

J.S. Journal

JANUARY and
FEBRUARY 1962

HOUSE MAGAZINE OF
J. SAINSBURY LTD



This year we propose to make a change in the number of times that *J.S. Journal* appears. We are going to increase the size of the magazine to 36 pages for every issue and reduce the number of issues per year to eight. This will give us about the same number of pages per year and we believe will result in a more consistently attractive magazine. Readers' comments in the past have stressed the superiority of the larger magazine by comparison with the smaller one and we think that what little we may lose in topicality will be made up for in variety and readability. We would like also to take this opportunity of reminding readers that *J.S. Journal* is always interested in contributions from them for the magazine. Some of our recent articles have come as the result of suggestions from members of the staff and if you have an idea you'd like to write about let us know. It is always better to write to the editor and give him an idea of the subject and treatment rather than send in a finished job which may be unsuitable for policy reasons. All letters are welcome and should be addressed to The Editor, *J.S. Journal*, Stamford House, London, S.E.1.

Our cover picture shows *J.S.* cars in one of the car parks on Sunday morning, December 31st. Snow is a child's delight, but to *J.S.* Transport staff it can mean headaches, heartaches and sleepless nights.

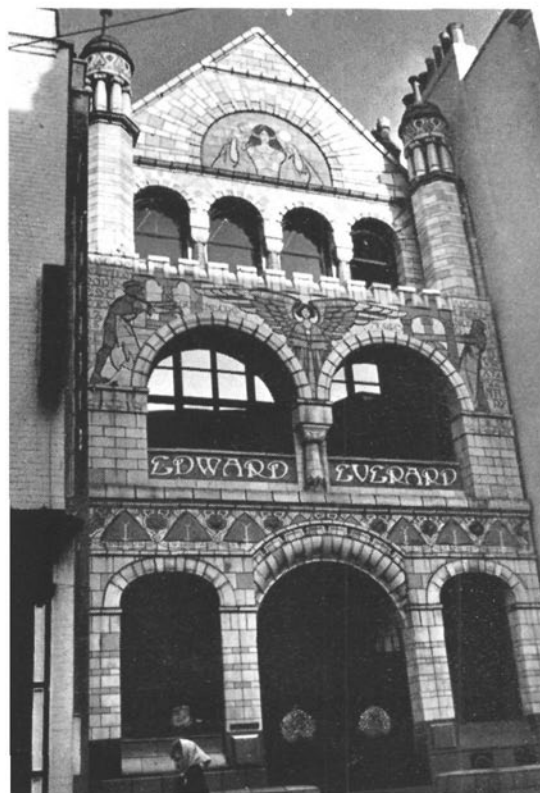
For instance when our night drivers arrived Sunday night, car door locks and padlocks on the back of the cars were frozen, windscreens and windows caked with snow and ice and defrosting liquid was useless. The ramp from the car park to the street was covered with frozen snow. Ten hundredweight of salt was rushed to the spot and after some considerable time *J.S.* cars slowly began to move.

Despite difficulties all our cars were on the road by 7 a.m. Monday and all our branches received their delivery. The *J.S.* drivers' tradition of getting through still stands. Well done everyone on nights or days whose endeavours, however large or small, kept the wheels turning.

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Our thirty-fifth self-service
branch, opened on

November 14th, 1961, at

BRISTOL

It is Britain's biggest
self-service store.

Bristol is a big and busy port over eight centuries old, with a population of about half a million. Through its thousand acres of docks come grain, petroleum, bananas, tobacco, wines and cocoa. Here, too, in 1690 William III landed victorious from his Irish campaign. His statue stands in Queen's Square to commemorate his warm welcome by the townsfolk. Tobacco and chocolate and wines are traditionally associated with Bristol and so is printing. The façade of Everard's art nouveau printing house is decorated with portraits of Gutenberg and William Morris. Just behind our branch is Quaker Friars, once a meeting house of the Society of Friends and now the city's Registry Office. The city has other reminders of its dissenting sects. John Wesley's first meeting house stands not very far from the new branch. Bristol's University is new – founded in 1876 – but it possesses some handsome buildings. One of these is the Royal Fort, once an 18th century mansion, which stands in Tyndalls Park. The new J.S. branch is in Broadmead and our pictures on the following pages show some typical views of its interior and preparation areas.



A photograph of the branch looking from the rear of the shop out towards Broadmead. Below, left, the Continental Sausages display. Bristol also carries a small range of canned Chinese foods. There are two banks of check-outs, of which the picture below shows part of the front rank.



Looking across the bacon cabinets towards the rear of the shop.
Below, left, is Mr. Alan Sainsbury with Mr. G. M. Hann, a retired trade union organiser in the retail trade who called in to see us at the opening. On the right is an impressive display of J.S. biscuits – a whole gondola full.



Looking diagonally across the branch from the back of the meat department gives an impression of the size of the branch. Below, left, is a new kind of display used at the entrance of the branch. On the right - Bristol carries the largest range of soaps, detergents and household goods of any of our new self-service branches.



Meat preparation is on an open floor just in front of the cold store. Butchers in the pictures include Mr. R. Morgan, Mr. Styles, Mr. E. R. Wherlock, Mr. J. Wood, Mr. D. Dew (Assistant head butcher) and Mr. A. Hillyard. Weighing and wrapping are in progress at the chilled preparation table below right.



J.S. people at Bristol

Photographs by Roy Hole

Going clockwise round the picture of the canteen are Mr. G. W. Harrison, Manager of the new branch. He joined J.S. at Luton in 1928, became a manager at Berkhamsted in 1937, managed Marylebone, Derby, Oxford and, after a training period at Lewisham and Swiss Cottage, took over at Bristol for the opening. Mr. G. Rand is Relief Manager, formerly Deputy at Hemel Hempstead. Head Butcher is Mr. J. Clements, Assistant Managers Mr. G. H. Allan and Mr. J. Howe, follow. Miss P. Hall is chief checkout operator, Miss P. Brown, Clerk, and Miss J. Richards is First Clerk. And last but very important, the Bristol house-keeper, Mrs. J. Burke.



After an experimental period of five-day trading at 39 branches during 1961 the firm believes that both customers and staff alike are pleased with the new hours. From January 15th 144 J.S. branches have been closing all day Monday.

From Monday, January 15th, 1962, over half (144) of our branches have been closed for trade all day Monday, remaining open until 5.30 p.m. on the local early-closing afternoon and until 6.30 p.m. on Fridays. The five-day trading week has been introduced wherever it is legally permissible to adopt Monday as the early-closing day.

We believe, and have sound evidence from the branches which have been operating the five-day trading week in 1961, that the new hours please both customers and staff alike without increasing prices, and enable us to maintain our service and standards.

The remaining 119 branches close on Monday mornings until 1 p.m. as well as on the local early-closing afternoon. They too stay open for an extra hour on Friday evenings. This is, of course, a compromise, since it is not as convenient for customers and does not provide the staff with a true five-day week, that is to say, the same two consecutive days off each week. It is simply the best possible under existing legislation. If and when it becomes legally possible, these branches will also operate the five-day trading week.

For over a century now there has been argument and dispute over trading hours in all retail trades. It began as far back as 1842 when the first Early Closing Association was formed. This body favoured voluntary early closing, believing that once shopkeepers began voluntarily to close their shops earlier closing would become general. In fact, however, nothing of the kind occurred.

The nature of the retail trade in those days was largely to blame. Most shops were owned, managed and staffed by a family. Accurate figures are not available for the whole of the retail trade, but in 1880 for instance there were only 48 firms with ten or more branches, and these numbered probably about 1,700. Of these only 287 were retail food shops. The family shop was the typical shop of the period, and the attitude of the shopkeeper was that he was ready to do business at any time of day. When he hired an assistant he expected him to feel the same way. Early closing was a rosy dream for most of these shopkeepers, and even when they got

5 DAY WEEK

round to agreeing unanimously, as the Grocers Federation did in 1891, that earlier closing was a good thing they could seldom make it work on a voluntary basis. In 1892 out of Bradford's 1,200 shopkeepers 1,187 agreed on a weekly half-day but, by refusing to close, the 13 other shopkeepers prevented any progress towards a less onerous working week. These were the early days of the National Union of Shop Assistants, which was formed in 1891 and reported in its pamphlets that the average hours of work in many towns were as high as 80 per week. The union was not alone in campaigning for shorter hours. The shopkeepers wanted them, and throughout the 1880's had been forming local associations to campaign for a weekly half-holiday and earlier closing in the evenings.

Their suggestions were modest enough. In 1896 Sir Charles Dilke introduced the first Bill for the compulsory regulation of hours into the House of Commons. Its proposals had they become law would have caused shops to close at 7 p.m. on three days of the week and on the other three days at 1 p.m., 9 p.m. and 10 p.m. For clearing the shop and cleaning up half an hour was to be allowed.

Parliament was not in favour of this Bill, nor of 14 more introduced by Dilke, nor of 18 introduced by Sir John Lubbock, later Lord Avebury. Four Official Reports and two Standing Committee Reports were made before the first limiting legislation took shape in a Shops Act of 1904, which permitted Local Authorities to make a Local Order. So few Local Authorities took action that the campaigns and disputes continued unabated. In 1912 a new Shops Act was passed which assured a weekly half-holiday for the retail trade.

During the 1914-18 war an Order was made under the Defence of the Realm Act to enforce shop closing at 8 p.m. with 9 p.m. on the late night. This Order continues in force. The shortening of trading hours which took place improved the lot of the shopkeeper and of the shop assistants, but even so a long working week was generally the rule right up to the years just before the last war. A survey made by National Amalgamated Union of Shop Assistants of working hours in the United



Mr. A. J. Curtis joined the firm in 1906. "They put me on to wiping the ice blocks dry with a rag the day I joined J.S. at North End." Mr. Curtis was for many years manager at 97 Kingston.



"I was taken on under the archway at Stamford Street by Mr. John, but I hadn't any idea of the job when I went up to start work at 43 Chapel Street in 1902," says Mr. H. J. Turner. He was managing 18 Walthamstow in 1909, and was for a long time manager at Colchester.

Kingdom in 1938 showed that more than half the country's shop assistants were working from 53 to 57 hours. Some worked as much as 60 hours a week, and less than a quarter of them worked less than 53 hours. With the outbreak of war in 1939 there was a reduction in the working week due to many factors. Among them shortage of labour, the black-out, and, in the retail food trade, the limitations of the rationing system all combined to reduce the working week.

The present situation has grown out of conditions created by shopkeepers, customers and legislators in the past. The firm's view is that if we are going to give our customers the service we believe they should get in quality, freshness and cleanliness then the shops should be staffed by people whose working conditions compare favourably with those of industrial employees. If a five-day week is right in industry, then the staffs of shops should enjoy its benefits too. That is why Sainsbury's think that the Shops Act should be changed to permit Monday as well as Saturday as an alternative half-day irrespective of local Early Closing Orders.

To freshen up our picture of what sort of life the retailer had in the past we recently brought together eleven of the firm's veterans, all of whom had joined J.S. as young men or boys before 1910, and asked them to tell us what it was like to be a junior in a shop in the years when the motor car was an expensive and erratic luxury, flying was a crazy dream, refrigeration was an ice-box, and the Russians were being beaten by the Japs.

Mr. Turner, who was for a long time manager at Colchester, though not senior in age, was the first of those present to have joined the firm. He began work in 1902 at Chapel Street. He lived over the branch at No. 43 and had his meals at 76. The hours he worked after he was engaged by Mr. J. B. Sainsbury at Blackfriars were long. He got a half-day on Monday when he worked from 7.30 a.m. till 2 p.m. On Tuesday, Wednesday and Thursday he worked from 7.30 a.m. till 9.15 p.m. Then on Fridays 7.30 a.m. till 10.45 p.m., and on Saturdays from 7.30 a.m. till 12 midnight, but they were seldom out of the shop till 2 a.m. on Sunday morning, as the wood counter and floors had to be scrubbed down for the Monday morning. He got to bed late, and at 9 a.m. on Sunday he was turned out of his living quarters till 11 p.m.

These were long hours in a hard-working shop where the trade was fast and furious on Fridays and Saturdays when the customers had their wages money. During the rest of the week shopping was not brisk. Mr. Turner speaks of those days with a sardonic humour. The first thing Mr. J. B. Sainsbury asked him was: "Can you weigh butter, boy?" "Yes, sir," he answered. "You know," he told us, "when I got to Chapel Street I didn't know what hands to hold the butter pats in. But I got the idea after a bit. I had to. We used to sell four tons of butter or margarine a week in those days and you were hard at work knocking it up from the block right up till midnight on Saturdays."

There and at Somers Town, where Mr. Jones and



Mr. H. F. Jones (left) joined J.S. at Somers Town way back in 1906, where Mr. T. C. Topp (right) had already been working since 1905. Mr. Topp became manager of Somers Town in 1916. Mr. Jones was made a manager at 43 Enfield in 1914, and by 1923 was District Supervisor. He became Branch Superintendent in 1944. In the centre is Mr. G. W. Giblin, who joined J.S. at Brondesbury in 1906 under Mr. Benwell, "One of the best tradesmen I ever worked under."



Mr. Ayde joined the firm at Brondesbury in 1904. By 1913 he went as manager to open our branch in Norwich. "The whole staff went off to join the Army when war broke out in 1914 and I had to take on and train a new staff."

Mr. Topp worked together till 1913, or at Brondesbury where Mr. Ayde, eldest of this party, began work in 1904, or at 128 Kilburn High Street, where Mr. G. Hoare worked, the story was similar. Trading was fairly slow through the week. All our shops used the pavement for eggs and rabbits and poultry displays, and selling to passers-by was noisy and aggressive. Then at the week-end the pace became really hot. By Saturday night the pubs were crowded, the tankards were full, and as midnight approached the shop began to fill with customers, many of them still carrying tankards.

"We used to clear up the tankards and take them back after we'd closed," said Mr. Jones. The shutters were down before midnight mainly to safeguard the stock. Quite enough eggs used to disappear into the blouses of the local housewives in this district in normal times; Saturday night made everyone a bit more audacious. "One old girl," said Mr. Topp, "was spotted lifting a pound of tea late one Saturday, and the manager tackled her about it, but she tucked it up her skirts and defied him to get it back. So we were a pound of tea down on that day's trading."

Once the last customers had been served and coaxed back to the pavement and the shutters drawn the shop had to be cleared up. "I got a telling-off from the manager at 128 Kilburn for going across to the pub for a pint at half-past twelve in the morning," said Mr. G. Hoare. "I'd been working all day, and on a busy evening you might get only a cup of tea and two slices of bread and butter while still

working at the scale. So I had a real thirst on me."

The scrubbing and cleaning was hard work and thoroughly done. While it got under way the takings were counted. "The manager counted the gold," Mr. Topp told us. "The first and second hands counted the silver, and anyone counted the copper. I did the sales sheets."

Promotion came fairly fast, mostly because the turnover of labour was very rapid. The staff changed completely every two years or so, with the result that an employer kept an eye open for bright young men and offered them a better job as soon as he could. The starting wages were low – ten shillings a week live in, eight shillings with board and lodging. "Never dared ask for a rise," said Mr. Turner, "and you never knew whether or not you'd just get two weeks wages one Saturday night. You didn't get paid till the week's work was over." Against this there were others who did ask for rises and did ask and get a week's holiday instead of the usual four days a year. But it was largely a matter of personality and the courage to stand up for yourself.

The hours of trading and the working hours were widely different in many cases. There was very little preparation of goods before they got to the branches. Butchers, for instance, at Cambridge when Mr. Snow was there would be in on Friday at 5 a.m. preparing joints for the big week-end trade. Both they and the provision hands were at work by 7 a.m. on other days. The shop was in some ways exceptional, as they did a large catering trade in game, and at times would get an order on Friday



Photographs by Brian Shuel

"I came up from the country to join J.S.," said Mr. E. F. Tupman. "Used to go out on Sundays in breeches and leggings when the rest of the young shop assistants wore topers and frock-coats!" He joined us at Romford in 1903, and was a manager at Watford by 1906.

People with long memories discuss the pros and cons of the five-day week. From left to right they are Mr. F. Shippies, joined J.S. in 1908, Mr. A. E. Snow, joined 1910, Mr. G. Hoare, joined 1903, all ex-superintendents, ex-manager Mr. J. H. Trevis, with J.S. since 1909, and our present Personnel Manager, Mr. E. A. Farrell.

for 300 birds, all to be plucked, trussed and delivered by 11 a.m. on Saturday. Then all the six poulterers would get down to it and the butchers would help. They'd work late on Friday night and start early on Saturday morning. At 13/15 Stamford Street in the 1920's the meat department was busy from 6 a.m., with butchers getting catering orders ready.

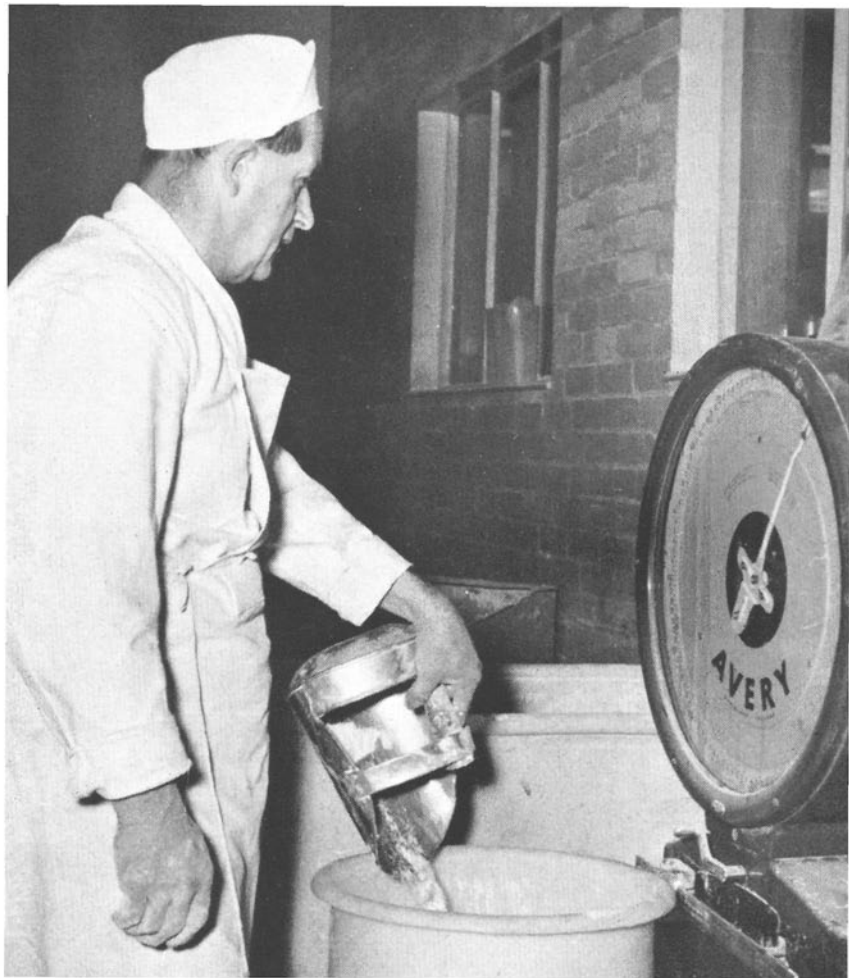
The most gruelling time of all was the Christmas season. For three days and two nights the staff just had cat-naps at the back of the shop. The poultry was hand-plucked and trussed, and the trading was keen. Those great decorative displays of turkeys and geese that hung over the shops were too difficult to take down at night. At Brondesbury the manager used to have a police constable on duty to guard them through the night. "He wasn't satisfied with that though," Mr. Ayde told us, "and I and another lad had to sit up all night to keep an eye on the constable."

For the junior staff it was a terribly exhausting time. Mr. Turner remembers getting home from Islington at 2 a.m. one Christmas Day. "I just fell through the door tired out. They put me to bed and I woke up at 4 the next afternoon."

If they lived far away they didn't get time off to catch trains. Mr. Ayde was only given permission to catch the 12 midnight from Paddington to Malmesbury after he threatened to spend Christmas with the manager. The managers were often at work for even longer hours. On Christmas Day they took the cash taken down to Blackfriars for safe-

keeping over the bank holiday. They got a week's holiday a year, but they were often late at their shops. Delivery vans that went out from towns like Colchester or Norwich into the country would often come back at midnight. They might carry up to £200 in cash back to the branch, which would have to be counted and checked against orders or sales. A good roundsman made it a point never to bring back any goods. If, because a customer changed her mind, they weren't accepted he would try to sell them elsewhere.

One asks how people accepted these very long hours as a matter of course, and the answer is that probably the tempo of life was easier. It moved at a walking pace - certainly no faster than a horse-drawn van or a tricycle. There were longish periods of inactive trade. There were comparatively few outside distractions. Money was a nagging worry, but it went further. Eggs were 24 for a shilling, the firm was selling a pound of Crelors margarine with a two-pound jar of marmalade for a shilling. At Somers Town the neighbouring fishmonger shouted all day long: "Threepence a pound cod, threepence a pound hake" in a slow sing-song. Siberian butter sold at tenpence a pound. For a halfpenny you could ride on a horse tram to Hampstead Heath to play football. And if you were a green young lad the first hand would set you to work drying the ice blocks with a cloth or send you off to the nearest branch to borrow an "egg stretcher" or sit you down at the poulterer's block to pluck a hare. But it was all a very long way from the five-day week.

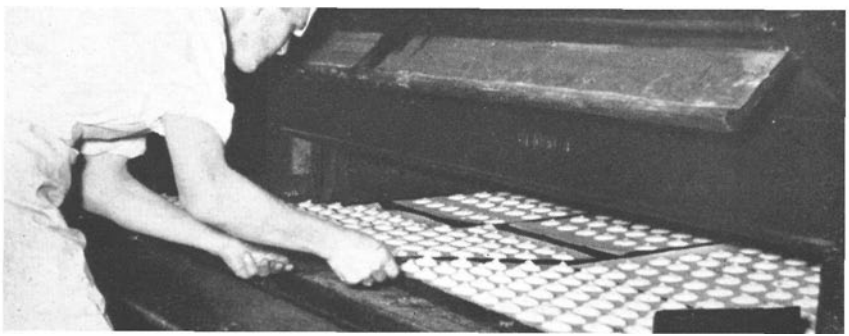


BAKE ME A CAKE

... as fast as you can, goes the old rhyme and when it's not a matter of one or a dozen but of thousands of dozens it means that the bakery must be organised on mass production lines. Recent increases in both the variety and the quantity sold have made cake an important line in J.S. branches. The following photographs were made at a bakery where some J.S. cakes are made.

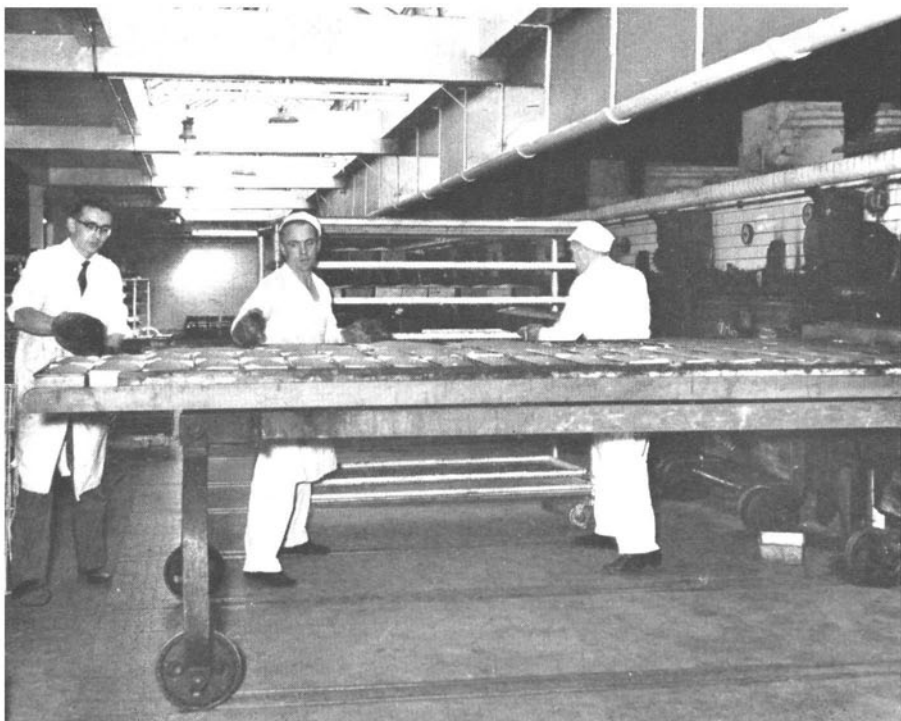
At the top of the page a batch is being mixed. The dry ingredients, like sugar and flour, are put into a polythene tub. Eggs and milk are added in the mixing machine.

A measuring device drops these macaroons into neat even rows on sheets of special baking paper, which are fed into long gas-fired ovens. They come out cooked at the other end 35 feet away in twenty-five minutes.





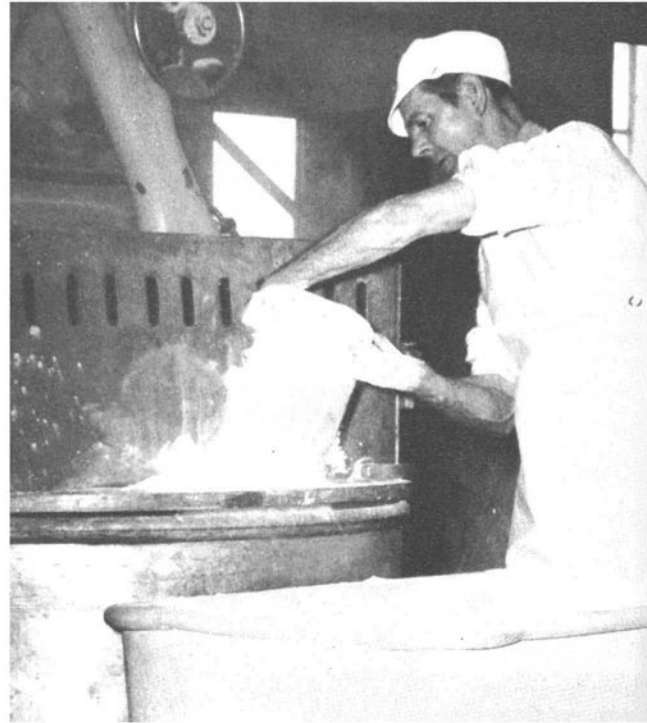
At the far end of the ovens are packing tables for some lines, but others go up to the first floor on boxed-in conveyor belts. As they come up one of the staff stacks them on shelves ready for the next processing. It may be chocolate coating done by an "enrobing machine" or turning into a "sandwich" and decorating with confectionery ornaments.



One of the draw plate ovens at the bakery is opened to clear it of hot baked cakes. This long bank of ovens is used mostly for cakes like madeira and fruit cakes. They are baked in tins and removed to cool on mobile racks.



The girls at work on the left are preparing large sheets of sponge cake which will be used to make J.S. Coconut Iced Cake. The cakes must have the fine layer of brown crust removed from them before they are stacked and cut into long square sectioned strips.



The coconut icing is mixed in a great tub (above right). The ingredients are icing sugar, which you see being tipped in, colouring matter, which goes in as a red liquid to give the pink colour, and finely ground coconut which has been through a sterilising process (above left). It is heated in a steam-jacketed cauldron to ensure its purity and freedom from harmful bacteria. The covering mixture then goes to the table where a team of girls assemble the strips of sponge and wrap them in machine rolled sheets of coconut icing.

So far the cake has been mixed, baked, cut into neat slices on a special cutting machine and brought to this table to be wrapped in icing. The icing itself has been mixed and is now a softish easily shaped substance, which is fed into a rolling machine at the head of the work table. It comes out as a pale pink sheet in which the strips of sponge cake are wrapped. One of the girls of the team removes four strips at a time from the stack and makes it ready for her opposite number to fold a sheet of coconut icing round it. Sponge cake is fragile and sometimes she has to line the strips up if one breaks. You can see how the strips have been stacked on metal trays in double rows with the colours alternating.



On the left one of the team is dusting the table with icing sugar to prevent the icing sticking. A checkweigher makes frequent weighings as the cakes are made, and records them. The cakes, carried on a conveyor belt, move on towards the wrapping machine shown on the opposite page.

Below is an automatic wrapping machine in which the Coconut Iced Cake is swiftly wrapped up in a J.S. transparent wrapper. Packed into outers it is on its way to J.S. within a few hours of baking and is on sale in our branches on the next day.



Photographs by Maillard

Bakers all have to wear a neat white cap, but how they wear it seems a matter of personal style.





RALLY by night



Fog was a greater problem than any Mr. Tink had devised for the Motor Cycle and Car Club Night Rally on 25th November. The start was at 10 p.m. at Jack's Hill Café on the A1. Checkpoints on the first section were – a secret, "Three Horseshoes" and the new J.S. branch at Welwyn Garden City. Fashions by Mr. O'Brien, Sgt. H. Green, Mr. Curtis and Santa Claus Tink.





In the fog
half-time
was so much
overtime
that it
had to be
full-time.
Time by clocks
is the concern
of Mr. Randle
and Mr. Chamberlain
in this picture.
Mrs. Dykes warms
up after some
marshalling. One
competitor wishes he
was home in bed.
Back at Jack's Hill Café
after it was all over
the winners are found
to be Mrs. Newbery
and her husband – first
on their first rally.



Griffin Report

Recent alterations in the early closing days have had an adverse effect on branch football. Sections that have changed to Monday closing are not able to find suitable opponents, and there are not sufficient Griffin teams to make any competition worthwhile.

"H" Section have remained intact and are continuing in the Croydon Wednesday League, where they are having a successful season. "T" Section, although now in a Monday closing area, are hoping to complete all their fixtures in the Kingston Wednesday League, as several of their opposing teams are able to play on Mondays. At the time of writing they are top of their League, and included in their victories was an exciting 3—2 win over "H" Section in the Griffin Mid-Week Cup, the vital goal being scored in the last two minutes.

The Griffin Thursday League is being discontinued for this season, but we are going ahead with the Mid-Week Cup Competition and the Six-a-Side Tournament on Good Friday.

Obviously there must be much thinking about the future of Griffin football. Perhaps playing on Sundays is the answer, and although some difficulties are envisaged, the Griffin Committee intend to discuss this matter after getting the views of the Sections.

There is no lack of enthusiasm among Saturday players, but we have not had the same success as we did in the last two seasons. The 1st XI are finding it difficult to strike winning form, although in some of their defeats the run of the ball could have made all the difference to the result. The 2nd and 3rd XIs are in the top half of their leagues, and both have reached the semi-final of Cup Competitions. The 4th XI, in spite of many team changes, are enjoying their game and are holding their own, even though they have been competing mainly against the 2nd XIs of other clubs. On many Saturdays we have also been fielding a 5th XI, and they have shown plenty of spirit. Great credit is due to the small hard working Committee, who give much of their spare time to the administration. A dance held in the Blackfriars Canteen on December 30th was a great success. It is proposed to hold a Social Evening on April 14th, when the "Footballer of the Year" trophy will be presented.

In the Griffin Darts Competitions we were especially pleased to welcome entries from our latest branch to open at Bristol, as well as from most of our regulars. The first round has now been completed, and already in the Gurr Cup for the

Individual Championship one past winner has been knocked out. Two ex-champions, J. Ingle of Cambridge and E. Firminger, "Q" Section, are still in the competition, but A. Bell, Gurr Cup holder for the past four years, is no longer with J.S.

Three Men's teams and one Ladies' team have been entered in the L.B.H. Table Tennis leagues this season. The Ladies' team are challenging strongly for the championship, and the first two Men's teams are at present well up in their divisions.

The entries to the Griffin competitions are on a par with last season, and we look forward to well-contested matches on Finals Day in April.

The support for Badminton is being maintained, and we are hoping for a good entry for the American Tournament at Blackfriars on Sunday, March 11th. It is hoped that the American Tournament system will add to the appeal, as it will ensure that participants get a regular game throughout the day.

Unfortunately, the Netball side entered in the L.B.H. League have run into some team difficulties, but they are hopeful of fulfilling all their fixtures. New players are always welcome.

LES POTTER.

Our Anniversaries

Besides the usual silver, gold and diamond jubilees this year there are J.S. branches celebrating their seventieth, eightieth and ninetieth birthdays. The earliest was our little shop at Watney Street, which was opened 90 years ago in 1872 in a busy market area where Thames lightermen and Irish dockers helped to build up a thriving trade in bacon, cheese and butter. Eighty years ago our first "out of town" shop was open at 9-11 London Road, Croydon, to set a new high standard of cleanliness and service to the retail food trade. Conversion to self-service took place in 1950 (our first) with extensions in 1961. Hampstead's first Sainsburys opened in 1892 at 45 Heath Street, and in 1902 three shops were opened—Romford, 193 Catford and Purley, which was extended in 1950 and converted to self-service in 1954.

Fifty years ago in 1912 the firm added East Finchley, 339 Palmers Green, Westbourne and 101 Golders Green Road, a shop which was extended in 1946. Silver Jubilees are due this year for ten branches all opened in 1937, a year of great activity. They are Amersham, Berkhamsted, Bishop's Stortford, Chingford (extended in 1946), Cockfosters, Eastcote, Leicester (one of the shops we took over in the Midlands), Oxted, Belmont and Broadwater.

Happy Birthdays to you all.

Tens ?

Twelves ?

Ways and means of changing to a decimal form of coinage in Great Britain are to be examined by a Government committee. The proposal to change is not without critics. In this article **Mr. B. T. Ramm** points out some drawbacks of the decimal system.

Decimalisation, i.e. the reform of our system of coinage and weights and measures to fit in with our methods of counting and doing arithmetic is in the air again. The Government have agreed in principle to the decimalisation of our currency and a committee has just been set up, the membership of which includes a professor of statistics and the head of a departmental store, to consider how to switch our currency system to one based on multiples of ten.

Our system of weights and measures still retains the idea of a separate unit for each purpose; for instance, if you sell coal you use tons and hundredweights, and the fact that a hundredweight contains such a peculiar number of pounds as 112 never worries you. If you are selling butter over the counter you sell it by the pound and your customers will ask for a quarter or a half pound, but if you are selling butter wholesale, you will talk or think in terms of hundredweights or quarter of a hundredweight.

However, as businesses become larger and paper records more voluminous, the different units begin to mix with each other and clerks are given the awkward arithmetical problem of converting pounds into hundredweights. It is the same with all our many units and with our coinage – as long as you are using the unit designed for the job and only talking about simple fractions of it there is no problem, but as soon as you leave the counter and go into the office your troubles begin. In everyday life the shilling with its twelve parts is really a very much simpler coin to use than, say, the dollar with its hundred cents, but for the accountant who has to combine the results of innumerable different transactions the converse is true. For him, simplicity will come only when our figure system, our currency system and all our weights and measures are based on the common root of ten. This was realised by Napoleon when he imposed the metric system on the Continent of Europe at the beginning of the 19th century. This did more than merely rationalise the system, it also removed local differences in the size of the units. The kilogramme is the same wherever

you are; traditional units varied not only between different countries, but in different parts of the same country. In our own country a butcher's stone is not the same as an ordinary one; in the north of England a gill is half a pint, in the south only a quarter. This brings out another aspect of the problem. As trade becomes more and more international, so the need for a common system of measurements between countries grows; it is difficult to imagine us as part of an integrated Europe still retaining our own separate system of weights and measures.

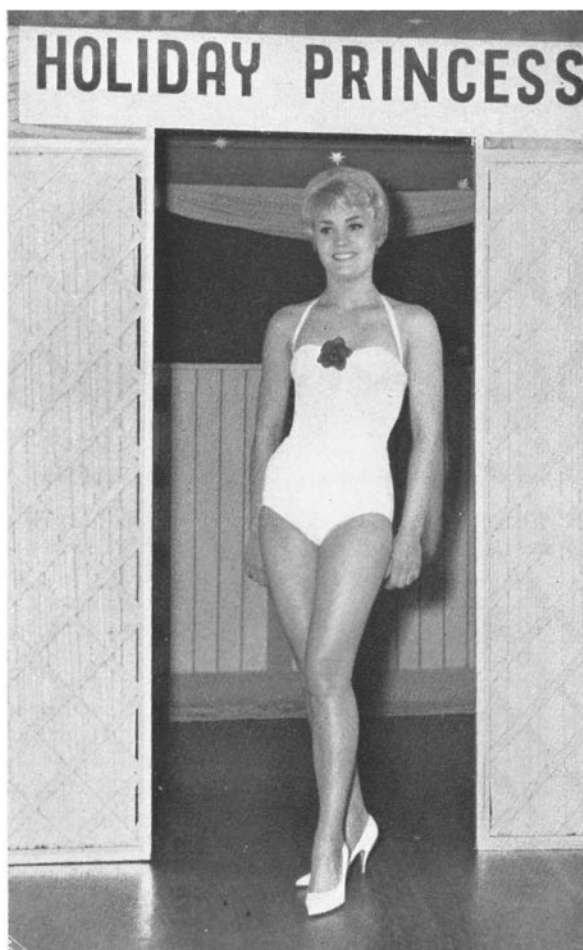
The greatest obstacle to the change is the innate conservatism of the human race. Even in France where the metric system originated, the countrywoman at her stall in the market will still sell apples by the pound and not by the kilo. If it were not for this conservatism, perhaps one could suggest an even more radical change. Are we really certain that it is right to count in tens ? The reason we do this is obvious – we each have (or at least start out on life with) ten fingers, if one is allowed to count a thumb as a finger, but really it is much more convenient to count in dozens. You can have a quarter of a dozen, or a third of a dozen, as well as half a dozen; you can't, however, have thirds or quarters of ten. This is recognised in everyday life and to a large extent by our currency and weights and measures. We have twelve pennies to a shilling; sell eggs and lots of other things by the dozen; count up to twelve on our clocks. Perhaps, therefore, instead of altering our currency system, we should alter our way of doing arithmetic. This is only idle speculation because it is impossible to ask the ordinary man in the street to unlearn the arithmetic which was painfully taught him at school and learn a completely new system. Also, arithmetic would have to be changed all over the world; it would be no good just one country changing in isolation. Nevertheless, it is interesting to see what this sort of arithmetic would

look like. If one counted in twelves instead of ten, one would need twelve digits, the present 0 to 9 plus, let us say, ζ to represent ten and ξ to represent eleven. In this new arithmetic the number 46 would no longer mean forty-six, i.e. four tens and a six, but would represent fifty-four, i.e. four twelves and a six. If you add five to forty-six you would not add five to the six, write down one and carry one, but you would add five to six and get eleven, with nothing to carry, writing down your answer as 4 ζ . If you added 6 to 46, your two sixes would make one twelve and you would write down 0 and carry one so that your answer was 50 (which, of course, no longer means fifty but is now sixty). Multiplication tables would take on a new look and in fact when one got used to them would become easier since the larger number of factors of twelve would produce more products ending in nought. As an illustration, this is what the new three times, six times and nine times tables would look like:

$3 \times 1 = 3$	$6 \times 1 = 6$	$9 \times 1 = 9$
$3 \times 2 = 6$	$6 \times 2 = 10$	$9 \times 2 = 16$
$3 \times 3 = 9$	$6 \times 3 = 16$	$9 \times 3 = 23$
$3 \times 4 = 10$	$6 \times 4 = 20$	$9 \times 4 = 30$
$3 \times 5 = 13$	$6 \times 5 = 26$	$9 \times 5 = 39$
$3 \times 6 = 16$	$6 \times 6 = 30$	$9 \times 6 = 46$
$3 \times 7 = 19$	$6 \times 7 = 36$	$9 \times 7 = 53$
$3 \times 8 = 20$	$6 \times 8 = 40$	$9 \times 8 = 60$
$3 \times 9 = 23$	$6 \times 9 = 46$	$9 \times 9 = 69$
$3 \times \zeta = 26$	$6 \times \zeta = 50$	$9 \times \zeta = 76$
$3 \times \xi = 29$	$6 \times \xi = 56$	$9 \times \xi = 83$

There are, of course, any number of different units in which one can count and your numerical system can be based on any number whatsoever. The simplest of all is founded on the figure 2, the binary arithmetic which those who deal with electronic computers have had to learn. Here you only have two digits in place of ten, a nought and a one. Adding a nought to the end of a figure multiplies by two instead of ten. Reading from right to left your columns of figures would represent units, 2's, 4's, 8's, 16's, etc.; thus the number 100 represents four instead of a hundred. This system would be impractical for everyday use because of the cumbersome length of binary numbers, but in the electronic computer it has the immense advantage of only using two digits and making it possible to represent each digit by the presence or absence of a pulse of electricity.

Although these fancies may be fascinating to the mathematician, they are a far cry from the problems which our branch staff will meet when they have to teach themselves and our customers how to use a new currency or from the attitude of mind which has already prompted some people to hoard pennies in case their value appreciates from one twelfth to a tenth of a shilling!

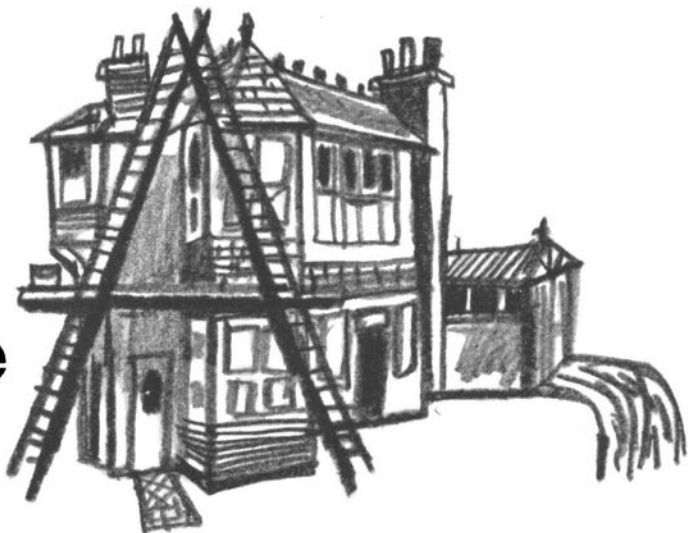


Congratulations to Mrs. Beryl Turner, who works at our Factory in the sausage packing department. She was a finalist in the Holiday Princess competition at Bognor last month. We took a picture of her at work to show she's as pretty there as on the holiday camp stage.



When *J.S. Journal* was asked for a simple explanation of a form of income tax which in recent years has become the concern of an increasing number of people we went to **Mr. A. Jones**, the firm's Chief Accountant, and he sent us this article on

schedule "A"



The increase of house ownership in this country during the last 30 years has brought into greater prominence the incidence of Schedule "A" tax, more commonly known as property tax. It has been featured in newspaper and magazine articles which have given particular emphasis to the claims that can be made by a house owner to reduce the amount of tax payable. More generally, it has been featured in the Press because of the pressure in Parliament on the Chancellor to abolish the tax completely. It has been suggested that the costs of administration and collection make the tax an uneconomic one. In any case, whether it be abolished or not in the future, it has become the concern of so many more people who may not fully understand its implications that a few notes concerning it might be helpful.

Why it is Income Tax

All income tax is levied under five schedules. They are A, B, C, D and E, and this particular tax is so called because it is that one which is levied under Schedule "A". What is not always fully understood is that it is not a tax on the property itself but on the income which is derived from the property. In the case of the owner-occupied house this may be a little difficult to understand, as the owner does not receive any actual income from his property. What the law says, in fact, is that the occupier, as a result of residing in his own house, has a beneficial income from that house, and it is on this beneficial income that the assessment is raised. The figure of income for assessment purposes is estimated, and in the case of house property is usually the amount of the Gross Annual Value for rating purposes.

The Income Tax Acts normally allow any expense which is "wholly and exclusively" incurred in earning income to be deducted from that income before

assessing it for income tax. In the case of property, therefore, it is agreed that the cost of repairing and maintaining the property is a permissible expense and may be deducted. The Income Tax Acts lay down a statutory allowance for repairs and maintenance to property which is automatically deducted from the Gross Annual Value before the assessment is raised. This reduced amount is known as the Net Annual Value. The statutory allowance is made on the following basis. For properties rated up to £40 the allowance is one-quarter of the Gross Annual Value. For properties rated between £40 and £50 the allowance is £10, and for properties rated between £50 and £100 the allowance is one-fifth of the Gross Annual Value. Where the Gross Annual Value is greater than £100 the allowance is £20 plus one-sixth of the amount by which the figure exceeds £100.

At present-day cost levels the statutory allowance is inadequate, and the tax-payer has the right to claim to have his assessment further reduced by the difference between the actual cost of repairs and maintenance and the statutory allowance. Special forms are provided by the Inland Revenue for claiming this maintenance relief, and the basis on which it is allowed in any one year is the average cost of repairs and maintenance during the previous five years. If, therefore, a house has been purchased which has been previously occupied for more than five years, the new owner wishing to make a maintenance relief claim should apply to the local Tax Office for the necessary form and at the same time ask for particulars of the amounts claimed over the last five years by the previous owner. If they can, the Inland Revenue will normally supply this information and the new owner can then continue his claim on the basis of a five year average. If, however, the Inland Revenue are unable to supply the necessary information or if the house has been in occupation for less

than five years, or if it is a new house, the owner can claim for maintenance relief on the basis of the actual cost of repairs and maintenance during the year. This actual basis will continue until such time as it is possible to calculate an average based on five years. The average will be recalculated each year by bringing into account the actual costs for the current year and deducting those of the first of the five previous years. The allowance will, therefore, fluctuate from year to year depending upon the amount spent.

What you can claim for

The claim for repairs and maintenance can only be made in respect of repairs to the structure and to any of the services incorporated in it, such as lighting, heating, plumbing, etc. It may also be claimed in respect of gates and fencing, but not in respect of the garden or any of the contents of the house. Where the repairs are carried out by outside contractors, the receipted bills must be kept so that they can be entered on the claim form and submitted with it to the Inland Revenue when the claim is made. In the case of those house owners who do their own repairs and maintenance, the claim can be made in respect of all materials that are purchased and used, but not in respect of the house owner's time which he may spend in doing the job. In these "do-it-yourself" cases care should be taken to obtain receipts for all purchases of materials because they will have to be submitted with the claim as evidence. In addition to the actual cost of repairs and maintenance, the cost of fire insurance on the building itself may be included in the claim.

It can be paid as you earn

Schedule "A" tax is normally due for payment in one sum on January 1st for the Income Tax year which ends on the following April 5th, and is calculated on the Net Annual Value at the full standard rate of tax. If the house owner is salary or wage earning he may apply to the Inland Revenue to have his Schedule "A" assessment incorporated with the assessment of his income under Schedule "E". This will be done by making an adjustment in the coding notice. What actually happens is that part of the allowances, sufficient to wipe out the Schedule "A" assessment, are taken and the balance of the allowances are then used to assess the code number for P.A.Y.E. calculation. The effect of this is that payment of the Schedule "A" tax is spread over the whole year.

These notes concern Schedule "A" tax only insofar as it applies to owner-occupied property. There are other aspects of the tax, but it is felt that it is unnecessary to deal with them in this article.

British Chess Master at Blackfriars



Seventeen members of the S.S.A. Chess Group sat down to play on November 22nd when British Chess Master, Mr. P. S. Milner Barry, O.B.E., came to Blackfriars. The Chess Master played the 17 games simultaneously, winning 11 outright. Four were drawn and two were won by S.S.A. players, Mr. L. Porter and Mr. D. Osborn. Top picture shows Mr. Osborn (seated) and the Chess Master. Below, a group of S.S.A. players.



Congratulations to Southampton Branch who, in mid-December, were awarded the "Savings Group Shield" for the best result in their district over the previous six months. Under Secretary Mr. Kensett the branch National Savings Group has made steady progress. This is the first time a retail establishment has won the award. Mr. Kensett, in dark blazer, receiving the award. On the right Mr. G. C. Goody, manager of Southampton branch.

SOCIAL SCENE

Celebrations, dinners, dances and good times break out all over in the winter season. We just hadn't room for all the pictures we received of the firm's social life. We present these pages as a fair sample of sociability in our part of the retail food trade.



Northampton

Wearing national costume, one of the ladies at Northampton's social evening at County Hall on December 9th sits down to a dish of the local delicacy which her escort has just placed before her. On the right two visitors to the town take part in the annual Midland ceremony of "Blind Man's Kellogg," a ritual which dates back to the times of the Corn Kings.



Paddington

Paddington branch sat down to a Christmas dinner in their canteen on Thursday December 28th. Miss Diamond, housekeeper at the branch, cooked the turkey to a turn, and there she is carving it. Below are just some of the 120 members of the staff who sat down to this Christmas dinner.



Lewisham

The J.S. branches at Lewisham and Catford sat down on December 13th to dinner at Pynes Restaurant at Lewisham. The dinner was followed by a dance. Over 175 members and guests were present. In the picture on the left at the foot of the page are Mr. and Mrs. J. Morris (193 Catford), Mr. and Mrs. T. A. Reeve (Lewisham), Mr. and Mrs. Kettley, S.S.A. and Mr. Roffey.



Officials meet for Dinner

An informal dinner held on December 5th gave an opportunity to some of the firm's officials, who seldom meet, to get together with one another on a social footing. Right, left to right, Mr. G. A. Nichols, of Sales Office, Mr. J. Knowles, of Systems, Mr. B. A. French, Manager of Data Processing, and Mr. Derek Salisbury, of Sales Appraisal.



Right:
Mr. I. G. Mackley,
of Work Study,
Mr. C. Wood,
of the Factory, and
Mr. L. E. Howard,
of the Factory.



On the left:
Mr. D. K. Bowen,
of Maintenance, and
Mr. K. D. Curtis,
of Buntingford.



Three from Blackfriars:
Mr. S. T. Eastwood,
of Grocery Buying,
Mr. C. J. P. McGinn,
of J.S. Laboratory,
and Mr. E. J. Russell,
of Grocery Buying.



Three from East Anglia:
Mr. A. E. Catchpole,
Mr. P. H. Davey,
Personnel Officer,
East Anglia,
Mr. W. C. Humphrey.



Above, left,
Mr. R. S. Dudman,
Assistant to Office
Manager, and, right,
Mr. A. Hart, of
Merchandising Dept.

On the left
is Mr. G. Taylor,
of the Factory, with
Mr. O. E. Randle,
of Work Study.



On the right nearest the camera is Mr. J. D. Long,
of Staff Catering Dept. Facing camera behind
him Meat Supervisors Mr. J. Dean, Mr. C. Brett
on the left, and Mr. G. Smith on the right.
Above: Mr. A. J. Waller, Assistant Personnel
Manager (left) and Mr. Derek Salisbury.



South Coast Doings

Southampton

A pair of pictures from Southampton's Christmas party and dance where the guests came in all sizes. There were 250 of them in all, and they had a wonderful time.



Portsmouth

Not content with their own dance, Southampton's girls and boys turned up at Portsmouth for more on December 18th. That's them over on the right in a big group. Nearer on the right is Mr. R. Cunningham, Deputy Manager at Portsmouth, with a Chichester guest.



On the left: Mr. T. R. Welham (left), Portsmouth's Manager, with Mr. W. Manning, Manager at Chichester, and his wife.



Hastings

Who has the prettiest legs? The committee got it sorted out in the end to the satisfaction of the winners. The only aggrieved party was the lady (?) on the right, who had strayed in from the band.



St. Albans

Waterend Barn at St. Albans is a pleasant and popular place to hold a dance and J.S. people from all over North West London turned out for this very enjoyable event.





Ealing

Out West at Ealing Town Hall J.S. people from Ealing branches and others in the K.Y. and R. sections got together for a session of dancing, gossiping, games and that auld lang syne lark. They report a very enjoyable night out.



Assistant Managers

G. BUNCH	147 Balham to East Sheen
D. COCKS	42 Walthamstow to 18 Walthamstow
T. EVANS	43 Islington to 48 Islington
G. MUIR	48 Islington to 43 Islington
S. W. HALL	Stamford Hill to 73 Kingsland
W. WINTER	73 Kingsland to Stamford Hill

Promoted to Assistant Manager

A. G. BACON	Broadwater
A. T. DAWSON	Southgate to Muswell Hill
R. DODD	Harlow
J. A. GERRISH	Cheam
J. H. HOBBY	Earls Court
R. HOULDEN	East Sheen to Stockwell
J. HOWE	Bristol
C. LYTHE	Battersea
A. MEDDINGS	Wimbledon to 147 Balham
R. R. QUEMARD	East Finchley
M. WRIGHT	Southgate

Head Butchers

L. TIDD	from Hackney to 16/20 Holloway
D. GRAHAM	from Somers Town to Hackney
D. BALL	from 43 Enfield to Somers Town
T. HOPKER	from Dagenham to East Ham
J. STEVENS	from East Ham to Dagenham

Promoted to Head Butcher

N. BUNCE	from Spare (Stockwell) to Wimbledon as Head Butcher
J. FAWDRY	from High Barnet to 43 Islington as Head Butcher

Our sincere congratulations to the following who have completed long service with the firm.

Forty Years' Service

F. CLARK	Head Butcher at Ballards Lane
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Twenty-Five Years' Service

H. LEE	Daily Housekeeper at 159 Kentish Town
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Congratulations to Miss Eileen Clarke and Mr. Michael Crompton, of 62 The Wells, who were married at St. Luke's, Tunbridge Wells, on December 16th, 1961.



Congratulations to Mr. and Mrs. W. Harrison, of Manor Park. Mr. Harrison is one of our Veterans, who on Boxing Day, 1961, celebrated his Golden Wedding.



Our sincere apologies to Mr. W. J. Robertson, of Bishop's Stortford, whose photograph was, by an unfortunate mistake, printed close by the obituary notices in last issue's Staff News.

Retirements

We send our best wishes to the following colleagues who have just retired.

Mrs. P. O'Brien, who retired on November 10th, 1961, from Forty Avenue, where she had been employed as a shop cleaner since her engagement in 1943.

Miss A. Levene, who was engaged from the Factory in 1941. She worked in various sections here, and at the time of her retirement in 1961 was a special grade worker.

Mrs. S. A. Moore retired from the Factory on December 29th, 1961, where she had been working as a second hand since her engagement in 1951.

Mrs. E. Ross retired from the canteen as a general assistant on December 22nd, 1961. She had been employed in this section of the firm since her engagement in 1946.



Miss A. Levene



Mrs. S. A. Moore



Mrs. E. Ross

Obituaries

We regret to record the death of the following colleagues and send our deepest sympathy to all relatives.

A. Fry. Mr. F. Edwards writes:

A. Fry, who joined the firm in 1915, started in the Bacon Department, Union Street, as a Storeman, later transferring to the Cold Store, where he became Foreman.

In 1944, for health reasons, he transferred to Stamford House, where he was a receptionist up to the time of his retirement. During his period as a Foreman he was noted for the pride he took in neatness of any stack of goods held in Cold Store. It was his boast that of the many thousands of cases of Irish Turkeys put away at Christmas time he could trace any particular case within a minute. Popularly known as "Jim" he had a dry sense of humour, and was well known for his topical caricatures of his workmates.



Mr. A. Fry

H. Campbell, who joined the firm as a learner in 1905. In 1913 he was appointed to the management of 44 Walthamstow, from where in 1915 he went on National Service. On his return he was again employed in East London. During the second world war he was in charge at 18 Walthamstow, but indifferent health compelled him to relinquish the management of this shop. He assisted at Hackney until his retirement in 1946. He died on December 20th, 1961, aged 76.



Mr. H. S. Hibberd

H. S. Hibberd, a pensioner, who retired in 1960 from 158 Catford, where he was employed as a Leading Poulterer. He was originally engaged as a Warehouseman in 1920. He died on January 8th, 1962.

Mrs. F. Oakes, who joined the staff of the Factory in October, 1951. Here she was employed as a cloakroom attendant until her retirement in 1959. She died on November 22nd, 1961.

J. Teasdale, Head Butcher of Oxhey, who was killed in a road accident on January 4th, 1962. He joined the firm in 1950 as a Senior Trainee Butcher at High Barnet. He worked subsequently at Ballards Lane and St. Albans, and then in 1959 he was appointed Head Butcher at our self-service store at Oxhey.

Mrs. A. Vetta, who died following a brief illness on November 13th, 1961. She was employed as a Saleswoman at 147 Balham, where she had been engaged in February of that year.



Mrs. F. Oakes



Mr. J. Teasdale



Mrs. A. Vetta

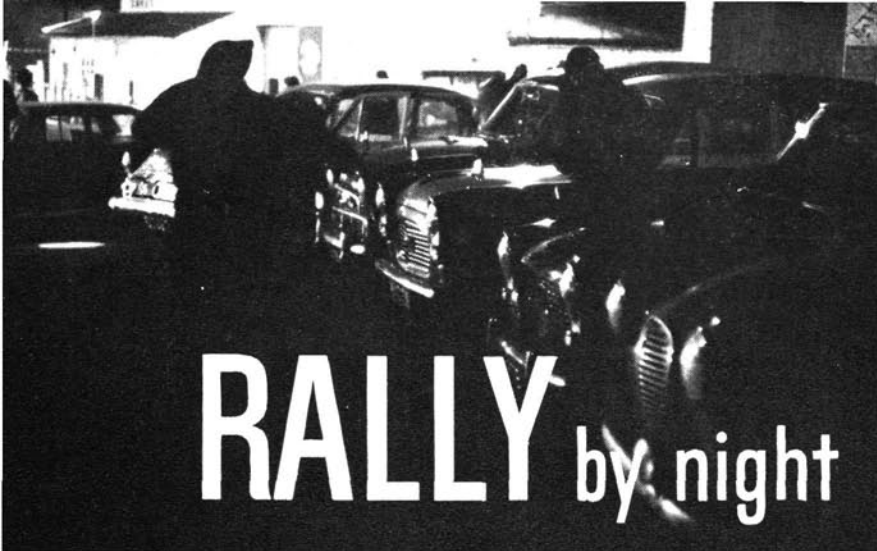


maintenance

SECTION

held their children's Christmas party on Saturday January 6th in the hall of Christchurch, Blackfriars Road. There was masses to eat, lots to drink, shoals of balloons, tons of crackers and a smashing time for all comers.





RALLY by night



Fog was a greater problem than any Mr. Tink had devised for the Motor Cycle and Car Club Night Rally on 25th November. The start was at 10 p.m. at Jack's Hill Café on the A1. Checkpoints on the first section were – a secret, "Three Horseshoes" and the new J.S. branch at Welwyn Garden City. Fashions by Mr. O'Brien, Sgt. H. Green, Mr. Curtis and Santa Claus Tink.

