary Members of the St Julian Scholars, in recognition of their huge level of commitment – over many years – to develop the scholarships. Two other stalwart supporters were subsequently honoured similarly: Sally Atkinson and Peter Hancock, who both relished the task of keeping the members' meetings in order.

In recent years, the Autumn Meetings of the St Julian Scholars have been complemented by a Spring Meeting in the country. Because MIs work in high places at some of the finest hotels in the land, these meetings are 'to-die-for' opportunities for members to experience and take a good look round these excellent establishments.

In 2008 the SJSs held their Spring Meeting at Calcot Manor and, the following year, it was the turn of Chewton Glen to host the event. In 2010, they met at The Chester Grosvenor. Over the following years, the autumn meetings moved around London five-star hotels: to the Four Seasons Canary Wharf in 2009 and to the Royal Garden Hotel in 2010. The 'Question Time' formula was repeated a few more times, because it offered a great opportunity for a good discussion on a range of topical issues and members were able to consider industry issues from different points of view.

In 2011, the Spring Meeting was held closer to London in the new Coworth Park, where Zoe Jenkins was General Manager. The

speakers at this meeting included two professors from Lausanne: Ian Scarth and Ian Millar. Zoe also told, with a vivid slide-show, a fascinating story about the birth and construction of Coworth Park. Another fine 'park' venue was chosen for 2012: Lucknam Park, which was hosted by Harry Murray and the society's new treasurer, Claire Randall.



THE ST JULIAN SCHOLARS MEETING AT LUCKNAM PARK

The 2011 Autumn Meeting was held at the newly-opened Renaissance St Pancras and the 2012 meeting was held at the really new Me-by-Melia hotel in the Aldwych – which opened literally the day before the meeting!

The Chairman's baton was passed on to Paul Sadler in 2009 and to David Taylor in 2011. Efforts were made to encourage more members to become active in the organisation. One idea that was partly successful was to get a committee member to represent each year-group of the alumni. This was practical for new year-groups as

they joined, but more difficult for some of the early year-groups. A second idea was successfully masterminded by David Taylor. This involved setting-up a series of sub-groups in order to generate ideas and activities in specific areas. The sub-groups covered the following areas: a) meetings and events, b) communications, c) 'giving back', and d) stakeholders. This allowed more members to be directly involved in the affairs of the Society without the main committee becoming too large.

The Master Innholders Scholarships programme continues with between 50 and 60 applications per year and 16 to 18 scholarships awarded annually. Up to 30 people are invited to the Innholders Hall for the interview day. From 2013, following the trial the previous year, the new Aspiring Leaders Diploma was added to the range of scholarships – designed for senior heads of department. The WCI and The Master Innholders can be justly proud of the heritage that they have created, as can the SET. Latterly, the Lord Forte Foundation can be equally satisfied with its magnificent support.

The total number of people who have been awarded a scholarship has topped 200. Thus, the St Julian Scholars has a larger number of members than The Master Innholders, despite some members discontinuing their membership and some early graduates never joining the organisation. In early 2013, over 20 members were working overseas. Those who wish to be kept in touch can do so via Inn-Touch, the MI's newsletter.

The Master Innholders, a history. Chapter 7

General Managers' Conferences

The first General Managers' Conference was held in 1994. For several years before that, The Master Innholders had organised briefings and two conferences for themselves and members of their management teams. The first of these early conferences was in 1991 – an event organised jointly with the Caterer & Hotelkeeper. The second was a one-day conference for MIs and their managers was held in April 1993 at Claridge's. The conference's title was '*Quality Management*'.

JANUARY 1994: 1ST GENERAL MANAGERS' CONFERENCE AT THE SAVOY

This was a one-day conference, preceded by dinner the previous evening. John Thurso headed the organising committee and was responsible for engaging speakers –something he did for several years. David Locket managed the administration.

Delegates paid £99 + VAT to attend. Ricci Obertelli arranged favourable rates for delegates at MI-managed hotels. 165 people attended the dinner and 140 the conference. The event made a surplus of £2,420, thanks to a generous grant from the WCI and

donations from CENTEC, American Express and the SET. The conference was well-reported in the Caterer & Hotelkeeper.

JANUARY 1995: 2ND GENERAL MANAGERS' CONFERENCE AT THE DORCHESTER

There were rather fewer speakers (than currently) in those early conferences but the sessions were longer – allowing more time for questions. The 1995 conference day was split into five 75-minute sessions (with no tea breaks!). The final speaker was mountaineer Chris Bonnington, who spoke on 'Maximising the Human Resource: Motivating both oneself and one's team'. This was an adrenalin-fuelled session, as delegates vividly imagined clawing their way up Mount Everest! A somewhat less motivational speaker was Tourism Minister, Viscount Astor. He ruled out any hope of the Government agreeing to a lower rate of VAT for our industry even though it was popular in some EU countries. He also held out little hope of more funding for tourism. He turned out to be a better prophet than Minister!

Sessions at the conference were sponsored by American Express, Gauntlett, Moët & Chandon and WCI.

JANUARY 1996: 3RD GENERAL MANAGERS' CONFERENCE AT CLARIDGE'S

Title: '*Millennium Management*'.

Speakers at the conference included Ian Ash (BT), Ian Fraser (Safeway), Alan Hopper (Chairman, PKF), Roy Tutty (Tourism Advisor at DCMS), Grahame Senior and Robert Sharp (who talked about stress management). Professionally produced delegate packs, including speaker biographies, were distributed and were much admired by the delegates.

235 people attended the dinner and 200 the conference. The event also attracted two more sponsors: Bowring Sport & Leisure and

Nestlé Foodservice. Sponsors in kind were: Moët & Chandon, Bibendum, Hayman Barwell Jones, Hine Cognac and Evian.

JANUARY 1997: 4TH GENERAL MANAGERS' CONFERENCE AT ROYAL GARDEN HOTEL

Title: '*Millennium Management*' (again!).

At the conference, Roy Tutty spoke about the 'Future of the Industry' and Martin Radcliffe (Savoy) on 'Management Education'. Virginia Bottomley, MP (Secretary of State at the DCMS), was guest speaker at the gala dinner. The Chairman was delighted to receive well over 40 letters of appreciation from delegates. It was acknowledged that the General Managers' Conference was rapidly becoming *the* event for hoteliers to attend.

An expanded conference committee, still chaired by John Thurso, included Michael Vass (WCI), David Wood (HCIMA), Malcolm Broadbent, Michael Gray, Ricci Obertelli, Peter Lederer and Nicholas Rettie. Thanks largely to the sponsors, the conference continued to be self-funding.

JANUARY 1998: 5TH GENERAL MANAGERS' CONFERENCE AT THE SAVOY

Theme: '*Changing Nature of General Management*'.

Key conference speakers in the morning were Stuart May (PKF), Paul Slattery (Kleinwort Benson), Michael Gottlieb (Smollensky's Balloon) and Peter Lederer. John Thurso and Michael Vass gave a presentation on the new WCI Scholarships. The afternoon was devoted to a presentation by the BHA on their project 'Excellence through People'. Sir Rannulph Fiennes made the final presentation. Nicholas Rettie, in his Chairman's report later that year, said of the keynote presentation: '*I have never heard anything like it: literally death-defying exploits recounted in the most deadpan, driest humour imaginable – quite extraordinary*'.

The delegate fee increased 21% to £120 + VAT. Despite this, 15% more people attended (242 for the dinner and 236 the conference itself). For the first time, delegates could now opt to attend either the dinner or the conference. This was the first of several conferences organised by Chris Rouse. Michael Shepherd had recently taken over from Duncan Palmer as General Manager at The Savoy.

JANUARY 1999: 6TH GENERAL MANAGERS' CONFERENCE AT THE DORCHESTER

The conference offered a full day programme, starting at 8.30 am and continuing until 4.30 when tea was served. Sir Rocco Forte opened the conference, giving a fascinating insight into his metamorphosis from the Chief Executive of Forte to starting his own company, RF Hotels. Dagmar Woodward, MI (Chair of the Hotel Environment Group), spoke on environmental opportunities and Martin Emery on 'the fears of the forthcoming Millennium Bug'. The final speaker was Dr Mary Peters CBE, Olympic gold medallist, who spoke on 'Achievement through Motivation'. The guest speaker at the gala dinner was Janet Anderson, MP (Minister of Tourism), who alluded to the soon-to-be-published Tourism Strategy document. Apparently she was quite put out by the cool reception this received! Chairman Rettie was quietly pleased that his members had given her some unexpected robust audience response!

Delegate attendance numbers decreased on that achieved the previous year. The further 25% increase in delegate fees may have been a factor. As a special incentive, sponsors were allowed to have stands in the registration lobby. Strattons designed the booking form/programme.

JANUARY 2000: 7TH GENERAL MANAGERS' CONFERENCE AT THE SAVOY

In his Chairman's report, Peter Crome said, '*We were pleased to have Stephen Norris, the Conservative candidate for the London*

Mayoral race, as our guest after-dinner speaker. He certainly did not disappoint and he set the pace for the following day...

Two speakers pulled out at the last minute due to sudden illness. David Locket, forever resourceful, found replacement speakers: Melvin Gold and Eddie Lubbers who presented one of the most thought-provoking sessions of the conference. Robin Knox-Johnson gave a keynote speech and had the audience spell-bound by his tales of endeavour. He also inspired delegates with his work in developing potential in young people.

200 delegates attended the conference and 250 the gala dinner, despite the delegate fee rising a further 23% to £185. For the first time, MIs received a £60 reduction (but this was not extended to any of their staff, wives or partners!) In return, members were expected to act as table hosts and to mingle with other delegates during the conference – a policy that has continued ever since.

Anton Edelman provided spectacular food for both the dinner and a highly creative buffet at lunch. The annual conference was enhancing the reputation of The Master Innholders and was, at the same time, providing a solid financial bedrock. Additionally, a group of loyal supplier partners had been established who were prepared to sponsor the conference each year. For the first time, American Express hosted a post-conference review dinner, held that year at The Cadogan.

JANUARY 2001: 8TH GENERAL MANAGERS' CONFERENCE AT THE DORCHESTER

Theme: *'Managing the 21st Century'*.

The packed conference programme started early with sessions on 'e-procurement' and technology in the hotel industry over the next five years. This was followed by a session titled 'Creating strategic vision and changing times in the workplace'. The conference finished

at around 15.45, after a late lunch with speaker Kay Dymock. Martin Brundle (former F1 driver) was the guest speaker at the dinner. Delegates considered the 2001 conference the best yet in terms of content.

Delegates numbered 200, including 46 members. The enlarged conference committee included Trevor Forecast, Chris Rouse, Graham Bamford, Francis Young and Duncan Palmer. Sponsorship income was close to £50K including £10K from Foster Refrigeration. Condé Nast Johansens joined the regular sponsors list for the first time.

JANUARY 2002: 9TH GENERAL MANAGERS' CONFERENCE AT THE SAVOY

Theme: '*The Way Forward*'.

There was a 'meaty' first session with a panel of speakers talking about the changes to the business environment that they envisaged for the next few years. The second half of the morning was devoted to the topic 'Protecting our Staff', when recruitment, training and legal issues were discussed. The afternoon session featured several speakers on the subject of 'Getting tourism back on track'. The Rt. Hon. Nicholas Soames, MP, was the guest at the dinner.

There had been some doubt about holding the 2002 conference at all – because of its timing so soon after 9/11 tragedy in New York. To encourage attendance, delegate fees were kept low (£180 + VAT). In the event, the conference attracted similar numbers to previous years, despite the gloom and difficult economic situation at the time.

JANUARY 2003: 10TH GENERAL MANAGERS' CONFERENCE AT THE DORCHESTER

Theme: '*Towards a Brighter Future*'.

For the first time, the conference started on a Monday afternoon with sessions devoted to employment law and insurance. These topics

were introduced to give conference content more substance and were particularly aimed at delegates working outside London – to update them on issues with which London general managers were more familiar. Tuesday morning focused on the topic of marketing.

Delegate numbers for the 2003 conference dropped significantly to only 160 (with just 75 on the Monday afternoon). However, 196 delegates still made an appearance at the ever-popular gala dinner! Despite the reduced attendance, the conference made a nominal surplus (£1,500), not including the £27,890 sponsors' contribution. Graham Bamford chaired the conference committee.

JANUARY 2004: 11TH GENERAL MANAGERS' CONFERENCE AT THE SAVOY

Theme: '*Winning Solutions*'.

The Monday afternoon conference session was entitled 'Managing Resources'. Speakers talked about legal issues, buying and quality management. Tuesday sessions included 'Property Management' and 'Management'. Larry Hochman gave a great motivational speech on leadership.

Delegate numbers increased slightly from the previous year: 118 attended the Monday afternoon session – 212 the dinner and 170 the Tuesday session. Ian Merrick assisted Graham Bamford in organising this conference – the first of several conferences involving Ian who diligently organised all the unseen aspects of the conference in the finest detail.

JANUARY 2005: 12TH GENERAL MANAGERS' CONFERENCE AT THE DORCHESTER

Theme: '*Great Expectations – the next 10 years!*'

The Monday afternoon panel session on 'The changing taste in food and wine' must have come as light relief, having followed a lecture on employment tribunals! Tuesday opened with a session entitled

‘Where are we now?’, presented by John Calverley, Chief Economist and strategist at American Express,

By the 2005 conference, several sponsors had fallen away, but the stalwarts remained: the WCI, the SET, American Express, Moët Hennessy, and Condé Nast Johansens – as well as the original wine sponsors, Bibendum and Hayman Barwell Jones.

JANUARY 2006 13TH GENERAL MANAGERS’ CONFERENCE AT THE JUMEIRAH CARLTON TOWER

Theme: *‘Rising to the Challenge’*.

The Monday afternoon conference session focussed on aspects of innovation – ranging from cultural innovation through product innovation to marketing innovation. John Calverley, once again, delivered what had now been dubbed the American Express Annual Review. Martin Couchman made his first speaker appearance, alongside Bob Cotton who had established himself as a strong presence at previous conferences.

At the 2006 conference, the long-standing tradition of alternating locations between the Savoy and the Dorchester was broken, as the Savoy had closed for its long rebuilding project. Despite concerns about moving to a new venue, the Jumeirah Carlton Tower, numbers held steady, with 160 attending on the Monday, 180 on the Tuesday and 210 attending the gala dinner.

JANUARY 2007: 14TH GENERAL MANAGERS’ CONFERENCE AT THE DORCHESTER

Theme: *‘Doing it Differently’*.

Memorable speakers at the conference included Michael McGrath and Simon Gardner, but delegates voted Paul Abbott the best speaker. Sir Tom Farmer (founder of Kwik-Fit) delighted his audience with his witty and thought-provoking after-dinner speech.

212 attended on the Monday afternoon (twice the number two years earlier) and 260 attended the dinner, including 43 MIs and 31 SJSs. Bookings were managed by Anne Bulger at the WCI. The conference committee Chairman was Amanda Scott (now Hyndman), ably assisted by Ian Merrick.

Since the inception of The Master Innholders conferences, the aim had been to find great speakers, but to do everything reasonably possible to avoid paying fees. 'Bartering' deals and other inducements had sometimes helped to 'oil the wheels'. However, very occasionally a speaker warranted payment and the final speaker for the 2007 conference (Michael McGrath) could not be persuaded to attend unless he was paid. The committee decided to hold a prize draw to raise funds to cover the speaker's fee. Since that time a handful of speakers have requested donations to charities, contributions to air fares or accommodation barter deals. One barter deal even involved the purchase of 300 copies of a speaker's latest book on leadership – to be handed out to delegates during the conference!

JANUARY 2008: 15TH GENERAL MANAGERS' CONFERENCE AT JUMEIRAH CARLTON TOWER

Title: '*Shaping our Future.*'

The opening speaker of the conference, Manley Hopkinson, took delegates on a virtual whirlwind tour with images of bad weather swirling round the globe! The American Express presentation on 'luxury spending' was fascinating, as was Bill Baker's final motivational speech on 'Transforming your future through story'. Sir Stelios Haji-loannou (Easy group) gave a stimulating after dinner speech.



BOB, I HOPE YOU'RE NOT SLEEPING!

For the 2008 conference, delegate numbers hit dizzy new heights and the conference was effectively sold out with nearly 300 delegates. Andrew McKenzie chaired the conference committee which included Michael Gray, Stuart Johnson, Derek Picot, Richard Ball and Ian Merrick. Jeremy Rata took the official photographs. The BHA handled the delegate bookings. For the first time, payment could be made by means of credit cards and half the bookings were paid for by card. Delegate rates, for the first time, were quoted VAT-inclusive, to avoid people miscalculating the extra tax, which was 17½% at the time! MIs were encouraged to bring work colleagues at the members' rate.

The conference prize draw (in aid of Hospitality Action) really took off – with prizes of a Salmanazar of Moët champagne, a case of Peter Michael fine Californian wine and no less than seven hotel breaks.

JANUARY 2009: 16TH GENERAL MANAGERS' CONFERENCE AT THE LANDMARK HOTEL

Theme: *'The competitive edge – inspiration for challenging times.'*

One of the highlights of the 2009 conference was a double-act by father and son Dennis and Grant Hearn. Dennis had been a highly respected senior director with THF for decades and Grant was CEO at Travelodge. Other speakers receiving widespread acclamation included John Spence who spoke about corporate responsibility in a most inspirational manner. Another acclaimed speaker was Gerald Ratner, who told delegates that *'however bad things get, you can always pick yourself up and start all over again!'*

For this conference, there had been worries that delegates might not be prepared to cross the 'magic divide' into north London. In addition, the economy was distinctly wobbly at the time. By early November, only 50 people had booked. As a result, there was a fierce e-marketing campaign to promote the conference. In the event, delegate numbers increased and, for the first time, the same number attended the conference as the gala dinner.

The conference was hailed as a rip-roaring success! Francis Green and his team had *'really excelled'*. The host hotel at any major conference naturally wants to impress industry colleagues to show off its best but the Landmark went completely overboard! More delicious food kept appearing at every break and there was a full-sized bar carved out of ice (with a The Master Innholders logo) to serve oysters and champagne!

For the first time, the conference was broadcast live to several hotel schools and universities in the UK and Europe. This innovation followed a suggestion by Professor Ian Scarth from Lausanne, who had secured sponsors to cover the cost. Students listening to the conference sessions were able to post questions which were then addressed (live) by the speakers. It was estimated that 700 students watched the conference.

The organising committee had responded to previous criticism from delegates that there was insufficient time for networking at

conferences. As a result, tea and coffee breaks were extended from 20 to 30 minutes, a detail which has continued ever since. Twelve hotels offered amazing overnight rates, including The Goring which offered rooms for just £100 (to celebrate its 100th birthday!).

The conference committee was chaired by Michael Gray. The hoteliers delegate rate was £320. Several new sponsors were attracted and this boosted income further.

A fortnight after the 2009 conference, London was paralysed by snow for 24 hours. Had the conference been held that week, the organisers would have been forced to cancel the event. That is the risk of holding such an event in January. Since that year, the booking form has included a statement that, should the conference be cancelled for unforeseen reasons such as bad weather, there would be no refunds!



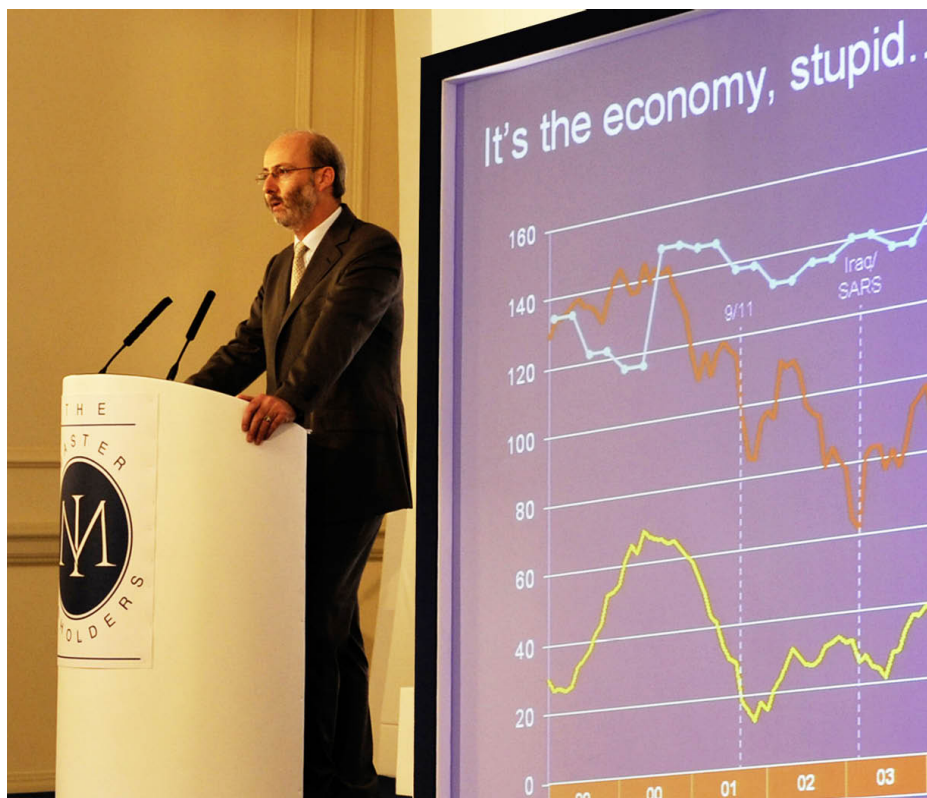
THE LANDMARK HOTEL: VENUE OF THE 2009 CONFERENCE

JANUARY 2010: 17TH GENERAL MANAGERS' CONFERENCE AT THE JUMEIRAH CARLTON TOWER

Title: *'Building Success on Shifting Sands.'*

The conference title was an enigmatic one, reflecting continuing difficult economic times. Notable speakers at the conference included Nick Maddox who talked about 'Crisis management' and

Tom Savigar who delivered a talk on 'The Needs of the Future Customer'. Prof Ian Millar from Lausanne spoke about the key drivers of technology and Duncan Bramwell delivered an innovative approach to yield management. Sir David Michels was guest speaker at the gala dinner. The much-enjoyed Session Chairs were Sally Atkinson and Peter Hancock. The ever-popular impersonator, Rory Bremner, was the after-dinner speaker. This was his second appearance at a General Managers' Conference.



SERIOUS MATTERS BEING DEBATED!

The Jumeirah Carlton Tower was 'bulging at the seams' and there was no alternative but to arrange the seating theatre-style. The number of conference sponsors had grown considerably since the previous year and this caused additional pressure on space. For the first time, delegates were encouraged to arrive early to mingle and

also to visit the small exhibition provided by sponsors. Sponsorship income doubled to £75,000, far exceeding the delegate fee income!

There had been real concern about numbers dropping as the recession started to bite. In order to encourage hotels to continue to send their whole team to conferences, four places were offered for the price of three. This encouraged many smaller businesses to attend en-masse. This concept was very popular and it has been repeated in subsequent years. Another scheme was introduced in order to encourage delegates to book sooner. For the first time, it was required that bookings at the hoteliers' rate had to be confirmed by 31st December – after that date the full price would apply.

Stuart Johnson chaired the conference organising committee. Once again, the whole conference was broadcast live, but this time to over 200 hotel schools in five continents! This was facilitated through Euhofa International. In his Chairman's report later that year, Michael Gray wrote '*The Master Innholders is truly going global to engage the hoteliers of the future!*'

In 2010, a new Hotel School Competition was introduced. The task for students was to produce a short video on the subject of innovation in the hospitality industry. The winning team – which was from Lausanne – was invited to the conference to make their presentation. Through the generosity of The Lancaster Group, the students stayed one night in the Lancaster London, one night at the K-West and one night at The Landmark.

JANUARY 2011: 18TH GENERAL MANAGERS' CONFERENCE AT THE SAVOY

The dynamic theme was '*Creating an Explosive Force in Hospitality.*'

Outstanding speakers at the conference included Paul Dickenson (Marketing Director of Virgin Atlantic), James Lohen (Mr & Mrs Smith) and Larry Hochman who spoke about 'The importance of the

customer'. Olympian Dame Kelly Holmes was a popular after dinner speaker. The University of Surrey team had won Hotel School Competition that year and made a presentation at the conference.



INSPIRING SPEAKERS AT THE 2011 CONFERENCE

The recently re-opened Savoy, as the venue for the conference, was clearly a draw for delegates. Demand exceeded supply and several late-bookers were disappointed not to be able to attend. Delegates were now booking much earlier, helped by the incentives such as the four-for-three offer (which was only available for a few weeks). Over 200 delegates had booked by mid-November. The hoteliers' rate was by now £350 (including VAT); the confidential rate for MIs and WCI members was £240. For the first time, delegates had pocket-sized delegate booklets which included the programme, delegate and sponsor lists and speaker biographies.

Andrew Stembridge chaired the conference organising committee. This time, general helpers on the day of the conference were winners of the Olive Barnett Award. Once again, the whole event was beamed to hotel schools around the World. Many of the schools were sent video DVDs of the sessions afterwards. However, at the post-conference review, it was realised that students actually preferred to view sessions in their own time and this was now facilitated by the global availability of the on-line video medium YouTube. It was agreed that distribution of conference content via YouTube offered a more flexible (and economic) medium.

By 2011, sponsorship of The Master Innholders conferences had become a more professional business, as suppliers realised the potential that sponsorship offered them. Three packages were offered: Gold, Silver and Bronze (names selected reflecting increasing Olympics fever!) A new principal sponsor – Locatel, a supplier of hotel in-room TV systems – was brought-in by Stuart Johnson and contributed £25,000 to the organisation's funds.

JANUARY 2012: 19TH GENERAL MANAGERS' CONFERENCE THE LONDON HILTON ON PARK LANE

As this was London 2012 Olympics year, the conference theme had to be '*Going for Gold.*'

After several years of persuasion, The Master Innholders had finally secured Danny Meyer, the New York restaurateur, to fly to the UK to open the 2012 conference. Danny gave a stimulating presentation.



DANNY MEYER, FRESH FROM NEW YORK

The conference's closing speaker was Michael Heppard who had delegates chanting and waving their arms around. Richard Gooding,

from London City Airport, convinced delegates that '*working with one's local community was good for the bottom line*'. Panel discussions are incredibly difficult to pull off, but Jeremy Rata stole the show on the Tuesday morning with a panel of gurus from the AA, Trip Advisor, Best Loved, Michelin and the Mystery Partnership. Bournemouth University won the student competition and presented at the conference.

The conference had, by now, become both large and complex and there was a real risk of overloading the one person trying to do everything! That year, Conference Chairman Jonathan Raggett was the main contact with the speakers. Jane Renton looked after all the sponsors and 'mothered' them throughout the conference. Ciaran Fahy – with (pro-bono) help from William Murray Communications – ensured greater coverage of the conference than ever before. Staging and audio-visual equipment had now become a major cost with such a large venue. This was compounded by the number of technicians needed: video cameramen and a battery of other audio-visual team members (who incidentally consumed 72 cans of coke during the conference!).

Delegates seemed delighted with the extra space to circulate afforded by the much larger conference facility at The Hilton. Voting buzzers were used for the first time, to allow delegates to vote or give an opinion on questions posed by speakers. The idea was to encourage active participation in what was otherwise a one-way communication. It proved to be not especially popular, but had certainly been worth a try.

JANUARY 2013: 20TH GENERAL MANAGERS' CONFERENCE AT GROSVENOR HOUSE

Theme: '*Stretching the Boundaries*'

This conference featured speakers who examined the importance of employees in 'people engagement'. As ever, there was a great line-

up of speakers. This included: Dr Taleb, Secretary General of the UN World Tourism Organisation who spoke about global tourism, Dorian Dugmore who discussed 'Wellness' and Wayne Clarke who spoke on 'Winning by being a good employer'. Once again, the sessions were ably chaired by Kathryn Pretzel-Shiels and Peter Hancock.

The first cohort from the new Aspiring Leaders Diploma had just completed their programme and two of them addressed the conference, outlining the fantastic opportunity they had been offered and experienced. This was described by one as a '*transformational experience*'. Shannon Hotel School won the student competition and made a presentation to delegates. Each session of the conference was available to delegates and students to view shortly afterwards via The Master Innholders' website.

Delegates at the conference were treated to an extraordinary show of passion delivered by after-dinner speaker Raymond Blanc. He tossed his notes aside so he could deliver the most honest, open and passionate address imaginable. He regaled and inspired in ever-increasing doses and left everyone reeling! It was fitting that his followed an equally inspiring presentation that afternoon by TV star Fred Sirieix who spoke about the 'Art of Service'.

450 delegates attended both the conference and dinner. The delegate fee was £395 (including 20% VAT). The conference committee was ably chaired by Ciaran Fahy who worked really hard before the conference to brief and engage with all the speakers. For the first time an external consultant was used to sell sponsorship packages. She raised over £80,000. Sponsors ranged from a gym equipment supplier to Coutts Bank.

CONCLUSIONS

Over the 20 years that The Master Innholders has held conferences, the event has grown in many ways. Apart from the many MIs and SJSs who attend the conference, there are dozens of other

managers who regularly attend. The style and structure of the events has gradually evolved, but the main thrust has remained remarkably similar. Through very careful cost control, the generosity of host hotels and sponsors alike, the conference has generated a huge amount of surplus funds that have been used to provide scholarships for young managers.

The Master Innholders, a history. Chapter 8

Worshipful Company of Innholders

A Brief History

THE CITY LIVERY COMPANIES. The management of the City of London is based on a Charter granted to its citizens by William the Conqueror giving them a remarkable degree of autonomy. In 1214 the citizens won from King John the additional right to vote for their Mayor.

The Innholders is one of about a hundred Livery Companies in the City. The Livery Companies' origins lie in the medieval guilds, which were formed under licence of the Crown and the Corporation to regulate the crafts, trades or services of members working within the City of London's square mile.

Many Companies are incorporated by Royal Charter and, together, they comprise the electorate from which the Lord Mayor, the two Sheriffs, and some other Officers of the City are chosen. The Innholders stand 32nd in the precedence of Livery Companies and have provided five Lord Mayors from their ranks.

ORIGINS OF THE INNOLDERS (1200-1500)

Inns started to assume their colourful role in Britain's national life during the 13th Century in order to serve the growing number of pilgrims and traders when monasteries could no longer meet their needs. In addition to drink, they offered bed and board for travellers and their mounts, and this distinguished them from taverns and alehouses.

In the 14th Century, the Lord Mayor and Court of Aldermen in the City of London kept watch over the activities of these establishments. The men and women who ran them were still known as hostellers, haymongers or herbegeours. The first formal mention of a Guild of Hostellers and Haymongers appears in 1327 but haymongering gradually disappeared from the guild's title and in 1446 the Lord Mayor confirmed the ordinances of the Guild of Hostellers. In 1473 the Guild successfully petitioned the Lord Mayor and Court of Aldermen for it to be known as 'Innholders'. It is thought that the change of name was sought because the title 'hosteler' was confused with that of the proprietor's servant, the osteler.

THE WORSHIPFUL COMPANY OF INNOLDERS (1500-1600)

Incorporation: The Innholders received its first Charter, setting out its rights and privileges, from Henry VIII in 1514. Seven years later the Innholders occupied a Hall on the present site, beneath which still lie the foundations of the Roman quay. This site lies in the angle formed between the north bank of the Thames and the east bank of the Walbrook.

Patron saint: As was customary at the time, the Company adopted a patron saint – St. Julian the Hospitaller, legendary for his solicitude for travellers.

The Company: The affairs of the Company are presided over by a Master and three Wardens (Upper, Middle and Renter), who each hold office for a year – and a Court of twenty Assistants. Company members are elected from the body of the Livery – a name deriving

from the right to wear certain dress. The body typically numbers about one hundred and fifty men. The Liverymen, in turn, are drawn from the ranks of Freemen who may qualify by patrimony (inheritance), servitude (apprenticeship), or redemption (purchase). The Company's business is managed by the Clerk, and its Hall and ceremony by the Beadle.

TROUBLES AND A NEW HALL (1600-1700)

Royal Displeasure: During the most dramatic century in its history, the Company was granted a Coat of Arms by Charles I in 1634. Subsequently, the Company successfully applied to Charles II and James II for renewal of its Charters, strengthening and widening its influence beyond the confines of the City. Despite this, many Innholders, like numerous Liverymen in other Companies, expressed vehement opposition to the Middle Stuarts on religious and constitutional grounds. James II ordered these protesters to be expelled from the Company and they were replaced by men acceptable to the Crown.

The Fire of London: In 1666 the Hall, close to the centre of the Great Fire, was destroyed together with most of its early records. Fortunately, its fine silver and Charters survived, either because they were being held by the Master at the Ram Inn in Smithfield or because they were moved to the Master's residence swiftly after the fire broke out. Rebuilding of the Hall started immediately – to be completed by 1670. The original front doorway, the old Court Room, and the magnificent Dining Hall have all been altered little since. Unfortunately, however, the historical developments of the next two centuries eroded some of the authority of the City and its Liveries.

CHANGE AND DECLINE (1700-1900)

The City: The opening, in 1750, of Westminster Bridge broke the City's monopoly of cross-river traffic while imports and the growth of industry provided competition from other cities. In the 19th century

the railways revolutionised patterns of trade and living. Over two hundred years the City's population dwindled from 200,000 to 27,000 and dwellings gave way to offices for business, shipping, exchange, insurance and banking. London's population expanded into the West End, the East End and the new suburbs.

The Liveries: During the same period, the Innholders forewent their rights outside the City and their authority was further undermined by Parliament's new distilling and licensing laws. By about 1800, as with other Liveries, the Innholders could no longer sustain their numbers exclusively from within their own calling and, henceforward, family connection – rather than the trade of innholding – gradually became the enduring criterion for enrolment in the Company. Railways spelt the end of stage coaching and many of the inns that served it across the country and in the capital. Very few Liveries were established in the 18th and 19th Centuries.

SURVIVAL

When a Royal Commission was set up in 1884 to examine whether the Livery Companies had any further claim to their traditional privilege and, where it existed, their wealth, public opinion was swayed in their favour out of respect for the rights of property and for the wide range of charitable work which so many of them funded.

REVIVAL

By careful stewardship and management of the property left or presented to it over the years, the Company has been able to restore its fortunes, its Hall and its links with innholding which had almost entirely lapsed by the beginning of the 20th Century.

The Hall, which had undergone radical repair in the 1880s, was seriously damaged in 1941 during the Blitz and required substantial restoration over the period from 1947 to 1952. Further important work, the improvement of facilities and the creation of a new entrance hall and reception room, were completed in 1990.

Improvement of facilities to equip the Hall for the catering and dining side of its operations took place in the summer of 2004. The final step in the re-establishment of the Company's traditional role as 'the home of hospitality in the City' was the partnership in 2012 with the former Michelin-starred chef, Herbert Berger, to bring the standards of catering to the highest level possible in the City.

CHARITY IN THE 21ST CENTURY

The Court has declared that it wants the Company to concentrate its charitable giving in three clearly defined areas: the elderly, the young and the hotel industry. It also maintains the long-held tradition of the Livery Companies to support the Armed Forces.

The Elderly: From the Company's earliest days, Liverymen have bequeathed funds for the care of the elderly. Although, in the recent past, the Company has, for economic reasons, had to close the homes it owned, it continues to actively support the elderly. This is achieved through the Company's close associations with the Elizabeth Finn Care at Halliwell Nursing Home in Tunbridge Wells and the Eversfield Nursing Home in Reigate. This support helped fund the building of a specialist dementia unit for Friends of the Elderly. The Company also continues to fund other projects in need of support, through its three main hospitality industry charities.

The Young: The Company supports a wide variety of projects involving the young. It provides several half-fee scholarships at both the City of London School and the City of London School for Girls. These are match-funded by the City of London Corporation for children recommended by their primary school for places but whose parents cannot afford the fees. The Company also funds a number of scholarships for pupils at the Licensed Victuallers' School, including opportunities for some to go on voyages with the Tall Ships Youth Trust. The Company supports several projects for children in need within the London area. It also funds places for able-bodied

young people to act as 'buddies' to disabled people taking part in sailing activities with the Jubilee Sailing Trust. In addition, the Company has provided continuing support to a number of different projects at both the Treloar School and College. Treloar offers opportunities in academic and vocational training to young people with complex physical disabilities, and gives them the chance to develop life skills and independence.

The Hotel Industry: In 1978 the Company took the first step towards renewing its connections with innholding. Together with some of the leading hoteliers in the country, the Company established The Master Innholders, membership of which acknowledged the attainment of the highest international standards in hotel management. Since 1996, several MIs have joined the Livery of the Company, further strengthening the Company's links with its origins. In 2005, the first MI joined the Court of Assistants of the Company, followed by another MI in 2009.

Since 1997 the Company, together with the SET and the MICT, has funded training scholarships for promising young middle managers in the industry. The scholarships enable them to attend appropriate management courses at Cranfield Management Development School in England, Cornell School of Business Studies in America and the International Hotel School in Lausanne. 200 scholars have successfully completed such courses and have now formed their own industry body (the St Julian Scholars). Members of the body are, in turn, supporting the hotel industry through the mentoring of young people at schools and colleges.

The Armed Forces: The Company funds prizes at the annual Combined Services Culinary Challenge and individual prizes at single services schools teaching hospitality management subjects. The Company has also established an affiliation with Number 32 (The Royal) Squadron, Royal Air Force.

If you would like further information on the Innholders' Company
please visit the website at www.innholders.org.uk

© Worshipful Company of Innholders, 2012

The Master Innholders, a history.

Author's conclusion

With increasing age one realises that, despite the hotel world's size and complexity, in many ways it feels like a village! During my career, which spans 50 years, I have known and worked with a surprising number of those mentioned in this book. When I was still a student at Battersea College of Technology (now University of Surrey), I knew two of the founding members, John Alderman and Peter Yarker. John gave me invaluable career advice as I graduated. Peter and I were committee members of the Graduate and Student Management Society (GSMS), an organisation of young members of the HCIMA who were studying hotel and catering management. Unimpressed by the unprofessionalism of meetings organised by HCIMA branches, we took matters into our own hands. GSMS held several national conferences for hotel and catering students which were admired by the 'powers that be'. We also had many articles published in the HCIMA Journal.

After a few years, some of us were elected onto HCIMA branch committees where we could continue our missionary work (and where we were less of an embarrassment!). I got to know Richard Ball's father Brian, when we were both members of the London

branch committee. Brian was Director of Catering at BP in those days. He became President of the HCIMA at the time the discussions about forming The Master Innholders were taking place. He was instrumental in swaying opinions in favour of supporting the new organisation. Shortly afterwards, he left his lofty office in BP Tower and bought a farmhouse near Tetbury, converting it into Calcot Manor. He became an MI shortly afterwards and, of course, his son Richard followed in his footsteps.

During my 22 years working for Trusthouse Forte, I had direct working relationships with several general managers who later became MIs. I watched the development of The Master Innholders and was envious that I could never be considered for membership, simply because I was not a General Manager. Later, as Managing Director of BAA Hotels, I joined the BHRCA National Council and worked with many leading-light hoteliers, several of whom were, of course, MIs.

Relations between The Master Innholders and the HCIMA had become distinctly strained shortly before I was appointed Chief Executive in 1992. I worked closely with key members of The Master Innholders' Executive, particularly Peter Lederer and John Thurso. I was then invited to join the Master Innholders' Executive Committee! However, that was short-lived because I moved to the BHA soon afterwards.

Trevor Forecast was BHA Vice Chairman at the time. The BHA was in poor shape, both financially and in terms of its reputation. Trevor was a huge influence in winning back the goodwill of the proprietor members, particularly when he became Chairman the following year. In my four years at the BHA, I got to know well many of the MIs who sat on regional committees. During my time at both the HCIMA and the BHA, I was Session Chairman at a number of General Managers' Conferences.

A few years after my retirement from the BHA, Trevor Forecast called to see if I might be interested in applying for the position of Clerk to The Master Innholders. I was pleased to then be appointed to that role but had no idea how the job might grow over the following years! I was naturally delighted when the Chairman, Andrew McKenzie, proposed to The Master Innholders at the 2008 Annual General Meeting that I be offered honorary membership.

This does seem an appropriate moment to thank my wife, Lorette, for her companionship and support since we first met at Battersea College of Technology, just over 50 years ago! I am quite sure I could not have coped with, and enjoyed, such a varied and challenging career without her support. I know many MIs have appreciated her forbearance during my recent years as Executive Secretary, when perhaps I should have been enjoying my retirement in slightly less demanding ways!

