



ANNUAL REVIEW
21-22



Beyond the Bubble

Join us for the
29TH HOTEL LEADERSHIP CONFERENCE

Presented by the Master Innholders

23–24 JANUARY 2023

at

JW MARRIOTT,
GROSVENOR HOUSE HOTEL,
LONDON



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Chairman's Report

By David Morgan-Hewitt FIH, MI



"It is so wonderful that things are returning to our usual rhythm and our annual calendar is back on track"

I am thrilled to report that my second year as your Chairman has been much more normal than my first! It is so wonderful that things are returning to our usual rhythm and our annual calendar is back on track. However, our industry is not the same as it was pre-pandemic and all of us face new challenges as we take this incredible profession of ours forward over the next few years.

There have been some superb highlights supported by the Master Innholders. Back to the Floor, organised once again by Past Chairman Danny Pecorelli MI and Phillip Newman-Hall MI, raised over £254,000 and saw so many of our members donning their aprons for a marvelous, if thoroughly exhausting, evening. There was also huge support amongst our members for past Chairman Stuart Bowery as he raised over £174,000 at the Lunch4Ukraine. We also

welcomed new Master Innholders and you can read more about them later in this report. We warmly welcome them to this magnificent group of hoteliers.

Back in January, our year started with the truly amazing Hotel Leadership Conference which James, Wallace, Fiona, Petra and the team at Custard, together with Daniel and his impressive team at Park Plaza London Riverbank, pulled off against all the odds. Two weeks before the conference, your Executive had to decide whether to proceed or postpone with the Omicron threat still very much a real worry. The right decision was made and we had a wonderful gathering of industry professionals. I really cannot thank the team enough for their organisation, dedication and courage in staging this successful and profitable event.

So, what else have we been doing?

Innholder Scholarships. We restarted the scholarship programme in 2022 and those successful candidates are already studying

hard and developing their strategic skills. We have launched the search for our 2023 candidates and the interview process will take place at Innholders' Hall in October. We continue to be so very grateful to The Worshipful Company of Innholders, The Savoy Educational Trust, The Lord Forte Foundation and our own MI Charitable Trust for their continued financial support of this important programme.

Master Innholders Aspiring Leaders Diploma (MIALD). This year we celebrate the 10th Anniversary of this fabulous programme. I can report that we are back up and running and our 2022 Cohort is already focused on the modules which Dr Hilary Cooke MI created for this award-winning programme. Once again, the MIs were awarded the prestigious Princess Royal Training Award for the MIALD programme. Well done to everyone involved with this fantastic achievement - so very well deserved.

Master Innholders Developing Additional Skills (MIDAS). Our online development programme was born out of the pandemic and the fact that so many of our young stars were furloughed at home. With people back at work, and working harder than ever, it was decided to adapt this programme to meet these changes in the workplace. We still believe there is a place for this development initiative and have resumed with an online Festival4Finance in July - more about this later in the report.

MI MENTOR. This continues to grow, and we are now delivering good mentoring support to more young people than ever before. It is still early days, and the committee continues to work hard to build on our initial successes.

We believe that mentoring has never been more important as our future managers face increased pressures in the workplace.

Dinner at Innholders' Hall. In June we returned to Innholders' Hall as guests of the Master and Wardens of the Worshipful Company of Innholders at their Court Dinner. It was wonderful to be back in our spiritual home and the evening was thoroughly enjoyed by all those present. I have never witnessed such a noisy event in the hall! Herbert's food was one of the best meals I have enjoyed at Innholders and there was no holding back on the choice of wines. Such a fabulous way to return! We all look forward to our Guest Dinner after the AGM in September.

I would like to thank all the members of the Executive Committee and the Sub Committees for their continued dedication to our organisation and its objectives. Wallace has worked harder than ever, Petra and her team continue to do an outstanding job and Dr Hilary Cooke MI tirelessly educates and delights on both MIALD and MIDAS programmes. Thank you all so much.

I hope you enjoy reading this report and I wish Dan Rose-Bristow MI all the best for his time as our new Chairman. He has some exciting initiatives to get his teeth into so there will be no slowing down!



Executive Secretary Report

By Wallace Vincent FIH

The pandemic and associated lockdowns seem to be something of a distant nightmare as the past 12 months have largely seen a return to something approaching 'business as usual'.

Although, that's not quite true as the decision to continue with the conference in January was made only earlier that month against a background of continuing uncertainty. However, 2022 has positively flown by. Last Autumn saw the process of receiving, sifting, interviewing and awarding Innholder Scholarships for this year. Planning and preparation continued apace towards what we hoped would be a conference in January. Applications to become a Master Innholder opened as usual, as did applications for Cohort 10 of the Aspiring Leaders Diploma. I was delighted to join Tim Hassell MI and Dr Hilary Cooke MI at the Princess Royal Training Awards ceremony at Mansion House in April.



I was pleased to assist the small team in facilitating the fundraising Lunch4Ukraine earlier this year. In just a few short weeks, tables were sold out, an online auction was organised and together, with the sale of raffle tickets, a donation of £174K was made to the DEC Ukraine Appeal.

Behind the scenes, I continue to provide administrative support to the Master Innholders, the St Julian Scholars and the Aspiring Leaders. As well as the annual conference, I helped organise the St Julian Scholars Autumn meeting at The Savoy and their Spring meeting in May at the Mondrian Shoreditch. It was brilliant to be able to return in person to Innholders' Hall for the Court Dinner in June for the first time since 2019.

I am grateful for the continuing support of Sarah Caine in ensuring that Master Innholders and St Julian Scholars accounts are maintained in a most professional manner. Meanwhile, as ever, please email me as soon as your work or contact details change.

"It was brilliant to be able to return in person to Innholders' Hall for the Court Dinner in June for the first time since 2019."

Financial Report 2021/22

By Dan Rose-Bristow MI

I am pleased to report that during FY 2021/22, the Master Innholders has returned to a period of operating relatively normally.

Following a pause during the pandemic, membership subscriptions have again been levied. In January 2022, the Conference generated a welcome surplus of £75K. Additionally, some welcome sponsorship income has been forthcoming which has contributed to a stable financial year. A significant donation of £174K was made to the Disasters Emergency Committee (DEC) Ukraine Emergency Appeal as a result of Lunch4Ukraine held at the Grosvenor House in April 2022, courtesy of past Chairman Stuart Bowery MI. This donation comprised all income from table sales, an online auction and the sale of raffle tickets. A separate contribution was made by the Master Innholders to cover Eventbrite booking fees.

After some years of pro bono audit services by BDO, we have been informed that they are unable to provide this without charge on this occasion. A £5K provision has been made for audit and other tax and accounting fees prior to year end. As a result, other quotations have been obtained and an alternative firm of chartered accountants will be proposed at the Annual General Meeting for the next financial year.

I am anticipating a modest full-year operating profit of £2K with cash at bank a healthy £80K as at the end of June after a donation of £45K to the MICT. I consider this a prudent approach in arriving at a small operating profit whilst retaining a good level of cash



“A significant donation of £174K was made to the DEC Ukraine Emergency Appeal as a result of Lunch4Ukraine held at the Grosvenor House in April.”

reserves as we go into the next financial year. I am grateful to our accountant Sarah Caine for the careful management of our financial resources.

2022 Master Innholders Intake

In April of this year, we were thrilled to welcome four industry-leading hotel professionals to the organisation with the acclaimed Master Innholder status following this year's round of applications.

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



Paul Bayliss MBE, regional general manager Hotel Brooklyn brand, Bespoke Hotels



Oliver Brown, general manager, Wivenhoe House Hotel



Stephen Gow, general manager, The Chester Hotel Aberdeen



Tej Walia, resort general manager, Foxhills Club and Resort

Worshipful Company of Innholders

By Lord Thurso MI

My year as Master has been incredibly lucky! The installation dinner at the beginning of October 2021 was our first dinner without restrictions. As I am only the second MI to become Master of the Company, I was delighted to be able to have my family attend and to set out my theme for the year which was ‘Practise Hospitality’, and my goodness, we have certainly been able to do that this year.

As many in our industry know, it is taking time and a lot of hard work to get back to pre-pandemic activity. Soaring costs and a tight labour market make for very difficult times, but I am happy to say that the use of the hall has been growing steadily and Herbert’s wonderful food is once again being enjoyed by a growing number of clients. We are rightly very proud of our hall and food and so the dinner where we entertain Masters and Clerks from other livery companies is very special. Once again Herbert triumphed.

The injunction to practise hospitality comes from the bible, Romans Chapter 12, Verse 13:

“Share with the Lord’s people who are in need. Practise hospitality.”

It has three meanings for me. Firstly, it is to offer hospitality to others which is the fellowship that is a central part of the Livery movement. Entertaining the Master Innholders at our Court dinner in June and the St Julian Scholars last November were highlights in our busy calendar, and I look forward to joining the MIs at their annual dinner in September. Secondly, it is charitable giving which we do



“It is what we hoteliers do. We practise hospitality in its highest form.”

through the Innholders Charitable Foundation where we support the elderly, the young, and the industry, giving out some £400k a year. Finally, it is what we hoteliers do. We practise hospitality in its highest form, and I wanted my year to underline the strong and binding relationship between the company and the Master Innholders it creates.

It has been a wonderful, happy and enjoyable year. Great challenges lie ahead but I am confident that the resilience of the company and the industry will see us all through.

Hotel Leadership Conference 2022

By James B. Clarke

It was an incredible achievement holding the Master Innholders Conference in January 2022, particularly around the uncertainty of COVID-19, and to have a sell-out conference two weeks in advance.

The organising committee and I put in place stringent measures to ensure everyone's safety and to make it a COVID-19 secure conference environment, which was a total success. Not only did we sell out, but we got the ball rolling and did what hospitality should be doing, **'Leading from the Front!'**

I had a punchy lineup of speakers who really captured the theme **'BOLDER. BRAVER. BETTER.'** and who each drilled into the topics of our time including James Kerr on leadership, Sarah Duignan from STR focusing on our ever-changing forecasting environment and Kate Nicholls OBE who is a powerful voice behind UK Hospitality. Asif Sadiq delivered a powerful talk on diversity and inclusion and did an excellent job making your teams feel like they belong. Sue Garrard gave an incredibly eye-opening talk on the planet and the steps we can take so that we don't destroy it. Jez Rose closed the conference with a bang with his brilliant words on how we always strive to be in those rose-tinted moments. Several factors such as commercialism and social media have contributed to, and have created, this as a societal norm. Jez used the analogy of seasons brilliantly in which he illustrated how, in human nature and the laws of nature, there are seasons for different stages: Autumn is for shedding, Winter is for freezing, Spring is for growth and



"Not only did we sell out, but we got the ball rolling and did what hospitality should be doing, 'Leading from the Front!'"

Summer is for happiness. Current and future generations always want to stay in summer, but the other seasons are essential for us to experience so that we can learn and grow.

I would like to recognise and thank everyone who played a role in the delivery of such a successful conference after a very difficult couple of years. To come back with such a bang and raise an incredible £75,000 for the Master Innholders Scholarships is phenomenal.

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MIALD

By Tim Hassell MI



I am extremely proud to be the committee member with the responsibility of overseeing the MIALD programme. This is an industry-leading initiative that, as Master Innholders, we should be incredibly proud of. It allows us to achieve all our core values within one programme, and it is something that serves to enhance the careers of some of our most able leaders of the future.

We are proud to have been awarded a Princess Royal Training Award for the second successive year, which endorses the credentials and success of this programme. The process we went through to attain this was incredibly rigorous and a great deal of hard work went into it by all involved.

In the 10 years since the inception of MIALD, I truly believe that it has gone from strength to strength and has inspired and enhanced the careers of so many of our young talent, which has served to retain these accomplished people within our industry.

With thanks to Dr Hilary Cooke MI who continues to support the MIALD programme and the alumni.

During the past 10 years since the first cohort in 2012, some 169 aspiring first-line managers have taken part in the programme, with 130 of them still in hospitality and related careers, which is a significant retention-in-industry ratio given the effects of COVID and Brexit on our industry front line. Every one of those 130 has been promoted into more senior positions, and 25 hold hotel GM roles in the UK. There are many wonderful stories to tell about the positive effects of the programme on individuals and their organisations.

In 2021, the programme was awarded the Princess Royal Training Award for the second time. This Award is a result of rigorous scrutiny by a panel of external assessors and is a kitemark of quality for learning and development programmes. The MIs are justifiably proud of this achievement.

This year's Cohort 10 is well underway, having started in May 2022, with completion due in March 2023.

MI Mentoring

By Serena von der Heyde MI

Photo: Andrea Placquadro



We set out to create a quality mentoring scheme and deliver it to the talented people progressing through our industry – particularly to support them during and post-Covid.



What we achieved:

- We called on our industry colleagues and created a bank of mentors for over 100 mentees.
- We amalgamated the existing MI mentoring schemes and built them into one branded MI Mentoring scheme to support the St Julian Scholars, MIALD and applicants from the industry in general.
- Dr Hilary Cooke FIH MI created some quality guidance and support materials with executive secretary Wallace Vincent, and the system has been fine-tuned including an automated sign-up process.
- The scheme is more inclusive and more widely available through the Hotelier's Charter, the Master Innholders website and our existing MI community.
- Mentee feedback tells us that we have offered a good quality experience.

What is yet to happen:

We targeted 100 mentees and have attracted 40 to the scheme, despite opening it to a wider audience.

What are we doing now:

- Our feeling is that our target mentees have been under acute pressure since re-opening post-Covid leaving them without the time and energy to engage. However, we want to be clear on the reason for the low take-up, so Sally Beck FIH MI is asking directly why people haven't put mentees forward in her upcoming poll of the Hotelier's Charter membership.
- We are continuing to promote the scheme through Hotel Associations, the Hotelier's Charter, and the Master Innholder community.
- We have written to our volunteer mentors to thank them and ask them to remain available for future mentees as well as to request they put forward any suitable mentees they may know of.

Whilst we are disappointed with the slow growth of the scheme, we are thrilled to be getting such positive feedback from mentees reaching the end of their year about the quality and success of their experience.



Innholders Scholarships

By David Connell MI

Following the tumultuous two years of Covid, it was wonderful to be able to return to some sort of normality and be able to award scholarships to young professionals who have been ‘battered but not beaten’ whilst dealing with the challenges we have all had to face.

Initial concerns about the number of applicants turned out to be unfounded and we received a total of 41 applications. Whilst this was down on previous years, it was not a surprise, and we were all very pleased with this total.

The scholarship committee comprising Zoe Jenkins, Ross Grieve MI, Justin Baird-Murray MI, Andy Roger MI and myself reviewed the applications blindly, based purely on the quality of the essay question. We then met at the Royal Berkshire Hotel to discuss further and agree on a shortlist interview group of 25.

The interviews were held at Innholders’ Hall on 20th October with the selection panel of Julia Sibley, Nick Davies, Ian Mullins and me. From our scoring matrix, we awarded 11 scholarships; nine for Cranfield and two for Cornell. Two of the Cranfield scholarships were subsequently deferred to attend in 2023 due to personal circumstances.

As Cranfield is now only running a single Talent Development Programme, all successful candidates attended together completing their second week in June 2022. The two Cornell candidates attended in June 2022.

“My Cranfield journey this year has been a life-changing experience, the course is put together to feel intense and take you out of your comfort zone. Once I gained the confidence to immerse myself in the environment, I was able to look at myself from a completely new perspective. The course equips you with tools and techniques to gain the ability to step up to more senior positions. I’ve created a strong bond with 16 other participants which we call our “safe zone”, and I now have a strong network of colleagues to challenge and support me and each other on our journeys into the future. I can’t thank the Innholder Scholarship sponsors enough for their support and for providing me with this incredible opportunity.”

Dan Wait, Cranfield 2022.

St Julian Scholars

By Nicholas Davies

The scholars continued to thrive throughout 2021/2022.

We had a very successful autumn meeting at the Savoy, with thanks to Franck Arnold MI and his team who did a brilliant job of looking after us with over 90 members attending. The speakers discussed getting back to basics and how we can do the very best we can with the teams that we have. One key point that was taken away was to really take care and look after your teams in this challenging marketplace, sage advice given the six months that followed. Professor Joe Nellis from Cranfield also shared insight into how businesses might take up to five years to get back to pre-pandemic numbers and warned us about inflation going up to around 5% this coming year. We finished off with Hatch Mansfield curating an interesting wine tasting and discussing the trends and differences that they feel will be popular in the near future.

We all moved to Innholders' Hall where, as ever, we were truly spoiled and had a fantastic evening...

No one could see what was to follow a few weeks later.

We kept in touch with the cohort over a very challenging winter and remained available to help and support when needed which I know was invaluable to many of our members.

We hosted our spring meeting at the Mondrian hotel in Shoreditch and once again had a great lineup of speakers who give us a real insight into how to make changes to business to ensure we are set for the coming months/year. Planning for the year ahead is in a good place and the committee has already confirmed a venue for our November meeting. We hope to invite any MI who wishes to join us for all or part of the meeting.

I have been very proud to be chairman of the SJS over the last 3 years, even through these most challenging of times, and I hope I have left the SJS in good stead for Rob to take over.





Lunch4Ukraine Fundraising Event

By Stuart Bowery MI

The Lunch4Ukraine was held on April 5th 2022 at JW Marriott Grosvenor House London. The lunch sold out within just three weeks with over 1,000 hospitality professional attendees with the aim of raising funds for people affected by displacement and conflict in Ukraine.

I was delighted to host the event on behalf of JW Marriott Grosvenor House London and to be part of the organising committee with the support of The Master Innholders, Gold Key Media, Custard, UK Hospitality, The Caterer, Hospitality Action and the Institute of Hospitality.

The support of the hospitality industry coming together in raising funds for the DEC Ukraine Appeal has been staggering. In just three weeks we turned Lunch4Ukraine from an idea into a successful fundraising event, far surpassing our original goal of raising £100,000.

A Ukrainian-inspired menu was created by Chef Nigel Boschetti of JW Marriott Grosvenor House and Richard Corrigan of Corrigan's

Mayfair in collaboration with Yurii Kovryzhenko, ambassador of Ukrainian cuisine.

Over 25 hospitality suppliers sponsored Lunch4Ukraine by providing food, beverages and other services for free so that the proceeds from ticket sales could be donated in full to the DEC Ukraine Appeal.

Addressing the audience via a video message, honorary MI Kate Nicholls OBE, CEO of UKHospitality, said: "This event underlines once again the importance of hospitality as a force for good in our society: bringing our communities together, looking after and caring for the most vulnerable and providing the help and assistance that is needed at this critical time."

Guests also enjoyed an after-lunch speech by author and broadcaster Gyles Brandreth, who along with the waiting staff, kindly donated his time for the appeal.

In conjunction with Lunch4Ukraine, the hospitality industry launched Hospitality Auction4Ukraine to raise further funds for the DEC Ukraine Appeal.



Blue Badge Access Awards

By Ian Edwards MI

Running since 2016 and founded by Robin Sheppard MI of Bespoke Hotels, the Blue Badge Access Awards aim to improve experiences and provide access to all in hotels, restaurants and venues. The industry is encouraged to consider ways in which they can make businesses accessible to all, designing hotels for everybody, and making rooms functional yet still beautiful and stylish.

There is an exceptional team behind the awards jointly led by Robin with the expertise of Fiona Jarvis, founder of Blue Badge Style.

They have attracted leading businesses to support the awards from Government and the Royal Institute of British Architects to Dyson and The Design Council. They have also been recognised with industry support from the Institute of Hospitality

and, more recently, discussions with UK Hospitality.

The Blue Badge Access Awards have been a huge success and have created an opportunity to invite all individuals to occupy all hotel spaces as well as encourage hotels and providers to think differently. Open to everyone, the entries are a celebration of putting accessibility front of mind. They inspire and astound the judges with their innovation and commitment to really make a difference.

Robin Sheppard MI kindly extended an invitation for me to attend the awards on 28th April at Hotel Brooklyn, Manchester. It was wonderful to experience a hotel that is fully accessible and provides the gold standard in the hotel industry for accessibility.

The event was well attended by finalists and supporters from across the UK and Hotel Brooklyn, Manchester provided a superb setting and brilliant service. It was motivating to hear about the



“It was motivating to hear about the inspiration that the awards provide to so many.”

inspiration that the awards provide to so many and learn about the amazing work and achievements of all the finalists.

The awards offer a fantastic platform and can really make a difference in this important area. There is huge potential to grow the awards and ensure all hotels are involved. I believe this is something for all of us within the Master Innholders to champion.



GM of the Future

By Anna Sirba



Applying for the Master Innholders' GM of the Future award last year was an incredible experience, and the application process itself offered lots of benefits.

During the completion of the application, I had an opportunity to assess my personal and professional development, leadership skills, commitment to the industry, its challenges, and ways I overcome them. I was able to set goals for myself for the future and think about what else I could do to improve the experience of my guests, motivate my staff and make the business where I work more efficient.

To be shortlisted gave me a sense of validation and satisfaction to know that hard work can and does pay off if you stick at it. To be recognised by such a prestigious organisation and by a group of highly experienced judges is thrilling. When my name was read out as a winner, I was shocked. I felt I performed well in completing the application but never quite expected that it would be me to win the

award. I highly respect and admire everyone who was nominated for their hard work and commitment, and I strongly believe that all of them show promise to fulfil the role of a great GM in the future and inspire others.

It's amazing what winning an award like this can do to accelerate opportunities and open new paths for career journeys. Working in hotels brings me great joy, and I love sharing knowledge and seeing people achieve outstanding results. Since winning the award, I was able to attend several professional events that weren't easily accessible to me prior, invited to visit the most beautiful venues and received a fantastic opportunity to join as a regular co-host of a weekly educational podcast. In addition, I have been invited to join the 28th Hotel Leadership Conference, which is a truly unmissable event on the calendar of any hotelier.

Winning the award has boosted my career. It has given me the opportunity to be recognised as one of the future leaders in the industry and helped me to connect to an invaluable network of people, and it has helped to raise my profile both internally and externally. Winning the GM of the Future 2021 award for me is an incredible honour, privilege, and responsibility.

Master Innholders Developing Additional Skills (MIDAS)

By Joanne Taylor-Stagg MI



MIDAS (Master Innholders Developing Additional Skills) was created during the first lockdown in response to the worrying statistics and anecdotal evidence that showed how much Covid was impacting the jobs, careers and future potential of our young talent.



Our main ambition was to reach out and connect with future hotel leaders, help retain them in the industry and give them belief in a long-term career in hospitality. The first MIDAS series far exceeded our expectations, with some 5,230 views of the MIDAS website page, over 1,000 downloads for the six podcasts we created and nearly 4,000 views of our content on YouTube.

As the industry opened up last summer, we took a break to reset and consider if there was a future for MIDAS beyond lockdown, and the feedback we received from those accessing the content was a resounding yes. So in the autumn of 2021, we restarted MIDAS with a themed programme around growing and developing your career, including a session on how to get the best from mentoring. The content was based directly on the feedback we received on the skills individuals wanted to enhance. However, this time there was a much lower take-up as we found that people couldn't commit to the live-streamed events. We quickly discovered that, as much as there was a desire to learn, young hoteliers were too busy in their jobs, barely coping with staff shortages and increased guest demands, to focus on their personal development.

The pressure on our future talent hasn't really abated yet and many are still not able to commit time to their own development. However, we also know

that there will be a time when they have more time and the aspiration for MIDAS hasn't changed. We still very much wish to help our future leaders develop additional skills, create a supportive network and a community of like-minded talented young hoteliers. But we need to adapt how we achieve this in order to cope with a growing need for on-demand content at a time which suits the audience.

In July 2022, we delivered a 'festival of finance' with Dr Hilary Cooke, Debra Adams and Chris Tod creating a blend of on-demand content and live events that will be recorded for anyone to view at any time. The programme was open to all current and past MIALD delegates, MIDAS delegates and indeed anyone else in the hotel industry who may find the content useful.

We have assessed the success of this event we will adapt and respond to the feedback, always aiming to engage and drive more future hotel leaders to the Master Innholders website. Beyond this, we want to build something that can be more of a community where it isn't solely beholden to the MIs to create and curate content, but where everyone is able to share content they find useful and interesting. We are investigating how to achieve this on a digital platform so that we have all the content in one place, it's easy to access and still attracts traffic to the MI website.

The Master Innholders Charitable Trust

By Lord Thurso MI

Constituted in 1991, The Master Innholders Charitable Trust receives donations each year from The Master Innholders and spends its income supporting its charitable objectives of “the advancement of education and training in the art and practise of hotel keeping and catering”. Traditionally the Trustees are senior Master Innholders with at least one non-MI member of the Worshipful Company of Innholders.

Over the years the Trustees have pursued a policy of building up a “rainy day” reserve. Covid turned out to be a complete deluge with the MIs unable to operate normally or generate income to give to the charity. However, with a chunk of the rainy day reserve, the charity was able to continue charitable giving at much the same level as in normal years.

In total, some £60k was donated by the charity supporting the Hoteliers Charter, the Scholarships and a donation of £25,000 to our industry charity, Hospitality Action, which has done so much to help alleviate hardship amongst those in the industry who suffered as a result of the pandemic.

Our year end is June 30, so we are now in a new year. The MI executive has indicated that there will be a contribution to the charity in this current year, and we are increasing



our support for projects identified by the executive as well as continuing our support for the scholarships and the Aspiring Leaders Diploma which will use up the remainder of the rainy-day fund.

The Master Innholders Charitable Trust is a remarkable charity which, through the generosity of MIs, has been able to continue charitable giving through tempestuous times. The generosity of the Neil Bannister bequest funds a scholarship. So may I appeal to MIs to consider leaving a little something to the charity so that over time our resources can grow to do more good work supporting our industry.

Viscount Thurso MI
Chairman.



Back to the Floor 5

By Danny Pecorelli MI

Back To The Floor 5 was held in April at Royal Lancaster, London, very generously hosted by Sally Beck MI.



This biennial fundraising event (sadly delayed a year) is a concept created by Philip Newman-Hall MI and myself, where hoteliers from all over the UK get back to their roots and serve paying customers. This year welcomed over 80 waiters and sommeliers, most of whom were Master Innholders. The basic premise is that the quality of service – or lack of – is rewarded by

tips from customers. Rather than the waiters receiving their tips, they are donated directly to the industry charity Hospitality Action. This year, the tips along with the live auction generated an incredible £254,000, the largest ever single fundraising event for Hospitality Action and included one exceptionally generous tip of £10,000 given to Nicholas Dickinson MI.



Marketing Overview

Petra Clayton, Creator & CEO, Custard

CUSTARD★
The Hospitality Marketing Experts

Throughout another year of uncertainty, the presence and demonstration of best practice and support from Master Innholders was vital for hotel professionals.

Despite challenges, the conference marked a significant shift in positivity, pushing ahead with a sell-out conference and unprecedented feedback thanks to James and his leadership and the incredible venue and their ongoing innovation and support. The aim is to always sell out and we were delighted to reach our target and to continue to develop our strong relationships with sponsors, media and industry associations. The video footage created by Hospitality Media was testament to the buzz in the room and the success of the programme.

As life and events came back to the forefront, it was encouraging to resurrect partnerships once again with

organisations such as HOSPA and Independent Hotel Show. Although we didn't have a presence at the show in the traditional sense, it was good to again champion the GM of the Future awards and to arrange for so many Master Innholders to be involved in both the speaker programmes and the awards.

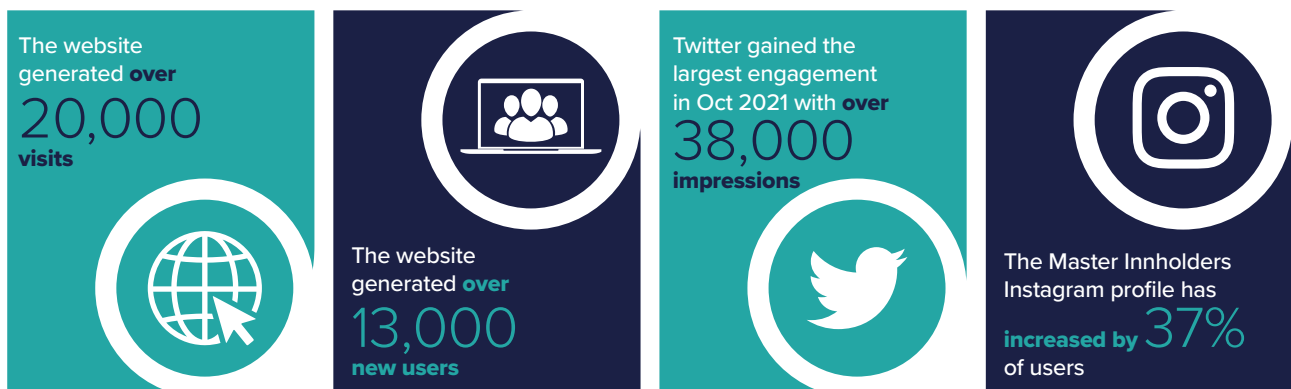
Our focus of course, has to continue to revolve around communication and positioning of Master Innholders. Despite the challenges of email communication, we have moved more towards a social media presence, further engaging through LinkedIn and using the group facility for broadcasting news and sharing success.

We've proactively sourced good news stories to share the best practice of Master Innholders, helping to increase both our following and engagement levels across social media. The website is being used more for aggregating content and as a platform for social content to link back to.



We have continued to of course promote the ongoing activities for Master Innholders such as MIDAS, Scholarships, MIALD and the applications for MI status. Our goal is to continue to broaden this reach and build robust partnerships to help deliver these messages to the far reaching corners of the industry that are still not aware of the MI and all that they can support and deliver.

Key Achievements



MASTER INNHOLDERS EXECUTIVE COMMITTEE 2021/22

David Morgan-Hewitt – Chairman
Dan Rose-Bristow – Vice Chairman
and Treasurer
Sally Beck
James B. Clarke
David Connell
Ian Edwards
Adrian Ellis
Tim Hassell
Serena von der Heyde
Jonathan Slater
Joanne Taylor-Stagg
David Taylor

SUB-COMMITTEES

MASTER INNHOLDERS ASPIRING LEADERS DIPLOMA (MIALD)

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

MASTER INNHOLDERS DEVELOPING ADDITIONAL SKILLS (MIDAS)

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

COMMUNICATIONS & WEBSITE

Peter Hancock - Lead
Garreth Banner
Andrew Brown
Andrew Foulkes

INNHOLDER SCHOLARSHIPS

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

MI MENTORING

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

HOTEL LEADERSHIP CONFERENCE

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

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



The Worshipful Company of Innholders



The Savoy Educational Trust



The Master Innholders Charitable Trust



The Lord Forte Foundation



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