

ST GEORGE'S HOUSE



Annual Review 2017-18

nurturing wisdom

# ST GEORGE'S HOUSE

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## FOREWORD

by The Right Reverend David Conner KCVO  
Dean of Windsor



Photographs: David Clare

**This Annual Review provides ample evidence to show that St George's House continues to flourish. Its programme is rich, varied and stimulating.**

There is no shortage of enthusiastic participants in Consultations and other events. The whole operation is overseen, supported and carefully guided by the committed members of our Board and Council. And we are indeed fortunate in having a Warden and Programme Director whose vision of what St George's House must always aim to be is as clear as ever.

An ingredient in that vision is the idea of St George's House as a place of natural and warm hospitality. Those who stay at the House should always be regarded as guests and friends. I am pleased to take this opportunity to thank our administrative and domestic staff for all that they do to ensure that this is a reality rather than a vague aspiration. Their courtesy and care are frequently commented on, as of course is their true professionalism.

Something else that I note with pleasure is the fact that the House is such a good neighbour to the other members of the community of the College of St George. It is good to be included in the life of the House; to be invited to the lectures and the cultural events that it provides. It is also comforting to know that we can call on the House from time to time to help us with our own entertaining of visitors. And it is particularly encouraging to see that the House understands itself to be part of the wider College, giving expression to that community's commitment to be of service to society.

I mentioned earlier that St George's House is overseen by committed members of the Board and Council. In his Report, the Warden has drawn attention to recent changes to those bodies. He also reminds us of the deaths of Lord Carrington and the Duchess of Abercorn. To remember their interest in the work of the House, and to call to mind their belief in what the House always tries to stand for, is humbling. Two great people have chosen to be of service to this place. They are of course among many truly significant people who, down through the years, have joined us in attempting to put flesh on a rare vision. We owe it to them all to do our best to ensure that St George's House continues to prosper. The following pages can only enhance our determination.



# The Warden's Report

**It was a particular pleasure this year to welcome HRH The Princess Royal to the Council of St George's House. Her Royal Highness attended her first meeting of the Council in June 2018 and honoured us with her presence at the 2018 St George's House Annual Lecture and Dinner. We look forward to her involvement with the work of the House.**

This time last year I wrote about the beginnings of our Society of Leadership Fellows. I am very happy to report in this year's Annual Review that we have achieved our target of two hundred and fifty members. I am equally pleased to tell you that one hundred and forty-two of those members are female Leadership Fellows, one hundred and eight are male Fellows and thirty-nine Fellows are drawn from black and minority ethnic backgrounds. This is very encouraging in terms of gender and ethnic diversity and is something we will pay close attention to as the initiative develops. Leadership Fellows are drawn from a broad range of enterprises, businesses large and small, charities, public and private sector bodies and so on. Leadership Conversations go from strength to strength, with the number of participants increasing all the time. It is a credit to our Leadership Programme Director, Pete Ashby, that the initiative has so swiftly become an integral part of the St George's House programme. There is a genuine sense of an emerging leadership community and the initiative perfectly complements our programme of social and ethical consultations.

You will find a summary of the social and ethical consultation programme elsewhere in this Annual Review of the year 2017-18. I hope you will agree that the range of topics is as broad as ever. We make every effort to tackle issues of relevance to contemporary society whether national or international in our efforts to nurture wisdom through dialogue.

You will notice also that we now have three Clergy Consultations per year firmly fixed in the diary. These are of course a significant part of the programme, drawing participants from these islands and beyond. Demand for places has built to such an extent that we now have waiting lists for future Consultations. We are confident that the two five-day Consultations and the one ten-

day course can make a real impact on the spiritual and professional development of clergy.

I am happy to report that our Cultural Programme, usually one event per term, is now a regular feature in the diary. These Friday night recitals draw sizeable and appreciative audiences from throughout the College community to the Vicars' Hall, a rather wonderful location for such performances. In the year under review we hosted soprano Miriam Bannon and lutenist Jamie Acker who gave a very fine recital of music by John Dowland; young up and coming violinist Mathilde Milwidsky who offered a programme of Grieg, Bartok, Sarasate and Ysaye; and prizewinning saxophonist Jonathan Radford who together with pianist Christine Zefara entertained their audience with an evening of French and Spanish music.

It is important to acknowledge, as ever, that a great deal of the work of the House involves partnerships with a number of other organisations. We continue to work with the Senior Faith Leadership Programme, the Jubilee Centre of Birmingham University, Relate, the Department for Communities and Local Government, and the Jane Goodall Institute. Such organisations reflect the ethos of the House. We value their intellectual input, and often their financial support.

As you know, each year brings to the House a number of external organisations, many of them regular visitors, whose work is also in keeping with our overall ethos and purpose. Numbered among them are Windsor Leadership, Thames Valley Chamber of Commerce, the Windsor Energy Group, Christian Responsibility in Public Affairs, the International Council for Caring Communities, the Gordon Cook Conversations, and the Annual Windsor Leadership Dialogue. They are most welcome.

In October 2017 Sir Adam Thomson KCMG delivered the Elson Ethics Lecture on the topic, *Ethics in a Changing Transatlantic Relationship*. The lecture offered

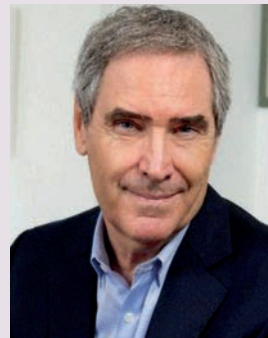


## ST GEORGE'S HOUSE ANNUAL LECTURE 2019

### *When the Times Are Out of Joint: The Consolations of History*

**Michael Ignatieff PC, CM**

Thursday **16 May 2019** at  
St George's Chapel, Windsor Castle



Disruptive change is the driving force of our times. When change becomes disorienting, we turn to history to get our bearings. We look to historical narratives to console us. But what narratives can we turn to today? Climate change makes us question our stories of progress. The history of tyranny in the 20th century makes us suspicious of

promises of liberation and freedom. As we face the rise of populism, the fragmentation of nations, environmental damage, social inequality, the deeper problem is a crisis of narrative, our inability to fit these developments into a story that makes sense of our times and helps us to decide how to face our problems. In this lecture, Michael Ignatieff, historian, former politician and university president, explores new ways to think about history that will give us hope and consolation.

Michael Ignatieff is a university professor, writer and former politician. He was born in Canada, educated at the University of Toronto and Harvard and is currently the Rector and President of Central European University in Budapest.

His major publications are *The Needs of Strangers* (1984), *Scar Tissue* (1992), *Isaiah Berlin* (1998), *The Rights Revolution* (2000), *Human Rights as Politics and Idolatry* (2001), *The Lesser Evil: Political Ethics in an Age of Terror* (2004), *Fire and Ashes: Success and Failure in Politics* (2013), and *The Ordinary Virtues: Moral Order in a Divided World* (2017).

If Associates have not yet requested tickets to attend the 2019 Annual Lecture please contact us by email at [house@stgeorghouse.org](mailto:house@stgeorghouse.org) or 01753 848848.

an urbane, informed assessment of the role of ethics in the relationship between the UK and the USA in these extraordinary times. Broadcaster Martin Stanford interviewed the speaker and relayed some audience questions on what was a lively and stimulating occasion. We are as ever indebted to Ambassador Edward Elson whose generosity ensures that this yearly autumn lecture is a firm part of the House programme.

The 2018 St George's House Annual Lecture continued the transatlantic theme when distinguished diplomat Sir Christopher Meyer KCMG, former UK Ambassador in Washington, took as his title, *Britain and America: The Lessons of History*. A packed Chapel was given a thoughtful, entertaining, and highly informed analysis of the political state of play past and present between our two nations.

With regard to St George's House staff and governance, the year saw a number of changes. Sir James Burnell-Nugent and Dame Bridget Ogilvie came to the end of their terms as Board member in June 2018. Dame Bridget also stood down from the Council of St George's House at the same time. We are enormously grateful to both of them for their service.

We welcomed Mr Richard Collier-Keywood to the Board in June 2018 while Rabbi Dame Julia Neuberger DBE, The Rt Reverend Christopher Jamison OSB, and Baroness O'Cathain joined the Council.

We were saddened by the death in July 2018 of Council member Lord Carrington, a steadfast supporter of the House whose wit and wisdom will be greatly missed. I should also like to record our sadness at the passing in December 2018 of Her Grace The Duchess of Abercorn.

Let me draw to a close by offering once again my gratitude to all those members of the College community and beyond whose generosity of time, expertise and often financial support make a significant difference to our work. Our Council, Board, and Fellows are an invaluable resource while the unstinting assistance we receive in so many ways from members of the College community greatly enhances the House's position as a constituent part of the College of St George.

I do hope these pages will present a picture of a vibrant, forward-looking St George's House committed to nurturing wisdom through dialogue. Thank you for your continuing interest in all that we do.

*The Reverend Canon Dr Hueston Finlay  
Warden, St George's House*







Photography: Doug Harding

## BRITAIN AND AMERICA: THE LESSONS OF HISTORY

GIVEN BY SIR CHRISTOPHER MEYER KCMG

**Your Royal Highnesses, Mr Dean, distinguished guests, it is the very greatest honour to be invited to give this year's St George's House lecture.**

I begin with a confession. I did not cross the Atlantic until 1985, when I was already over 40. I read somewhere that the most common dream of the

British people is to have tea with Her Majesty The Queen. Mine was always to go to America.

It was the late Lord Howe – Geoffrey Howe, one of the great Foreign Secretaries - who made the dream reality.

The year previously I had been minding my own business in the British Embassy in Moscow, when he paid an official visit to the Soviet Union. He took me out onto the Embassy balcony, with its splendid view of the walls and towers of the Kremlin on the other side of the Moscow river. He asked me if I would like to be his press secretary.

I asked him what this would involve. He replied, "You will find out soon enough." And on that note I was hired.

Twelve months later I found myself with Geoffrey in New York City for the annual opening of the United Nations General Assembly.

I remember with vivid clarity that first morning on American soil. John's Diner on the corner of 42nd and 2nd, two eggs over easy, hash browns, crispy bacon, toast, jelly: all to the sound of the raucous conversation of office workers, waiters and New York's Finest.

It was a magnificent time to be a British diplomat in the United States. Margaret Thatcher and Ronald Reagan were enjoying the closest of political and personal relationships, their alliance suffused with self-confidence. They were bound together by a belief



the President of the United States would himself eagerly assume the role of unraveller-in-chief – a role where instinct and a love of self-centered theatre would, as it were, trump received wisdom and knowledge.

If ever there were a time to consider the relationship with America dispassionately and without sentiment, it is now – in times so extraordinary that they challenge most of our inherited assumptions.

I have at home a book of essays, published in 1986, which is the collective result of work done over a year by scholars and experts under the auspices of the Ditchley Foundation and the Woodrow Wilson International Center in Washington DC. The theme is the British-American relationship – its condition and its prospects. Its title is *The Special Relationship*.

The original intention of the project had never been to put the so-called Special Relationship front and centre. No less a person than Dean Acheson, Harry Truman's Secretary of State and the son of an English-born priest, had been rude about the concept, warning his American colleagues to suppress their "sentimental" impulses; while the late David Watt, a key contributor to the project - director of Chatham House and a very august journalist indeed - called it rhetorical nonsense.

Yet, as the American editor, Professor Roger Louis, noted in his preface,

"The idea ...of a 'Special Relationship' would not go away. Indeed it haunted the discussions. Eventually it was referred to as the ghost, ever present yet elusive, derided by some but acknowledged by all."

In the end the assembled academics and experts capitulated to the ghost and decided to address the notion of a Special Relationship head on. They

in strong defences, free trade, western democracy and resolute opposition to Soviet communism. Their relationship deserved to be called "special".

But that was then and this is now.

Today we live in the age of what I call the Great Unravelling. The rules-based system of international order, created under American tutelage at the end

of the Second World War, is, at best, under increasing stress, at worst, fractured beyond repair, as last week's G7 summit so vividly – and farcically - demonstrated.

After more than half a century, an eternity for alliances, this is perhaps only to be expected.

But what we did not expect was that



asked themselves, in their various areas of expertise, why was it special? Was it a good thing? What had become of it? Had it run its course? The answers were assembled in their book. By and large the ghost got positive reviews.

The extraordinary thing is that thirty or so years later, the ghost is still with us. It haunts British-American relations to this day. It poses the same questions as in 1986.

Attempts have been made to exorcise it. Harold Wilson replaced it with the simple "close" relationship. Edward Heath preferred the "natural" relationship. David Cameron, when President Obama first came to Britain in 2011, talked of the "essential" relationship.

None of these adjectives has endured, leaving Professor Louis' ghost undisputed sovereign of its spectral realm.

Did not Theresa May and Donald Trump once again affirm the Special Relationship during her visit to Washington in 2017?

Mind you, in this respect, Mr Trump is a promiscuous president, using the self-same epithet to describe Franco-American relations, when President Macron of France went to Washington earlier this year.

The ghost's durability is all the more striking, since, until the second world war, there had been nothing in British and American history after independence to suggest a special intimacy. At least the French had helped the Americans win the Revolutionary War.

In the nineteenth century, there was the War of 1812, followed by various alarms and excursions along the border with Canada and in South America, where Britain and the US almost came to blows. In the last

century the moment of comity during the first world war soon vanished. The negotiations in the 1920s to limit naval armaments became so acrimonious that the Americans drew up plans for war with Britain. Strong anti-British forces were at work to keep the US out of the second world war on Britain's side.

Even during the war, as the great historian (not the politician), Sir Michael Howard, points out in his contribution to *The Special Relationship*, the military leadership was for long marked by "suspicious dislike on the American side and patronising contempt on the British."

Sir Michael Howard is very clear that the spirit of friendly cooperation that had become more the norm by the end of the war flowed from the personal intimacy between Franklin Roosevelt and Winston Churchill.

I am always astonished by the fact that in 1943 Roosevelt left Churchill to his own devices in the White House, where he held meetings with American officials and generals, while the President visited his family at Hyde Park on the Hudson River.

Howard is also pretty clear that, as he put it, the relationship "never quite recovered" from Roosevelt's death and Churchill's loss of office even before the war ended.

Harry Truman and Clement Attlee, their respective successors, were very different personalities and politicians. Neither particularly wanted to get to know the other. Their relationship was from the outset blighted by the mutual recrimination over the negotiation at the war's end of an American loan to Britain - a negotiation so stressful that it killed the illustrious John Maynard Keynes, the leader of the British negotiating team.



The point of giving you this piece of potted history is this. When Churchill promulgated the notion of a special relationship with the US in his 1946 speech at Fulton, Missouri, it was neither the most propitious moment nor did it go with the grain of history.

He had told the Commons not long before the Fulton speech,

"We should not abandon our special relationship with the United States and Canada about the atomic bomb..."

What he had in mind was a relationship of equals, brought intimately together by the common stewardship of nuclear weapons as "a sacred trust," as he put it, "for the maintenance of peace."

The United States - rich, victorious and all-powerful - was having none of that from a bankrupt European power, whose empire they had for long wished to see dismantled.

In 1946, the same year as Churchill's speech, President Truman approved the McMahon Act, which halted US cooperation on nuclear technology with even the closest allies. That was seen in London as scant reward for our contribution to the Manhattan Project.



It was, if you like, America, First with a vengeance.

The tone had once again been set by the unsentimental Dean Acheson, who opined that

"a unique relation existed between Britain and America...but unique did not mean affectionate. We had fought England as our enemy as often as we had fought by her side as an ally."

It took fifteen years after the end of the second world war before Harold Macmillan - another Anglo-American Prime Minister worried about nuclear weapons - and John F. Kennedy were able to restore much of the warmth and intimacy of Roosevelt and Churchill. But in that intervening decade and a half, Britain had had to learn the brutal lesson that Churchill's grand vision of a partnership of equals was a delusion. It bore no relation to the actual balance of power between the two sides of the Atlantic.

Paradoxically this had been made plain beyond doubt by both a low point and a high point in the relationship: the low being the Suez debacle of 1956 when the US had forced us, with France and Israel, to abandon military operations against Egypt; and the high, the deal struck by Kennedy and Macmillan in the Bahamas in 1962 for Britain to buy the Polaris missile, so guaranteeing an independent, sort of, British nuclear deterrent – an agreement which in its essence survives to this day.

After Nassau, the Special Relationship rose like Lazarus from the tomb. But it wasn't what Churchill had envisaged. It was something else. To the über-realist Sir Michael Howard it was a Faustian bargain. He commented drily,

"Britain's role was now that of loyal and subordinate ally, or it was nothing."

There are lessons to be drawn from this history.

The first is that since the Second

World War, at the level of high politics, relations between Britain and America have been more marked by their volatility than by their stability. Seen as a line on a graph, they have to be drawn as a sequence of peaks and troughs.

After the closeness of Macmillan and JFK, there were the lean years of Edward Heath and Richard Nixon, of Harold Wilson and Lyndon Johnson, when the light of the Special Relationship was well-nigh extinguished.

This had nothing to do with party affiliation either in London or Washington. Heath was a Tory, Nixon a Republican; Wilson was Labour, Johnson a Democrat. You might have expected each pair of leaders to have a mutual political sympathy. But there was none. Heath preferred Europe to America. Wilson turned down Johnson's request to send troops to Vietnam. He also insisted on smoking a



pipe in the Oval Office, which Johnson, a cigar smoker, abhorred. I was always told that Wilson actually preferred a cigar, but thought that a pipe better suited his man-of-the-people image.

And so we go on. Margaret Thatcher enjoyed a relationship with Ronald Reagan of unusual intimacy. She got on less well with George Bush 41, who found her bossy and over-bearing. John Major was far more to 41's taste; they had a close relationship. Major and Bill Clinton enjoyed each other far less, with their contrasting temperaments and policy differences over Northern Ireland. Blair/Clinton and Blair/Bush 43 were marriages made in heaven, when the Special Relationship blazed forth in neon lights.

President Obama, not renowned for the warm embrace of any foreign leader and suspected of anti-British feelings, threw Gordon Brown and David Cameron the occasional bone of a mention of the Special Relationship, but with no great enthusiasm. Stories emerged last year of Obama's staff mocking us for our pretensions.

As for Donald Trump, yes, he has talked the talk from time to time, and has held Theresa May's hand, though probably to keep his balance. Now, we are told, he has come to dislike what he allegedly describes as her school teacher's tone.

But, I hear you cry, how can we possibly talk of a Special Relationship with President Trump, after his imposition of a swingeing twenty-five percent tariff on imports of EU steel, which could lead to the loss of several thousand British jobs?

Good question. To which I would reply that, over the decades, trade wars have been part of the warp and woof of the so-called Special Relationship. In my lifetime, we have endured chicken

wars, banana wars, egg wars, large civil aircraft wars and, yes, steel wars in 2002, when the Americans imposed tariffs on our imports, just as we were sending the Royal Marines to help American forces in Afghanistan.

This brings me to my second lesson.

What matters in a relationship is not sentiment, but interests; not rhetoric, but realpolitik. There is no room in the British-American relationship for the rose-tinted spectacles of Churchillian nostalgia.

When I was ambassador in Washington, I banned the use of the phrase "Special Relationship" by embassy staff. I did not want them to fall into the self-harming heresy of believing that sentiment could override national interest.

It is fine for British and American politicians to invoke the Special Relationship as a rhetorical device to embellish speeches. But it becomes a problem if, as has been the case all too often on the British side, you start to believe your own propaganda. It can raise unrealistic expectations and exaggerate the identity of interest between our two countries.

Close relations are not an end in themselves. They are the means by which the national interest is safeguarded and advanced.

I was once shown by the great Colin Powell, Secretary of State under George W. Bush, a short speech of welcome that he was going to give for the new Foreign Secretary, Jack Straw, on his first visit to DC. Powell had scrawled across the top of the page in black felt-tip pen, "Don't forget the Special Relationship!" I pointed to it, quizzically. Powell replied: "You Brits will go ape-shit if I don't mention it."

Not only does this kind of thing make us look humiliatingly needy. We

forget that the Americans long ago weaponised the idea of a Special Relationship to their own advantage.

I once found myself in a very tough negotiation on air services across the Atlantic. Every time I said 'no' to exorbitant American demands, I was either accused of not caring about the Special Relationship; or threatened with its imminent demise unless we gave the US what it wanted.

This, incidently, is exactly the approach that I would expect the Americans to take in any future trade talks. It does not help that most American negotiators seem to have been trained as litigation lawyers.

Now, in case anyone detects, wrongly, a whiff of anti-Americanism in my remarks, let me say this:

I lived and worked as a diplomat for eleven years in Washington DC, longer than anywhere but London itself. I love America and would happily live there, if I were not a Londoner through and through. I believe the natural condition of our relations to be warm and friendly. How could it be otherwise, given the vast concentration of British and American interests invested in the relationship: economic, defence, intelligence, to name but three, often invisible to the naked eye?

But make no mistake. These things are not there because of misty sentiment. They are there because the hard national interests of each side demand that they should be.

Which brings me just for a moment to Europe. I have no intention, you will be pleased to hear, of getting into Brexit, whose quicksands will swallow you up before you can say Juncker.

I would only make the point that this is not our first Brexit. In 1818 we walked out of the Concert of Europe, which had brought together the victorious





powers after Napoleon's defeat only three years previously. We did not like the idea of losing control of our foreign policy. Not long after, the Concert and its congress system proceeded to collapse. I say no more.

Except for one thing. The fact that it is a Frenchman leading the negotiations for the EU27 does give rise to a twitch of concern. I found myself many years ago negotiating with a French team in Brussels. The topic was tariff quotas for the importation into the EU of Romanian leather shoes – I know, the blood runs faster – and we were deadlocked. Finally, the Frenchman said,

"I agree, M. Meyer, that what you are proposing will work in practice, but what concerns my government is, will it work in theory?"

This seems very much M. Barnier's philosophy when confronted by our relentless pragmatism.

Your Royal Highnesses, ladies and gentlemen, it is not just in the British-American relationship that one can find today this gap between rhetoric and reality. There is something similar afoot in the European Union, where, in place of Churchill and the Special Relationship, we have the founding fathers - Monnet, Schuman, Adenauer, de Gasperi - and the sacred flame of Ever Closer Union.

The high priests of the European Commission are the guardians of the flame. But the member-states march to the beat of national interest. This is why the EU's future will be overwhelmingly decided by the reconciliation of the German and French national interest.

I have never forgotten when, as ambassador to Germany in 1997, I went to hear Chancellor Kohl address a CDU meeting in the Rhineland town of Bad Godesberg. It was supposed to be a closed, private occasion. But with

the name "Meyer", blond hair, German blood and a reasonable command of the language, it was not difficult to get in.

At the time Kohl was anxious about selling to the German people the abandonment of the cherished deutschmark for the euro. He told his audience that European integration and the adoption of the euro were the price that Germany had to pay for dominating Europe without frightening its neighbours - an expression of the purest realpolitik.

Later in 1997, when I was leaving Germany to become ambassador to the US, I went to say good-bye to someone very senior in the Finance ministry. He asked me if Britain would adopt the euro. I replied that I thought it unlikely. He said: "That's a pity. We don't want to be left alone with the French."

On my way back to London, I stopped in Paris at the invitation of our ambassador. He took me down to the

Quai d'Orsay to see someone very senior, who asked me if Britain would adopt the euro. I said that I thought it unlikely. He replied: "Oh no, we don't want to be left alone with the Germans."

There you have it. The realpolitik behind Ever Closer Union.

Let us be similarly pragmatic about The Special Relationship in the age of Trump, or, as Henry Kissinger might put it, let us take a rigorously realist approach.

Not long ago I took part in a discussion of whether Mr Trump had a coherent foreign policy. My answer was, no, he didn't. But, I added, he didn't have an incoherent one either. There was simply no strategy there.

For instance, Russia and China are identified as a major threat in the 2017 US National Security Strategy. That's clear enough. But President Trump's relationship with President Putin is, to quote Churchill's phrase, a riddle, wrapped in a mystery inside an enigma. Why on earth did he just call for the readmission of Russia into the G7? The riddle may or may not be solved by Robert Mueller, the Special Counsel, now investigating the Trump campaign's alleged links to Russian efforts to sabotage Hillary Clinton's campaign.

It is likewise almost impossible to work out whether Mr Trump sees China as an adversary or a partner. Is President Xi to be admired or feared? Or both? Is NATO an alliance to be supported? Or is it a bunch of freeloaders, who should pay more for their own defence if they want American help in time of need?

And yet...and yet, as Boris Johnson recently said, when he thought he was speaking privately, there is method in Mr. Trump's madness. There is also predictability in his unpredictability.

I owe this insight to Fred Hiatt, the editorial page editor of the Washington Post, who wrote last month that Mr Trump:

"...is proving to be the most predictable of presidents... because he makes decisions based on instincts and biases acquired decades ago... Advisers can delay but not dislodge him from his ruts... Since his prejudices are well-known, his decisions should not surprise."

What are these instincts and biases? Dictators are to be admired. True leaders are above the law. Intellectuals are not to be trusted. Surprise and dislocation are weapons of choice in negotiation. Received wisdom exists to be smashed. Multilateral diplomacy works against American interests. Trade deficits are a sign of national weakness and must be eliminated. Allies play the US for a sucker. And – perhaps most important of all – anything achieved by President Obama should be undone.

Thus, the withdrawals from the Paris Climate Accord, from the nuclear deal with Iran, from the Trans-Pacific Trade Partnership and, possibly, from the North American Free Trade Agreement.

As for North Korea and his meeting this week with Kim Jong-Un, the jury is out and will stay out until we see what follows. The meeting was undeniably historic and dramatic, a pure expression of Trumpism. It was, as it was intended to be, great TV. But only time will tell whether it was great diplomacy.

We must note also that, in John Bolton, the National Security Adviser, and Mike Pompeo, the Secretary of State, Mr Trump has put in place two close advisers, who, unlike their predecessors, go with his grain. The result is an strongly nationalist,

unilateralist stance, sailing under the flag of our old friend, America, First.

It may not bode well that in his memoirs Mr Bolton referred dismissively to Europeans as flaccid Euroids and expressed a clear preference for Aussies over Brits, because we are apparently too snooty.

Years ago, when I was speech-writer to the Labour Foreign Secretary, Jim Callaghan, who later became Prime Minister, he used to say when confronted by a complex problem, "Play it with a straight bat, lad," a cricketing metaphor you don't hear much these days.

And that, I suggest, is exactly how to respond to President Donald Trump. We must play him with a straight bat, the straight bat of our national interest and not the mirage of the Special Relationship. Whether we find him abhorrent, baffling or admirable, we cannot forget that he is the elected leader of the world's most powerful nation; and that our security depends in large measure on our sustaining a good working partnership with the White House.

If the Dean will allow it, I propose to pin four theses to the doors of St George's Chapel:

Is America our single most important national ally and partner? Absolutely.

Does this mean that our respective national interests will always coincide? Absolutely not.

Should we stand up vigorously for our interests when they conflict with the American? Absolutely.

Will having rows with the Americans undermine the fundamentals of the relationship? Absolutely not.

When in 1983 Margaret Thatcher protested volubly and at length on the phone to Ronald Reagan at his invasion





of the tiny Caribbean, Commonwealth island of Grenada, he turned to his advisers in the Oval Office and said, switching on the speaker-phone, "Ain't she wonderful?!"

So, of course, Donald Trump should visit the UK. If, despite massive protests against the Iraq war, George W. Bush was able in 2003 to pay a State Visit without incident, Trump's working

visit next month should be perfectly manageable. Nothing is served by telling him that he is not welcome.

Of course, for a truly successful visit, we will need to give President Trump as much pomp, circumstance, royalty and golf, as tight security will allow.

And if we can accomplish all that, you know what will happen?

At the end of the visit, the Prime Minister and the President will proclaim the Special Relationship to be alive and well; the media will then sigh with relief that they will be able to continue to have this lazy way of taking the temperature of the relationship; and Professor Louis' ghost will whisper in my ear: "I told you so. I win again".

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# Programme Report 2017-18

**The Society of Leadership Fellows is now fully integrated into the overall programme and has achieved its membership target. It is particularly gratifying to note a healthy gender and ethnic minority balance. Leadership Conversations and the first Annual Gathering of Leadership Fellows took place during the year, under the guidance of the Leadership Fellows Programme Director.**

The internal Consultation programme saw a variety of topics covered in the course of the year, usually following a twenty- four hour residential format. The Consultations are devised by the Programme Director, aided by a number of expert parties. Each Consultation involves between 22-30 participants. The programme is funded by a mixture of sponsorship, donations and through the St George's House Consultation Support Fund. External organisations sympathetic to the ethos of the House continue to bring their own Consultations, paying to use the facilities. The programme also included three Clergy Consultations, one of ten days duration, the other two lasting five days, devised and delivered by the Dean and Canons of Windsor or, where appropriate, by external agencies. We are pleased to report a heavy demand for places on these Consultations. The year also saw a successful Elson Ethics Lecture and St George's House Annual Lecture as well as further events in our ongoing cultural programme. These continue to draw growing audiences. Overall, we meet the objectives of the Charity in providing space and time to explore in depth topics relevant to contemporary society. There follows a more detailed outlay of the programme

## *Society of Leadership Fellows Annual Gathering,* Wednesday 6th September 2017

On September 6th we held our first Gathering for Leadership Fellows in the Quire of St George's Chapel

Four of our Leadership Fellows gave speeches highlighting different aspects of leadership in a "VUCA world", in which leaders are challenged on all fronts by volatility, uncertainty, complexity and ambiguity. Their speeches, which received a very enthusiastic response from the gathering, are available on the website.

## *In the Service of Kings and Princes,* Friday 22nd September 2017

As part of the House Cultural Programme, singer Miriam Allan and lutenist James Acker presented an evening of John Dowland music in the Vicars' Hall. John Dowland (1562-1626) was an English Renaissance composer, singer and lutenist.

## *Nourishing our Growth as Ministers,* Monday 2nd to Friday 6th October 2017

A five-day clergy Consultation which looked at human development and leadership, focusing on "knowing" with head, heart and gut. Facilitated by representatives of the Waverley Trust, the course sought to furnish participants, all of whom had at least five years' ministerial experience, with an individual personal development programme.

## *Protecting Libya's Oil: the first step to stability,* Tuesday 10th to Wednesday 11th October 2017

The National Oil Company of Libya is one of the few functioning infrastructure bodies in the country. Recent attempts to capture the Libyan oil sector, by armed militias and political factions alike, have highlighted the fragility of the country's economy, and the urgent need to protect Libya's energy resources in this period of transition.

The UN-backed Libyan Political Agreement, signed in December 2015, was an important milestone to reaching a new political settlement in Libya. Nonetheless, political divisions remain and economically the country is failing. The Consultation brought together an international grouping, not least from Libya itself, to explore how to harness the National Oil Company's potential in service of stabilisation and national regeneration.

## *Leadership Fellows, Defining your Brand as a Leader,* Monday 23rd to Tuesday 24th October 2017

'Your brand is a gateway to your true work. The question is, how can you set up your life and work so that you can do it? The answer lies in your brand. When you create a compelling brand you attract people who want the promise of your brand – which you deliver.' This quotation from Dave Buck was the starting point for a conversation on leadership brand and how best to achieve and use it.



*Learning for Democracy*, Monday 30th to Tuesday 31st October 2017

Just 21% of Britons trust politicians to tell the truth (Ipsos-Mori 2016). Only a third are satisfied with how Parliament works and think the system by which Britain is governed works well, with those furthest from Westminster most likely to be dissatisfied (Hansard Society 2016). Only 13% of people feel they have any influence. On average, 40% of 18-24 year olds voted in the last four general elections, compared to over 60% in 1992. The UK's youth turnout rate is the lowest in Western Europe, and half that of Sweden, for example.

The Consultation explored how to address such apathy. How might we educate our young people to become active participants in the democratic process? How might we use formal and informal education to help create a democracy that works for as many people as possible?

*Local Leadership in a Cyber Society: Strengthening our Resilience*, Monday 20th to Tuesday 21st November 2017

This Consultation, in partnership with the Department for Communities and Local Government, looked at the challenges facing local government and others in delivering effective cyber security in a fast-moving cyber environment.

*Leadership Fellows, Improving our performance as Leaders*, Wednesday 22nd to Thursday 23rd November 2017

This Leadership Conversation assessed participants' key strengths and weaknesses as leaders over the past year, with a focus on identifying practical steps for improving leadership performance in preparation for 2018.

*Young People and the Sustainable Development Goals*, Thursday 30th November to Friday 1st December 2017

This first of two Consultations, in partnership with the National Union of Students, looked at the role of education in delivering the 2015 Sustainable Development Goals. Participants explored in depth what can be done to embed a focus on the SDGs in work with young people both in and out of school.

*Leadership Fellows, Becoming more Trustworthy as a Leader*, Tuesday 5th December 2017

The proposition behind this Conversation was that the most fulfilling relationships at work are those where trust has gone from good to great. How can this be achieved? Also, how can we turn things round when trust with a key colleague has taken a tumble and needs to be restored.

*Competitively Loved? An Ecumenical Christian Consultation on Theological Language used about the Holy Land*, Wednesday 6th to Friday 8th December 2017

A partnership with Christian Aid and Churches Together in Britain and Ireland, this Consultation on the Christian use of theological language as it pertains to the Holy Land focused on the ongoing conflict between Israelis and Palestinians. Among other issues, the programme explored some of the more vexed questions at the heart of efforts to seek justice for those who live there, namely opposition to occupation; an ongoing commitment to oppose anti-Semitism in our own context; and a desire to develop good interfaith relations with both Jews and Muslims.

The aim was to assist a deeper ecumenical reflection on the conflict which can assist churches in their own debates and decision making both locally and nationally.

*Senior Faith Leadership Programme*, Monday 8th to Wednesday 10th January 2018

The first of three Consultations in 2018 which brought together emergent leaders from the three Abrahamic faiths who explored each other's faith through scriptural reasoning, develop their leadership attributes, and found ways of working together in their respective communities.

*Leadership Fellows, Leading Culture Change*, Tuesday 16th to Wednesday 17th January 2018

This Conversation focused on each participant's role as a leader in driving culture change, sharing notes about how each has helped to drive culture change so far and sharpen up the leadership skills required to win over doubters and build greater staff support for the culture change process. We also encouraged peer coaching across the group that has made our previous Leadership Conversations so much more powerful as a result.

*Democracy in a Post-Truth Information Age*, Thursday 18th to Friday 19th January 2018

Our Consultation looked in depth at the challenges of living in a post-truth information age. Are our democratic processes under threat? Is there a danger of giving free rein to extremism and further destabilising society? Or is this the predictable response of the establishment as alternative viewpoints and information become a greater part of mainstream debate? Either way, society faces significant challenges. What are the responsibilities of citizens, governments, business and the media in this swiftly evolving landscape?

*Young People and the Sustainable Development Goals, Thursday 25th to Friday 26th January 2018*

This follow-up Consultation looked at sustainable development goal issues with a particular focus on tertiary education.

*Clergy Consultation: Nourishing our Growth as Ministers, Monday 29th January to Friday 2nd February 2018*

A repeat, due to demand, of the October five-day clergy course facilitated by the Waverley Trust, focusing once again on human development and leadership.

*Leadership Fellows, Think Today, Reflect Tonight, Act Tomorrow, Wednesday 8th to Thursday 9th February 2018*

The title, a quote from one of our speakers at our first Gathering for Fellows, was quoted more than any other on feedback forms as the most powerful phrase used during the whole evening. At this Conversation, we discussed what we each need to do to transform our lives as leaders to make this a reality. How do we create more time to think with our teams? When should we insist that decisions are tentative so that we build in time to reflect? How do we set a faster pace converting decisions into actions?

*Modern Families, Modern Family Justice: Supporting Family Relationships in Intact and Separated Families in Fast Changing Socio-Political-Economic Climates, Monday 12th to Tuesday 13th February 2018*

Family life continues to change – the impact of political change, economic uncertainty and continued austerity policies in Europe, as well as the emergence of new opportunities and challenges not least through technology, means that relationship support and family justice services need to change if they are to remain relevant to those in need of these services.

The Consultation, in partnership with the charity Relate, examined these challenges, reviewed promising and innovative approaches from across Europe, and considered what services/organisations and individual practitioners can do to meet a variety of needs. The aim was to promote inter-country and inter-disciplinary cooperation.

*Arts Programme, an Evening with Mathilde Milwidsky, Friday 23rd February 2018*

Violinist Mathilde Milwidsky recently won the string section of the 2017 Royal Overseas League Music Competition and was awarded a place on the St John's Smith Square Young Artist Scheme for the 2017/18 season. She also won the 2011 Madeira International Violin Competition. She has been awarded numerous

scholarships and in 2016 Mathilde was selected to participate in the international Menuhin Competition.

*Consultation for Her Majesty's Lord Lieutenants, Friday 9th to Sunday 11th March 2018*

An annual gathering for Lord Lieutenants at the invitation of the Dean of Windsor which brings together a mix of experienced and recently appointed Lord Lieutenants to learn more about the role from each other and from specially invited speakers.

*Senior Faith Leadership Programme, Monday 12th to Wednesday 14th March 2018*

The second of three Consultations bringing together emergent leaders from the three Abrahamic faiths who explore each other's faith through scriptural reasoning, develop their leadership attributes, and find ways of working together in their respective communities.

*Leadership Fellows, Driving up Board Performance, Tuesday 20th March 2018*

In this Conversation we asked what more Boards should be doing to raise Board performance. For example, on key issues should CEOs involve the Board more when ideas are still half-baked? Should there be more joint reporting by Execs and Non-Execs? Should you create more space to explore disagreements before taking them "offline"? Should there be more "task and finish" groups and fewer standing sub-committees?

*Leadership Fellows, Leaders as Facilitators, Tuesday 24th to Wednesday 25th March 2018*

This Conversation was for Fellows who are already good at chairing meetings and now want to become that much better at drawing people out and really stretching the creative capacity of their team.

*Leadership Fellows, Charting your Path from Good to Exceptional, Sunday 13th to Tuesday 15th May 2018*

Two days of "safe space" in which participants asked themselves some tough questions about how much they are playing to their greatest strengths as a leader, and how they might build on them to become truly exceptional.

*Jubilee Centre for Character and Virtues, Leadership and Virtue, Thursday 24th to Friday 25th May 2018*

Under the aegis of the Jubilee Centre for Character and Virtues, University of Birmingham, this Consultation built on previous work at the House looking at the place of character and virtue in education and beyond. On this occasion the focus was leadership and virtue.



### *Faith and Artificial Intelligence,*

Thursday 31st May to Friday 1st June 2018

The consultation aim was to explore a multi-faith response to the theological and ethical issues raised by the emergence of Artificial Intelligence. Among the topics participants addressed were: Human Augmentation and the Boundaries of Personhood; Is it acceptable for AI to make life or death decisions?; AI and Health – issues of trust and confidentiality.

### *Leadership Fellows, Leading with Integrity,*

Tuesday 5th June 2018

A one-day Leadership Conversation exploring how often participants find themselves compromising their integrity as leaders, whilst telling themselves that this is just a bit of a "grey area". We asked whether there might perhaps be less integrity in cultures of upward reporting to Boards and CEOs than there is in relationships with peers and direct reports. We ended by discussing what more each participant should be doing to strengthen the principle of integrity at the core of their organisation's values and behaviours.

### *Arts Programme, Across the Pyrenees, an Evening of French and Spanish Music for Saxophone,*

Friday 8th June 2018

The Vicars' Hall hosted prizewinning British saxophonist Jonathan Radford and pianist Christine Zerafa for an evening exploring the musical styles of the two countries on either side of the Pyrenees, featuring the work of composers Albeniz, Fauré, Milhaud, Maurice and De Falla.

### *Senior Faith Leadership,*

Tuesday 19th to Thursday 21st July 2018

The third in the series of Consultations bringing together emergent leaders from the three Abrahamic faiths who explored each other's faith through scriptural reasoning, develop their leadership attributes, and find ways of working together in their respective communities.

### *Leadership Fellows, Achieving our higher purpose as Leaders, Thursday 21st to Friday 22nd July 2018*

How do we define our higher purpose - our "True North" - as a leader? Do we think we share this enough - with our close colleagues, and staff and partners more widely? If we don't, what holds us back - and if we do, what more should we be doing to forge closer partnerships and alliances based on shared purpose? Can we pool our energies to come up with some means of occasionally assessing our own performance as a leader in relation to our higher purpose?

### *God: Some Conversations: Clergy Consultation,*

Monday 2nd to Thursday 12th July 2018

The ten-day clergy Consultation combined theological work

with a number of presentations and discussion on issues pertinent to society as a whole. To date these include: Health; God and the Arts; Today's Church; the Environment; Gangs in the UK; Brexit; Scripture. We have a range of expert speakers in place to lead on each issue.

### *Leadership Fellows, You as a Leader,*

Thursday 19th to Friday 20th July 2018

Building on the high levels of trust achieved so far in this series, we started by asking participants to go forward by three years to July 2021 and picture themselves as leaders then. Which image most excited them, and how far removed was it from their leadership role today? If they needed to take radical action to position themselves better to achieve that role, what might that be? A unique opportunity for Leadership Fellows to think through their leadership ambitions and sharpen up their options within an atmosphere of complete confidentiality and trust.

### *Roots and Shoots, Saturday 21st to Saturday 28th July*

The penultimate visit of Jane Goodall's Roots and Shoots initiative which brought together thirty participants from across the world to develop their personal and organisational leadership. Participants shared information, analysed projects and benefited greatly from the presence throughout the week of Dr Jane Goodall herself.

### *The Ariane de Rothschild Fellowship Programme,*

Sunday 29th July to Monday 6th August

The second year of our partnership with the Ariane de Rothschild Foundation which harnesses the entrepreneurial drive of mainly Jewish and Muslim social entrepreneurs to build sustainable impact and at the same time develop a new brand of dialogue and leadership. Some thirty Fellows spent a week with us on a carefully constructed programme.

## **LECTURES**

The annual Elson Ethics Lecture was given by Sir Adam Thomson KCMG who took as his theme, Ethics in a Changing Transatlantic Relationship.

The Windsor Lecture was given by Robert Fox on the subject of Manners and Morals of Reporting in the Era of Fake News

This year's St George's House Annual Lecture was given by Sir Christopher Meyer who took as his title, Britain and America: The Lessons of History.

## **PUBLIC BENEFIT**

The House continues to focus on its charitable objectives with due regard to the public benefit guidance issued by the Charity Commission. Free or subsidised access to consultations is facilitated by investment and voluntary income.

## THE TRUSTEES' REPORT YEAR ENDED 31 AUGUST 2018

St George's House Trust (Windsor Castle) A company limited by guarantee without a share capital.  
Registered Company No. 3597496. Registered Charity No. 1071186

The Trustees, who are also the Directors for the purposes of company law, present their annual report together with the audited financial statements for the year ended 31 August 2018.

### THE TRUSTEES

The Right Reverend D J Conner KCVO

The Reverend Canon Dr H E Finlay

The Reverend Canon M G Poll

The Reverend Canon Dr M Powell

Admiral Sir J M Burnell-Nugent KCB, CBE

Mr D Darsch

Ms L C R Minghella OBE

Professor H E Montgomery MB, BS, BSc, FRCP, MD, FRGS, FRI, FFICM

Mr J L Newbegin

Dame B M Ogilvie AC, DBE, FRS

Mr D Stern

Dr R D Townsend

Mr R Woods CBE

Admiral Sir J M Burnell-Nugent KCB, CBE retired as a trustee on 20 March 2018

Dame B M Ogilvie AC, DBE, FRS retired as a trustee on 20 March 2018

Mr D Darsch was appointed as a trustee on 14 July 2017

Mr R Collier-Keywood was appointed as a trustee on 20 March 2018



### INDEPENDENT AUDITORS

MENZIES LLP, Chartered Accountants & Statutory Auditor, Lynton House, 7-12 Tavistock Square London, WC1H 9LT

### STRUCTURE, GOVERNANCE AND MANAGEMENT

St George's House Trust (Windsor Castle) is a charitable company, company number 3597496, and registered charity number 1071186

Memorandum and Articles of Association, established under the Companies Act 1985, govern the House. New Articles of Association were adopted on 25 November 2013. The company is limited by guarantee without any share capital.

The Board consists of The Dean of Windsor, not more than four Canons of Windsor and at least seven but no more than 10 other Trustees, at least two and not more than four of whom shall be members of the Council of St George's House. The Board meets

as required to consider and advise the House on its programme of work. The Board of Trustees appoints the Finance and General Purposes Committee. The number of members of the company is unlimited but every member has to be approved by the Trustees. The Chairman, Board of Trustees and Warden may propose new Trustees as required. These proposals are subject to discussion and approval by the Board.

The day to day operations of the House are controlled by the Warden and the Programme Director.

St George's House Trust (Windsor Castle) forms part of the College of St George. In recognition of the large capital sum invested by the House into the buildings it occupies, St George's Chapel continue to provide the premises on a rent free basis and in accordance with a mutually agreed license to occupy. The Chapel also provides a Canon to act as Warden of the House. Should an external appointment be made in future the costs of this would likely be substantially higher. Other than that which has already been noted, St George's House Trust (Windsor Castle) is not materially dependent upon the support of any individual, corporation or class of donors.

Newly appointed Trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the Regulations of St George's House, the business plan and recent performance of the company.

The Board is required to meet twice yearly although it is custom to meet more frequently.

The Board is responsible for strategic planning to meet the House's objectives and develop strategy in relation to finance, administration and marketing. The College Finance and General Purposes Committee advises upon investments policy, monitors risk management and prepares business plans and annual budgets. The Programme Director and the Warden allocate Consultation support funds in line with the principles approved by the Board.

The Trustees are satisfied that the accounts comply with current statutory requirements and the Charity's governing documents. Remuneration for key management personnel is determined by the Board on advice from the College Finance and General Purposes Committee. Our aim is to offer competitive salaries which will attract and keep appropriately qualified personnel to manage and deliver the aims and objectives of the Company. The pay of all staff is reviewed annually. Any increases are approved by the Board, taking into account inflation, the financial position of the House at the time and in accordance with average earnings.

## OBJECTIVES AND ACTIVITIES

The charitable objectives of the Company as outlined in the Articles are as follows:

"The Objects for which the Company is established are primarily the provision of a residential study centre for those of the clergy or laity who wish to explore the moral, spiritual and practical implications of their various concerns and secondly other religious, educational and other purposes of the Company as the Trustees may from time to time decide."

Pursuant to this the Company runs a residential study centre for clergy of all denominations; it is also a place where people of influence and responsibility in every area of society can come together to debate and discuss issues of national and international importance with the purpose of nurturing wisdom for the betterment of society.

These objectives are met by means of the provision of appropriate Consultations. Such Consultations are designed after taking advice from a range of knowledgeable parties.

The aim of the Consultations is to draw together senior people who might not otherwise have the opportunity to debate key issues with each other. The Consultation format encourages active participation by all present and allows them in an atmosphere of understanding and trust to challenge conventional thinking and to develop new insights. The success or otherwise of a consultation can be measured in two ways. Was the discussion properly constructive? By which is meant did the tailored programme address the topic to hand in a cogent, intellectually robust and inclusive manner? And secondly, did the consultation, where appropriate, produce tangible outcomes? Our intention is that all participants will leave a consultation better educated in the nuances of a particular argument and in a position to bring any newly acquired knowledge or expertise to bear in their working lives.

Care is taken to ensure that Consultations involve a wide cross-section of society and themes. Participants are drawn from a wide range of sectors and every effort is made to reflect diversity in its various forms.

**The Right Reverend DJ Conner KCVO, Trustee**  
**Signed on behalf of the Board of Trustees**

ST GEORGE'S HOUSE TRUST (WINDSOR CASTLE)  
**SUMMARY STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

	Unrestricted Funds		Restricted funds	Endowment funds	2018 Total funds	2017 Total funds
	General	Designated				
	£	£	£	£	£	£
Income and endowments from:						
<b>Donations and legacies</b>						
- Associates' subscriptions	22,396	-	-	-	<b>22,396</b>	23,025
- Donations and gifts	8,069	-	-	-	<b>8,069</b>	339,277
<b>Charitable activities</b>						
- Income from course fees (turnover)	784,424	-	-	-	<b>784,424</b>	733,002
- Other incoming resources	78,466	-	-	-	<b>78,466</b>	58,296
<b>Investments</b>	42,930	-	148,988	-	<b>191,918</b>	165,318
<b>Total Income and endowments</b>	<b>936,285</b>	<b>-</b>	<b>148,988</b>	<b>-</b>	<b>1,085,273</b>	<b>1,318,918</b>
Expenditure on:						
<b>Raising funds:</b>						
- Voluntary income	-	-	-	-	-	9,221
- investment management	1,725	-	5,648	-	<b>7,373</b>	6,174
<b>Charitable Activities</b>						
- Course related expenditure	670,033	-	99,557	-	<b>769,590</b>	714,852
- Support and House related expenditure	113,208	20,407	-	46,815	<b>180,430</b>	186,547
- Governance costs	35,425	-	-	-	<b>35,425</b>	34,828
<b>Total expenditure</b>	<b>820,391</b>	<b>20,407</b>	<b>105,205</b>	<b>46,815</b>	<b>992,818</b>	<b>951,622</b>
"Net income / (expenditure) before other recognised gains and losses"	115,894	(20,407)	43,783	(46,815)	<b>92,455</b>	367,296
<b>Net Gains on investment assets</b>	4,347	-	2,506	28,356	<b>35,209</b>	231,279
<b>Net movement in funds</b>	<b>120,241</b>	<b>(20,407)</b>	<b>46,289</b>	<b>(18,459)</b>	<b>127,664</b>	<b>598,575</b>
Reconciliation of funds:						
<b>Total fund brought forward at 1 September 2017</b>	<b>1,511,166</b>	<b>28,756</b>	<b>494,655</b>	<b>4,566,404</b>	<b>6,600,981</b>	<b>6,002,406</b>
<b>Total funds carried forward at 31 August 2018</b>	<b>1,631,407</b>	<b>8,349</b>	<b>540,944</b>	<b>4,547,945</b>	<b>6,728,645</b>	<b>6,600,981</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.



**SUMMARY BALANCE SHEET**  
**31 AUGUST 2018**

	Unrestricted funds £	2018 Restricted funds £	Endowment funds £	Total funds £	2017 Total funds £
<b>Fixed assets</b>					
Tangible assets	19,896	-	1,090,757	<b>1,110,653</b>	1,166,334
Investments	1,353,064	356,389	3,457,188	<b>5,166,641</b>	4,350,432
	<b>1,372,960</b>	<b>356,389</b>	<b>4,547,945</b>	<b>6,277,294</b>	<b>5,516,766</b>
<b>Current assets</b>					
Debtors	129,915	-	-	<b>129,915</b>	69,126
Cash at bank and in hand	398,132	184,555	-	<b>582,687</b>	1,274,835
	<b>528,047</b>	<b>184,555</b>	<b>-</b>	<b>712,602</b>	<b>1,343,961</b>
<b>Creditors:</b>					
amounts falling due within one year	(261,251)	-	-	<b>(261,251)</b>	(259,746)
<b>Net current assets</b>	<b>266,796</b>	<b>184,555</b>	<b>-</b>	<b>451,351</b>	<b>1,084,215</b>
<b>Total Assets less Current Liabilities</b>	<b>1,639,756</b>	<b>540,944</b>	<b>4,547,945</b>	<b>6,728,645</b>	<b>6,600,981</b>
<b>Net assets</b>	<b>1,639,756</b>	<b>540,944</b>	<b>4,547,945</b>	<b>6,728,645</b>	<b>6,600,981</b>
<b>Capital and reserves</b>					
<b>Funds</b>					
<b>Endowment funds</b>	-	-	<b>4,547,945</b>	<b>4,547,945</b>	<b>4,566,404</b>
Capital fund	-	-	1,090,757	1,090,757	1,137,572
Director of Studies Fund	-	-	1,769,033	1,769,033	1,754,523
Consultation Support Fund	-	-	1,577,822	1,577,822	1,564,881
Elson Ethics Fund	-	-	110,333	110,333	109,428
<b>Restricted funds</b>	-	<b>540,944</b>	-	<b>540,944</b>	<b>494,655</b>
Annual Lecture	-	46,272	-	46,272	53,826
Elson Ethics Fund	-	9,356	-	9,356	8,761
Director of Studies Fund	-	154	-	154	16,903
Clergy Bursary Fund	-	4,890	-	4,890	4,890
Consultation Support Fund	-	480,272	-	480,272	410,275
<b>Unrestricted funds - designated</b>	<b>8,349</b>	-	-	<b>8,349</b>	<b>28,756</b>
<b>- general</b>	<b>1,631,407</b>	-	-	<b>1,631,407</b>	<b>1,511,166</b>
	<b>1,639,756</b>	<b>540,944</b>	<b>4,547,945</b>	<b>6,728,645</b>	<b>6,600,981</b>

AUGUST 2018

**REPRESENTATIVE KNIGHTS OF THE  
MOST NOBLE ORDER OF THE GARTER**

HRH The Princess Royal KG, KT, GCVO, QSO

His Grace The Duke of Abercorn KG

Field Marshal The Right Honourable Lord Inge KG, GCB, PC, DL

Lord Mervyn King of Lothbury KG, GBE, FBA

**THE DEAN AND CANONS OF WINDSOR**

The Right Reverend David Conner KCVO, The Dean of Windsor

The Reverend Canon Dr Hueston Finlay

The Reverend Canon Martin Poll

The Reverend Canon Dr Mark Powell

**OTHER MEMBERS**

Sir Leszek Borysiewicz FRS, FRCP, FMedSci, FLSW

Mrs Elita de Klerk

The Baroness Falkner of Margravine

The Right Reverend Christopher Jamison OSB

Sir Mark Moody-Stuart KCMG

Rabbi Baroness Julia Neuberger DBE

Mr John Newbegin

Baroness O'Cathain OBE

Admiral Sir James Perowne, KBE

The Right Reverend Dr Stephen Platten

Rabbi Dr Jonathan Romain MBE

Mr Robert Woods CBE

**HONORARY FELLOW & LIFE MEMBER**

Sir Claude Hankes KCVO

## DONATIONS & SPONSORS (OVER £500) 2017/18

THE HOUSE ACKNOWLEDGES THE ASSISTANCE WHICH IT RECEIVES FROM ITS MANY SUPPORTERS AND SPONSORS. In addition to the support of individual associates, the House is grateful for that given by trusts and corporate bodies. Those who have contributed to the work of the House in the past year include:

Sir Mark Moody-Stuart	Electoral Reform Society
Robin & Henrietta Woods Charitable Trust	Culham St Gabriels
Duke of Edinburgh	William Temple Foundation
Lord Leverhulmes Charitable Trust	NUS Charitable Services
Faith in Leadership Community Interest Company	The Methodist Church (Gareth Powell)

*The funds for the Annual Lecture were provided by the Trustees of the Sir Val Duncan and Sir Mark Turner Memorial Trust which was established by Rio Tinto plc in memory of Sir Val Duncan and Sir Mark Turner.*

*The funds for the Elson Ethics Lecture were provided by Ambassador Edward Elson.*

## HOUSE ADMINISTRATIVE STAFF AS AT 31 AUGUST 2018

<i>Warden:</i>	The Reverend Canon Dr Hueston Finlay
<i>Programme Director:</i>	Mr Gary McKeone
<i>Society of Leadership Fellows:</i>	Mr Pete Ashby
<i>Directors of Clergy Consultations:</i>	The Dean and Canons of Windsor
<i>Warden's Administrator:</i>	Miss Jenna Tyer & Mrs Christine Chamberlain
<i>Programme Administrators:</i>	Mrs Patricia Birdseye, Ms Rebecca Fry & Ms Charlotte Hall
<i>Society of Leadership Fellows Administrator:</i>	Ms Nicola Pryer
<i>Finance Manager:</i>	Ms Fiona McNeile
<i>House Manager:</i>	Mrs Catherine Morgan

## COMPANIONS & FELLOWS OF ST GEORGE'S HOUSE

<i>Companions:</i>	Mrs Drue Heinz, DBE
<i>Honorary Fellows:</i>	Dr Carolin Engelhorn Sir Claude Hankes KCVO
<i>Fellows:</i>	Sir David Brown Mr Richard Carden CB Dr David Coates The Reverend Canon Peter Johnson Mrs Patsy Knight Dr Annette Kramer Rabbi Dr Jonathan Romain MBE



## ST GEORGE'S HOUSE

[www.stgeorghouse.org](http://www.stgeorghouse.org)

The website provides information on the concept of the House, its background and facilities. Regularly updated, the website includes reports on Consultations, as well as Clergy Consultations and other forthcoming events.

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