

THE BRADFIELD FOUNDATION

The First
Twenty Years

1990 – 2010

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In the Medieval and Tudor periods a benefactor wishing to found (say) a school, a hospital or a priory would support the new institution with an endowment usually consisting of active farms; by this means the new institution would be provided with income to meet its operating costs and a source of capital to meet major expenditure; the capital so provided could be considerable if, in the centuries between the original gift and the sale of the farm, the latter had become (say) a street in Kensington.

When he founded Bradfield in 1850, Thomas Stevens was not in a position to make lavish gifts of this kind. In fact, his endowment of the new school consisted essentially of the land and buildings where the school lived, worked and played for decades. Operating costs had to be met from fee income while major capital expenditure was not often required during the early years. This situation was perfectly manageable as long as social life continued much as before; middle class parents sent their sons to public schools without much consideration of alternatives.

However, after the Second World War social life changed. Alternatives were actively considered while accommodation and facilities which had seemed perfectly acceptable in previous periods were now seen by many new parents as inadequate. Competition between schools for pupils became intense and some schools went to the wall.

The schools which depended on fee income to meet rising operating costs had to fight hard for their share of a reducing number of parents considering Public School education for their sons. Bradfield was not exempt from this competition and this involved not simply keeping the College full but also making sure that accommodation and facilities were at least as good as those of the competitors and preferably superior; this meant major capital expenditure but where was the money to come from if the endowment consisted entirely of assets already fully utilised by the College?

Sir Eric Faulkner (E 27-33), when Warden, recognised the problem and instigated a policy of budgeting for a 'surplus' each year with a view to building up a capital reserve fund. However, this could never hope to create a fund large enough for the level of capital expenditure required; moreover it meant that current parents were being asked to pay, through increased fees, for the benefits to be enjoyed by the sons of future parents. Loans were helpful but even interest-free loans had to be repaid. From where?

The solution adopted by Bradfield was to raise capital partly through increased borrowing and partly through Appeals. Bradfield's Appeals were successful but they involved a considerable drain on the time and energy of Members of Council and of the SCR, tended to aim at the same targets each time (basically Old Boys and current parents) and suffered from the fact that each Appeal had a life of several years during which no new Appeal could be launched.

In 1988 planning started on a new Appeal but, in the event, this was abandoned because John Bodie (C 44-48), a Council member, reported that a governor of Benenden had recommended the adoption of a new approach to fundraising, this



The Sports Complex (1994)



involving among other things the creation of an independent fundraising foundation. This system had been successfully introduced to Benenden, a school with financial needs similar to Bradfield's, by Donors International, a firm of fundraising consultants. At its meeting in February 1989 the Finance Committee met the Chief Executive of the consultants and reported to Council; the latter appointed a Study Group to consider the proposal of Donors International. This group was chaired by the Clerk, Richard Youard (B 46-51), and included the Warden, the Hon Richard Stanley, the Headmaster, Peter Smith, and John Bodie. The Group's proposals to adopt the Donors International system were adopted formally by Council at its meeting in November 1989, although, in view of the urgency of the matter, the Warden had already obtained the approval of Council members during the summer:

So it was that in 1989 the key decisions were made leading to the creation of the Foundation. The Clerk was instructed to take the necessary steps and Donors International were engaged to guide the operation.

Rationale of the Foundation

While an Appeal on traditional lines raises money for a project chosen by the College, the Donors International's thesis was that there is an untapped source in well-wishers who want to help the College but who do not necessarily support the project(s) chosen by the College. They therefore suggested an organisation (the Foundation) separate from the College and run by donors for donors, whose remit would be to raise funds continuously for the College. The College could not tell the Foundation how to run its affairs nor could the Foundation dictate to the College. The Foundation would control the flow of donors' money to the College. While this last point might



The Garrett Library (1996)

indicate the possibility of conflict between the two bodies, in fact close links and exchanges of ideas would make the problem more apparent than real and so it has proved in practice.

The Foundation is created

The legal work involved in the creation of the Foundation, and dealing with the Charity Commission, was carried out consistently with the concept of separateness, and to avoid conflicts of interest, not by the Clerk's firm but by another suitably experienced law firm.

The Foundation was incorporated on 10th April 1990 as a company limited by guarantee and not having a share capital – a structure commonly adopted by charitable bodies.

It was essential to start with a significant donation, not just to demonstrate to the professional fundraiser recruited and potential donors that the Foundation meant business, but also to enable the College to progress its first project.

In April 1990, the Study Group met in the Headmaster's study to discuss how to proceed. It was aware of the past generosity of Old Bradfieldians (OBs) and parents, but could not see where a munificent donor would come from. After lengthy debate,



the Group decided that, as a starter, each would approach three or four friends on a one-to-one basis, and then report back their findings.

On John Bodie's list appeared Michael Stone (E 49-54), a name unfamiliar to most of the Group. He had been a friend of John's for many years and had

become Senior Prefect in 1953, followed by National Service and a highly successful business career. Although Michael had sent one of his boys to Bradfield, the College, through its Old Boys' Society, had shown little interest in him and thus the prospects did not look promising. How wrong that was!

On 5th May 1990, John Bodie invited Michael Stone to lunch at Claridge's and told him about the new venture and how important it was for Bradfield that it should be successful. He explained that unless Bradfield matched its peer group with equal facilities, it was unlikely the College would survive. Michael's response was immediate and most sympathetic. He said, "I love my old school and would welcome the opportunity to ensure its future success". Michael became the first Chairman of the Foundation and marked his arrival with the most generous of gifts.

Never could such a response have been so important to Bradfield's future ability to fund major capital projects. The Foundation had a leader who inspired trustees, OBs and parents alike and whose enthusiasm was matched only by his own huge generosity.



The Bradfield Club in Peckham





The Golf Course (1998)

The first meeting of the Trustees was held on 17th January 1991 at which a further 11 trustees were appointed of whom two were current parents. At this meeting the Headmaster presented the plans for the development of a sports complex to be followed by a theatre complex costing in total £8 million. The Trustees were also aware of proposals put forward by the Old Bradfieldian Golf Society to construct a golf course at the College at a cost of just over £½ million. A challenge indeed as most of those involved – while totally aware, as donors, of the business of charitable fundraising – had yet to go through the inevitable learning curve of running and managing their own Foundation.

The first few years proved to be difficult ones as the original concept of donors raising funds for the Foundation itself, as opposed to individual projects for the College, did not work. Then a major donor had to pull out from the Sports Complex project aggravating the financial shortfall for Phase I of that project. Likewise, the OB golfers



failed to secure a donor of whom they had high hopes and the overall cost of the project rose to over £¾ million.

Such information as the College and the OB Society held on past alumni was scarce and much of it inaccurate. The data

to provide useful leads was at best patchy and at worse non-existent, thus impeding the ability to use it effectively. Finding the right fundraising director and then defining the role and reach also gave rise to difficulties which all had to be resolved before the Foundation could function more efficiently.

Notwithstanding these obstacles news of Bradfield's success in launching its Foundation had spread fast and a number of other similar schools were asking how it was all done. In reality it was more a case of the blind leading the blind but, over time, the problems were surmounted if never totally resolved and, despite them, Michael Stone kept the Trustees pushing forward. Breakfast meetings at the Goring Hotel in Victoria became a regular feature of Foundation life! The Stone Lenders filled the financial breach for the Sports Complex albeit placing a commitment on the College for a later date while a lunch at Brook's led to the Chairman finding a saviour in Christopher Hacking (E 44-48) enabling the Golf Course to proceed. The projects started to materialise. The opening of the **Sports Complex** by Lord Owen CH, PC (A 52-56) in November 1994 was a very special occasion for the Foundation as the first proof that it really could deliver and this was followed in 1996 with the opening of the **Garrett Library**, named in recognition of the major support of Edward Garrett (F 63-68). Two years later, in early 1998, the nine hole **Golf Course**, arguably the best school golf course in the country, was opened by Bernard Gallagher a former parent and Ryder Cup captain.

But other projects were already afoot. The school had been encouraged by Tony Billington (H 59-63), an OB with close Wimbledon connections, to pre-empt a scheme



to build an indoor tennis facility as a Centre of Excellence for Berkshire at a neighbouring school and apply to the National Lottery Fund for a grant. At the time this was not an urgent priority but the College's tennis facilities were poor and insufficient for the increasing number of pupils, particularly girls, attending the College. The go-ahead Bursar, Brigadier Michael Lord, then had to bring it all about – a major task in itself given all the parties who had to be satisfied – and further investigation revealed that while the Lottery Fund would provide a sizeable proportion of the funding and the LTA would provide an interest free loan, there still might be a gap originally estimated to be £50,000 but which grew to c.£250,000 as planning requirements increased. A dinner at White's in July 2000 led to a quick 'whip round' of the Trustees attending and the gap was closed. The auctioneering skills of Michael Stone's successor, 'Jumbo' Fuller (H 51-56), who had taken on the mantle of Chairman in January 1999, were clearly in evidence on that occasion, as they were a few years later at a picnic ball at Bradfield to raise money for the next big project. At this event Jumbo was spotted hiding behind a large floral arrangement in the marquee bidding up his fellow trustee for a painting in the auction which the former clearly did not want! The College has much to thank game shooting for as it proved to be a convenient venue for a close band of trustees and well-wishers to meet and discuss the Bradfield Foundation between drives. The **Indoor Tennis Centre** was opened on 21 May 2000 by Tony Billington's nephew, Tim Henman, who gave a master class to pupils although none has yet risen to his heights!

Issues continued to bedevil the running of the Foundation. Firstly, the annual administration costs were making a large dent in the monies raised even though the office was housed



The Indoor Tennis Centre (2000)



in the College. Another thorny issue was the Foundation's relationship with the Old Bradfieldian Society which reared its head when it came to the Foundation's fundraising team accessing the database of OBs – one of the prime constituencies for

donors. This database was the property of the OB Society, an independent body with its own constitution, and a number of its members were unhappy at the use of it for money raising purposes.

However the College's wish list continued. Music facilities at the College had become inadequate to meet the demand of a vibrant department and the Trustees were asked if they could fund a new School of Music. The initial trawl of potential donors did not provide encouragement, from which sprang the idea to combine this request with a modernisation of the Greek Theatre or the construction of a new theatre complex as had been envisaged as Phase 2 of the original Sports Complex project. The project known as 'The Greek Theatre Centre for the Performing Arts' was going to be a tall order with a total cost estimated at £3.9 million. But the Trustees were strongly in favour of supporting the Arts/Academic life of the College and so a glossy brochure was commissioned. Another 'whip round' at a Trustees Dinner at yet another London club – the Oriental Club – and £500,000 looked to be on the cards.

Sadly the Foundation was not well placed at the time as it had no fundraising director. A crisis was averted when two OBs, George Burne (A 48-53) and his former De Beers colleague Richard Butler (G 52-56), stepped into the gap in early 2001 and offered their services. The Foundation was buzzing again although the sum required was formidable. George and Richard threw themselves into the task and by early 2003 sufficient funds had been received or committed to give Council the confidence that the School of Music could proceed. In November 2004 the new **School of Music** was opened by Sir Roger Norrington, the distinguished conductor, to great acclaim. The project had cost £1.9 million and another magnificent asset graced the College's campus.

But all was not well on the other half of the project where a dilemma had arisen. The College's requirement, as expressed by its Drama Department, did not coincide at all with what the Trustees thought would be necessary to attract OB support. Alumni had been brought up on the heritage of a Greek play in classical Greek performed every third year. It was unique and elevated the College's profile. The Head of Drama, while accepting the past, could not have disagreed more in determining where drama at Bradfield should be taken in the future. In the event the issue took backstage as the funding required was too great and would have to await the new headmaster.

The arrival of Peter Roberts as the incoming headmaster in September 2003 coincided with an important organisational change in the way that three independent but thoroughly interconnected entities worked alongside each other, namely the College, the Bradfield Foundation and the OB Society. Issues had arisen in the past and certain demarcation lines were holding back progress. Whereas previously the College, Foundation and OB Society had tried to maintain their own administrative and financial independence, the level of costs, the growing complexity and sophistication of databases and the potential for misunderstandings required a bigger solution. This had already been clear in practice vis-à-vis the College and the Foundation where, right from the start, the College had implicitly been the Foundation's underwriter providing funds to complete projects where the latter had fallen short. Circular Funding was a favourite term used by the Trustees and there were many amusing instances where this would be deployed in substantiating which party exactly was funding the balance of a project.



The School of Music (2004)



In 2004 a seminal paper was put to Council and the other two parties within the Bradfield family, which recommended that there be one combined resource named the Development Office, operating under the control of the College but with strong reporting lines to their respective governing bodies. One of the important implications of this paper was that, in future, the administrative costs of this office would be met by the College. The paper was adopted and in July 2004 Elizabeth Masters (née Atkinson) took up the new post of Director of Development. Working closely with the Headmaster; the President of the OB Society and Michael Stone, who had re-assumed the Chairmanship of the Foundation from Jumbo Fuller earlier in the year; she set about making the new Development Office a professional and efficient unit within the College infrastructure so as to provide a much stronger base going forward.

At the beginning of 2005 the first nettle to be grasped was what to do about the Foundation's theatre project. The Greek Theatre ('Greeker') as a current facility had the Sword of Damocles held over it in the shape of West Berkshire Council and Health and Safety Regulations. Time for its use without major works was running out fast. But the new Headmaster had taken Members of the Council to visit the College's science block. For those OBs on Council, it appeared that nothing much had changed since being taught there by Leslie Price a very long time ago! Drama or science was the issue for Council and the Foundation as its financier. The minutes of the Trustees meeting following that visit make interesting reading as the two projects vied for top spot in the ranking of priorities. Each had their proponents but, as was right and proper, after full debates at a number of subsequent meetings, the College had the last word. Both projects were going to be big cost expenditures but the theatre project came in at a cost of £7.1 million – at that time a bridge too far:



Big School Drama Project 2009

By the end of 2007, the Council confirmed the priority of a £5m Science Centre and the Studio Theatre Project, as it had been renamed, was put on the back burner. It was agreed that donors who had already pledged to the Studio Theatre Project would be asked to commute their gifts to the Science Centre. However the thespian lobby was not left empty handed as there was a sizeable sum specifically pledged for a theatre and this sum was passed to the College for a Big School drama project which not only restored the original look and beauty of the building but also created a versatile studio theatre space. To celebrate its completion a Gala Evening was held on 20 March 2009 and this included an outstanding performance of Diane Samuels' moving play *Kindertransport* in the presence of Professor Leslie Brent, one of the surviving 'Kinder'.

Despite a flying start from commutation of £1.2 million to the Science Centre, the bulk of which was from two of the Foundation's great benefactors, Michael Stone and Miles d'Arcy Irvine, there was still a long way to go. It would require more funds than ever pledged previously for a single project. Battle plans were left to the Director of Development to produce for the Foundation now under the Chairmanship of David Shilton (C 60-64), a trustee since its inception and who had taken over from Michael Stone in September 2006. But then in March 2008, with the plans well advanced and after a busy and successful tenure in office with many projects initiated and/or nurtured, Elizabeth Masters stepped aside to give birth to her first child. Fortunately for Bradfield

experienced help was at hand and the reins were taken up by a past President of the OB Society, James Wyatt (G 58-63), who took over in May 2008.

Where on earth could the Foundation find a lead donor who would enable the teaching of science to be undertaken in an inspirational environment at Bradfield – particularly when the financial world had been blown apart in the autumn of that year and central bank governors were fighting for their country's survival? Despite the world's economic woes stalwarts of the OB Golfing Society had an invitation to stay and play golf with one of its members at his own course at Lisselan in County Cork. This was the Irish retreat for an OB David Blackburn (D 45-50) who had been extremely successful in his business career and already a supporter of the Foundation. No doubt over an Irish malt by the proverbial log fire James Wyatt, as the Director of Development, could have been forgiven for chancing his arm. The canny host said little but the message had struck a chord. Suffice it to say that, after a nervous few weeks, the Development Office had found its Project Champion in David Blackburn. The lights for the Science Centre were now on amber but to achieve green required a tantalising further sum of £300,000 to be raised. Everybody's efforts redoubled to meet the £3 million target set by Council for March 2009 and at the 11th hour this was met with the builders arriving in July 2009. No more fitting tribute could there be for the Foundation's 20th anniversary than this asset – the **Blackburn Science Centre** – which was formally opened on 28 September 2010 by David himself, a true red-letter day for Bradfield.



Clay Pigeon Shooting Ground (2009)



The All Weather Pitch (2008)

Space does not permit recording the story behind all the assets funded or, at the very least, funnelled through the Foundation but they are numerous. The OB football pitch on Rectory 3, the second All Weather Pitch (a 'wet dressed' artificial surface), a top class putting green and short game practice area for the Golf Course, improved facilities for Clay Pigeon Shooting and Fishing, and the extension of the cricket pavilion and new electronic scoreboard on Pit. In addition, as was specifically provided for in the original constitution, the Bradfield Club in Peckham has also been a beneficiary of the Foundation as a result of funds from or directed through it. These donations went a long way to enabling a £200,000 major transformation to be undertaken in 2009. The large and very well used gym was completely re-roofed and six large ventilators inserted through its ceiling. The use of the upper floors was safely resumed and the outside redecorated. In March 2009 the Club was honoured by a visit from HRH Prince Philip, Duke of Edinburgh to the refurbished building.

Finally, it would be remiss not to mention one other ongoing and largely unsung project known as the Bursary Appeal. Following a telephone campaign to alumni in 2007 the Bursary Fund is still in its infancy having raised over £100,000 so far. This fund might possibly, in time, prove to be one of the most important projects of all if it increases the College's ability to help promising pupils benefit from a Bradfield education.

The Peckham Club and Bursary Fund projects both served to demonstrate how the College, through the Foundation, could proactively meet the Public Benefit Test's requirements as demanded by the 2006 Charities Act.

Today the Foundation is alive and well and celebrating its 20th anniversary. The number of major projects conceived, designed and built is an enormous credit to the College's bursars over this period for the load on them has been significant. The College's facilities have been immeasurably improved, not only for the benefit and use of the pupils, but also the local communities. The end result is quite simply staggering. The Foundation's records bear witness to the enormity of the efforts put in by the Foundation's development staff to attract donors. Lunches of all shapes and sizes including the very popular 'Tempus Fugit' reunions, dinners, picnic balls, golf days, presentations, concerts, fashion shows, trips overseas to seek support, telephone canvassing, letter after letter, brochure after brochure, the activities undertaken to unlock funds have been endless. Putting up with many negative responses for the occasional jewel. Even a much loved former housemaster was encouraged to lend a hand assisting the Foundation re-engage with a 'lost' and successful generation of his former charges.

At times the Foundation has looked as if it might implode. As early as 1996 the then Fundraising Director, Julian Smyth, said in his annual report: 'In order to continue to operate, therefore, we must redouble our efforts to bring new donors into the fold . . . if we do not, the Foundation will exist merely to exist with income only covering running costs.' This was a familiar cry in its earlier existence. The key to any efficient fundraising initiative also depends vitally on a smart database. The trials and tribulations



Blackburn Science Centre (2010)



Blackburn Science Centre (2010)

experienced in the Foundation bear witness to this fact as the situation 20 years ago was pitiful and has taken many years to rectify. In November 2004 the minutes record . . . “Database – Raiser’s Edge is a brilliant fundraising tool, but the management and record-keeping of it has been poor . . . the cleaning of the database overall is a huge task”. Most probably it will ever be thus. But despite the problems and the uphill tasks which the Trustees and their fundraising staff have faced, they have never let the candle go out. Even at its lowest ebb the Foundation candle continued to flicker. Credit for that goes principally to its first Chairman, Michael Stone, whose love of Bradfield never let him give up on the promise he made to John Bodie. He has never ceased to support the Foundation. Bradfield owes him a debt of gratitude forever: Succeeding Chairmen have maintained that determination together with a small number of others who have also been extraordinarily generous and whose love of Bradfield has enabled the headmaster of the day to sell the school as one of the finest in the country.

The Future

In preparation for the next 20 years the Foundation has been able to attract a new generation of trustees who will carry it forward and play a key role in supporting future headmasters in the task of maintaining Bradfield as a school of real quality. Bradfield has been fortunate indeed to have amongst its alumni, parents and other well-wishers those who want to see the College thrive and prosper. Long may that continue.

The Bradfield Foundation

Chairmen

1990 – 1999	MJC Stone (E 49-54)
1999 – 2004	AW Fuller (H 51-56)
2004 – 2007	MJC Stone (E 49-54)
2007 – 2010	D Shilton (C 60-64)
2011 –	PCH Burrowes (G 78-83)

Past and Present Trustees

JE Bodie OBE (C 44-48)

FEJG Brackenbury CBE

MHC Brader (G 78-83)

JM Bull

GFH Burne (A 48-53)

JD Burns

Mrs CM Burrowes

PCH Burrowes (G 78-83)

RW Butler (G 52-56)

SRP Crane

MWM d'Arcy-Irvine (E 61-65)

CJD Davis (G 54-59)

JL Davison (E 54-59)

EP Demery CVO (H 60-65)

RS Elfick

Mrs VA Finegold

AW Fuller (H 51-56)

EJS Garrett (F 63-68)

CG Hacking (E 44-48)

RJ Halcrow (F 65-70)

Lord Iliffe

Sir Jeremy Lever KCMG QC (F 46-51)

JRE Muir (G 70-75)

DC Pateras

R Razzak

CJ Saunders (SCR 64-80)

AH Scott (B 65-70)

D Shilton (C 60-64)

CRH Stone (E 80-84)

MJC Stone (E 49-54)

MA Stotesbury (E 56-60)

DF Trenchard

JM Tyrrell (G 54-59)

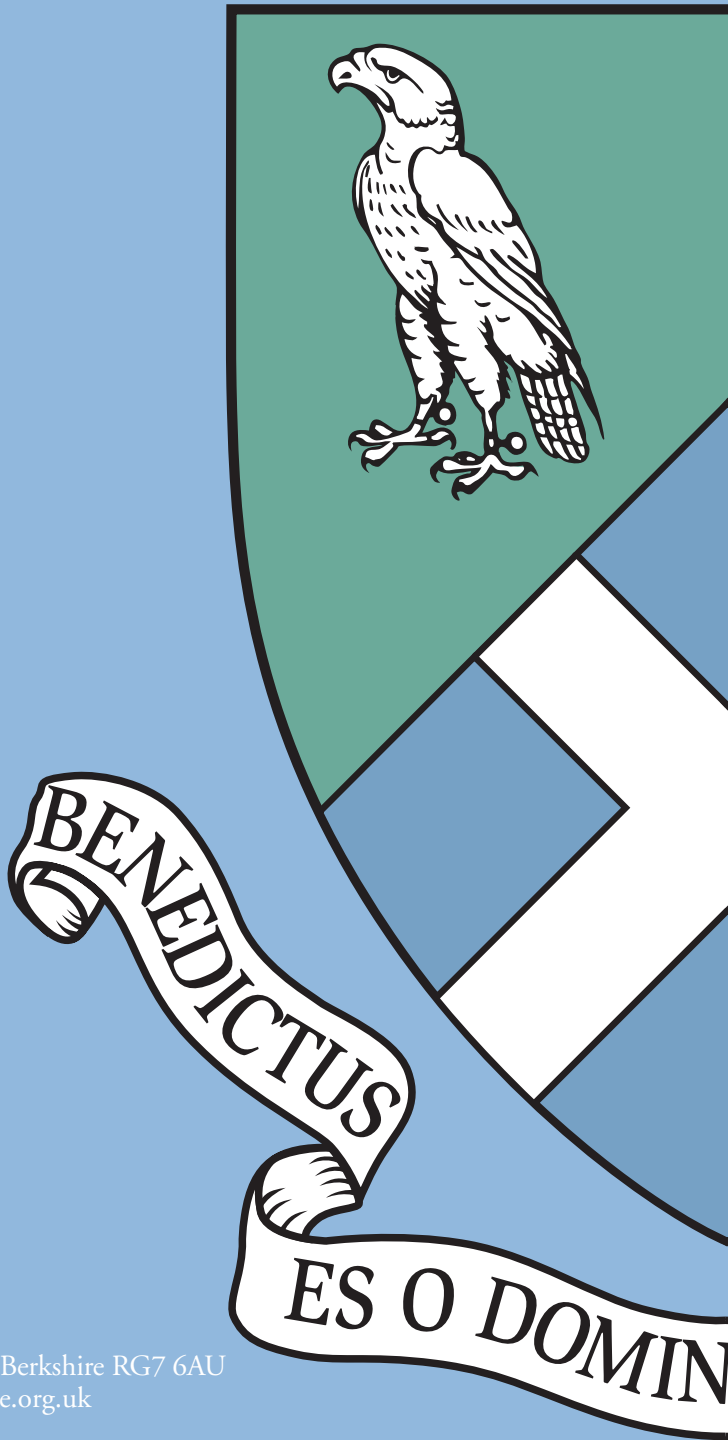
RGA Youard (B 46-51)

MH Young (C 59-64)

Directors of Development

2004 – 2008 Mrs EL Masters

2008 – JD Wyatt (G 48-53)



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