

VISION FOR REINVENTING AND REVIVING LONDON PUBS **REAPS REWARDS**




Clive Watson and David Bruce

July was a bittersweet month for Clive Watson (Rosebery 1974-79), Chief Executive of The Capital Pub Company. When the organisation he co-founded in 2001 was subject to a hostile takeover bid from pub giant, Fuller's, he knew that other interested parties would also appear above the parapet. A month later The Capital Pub Company was sold to a white knight in the form of Greene King. The £70 million acquisition of the small London-based pub chain clears the way for Greene King to tap into the more lucrative eating and drinking London pub market. For Clive, it marks the end of an adventure.

It all began in February 2001 with a £200,000 investment and a walk across Tower Bridge. Co-founder David Bruce, dressed as a Beefeater and Clive as a Coldstream Guard, announced to potential investors their desire to establish a chain of unique London-based freehold pubs. Clive explains, "A lot of pubs were branded and homogenous. We wanted to create something that was unbranded and identified with the local community. We liked the idea of a small business and had the view that when companies go too far afield they lose their values. Our name, The Capital Pub Company, reflected our belief that we

“ WHEN WE REACHED 100p IN MAY 2010, WE STARTED TO ATTRACT THE ATTENTION OF THE BIG BOYS AND IN JULY THIS YEAR THE COMPANY WAS SOLD AT 235p PER SHARE. THE REST IS HISTORY. ”

This is the first of a series of articles looking at entrepreneurship at Epsom College.

 needed to stay in London. We wanted to create pubs with character and with universal appeal." The company has never once wavered from these principals.

Helped by good press coverage, a boutique investment bank which helped to recruit investors, and a tax incentive scheme aimed at encouraging start-ups, they raised £15 million in fifteen months. Clive comments, "We had 600 investors, large and small. Off we went, looking for freehold pubs which would make solid investments and mature over time." By the end of the second year they had purchased ten pubs and invested the equity raised.

The next phase of their expansion was funded through borrowings and, in June 2007, they floated at 165p a share with 24 pubs in their portfolio. The fall of Lehman Brothers and the ensuing credit crunch would mean daunting times and in April 2009 the shares had fallen sharply and reached a low of just 30p. To make matters worse, banks stopped lending, which meant expansion had to be funded through the reinvestment of profits. Clive explains, "In retrospect, this was a great discipline. We had to fight for every penny and to make sound investment decisions. Keeping staff motivated, who bring in trade, became absolutely critical in a difficult economic climate."

The fact that manager and assistant manager status turnover is less than 10% (versus the industry standard of 25%) reflects the entrepreneurial culture Clive has created within his organisation of 400 employees.

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OE FOOTBALL TEAM | 12TH MARCH



**NEIL LAING FUND
RUN 27TH MARCH**

OE events



**OE LUNCH CLUB
29TH JUNE**



OE's, COMMON ROOM AND 1ST TEAM HOCKEY 27TH MARCH



**CARR HOUSE REUNION
18TH JUNE**



**DRINKS RECEPTION AT
THE BALTIC EXCHANGE
30TH MARCH**



OE CRICKET HALF CENTURY CELEBRATION 11TH JUNE



**JOHN PIPER LECTURE AND LUNCH IN
HONOUR OF THE LATE ROBERT CAMAC'S
BEQUEST OF PIPER PRINTS 5TH MAY**



PRE-1960s REUNION ON FOUNDER'S DAY 28TH MAY

The Founder's Day and Carr House reunions will be reported more fully in the forthcoming issue of the OE Magazine.

Forthcoming *events*

OEs are invited to a number of social occasions in the coming months

DIARY DATES 2011-2012 PLEASE SEE THE ENCLOSED APPLICATION FORM FOR FURTHER DETAILS

8TH SEPTEMBER



OE MIDLANDS CHAPTER EVENT, STRATFORD-UPON-AVON

OEs and guests are invited to a tour of the Royal Shakespeare Theatre followed by lunch at The Dirty Duck. Places are limited so if you would like to attend, please contact educationtrust@epsomcollege.org.uk or 01372 821074 as soon as possible.

12TH SEPTEMBER

OE LUNCH CLUB

We look forward to welcoming OEs and guests to the first informal lunch gathering of the year. Please see back page calendar for all other dates.



11TH OCTOBER



1ST XV EPSOM v OUNDLE SCHOOL AT THE HONOURABLE ARTILLERY COMPANY

Kick-off will be at 4.30pm, followed by a drinks reception in the Long Room from 5.45pm for guests from Epsom and Oundle.

15TH OCTOBER

OE ANNUAL DINNER

President of the OE Club, Richard Bland (Wilson 1978-82) will host this year's OE Annual Black Tie Dinner. His contemporary, Mark Reading (Holman 1978-82), a vet and fellow Cambridge graduate, will be the guest speaker. The '30 Years On' theme has become a regular feature of the dinner and those who left in 1981 are encouraged to get a group together.



19TH OCTOBER



A DAY OUT IN SALISBURY AND EVENSONG

Lunch and an afternoon excursion in Salisbury is planned, followed by the Epsom College Chapel Choir singing Evensong at Salisbury Cathedral.

19TH NOVEMBER

EPSOM COLLEGE OXFORD DINNER

Jeremy Gould (Propert 1972-77) will serve as Honorary Secretary of the 2011 Dinner for all OEs who attended Oxford University. The Dinner will be held at Balliol College. A late afternoon tour of the Ashmolean Museum is also planned.

2ND MARCH 2012

OE MEDICAL SOCIETY DINNER

Sir Richard Thompson (Propert 1954-58) will host the 2012 Medical Society Dinner at the Royal College of Physicians. OEs, parents and pupils considering a medical or dental career will be sent invitations in December.



16TH MARCH 2012

PIANOLA CONCERT

Dr Paul Salmon (Forest 1949-54) will host a pianola concert, that will feature a performance by notable pianist, Mike Boyd. Learn more about this amazing Victorian invention and listen to a wide range of music.



25TH MARCH 2012



NEIL LAING FUND RUN

The Neil Laing Fund Run will be held for the third consecutive year. Runners have the option to run 5k or 10k. All proceeds go directly to the Neil Laing Bursary Fund. Get fit and support a great cause!



23RD JUNE 2012

CRAWFURD HOUSE REUNION

The next House reunion will be Crowthurst. Catch up with old friends and former masters and see how the College is flourishing. Invitations will be sent to all Crowthurstians in due course.



3RD JULY 2012

HOUSE OF COMMONS TOUR AND RECEPTION

Lord Alex Carlile (Hart-Smith/Fayrer 1960-66) will host this popular event. A tour of the Houses of Parliament will be followed by a reception in the Terrace Marquee, with its stunning river views. OEs, parents and guests are welcome.

SECOND ANNUAL FUND RUN HELD IN MARCH

Nearly 40 runners took part in the Fund Run this year and raised over £2,000 for the Neil Laing Bursary Fund. Upper Sixth pupil, Alex Shammass, blazed the 10k course in 40.30 and Philippa Staveley (Raven 2001-06) in 54.34, while Epsom College Chairman of Governors, Andrew Vallance-Owen (Fayrer 1965-70) breezed through the 5k course in 25.25 and Valerie Kay in 27.05. As an added incentive, an OE gave each participant a voucher for a meal for two at The Black Swan in Ockham.

Bob Ellison, cross-country coach and organiser comments, "Neil was a great friend and colleague. I am delighted to support this event in his memory." Next year's run will be held on 25th March. College Governor, George Pincus, comments "This is one of my favourite events of the year. I hope more people consider taking part next year, it's great fun."



ABOVE: Philippa Staveley with Headmaster, Stephen Borthwick
BELOW: Neil Laing Fund Run runners and volunteers



WORK EXPERIENCE: THE FIRST FOOT ON THE CAREER LADDER

Matt Benwell (Granville 1994-99) mentors David Ransom (Propert 2005-10)

“David is an impressive and helpful young man who demonstrated great capability to learn and grasp new concepts. He was very helpful in his time at Pidgewest and I did feel a little lost without my ‘shadow’ when he left. I am happy to promote more young Epsomians.” **M BENWELL**

“The experience gave me insight into how small businesses and start-ups are run. It taught me how to act as an assistant and made me aware of people’s expectations. It gave me a greater understanding of my own capabilities and the business world. I would encourage everyone to take advantage and support the OE network.” **D RANSOM**

DAVID is just one of many pupils and recent leavers who have benefited from the support of OEs like Matt. Career networking opportunities are in great demand in an increasingly competitive job market.

Careers support doesn't just come in the form of work experience. OEs speak at careers evenings and, more recently, attended 'Work the Room' where Lower Sixth pupils put into practice the business skills they had learned in a two-day workshop. If you would like to offer advice or work experience, please let us know by replying on the enclosed form.



DONORS SCORE WITH GENEROUS SUPPORT FOR NEW RUGBY POSTS

Full size rugby posts for the 1st XV pitch will be installed in time for the first home match of the season on 10th September, thanks to the generous financial support of OEs and parents. Andy Wolstenholme, rugby master, comments, "We are thrilled to have these posts. The best way to thank donors would be to win this match against Tonbridge. Last year we won 22-20 and it's sure to be tough again this year." A ribbon cutting ceremony is planned shortly before the 2.30 kick-off.

The new posts will add accuracy and significant visual impact to the 1st XV pitch. Andy explains, "These posts are a massive selling point for the College and make it clear that we are serious about our rugby." The total cost of purchasing and installing the posts is £7,700 and was funded entirely through donor support.



LEAVING PARENTS CONTRIBUTE TO TRUST

In another gesture of support, parents of 2011 leavers contributed nearly £18,000 to Epsom College through the donation of all or part of their child's entrance deposit. Chairman of Governors, Andrew Vallance-Owen (right) comments, "We are delighted to receive

this significant show of support from parents who have already contributed so much to the College during the time their children have been with us." The funds will be used to support Annual Fund projects and the Education Trust's General Bursary Fund.





ABOVE FROM FRONT ROW LEFT: Liam Anderson, Nick Conner, Scott Davis, George Broom, Chris Harper, Charlotte Ellison, Dan D'Souza, Victoria Harper, Caroline Lloyd, Victoria Richardson, Baileigh Walsh, Harriet Clarke



◀ CONTINUED FROM FRONT PAGE

VISION FOR REINVENTING AND REVIVING LONDON PUBS REAPS REWARDS



Shifting decision making to the retail level allows for innovation and fresh ideas. Clive comments, "Every month is a new month. Sales figures are reviewed weekly and there is a monthly uncapped bonus scheme, which is unique in the industry. Creating a sense of ownership at staff level helped to create the unique atmosphere common to all our pubs."

Following a difficult year the share price was to climb from its low of 30p. Clive comments, "When we reached 100p in May 2010, we started to attract the attention of the big boys and in July this year the company was sold at 235p per share. The rest is history."

“BEING PART OF ROSEBERY TAUGHT ME TO GET ALONG WITH PEOPLE OF DIFFERENT AGES.”

Clive cites his accountancy background as an important factor in his success. He takes a more studied and less creative approach, which works well with banks, suppliers and investors. His powers to motivate and inspire employees are not to be underestimated. When asked how Epsom College had influenced him, he comments, "Being part of Rosebery taught me to get along with people of different ages. I like people who are capable and understated, which is what Epsom College is all about. I like people who are overtly capable, not overtly ambitious. I also think being around the sons of business people rubbed off on me."

Clive will remain involved with Greene King during a transitional period and comments, "I will have to consider another venture, my wife has made it widely known that she is not prepared for an early retirement."

TELETHON CAMPAIGN EXCEEDS TARGET



Special thanks to everyone who took the call!

In July over 600 OEs answered a call from a recent leaver updating them on the latest news from the College and seeking financial support for the Annual Fund projects and the General Bursary Fund. During the two-week campaign, £124,140 was raised in gifts and pledges, which will be fulfilled over the next four years. Headmaster, Stephen Borthwick comments, "We are delighted with this extraordinary show of support from the OE community. These funds will be vital in helping us extend limited resources in a tough economy." Final results will be reported in October. At this stage, 79% of funds raised have been confirmed electronically and the remaining pledges will be confirmed by post in the coming weeks.

The majority of funds donated and pledged (£104,695) were unrestricted, meaning they will be allocated to the area of greatest need. Rebecca Holmes, Education Trust Director, comments, "Through the many conversations that took place, donors showed a strong interest in supporting tangible projects, like the rugby posts, that serve an immediate need and make a difference to pupils. They also remain keenly

interested in bursaries, which is a key priority for the Governors."

A key factor in the success of the telethon was the dedicated and hardworking team of 12 recent leavers. Christopher Harper (Proper 2005-10) explains, "This was a fantastic experience. I really enjoyed speaking to so many OEs and it was hugely satisfying to give something back to the College." All the callers were struck by the strength of the OE network. Charlotte Ellison (Raven 2004-09) remarks, "I had so many generous offers of work experience that at times I felt guilty about asking for a donation as well!"

The Trust looks forward to hosting telethons on alternating years as a way of connecting with OEs and supporting the Annual Fund. Approximately half of those spoken to made a donation. For many, it was simply not a good time but indicated that they appreciated receiving the call and would consider making a gift in the future. Rebecca Holmes concludes, "Because we take a long-term view, we consider this to be another encouraging and important outcome."

IS "MISTERIE" A MYSTERY?



Richard Paice (Cr 1954-61) explains

As a lover of ancient institutions, I joined the Worshipful Company of Pattenmakers, a London Livery company in 1984. Liveries, established in the 13th century, created a sense of order within the City of London. A nucleus of practitioners of each trade or *misterie** would band together to uphold standards, provide apprenticeships and protect their members. The Worshipful Company of Pattenmakers has a strong shoe membership, which is my *misterie*. However, being a wooden shoe maker is no longer a requirement for membership and our members come from a wide range of backgrounds. Today, Pattenmakers, like most livery companies, serve as social and charitable organisations.



Each year our charity committee raises funds for many worthy causes including bursaries at the City of London Boys' and Girls' Schools and the Guildhall School of Music; awards to rising footwear stars; and bespoke orthopaedic shoes for youngsters. We will shortly be helping our servicemen coming from Headley Court in desperate need of special shoes. Over the years, I have found the camaraderie and charitable initiatives to be richly rewarding.

How many OEs have found their way into a livery? Many medics are members of the Apothecaries' Society and John Allen (Cr 1961-66) served as Clerk (a CEO of sorts) to the Cutlers. So, let's hear from OE Liverymen; tell us about your experiences within this ancient and modern community. Contact: Richard at r@richardpaice.com.

**misterie* from old French, *métier*, trade or craft

NEW HEADMASTER APPOINTED



Jay Piggot

Chairman of Governors Dr Andrew Vallance-Owen has announced that James A (Jay) Piggot will succeed Stephen Borthwick as Headmaster of Epsom College in September 2012.

Currently Headmaster of Campbell College in Belfast, Jay studied for a BA in English Literature at Cardiff University

before completing a Postgraduate Certificate of Education (PGCE) at Pembroke College, Cambridge (where he played rugby for the University 1st XV) and an MA in Renaissance Literature at the University of Liverpool.

Following university, Jay went on to become a specialist English teacher, initially at Millfield School in Somerset and then at Eton College, where he spent seven years as a Housemaster, before taking up his current post in 2006.

Jay, his wife Poppy and their three children will join the Epsom College community next summer on the retirement of Stephen Borthwick, who has been Headmaster for the past 11 years.

"I look forward to working closely with Jay over the coming years to continue to build on the solid foundations that Stephen has established," said Andrew Vallance-Owen.

STAFF APPOINTMENTS AT EPSOM COLLEGE IN MALAYSIA

The first staff appointments have been made at Epsom College's new sister school, Epsom College in Malaysia, which is under construction within the Kuala Lumpur Education City in Bandar Enstek.

Mike Oliver has been named Deputy Head and Head of the Senior School and Jane Smith has been appointed Deputy Head and Head of the Junior School. They will work alongside Epsom College in Malaysia Headmaster, Gareth Eynon.

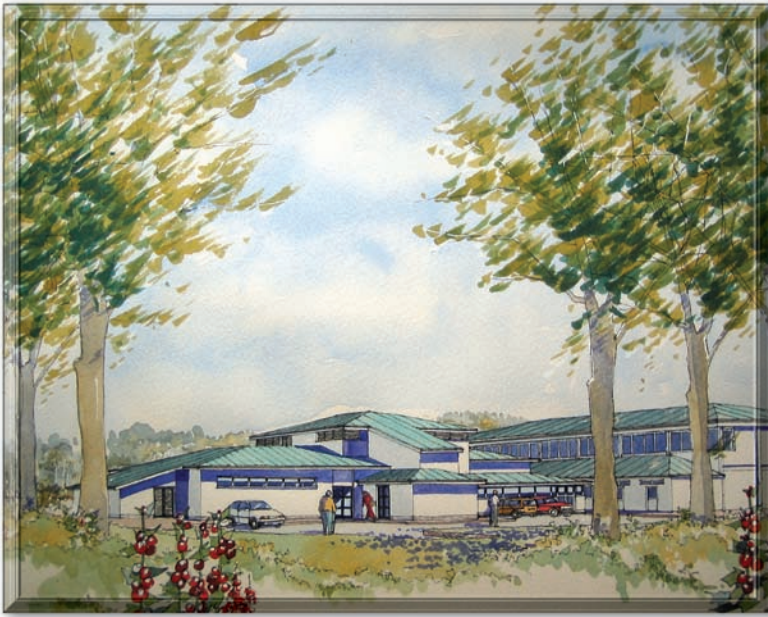
Mike Oliver will need no introduction to the College community. He is currently Assistant Head of Epsom College, a post he has held since he retired from running Granville House for 15 years. He has taught Mathematics from GCSE through to Further Mathematics and Oxbridge Applied Mathematics, since arriving in 1981.

As Assistant Head, Mike has been responsible for many of the tasks that keep the school running smoothly. Key amongst these has been the overall staffing of the extra-curricular programme, responsibility for the College calendar arrangements and the introduction of the e-calendar, the new-style pocket calendar and student planner. He also ran hockey at the College for many years.

Jane Smith is currently the Head of Primary at The British School of Beijing (BSB) and has been in China since 2006. She leads the Shunyi Primary Campus of BSB, which has developed from a small campus of 220 to a very popular Junior School of almost 600. Both Mike and Jane will take up their new posts in January 2012.



Mike Oliver



Denys Milne

Waiting?' which analysed the problem. With financial support from Yates matched by the S.E. Thames Regional Health Authority, Gallannaugh approached The Horder Centre where OE Denys 'Tiny' Milne (Propert 1937-44)

was Chairman of the Board. The Horder Centre was then a small charity providing non-surgical care to those suffering from arthritis. Denys Milne was also serving as Chairman of the Board of Epsom College at that time. Gallannaugh and Milne got on well together and agreed that developing the Centre's first surgical unit was a worthwhile venture which could serve to improve the quality and volume of care for NHS patients with arthritis, something the NHS alone was unable to do.

OE's REALITY IS CAMERON'S VISION

A long-standing association with medicine may account for the majority of Epsom College's history, but OE Charles Gallannaugh is looking ahead in his efforts to pilot a way forward for the NHS of the future



Charles Gallannaugh (Fayrer 1949-53) is a current Board Member and retired Surgical Director at the Horder Centre in Crowborough, East Sussex, a hospital specialising in the care of people with often debilitating orthopaedic and musculoskeletal conditions. With its long history as a charitable trust treating patients with arthritis, since Gallannaugh began his association with the Centre, its national profile and patient referrals have soared.

In 1985 it was widely recognised that very long waiting lists were preventing patients from receiving timely orthopaedic treatment. "Patients who needed joint replacement often waited three to four years, sometimes longer than that, after diagnosis before surgery" says Gallannaugh, who was then on the Council of the British Orthopaedic Association. He was asked by its then President to appear on a BBC programme *Doctor's Dilemma* to discuss this problematic issue. Here he was introduced to John Yates, Research Fellow at the University of Birmingham, who had been charged by Margaret Thatcher to sort out the government's policies on waiting lists and had just published his book 'Why are we

Following the start of surgery in September 1989 the Horder Centre has grown dramatically. The majority of the surgical unit's early patients were waiting for joint replacement from Gallannaugh's own Hastings-based practice, although according to him, "today the Horder Centre is a very different place. Last year the Centre performed 843 hip replacements, 811 knee replacements, 2100 day cases and there were 22,700 outpatient visits." The Centre is home to three state-of-the-art operating theatres, modern accommodation, individual en-suite bedrooms and advanced X-ray facilities with MRI services. Charles Gallannaugh attributes the Centre's success to strong leadership and a superb management team, in addition to a highly innovative environment. "A key factor when we first decided to introduce surgery was, I suppose, that I was an Old Epsomian and Tiny was an Old Epsomian and we got our two heads together to sort it out!"

As is fitting, these efforts at the Horder Centre have not gone unnoticed. Prime Minister David Cameron recently praised the Horder Centre as an example of treatment centres in the independent sector providing support for the National Health Service. In a speech to an audience of NHS staff on June 7th, Cameron insisted that bringing in new providers, offers "more choice and competition raises standards and delivers values for money." In particular, the Prime Minister paid tribute to "the independent Horder Centre in East Sussex, which delivers orthopaedic care and has high patient satisfaction, low rates of re-admission, and excellent outcomes." With 99% of the patients recently rating the Centre's cleanliness and quality of care as excellent, very good or good, the greatest supporters of co-operation between independent and public healthcare providers are likely to be the patients.



TOP LEFT: Horder Centre. MIDDLE: Charles Gallannaugh on Founder's Day 2011. BOTTOM: HRH Princess Margaret examining instruments when she opened the then new operating theatre in 1990, which was rebuilt in 2003

A life of OPERA-TUNITY



ABOVE: Stafford Dean as Alfonso d'Este in *Lucrezia Borgia* opposite Joan Sutherland at Convent Garden, where he played many roles over the years. BELOW: Stafford Dean as King Arkel at Hamburg State Opera

"In the world of opera, when opportunity knocks, if one is prepared, the possibilities are boundless." Such is the belief of international bass Stafford Dean (Crawfurd 1950-55) who, during his 40 year career performed a wide range of operatic roles. He is best remembered for his Mozart repertoire, particularly Leporello in 'Don Giovanni', which he sang more than 350 times.

His interest in singing and performing was nurtured by his mother from an early age. By the time he entered Epsom College he was already determined to be an actor. Stafford comments, "In 1954 I saw Richard Burton perform Shakespeare's *Coriolanus* at the Old Vic and was completely swept off my feet. At that moment, I decided I must enter RADA as soon as possible."

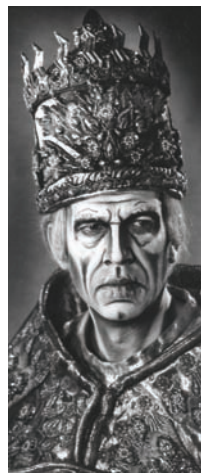
Unfortunately, his father did not share his wife's passion for the arts nor did he support his son's desire to become an actor. When the College music master, Mr Crisp, learned this he suggested that Stafford, a chapel choirister, combine his vocal and acting talents and train for a career in opera. Mr Crisp arranged for him to sing to Frederick Sharpe, a principal baritone at Sadler's Wells Opera and an Epsom College parent, who commented, "Lovely sound at the bottom, not much at the top, but a few

years at the Royal College of Music will sort that out." With this recommendation, Stafford's father reluctantly agreed to support him.

Following his studies at the RCM, Stafford joined Opera For All, an Arts Council touring group, in the winter; and Glyndebourne chorus in the summer for two years, and in 1964 he was invited to join Sadler's Wells on a principal contract.

In 1968, when Sadler's Wells moved to the Coliseum, Stafford was cast as Leporello in the opening production of 'Don Giovanni', directed by the legendary Sir John Gielgud. The production was not well received. Stafford comments, "On opening night when the curtain went up one could feel the warmth from an audience full of hope and expectation, but by the start of the second act the chill of disappointment was palpable." However; his performance was well received, and Leporella would become the first of his hallmark Mozart roles.

He left Sadler's Wells in 1970 and made his international debut a year later in Gunther Rennert's production of 'Don Giovanni' in Stuttgart. Following this success, in 1973 he



was invited to Munich by Dr Rennert to sing Leporello opposite Ruggero Raimondi, the leading Don Giovanni of his time. Stafford went on to sing with the San Francisco Opera, The Metropolitan Opera, Chicago Lyric Opera and the major European opera houses. He also performed on the international concert platform with conductors such as Giulini,

Rostropovich, Colin Davis, and Simon Rattle.

Stafford encourages young singers to be patient, warning them to resist accepting roles that are too demanding, as damage is easily done in the early years. He cautions, "Sing with the voice that you want and you may lose the voice that you've got, but sing with the voice that you've got and you may end up with the voice that you want."

2011-12 CALENDAR

SEPTEMBER 2011

Thursday 8th OE Midlands Chapter tour of RSC Theatre and pub lunch

Monday 12th OE Lunch Club

OCTOBER 2011

Thursday 6th OE Lunch Club & Inter-House Choral Competition

Wednesday 11th Rugby match and Reception, HAC

Saturday 15th OE Annual Dinner

Wednesday 19th Activities and Evensong, Salisbury

NOVEMBER 2011

Tuesday 8th OE Lunch Club

Friday 19th Epsom College Oxford Dinner, Balliol College

DECEMBER 2011

Friday 16th OE Lunch Club preceded by Carol Service in Chapel

JANUARY 2012

Thursday 26th OE Lunch Club & Inter-House Solo Instrumental Competition

FEBRUARY 2012

Tuesday 21st OE Lunch Club

Saturday 25th OEs v Epsom College Football Match

MARCH 2012

Friday 2nd OE Medical Society Dinner, Royal College of Physicians

Tuesday 13th OE Lunch Club

Friday 16th Pianola Concert

Sunday 25th Neil Laing Fund Run

APRIL 2012

Wednesday 25th OE Lunch Club, Cricket Pavilion

MAY 2012

Saturday 5th 'Beatles' evening in aid of Neil Laing Bursary Fund

Wednesday 16th OE Lunch Club

JUNE 2012

Thursday 14th OE Lunch Club, Cricket Pavilion

Saturday 23rd Crawfurd House Reunion

JULY 2012

Tuesday 3rd House of Commons Tour & Reception

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