

Fifty years on: Hall & Woodhouse Ltd, 1945 - 1995. Part I

Frank Pike

The *Company History*, published as part of the bicentennial celebrations, recorded the formation and growth of Hall & Woodhouse from its humble beginnings in the village of Ansty in 1777 to 1977. This story sets out to record in more detail the last 50 years - the most expansive and active in the Company's 218 year history. In doing so it is inevitable that some parts of the last chapters of the *History* are referred to here.

Commencing at the end of World War II in 1945 it deals principally with another generation of the Woodhouse family, brothers Edward and John, joined later by cousin John 'Jock' Woodhouse, whose lifetime's work was to continue and further expand the Company into one of the most respected independently owned breweries in the country. Their devotion and foresight ensured healthy growth, job security, and the future of Hall & Woodhouse for the next generation of the family, two of whom, David and Mark are now actively involved in the business. George Edward Sealy, the eldest of Harold and Ruth Woodhouse's four children, was born at Fields Oak, Blandford in 1924, his brother John Arbon in 1926.

Harold Sealy Woodhouse, an active director of the Company from 1914, and secretary for 22 years, died on active service in February 1943 - a severe blow to his wife, young family and the Company. His enterprise and drive had contributed greatly to the successful expansion of the Company during extremely difficult times. Involvement over many years with the Territorial Army in which many employees were also serving, resulted in him commanding the 4th Battalion - The Dorset Regiment.

On the outbreak of war in 1939 he was promoted to Colonel but was not fully fit and became Officer Commanding Troops at Blandford Camp, that had been rebuilt to receive its first intake of militia prior to full conscription. It was during an air raid on the camp that he died of a coronary heart attack.

Meanwhile Harold's cousin, Brigadier Charles Hall Woodhouse, OBE, MC, DL, JP, MA, a regular soldier but who had been a director since 1919, started to play an active role in the Company on his retirement from the army, becoming managing director in 1944 and chairman in 1952.

His son John 'Jock' Michael Woodhouse, was born in London in 1922. With his father serving much of his time overseas the family did not have a permanent home until 1938 when they moved to Higher Melcombe, near Ansty.

The early days

Fields Oak, Blandford was home for Harold Woodhouse's four children until 1932, with the latter part of their school days being spent at West Lodge, near Iwerne Minster which is now the home of David Woodhouse, his grandson.

The entrance to Fields Oak was in Salisbury Street, adjoining the Ryves Alms houses and the garden extended to be next to the Post Office where is now the entrance to the Woodhouse Gardens, donated in 1944 'especially for the use of the old and very young.' Fields Oak was demolished early in the 1970s for a housing development.

The three boys attended Durlston Court Preparatory School, Swanage before going to Marlborough College. Edward then spent a year at Trinity College, Cambridge, where he gained blues for cricket and rugby before joining the Coldstream Guards. He saw active service in Normandy and Belgium with Guards Armoured Division and finished the war with the rank of Captain in Germany. He joined the Company first in 1947 and did his pupillage at Greene King's brewery, Bury St Edmunds.

Edward first played cricket for Somerset whilst on leave from the Army in 1946, taking part in a stand of 200 in his first innings in first class cricket. On demobilisation in 1947, he played again for Somerset and in 1948 became the youngest Captain that the County had had. After another season as Captain, and also Captain of the Dorset and Wiltshire Rugby XV, he returned to the brewery in the autumn of 1949.

After Marlborough, John joined the Royal Navy at HMS Raleigh. It was there he reputedly learned to dislike rowing! He served on HMS Diamede, a 6" Gun Cruiser, then at HMS King Alfred at Hove and later with the Western Approaches convoys, and when the European war ended he served on HMS Dart, a River Class Frigate. HMS Dart took him to Trincomalee in Ceylon (now Sri Lanka), in the East Indies Escort Force running convoys across the Bay of Bengal. He left the navy in December 1946, joining the brewery in 1947, first going to Friary, Holroyd & Healey at Guildford as a pupil brewer and then for six months at Briant & Harman, the brewery chemists.

Their younger brother Richard did not join the Company but farmed at Sutton Hill, part of the West Lodge Estate. He died at the early age of 54 in 1983.

Jock joined the Dorsets, his father's regiment, as a Private in 1940 and was commissioned in 1942, serving in North Africa and Italy with 1st Bn East Surrey Regiment. After the war he learnt

Russian and worked for army intelligence in Germany. He joined the SAS in 1950, serving in the Middle and Far East. On leaving the army in 1965, after a distinguished career which saw him commanding 22nd SAS Regiment, being awarded the MC and appointed an MBE, he was employed by the British Government in various parts of the world as a security advisor. Although Jock had been a director since the death of his father in 1962, he did not join the Company actively until 1968.

A new era

Edward first shared responsibility for the tied trade and the estate which in 1949 stood at over 150 'on' and 'off' licensed properties, with 'Uncle' Charles, whilst John joined the brewing department under John Douglas, who had been head brewer since 1933.

There were no managed houses and all the properties covered a small area bounded by Salisbury, Sherborne, Bournemouth, Poole and Weymouth were let to tenants. It was still the general pattern that most brewers tended to distribute beer, wines & spirits and soft drinks to a locally based estate.

Brewers were allowed only a set quota of essential ingredients even after the war ended that meant pubs often had to display notices that they had no beer, or even to close. As a result., sales to the free trade were not encouraged, the

board's policy being that all supplies should be made available to the Company's tenants. Petrol was, of course, severely rationed so that deliveries were zoned. This meant some brewers supplied their competitors' pubs, if they were close by. Sales of wines and spirits were extremely restricted, the entire department being contained in what later became the cooper's workshop, and an area now used as offices near the main entrance to the brewery.

The mineral factory was situated on the opposite side of the main road to the brewery in what was originally a Malthouse. Again, production was very limited by sugar rationing (saccharin was used as a substitute) and a shortage of bottles and syphons - both for soda water and lemonade. Part of the cellar below the maltings (now wines and spirits) was used during the war as an emergency food store, mainly corned beef and granulated sugar in packets. Soon after the war ended Ministry officials inspected the sugar and because it appeared to be rock hard gave permission for it to be used as part of the quota for manufacturing minerals. They could not have dug very deeply because going back a few layers it was found to be in perfect condition for domestic use - sugar was still rationed!

The years following the war were spent renewing brewing plant, and refurbishing the licensed houses which were in a bad state of repair due to nearly seven years of neglect: Frank Pike recalls that one of his first jobs was to visit the pubs with

Charles Woodhouse to draw up a schedule of 'Deferred Repairs' - that is, work which would have been done had there not been a war. Casks, cases and brewery plant was included also and their valuation of all this formed the basis of a claim on the Government - who paid up.

It was still the practice to log every cask number that went to trade, a laborious task for the most junior clerk. Unfortunately, numbers were never noted on return to the brewery so the only check was that if the last entry recorded that say, cask No 1234 had been sent to the Dog and Duck six months previously the presumption had to be it had either been lost, sawn in half for garden tubs or cannibalised by the cooper.

Another requirement that was not abolished for many years was that legally all spirits despatched had to be accompanied by a written 'spirit permit' that was enveloped and then tied to a bottle neck in the case.

At one time, too, tax was levied on sales of soda water, but no one can remember if this survived the war.

The fifties

In his report to shareholders at the annual general meeting held on 30 August, 1950, the Chairman said

Two sons of the late Col HS Woodhouse are now active members of the Company, Mr JA

1949/50 Tied trade

Tied Estate: 95% Free Trade: 5% Tied Houses: 140 Tenanted: 100%

	Brls	Brls	Total	Gals W/S	
	Draught Bottled				Purchases
Sloop, Poole	544	457	1,001	231	16,528
Albion Parkstone	451	420	871	173	13,520
Woodman, Branksome	321	519	840	196	14,525
Royal Arms, B'mouth	458	222	680	214	13,240
Halfway, Parkstone	301	237	538	238	9,695

Directors FD Woodhouse (Chairman), CH Woodhouse (Managing:), RM Woodhouse, RF Woodhouse, Secretary AE Pike.

Net Profit after tax: £18,946

Brewers Society Statistics

Woodhouse has been brewing for the last 6 months, in sole charge part of the time. We are very glad to feel that there is young blood of the old stock available and willing to put their backs into the business.

Shareholders were advised by letter that

At a board meeting held on the 9th May, the Directors resolved not to pay an interim dividend for the year ending 31st May, 1951. During the past three years the Company has been financing heavy expenditure out of revenue, and have not raised new capital, consequently liquid assets are at present not good. These heavy expenditures have been necessary owing to the fact that the brewery has been running fifty years and plant has had to be replaced, in addition many replacements have had to be made which were not possible during the war years.

Properties previously held on lease have been purchased, Monopoly Value paid on converting beer houses into fully licenced pubs and Land Tax redeemed.

Management committee formed

Under the Chairmanship of Charles Woodhouse, a management committee first met on 12 May, 1952 and later that month, following the deaths of Rex and Frank Woodhouse within 72 hours of each other Edward and John were elected to the board on 26 August and Charles Woodhouse was appointed chairman and managing director. The deaths of two shareholding directors so close together

inevitably brought approaches from other brewers to buy the Company. Wisely the directors turned these down and the problem of paying death duties was solved by offering members of staff and other friends the opportunity to acquire holdings of Preference Shares. The management committee, which consisted of the directors, Albert Pike (company secretary), his son Frank (who later succeeded him), and Patrick Walsh (under brewer), were able to discuss the everyday running of the Company. It was also the first forum where the management was able to meet regularly to introduce new ideas, one of the first being the start of instructional visits to the brewery by licensees. Outside catering was considered to be a growth area, as indeed it proved to be, and a marquee was purchased for that purpose.

Communications improved from a single telephone, with the exclusive number 'Blandford 9' fixed to the wall near the present day post room, which in the 1950s was used as the general order office. An intercom system was installed allowing communication, instead of walking between departments in the brewery. Previously, within the office communication was effected by blowing into a pipe that produced a whistle at the other end. This hopefully encouraged the receiver to remove the plug and speak into the tube. Blandford Station was alive at 6.30 am on Saturday 13 May, 1953 when a special train was chartered to take employees on the first staff outing. Since this event, which took everyone to see the corona-

tion decorations in London and where each was given 3/- to purchase a meal, the outing became an annual event and is still retained to the present day although sometimes it is now a function arranged at the brewery.

A large investment, at the time, of £4,000 was made to buy an AEC Mammoth Major 10-12 ton wagon. It was known affectionately as The Queen Mary. It was also at this time that Badger best bitter was introduced, the product with which from the late 1970s the Company achieved greatest growth.

It was at about this time also that Pat Walsh and Frank Pike took the first steps to organise a costing system, and soon the management's vocabulary expanded to include expressions like 'Prime Costs', 'Variable & Fixed On Costs' and 'Marginal Costing'.

New responsibilities and acquisitions

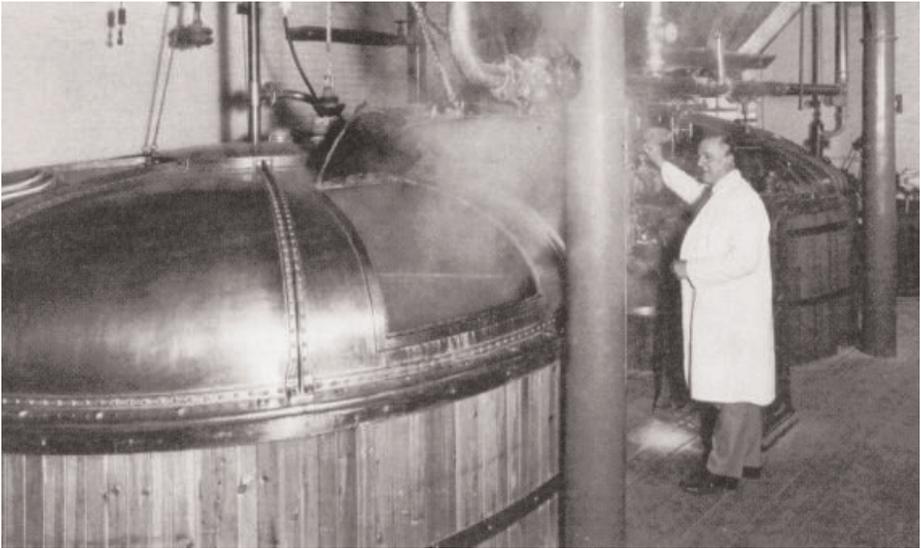
Until the middle of the decade the only 'out rider' was Reg Rose. His prime responsibility that he shared with the chairman, was the collection of tied trade cash, as very few country licensees had bank accounts. All the pubs were visited on a regular rota every month. Phasing out this system was a major change as the pubs were no longer visited regularly, and the tenants had to pay their accounts by cheque. Maurice Gilbert, who had joined the Company in 1934 as Harold Woodhouse's secretary, became respon-

sible in 1954 for free trade sales. He was appointed sales manager in 1955 and on his appointment engaged Duncan Townsend as the first free trade salesman. Duncan remained with the Company for 23 years until his retirement. Patrick Walsh, took on the additional responsibility of ensuring the good condition of Company beers in the tied trade, the forerunner of the present licensed trade inspectors. By now Edward Woodhouse had sole responsibility for the properties, and the selection of licensees.

A decision was taken to credit licensees with 1/- per dozen for returning empty spirit bottles to the brewery. Bottles which arrived from the distilleries at Blandford station in wooden boxes were then returned the same way for refilling, having been sorted into the different brands!

In 1953 AE Chandler & Co, a Southampton based off licence business with 5 shops and wholesale free trade, was acquired and Harold Pendray was recruited from St Austell Brewery in 1954 as an experienced clerk to be responsible for the administration of 'Chandler Wine.' It was the birth of what was to become Badger Inns.

At a board meeting on 7 January, 1954 it was resolved to accept with the greatest regret the retirement of the company secretary, Albert Pike from 28 February. The Directors recorded their appreciation of the 48 years service given by Mr Pike during which, as a responsible official of



*Mr John Woodhouse, the Head Brewer and Joint Managing Director, commencing the mash.
Date unknown.*

the Company, he had shown great accuracy and knowledge which would be difficult to replace. Mr Pike was subsequently appointed the Company's first associate director which he remained until his death in 1966 having completed 60 years active association with the Company.

Charles Jesty, who joined the Company in 1904, also retired on 28 February, 1954 after 49 years service, from his position as cashier. For many years he was, at the same, time wines and spirits buyer and the wages department! Nevertheless his gun or fishing rod was often to be seen standing in the corner of the office ready for a quick getaway.

With all accounting records being written by hand into leather bound ledgers, it became Frank Pike's responsibility on his promotion to Company secretary on 1 March 1954, to research machine accounting so in 1956 Burroughs Sensimatic accounting machines were installed for sales, purchases and expense ledgers. Before the introduction of this latest technology that the auditors viewed with great suspicion, it was the chairman's and secretary's task to 'call over' each month the books of account, checking purchase and sale entries against cash received and cheques issued. It meant too that the days when office clerks sat on stools at high 'Dickensian' desks were over.

In 1955, Charles Woodhouse told the Board he wished to retire as managing director whilst remaining as chairman, and so Edward and John became joint managing directors with effect from June 1956.

In the mid 1950s the pattern of trade started to change. More women could be found in pubs, and more middle class customers were being attracted to houses that were being improved and better appointed. Younger drinkers too, wanted better facilities. The old-fashioned public bar began to fade away and with it the demand for 'a pint of mild' that the Company ceased to brew in 1974. Also, although there was still a long way to go, there were signs that licensees were becoming more responsive to customer demand for food, and not just uninteresting sandwiches, pickled eggs, pork pies and packets of crisps.

In 1956 seven licensed houses were purchased from the Peoples' Refreshment Houses Association for £22,250. Those still owned are The Royal Oak, Motcombe, The White Hart, Bishops Caundle and The Kings Arms, Thornford, the remainder having been sold over the years to fund the acquisition of other houses. One house disposed of was The Peat Spade, Longstock Oust, north of Stockbridge). It was a favourite with RAF personnel stationed at airfields in the area, and it was they who first thought of the word 'Tanglefoot' to describe the effect of drinking Badger beer. Also in 1956 production of 'H&W' minerals

moved to the brewery malthouse, malting having ceased that year both at Blandford and Ansty. Housed in what is now the wines and spirits department, soft drinks received its own identity in January, 1957 when the name Sunparlor, taken from the name of a horse owned by Mrs John Woodhouse was adopted.

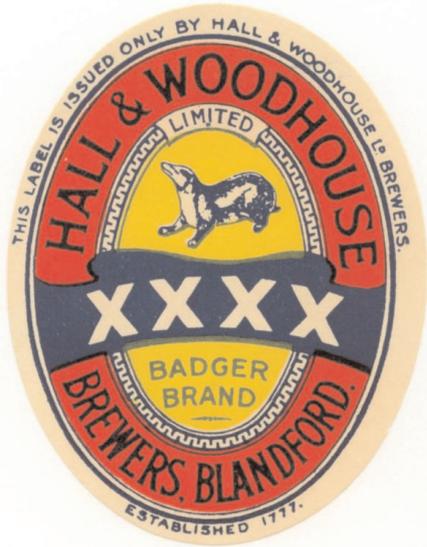
The first tenants' dinners were held in 1957 at The Crown Hotel, Blandford and The Whincroft, Ferndown. These were forerunners of the present day annual dinners, theatre visits, and cabaret evenings. Customer visits to the brewery also commenced with one taking place each week during the winter months, similar to the present day events where refreshments, plus of course Badger beers, are provided for the guests.

Following declining sales of draught XXXX it was decided to replace the product with a special 'Christmas Ale' which was brewed once a year.

New markets

New markets had to be explored quickly following the installation of a canning line in 1958. That year gold medals were awarded for canned Forum Ale and John Brown and the first approaches were made by the Company to can Guinness.

Frank Pike renewed contact with a friend who was steamship manager for Elders and Fyffes. As a result the Company



entered the ships stores market supplying 12 oz canned Badger beer for the crews of banana boats plying between England and the West Indies docking regularly at Avonmouth, Liverpool and Southampton. The trade lasted for several years until the crews objected to drinking different beers to those internationally known brands available to the passengers. Trading areas extended further with the opening of seven accounts on the Isle of Wight and in 1959 a depot was established at East Cowes.

Christmas wines and spirits and dry goods shows for customers were introduced, the first being held in the board room and subsequently the Crown Hotel, and wines and spirits cellars. Many sup-

pliers attended the shows, that remained a popular event until 1976.

When the Company purchased The Whincroft, Ferndown in 1957 the resident manager was Roy Smith who had at some time been employed in the merchant navy. He was persuasive in his approach to the directors to be allowed to start The Badger Export Co based at The Whincroft. Soon cans of Badger beers were being sent to destinations around the world, to the West Indies, Spain, Portugal, Fiji and Liberia to name but a few. The problem was to sell at a profitable price, and to be paid! The exercise was not a success, and closed down in 1960, all accounts being moved to head office. Roy Smith left the Company on 4 April, 1960.

Soon after the start of commercial television advertising, in 1955 the Company mounted a campaign promoting Badger beer and Solent squash.

June 1959 saw the setting up of an estates department with Eric Young being appointed the Company's first property maintenance supervisor. Before this, the Company had instructed local architects for all new buildings and major improvements. The direct labour force that at one time consisted of more than 30 skilled tradesmen and others was calculated in 1988 to be no longer strictly competitive, and so was closed down.

Discussions started with the partners of Alimex of Liverpool who in March 1960

were appointed ships stores and export agents for the brewery's canned beers.

Around this time several long serving employees retired including Lou Scott who joined the Company as a copper sidesman in 1914 from Marsh's Brewery, Blandford to serve 44 years in the brewery. Art Stickley and Bob Roper who drove the last horse-drawn drays and during their 45 years service with the brewery had many interesting tales to tell. Ted Foot, a senior clerk, who joined the Company in 1913 served 44 years, whilst Fred Uren worked 42 years in various departments.

Matching the market

With the introduction of keg beers by national brewers it was agreed to consider brewing a Badger conditioned beer enabling the salesmen to compete in the club market, which in those days formed the majority of free trade customers.

A decision was made to do so, so an order was placed for a filling machine, a five barrel per hour model from Burnett & Rolfe. All would soon be ready for the launch of Badger best keg which when introduced retailed at 1/9d per pint.

To meet the development and demand for keg beer a full-time keg fitter was required. Nigel Curtis, previously with the estates department as a carpenter and joiner, was considered the best man for the job and was appointed to cover the



whole of South West England from Hampshire to Cornwall where the Company was now trading.

By the end of the decade it was becoming obvious that a large increase in the demand for draught and bottled lager beer was about to happen, and brands such as Skol, Harp and Carling Black Label were soon to become household names. There was a challenge too from foreign brews, notably Carlsberg, Heineken and Tuborg. Several smaller breweries tried to compete by producing a pale top fermented beer that was sold as lager but they were generally inferior to the traditional bottom fermented lagers. Brock - the old English name for a Badger - came from trial brews in September, 1959. It was relatively suc-

1959/60 Tied trade

	Brls	Brls	Total	Gals W/S	
	Draught Bottled				Purchases
Halfway, Parkstone	241	430	671	673	17,838
Albion Parkstone	269	362	631	232	12,135
Sloop, Poole	289	277	566	442	13,645
Royal Arms, B'mouth	341	220	561	603	15,978
Woodman, Branksome	207	322	529	405	12,836

Directors CH Woodhouse (Chairman), GES Woodhouse JA Woodhouse (Joint Managing:) RM Woodhouse, AE Pike, Secretary FK Pike.

Net Profit after tax: £55,125

successful and outlived many of its competitors. The initial advertising theme was 'Brock around the clock tonight.'

Reporting to members at the 1957 annual general meeting the chairman had the foresight to comment

The momentum of the take-overs in our industry is increasing, and although the methods adopted are different the ultimate result will be the same - concentration of control in the hands of the few and liquidation of the small breweries. This is not a process to which your directors intend to subscribe.

The report of the directors to the annual general meeting on 23 June 1960 revealed that on 14 April 1959 the activities of the managed house department had been transferred to a new subsidiary company, the Chandler Wine Company Limited.

On 16 July 1959 the 5% Preference Shares and the Ordinary Shares of £10 each were sub divided into shares of £1 nominal value.

The swinging sixties: moving forward

This was the decade of merger mania that saw the disappearance of many small breweries for a variety of reasons, and the emergence of the big seven national companies: Allied, Bass, Courage, Guinness, Scottish & Newcastle, Watney and Whitbread.

It was the time also of great change in the system for the grant of new Justices On and Off Licences. The main relaxations included at least five licensing sessions every year, instead of one. The right of appeal (either way) to the Crown Court,

the introduction of Restaurant and Residential Licences, and late night licensing extensions. It was part of Frank Pike's remit to prepare the case for, and to appear at court to obtain, new provisional licences. Also, several applications were made to upgrade to full 7 day licences old licences that had been '6 days only' or 'beer only' or 'beer and wine only'. It was still obligatory to pay monopoly value. For example, when the Central Hotel, Parkstone was granted a 7 day licence, this was assessed at £2,100.

It was during 1960 that Bill Lane, the wines and spirits department foreman retired after 40 years with the Company. However, his son, Ken who joined the brewery in 1936, first in the bottled beer stores and after the war as assistant to his father continued the long family tradition and was himself wines and spirits foreman for over 25 years.

In addition to his duties as company secretary, Frank Pike, following the departure of Roy Smith, had taken on responsibility for free trade sales, and in 1960 he supervised the formation of a free trade sales operation. He was appointed sales director in March 1960 but remained as company secretary. Of this time he is quoted later as saying

this brewery has always been very family conscious ... I don't think there was any thought that they were going to be taken over. There were never any financial crises. We adopted a very conservative dividend policy, all the thoughts were we've got to build

the business up and keep going without getting too large, without overstretching ourselves

and with new products available with which to compete alongside the national companies the future looked rosy for the Blandford based brewers.

The depots at Southampton and on the Isle of Wight continued to expand and in addition to being the Southampton depot manager, Ron Taylor became the area manager responsible for three salesmen covering the Hampshire area. In addition to his duties as Blandford area manager, also looking after three salesmen for Dorset and Wiltshire, Maurice Gilbert became responsible for the Company's advertising programme and also kept the free trade sales records.

With Frank Pike's free trade duties needing a greater commitment Cyril Taylor, who had been his assistant, was appointed company secretary in September 1961. Colin Kaile, who joined the Company on 1 September 1947, was then promoted to assistant company secretary, a position he held until retiring in March 1987 As part of his duties, Colin was responsible for company insurances and administration of the staff pension scheme.

Office hours were changed and instead of working on Saturday morning the staff stayed an extra hour on Fridays.

Following an introduction by Alimex, Frank Pike was successful in opening an

account with Littlewoods Mail Order Division who featured Badger canned beers in its home shopping catalogue with a whole page colour advertisement. Their first order for 6,000 cartons in 1961 was greeted with great enthusiasm. Assorted 12 oz cans of Gold Medal, John Brown and Export Stout were packed 2 doz to a carton providing an ideal selection for new customers spread across the UK through the distribution centre at Failsworth (Lancashire).

Sunparlor trade, too, began to expand. Pat Walsh, who handed over his duties as under-brewer to Tony Baines-Walker in 1959 in order to concentrate on the day-to-day running of the mineral factory, left in June 1961 to take up an appointment with a brewery company in Ceylon (Sri Lanka). A general manager, John Stevens, was appointed and several small mineral companies throughout the South West were acquired. All of these were later closed down and distribution concentrated on Blandford and Taunton (Taunton closed in 1984). Tony Baines Walker left to join Whitbreads in October 1962 to be succeeded as Under Brewer by John Shakerley.

On the death on 9 June 1962 of Jock's Father, Charles Woodhouse, Edward became group chairman, a position he held until he died on 19 January, 1988.

Very bad weather during the winter of 1962/63 held up the building of a purpose-built soft drinks factory for Sunparlor. It eventually went into produc-

tion in May 1963, and was in the centre of the present day factory and office complex which now occupies over 30 times the original ground area. On completion of Sunparlor's factory the wines and spirits department moved into the mineral factory in the old maltings, fulfilling its need for greater space in which to store the expanding product range, and greater quantities for the increasing trade.

Boxing Day 1962 should have seen the first running of the Badger Chase but the severe weather caused its postponement to 21 March 1963. The race went on to become the oldest sponsored steeplechase to be held at Wincanton, and in 1995 celebrated its 33rd renewal. Sponsorship was originally £500, it is now £20,000. The original message 'Badger Beer - Today's Best Bet' is still seen at the Course entrance on Badger day.

Take over success

Informal approaches made over the years to the owners of Matthews & Co. Wyke Brewery, Gillingham came to fruition in 1963 and as a result Hall & Woodhouse acquired the business along with 61 tied houses. Franey Matthews joined the board as an associate director in September, 1963 and brought 15 staff with him.

It was necessary to raise additional capital to fund the purchase so arrangements were made to issue £400,000, 6%

Debenture Stock, repayable over 24 years and finally in 1987/90.

Through the chairman's initiative gaming machines were introduced into the tied estate, a decision frowned upon by the Brewers' Society, but a lead quickly followed by every other brewer.

Extensive improvements were completed at the Regent Hotel, Clevedon, Somerset purchased in 1961 to transform it into a well-appointed Steak & Sherry House. Managed by Chandler Wine, the Regent opened in August 1963 and was the start of a trend that saw the group open a new steak house every year until 1978.

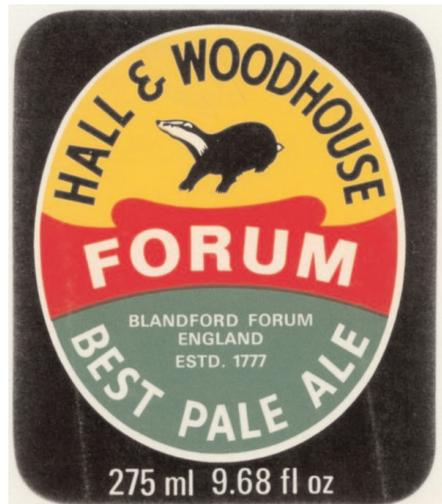
Brewing having ceased at Wyke Brewery, Gillingham after the takeover an agreement was made with the new tenants Skona Limited to manufacture a non-alcoholic beer, a popular move in the public's eyes following transport minister Barbara Castle's introduction of new drink-drive laws. Skona produced also small bottles of 'Pop' at Gillingham, a product later to become the flagship of the product range under the 'Panda Pops' label, which name had already been taken by Skona in 1973, resulting in Sunparlor being renamed Panda Soft Drinks Ltd in 1975.

Bob Trout joined the Company from the Fleet Air Arm and became the first full-time tied trade cellar inspector. He worked alongside Franey Matthews, assisting him with the day to day operation of the tied estate which by this time he had taken control of.

Forging links

Cider had for many years been bottled at Blandford under the Badger label in the building that now houses the group computer department. After bottling ceased, various cider makers bottled the product, until Hall & Woodhouse became shareholders in Taunton Cider. The shareholding was sold in 1991. Taunton has remained the brewery's preferred brand and since May 1979 the Company has canned Taunton Cider brands, although volumes have become smaller since Taunton installed a canning line in 1995. However, canning has been expanded to cover brands produced by several cider makers so that in the 1990s the Company became the third largest cider canner in the UK.

Trade continued to expand through the middle 1960s, but with the abolition of



resale price maintenance on liquor by the Heath Government in 1966, the door was open to price cutting. Cash and Carry warehouses began to appear and take-home sales quickly developed through wholesalers and off licences. Discussions took place with Sainsburys and Marks & Spencer to produce own label beers and lagers for them, but to no avail.

Bournemouth Pavilion, together with several larger Badger houses and free trade customers, received bulk delivery of beer with up to 20 brls being pumped into each stainless steel tank housed on the premises. The system, which avoided the need for continual changeover of kegs, and still used in the Midlands and North of England, was phased out in Southern England several years ago.

Ring-pull cans, an innovation now taken for granted, were introduced during 1964, and Hall & Woodhouse decided to incorporate them into their cans, making the old separate can opener obsolete for Badger beer drinkers.

Getting computerised

With the coming introduction of decimal currency and the need for management to have more sophisticated statistical information it was decided to investigate the practicalities of installing a computer. For a Company of this size it was a major decision to graduate directly from the now outdated Burroughs Sensimatic Machines to an ICL 1901A and a punched card sys-

tem. With the computer feasibility complete, following months of talks, visits to other breweries and aptitude tests a steering committee chaired by Frank Pike was established to supervise the installation and programme planning. Existing employees transferred from other departments after training at ICL to the new department headed initially by Ronald Chester and then by Colin Hunt, who was promoted to data processing manager. Alan McPhillimy, who is the present computer department manager, was with his colleague, Ken Vincent, the group's first systems analysts/programmers.

Both Alan and Ken joined the brewery from school, Alan first working in the Sunparlor order office then moving to the accounts department. Ken worked originally in the dry goods store and then transferred to Sunparlor order office. Among the first uses envisaged for the computer that went live in April 1970 was the production of brewery and Sunparlor sales invoices. Another benefit was to provide fortnightly statements for tied trade customers, which included rents that previously had been paid quarterly in arrears. Initial teething problems were experienced as orders had previously been posted or telephoned in, with handwritten invoices being produced and copies going to the stores. With the standardisation of procedures several anomalies were found which had to be corrected without delay enabling the computer to produce the necessary documentation for orders to be processed quickly for delivery.

With the establishment in 1967 of Industrial Training Boards, Hall & Woodhouse joined other local brewers in using the services of James Showers, a retired Guinness executive, who analysed the training needs and co-ordinated their implementation.

On 24 March, 1968 Jock Woodhouse joined the management team with special responsibilities for looking into the re-organisation of Sunparlor.

During 1969 the Company lost the services by his death of Ralph Mantell Woodhouse. He had been a director for 35 years, latterly senior partner in the law firm of Peacock & Goddard then the firm's London solicitors.

On 11 April 1969 Bournemouth's newest hotel opened. Built to a revolutionary

design, it combined traditional hotel and motel facilities. The Roundhouse, as it was known, was the result of a joint venture by Hall & Woodhouse, Guinness and Clive Exton who later became involved with the Company in another venture, The Coach House Motel at Ferndown. An offer of £875,000 was accepted in 1973 for the sale of the Roundhouse to a private hotelier, who later sold it to Crest Hotels.

The year 1969 also saw the first Stourpaine Steam Rally and Fair which has become an annual event well known throughout the country, where Badger beers are sold to the large crowds.

A new depot at Swanwick, near Botley opened early in 1970 to distribute group products, Sunparlor having moved from Chandlers Ford and Hall & Woodhouse

1969/70 Tied trade

	Brls	Brls	Total	Gals W/S	
	Draught Bottled				Purchases
Lord Nelson, Poole	442	249	691	461	25,620
Woodman, Branksome	407	196	603	302	21,901
Royal Arms, B'mouth	407	123	590	711	21,773
Halfway, Parkstone	374	186	560	504	21,204
The Sloop, Poole	340	143	483	265	15,818

Directors GES Woodhouse (Chairman & Joint Managing), JA Woodhouse (Joint Managing:) JM Woodhouse, FG Matthews, FK Pike, Secretary CV Taylor.

Net Profit after tax: £54,884

from the centre of Southampton. Initially the furthest deliveries made were to Ilayling Island and Portsmouth, but in later years the depot became the 'launch pad' for the Company's successful expansion into the Surrey, Sussex, Berkshire and London areas. Swanwick Depot closed in 1992.

Into the seventies: new image for a new decade

Sunparlor and Skona, at the old Gillingham brewery, began working more closely together to gain an entry into the grocery and still expanding cash and carry trade. After investigation by a team of consultants into the sales function of Sunparlor and to help with the planned expansion, Colin Plain was recruited as group sales manager in 1970. Colin, with a wealth of grocery trade experience, having worked for the Co-operative Society, became responsible for running the group free trade department and Sunparlor's own delivered trade, which saw the Company making weekly deliveries to many retailers over a wide area. Sunparlor minerals began to appear in clusterpacks of six half-pint non-returnable bottles, shrinkwrapped in outers of two dozen. It was reported that output would have to improve as the canning line was only just over 50% efficient at 2,500 dozen per day. Negotiations were under way to obtain the Panda trade mark, finally acquired in November 1970 from Goldwell, and used initially by Skona.

Bonus systems were re-introduced into the Company with the production departments receiving a productivity bonus, and the transport department an accident-free incentive.

Due to increasing ferry costs and extended credit demanded by many customers a decision was taken to cease trading on the Isle of Wight; as a result the depot at East Cowes closed in January, 1971.

With the computer playing an ever greater role in Company management and the recommendations of a survey into deliveries and transportation being accepted, steps were taken to ensure that orders were received 48 hours before despatch. This lead time was essential to enable vehicles to be loaded to their maximum carrying capacity, producing an estimated saving of £11,500 per annum, in 1971. Also, free trade deliveries were coordinated with tied trade areas, enabling a more efficient use of the lorries.

On 21 August, 1971 Vic Feather, then general secretary of the TUC, was invited to unveil a new sign at The Crown, Tolpuddle which to commemorate the famous Tolpuddle Martyrs and the birth of Trades Unionism was renamed The Martyrs Inn.

It was decided to abolish the brewers traditional 'wet rent' by standardising tied and free trade wines and spirits prices and offering a 5% settlement discount to Company tenants; also to adopt equal

prices for Company beers, a move in line with national brewers' policies.

In July, 1971 Cyril Vincent Taylor, who had been employed by the Company all his working life, rising from office clerk to group company secretary, retired. His position was taken by Frank Pike who became administration director and group company secretary again, an appointment he held until retirement on 31 December 1983. He handed over his sales responsibilities to Jock Woodhouse who assumed control for marketing, with Colin Plain as his sales & marketing manager. Pat Heron joined the Company as second brewer from Watneys replacing John Shackerley, who left to join the Guernsey Brewery Co.

Further extensions to the Sunparlor factory were planned with a new canning line budgeted for at a cost of £33,000. It was around this time that the board considered diversifying into motels, becoming associated with John Hannam Motels at Swindon and Horton Cross, near Taunton and Linden Motels Ltd. that operated the Coach House at Tricketts Cross, Ferndown. The Swindon Motel opened in December, 1972. However, the venture did not fit into Company trading patterns, and the Swindon Motel was sold to Crest Hotels. Linden Motels eventually became a wholly owned subsidiary in 1984.

Before 1939 Blandford had its own bonded store in Whitecliff Mill Street, that the Company shared with JL Marsh's Brewery.

Following its closure during the war the Company, having used various other facilities, applied unsuccessfully to the Customs and Excise for its own bond facilities.

During the 1970s the wines and spirits trade underwent major changes when Licensing Justices looked more favourably upon new off-licence applications. New licences were granted also to major supermarket chains who became a threat to established independent shippers. They were unable to compete with wholesale prices due to the multiples buying power and discounting policies, and many were purchased by the national breweries or went out of business. . To counter this the Company decided to investigate the introduction of own-label wine brands, and Ralph Hussey, the wines and spirits buyer, was given the task. Ralph, who joined the Company as office boy in 1936, had been since soon after the war until 1960 a one man purchasing department after which he concentrated solely on buying wines and spirits. He acquired a vast knowledge of the trade having travelled extensively to vineyards throughout Europe. Ralph was joined in 1971 by another trade veteran with over 50 years experience. He was Ted Keep who joined the Company from WJ Palmers of Bournemouth when that business was purchased. Ted's role was to sell wines and spirits to the free trade and tied off-licences.

Clansouth, a buying consortium of independent brewers, was formed to obtain

better terms from suppliers to meet the competition from national brewers and supermarkets, and Hall & Woodhouse was among the first to join. However, the competition continued to be such that it proved impossible to achieve the level of separate profit margins required by the directors for both the brewery and Chandler Wine so many off licences that had been managed were transferred to tenancies. Consequent upon the decline in Chandlers interest in the off trade and continued increase in steak houses it was considered appropriate to rename the subsidiary company Badger Inns Ltd on 1 February 1973.

In 1974 Mark Brandon joined the Company from W & A Gilbey as the wines and spirits department manager to take over responsibility for developing the wine trade, with Ralph Hussey remaining responsible for day to day purchasing. He stayed for 11 years during which time he adopted a very innovative approach to the range and quality of wines sold. With Sunparlor's expansion it became necessary to move the small vehicle workshop, and a new purpose-built garage was erected with Peter Hawkins employed as the first full-time mechanic. Peter, who joined from a local garage, has remained with the Company and is now the departmental foreman. Prior to this, vehicles for repair and servicing were taken to local garages.

TW Beach, a soft drinks business in Worcestershire, began to order supplies of Badger beer delivered by bulk tankers

for use in its Shandy. Their first year's requirement was estimated to be 12,000 barrels. Sales continued until their takeover by Mansfield Brewery in the early 1980s.

Sunparlor entered into a contract with Moffats for the supply of Panda Pops under their own brand label, Moffat Fizz, which they distributed to the confectionery, tobacconist and newsagents' trade. As a result annual sales were estimated to increase to ½m doz to a total production of 1½m packs. Sales of crisps, chocolates and cigarettes were also Sunparlor's responsibility until the brewery took it over on 31 January 1977. Dry Goods trading was discontinued in 1989.

With greater sophistication and enlargement of Sunparlor's plant there was a need to increase the efficiency of line management. So it was as production manager that Jack Jenkins joined the Company in 1973 from HP Bulmer of Hereford. On the retirement of Norman Cotton in 1974, who had been the plant engineer for 29 years, and as such was largely responsible with John Woodhouse for re-equipping the brewery after the war, Jack was promoted to group chief engineer. More attention was being paid also to the brewery quality control and a new quality control laboratory was set up.

Soft drinks sales within the group continued to increase rapidly, resulting in major changes to management, production and the sales organisation. Production, which ceased at Gillingham on 28 June 1975

was then concentrated at Blandford where production and distribution facilities were enlarged again. During the autumn of 1973 Skona officially changed its name to Panda Soft Drinks Limited and Harvey Herbert, its managing director, was offered an associate directorship of Sunparlor and became a member of the brewery management committee. Jock Woodhouse relinquished his group marketing director's responsibility to concentrate solely upon the management of Sunparlor. He was succeeded by Colin Plain as group marketing manager, who now reported to Franey Matthews as trade director.

The directors felt that greater attention needed to be paid to budgetary control and financial management. To fulfil these functions WRF (Bill) Symonds joined the Company in 1974 as finance director from Mason & Sons, the Company accountants. He was no stranger to the group having produced the annual accounts and carried out its audit for the previous 20 years, following in his father's footsteps. It was towards the end of 1974 that the Company first became associated with Buccaneer Taverns, a company formed initially by Michael Ruthven, and John Tucker of Heavitree Brewery, Exeter, to lease The Cobbler in Pontefract (Yorkshire). Edward Woodhouse and Franey Matthews joined the board with Frank Pike as company secretary. The lease of the Cobbler was soon disposed of but the Company continued to operate four Hall & Woodhouse licensed houses.

In 1974 Reg Rose, the Company's first traveller completed 70 years association with the Company and was presented with a colour television set in appreciation of his work. He was born in 1886, joined the Company in 1904, retired on 31 March 1954, and worked part-time as required, stocktaking long after he was 85 years old.

New legislation introduced during the mid-1970s by the socialist government included the Health & Safety at Work Act, Industrial Relations Act and Sex Equality Act, all of which had to be complied with, resulting in increased costs and management time. Inflation was running in excess of 20% which caused the board great concern. Under the Sex Equality Act women were to receive equal pay, and office hours were standardised for both sexes at 37½ hours. Compliance with the Prices and Income Board regulations made life very difficult for the management who were unable to increase prices, rents or wages.

Harold Pendray and Colin Plain were elected to the main board on 1 July 1975. Harold had been responsible for Badger Inns management and Colin, on his appointment, became sales and marketing director.

With the extremely cold winter of 1975-76 serious discussions took place within the management committee following a suggestion from a staff member, asking permission for female office staff to wear trousers. After considering a letter from

other female staff against the suggestion despite the Sex Discrimination Act, the management agreed that trousers could be worn if desired, but not jeans or casual slacks!

Instead of the annual Christmas wines and spirits display it was decided to hold tastings at various venues during the Spring and Summer.

The parent company took over from Panda the distribution depots at Swanwick and Taunton, with Colin Plain assuming overall responsibility. It was considered that the group needed to improve its communication with staff and customers and discussions took place with local news agencies, one of whom had been commissioned to photograph events, sending newsworthy items to local and the trade press. However, with the Company bicentenary due in 1977 the matter was recognised to be urgent. Plans were already under way to publish a Company History which was researched and written by Harry Hurford Janes, assisted by Frank Pike.

On a suggestion by Tom Styles, who worked for Badger Inns, the Hops & Pops Golfing Society was formed, alongside the cricket and football teams, which were later joined by angling and swimming clubs. Only the golfing and swimming clubs are now active.

Junior management, at the suggestion of Jock Woodhouse, began to attend courses at Symonds Yat near Hereford under the Leadership Trust Scheme to develop

personal selfreliance and powers of leadership.

Blandford Forum's Mayor, Cllr Dr David Davies, and the Mayoress, accompanied by the chairman of North Dorset District Council and its Chief Executive, attended the official opening of Panda's new canning line, costing in total £240,000 and capable of filling 500 cans per minute. The event was also attended by equipment suppliers and the group directors, who later entertained the guests to lunch at The Crown Hotel. An article in the *Dorset Echo* industrial supplement recorded that Panda had doubled its turnover during the past 12 months from £¾m to £1½m with £100,000 more profit than in 1974. Over 20m small bottles and cans of Panda were sold in 1975 when the Company had 100 staff, 25 at Taunton and Southampton depots, with almost 40 employed on production, 12 on administration and the others on despatch, engineering and sales at Blandford.

Sales of traditional best bitter doubled in 1975 from the previous year and Brock lager sales increased by one-third. Permission was granted for the conversion of the cellar under the old malthouse for use as a wine tasting, lecture and PR Room. It is now known as The Maltings Bar.

August 1976 saw the recruitment of Brian Miller from Bass (South West) to the role of advertising and PR manager. It was during 1976 also that plans to mark the Company's bicentenary the following year were put in hand. A sub-committee

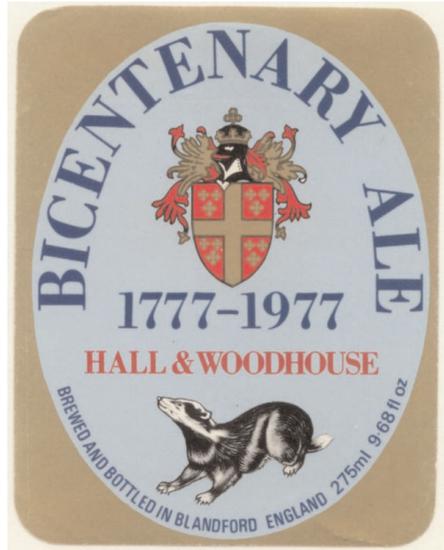
under the chairmanship of Colin Plain was set up, and as a result of its recommendations it was decided that the week commencing 23 May 1977 should be set aside for specific celebrations.

The main computer leasing agreement was due to expire in November 1977 and the steering committee began to consider specifications and costs of new equipment.. It was decided to continue with ICL by purchasing a new 2904 model and to incorporate an 'on-line' ordering system with VDUs. The new system became operational in April 1978 and lasted until 1986 when greater enhancement became essential. This was done by transferring data on to 2 x ICL ME29s that were still in use until 1995 (a new ICL UNIX team system became operative in April 1996). At this time the 'direct debit' method for payment of customer accounts was first discussed, but was not introduced until 1981.

Bicentenary year 1977

Following months of careful planning bicentenary year arrived, together with the first issue of *Hops & Pops*, produced to improve communications with staff, licensees and the public. 'A very important year - something to shout about' was the headline!

Bicentenary Ale, an exclusive beer brewed to a gravity of 1090° and taking four months to condition was distributed to tied and free trade customers.



Attention was attracted from commemorative ale enthusiasts worldwide, who were already collecting special beers brewed to celebrate the Queen's silver jubilee, which took place in the same year. Commemorative boxes containing two bottles of Bicentenary Ale were given, together with a Poole Pottery tankard to all male employees and tenants. This limited edition of 500 mugs glazed in blue, and bearing the famous Badger trademark instantly became a collectors item in its own right. Boxed sets of melamine place mats featuring line drawings of illustrations used in the 1977 calendar were presented to female employees, together with Bicentenary Ale. Celebrations commenced with an invitation from Edward Woodhouse to

colleagues and friends from other breweries to tour the Blandford complex before luncheon at The Crown Hotel. Major suppliers of plant and brewing materials were invited by John Woodhouse for a similar tour the next day.

Civic dignitaries, tenants and staff, together with their families were all guests of the chairman and directors and in the space of 10 days over 1,500 people joined in the celebrations. BBC Television recorded a sequence on the Company and special features were produced in all local newspapers, supported by the group's suppliers, to proclaim the Company's proud 200 year history. It was decided as part of the celebrations to inaugurate employee awards for long service, those serving 40 years received carriage clocks, and silver tankards or watches for 25 years' service. 32 members of staff and licensees with service totalling 1,100 years between them, received the awards, reaffirming the long association between the Company and its employees. At this presentation Edward and John Woodhouse presented each other with watches to commemorate their own 25 years service. On 5 October 1977 the Post Office issued a set of wildlife stamps, one of which depicted a Badger. As the Badger had been the Company's trademark for over 100 years it was decided to issue a commemorative first day cover, featuring the Badger stamp, together with a special hand-stamp acknowledging the brewery's 200th anniversary. 5,000 numbered first

day covers were produced with cover No 25 being sent to Buckingham Palace for The Queen to add to her personal stamp collection. By a happy coincidence 1977 saw the conclusion of Edward Woodhouse's year as High Sheriff of Dorset, during the silver jubilee year of Her Majesty The Queen, who appointed him to this ancient office.

Panda, meantime, was going places in a big way, having taken delivery of a Ford Transcontinental, a 40ft long curtain-sided vehicle featuring Panda's motifs, which appeared 8ft high along the side of the wagon, painted in the Company's colours of red and yellow, a unique sight 20 years ago on Dorset roads, but vehicles of this size are commonplace today.

Canning speeds of 500 cans a minute were being achieved and Panda received the largest export order to date, 11,000 doz cans despatched on three lorries to Hull docks for onward shipment to the Middle East.

Sponsorship began to play an important role with Panda sponsoring AFC Bournemouth in a five year deal guaranteeing the club up to £14,000. The Company was also involved in the Panda Get It In Glass air show at Wimborne, which attracted 12,000 spectators.

Members of the Carnival Club were also active, achieving three firsts, two seconds and a third with their float, Badger Stands the Test of Time. An apt title for bicentenary year. BBC's Ed Stewart of

Crackerjack fame, was a welcome visitor with the carnival crew, Colin Brickell, Dorothy Partridge (Adams), Jim Mantell, Hebe Howard and Dick Sibley, to Tadworth Children's Hospital in Surrey to present a 7 ft high Mr Badger used on the carnival float.

Cans versus bottles

The board discussed the decline in bottled beer sales, which at the time accounted for only 15% of total beer sales, and were still falling. Conversely, thanks to sales to cash and carry outlets, canned beer sales were increasing as were those of draught and keg beers. The Company was alive to the changing patterns of trade. To help meet this, Export Keg bitter was introduced and new counter fittings purchased. Diabetic Brock lager was phased out and replaced by Slimline, a name allowed by Schweppes after protracted negotiations. Keg John Brown and bottled Export Stout were discontinued and four-pint mini casks, replacing five-pint, introduced. A change to 16 oz cans was also agreed, this size being produced alongside the existing 10 oz range. Much thought was being given to future productive capacity in the light of Colin Plain's sales forecasts, and initial decisions made that eventually were to lead to an agreement with Eldridge Pope for them to bottle Company beers in exchange for their mineral trade. The purchase of a new canning line and greatly increased beer storage were all planned.

Panda directors meantime were holding discussions with RIHIM, Solent Cannery and Schweppes to can soft drinks on their behalf and energetically seeking new markets, both at home and overseas. It was also considering the changing requirements of customers and many important decisions were made, for example litre bottles to replace the 26 oz size.

In the traditional beer trade brewers were finding it more profitable to obtain bar-relage by lending secured money to free trade customers who wished to purchase the many small houses that were being off-loaded in increasing numbers by brewers. The cost of building new houses was escalating enormously due to the rampant inflation suffered by the country at this time. There was also a large increase in the number of clubs being registered, many of which were asking for financial help despite the large amount of cash being generated by 'one armed bandits'. Within the constraints of available money, the Company decided to do likewise when an opportunity arose, and the business seemed likely to be profitable.

A subject that occupied much management time and thought concerned the government's impending pensions legislation and how it would affect the Company, and members of the staff pension scheme in particular. To contract in, or contract out - that was the question! Both had advantages and disadvantages but in the end it was decided to contract

into what is now popularly known as SERPS. Those in the pension scheme voted for changes in contributions and benefits, with retirement being agreed at age 62, a delay of two years from that decided 6 years earlier. All this came into effect in April 1978.

It was recognised that more office space was needed with better facilities for the staff. This could not be achieved all at once but the offices now occupied by sales and marketing, and by Badger Inns are fine examples of what was achieved.

The directors had always recognised the need to extend and improve the tied estate and large sums of money were invested in building and modernisation. The wisdom of this policy can be seen in examples such as the Fryer Arms, West Moors; steak houses at the Bear Cross, Kinson, Clipper - Weston-super-Mare, Dormers, Wimborne and the Swan at Sherborne that all opened at around this time.

The value of having installed a large computer soon became evident for the department was able to take on more and varied tasks proving it to be a tool of management, and not just a super-efficient book-keeping machine. Stock control and sales forecasts for the wines and spirits department were introduced and payment of group salaries and wages concentrated in one office.

As the decade drew to a close the country was still suffering from high inflation,

affecting all business decisions and making it difficult to estimate with confidence the long-term consequences.

For several years government legislation, and particularly regulations concerning the Prices and Incomes Commission, had taken a considerable amount of management time, so it was with a sign of relief that Bill Symonds was able to report that from August 1978 these would be relaxed, thereby considerably reducing the records and statistics that previously had to be kept, and the chairman in his annual report for 1979 wrote

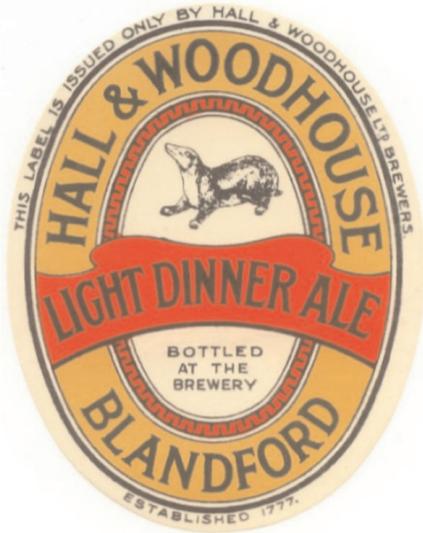
With a change of Government I hope that political interference with the brewing industry will now stop and that our senior executives will not have so much of their time wasted in future.

Regrettably, this turned out to be a false hope.

Ploughing profits back into the business to finance future expansion was a wise and prudent policy always followed by the directors and it had never been more necessary than at this time to keep a tight rein on expenditure and improve efficiency wherever possible.

Re-organisation recommended

Junior management had become more involved in the decision-making process and ad-hoc committees were set up to consider the viability of special projects



the board had in mind. department heads also had to produce more detailed budgets for board approval, and to account for any variations. So that staff could be better informed on the Company's progress it was decided to issue a statement setting out details on an annual basis of the wealth created within the group and how it was disposed of.

Towards the end of 1978 Colin Plain recommended a re-organisation of the group sales and marketing operation that he felt was necessary if an expansion in trading was to be successful.

As a result he relinquished his responsibilities as Hall & Woodhouse free trade sales director to concentrate on group marketing and Panda Soft Drinks. A Hall

& Woodhouse commercial sales organisation was established to include both the tied and free trade sales, headed by Franey Matthews.

The first of what became an annual event, the Badger Sea Angling Championship, took place on the Chesil Beach attracting 420 anglers during a Sunday in October 1978. It continued until 1994.

Panda invested £350,000 in a new litre production line capable of filling 1,500 dozen litres per hour and Jock Woodhouse reported 'volume growth in 1978 has exceeded 30% for the fourth year in succession.'

Two of the Crown Hotel's Blandford great characters retired, head chef Len Appleton, who had served 32 years at the hotel working for four different managers, and Elsie Edwards, who was the Crown's most popular barmaid for many years. Elsie had been 27 years at the hotel during which time she made many friends of customers and staff alike.

Jack Jenkins, who was then the Company's chief engineer, raised £3,700 for Cancer Research by walking from John O'Groats to Lands End in 26 days being sponsored by many of the group's suppliers heavily involved in the installation of new plant.

Always ready to explore and take advantage of new trends the directors decided to build a squash court complex at the Sweet Home, Parkstone that opened in

June 1979. Meanwhile Badger Inns were investigating the possibility of providing a fast food catering service, similar to MacDonalds, and Panda was testing the market with new products.

As the brewery and Panda operations continued to expand, so did the whole Blandford complex along with the number and size of vehicles using the yard. It became necessary to make a second, and larger, access and the whole question of control and security came under scrutiny. The decision to separate the duties came with the appointment of a group transport manager.

During the war a small canteen for employees opened in what is now the wines and spirits offices, but with the end

of food rationing it was not used enough to warrant keeping open. However, with the current expansion a new canteen was opened in the brewery in May 1979. It remains a most popular facility.

Like the business, the management committee had grown in size and scope since its formation in 1952, and it was decided in January 1980 the time had come to change the format of future meetings to alternate fortnightly between Hall & Woodhouse management and group directors meetings. From 1989 board meetings were held quarterly, and management meetings every month.

Badger Inns opened the newly built Nightjar on a housing estate at Worle, Weston-super-Mare in 1978 and The

1979/80 Tied trade

	Brls	Brls	Total	Gals W/S	
	Draught Bottled				Purchases
Badger Bars, B'mouth	647	83	730	1,236	80,741
The Sloop, Poole	431	88	519	403	44,473
Darbys Corner, B'stone	400	114	514	1,230	62,994
Lord Nelson, Poole	443	65	508	566	49,384
Dorset Knob, parkstone	430	60	490	386	44,340

Note. The large fall in bottled beer sales since 1959/60. Compared to 1949/50 the barrelage at The Sloop was approximately 50% only.

Directors: GES Woodhouse (Chairman & Joint Managing), JA Woodhouse (Joint Managing), JM Woodhouse, FK Pike, WRF Symonds, H Pendray, FC Plain, Secretary FK Pike

Net Profit after tax: £851,615.

Ship Steak House at Weymouth, after major alterations.

Several Badger pubs in Dorset were hosts to over 2,000 Canadian and American exservicemen who returned to these shores for 'Operation Friendly Invasion.' These servicemen had many fond memories of their first visit and Badger houses were quick to supply traditional English pub nights of skittles and darts followed by good home cooked meals.

The Thatcher years

The mergers of the 1970s were a reflection of continuing change in the brewing industry, with the appearance of very large groups with huge public house estates. There were also conglomerates of interlocking leisure interests, and all this led to a number of official enquiries into the industry, culminating with that by the Mergers and Monopolies Commission between 1986-89. The upshot of this was the Beer Orders and the creation of Pub Co's for some 14,000 of the national brewers smaller houses to defeat the Order's objectives. There seemed to be a fundamental shift away from a production led industry to a marketing led approach. However, several smaller breweries resisted approaches, in Dorset Eldridge Pope, Palmers and the Company were examples but JA Devenish and John Groves (neighbours in Weymouth) amalgamated and went under the Whitbread umbrella. Fookes Bros of Milton Abbey

were taken by Devenish, and Baxters of Sherborne by Brutton, Mitchell, Toms (Yeovil) who were themselves in course of time to be acquired by Charringtons who themselves later joined with Bass.

Subsequent trading patterns would show that alcohol consumption peaked at 7.6 litres/head in 1979-80. The last time it had been at this level was in 1916 when it was on its way down from 11.4 litres/head in 1899. It was to reach 3.5 litres/head in 1932. The decline from 7.6 litres/head in 1979-80 was almost entirely to do with the decline in beer consumption.

The decade ended with the chairman reporting to shareholders 'We have had a difficult year trying to restrict continually rising costs and have not done as well as we had hoped to.'

John Woodhouse's eldest son Mark, after leaving Marlborough College, took a short service commission in the Queen's Royal Irish Hussars before becoming a fifth generation member of the Woodhouse family to join the brewery in August 1979. He gained experience in the brewing department before joining Boddingtons at Manchester, Associated British Maltsters at Wallingford and finally Charles Wells at Bedford where he continued his training. Mark joined the Company as a sales representative and in 1985 was promoted to sales manager (East). In the following year he was promoted again to become sales development director of Panda Drinks with the special task of developing a soft drinks

draught dispense operation. In 1990 Mark joined the main board and set about merging the brewery free trade with the dispense operation and to form a new department responsible for all aspects of selling and services to the group's tied and free trade customers.

In June 1982 on Mark Brandon's initiative the brewery cash sale shop opened. It was minuted that 'sales would be at off licence trade prices, and details would be circulated to the tied trade, private customers and local business houses.' The shop that carries an extensive range of wines and spirits on sale at competitive prices continues to trade well.

Panda Drinks began testing vending machines offering chilled canned drinks 24 hours a day, by placing machines in high volume accounts to test equipment whilst gaining valuable experience in operating and servicing such vendors.

Badger Beer Country, a 72 page colour booklet was produced giving details of the Company history, the way Badger beers were brewed and the outlets in which to enjoy them. Also produced at the same time was a new guide, complete with map, listing the facilities to be found in Badger houses.

Major expansion took place in late 1983 with £2½m being invested. A new brewery canning line capable of filling 1,000 cans a minute was installed together with the erection of stainless steel cold tanks, capable of holding 650 barrels each. Mechanised malt handling was also intro-

duced saving 32 man hours a week unloading in excess of 800 1½ cwt bags each week from the malt suppliers' lorries. In addition work began on a 25,000 square feet extension at Panda which also incorporated offices for administration and management staff. Computerised ordering and stock control was introduced in Panda enabling more efficient production planning, and ensuring that out-of-stock situations were kept to a minimum.

Engineers at the brewery were getting 'steamed-up' when a new Robey package unit steam boiler weighing 30 tons was manoeuvred, with only inches to spare into the boiler house. Summer, 1983 saw the promotion of the first 'Badger Pub Trail' with over 7,000 passports issued to customers who, in return for visiting 75 or 25 pubs, received tankards or sweat shirts.

One of the consequences of the decision that directors and staff should retire at the age of 62 was that from 1983 there would be a succession of retirements of senior experienced personnel. Careful consideration had to be given to their replacement but decisions could not be made hurriedly, for they would affect the running of the business for many years to come. It was in 1980 that the directors started to draw up their plans, resolved to maintain the family traditions and independence of the group, whilst realising that the increasing complexities of business life called for the appointment of executives with wide experience, a professional approach, and qualifications.

New faces

In addition to two internal promotions to the board, three new executives joined the Company in 1983; Roger Jefferies, John Stringer and Robert Mackenzie. Colin Plain became Panda Drinks' managing director, succeeding Jock Woodhouse who retired after 12 years in control. Jack Jenkins was promoted from chief engineer, a position held since 1974, to production director.

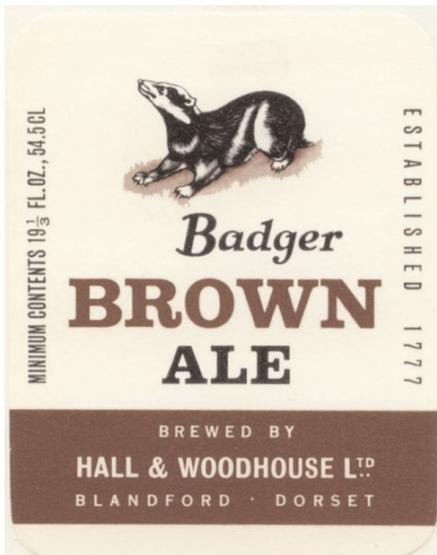
Roger Jefferies joined from Electric Auto Corporation of Detroit, Michigan, USA where he was Vice-President Finance to take up the appointment of finance director/group company secretary. He has an honours degree in Law, a Degree in

Business Administration and is a Fellow of the Institute of Chartered Accountants. John Stringer was appointed free trade sales director joining the Company from Charrington Central, where he served for 21 years in various management roles, including his last position as tenanted and free trade director. John retired in September 1990 but is still working part time for Badger Inns to advise on the acquisition of new houses. After being commissioned in the Queen's Royal Irish Hussars, Robert Mackenzie joined Ind Coope at Oxford in 1978, He became a commercial trainee and a tenancy area manager and later a catering managed house area manager before joining Hall & Woodhouse as a Director of Badger Inns.

It was in 1984 that Robert was appointed to be managing director of Badger Inns and in 1993 managing director of Heavitree Inns that Badger Inns manage for Heavitree Brewery plc, of Exeter.

With the impending retirement of Bill Symonds, who had been group financial director for nine years, and associated with the Company since 1946, the position of management accountant was created.

Changes took place on the sales and marketing side of Panda who dropped the word 'soft' from its name in April, 1983 having widened the product portfolio with Badger beers playing an increasingly important role in its product range.



After a lifetime's work of 47 years, Ralph Hussey retired on the same day as his wife Maisie, who worked for 10 years in the property department. One of the free trade's sales team's outstanding personalities Harold Stephenson also retired. Harold joined the Company in 1965 at the invitation of Edward Woodhouse who had known him as wicket keeper for Somerset in his cricketering days. Firstly he was a salesman for Sunparlor, later transferring to the brewery in 1974 covering the Somerset and Devon areas. Two other Somerset players worked for the Company at around the same time. They were Geoff Lomax (opening batsman) at Taunton depot, whilst Bertie Buse (spin bowler) managed the St Peter's Finger.

It was in 1942 that Alfie Rumbold joined the brewery, but his family's association started in the 1930s when his father took over the tenancy of The George Inn, Salisbury Street, Blandford. After a short spell in the bottled beer store Alfie transferred to the transport department as a driver's mate, later to become a driver and eventually a sub-foreman, and finally foreman of the despatch stage. His wife Margaret, whom he met whilst working in the beer bottling store, also had a long association with the Company, having completed 37 years in the bottling and wines and spirits departments, before retirement in 1979.

Three long serving licensees received 25 years awards of engraved silver salvers in recognition of their service. 25 years at the same house was the proud record of

Denis and Peggy Stainer of the Silent Woman, Coldharbour, near Wareham. When they took the tenancy in 1957 the 'ingoing' was £482, a far cry from today's valuation that would be in excess of £12,000! Well known licensee Mickey Ware served 21 years at The Crown Inn, Tarrant Hinton after leaving the Blue Boar, East Street, Blandford whilst Bernard Wedgery split his 25 years between management and tenancy. Bernard and Gladys came to Blandford in 1957 from St Ives and managed the Crown Hotel until 1976, and then moved to the Union Arms, Child Okeford.

After leaving school Edward's eldest son, David Woodhouse, attained an Honours degree in Business Studies from the Ealing Business School having, during the previous year, completed a project for his studies on Badger Inns. He gained practical experience also at The Regent, Clevedon. In October 1983 he joined Fuller Smith & Turner's brewery in London to gain further experience of the trade before returning in 1984 to Badger Inns as an area manager. Like his cousin Mark, David is a fifth generation of the family to join the firm. David was promoted to be the development director for Badger Inns in 1987 and as such was responsible for the major programme carried out in the last years of the 1980s. He transferred to Panda Drinks as commercial director in 1990, at which time he joined the main board. In July 1991 he became the tenanted trade and property director responsible for the tenanted 'on' and 'off' licences, the wines and spirits

division and estate matters and joined Robert Mackenzie on the board of Heavitree Inns on 29 December of that year.

Panda's former managing director, Jock Woodhouse, returned in 1984 to officially open its new complex consisting of 26,675 square feet of additional warehouse space and a threestorey office complex. Coinciding with the opening was the installation of a new STC OCS 300 telephone switchboard system, comprising of 17 external lines and 150 extensions. The switchboard console, measuring a minute 10" x 8" enables calls to be received for the whole group via one operator, and the extension users to book 'call-backs' on engaged calls, 'pickup' calls from other extensions within the department, together with a host of other useful facilities.

During 1984 craftsmen from the estates department were busy at The Crown Hotel, Blandford for over seven months giving the 28 bedrooms an enormous face-lift with the installation of private bathrooms, direct dial telephones, radio alarms, coffee-making facilities and hair dryers.

Martyrs Ale, a commemorative brew, was available at the Martyrs Inn, Tolpuddle to coincide with the 150th anniversary of the Tolpuddle Martyrs, which saw the formation of the Trades Union movement. A limited edition of 150 specially labelled and numbered bottles were produced, 50 of which were sold to collectors at £10 each to raise money for the benefit of the

pensioners who live in the Martyrs cottages. Labour leader, Neil Kinnock, together with TUC deputy general secretary, Norman Willis, and Ray Buckton, general secretary of ASLEF, were there on Martyrs Sunday 1984 to receive a £1,500 cheque from Franey Matthews.

Extensions to the Talisman, opened at Park Gate near Southampton the previous year, were completed to provide additional bar space and seating at this popular house, and Badger Inns opened their first theme pub, Charlie's Bar (formerly the Woodman) at Branksome. Memorabilia of the 1920s silent film era, with which Charlie Chaplin was associated being much in evidence in the house, which provided a nightly lighting and video extravaganza.

Last barrels exported

By 1980 wooden containers had almost disappeared from trade in favour of metal casks. The last two made by the Company's cooper, Dick Sibley, who joined the Company at the age of 15 to serve 49 years until his retirement in 1984, were exported to the USA where they took pride of place in a brewery museum. Dick's family links with Hall & Woodhouse spanned over 75 years from when his father joined the brewery to become one of the first lorry drivers. Dick, a true craftsman, was latterly responsible for building the carnival floats in between repairing casks, and general carpentry work throughout the brewery.

46 years in the brewing trade was the record of Harold Pendray, who retired in April 1984. Harold, a member of the Incorporated Society of Licensed Trade Stocktakers, joined Hall & Woodhouse in 1954 as the managed house controller having previously been at St Austell Brewery whom he joined in 1938 as an office boy. At one stage Chandler Wine, of which Harold was appointed a director in 1958, managed 36 off licences, but these were transferred over the years to tenancies. Badger Inns Ltd, incorporated in 1973, became responsible for the management of restaurants and inns. Harold was appointed to the main board as an associate director in 1975, becoming a full director in 1983.

In December 1984 four pubs in and around London were purchased at a cost of £1.5m from TG Cooper Leisure Co whom the free trade department had been supplying since 1981. Situated in excellent positions the houses were The Kings Arms, Hampton Court, The Railway Tavern, Mortlake, The Woodman, Battersea and The Eel Pie, Twickenham. Also, the building of a new licensed house commenced in the District Centre at Locksheath, near Fareham. It was to be called The Lock Stock & Barrel and opened in October 1985.

At the same time the directors were reviewing the future of those Company pubs that were selling less than 100 brls of beer annually, or were not strategically placed. As a result twelve houses were put up for sale.

It was thought desirable to have a wholesale depot in the South Eastern counties and which was in easy reach of London so as to be able to exploit the free trade opportunities in that area, but it would not be until 1988 that OG Naris Soft Drinks at West Molesey was purchased, principally to defend the Company's vending and dispense business in the London area.

The Company had for several years been associated in various ventures with Mr Clive Exton, these included a share in the Coach House Motel, Ferndown, but in August 1984 the chairman was able to report that it was now totally owned.

At a board meeting on 13 November, 1984 the chairman informed his colleagues that he and John would retire in 1986. Both would stay as non-executive directors, with Edward as nonexecutive chairman. It was agreed to appoint a managing director first followed by a production director.

Throughout the decade the number of tenanted houses declined. This was due mainly to the disposal of smaller bar-relage, mainly rural, properties and the transfer of larger houses to management by Badger Inns. Nevertheless profits attributable to the tenanted division were maintained at around the level of £1.6m achieved in 1984/85. Naturally, the managed house estate which stood at 25 in the same year increased year-on-year.

The traditional free trade was having a hard time, and the profit contribution

declined in the face of increasingly stiff competition from national brewers with their extensive, heavily advertised brand portfolio and discount policies. On the other hand take-home trade with its soft drinks and beer blossomed in 1983-84 thanks to sales to supermarkets, and a very warm summer. Profit performance leapt from £360m to £897m.

During 1982 and 1983 the directors were engaged in negotiations that were to affect The Greyhound in Blandford and neighbouring properties. These related to a decision by Safeway to build a supermarket on part of the site, which started to operate in August 1984. This opened up the area from the Ham car park to the centre of the town for more shops.

Opened up to public view was the South Eastern aspect of the brewery and soft drinks factory and warehouses as a result of the Blandford bypass that opened for traffic in July 1985. It was the forerunner of even greater developments in the village that would change its character for ever.

Whilst expenditure on the acquisition and improvement of pubs for Badger Inns did not start much before 1985, capital expenditure on the expansion of the means of production was continuous between 1982 and 1986. However, there was to be a down side to the expansion in production. In 1974 the brewery was joined into the Stour Valley effluent scheme with its treatment works at Tarrant Crawford and because the brew-

ery treated its own effluent from the industrial plant and some of the private properties in the village ran into the new main that crossed the brewery site, the terms of joining were extremely beneficial to the Company. A small capital contribution was made and the consent to discharge in terms of volume and other technical requirements was appropriate to the level of beer and soft drink production in the 1970s. The revenue cost annually was £1,000, indexed linked.

The rapid expansion of production in the 1980s meant that all the elements of consent to discharge were exceeded and Wessex Water sought to have the 1974 agreement scrapped with a new one to represent current and predicted strengths and flows of effluent. This could have meant annual charges of up to £250,000. After much consultation and deliberation it was decided to instal a new treatment plant that was commissioned in 1986. This was only partially successful and the problem was not solved finally until 1992.

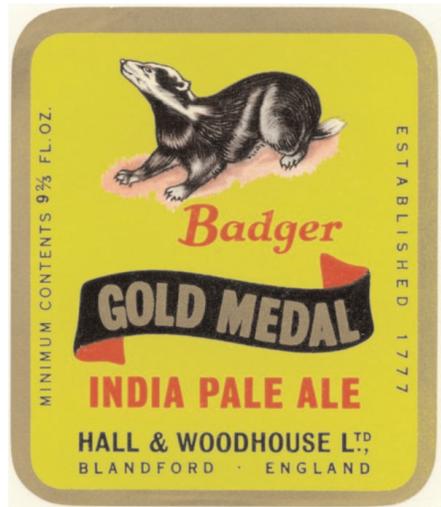
The final months

With the impending retirement of both managing directors, Edward and John Woodhouse, David Hart joined the group on 3 June 1985 as managing director designate. He came from Taylor Walker where he held a similar position prior to his last appointment as divisional finance director of Allied Breweries. Mr Hart brought with him extensive knowledge and experience of the brewing industry.

He is a member of the Institute of Chartered Accountants of Scotland and has a degree in Jurisprudence from Keeble College, Oxford.

During John Woodhouse's last year as head brewer the Company achieved two firsts and one second award in the Brewing Industry's International Competition - the most prestigious award obtained in the Company's history. Hector's bitter with a gravity of 1034° took first prize in the Pale Ale OG - 1036° class and went on to become the reserve champion out of 286 entries in the cask conditioned ale class. Skona lager became the Class Winner in the Keg Lager 1030 - 1036° category going and the reserve champion out of 68 entries. Also, canned Malthouse bitter took second prize in its class.

Blandford Corn Exchange was the venue for the joint retirement presentation party on 28 February 1986 to Edward and John who over the years had both made similar presentations to many employees. Over 240 attended at the specially decorated hall to wish them a happy retirement and to hear Jock Woodhouse pay tribute to his cousins' fine achievements. He presented them each with a specially commissioned bronze badger and a framed illuminated scroll signed by all the employees, pensioners and licensees. It had become customary for all retiring staff with long service to be presented with a Badger handled brass tablelamp and this occasion was no exception with each brother presenting the other with this memento of their service.



John retired to 'Shepherds', a house he had bought in the village of Ansty close by the site of the original brewery and the home for earlier generations of the family, now the Fox Inn. His sudden death aged 60 at home on 30 May 1986 was a great shock, not only to his wife and family, but to everyone at the brewery whose colleague and friend he had been. 'Mr John' as he was known to all had lived his life to the full, a great character, the likes of whom the Company will not see again.

At a directors' meeting on 13 August 1985 David Hart referred to EEC Commission regulations that meant there would have to be major revisions in the existing licensed house tenancy agreement. It was a subject that would take much management time during the coming years.

In the years before and immediately after the second world war the Company had purchased several private houses and cottages near the brewery in Blandford St Mary, but the directors now questioned whether to retain these was in the Company's best interests. As a result nearly all were sold including the Model House, Brook House and the village shop. The Old Ford House, that had been a family home ever since the Companies moved into the village, was purchased by David Hart with the proviso that the Company would buy it back when he left its employment.

Reference has been made already to the policy of selling off those tied estate properties that sold a small barrelage only. This was an on-going process but not all one way traffic, for in 1985 and 1986 when it was agreed to sell 19 houses, it was agreed to purchase seven.

The swing to lager beers, that had been noticed from around 1960, continued to develop, slowly at first but hugely in the 1970s so that by 1980 or thereabouts the brewery became exposed to under-utilisation, especially since the Skona volumes for canned beer sales would have no long term strategic value. With Brock in the on-trade becoming quite uncompetitive the company introduced Stella Artois and Carlsberg Export -both market leaders - to its tied estate. Soon almost half the tied estate's draught beer business was being brought in rather than brewed by the Company. To enable this to be rectified and to enable it to become

a competitive lager brewery for the take-home trade (which had also become predominantly a lager market by the mid 1980s), it was resolved to take on a lager brewing licence. Two requirements were established. The Company had to be able to use its existing mash tuns and coppers, secondly the licensed brand had to be Bavarian and with a very considerable provenance and credibility. The HB brand of the Staatliches Hofbräuhaus, Munich, with credentials going back to its Royal Foundation in 1589, met the requirements. A licence was signed in 1987 to run for 15 years minimum and trial brewings were completed by the Autumn. Stella and Carlsberg were successfully replaced and despite a lack of some brewing experience, Company's pubs started to gain a share of the market.

Tanglefoot established itself by winning a double gold medal at the Burton event in 1987, one for its class and the other as the best cask conditioned draught beer in the show. It was also voted by *The News of the World* to be the best beer in Britain! This growth in market share has continued inexorably, assisted by sound policies on licensee selection and training, and on public house redecoration and refurbishment.

The policy of selling off small barrelage houses continued during 1986/87 when another 15 properties were sold. At the same time the board were constantly looking outside the Company's traditional trading area for more properties to add to the tied estate, whether by purchase or

lease. So it was that around this time the White Hart, Congresbury, The Horse and Groom, Patching, The Newt and Ferret, Kingston-upon-Thames, The Wellington Arms, near Basingstoke and The Dog and Duck, near Gatwick were brought into the fold. Locally, two houses that had been held under licence from Whitbreads were bought. Namely, The Rose and Crown, Lytchett Matravers and The Black Bear, Wool.

Arrangements to brew and market Hofbrau Lager continued apace and it was launched officially in the House of Commons dining room on 9 September 1987. This was followed by visits to Munich by members of the staff and customers, and presentations at Blandford.

Domestically, at a meeting in August 1987 the chairman reported that the staff pension scheme trustees recommended, because of radical changes in the state provision of pensions, that the Company should contract-out of SERPS thereby reversing the original decision taken in 1978. They wished also to set up a contracted-out pension scheme for hourly paid workers. The board accepted both these recommendations. It was agreed, too, that in order to comply with terms of the Sex Discrimination Act women who wished to work to the same retirement age as men would be permitted to do so. In March, 1987 the assistant company secretary Colin Kaile retired after 40 years's service. The appointment of Shelagh Thomas as his successor was another 'first' as she was the first woman

senior manager in the Company's history. It was on 19 January 1988 that the family and the Company suffered another tragic loss by the sudden but peaceful death at West Lodge of the chairman, Edward Woodhouse, at the age of 63.

The directors met and decided unanimously to invite Colonel Jock Woodhouse to return from retirement to become chairman of the board. He accepted the invitation and later that year in his annual statement to shareholders was moved to write.

It is largely thanks to his (Edward's) enterprise, imagination, sound judgement and absolute integrity, that the firm expanded in size and in profitability from a profit of £70,000 when he took over in 1956 to nearly £3m when he handed over the managing directorship to David Hart two years ago.

It is indicative of these qualities that Edward was at sometime during his 34 years as a managing director of the company a director of several organizations not directly associated with the group. These included The Brewers' Society, Wincanton Racecourse, Wessex Building Society and local directorships of the Sun Alliance insurance and Lloyds Bank plc.

Frank Pike, who died in 2009, wrote this history in the latter 1990s and we thank Hall & Woodhouse Ltd for permission to reproduce it in the journal. The second and final part will appear in a forthcoming issue of Brewery History.