



### **A Note For The Senior Warden And Potential Master**

To be elected as Master of a livery company is a privilege to be enjoyed and is a once in a lifetime and hopefully enjoyable experience. The role of the Master is to lead and represent the Company both at internal and external events. The Master is chair of the Court and has an important role in the management and wellbeing of the Company. There will on occasions be difficult decisions to make on which advice should be taken from the Clerk and others, who can provide guidance on the Company's Charter, rules, member matters and City etiquette.

You will receive advice, especially from Past Masters, and we would emphasise that it is up to the individual to watch and listen carefully to all involved in the city and in the Company. We suggest that an individual should attend all the "civic" events such as the elections of Lord Mayor and Sheriff, the United Guilds Service, and any other city events that are available, and this will give you a real feel for the formal events of the City.

Please do remember that the Company is here to support you. In particular, you should expect support from your Wardens, especially the Senior Warden, as this will help the Senior Warden in their progression to Master next year. You as Master can look at this as "training up" your successor. You will also find that the Immediate Past Master is a useful sounding board during your year as Master, and it is important that you feel comfortable in speaking with any of the Past Masters, who are willing to help.

In recent years the Master has adopted a theme for their year around which they can plan their programme. The theme should provide a connection to world trade.

If precedent is followed, you will have completed your year as Junior Warden and during that time will have learned much about the Events

programme and the other committees of the Company through your attendance at committee meetings, including being a member of the Master and Wardens' (M&W) committee.

You will also serve ex-officio on the Charitable Trust (if not already appointed as a Trustee), and as deputy to the Master, and you should aim to attend all events and meetings in the Company's calendar during your Senior Warden's year. The Clerk is your primary point of contact in making the arrangements for your year and ensuring that the programme fits with the annual calendar of the Company. It is crucial to keep in regular contact with the Clerk especially in the 6 months before your Installation.

Ideally have everything in place for the period from the Installation to the Christmas by the preceding summer.

Some Senior Wardens like to attend all Committee meetings and not just those committees they are allocated to, and you should discuss this with the Clerk. In the writer's experience, this was really beneficial for him during his year as Master, as he knew what each committee was doing.

### **Specific Tasks Prior To Taking Over As Master**

From the moment of Installation you will find yourself very busy, so it is wise to sort out as much as possible in advance.

Much of this will have been discussed at M&W within the 3-year rolling strategy but to remind you of the key events and matters you need to organise:

- A principal speaker and a Court Assistant to propose the toast to the guest at your installation Banquet.
- The Tacitus lecturer: working in liaison with the Tacitus committee (the lecture will normally be on the fourth Thursday in February). This is something you should be working on at least a year before the event. Remember, your first choice may not be able to give the lecture, so have others in mind, and don't be disappointed if your first choice is unable to make it.
- Your preferred venue for the formal events (January Member's Dinner, April Election Dinner and October Installation Dinner) and choice of speaker and Court Assistant to propose the toast to the guests.

- Choose a City venue for your Master's At Home
- If an overseas visit is planned then detailed thought, selection of the venue, and help with organisation, needs to start early. A visit should have a business, cultural, gastronomic and an enjoyment angle. It is suggested that you choose the country, and if possible, touch base with the embassy in London of that country, who will introduce you to people in the country who can help with the visit. A visit in the UK is also acceptable, on the same basis of above, provided there is a World Trade theme. Again, you should allow at least a year to plan this, and a pre-trip visit is strongly advised.
- Consult with the Clerk and as appropriate with members and Past Masters who have experience and will be able to provide support and advice for any events and trips.
- The Company has a well-established costing system for events which the Clerk and the Treasurer will share with you for your final approval of the event. Whilst we should only break even on events it is useful for the Company budget to try to ensure a small surplus over the year to underpin those events which might make a loss. This can also be achieved by charging a small administration fee to members and guests attending 'free' events. Please note that the general view is that the Master should not subsidise events (although he/she is welcome to pay for "extras" that he/she particularly wants). Please note that all bookings and negotiations are dealt with through the Clerk who is the only person empowered to sign booking contracts.
- Other Events : for example, to be involved with the Lord Mayor's Appeal, City Giving Day, Jailed and Bailed and the Big Curry Lunch. Participation is funded by the Master.

## Costs

When you were invited to join the Court, a member of the M&W committee or the then Master will have explained to you the possibility that you will be invited to serve as Warden/Master, and to brief you on the costs involved. Some of these are:

- the various formal costs including quarterage, which rises generally annually.
- The cost of attending all Company events.
- The cost of your personal guests at Company events. It is not necessary to invite large numbers of personal guests, though many of your predecessors have. Official Company guests are limited to

usually three couples at major dinners, plus the speaker. Please liaise with the Clerk who invites the official guests.

- There are invitations that you are *expected* to accept which require payment by The Master. Notably:
  - The Livery weekend (the trip to Glasgow in 2023 cost approximately £900 per couple)
  - Modern Company dinners. Two a year, usually about £125.00 and unaccompanied.
  - In any year there are typically 2 to 3 gala/charity "do's" which the Master may feel obliged or wish to support.
  - Travel. Occasionally travel and accommodation is needed e.g. to the Livery weekend, visits to HMS Dauntless, 1 Rifles and 28 Squadron RAF, and possibly others.
  - Overseas trips. As arranged by you.
  - Charitable Events: referred to above.
  - The Company sets a reasonable budget for formal functions. Masters who have a particular wish to include more expensive wine/music/flowers than the norm can do so if they pay personally.
  - A presentation to the Company at the end of your year. Whilst it is not set in stone, Masters have chosen to make a gift to mark their year. At or towards the end of the year would be normal, and it would be wise to consult with the Clerk before commissioning such an item who will advise on the practicalities and needs of the Company, and thus the likely use such a gift will receive. Alternatively there is also now a Masters Scholarship, Which you may contribute to should you not be able to identify a suitable gift.

### **Diary and Administration**

It is helpful to have a regular diary call with the Clerk. For those Masters who work full time and/or have other civic commitments, it is appreciated that you have a day job, and having worked mainly full time during my year, it is a lesson in "juggling" and also being aware that some of the administration (or catching up on the day job) may have to be dealt with in the evenings or at the weekend.

The Company and the Court will expect their Master to represent the World Traders at all events to which they are invited, with due regard for precedent, dress code, and the advice of the Clerk. Masters greatly enjoy

the busy schedule enabling them to meet their fellows and participate in a wide variety of interesting events.

It is wise to try to keep your diary as clear as possible in your Master's year and be prepared for a year of less holiday than you may be used to. Most Company events are pre-ordained in the diary as are many City events (Common Hall, UGS etc etc).

Invitations from other companies and hosts can be last minute but the Clerk is generally in the loop on these and will advise the “must attends”.

It is customary for the Master to write a handwritten letter to the event host to which you have been entertained as a guest within 24 hours of the event and there are pre-printed correspondence cards available.

We now have a dedicated email address for the Master, and each of the Wardens. All the Past Masters who have been assisting in the presentation of this note have emphasised that there is a lot of both specific and routine administration that can only be dealt with by the Master, much of this is in relation to internal matters where the Clerk and Master will be working together. The administration tends to take on average around one to two hours most days, or certain matters can be dealt with at the weekend (and please tell the Clerk that you will respond in detail at the weekend) but it cannot be emphasised too strongly that there are some weeks with over 80 emails to deal with. There are various members of the Company who look to the Master for guidance, particularly Committee Chairman, and there are some matters that can only be dealt with by the Master. This is something that all the Masters (both Past in this Company and those in my year) have remarked on mainly the “shock” after a couple of weeks of just how much administration there is via email, so please be aware of it.

Your own diary is managed by you, and it is important to keep it up to date because there is no central Civic diary to assist you. Please put all dates in your diary from the website as soon as they appear.

You should also ensure that all Company events are covered for the website, with photographs if available. The Communications Executive will put them on the website at your request having edited and checked them for consistency.

### **Master's Consort**

The Master's Consort is normally their spouse or partner, but can be another family member or even a friend. It doesn't have to be the same person all year (a recent Master who had no immediate family member nearby used to invite a different younger members of the Company to each event). Invitations to events can be for the Master only, the Master and Clerk or the Master and Consort. This seems to vary each year so it's difficult to give guidance. However, there is a regular programme of events put on just for the consorts which is getting busier each year.

There is an organised group, called City Consorts, and many of my fellow Masters' spouses or partners (male and female) have joined and found they have made new friendships, been on interesting visits, and have thoroughly enjoyed being involved (perhaps more so than they anticipated).

I cannot emphasis too highly the value of having a consort who wants to be involved in supporting you as Master. This does not mean that the consort should run your year, or deal with your emails but my experience has found (as have other Past Masters and Masters in my year) that their consort has been invaluable in keeping them on track over their year.

## **Clerk**

Please see my comments throughout this report, and we can all only emphasis that having a successful working relationship with the Clerk is vital. Remember, you are in office for a year, the Clerk is a permanent fixture with unrivalled knowledge and experience.

## **Speeches**

It is a requirement of any Master to make several major speeches. There are three formal occasions, the Installation, Member's Dinner and Election Dinner, which require a speech, and the Company listens to it carefully. You are also required to make a speech at the Tacitus Lecture.

Throughout your year, you will have to make ad hoc speeches, and my advice is that forward planning and preparation is vital, so that when you are called on to thank a speaker or introduce an event, you have given it thought.

You will also be chairing Common Hall. It is important to be prepared for the unexpected question and to delegate replies e.g. on finance to the Treasurer. Keeping the meeting running to the time and in order is vital.

It is inevitable that even though this may not be the most important role of the Master, it is the one by which they will most publicly be judged.

Your formal speeches should be no more than 10 minutes. If writing. A speech and public speaking is not your forte, then professional help is available, and it may be worthwhile seeking it out. There will be countless other occasions for a brief word of thanks or introduction, but the remainder of this section is devoted to your three after dinner speeches.

- Long bad speeches are not entertaining, and a simple solution is to keep to time (allow 100 words per minute).
- Liaise with whoever is proposing the toast to the guests well in advance and avoid mentioning any guests twice.
- Don't gallop through, but deliver it briskly, and without allowing unnecessary pauses for unwanted applause. Avoid the opportunity to applaud the same thing twice and have your flow interrupted.
- The serious message will ideally be aligned with your theme and world trade related.
- The general remarks should be succinct and interesting to most of the audience.
- In general, it is better to avoid telling jokes or trying to be funny, although a bit of humour is not out of order.
- You should also thank the speaker and anyone else who has been particularly helpful to you, and if you have had some sponsorship for the dinner then thank the sponsor
- Finally, however regularly you have been used to speaking (e.g. in your career) preparation is the key. Do not read your speech but do not learn it by heart.

## **Events**

As mentioned earlier, you are expected at all Company events. For outside invitations, you will be advised by the Clerk and it is courteous to your host to respond promptly (this will be done by the Clerk). If you are not sure of your availability, say so. But an immediate acceptance,

followed by a later genuine regret, is probably more acceptable than silence followed by late regrets.

### **Advice On Speaking To Court Assistants On Going Forward As Junior Warden.**

Notwithstanding anything that follows, the briefing of a potential Junior Warden is only in the nature of an off the record enquiry, and NO offer must be made (it is not in your gift to do so but that of M&W, the approval of the Court and confirmed at Common Hall).

The future warden MUST understand the nature of the commitment expected of them, both in time and money. As the Junior, then Senior Warden, they would be expected to attend without fail all four Court meetings (except where other commitments were in their diary prior to the World Traders calendar being published in July the previous year) and all four quarterly committee days according to their allocated duties. They are expected to attend and support the Master at most if not all Company events. The Senior Warden should expect to deputise for the Master at non-company events as required, although it is more usual for the IPM to deputise than the SW at more formal events.

Everyone emphasises that the Master's role is a full-time job, and will make considerable inroads into that person's personal, business and family life. During the busy livery periods of spring and autumn, the Master may expect to be invited to represent the Company as often as two or three times a week (or even more, either at luncheons, lectures or dinners), in addition to Company commitments.

There is a Master's Discretionary Fund in the sum of £6,000, which the Charitable Trust allocate, and if you want to make some donations, then you need to give the Clerk all the details and she will make the payments.

### **Conclusion**

I have based this note for the incoming Master and Wardens initially on amendments that were made to Nigel Pullman's original note from 2011. I would especially like to thank Past Master Mary Hardy for looking at and making the original amendments to Nigel's note and to Past Masters Mark Hardy, Eric Stobart, Michael Wren, Wendy Hyde, Michael Mainelli, the late Robert Woodthorpe Browne, and our Learned Clerk,



WORSHIPFUL COMPANY OF WORLD TRADERS

Gaye Duffy, for their input.

Michael Shapiro

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