

JS JOURNAL

April 1979

Gold-mine

THE HOME OF BRITISH SALT struck gold on April 3 with the opening of a glittering JS supermarket in Northwich, Cheshire, a new trading area for the company.

Since Roman times Northwich has been the centre of Britain's salt-mining industry (see February issue); but the scenes at the new store on opening morning were more like the American gold-rush! Despite a dense blanket of freezing fog, which delayed the arrival of chairman

John Sainsbury, over 400 people gathered outside the store waiting for the doors to open. When they did, at 9.30am sharp aided by store manager Earle Wightman and marketing director Peter Davis, a river of prospective customers flooded in.

The well laid out 1316 square metre (14,165 square foot) sales area was filled with JS style 'nuggets' that included all the traditional supermarket lines, fresh produce, home freezer foods and an in-store bakery, selling the first hot-cross

buns of the season.

One of the first customers through the doors was Mrs Eileen Wightman, manager Earle's mother, who lives in Delemere, a village a few miles outside Northwich. 'I'm so proud of him' says Eileen of her son. 'When I knew Sainsbury's were opening in the town I used to say "that's my son's new shop". It started as a joke, now I can hardly believe it's real.'

Earle is delighted to be closer to home—he is a Liverpool lad—and he has bought a house in the area. This will be the sixth move for Earle, his wife Ann and their two children, Allison aged seven and Sean aged nine. Earle, who is 36, has been with JS for 14 years and before moving to Northwich he was deputy manager at Doncaster branch. He met Ann while he was at Coventry



Three bubbly supermarket assistants at Northwich the night before it opened. Left to right: Sylvia Jones, Jane Percival and Alma Taylor.



'Blanket coverage' on opening morning!

where she was deputy chief cashier.

'Northwich is a smashing shop' said Earle. 'I've been involved in a number of openings but this has been the smoothest. I couldn't have asked for a better staff—they've been great. The fact that the opening has been so successful is all down to them really.'

One man who was immediately on first name terms with most of the customers, was produce manager Frank Blain. Frank used to own a general and greengrocers store just across the road, called J Blain & Son. 'I'm the son' said Frank. 'The business had been in the family since 1894 but the shop is to be

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Happy Hayes is here again

A cooks' tour of a brand new branch starts on page two



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Closing down

EASTER SATURDAY was the last day's trading for Whetstone branch. On April 14 the old store closed, the final step in a phasing out programme that has been going on for some time.

After careful consideration JS was reluctantly forced to accept the conclusion that to keep it operating in the same form would have been increasingly uneconomical, particularly as there was no room for extension of the premises.

It had been hoped that Whetstone could have remained open until the new supermarket in New Barnet was complete but numerous delays made this impossible. New Barnet branch, just three miles away, is scheduled to open towards the end of next year.

The big freeze!

THE LARGEST JS FREEZER CENTRE opened at 113/117 Streatham Hill on April 10. This independent centre has a sales area of 2,475 square feet (approximately 230 square metres) and is opposite the self-service store. The manager is Jim Lowe, previously manager at Petts Wood Freezer Centre.

A full report on the opening will be included in the May Journal.

Diners club

THE TENTH ANNIVERSARY of the JS 25 Club annual dinner is to be celebrated on October 8, 1979. For the past nine years these dinners have been held in honour of staff who have completed 25 or more years' service, and last year 660 people enjoyed a lovely meal at the Royal Lancaster Hotel.

The 1979 venue will be the same and invitations will be sent during August.

Expansion Leeds on

THE NORTHERN EXPANSION gained new impetus last month with the announcement that Leeds City Council had accepted JS's tender for a development on an eleven acre site in North Leeds, in the face of stiff competition from Tesco.

The development will include a supermarket with a sales area of 21,000 square feet, a large do-it-yourself outlet and nine other smaller shops. Other features of the development are a library and pub.

The store will be the company's third in Yorkshire, and the furthest North so far planned. Detail design work is currently under way, and subject to planning permission it is hoped that the store will open at the end of 1980 or early 1981.

Substantial progress has also been made on other sites in the North and North West. At Prenton, near Birkenhead, planning permission has

been granted for a store with a sales area of 14,000 square feet, petrol station and surface car park. Opening is planned for 1980/81. An application for planning permission has been made for a 17,200 square feet store at Crosby on Merseyside, where opening is scheduled for 1981.

At Preston, Lancashire, town planning consent has been given for a 17,700 square foot supermarket, and similar consent has been granted for a 13,000 square foot store at Prestwich in Cheshire. Macclesfield should be getting a JS store in 1980, and Stafford by the end of 1979. Both shops will have a sales area around the 13,500 square foot mark, and have surface car parks for approximately 150 cars.

Back in Yorkshire, Huddersfield will soon have a JS store with a sales area of 17,300 square feet. Adjacent to the town centre, and with a multi-storey car park, it is hoped it will open in 1981.



Lull before the storm for manager Martin Miles and Carol Jarrett.

Happy Hayes ahead

SMOOTH AND CALM were the words used by all concerned to describe the successful opening of the new Hayes, Middlesex, branch on April 3. As manager Martin Miles officially opened the doors of 1 Pump Lane, and director Joe Barnes greeted a surge of customers all the well set plans were put into motion and the result was a happy day for customers and staff alike.

There is no question mark over this branch's future popularity. Four miles from Hayes End freezer centre and five from the Uxbridge branch that JS supporters at Hayes previously had to travel to, the new branch sells a wide range of goods in its sales area of 14,300 square feet (approximately 1,330 square metres). Sainsbury's has been absent from Hayes for only eight years and

most local customers still remember the old counter service branch with affection. Greeted as an old friend the average customer reaction was an indignant 'about time too... why has it taken so long to give us the store we deserve!'

With a good established clientele and 'lovely bright looking, mainly young, staff' Martin says that the first day of this welcome return could not have been better. He has however fully appreciated the pre-opening assistance of other managers (and the loan of their staff!) and the display teams' efforts.

Previously manager at Greenford for three and a half years, and before that deputy at Watford, Martin describes his new charge as a 'JS bread and butter shop'—one that has a high turnover (he hopes!) and is busy without taking up

extensive premises.

Hayes has been an interesting and unusual project for all the works teams and architects. Often we forget the 'behind the scenes' work that makes each store a success. As clerk of works, Philip Glaysheer remembers it was all of 81 weeks before the opening day when his responsibility began, although continuing work on other branches where there were fitting out operations or alterations in progress. Hayes was designed as a development which includes the new civic centre. After working on this scheme, in conjunction with the council, JS now has roof top parking for over one hundred cars and the plush civic hall, committee rooms and sports area adjacent to it.

No comparison

Situated at a principal junction in the town centre this new JS store sports 15 twin bay checkouts and was found to be particularly popular with folk who have found other local stores cramped and badly stocked. Many of the locally recruited new staff readily agreed that there is no competition to speak of in the area and they share customers' relief in knowing JS is back.

Supermarket assistant Carol Jarrett, new to the company, was posted on the cigarettes kiosk on opening day. 'I have always liked JS stores and now I am working in this branch I have a new critical eye for others in the area. There is no comparison! To the more experienced eyes of George Milne, reception manager, who has spent 44 years at JS, Hayes looks just as good.

The evening of April 2 had seen 20 evening staff plus the management teams in steady preparation and by 5.20am on opening day the first member of staff had already arrived to plan his day. That early bird was meat manager David Gravell who has moved to the new branch from Uxbridge. The area meat specialist Gerald Smith agrees with David that Hayes is an excellent store and that 'one big advantage is having all the store, prep rooms too, on one level.'

Among the opening day staff present at Hayes was a strong Celtic influence! Six people were from Cwmbran branch—three only on relief but the others are full time newcomers to Middlesex. Bob Lewis, previously reception manager at Cwmbran, is grocery manager and says that he likes the store and its layout very much. Hugh Jenkins is deputy manager at Hayes. Previously a grocery manager he spent some nine months training at Ruislip when he first joined the company, two years at Cwmbran and a few months at Uxbridge. He feels strongly that 'the initial training period away from Wales helped me establish friends in the area and so make my latest move fairly easily.'

Friendly team

Last but certainly not least of the Welsh invaders is pretty chief display assistant Janie Leahy who left her home in Cwmbran just a few weeks before opening day at Hayes. Living in the new town centre at Cwmbran Janie really has not found much that is different and had found the store quite easy to adapt to, and the staff a friendly team.

The majority of staff started work at the Hayes store three weeks before the opening date. 'Some problems we found during local recruitment' BPO Barbara Clark believes 'Were probably that they didn't want to have to travel even the short distance to be trained, but now we have a good bright staff who have turned themselves out very well with no chasing up from me!' There are 33 full time staff out of a total of 180, and nine of the former group are aged between just 16 and 18 years.

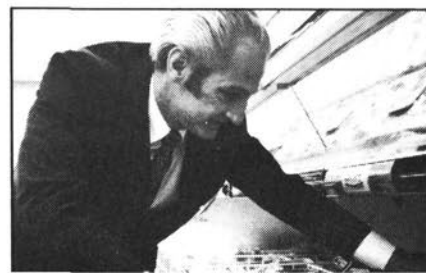
By midday the stream of customers had not subsided and they were still sounding their approval while upstairs in the canteen lunch was being organised by housekeeper Iris Smith and her team.

Boosting the confidence of all involved with the Hayes opening were happy customer's comments. For older members of the community in particular they felt having one store with so much variety could only be an asset. Two ladies who had queued for the opening said: 'Hayes could do with a bit of livening up—maybe this is a sign of better things to come!'

Last minute preparations by Pearl Hall (above), Christopher Newman, who enjoys his first job (right) and the Welsh section of the management team at Hayes (below).



Above: A surge of customers enter upon the official opening of the doors, and right meat manager David Gravell makes some final adjustments to his display.





Chris's vigilance pays off.

Bank rewards Chris's clever cheque-mate

A **STOLEN CHEQUE BOOK** recently earned £50 for Christine Jackson of Holloway branch. Not because she's a criminal, but because she helped to catch the thief. A grateful Midland Bank sent Chris a cheque for £50 after her help had resulted in an arrest.

Chris, who's training to be deputy chief cashier, was summoned to a till to look at a cheque for £50 offered by a customer in part payment for a bill of £58. 'I thought the signature looked a bit suspicious' says Chris 'and so I took the cheque and card to one of the management to be signed. While I was away, the customer apparently muttered something about "only be a minute" and then disappeared with the shopping. The manager then called the CID, and I gave them a description of the thief. I'm told they made an arrest within a few days, but the first thing I knew was when the reward arrived.'

Chris's vigilance has helped her with her holiday plans for the summer, so if you want a little financial boost keep a weather eye open for cheque frauds—the banks are clearly grateful for all the help they can get!

World-wide Wandering Trolleys

THE WANDERLUST of JS trolleys has even reached the shores of frozen lamb country, as this cutting from *The Press*, a New Zealand newspaper that bears an uncanny resemblance to *The Times*, shows.

The cutting was sent in by Marie Shute, who was BPO at Worthing branch, until she left to go to New Zealand at the end of last year.

Trolley snatchers supermart worry

From KEN COATES
in London.

Missing supermarket trolleys have been found used as mail carts in offices, garden incinerators, television stands, pot plants, and even a parrot's cage.

The problem has become so bad for one giant supermarket chain in London, Sainsbury's, that it has decided to charge a \$2 deposit before a customer can take a trolley out of the store.

Sainsbury's will try this solution at their store in Croydon, Surrey, to combat the problem of lost and damaged trolleys.

The wire trolleys, which cost more than \$60 each, have been dumped in car-

parks, left in blocks of flats more than a kilometre away from the store, or abandoned in the street.

Shoppers who want to use a trolley to take goods to a car must now pay the \$2 and get a red disc in return. The money will be returned when they take back the trolley and the disc.

A spokesman for Sainsbury's said in four months last year the Croydon store had lost 61 trolleys.

"It costs us about \$40,000 a year, just in that store, in damaged and lost trolleys and in labour to go out and fetch them back," he said.

The Tesco chain has also introduced the system at some supermarkets.

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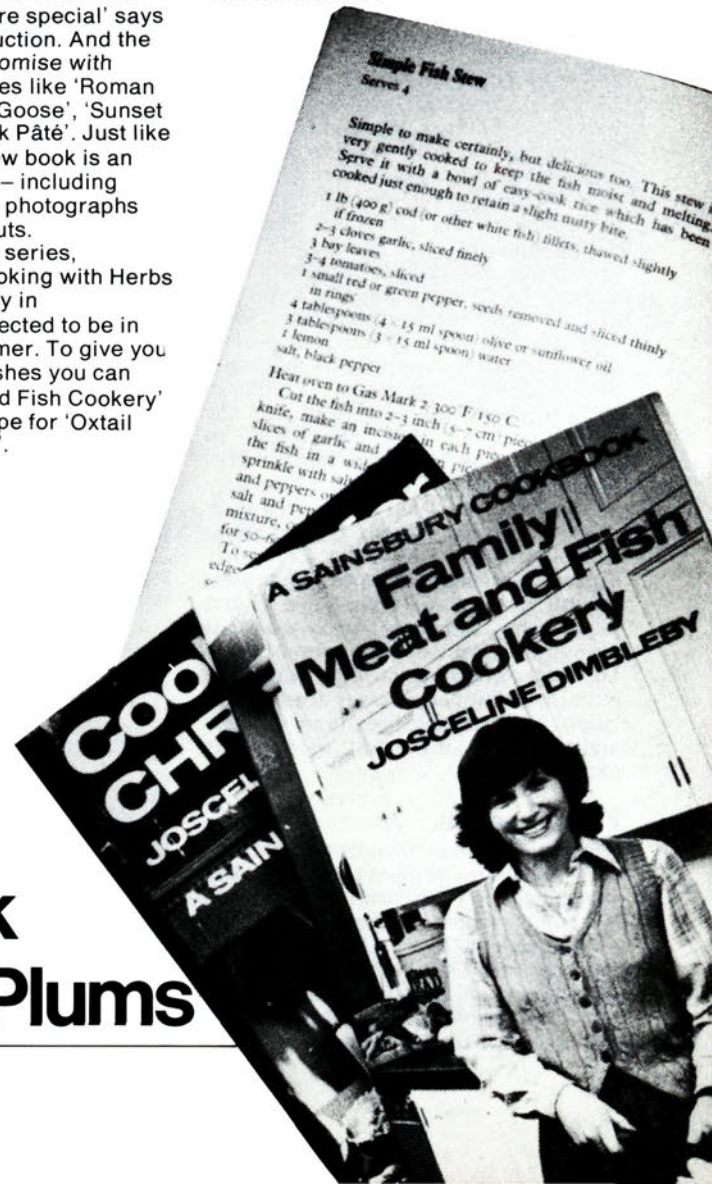
REMEMBER CHRISTMAS? Remember 'Cooking for Christmas', the first Sainsbury Cookbook (see November *Journal*)? Well now the second in the series of cookbooks written by Josceline Dimbleby has reached the shelves. Entitled 'Family Meat and Fish Cookery', and selling for only 65p, the book is packed with ideas for making less expensive meat and fish into family meals with a touch of class.

'This is not a book of recipes for the cheapest dishes possible, which would be both limited and uninspiring, but of ideas for making cheaper meat and fish into something more special' says Josceline in the introduction. And the book lives up to this promise with intriguingly titled recipes like 'Roman Cobbler', 'Poor Man's Goose', 'Sunset Pie' and 'Pocketed Pork Pâté'. Just like its predecessor, the new book is an impressive production — including mouth-watering colour photographs and a wealth of woodcuts.

The third book in the series, provisionally titled 'Cooking with Herbs and Spices', is currently in preparation and is expected to be in stores by the late summer. To give you a taste of the sort of dishes you can find in 'Family Meat and Fish Cookery' here's Josceline's recipe for 'Oxtail Casserole with Prunes'.

'I think that the rich flavour of oxtail goes best with a sweetish flavour, and prunes give the dish a dark, glossy appearance and an almost sumptuous character. However, if you object to prunes, substitute tomatoes and use ½ pint Guinness instead of the stock.'

2 lb (800 g) oxtail
2-3 onions, sliced
¾ pint (375 ml) well-seasoned beef stock
grated rind and juice of 1 orange
5-6 whole cloves
8 oz (200 g) prunes, soaked overnight and then stoned.



A Book Full of Plums



Tin Tops

SPRING-CLEANING kitchens is being made very easy this year with the help of the new co-ordinated series of tinware from JS.

In just a short time the 'Brown Bouquet' range has firmly established its popularity and is abolishing boredom from the homes of many shoppers who often like to buy just one item each week and so build up a full collection gradually.

The easy-clean classic styles of matching trays, caddy, cannister, cake tin, biscuit barrel and waste paper bin promise not to spring-clean people's pockets! Prices start at 69 pence for a small caddy so it's not going to break anyone's bank to harmonise their home.

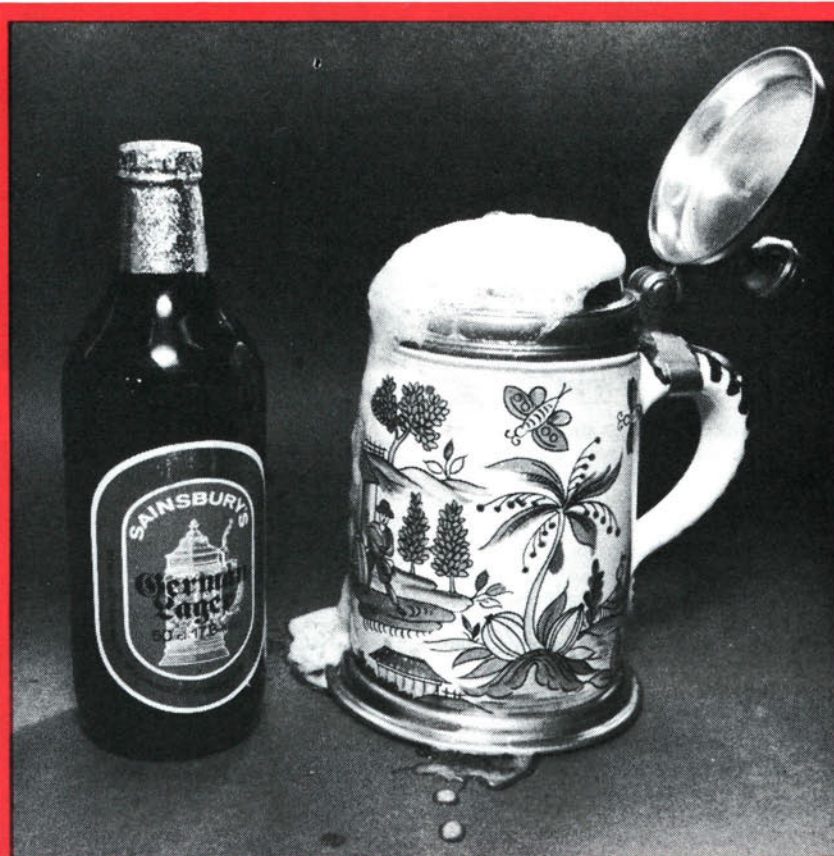
Fry the oxtail in a little fat until browned all over. Transfer to a casserole dish.

Fry the onions in the remaining fat until brown. Add them to the casserole, together with the grated orange rind and juice, cloves and stock. Cover and put in the oven at Gas Mark 8-9/450-475°F/230-240°C for 20 minutes, until bubbling. Turn the oven down to Gas Mark 1/275°F/140°C, add the prunes and continue cooking for another 2½-3½ hours or until the meat is falling from the bones.

Pour off any excess fat, check for seasoning and serve with boiled potatoes and carrots. (serves six)



The new book and the old —tasty stuff!



Wilkommen

ANOTHER FIRST FOR JS with the introduction this month of an own-label German lager. Although other imported lagers have proved a big success in the UK, this is the first time that an own-label version has been sold.

Brewed and bottled at the ultra-modern Bavaria St Pauli Brauerei in Hamburg, it's a strong and very tasty beer — brewed from an original gravity of 1052 to give five per cent alcohol by volume. That's considerably stronger than most commercial brews, so it should be treated with respect!

It's made in accordance with an ancient German purity rule — the 'Reinheitsgebot' — which has been in force since 1516 and prevents brewers using anything other than hops, barley, yeast and water as ingredients. The best way to drink it is well chilled and foaming in a 'stein', but if you can't manage that, try these tips from Stan Meekoms, JS's beer buyer. 'Pour it out the German way — not down the side of the glass, but from a height so that you get a big foaming head. Drink it soon after you buy it as it's best drunk fresh, and always remember to chill it well.'

The lager's available in all licensed branches at 40p for a half litre bottle — that's the equivalent of about 45p a pint. And if you're wondering what 'kein pfand' and 'keine rückgabe' on the bottle mean, our German expert translates them as 'no deposit, non returnable'.

Gold-mine

▷ continued from page 1

demolished as part of a big new development. When I knew Sainsbury's was to open up across the road I applied for a job. I hardly notice the difference, the work's practically the same and I know all the customers!

The opening was a big day for assistant manager Ian Macdonald. April 3 was his twentieth birthday. Northwich is his first management appointment, previously he was a management trainee at Bletchley. 'I can't see that I'll have much time to celebrate today!' said Ian with a big grin. 'I've got all that laid-on for the week-end.'

The arrival of chairman John Sainsbury made the day for 76-year-old Lottie Marrow. 'I've been waiting 50 years for Sainsbury's to come to Northwich' Lottie told the chairman. 'When the workman started to build I used to go down and tell them to buck-up and get on with it. At my age I wasn't sure how long I would last out.'

Such was the attraction of the new store the headmaster and deputy head of the local boys' grammar school paid a visit on opening day looking for truants! Fortunately he didn't find any.

As Northwich is a new trading area for JS, the day before the opening local dignitaries, including Ken and Julie Preece the Mayor and Mayoress of Northwich, were invited to a preview reception. Before being taken on a guided tour of the store, the guests were officially welcomed by director Peter Davis, who said he was particularly pleased with the company's move into Cheshire as it was his home county. Later he was presented with a Vale Royal tie by the chairman of the Vale Royal district council, councillor Nicholas Wilson, which he immediately put on instead of his own, and wore again the next day when he opened the store.

The event was a great success and all the ladies present couldn't wait to come back, as customers. They were given a taste of things to come by the girls in the canteen, who prepared a buffet meal that drew mouth-watering comments and rounded off the visit to perfection.

A shrewd shopper herself, Mayoress Julie Preece summed up most people's reactions to the new store. 'It's the biggest store in town with the largest selection—I can't see how it can fail.'



Above: The first hot-cross buns of the season sell like hot cakes!



Above: A proud Eileen Wightman with her son Earle—manager of Northwich.



Above: Produce manager Frank Blain used to own a shop across the road.



Above: A birthday opening for assistant manager Ian Macdonald. Left: Director Peter Davis ties the knot of friendship!

Lordly cup winners

CUP FEVER gripped Buntingford on Sunday, April 1, when the depot hosted the finals of this year's East Anglia Sunday Youth Cup Football competition. On the touchline was Lord Alan Sainsbury—presenting for the third year the 'Lord Sainsbury Cup' for the winners of the under-14 competition.

The event, which owes a lot to the cooperation of the SSA section at the

depot, was a great success. Spectators were treated to a sparkling display of football by the Trumpington Tornadoes from Cambridgeshire and Clacton United from Essex. After a hard match, Trumpington triumphed by four goals to two, and were presented with the cup and their cup-winners medals by Lord Sainsbury.

The Lord Sainsbury Cup.





Staff communications

A MAJOR REDRESSING programme got under way at Chingford branch last month, and was ushered in by a new kind of staff communications meeting.

The brainchild of Romford AGM Dave Smith, the meetings were designed to let all the staff know exactly what the programme involved—for their own benefit and for the benefit of customers not used to the new layout. Conducted by branch manager John O'Sullivan and

Barry Welch from branch display at Romford, the meetings were held on March 8 and were well received by the staff. 'We've tried this kind of thing once before, at Barkingside's recent redressing' said Barry. 'Normally the staff get cheesed off with all the upset and extra work, but we found that after the meetings they were cheery and enthusiastic throughout.'

John O'Sullivan also thought the

whole thing a good idea. 'I think they were pleased that someone had taken the time and trouble to tell them all about it' he said. 'After all, it's their store, and they're going to have to do a lot of work. Involving them from the beginning makes a great deal of sense.'

The redressing, which will increase the footage for grocery lines and improve the produce display should be completed by early May.

RADAR at JS thinks thin

NOW SLIM FIGURES are being found by RADAR at JS! The charity group RADAR (the Royal Association for Disability and Rehabilitation) got in touch with many large organisations including JS because it hopes to raise £50,000 through a nationwide sponsored slim of the year. RADAR's sponsors this year include TV comedians Little and Large.

RADAR slimmers were asked to start their effort anytime in March or April and continue for at least four weeks whilst asking friends to sponsor them at a chosen amount for each pound shed. The response from JS branches all over the country was magnificent. As Gillian Washington, BPO at Crawley explained: 'The enthusiasm here has been catching, and we now have 26 people all encouraging each other to slim with the help of this scheme. We had to send off to RADAR for more slimming kits.'

This free 'kit' supplied to every slimmer contains the choice of diets and an exercise chart (from the Health Education Council). 'Successful Slimming' magazine is also backing the project and many prizes for dieters are being offered.

Some newcomers to the slimming scene at Stevenage branch—with all those tempting snacks!

'A Mars bar a day to keep the fat away' has become the resolution of the more sweet toothed slimmers. Two Mars plans and one apple diet are ways of regulating weight loss suggested by RADAR. The Mars diets were tried out on JS 'guinea-pigs' in 1973 when results were found to be very pleasing. The 'guinea-pigs' were groups of women working at Blackfriars, Streatham and Basingstoke.

The Mars diet is often found to be successful because people tend to find that one chocolate bar satisfies their craving for sweet foods and, as they are 'allowed' this, they are not tempted to raid the chocolate box or biscuit tin later. Another good plan is to make the idea of losing weight pleasant, rather than a punishment. This is how staff at Derby branch are tackling the scheme. The manager is the only man there to join in but 25 ladies are working toward their new summer measurements. They all began on March 1 and BPO Peggy

Hill explains that they are finding it fairly easy to look upon the slim as fun and are happy too that they all have ample sponsorship to help RADAR in its campaign.

The 26 people concerned represent about ten per cent of the total staff number and although most of the male personnel are still gorging chocolate eclairs in the canteen it is a help that the housekeeper too is dieting!

BPO at Stevenage branch, Sylvia Dedden, says that they might experience some temptation around Eastertime especially with the smell of hot-cross buns from the in-store bakery wafting around them. 'I think our only male dieter, Peter, will be bullied into losing weight by the girls!'

Whether aiming to lose just one or several spare tyres the *Journal* hopes to be able to report in the future successful targets achieved by all.



Management on the move

ON ANY SATURDAY between the hours of 11 am and 4 pm the 160,000 people who live in and around Lewisham can be found shopping at the JS supermarket in the town's new Riverdale Centre. Well, perhaps not all 160,000 but that is what it looks and occasionally feels like to Terry Brown as manager of one of the company's busiest stores.

'There are no slack days at Lewisham' says Terry. 'At weekends the shop is so full there isn't room to fill the shelves. As for the rest of the week, Monday included, it's comfortably crowded.'

Terry has been finding out how this particular part of South-East London lives since 1976. Before that he was manager at Sutton. His career with JS began 17 years ago when he was 18. It might have begun earlier but poor eyesight let him down. A pair of spectacles and a stint at the Co-op later, Terry re-applied for a job at JS and his career has never looked back.

His first two branches were at Brighton, where he met a pretty young saleswoman called Pat, who is now his wife. His third branch was Hove where he was made up to an assistant manager.

Top of the tree

Old and new Crawley followed, along with promotion to grocery manager. More promotion, this time to deputy manager at Sutton, which he later returned to as manager. The well earned title of manager came in 1975 at Wallington.

Now at the head of one of the company's top six stores, apart from size and volume of trade one of the distinctions is that the manager reports direct to his AGM, Terry still finds his early manual training comes in useful. 'We had a bit of an emergency a while back' he says 'when we had to bone out our own bacon. There were only two of us in the shop who knew how to do it.'

Terry's day begins at the back door.



Just the job

We take our second look at what it takes to be a good supermarket manager

The average staffing level at Lewisham is around 250, of which a little under two-thirds are part-timers. The size of Terry's work-force is an indication of just how busy the store is. 'Keeping the shelves filled and the shopfloor clean is like painting the Forth bridge; as soon as you think you've finished it's time to start all over again.'

Lewisham is a rumbustious shopping centre that caters for people of widely differing backgrounds and ethnic origins,

from the middle class strongholds of Blackheath and Greenwich to the family communities of Deptford and New Cross. These differences come together (and sometimes clash) in Terry's store and he has adapted his management style to suit them all.

His day starts around 7.30 am when he checks the back door, followed by a quick tour of the main departments to highlight anything that needs immediate attention. By 8.15 he is taking a final walk around the shopfloor to make sure everything is ready to receive his first wave of customers—there is always a huddle of people waiting outside for the doors to open.

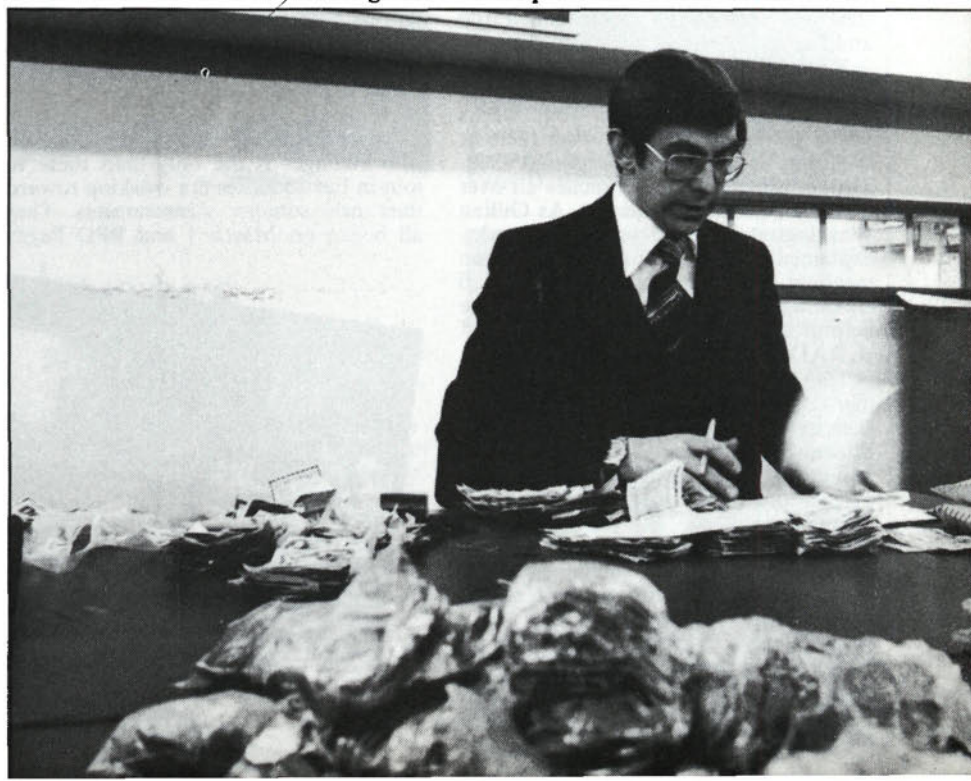
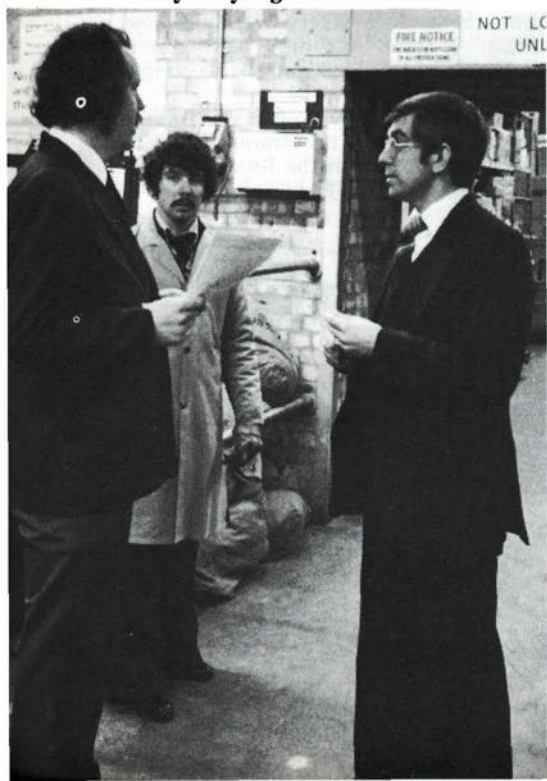
No set timetable

A detailed discussion with every member of his management team about their departments is part of his daily routine. 'I have no set timetable' he says. 'I find it is much better to pick a time that is mutually convenient, according to what is happening that day.'

His deputy is his right hand man. 'There are two managers at a store and one of them is the deputy' says Terry. 'He must be kept in the picture. It is no good being a "supermanager" if the moment you leave the store it collapses behind you. A manager knows he is doing a good job when things run just as smoothly when he is not there.'

Terry is a very approachable man and has a good working relationship with every member of his staff. Part-timers often pop in on their day off to see if he needs them that day. He believes in treating people as adults and they respect him for it. However, he does not suffer fools, incompetence or slacking, gladly. 'You soon know if you've done something wrong' says Hazel Rich his deputy chief cashier 'but once he's told you off the matter is forgotten, he doesn't hold a grudge and the staff like that.'

Above: Customers treat him as their guru! Below: A quiet moment in the cashier's office.



The shopfloor is his main domain during trading hours, talking to staff, talking to customers, and generally making sure the wheels turn smoothly. 'I try not to get involved with the day-to-day running of the different departments, I leave that to my management team' says Terry. 'I think it is more important for me to have an overall knowledge of what's going on. That way, if sickness has left a department unexpectedly short of staff I know immediately which other departments are in a position to help out.'

Terry is a perfect example of management on the move, he is never still; his customers won't allow him to be. They seek him out to answer question after question. Not complaints either, many seem to treat him as their supermarket guru!

As well as a guru Terry also has to be a weather prophet. Tucked away inside the big rambling Riverdale Centre, staff at the store have no idea of what the weather is like except when they visit the canteen.

'During the week most of my customers don't have cars so the level of trade falls slightly when the weather is bad. But the moment it stops raining they make up for lost time'. Terry has to keep a weather eye open to make sure he has enough staff on the shopfloor to cope with the rush the moment the cloudburst is over!

Home sweet home

The warm bright entrance of the store is a popular meeting place for the gangs of youngsters who roam the Centre, especially during the school holidays. It takes diplomacy, understanding and sometimes courage, to keep the way clear and presentable for his customers. 'Sweeping the floor could easily become a 25-hour-a-day job for someone!' says Terry with a resigned grin.

Home for Terry is in the quiet countryside of Tonbridge in Kent. 'It is a deliberate contrast to the busy atmosphere of my working life' he says. 'I think it is important to have a home life that enables you to completely unwind, and leave supermarketing behind you. That way you are always ready to start afresh come Monday morning.'



Ladies' night—Helen with Claire and Sarah (right).

Tending her own plot

GUY FAWKES hangs on Helen Harris's family tree. Helen's own brand of plotting however has proved to be more effective, if less explosive, than her infamous ancestor.

In just over ten years Helen has plotted out for herself a highly successful career as a home economist, and is the latest recruit to the popular JS counselling service. She takes over the Bristol/South Wales/Gloucester area from Jillian Battersby who is about to embark on a new career as a mother.

Helen and her husband Nigel have two daughters, Claire aged eight and Sarah aged six. They live in a roomy house on the rural outskirts of Bristol and the whole family enjoy being in the 'great outdoors' and taking part in traditional country pursuits.

At the age of 16 and with a clutch of O-levels to her credit, Helen (who is now 33) surprised her family and friends by deciding to eschew A-levels and university in favour of a three-year home economics course at Gloucester Technical College. Home economics was still in its infancy and making a career as a home economist was not as easy as it is today.

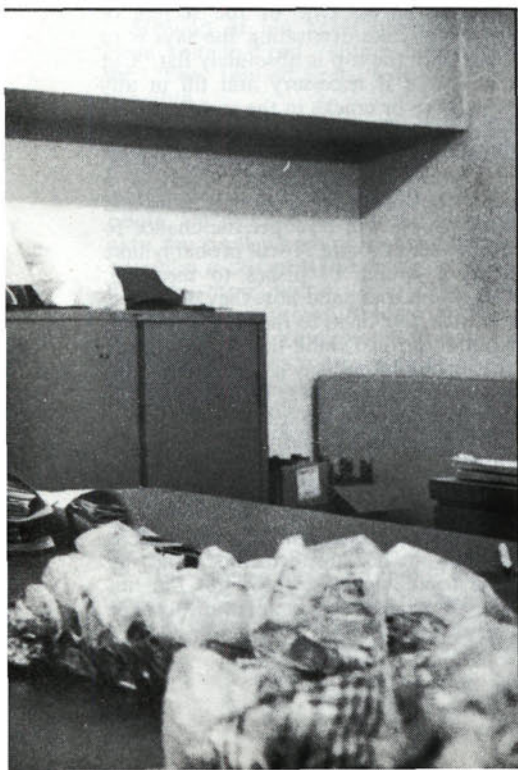
Her eight O-levels enabled her to complete the three-year course in two.

Helen's first job was with the South Western Electricity Board as a home service advisor. During her time with the board Helen took a two-year evening course that qualified her to teach O and A level students.

Marriage followed by the birth of Claire and Sarah saw Helen's teaching career marking time for a few years while she devoted herself to her family. Now her daughters are growing-up she is beginning to pick up the threads again and is able to add more and more dates to her freelance diary. As well as JS, and teaching one day a week, her other 'clients' include the Potato Marketing Board and the Meat Eating Advisory Team.

Both Helen and Nigel come from farming families and hope one day to have a few acres of their own. In the meantime they make good use of a big garden and gather a rich harvest from the countryside around their home. If you are offered a glass of elderberry wine by the Harris's you can be sure it's the real thing. 'I look after the wine—Nigel

continued overleaf ▶





Sally attains her goal

A DAY OF A LIFETIME at Buckingham Palace for Sally Cook, in-store instructor from 728 Cambridge was also an historic day for the whole nation.

▷ continued from previous page

makes the beer' says Helen. Wine it seems can be made from almost anything. 'The only disaster I've had so far is peapod—that was so awful I couldn't even use it for cooking!'

Dandelion is a firm favourite, the dandelions being picked 'at noon on St George's day' explains Helen 'when they are, according to folklore, supposed to be at their best.' Helen has more than a passing interest in old customs and family traditions.

Helen's maiden name was Fawkes and she is a descendant of the great Guy. While holidaying in Yorkshire she de-

That morning of March 29 a defeated Jim Callaghan went to visit the Queen to set a General Election date, and in the afternoon Sally arrived in a very different mood to receive her well-deserved gold award from the Duke of Edinburgh!

Sally began her career at JS as a cashier three years ago at the age of 16 and had already begun to participate in the Duke of Edinburgh's Award Schemes. The gold award was really the culmination of five years' hard work as she completed her activities at the end of last year. She gained the bronze award in 1974 and the silver in 1975 and was presented those at local 'get-togethers'—but the visit Buckingham Palace was quite something else! Sally started to get nervous four days before, but on the day was not too excited to appreciate both the ceremony and her surroundings. Even being caught in the rain on their way in did not dampen the enthusiasm of the group of seven gold medallists who travelled down together from Sally's village, Burwell.

Each award winner was allowed to be accompanied by one proud parent and was first shown into the state dining room. Then when Prince Philip entered they all lined up in their groups to be congratulated. He asked them about their achievements during their participation in the scheme and had a few words for

One person who would agree with Sally that collecting the awards from the Duke of Edinburgh is an exciting occasion is May Barkham from the stock department at Streatham. May felt honoured to be asked to attend in her capacity as a St John's Ambulance nursing sergeant, by coincidence on the same day that Sally was invited to visit Buckingham Palace.

May has belonged to the St John's Ambulance brigade for 23 years and on this special occasion attended along

everyone. Sally's impression of the Duke of Edinburgh was that he was very pleasant 'but not as tall as you would expect!' The awards and certificates were handed to each person by a marshal.

The activities Sally completed specifically for the gold award included 60 hours voluntary service, learning to drive, passing her test and mastering a basic knowledge of car maintenance, and helping to run two residential courses at West Mersea for foreign children and students. As Sally loves meeting people both at work and during her leisure time, she really enjoyed helping them to learn English—and even experiencing life under canvas.

Practice what she preaches

She also completed a project on living on your own, handling money wisely and home-making and says that she does manage to practice what she preaches quite well as far as her salary goes.

But what of the future now Sally has attained the highest honour under the Duke of Edinburgh's Award Schemes and experienced such an important day of her life? She is so involved still with the group in her village that she automatically answers 'I am now going to help the younger ones in our village award centre attain their goals too.'

with her divisional officer and a few others chosen from the London area.

The excitement was such that they had three casualties, 'one of the girls fainted right at the feet of Prince Philip' May says 'but he was very kind and sent her award and a personal message to wish her a speedy recovery. I thoroughly enjoyed being at the event and was so impressed by the way he spoke with the young people. It was a very happy occasion—you could hear their laughter all the time!'

cided to visit Farnley Hall, the one-time home of Mr Guy. 'I knocked' says Helen 'and as we were not expected I was a bit nervous until a man opened the door and I recognised the Fawkes nose, and said: "Hallo, I'm a Fawkes too". He invited us in and we had a wonderful time talking about different members of the family.'

Helen has made a detailed study of her family tree and the only missing link is in 1720 where she has drawn a blank. 'In the 1700's she explains; 'The family grew so large it was scattered all over the world. I have managed to trace most of them but this one strand of the line has eluded me so far—but I'm working on it.'

Among other things Helen is currently working on getting as much sunshine as she can, playing as much sport as she can, and producing a steady stream of magnificently iced cakes. She took a course in cake decorating and her skills are in constant demand for special occasion cakes. One of the secrets of successful cake decorating she says is to make sure the top is absolutely flat. 'Cut the top of if necessary and fill in any little holes or cracks in the surface of the cake with marzipan to give you a smooth finish to ice and keep the shape of the cake.'

It goes without saying Helen is a super-cook. As a JS counsellor more and more people will now get the chance to sample her cooking. 'I will probably take along a couple of dishes to meetings. Talk about them and how they are made, and then give them to the club or organisation to raffle. I think this is much better than trying to cut, say a cheesecake, into twenty or thirty slices, it also gives the club the chance to make a little money.'

Helen's wide, friendly smile and positive approach to the world, look like making her a firm favourite with the JS counselling circuit in her area. Not that she is resting on her laurels, already she is plotting out her life to include 'studying for a food science degree—but I'm not sure yet, there is so much I want to have a go at.'

Helen with a portrait of great-grandma Fawkes, mother of 22 children!



Familiar faces

SHOPPERS AT UXBRIDGE BRANCH could be forgiven for getting a little confused if they keep seeing the same girl popping up all over the shop. For in fact it's not one girl, but five. The Sleep sisters, two pairs of twins and their elder sister, must set some kind of record as far as JS staff are concerned—as well as putting a new perspective on teamwork!

First to join the company was Linda, 17, back in October 1977, and she'll soon be splitting up the family when she goes off to join the new Hayes store as chief cashier. The other four will stay at Uxbridge, and wait for ten year old Susan to come of age and join the team. Left to right in our picture—Wendy, Debbie and Linda, and Julie and Sally—the 'Famous Five'!



Can't see the branch for the tease!

PONDERING how to put Woking area office on the *JS Journal* map, administration manager Derek Appleford began playing around with the names of all the branches in the area and came up with the following short story.

'I did a similar thing some time ago with the names of branch managers' says Derek. 'I got the idea of using all the branches as I was driving along one day and thinking it was about time Woking area office got a mention in the *Journal*.'

THIS IS A TALE of the Rev F Arnham, known to his friends as Fred, who was until recently the vicar of Christ church in the London Borough of Chelsea.

Fred was about to take up a new post, but before doing so decided to have a long week end at the seaside, after visiting the Farnborough air show.

Arriving at his hotel the reception clerk said to Fred, 'single bed minister,' 'Yes' replied Fred 'with a bath if possible.'

Fred changed into casual wear and decided on a swim first, before his evening meal. As the weather was a bit overcast he went into the indoor pool. He relaxed for a short time beside the pool watching some children enjoying a box of Newbury fruits given them by their mother, who Fred later found out was named Shirley, and was the wife of W O King, who had recently won the services men's singles championship at Wimbledon.

After an excellent meal Fred went to the lounge to read his current book. Whilst he was reading it, all about a wrestler Nick named Leather Head:—sometimes billed as the Maldenhead Mauler, he was distracted by a little old man entering the lounge, with the largest wart on his nose that Fred had seen. As the man walked through the lounge some youths began to taunt on

at him. Reading for a while, Fred felt tired and decided that an early night was called for, so downing his Bristol cream sherry, he went to bed.

After a late breakfast, Fred thought a walk into town would be nice. Seeking directions from the receptionist he was told to go down Lords Hill, at a sign reading no exit or he was to turn right, leading into the High Street.

In the High Street he nearly collided with a young man coming out from an ironmongers, obviously in for a busy weekend as he was carrying felt, hammer and nails. Apologies were made and Fred carried on, passing over a bridge, water running silently below.

As he walked on he passed a bus stop and heard one little lad ask another 'how much is the fare hamish?' by their scarves Fred observed that they were going to see the local side play Fulham that afternoon.

Finding what looked to be a clean café, Fred ordered peas, chipp en ham, on the table behind Fred two men were hopefully boasting how they would be rich monday, having placed a bet that would win tons. Arrangements were made by them to meet in the Three Kings tonight. On another table two boys were fighting over some bread pudding. One lad was asking 'let's ave a bitt Erne' and Erne wasn't willing. One of the café staff, a tall

heavy looking coloured man, told them to get out or 'the bos combe and kick ya out.'

Paying his bill, Fred could hear in the distance the sounds of a fair. Cycling towards the fair were a boy and a girl, he was saying how he thought the world of her, when she suddenly shouted 'mind the camber ley in the road'.

At the fair, Fred being a pretty good shot had a go at the rifle range, which was using Winchester repeating rifles. Fred won an enormous cuddly doll which he immediately gave to a little girl. 'You give it brack Nellie', her mother shouted, but Fred insisted she keep it. Walking around the fair Fred read an advert stating that the group 'Queens and Kings' wood be appearing at the Newmal Den night club that night, along with a band, about whom Fred overheard somebody say 'that band sure can swin don'.

The next day after breakfast and booking out of the hotel, Fred made his way to the station walking via the quay and port. Rounding a corner he saw the port's mouth and passing two labouring men, he heard one say 'yus I'm on sick pay, I've put ney out, I'll be out for weeks, my mate Surbi Tonowski, you know the Polish bloke, tripped me up.'

Fred looked into a fishing tackle shop, owned by Ted Dington, and brought back memories of his youth and the many hours he spent fishing on the river Basing Stoke, with a stick, string and a bent pin as a hook.

Booking a single fare to Guildford, where he was taking up new duties, Fred completed his short holiday, not realising he had visited every JS store in the Woking area!

TWENTY-FIVE YEARS AGO hard toilet paper hung in every WC in the land, but an upstart from the USA had arrived on the lavatory scene. Soft toilet tissue had crossed the ocean, and quickly began to make inroads in the market. This year, British housewives will spend somewhere in the region of £170 million pounds on soft lavatory paper, and a third of the total tonnage of tissue products will be sold under the various own-labels. JS has an important share of this market, so we visited JS's main supplier, Kimberly-Clark Limited, at their mill at Larkfield near Maidstone.

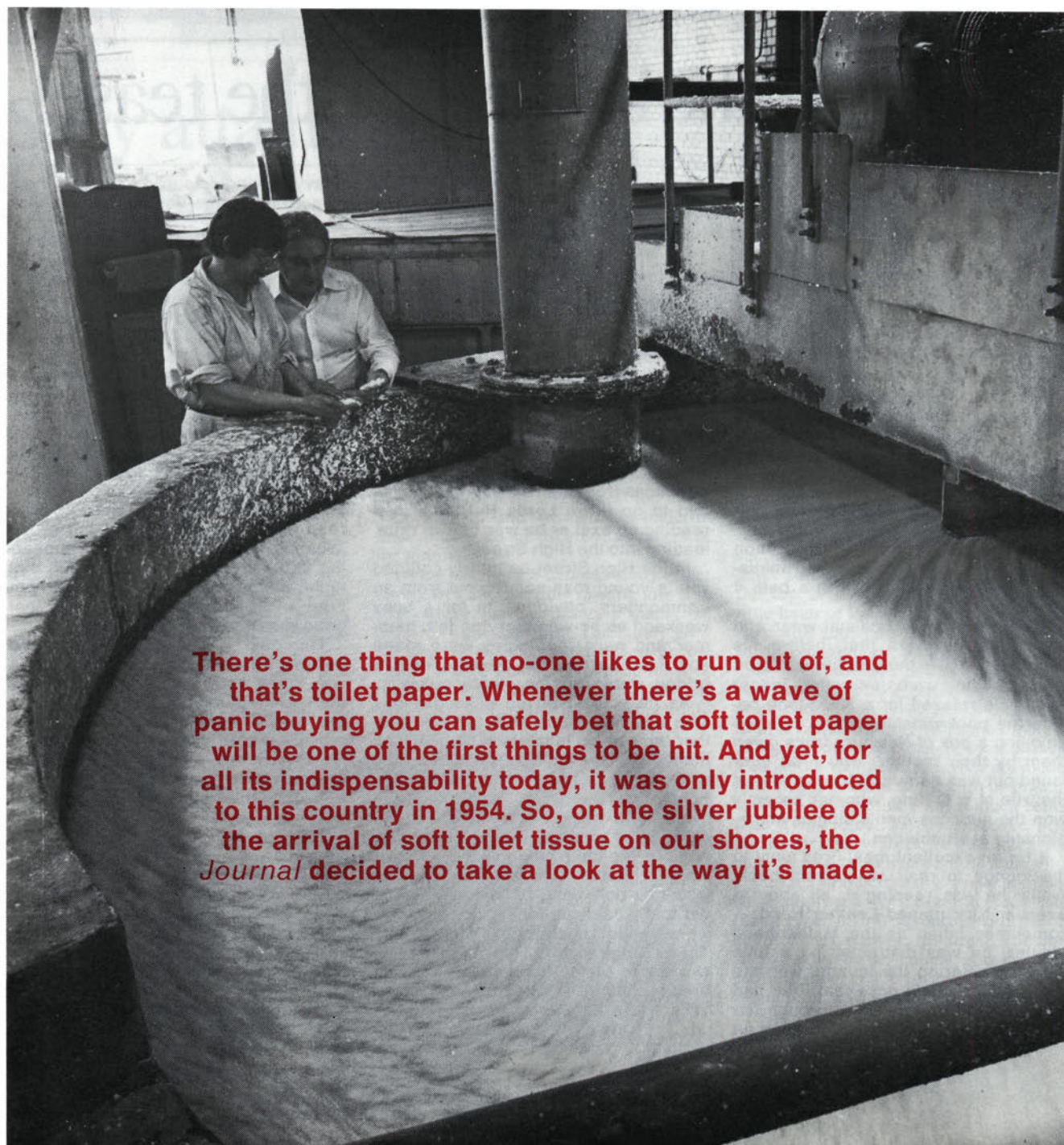
The story of soft tissue begins during the First World War, when scientists at KC's parent company in the States discovered how to make a kind of fluff by processing wood pulp. This 'cellulose wadding' was first used as an absorbent in field dressings for the troops in France, and shortly after the war was developed into a sanitary towel called 'Kotex'.

In 1924 they discovered how to turn this wadding into a sheet of tissue, and the brand name 'Kleenex' was born. At first the tissues were sold as wipes for removing make-up, but it was quickly realised that most people were using

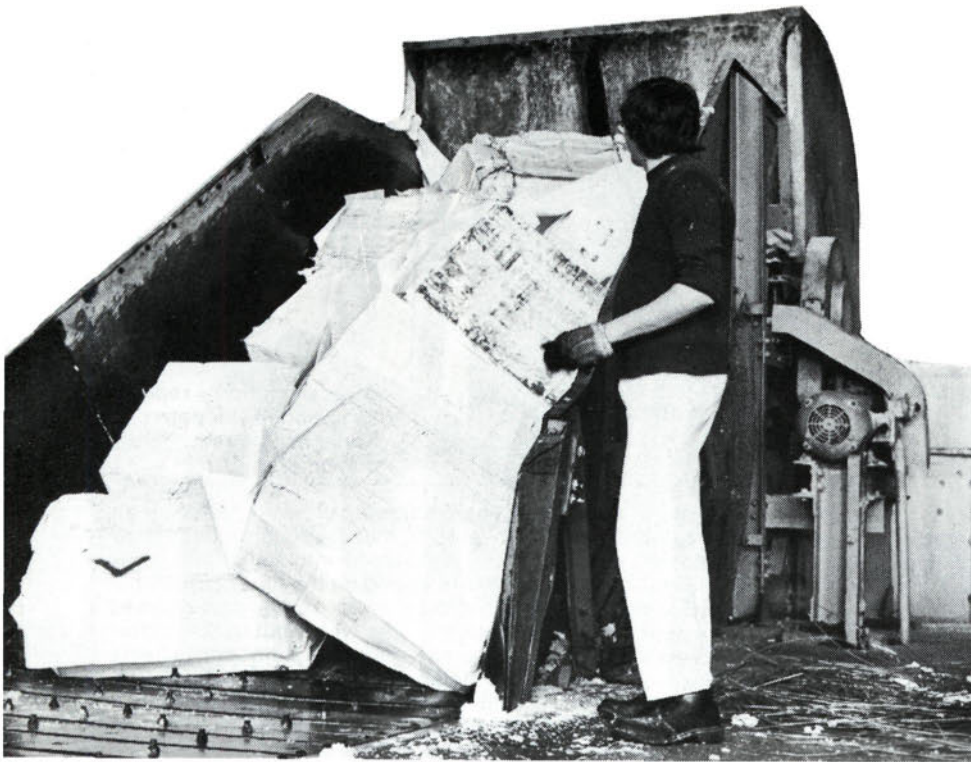
them as disposable handkerchiefs. That was when the market really took off. By the end of the 1920's soft toilet tissue had been introduced to the States, but it was a fair while before it arrived here.

In Britain, 'Kotex' was introduced in 1924 and tissues were being shipped in from Canada just before the Second World War—100 tissues for 6d! However, the war and the subsequent paper rationing caused a set back, and it wasn't until 1951 that the decision was made to manufacture tissue products in this country. The first mill went into production in 1954 at Albert E

SOFT SELL



There's one thing that no-one likes to run out of, and that's toilet paper. Whenever there's a wave of panic buying you can safely bet that soft toilet paper will be one of the first things to be hit. And yet, for all its indispensability today, it was only introduced to this country in 1954. So, on the silver jubilee of the arrival of soft toilet tissue on our shores, the *Journal* decided to take a look at the way it's made.



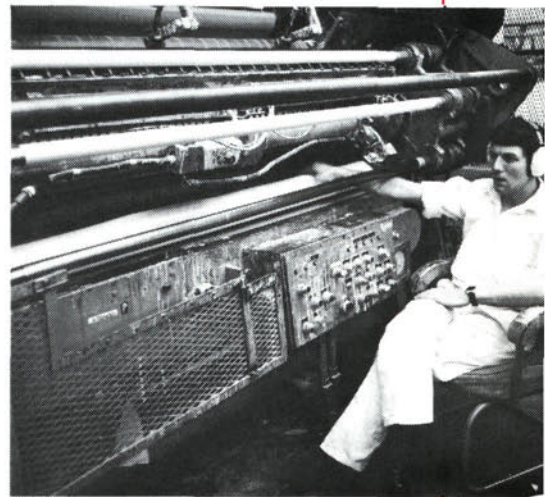
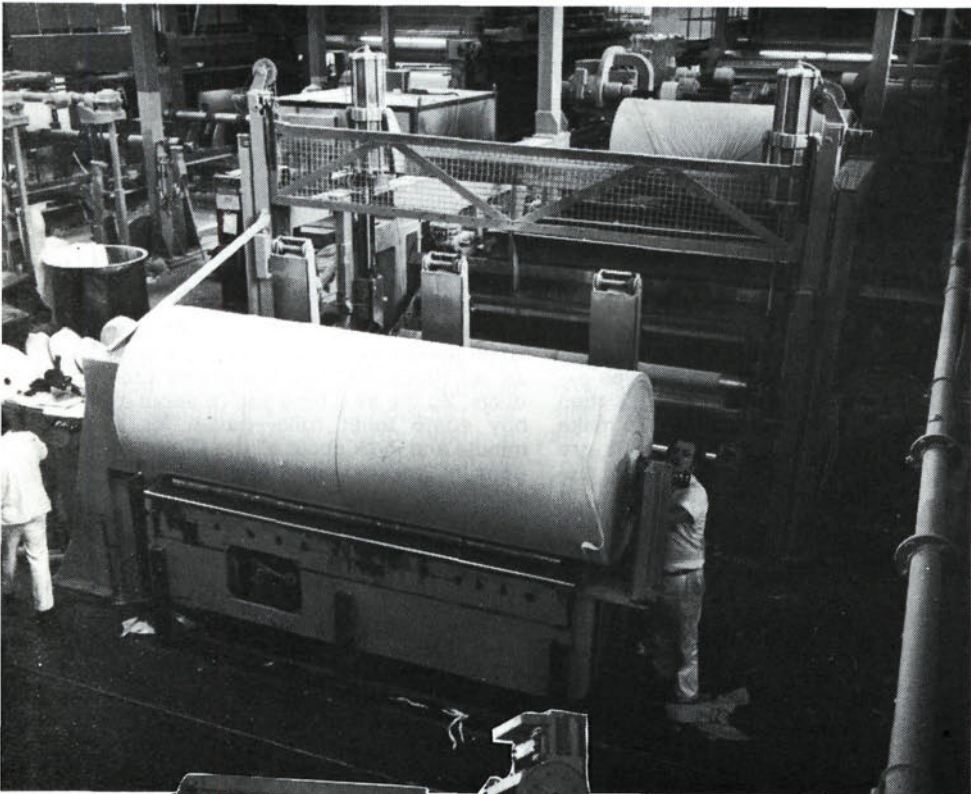
Left: Dry pulp on its way into the hydropulper.

Reed's (now Reed International) paper making complex at Larkfield, under license from the Kimberly-Clark Corporation in the States. Kimberly-Clark Limited was formed under the joint parentage of Reeds and KC in the USA, and since then has gone from strength to strength as the market has grown.

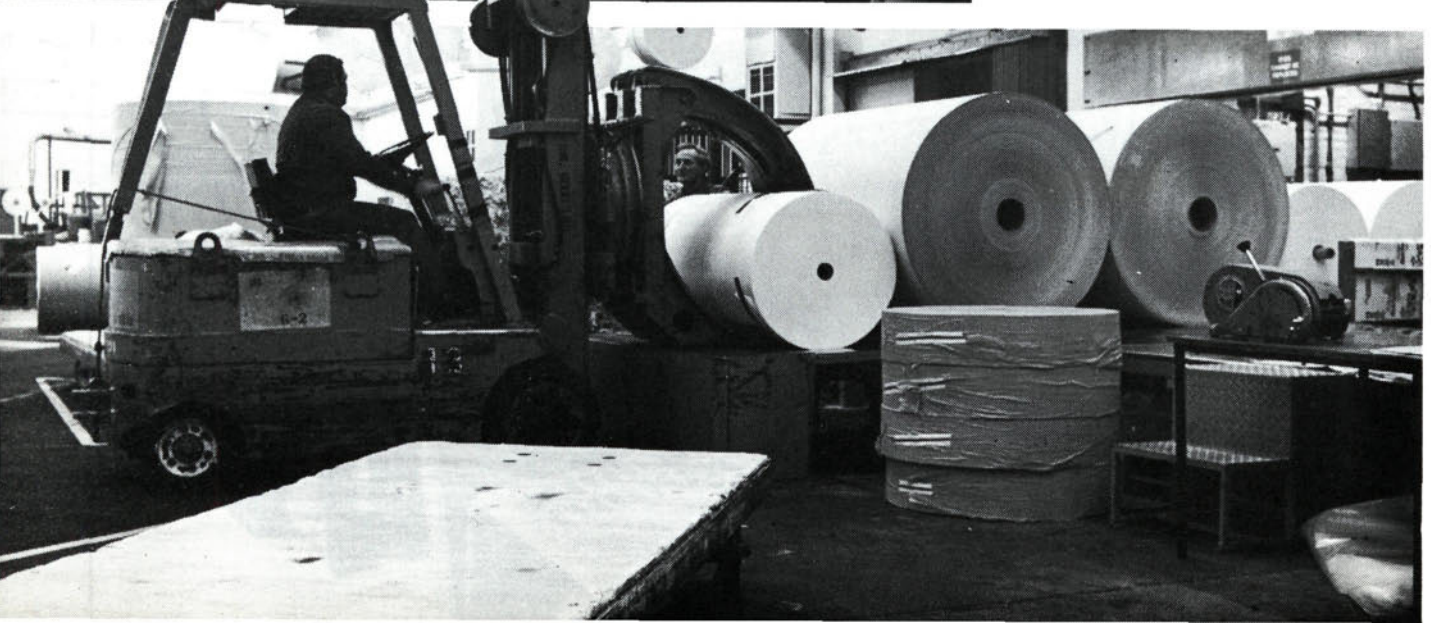
The Larkfield complex is reputedly the biggest paper making site in Europe, if not the world, and KC have three 'wadding machines' there, capable of turning out in excess of 1000 tons of tissue each week. The basis for the whole operation is wood pulp, made by mechanically and chemically processing trees to produce a fibrous pulp.

Three types of wood are used—pine, spruce and eucalyptus. Made into pulp at source, it's shipped to Larkfield (on the river Medway), and then fed into the 'wadding machines'. These take

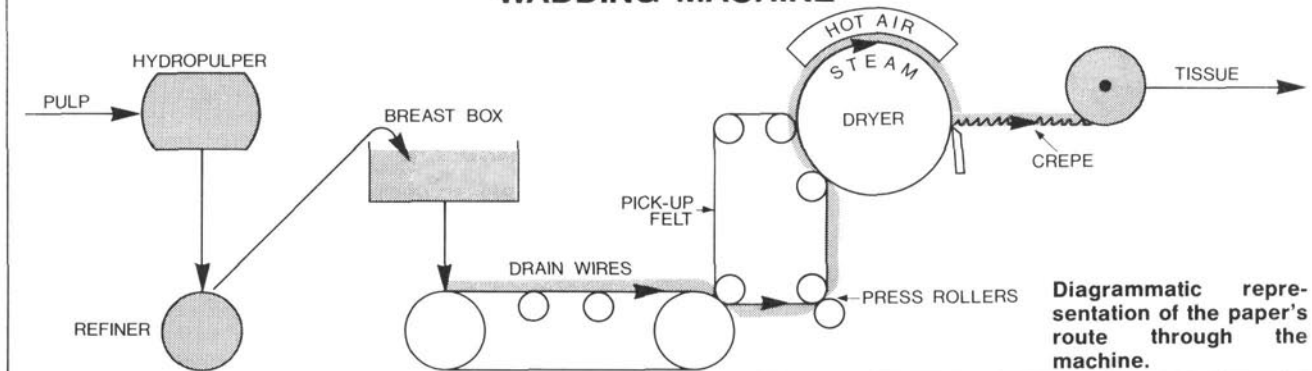
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Far left: the pulp and water 'stock' is mixed in large tanks. Left: Enormous rolls of tissue come off the wadding machine. Below: The rolls are moved to the 'dry' end of the factory and, (above) wound onto 'logs'—very wide toilet rolls.



WADDING MACHINE



SOFT SELL

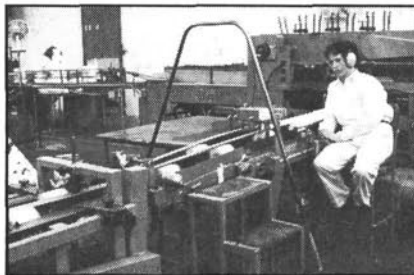
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the dry pulp, mix it with water and then convert it to paper. The characteristics of the paper are determined by the mixture of pulps used, and the precise consistency of the mix that the machine makes. For example, a coloured tissue would be made from a mixture of bleached and unbleached pulps, whereas white would be made entirely from bleached pulp.

As the pulp is fed into the machine it is broken up and mixed with water—three tons of pulp absorbing 1200 gallons of water, and requiring another 1200 gallons to make it handleable. A small amount of talcum powder is also added as this improves the softness of the finished paper. The resulting 'porridge' is mixed in an enormous tank by paddles that spin at 5,000 revs per minute, and in this tank dyes are added to give the paper its colour. These are natural vegetable dyes, and totally biodegradable.

This 'stock'—99 per cent water, one per cent pulp—is sprayed onto a fast-moving wire mesh belt. This leaves a thin layer of pulp on the wire while most of the water drains away. The layer is then transferred onto a felt belt, which passes between a set of

press rollers that remove more water, and then moves on to a heated drying cylinder. The hollow cylinder, which has high pressure steam inside, acts like an iron, leaving a thin sheet of finished tissue, now containing only five per cent water. One revolution of this drum is enough to dry the tissue, which is moving at speeds up to 3,500 feet per minute!



Rolls shoot along to be packed.

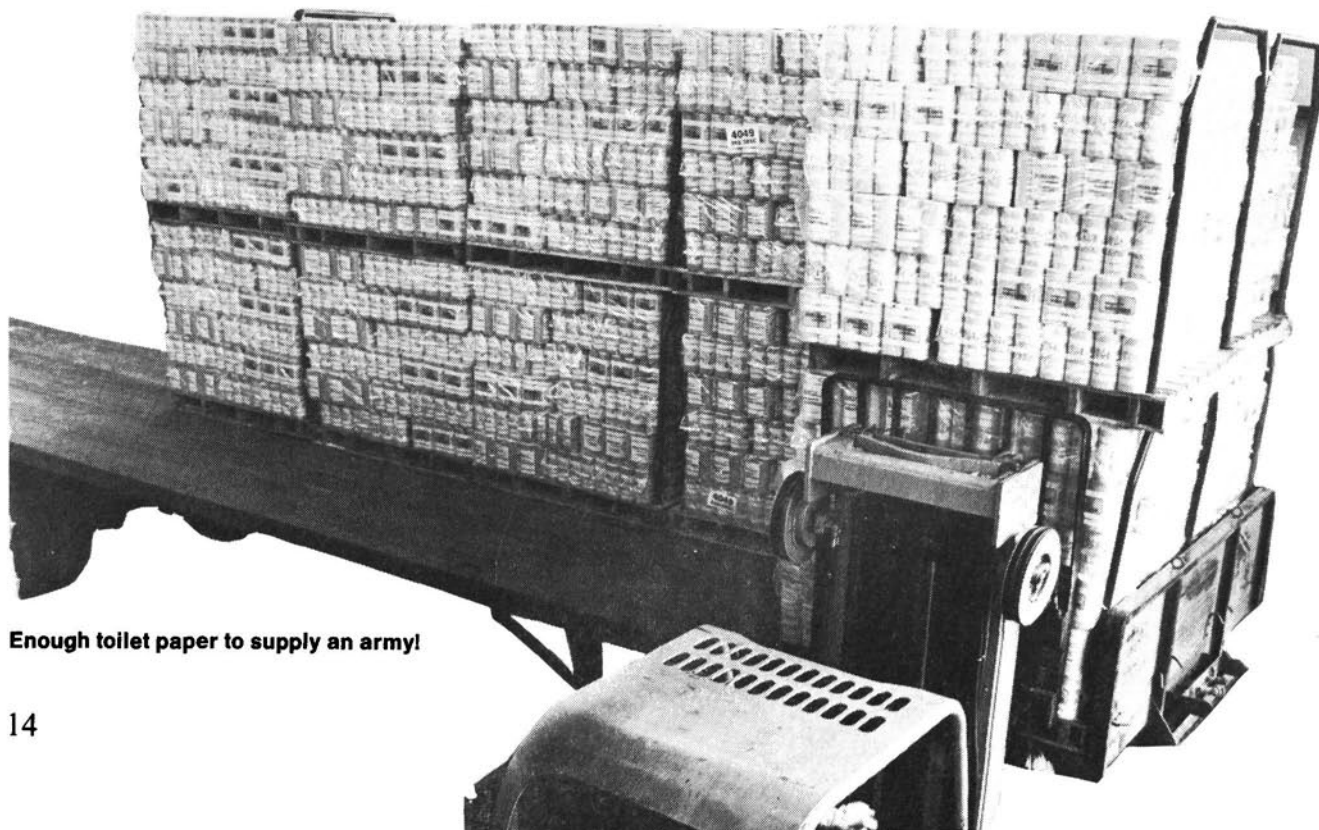
At this stage the tissue is effectively stuck to the drum, and it has to be lifted off by the 'doctor blade'. The process gives the tissue its crepe—which makes it stretchy, and gives extra absorbency and softness. It's then wound into an enormous reel. To make two-ply tissue, two of these reels are wound together, the tissue layers being pressed together by rollers to make sure the finished paper is not too thick. If it were, it would make packaging very difficult!

The giant reels of two-ply tissue then move on to the 'dry' end of the factory to be processed into toilet rolls. The paper is wound off the parent reel (now cut into shorter rolls) and passed through rollers which put in the perforations and count the number of sheets per finished roll—usually about 240. This wide toilet roll is wound onto a cardboard core, or 'log' which is then cut up into finished rolls. These are then packaged and despatched to the shops.

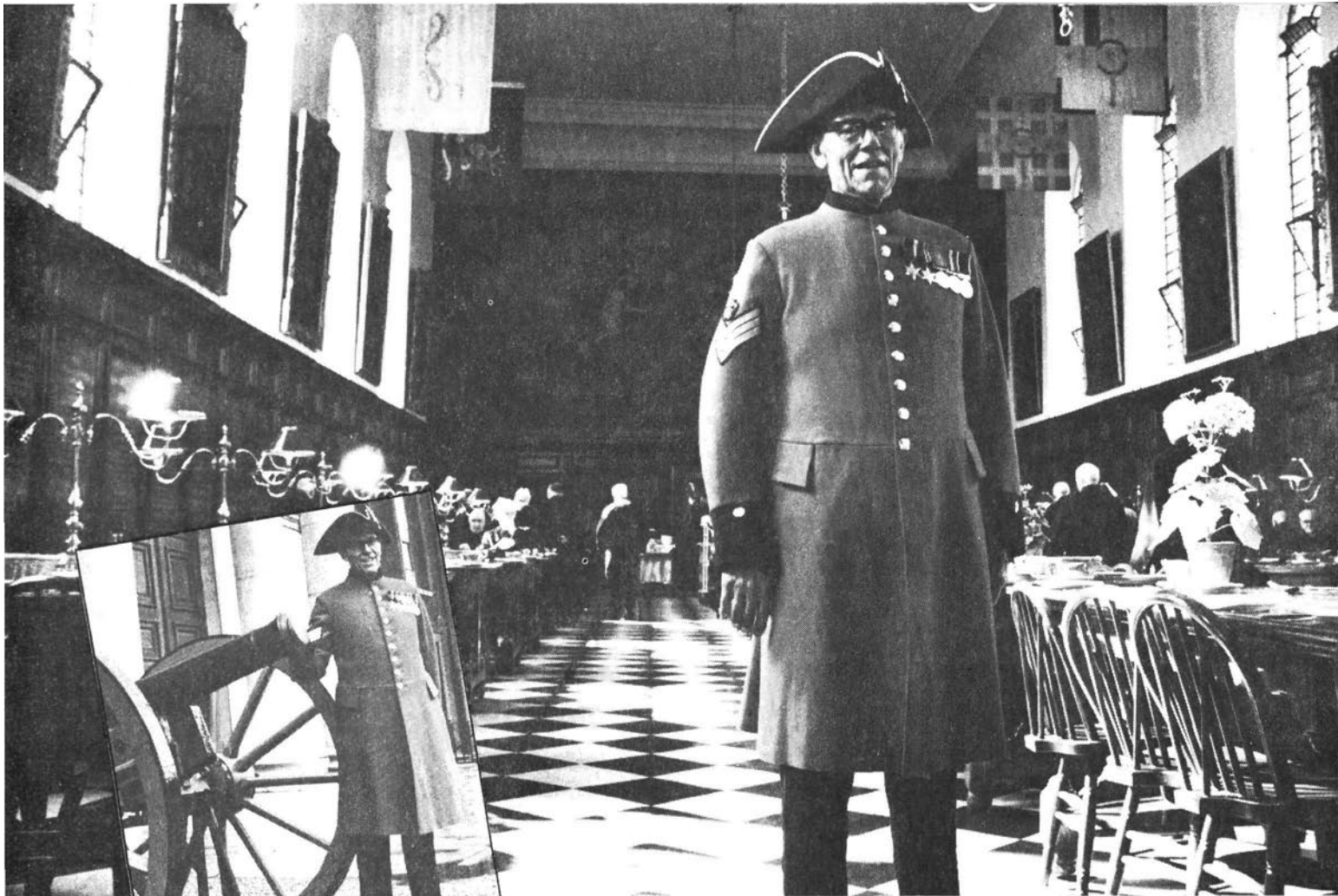
Pull carefully

One of the commonest complaints about toilet rolls is that the perforations on the two layers don't line up. Strange as it may seem, this isn't the fault of the manufacturer—who put the perforations into both sheets at the same time—but the fault of the user. If you don't pull off the first few sheets together you can pull the others out of alignment!

The Larkfield mill also supplies JS's facial tissues and kitchen rolls, as well as all Kimberly-Clark's branded products. So the next time you're about to buy some toilet rolls—pause for a minute and think about all the effort that goes into making them. And if there's a shortage—don't blame JS or the supplier—blame the housewives who can't face life without a six-month stock of this essential item!



Enough toilet paper to supply an army!



Left: An artillery man through and through! Above: In the dining hall.

Distinguished redcoat

THE VETERANS' REUNION on April 23 will be graced by the startling red uniform of a Chelsea Pensioner. Pat Nolan, ten years a security officer at Basingstoke depot, has just taken up residence at the Royal Hospital, Chelsea, and is looking forward to meeting his old mates now that he's installed as one of the famous Pensioners.

The Royal Hospital is a venerable and impressive place. Founded during the reign of Charles the First, it now houses about 430 army veterans—the oldest, a sprightly 95, proudly wearing the medals he won in the Boer War! Pat applied to join the Pensioners last year, after living alone for eight years since the death of his wife. 'The company is fantastic' he says 'and I seem to know a lot of the men in here. After all, you do tend to bump into a few people during 32 years in the army!'

His long career in the forces began in 1935. A young lad, fresh off a farm in County Wexford, he joined the forces to get away from the poor conditions of rural existence in Southern Ireland. 'I can remember seeing a few Pensioners

around London before I signed up' he says 'and I thought then I wouldn't mind ending up with them. And here I am.'

His first posting overseas was to Gibraltar, and the war found him in Singapore. 'Unfortunately I was taken prisoner at the fall of Singapore in 1942' he says 'and I spent three and a half years in a Jap POW camp on the Bismark Archipelago. Out of 600 who were taken prisoner there were only 18 left alive when the Australians released us. It was a terrible time—we had rice and soup for breakfast and lunch, and soup and rice for dinner.' Pat was hospitalised in Melbourne for six months before he was allowed to return to Britain.

'When I got back I was posted to Dover, and while I was there I got a surprise package from the War Office. It was a cup I'd won for athletics in Singapore before it fell, apparently it'd been taken from a native in New Guinea who'd been using it as a drinking cup!'

After the War Pat spent quite a lot of his time overseas—in Hong Kong ('I had a great time), the Hook of Holland,

and Hanover ('terrific'). All in all he spent 19 of his 32 years in the Royal Artillery abroad. Then in 1967 it was into the security section at Basingstoke depot. 'JS was great' he recalls. 'We were mostly ex-service men in security, and I enjoyed every minute.'

Now he's settling down to life in the Royal Hospital. 'They really look after you' he says 'there's a good bar and clubroom, and a never ending string of social events. On top of that you're free to come and go as you please. I may even go to Australia to visit one of my daughters next year.' He's planning to join the bowls club, and has already taken charge of looking after the Catholic church in the hospital.

Pat has his own room, or 'berth', in one of the 'long wards'. These are long corridors with small rooms for the pensioners on one side and tables and easy chairs on the other. The atmosphere is rather like a gentleman's club crossed with an extremely comfortable barracks. 'There's some real characters here' says Pat 'and they're all very friendly. I'm glad to be here.'

Give-away count-up

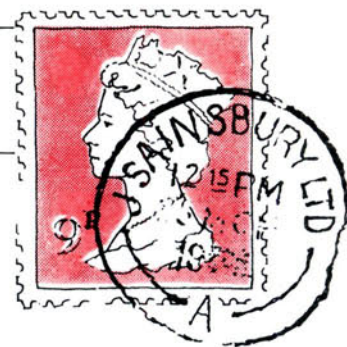
STAFF AT FOREST HILL have raised well over £500 towards the cost of buying an artificial kidney machine for a local hospital. On January 20 all the staff at the store set themselves the task of raising as much money as they could in one month, with a target figure of between £300 to £500.

To get things off to a rousing start, 18

of them staged a charitable late-night Saturday work-in, the money they earned to be donated to the fund. (See February issue.) Those that didn't work the 'night-shift' sponsored those who did. The proceeds from raffles and the like, helped to swell the fund so that when they came to do their sums on February 20, they found they'd topped the £500 mark!

Your letters

Letters are welcome and should be addressed to the editor.



Sharing authority

From: Tony Gayfer, distribution division

The comments on productivity within JS by Messrs Trussell and Payne in the March *JS Journal* that were triggered off by the chairman's three crucial answers in the *Observer* make interesting reading, and I for one welcome Mr Payne's statement: '...we are willing to create real participative machinery at each depot to achieve mutual benefits'.

However, I would dispute the validity of his next sentence: 'The trade unions have the same degree of responsibility as management to create the situation whereby the real productivity is improved...'. This is to equate responsibility directly with power, the ability to influence others by one's own activity. This near-universal assumption is only a moral approach, and only becomes practical when both sides share the same moral attitudes; a possibility which is none too obvious within JS at the moment.

Practical responsibility equates directly with authority, the planning and directions of the activities of others. In common with almost every other British organisation, JS has as yet granted no formal authority whatsoever to its trade unions. It is therefore misleading to attribute to them any company responsibilities; equally important, it is unlikely to encourage them to accept such responsibilities.

Those who reply that the trade unions would reject all offers involving authority-sharing anyway should take note that the company's forceful rejection of Bullock without offering any alternative can hardly have encouraged the trade unions to do anything else. Or at least not until they became convinced that the offer was genuine and beneficial, which in the present atmosphere might well take some time.

The attempt at participation in the depots in 1973 failed because of unrealistic attitudes on both sides and insufficient determination on either. Let us hope that the increased need for improved efficiency which participation could achieve will enable both sides to change direction sufficiently to make a go of this second attempt, even if success does not come immediately.

Treasured thoughts

From: Doug Bramham, JS veteran

I would like to express my gratitude to the friends and colleagues who gave me

such a tremendous send-off at Cambridge on February 19.

I may have missed out on material things in life, but I have always been amply compensated in other aspects, as was shown at Cambridge. Even the atrocious weather conditions did not deter those who wanted to show their friendship and respect and I will treasure that thought always.

Dateline . . .

From: Les Smale, JS veteran

In the January issue you published details of a pension increase from January 8 for all who retired before 3 March 1978. The datal barrier seems illogical. If it is to help pensioners keep up with inflation then it should surely apply to all veterans as at the commencing date ie January 8. If it is simply because the pension fund as at the end of the last financial year ie (3 March 1978) was in an extra healthy position then the increase should have been back-dated. If it is granted with a view to living costs in the forthcoming year then it should have been started from 3 March 1979 (the new financial year) but applicable to all current veterans at that date.

I hope that you will publish this letter together with an official reply and I would then invite comment from other veterans and also from present employees who will presumably be affected when they retire and I invite particular attention from those currently employed who are serving on retirement committees. A thought occurs to me: Will the present annual wage negotiations result in the wage increases being limited to those who commenced employment before 3 May, 1978, ie ten months before the effective date?

Peter Fryer, pensions manager, replies:

When the pension of a retiring member of the pension scheme is calculated, annual earnings are significant. The definition of the average of the best three complete consecutive years earnings in the last eight will almost inevitably result in the last three complete years earnings being taken into account. Until recently the definition of 'year' has been the company financial year—thus, someone who retires in February cannot have his or her earnings from the previous March taken into account in calculating their pension, whereas for someone retiring in March, after the company's financial year end, this can be done.

In law, a break point has to be operated when we calculate pension entitlements, so it is fairest to all pensioners to use the same break point when reviewing pensions in payment. This has been done in the

same way for all reviews in the last nine years.

To simplify understanding on this point we have now moved the break point to the beginning of April so that it will coincide with the inland revenue tax year. Subsequent reviews will therefore apply to those who retired prior to April in the previous year, and the earnings to be taken into account when calculating pensions will be over the period April to April. This adjustment will make matters even easier in the future as it will accord with the new state additional pension scheme to which all contracted out members of the JS pension scheme must have their pensions related, so as to ensure that they receive from the JS scheme no less than they would have done from the new state scheme.

It should be noted that increases in pensions payment are made at the discretion of the trustees, and there is no automatic right to such an increase.

Wonderful send-off

From: Jack Russell, JS veteran

To all at JS. May I thank everyone for the wonderful send-off you gave me when I retired on March 2.

Mention in despatches

ECHOING the sentiments of the letter we published in the February issue, is this one addressed to the manager and staff at Swindon branch. Further proof that when the going gets tough, JS staff have a knack of coping that much better than most—and it shows.

'I wish to thank you and your staff for the marvellous way you are coping with the present troubles. With four school age children to feed I have to budget very carefully and you always have some excellent bargains which are so helpful when you are trying to make the money go round.

I have never stockpiled goods and would not, even if I could afford to. But through all the time whilst the dispute of the lorry drivers was on I only had difficulty with two items. The week before last I could not get sugar or margarine in your store but luckily after looking around my local shop managed to get sufficient to see me through.

Most encouraging of all was to see that your prices remained the same throughout unlike some stores who put the price of goods in short supply up.

Sugar was originally sold to customers in pieces 'nipped' off the cone. Then came the famous blue bags made up in their thousands by the shop assistants in spare moments. A recent donation to the archives is a collection of sugar packets dating from around the Second World War. The collection represents an interesting historical record of how the selling of sugar has progressed as well as being an example of how packaging was used to help the country's war effort.

Sweet story

HONEY has always been available as a natural sweetener, but the origin of the use of sugar is veiled in antiquity. Because of its rarity and cost, sugar became the monopoly of the wealthy and the medieval industry centred on Venice, the great trading city. The knowledge of refining processes, long held in secret, drifted northwards and westwards. Antwerp, then Amsterdam, replaced Venice as sugar centres, and by the early 17th century, refineries were sprouting in Germany and France, Austria, Holland and Denmark. The first English refinery was erected in London in 1544.

Sugar juice was expressed or crushed from short sections of cut cane, and this liquor—a dirty, impure fluid—was fed into a clarifying pan. The clarifying pan was filled two-thirds with lime water and one-third with sugar, thus obtaining a melt of equal parts of sugar and water. The clearing medium of white of egg or of fresh bull's blood was then added and the mix heated. Scums rose to the surface and were drawn off until a bright and clear liquid was obtained. This was strained through a blanket into the boiling pans and allowed to boil for about three-quarters of an hour, under the watchful eye of the sugar master. The sugar was finally transferred to cooling vessels and then clay cone-shaped moulds, the narrow ends of which were pierced with holes. After

drainage for several days, the sugar loaf was knocked out of its mould and put in a warm, drying area for a week or more.

The English refining industry did not make any substantial progress until the establishment of the raw sugar industry in the West Indies, aided by the Navigation Acts passed in 1660. 1800–1830 were the significant years for sugar—the dawn of modern refining. The steam engine became a practical tool. The use of bone charcoal as a de-colourising agent had been put to practical test. The vacuum pan had been invented making the important re-crystallisation stage more rapid and much more economical. In 1837, the centrifugal machine, which was to revolutionise the industry, was invented, enabling granulated sugar of high quality to be made easily and cheaply, so it became a serious competitor of loaf sugar.

Beet sugar appeared on the scene in the middle of the 19th century and, combined with the technical changes and the beginning of an era of free trade, did much to make sugar more widely available. Appearing as a luxury or semi-luxury delicacy which later grew and expanded into an article of wide distribution and common consumption, sugar was a 'natural' for tax or duty, illustrating at least two of the classic purposes of a duty—money-raising and protection.



A recent donation to the archives—sugar packets dating from around the Second World War.

George stays put

'MOVING FROM NORWICH has never entered my head' says George Roper, grocery manager at St Stephens branch upon his retirement this month. Both he and his wife Pauline were 'born and bred' in Norwich and do not intend to uproot themselves now.

Nearly 42 years ago, on his eighteenth birthday, George joined JS and was whisked away from his East Anglian home to the big city. At 43 Islington as a whitecoat he found he had too quiet a country voice for that area's customers—'you had to be prepared to swear at them' he remembers. After a short while he moved to Stoke Newington and settled there until the war.

Upon moving to London George had been almost terrified but at least it did prepare for the later move far away from home with the army. George's first 'living-in' period away from Norfolk was spent in an attic at Dalston Junction where there was constant traffic noise and bustle from four o'clock in the morning onwards, and it was quite a shock to someone who had only ever visited London once before.

Under the militia scheme George was called up and trained for six months directly prior to the war. Although gifts from his family were received and appreciated by George to cheer up his army days, packages from the housekeeper at Stoke Newington were especially welcome contacts with civilian life. With the Royal Army Ordnance Corps he spent one year in England and four and a half in the Middle East.

Back in 'civvies' George admits that he felt quite lost, but he used his 'owed service leave' to readjust before he reported for duty at Blackfriars. At this point he was determined to return to Norwich. One of his strongest memories

is reporting to the manager at 6, The Walk, Norwich with a letter of introduction. The manager's immediate reaction was: 'my God, not another one!' There were so many lads returning from the forces and George now can understand the manager's words—but he has never quite forgiven him to this day!

As a tradesman in 1946 George was paid £4 a week and worked at 6 Norwich as well as Magdalen Street before going to Crouch End back in London. A later period at Watford he enjoyed very much too before returning to Norwich in 1954.

Coat of many colours

Promoted from leading salesman to assistant manager two years later he was sent to see Mr R J, now Sir Robert Sainsbury. 'Nobody would tell me why I had to visit Blackfriars—but of course you always hoped! After an interview ten of us were sent into the boardroom and Mr R J came in. He smiled, looked us over closely and had a few words with each person individually. I'll always remember that he looked at me and said that there was no need to ask where I came from. From the colour of my face it was obvious I came from the fresh air of Norfolk.' George regrets that promotion today does not include the personal touch as in years past. The assistant manager's coat would probably just be sent to him.

In 1956 George took up lecturing. As one of the JS training panel he was called upon very frequently to lecture. 'Expressing yourself clearly to classes of eight to 15 people, Monday to Friday, without drying up was difficult at first' he recalls. Then suddenly he found he had too much to fit into the course!

Pauline had worked in a shop directly opposite George's store and 22 years ago they married.

George was an assistant manager at both Norwich branches before going to Bury for six months self-service training and returning for the opening of St Stephens in 1965. He was later appointed grocery manager and remained in that post until his retirement day on April 7.

Firm roots

George is planning his initial months of retirement principally as a period of recreation. Playing tennis twice a week throughout the season and swimming twice a week all the year round George has put in plenty of practice in preparation for retirement day! 'I will be quite pleased to have the work problems taken from my shoulders now' he admits. He will not say no to countryside cycling jaunts either, even though he has a car, and intends to keep up all his sporting pursuits.

Living only three miles out from the city centre but very close to lovely countryside George has the best of both worlds. His determination has kept him near his family and friends, and his son Martin is still close to home as a tradesman at the Anglia Square branch of JS.

His love for home may have prevented some moves in his career but George explains that he doesn't know many people who want to leave the area. He firmly believes that 'Norwich is the place to be'.



George is prepared to give retirement 'a sporting chance'.

'MY BROTHER BILL was a butcher at JS' says Stan Burrage 'so I followed in his footsteps and signed-up as a trainee butcher and went to work at Surbiton branch.' That was in 1934, since when Stan has enjoyed a career with JS that has brought him promotion to meat manager and seen him working at numerous branches around the country, the last being Leatherhead where they gave him a tremendous send-off in celebration of his retirement on April 7.

Stan can hardly believe it was 43 years ago that he first put on his butcher's apron and set about learning his trade from top to bottom. 'Finding a job was not easy in the early thirties' he says. 'If you were lucky enough to work at Sainsbury's you were really somebody.'

Talking turkey!

Memories of his early career come flooding back. Like the Saturday nights at Kingston branch, '... standing outside the shop at about 8.30 auctioning off the meat by reducing it by about a 1/- a lb.' He recalls how later in his career, very late one Christmas Eve, just as the shutters were coming down, a customer came in asking for a turkey. 'We only had one left and when we showed it to her she said it was too small. Quick as a flash we whipped it under the counter then brought it out again saying "how about this one madam?". "That's more like it she replied" and started to get her money out. Then she changed her mind and said she'd have them both! We got out of it by saying the other bird was for the staff, and she went off quite satisfied.'

He also remembers the excitement he felt when he was told he was to be promoted to second butcher at Byfleet. 'Until I discovered there were only three butchers in the store and I felt a bit deflated.'

Stan's career took an unnatural break in 1940 with the start of war. He joined the army and spent the next six years as a small arms instructor based mainly in the UK.

It was while he was stationed in Manchester that he met his wife Hilda. After the war they set up home in Woking where Stan rejoined the branch he had left six years before.

Promotion to meat manager came with a move to Kingston. Kingston was special in that it was a proper butcher's shop and quite separate from the main JS store, which was around the corner.

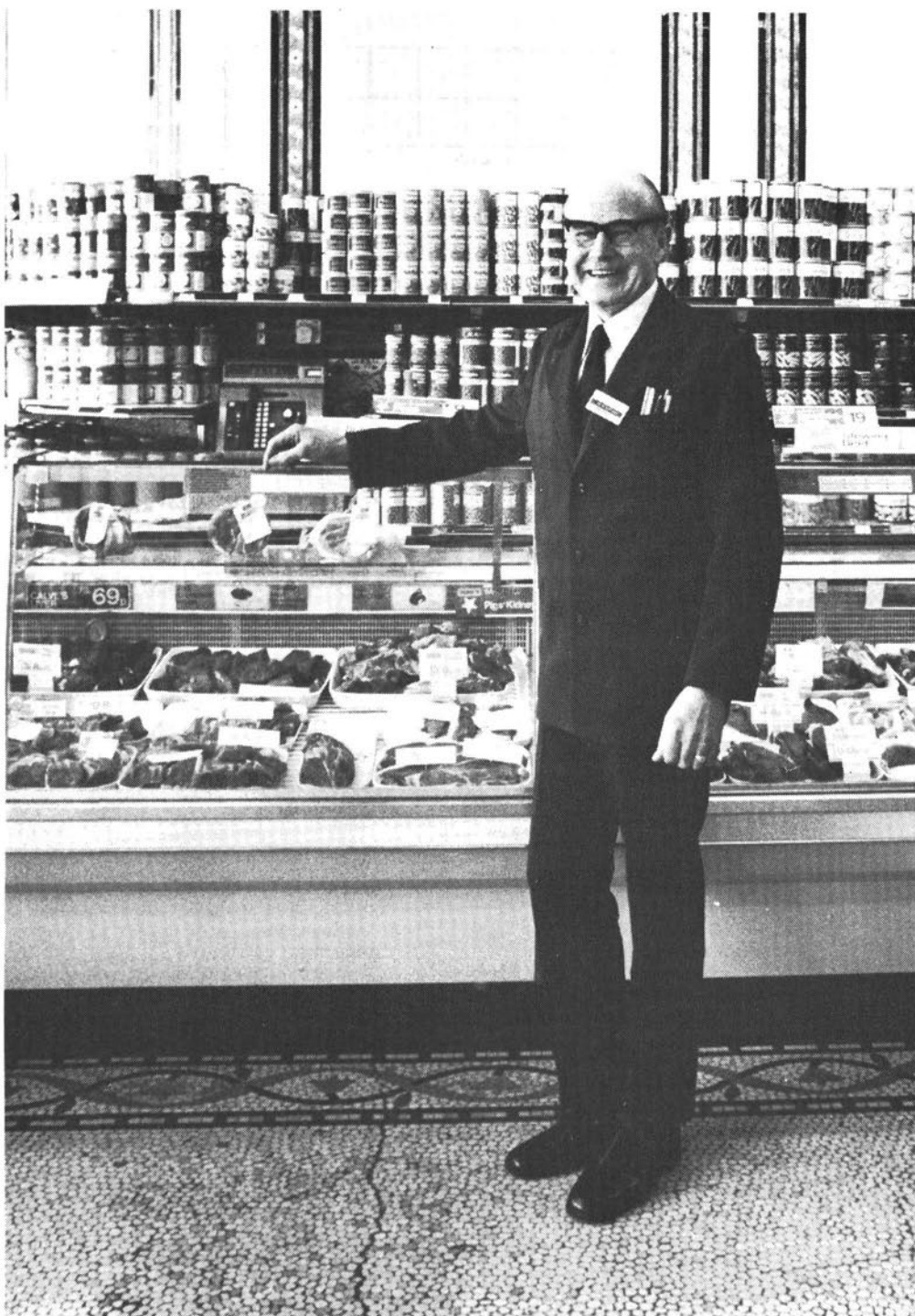
Around this time he was offered more promotion but he turned it down. 'It would have meant uprooting the family and at the time the children were nicely settled in at school and didn't want to move away from their friends.'

Stan and Hilda have three sons and the eldest is carrying on the family connection with JS. 'Alan is manager at Bognor' says Stan 'the other two are in electronics.'

The youngest son, he's 20, is about to leave home and travel the world. 'He's starting in Spain and will go where the fancy takes him and stay away as long as his money lasts or he can find jobs to keep him going.'

The middle son has just bought a big old house and now Stan is retired he

Above right: Leatherhead's master butcher surveys his domain. Right: Stan looks forward to a new slice of life.



Memorable moments...



intends to help with the re-building and decorating. 'We've also got an open invitation to go and stay with Alan in Bognor, so I can't see that I'll be at a loose end now I'm retired!'

A family holiday is already planned for this year, with a holiday in the Canaries scheduled for next. Three grandchildren will also help keep Stan on his toes.

'After 43 years I'm ready to retire, I've had enough. I'll miss not seeing so much of all the friends I've made, particularly at Leatherhead where I've been for the past ten years.'

'Not going to work will take some getting used to, but I can't say I'm not looking forward to giving it a try!'



People pages

Appointments

Paul Chambers, formerly assistant to the chief internal auditor of Unilever, has been appointed chief internal auditor. **Ron Dooce** will join the retail division and assume responsibility for the financial section reporting to Jeremy Grindle when he has handed over his old post.

Dino Adriano, when he has handed over to Mr Dooce, will assume responsibility for the new post of retail division operations manager, reporting to Dennis Males.

Martin Gant, assistant company secretary and insurance manager, has been appointed to senior management.

J Webb, formerly deputy manager of Worthing branch, has been appointed manager of the Hove store.

D Hinton, formerly manager of Hove, has been appointed manager of the London Road, Brighton store.

C Tyler, formerly manager of London Road, Brighton, has been appointed manager of Worthing branch.

R Lock, formerly a senior surveyor in the estates department at Blackfriars, has been appointed assistant area estates manager.

M Varley, formerly a senior surveyor in the estates department, has also been appointed an assistant area estates manager.

B Wright, formerly manager of the environmental services design section, has been appointed engineering design manager (mechanical and environmental).

M Sargeant, formerly a buyer in the non-foods department at Blackfriars, has been appointed a buyer in the hardware department.

M Morgan, formerly manager of the perishables warehouse at Basingstoke depot, has been appointed warehouse manager at Hoddesdon depot.

R McLaren, formerly deputy to the chief meat buyer at Blackfriars, has been appointed deputy head of the frozen foods buying department.

Long service

George 'Bill' Allan, manager of the motor engineers at Charlton depot, celebrated 40 years with JS on April 4.

Mr Allan joined the company just before the war as an electrician fitter in the motor engineers in Sail Street, earning 7d an hour! He spent the war years in the REME, 'chasing Rommel out of the Western desert'. He returned to Sail Street to take charge of the electricians shop, and stayed there until Charlton depot opened in 1970. He spent 18 months there as a supervisor before being made up to manager of the department.

George Ewen, an engineer at Bromley area office, celebrated 25 years with the company on March 29.

Mr Ewen started his career in the cheese and provisions departments at Stamford House, and then transferred to the branch engineers. He was chiefly involved with erecting and maintaining cold stores around the branches, and moved to the Bromley area in March 1976.

Dave Allen, the meat manager at Barkingside branch, celebrated 25 years with JS on April 5.

Mr Allen's first post was as a trainee butcher at Romford. He then moved to Dagenham, and was made up to assistant head butcher soon after at East Ham. After spells at Seven Kings and Romford

he was appointed head butcher, once again at East Ham. Since then he has worked at Brentwood, High Road Ilford, Debden, Brentwood and finally Barkingside. He spent a few years on the panel of meat instructors at the Blackfriars training centre.

Ron Cutts, assistant grocery manager at Woking branch, celebrated 25 years with JS on April 5.

Mr Cutts joined the company as a salesman at Tolworth branch, and spent a year there before moving on to the Cheam Village store in 1955. He stayed there for five years and then moved to Crawley branch, where he was promoted to assistant manager in 1967. The following year he transferred to the Redhill branch, and then in 1970 returned to the newly built Crawley store. He took up his present post in 1978 following a brief spell at Dorking branch as provisions manager.

Charlie Bull, assistant meat manager at the Magdalen Street, Norwich supermarket, celebrated 25 years with the company on February 22.

Mr Bull has worked in Norwich throughout his career with JS, initially training as a butcher at the old shop in the Haymarket. When that closed he moved to the St Stephens shop, and later on to Magdalen St. He has also done occasional relief work around North London branches.

Maurice Showers, the meat manager at Bath branch, completed 25 years with Sainsbury's on March 1.

Mr Showers joined the company at Temple Fortune, and spent a while at Golders Green before moving to Oxford. He was there for three years before moving down to Ealing, and in 1962 he was made up to assistant meat manager at Eastcote branch. Two years later he moved to Bath for the opening of the

Say "cheese"

HOW TO RAISE £1000 before the end of the year was the task staff at Buntingford depot set themselves. They raised it in two months!

In January, the girls in the cheese department began to think of how they could use the coming year to help people less fortunate than themselves. They formed a committee and together came up with the idea of raising £1000 towards

the cost of an artificial kidney machine.

They got the go-ahead from their boss Jack Bashford—after reassuring him their fund-raising activities would not slow the flow of cheese to the branches!

Enthusiasm for the project spread to the rest of the depot, although most of the action and hardwork remained centred around the girls on the cheese line. In their spare time the girls, with plenty

of valuable support from their families and friends, organised raffles, and a jumble sale. On a more individual level there were sponsored slim-ins and collections of silver paper, ring pulls from drinks cans and trading stamps. The latter were exchanged to provide bigger and better raffle prizes.

Lightning service

However, the event that had the fund raising thermometer shooting past the £1000 mark was a fantastically successful buffet dance held in the canteen. The girls in the cheese department put their production line skills to good use behind the buffet and managed to serve more than 300 guests in less than 14 minutes!

The security, cleaning and other staff needed to make the evening run smoothly

new branch, and in 1971 was promoted to meat manager.

Wally Cole, grocery manager at Coventry branch, celebrated 25 years with the company on March 14.

Mr Cole joined JS in 1950 and worked in 176 Streatham and 160 Cricklewood for two years before leaving to run his own business. Four years later he was back with the company, and was promoted to assistant manager in 1961. He worked around several service branches in South London until the Forest Hill self-service shop opened in 1963. During the following years he worked in many branches, including Croydon, Balham, Crawley, and Lewisham, until in 1971 he moved to Rugby. He took up his present post two years later.

Brian Mann, mechanical engineering supervisor at Romford area office, celebrated 25 years service on March 15.

After training as a draughtsman, Mr Mann joined JS to take charge of the maintenance department's drawing office at 22 Stamford Street. Following the move to Clapham he became heating and ventilation specialist for the branch engineers, and in 1974 he moved to Romford to become mechanical engineering supervisor.

George Treggiden, the meat manager at Harlow branch, celebrated 25 years with the company on March 8.

Mr Treggiden trained as a butcher at the Marylebone High Street manual shop. After three years there he transferred to Harlow for the opening and then settled down for ten years. He went to Bishop's Stortford in 1967 as assistant head butcher, and returned to Harlow in 1973 to become meat manager.

Bob Forrow, senior meat tradesman at Hastings branch, celebrated 25 years with JS on March 8.

Mr Forrow trained at the Cricklewood Lane shop, and after three and a half years there transferred to 31 Eastbourne. He remained there until 1969, when he moved to 14 Hastings. He transferred to the new shop when it opened in 1974.

Harry Atter, a butcher at Bexhill branch, celebrated 25 years service on February 15.

Mr Atter joined Bexhill branch as a trainee, and has worked there ever since. He has done relief work at branches all over the South East of England.

Patrick Spear, foreman in the non-perishables warehouse at Basingstoke depot, celebrated 25 years with the

company on March 3.

Mr Spear joined the company as a warehouseman at Blackfriars, and was later made up to stock-keeper and despatch clerk. He moved to Basingstoke as a foreman when the depot opened.

Retirements

Bert Woolard, assistant meat manager at Stratford branch, retired on April 7 after 33 years with JS.

Bert began his career at Hackney in 1946, and since then has worked in branches all over London—including Woodford, Bilston and the old Stamford Street shop. He's been at Stratford for the last four years.

Arthur Van den Branden, a section leader, sales appraisal, in the perishables department of supply control in Blackfriars, retired on March 23 after 18 years with the company.

Arthur joined JS at Blackfriars as a clerk in the depot stock department. Three years later he transferred to the sales office, and he worked there until being made a deputy section head in 1973. The following year he was promoted to section leader. He retired early because of ill-health.

Alma Fowke, a part-time display assistant at Slough branch, retired on March 31 after 16 years service.

Alma has worked in the provisions department at the branch throughout her career.

Lily Martin, a part-time supermarket assistant at Ballards Lane branch, retired on April 5 after a total of 21 years with the firm.

Lily first worked for JS at Lea Bridge Road, from 1950-55. Eight years later she was back, this time at North Finchley branch, and she worked there until it closed. Since then she has worked at Ballards Lane.

Sid Jackson, a driver at Basingstoke depot, retired on April 6 after 14 years with JS.

Sid claims to have made history in JS by being the only driver taken on specifically to do night shunting.

Phyl Fox, the sister-in-charge at Basingstoke depot's medical centre, retired on April 6 after nearly 13 years service.

Phyl, who is an SEN and SRN, joined the company in 1966 to be a shift nurse.

She took charge of the department in 1973.

Doreen Sutton, a supermarket assistant at Halesowen branch, retired on March 17 after 12 years with the company.

Doreen first worked at Bishop's Stortford, and during staff shortages often did relief work at Harlow and the old Cambridge shop. She transferred to Halesowen in 1973.

Gwen Kimber, a part-time cashier at Winchester branch, retired on February 16 after nearly 12 years at the branch.

Gwen originally worked as a 'middy packer', and later became a cashier.

Bill Dapp, leading store service assistant at Ilford Central, retired on March 31 after 11 years with the company.

Bill, who'd been a butter blender before the war, had been at Ilford throughout his years with JS.

Harold Groves, petrol station manager at Sutton Coldfield branch, retired on March 31 after ten years with Sainsbury's.

Harold had been in the retail trade since 1932, and was manager of a supermarket before joining the company at Erdington branch. In 1973 he was promoted to produce manager at the branch, and a year later opened Sutton Coldfield branch as produce manager.

The following staff have also retired. Length of service is shown in brackets.

Mrs K Cole (10 years)
Mrs R Moody (10 years)
Mrs D Seymour (10 years)
Mr A Williams (9 years)
Mrs M Jones (9 years)
Mrs D Weeks (9 years)
Mr J Crouch (8 years)
Mrs E Hall (8 years)
Mrs M McAndrews (6 years)

Obituary

Ernie Manly, an accounts clerk at Buntingford depot, died on February 17. Mr Manly had been with the company for nine years, originally in the motor engineers section at the depot, but transferring to the accounts department two years later. His two daughters both used to work in the depot, and one is now working in Stevenage branch. He will be missed by all his friends at the depot.

gave their services free, as did 'Satisfaction' the pop group who helped make the event one to remember.

'When the girls asked me if it would be alright to start a fund-raising campaign' says Jack Bashford, 'I thought they were setting their sights a bit high in expecting to get £1000 in twelve months. I can't believe they've managed it in a few weeks!'

Jack's department has now set its sights even higher with the full cost of a kidney machine—about £6000—as their target. If their past performance is anything to go by they should reach it well before Christmas.

Jack Bashford and some of the girls behind the fund raising. With them is mascot Sainsbury's Cheese Appeal Fund—known to his friends as SCAF.



'I'VE SURVIVED' says Perce Cooper, assistant meat manager at East Grinstead, looking back on over 44 years work in JS shops. He's seen all the changes, and can now sit back and enjoy the fruits of his labours—or perhaps of his garden!

Perce's pride and joy—an enormous vegetable garden—was looking a bit bedraggled when we called to see him, but he assures us that despite the dreadful winter he'll be able to carry on supplying his friends with veg.

Dole queues

Born and bred in East Grinstead, Perce was 15 when he applied to join Sainsbury's. 'Unemployment was dreadful in 1934' he recalls. 'The dole queues were long, and as a kid straight from school you didn't get any money. I remember 15 of us being interviewed in Brighton for just two jobs—and I can remember being very pleased when I found out I'd got one of them.'

First stop was the Blackfriars training school, and then he was out in the shops—starting with Elmers End. Shortly afterwards he moved on to Beckenham, but within the year he was back in East Grinstead. During the years before the war he did relief work all round the South East. 'I did a spell at the old Robertson Street shop in Hastings' he recalls. 'The coldstore entrance was a trapdoor in the floor, and we used to have to lower the meat into it with a block and tackle. And that shop was draughty—in the winter gales used to blow up Robertson Street straight off the sea and into the shop!'

He spent the war in the Royal Navy. 'I started off on a destroyer called the

"Acasta". We were escorting the battleship "Warspite" and went up to Bergen and Narvik. Shortly afterwards she met the "Scharnhorst" and was sunk, but luckily I was on shore at the time, training for anti-submarine duties as an Asdic operator.' Training complete, he went back to the destroyers—serving with "H" force out of Gibraltar. 'Our main task was to escort convoys through to Malta' he says. 'That was no pleasure cruise—two days and nights of attack by bombers, E-boats and submarines. We were hit several times.'

The last two years of the war he served on light coastal vessels around Britain, and during the D-Day landings he was on a motor torpedo boat escorting landing craft. He was awarded the DSM and mentioned in despatches for his bravery during this period.

Demobbed in 1945, he was back with JS just before Christmas, and got a shock when he discovered that the old shop had been destroyed by a doodlebug—and he was expected to work in a church! 'It was the old Methodist Chapel' he remembers 'and it was probably the coldest shop in the company. That winter was bitter, and any meat left in the cutting room overnight would be frozen solid by the time we got in. On top of that the doorways were small, and it was very easy to get stuck in them when you were humping quarters of beef!'

A new shop arrived in 1951, and in the same year Perce married a young lady called Kit. Soon they'd bought a plot of land and built a bungalow, and Perce got to work on his garden. 'It used to be a clay pit, but over the years I've dug in so much manure that the soil is really pretty good. During the summer I used to supply half

the shop's staff with vegetables—or that's the way it seemed. Still, I get a lot of pleasure from that garden, and I don't begrudge any of it.'

Apart from relief work, the rest of Perce's career was spent in East Grinstead. 'I've done a lot of reliefs in manual shops' he says 'I seem to be one of very few people left who can do both sorts of work. It used to be really tough work—especially all the carrying around.' Kit recalls many an occasion when he's come home from work with weals on his back from a day spent carrying meat. 'Nowadays we get through a lot more meat, but the physical side of things is not so hard. The machinery is much more sophisticated.'

Turkey trot

One event that Perce'll never forget centres round a colleague in the store—who shall remain nameless. 'I broke an ankle a few years ago and had 16 weeks off work as a result' he recalls. 'I got back to the store just two weeks before Christmas, and was standing by this chap as he showed a customer a 17lb frozen turkey. The next thing I knew he dropped it on my ankle—accidentally—and broke one of my toes! I laugh about it now, but it was agony then. I had great difficulty in controlling my language!'

Perce's early start with JS has meant that he's been able to enjoy an early retirement, and he and Kit are looking forward to the days ahead. They'll be going to visit Kit's relations in the Channel Islands—just as they've done every summer for the last 27 years, and they'll also be off to the North of Scotland to stay with friends. All that, and an enormous garden too!

A Sussex survivor



Perce and Kit looking forward to a long and happy retirement.

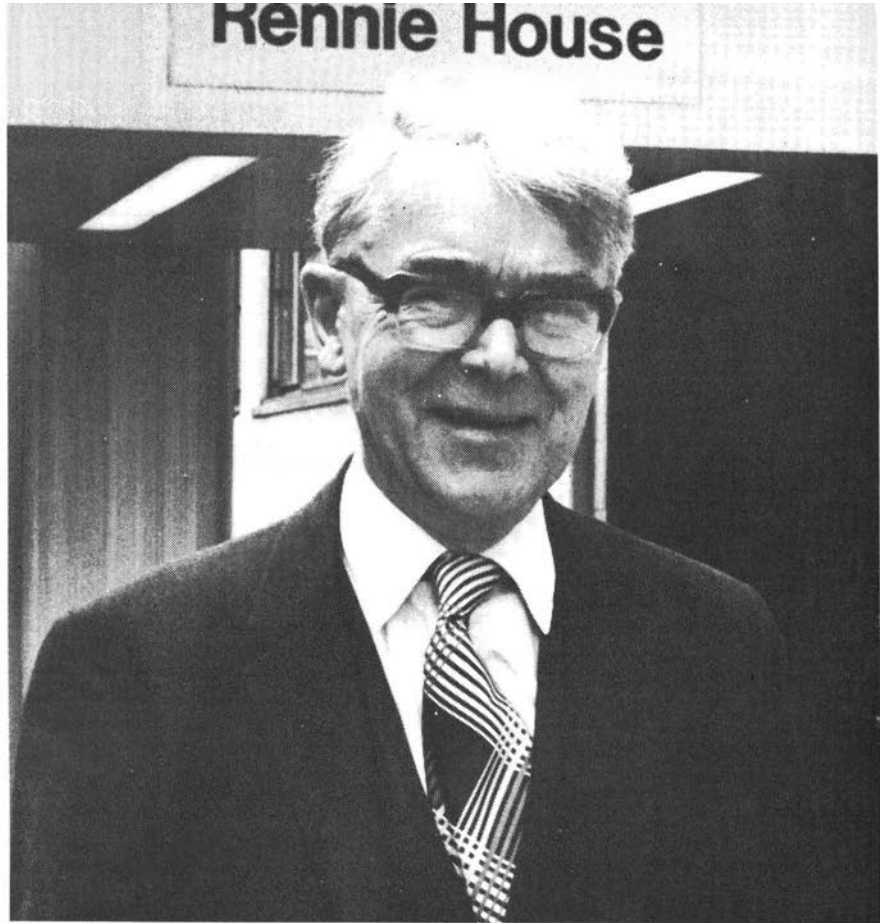
Happy feet

'AFTER 46 YEARS I am bound to need time to readjust to a new lifestyle' says George Lilley who retired on April 6 after a varied as well as long career, that came to a close in the commodity distribution control section at Blackfriars.

George's first job after leaving school was a clerk in a wholesale warehouse. His career with JS began in 1932 at Union Street in the bacon offices. For a year he was involved with the stocks and the allocations of bacon booked out to various areas, and then he transferred to the Sail Street motor engineers' office to carry out general clerical duties.

George spent six years in the Army from 1940 onwards, being called up soon after Dunkirk, and was posted to various places all over England. 'They were short of clerks and didn't like to lose you abroad when you were valuable at home' remembers George who attained the rank of sergeant with the Royal Pioneer Corps. The 'rough times' were all experienced by his units at the beginning of the war and later everyone had settled down and was actually enjoying Army life when it came to an end. But George soon adapted again to civilian life and returned to work at JS.

In 1959 George began a new job based at Blackfriars (and then later at Streatham) but travelling around the country with a colleague to check capital equipment at branches. He looks back on this period of seven years as one of the most pleasant parts of his working life. Paying visits to every branch and depot sometimes required overnight stays and provided more variety than clerical jobs could have offered. 'It may seem strange now' George explains 'but in those days every item of equipment used by JS was considered a capital ex-



George bids Rennie House farewell.

pense if it cost over £5! That certainly says something about the rate of inflation over the last twenty years.'

In 1966 George applied to return to Blackfriars, particularly because he still lived in North London and the journey to work was awkward. Firstly he joined the sales appraisal office then worked on computer coding for two years before returning to sales appraisal under the commodity distribution control department, where he has remained for the last 13 years.

So the commodity distribution control team have said their farewells to George whose retirement is, initially at least, going to be full of activity. He admits that he has let the home decorating jobs build up and 'now there is something that needs doing in just about

every room'. He is also looking forward to participating in local voluntary work.

But it will not be all work for George and his wife, Lilian, who enjoy ballroom dancing. They dance purely for pleasure rather than competitively and for relaxation visit local dances quite frequently. George has a suspicion that private dance tuition and examinations are rather expensive and 'can be a bit of a racket if you ask me!'

A more relaxing occupation that he hopes to indulge in is watching practically all kinds of sports events on the television and George feels that he has been fairly well prepared for the future by two pre-retirement courses where he met a wide variety of people who discussed their respective views and reactions to the prospect of retirement.

Snow place like home

BY SLEEPING ON THE JOB manager of Dunstable branch Alex Watson and two of his management team made sure it was business as usual during the 'shock, horror' weather of the last months.

When the snow and ice were at their height Alex, meat manager Don Critcher and grocery manager Jim Kellett decided the only way to make sure they would be around to open the branch the next day was to stay the night. 'The weather was so bad' says Alex 'we knew that if we had gone home we would never have been able to get back in the morning.'

'It was no hardship really, the heating was on and we were quite warm. But it isn't an experience I would like to repeat.'

With the melting of the snowdrifts, news has also reached us that a number of other managers also showed an equal bed-ication to duty!



Your Number's Up!

J.S. JOURNAL PRIZE DRAW

COMPUTER OPERATED PRIZE SELECTION

1	9775
2	9138
3	392
4	1831
5	4315

MARCH JOURNAL'S TO THE FORE, here are the winning numbers in our 'Son of Ernie' competition. The photograph shows the lucky numbers as they came up on the screen of freezer meat trading's desk-top computer. Specially programmed for us by Ian Dallaway, the PET Commodore took only a fraction of a second to pick our five winners.

If one of these numbers matches up to the one printed on the back cover of your copy of the March Journal, then you've won a £5 JS voucher. Just fill in the form and send it to us (with the number, of course), and we'll send you the voucher by return of post. Don't delay, send today!

Don't forget—last copy date for next issue is April 30



Chris's vigilance pays off.

Bank rewards Chris's clever cheque-mate

A **STOLEN CHEQUE BOOK** recently earned £50 for Christine Jackson of Holloway branch. Not because she's a criminal, but because she helped to catch the thief. A grateful Midland Bank sent Chris a cheque for £50 after her help had resulted in an arrest.

Chris, who's training to be deputy chief cashier, was summoned to a till to look at a cheque for £50 offered by a customer in part payment for a bill of £58. 'I thought the signature looked a bit suspicious' says Chris 'and so I took the cheque and card to one of the management to be signed. While I was away, the customer apparently muttered something about "only be a minute" and then disappeared with the shopping. The manager then called the CID, and I gave them a description of the thief. I'm told they made an arrest within a few days, but the first thing I knew was when the reward arrived.'

Chris's vigilance has helped her with her holiday plans for the summer, so if you want a little financial boost keep a weather eye open for cheque frauds—the banks are clearly grateful for all the help they can get!

World-wide Wandering Trolleys

THE WANDERLUST of JS trolleys has even reached the shores of frozen lamb country, as this cutting from *The Press*, a New Zealand newspaper that bears an uncanny resemblance to *The Times*, shows.

The cutting was sent in by Marie Shute, who was BPO at Worthing branch, until she left to go to New Zealand at the end of last year.

Trolley snatchers supermart worry

From KEN COATES in London.

Missing supermarket trolleys have been found used as mail carts in offices, garden incinerators, television stands, pot plants, and even a parrot's cage.

The problem has become so bad for one giant supermarket chain in London, Sainsbury's, that it has decided to charge a \$2 deposit before a customer can take a trolley out of the store.

Sainsbury's will try this solution at their store in Croydon, Surrey, to combat the problem of lost and damaged trolleys.

The wire trolleys, which cost more than \$60 each, have been dumped in car-

parks, left in blocks of flats more than a kilometre away from the store, or abandoned in the street.

Shoppers who want to use a trolley to take goods to a car must now pay the \$2 and get a red disc in return. The money will be returned when they take back the trolley and the disc.

A spokesman for Sainsbury's said in four months last year the Croydon store had lost 61 trolleys.

"It costs us about \$40,000 a year, just in that store, in damaged and lost trolleys and in labour to go out and fetch them back," he said.

The Tesco chain has also introduced the system at some supermarkets.

THE PRESS
CLASSIFIEDS
PHONE 792-440 ANYTIME

REMEMBER CHRISTMAS? Remember 'Cooking for Christmas', the first Sainsbury Cookbook (see November *Journal*)? Well now the second in the series of cookbooks written by Josceline Dimbleby has reached the shelves. Entitled 'Family Meat and Fish Cookery', and selling for only 65p, the book is packed with ideas for making less expensive meat and fish into family meals with a touch of class.

"This is not a book of recipes for the cheapest dishes possible, which would be both limited and uninspiring, but of ideas for making cheaper meat and fish into something more special" says Josceline in the introduction. And the book lives up to this promise with intriguingly titled recipes like 'Roman Cobbler', 'Poor Man's Goose', 'Sunset Pie' and 'Pocketed Pork Pâté'. Just like its predecessor, the new book is an impressive production — including mouth-watering colour photographs and a wealth of woodcuts.

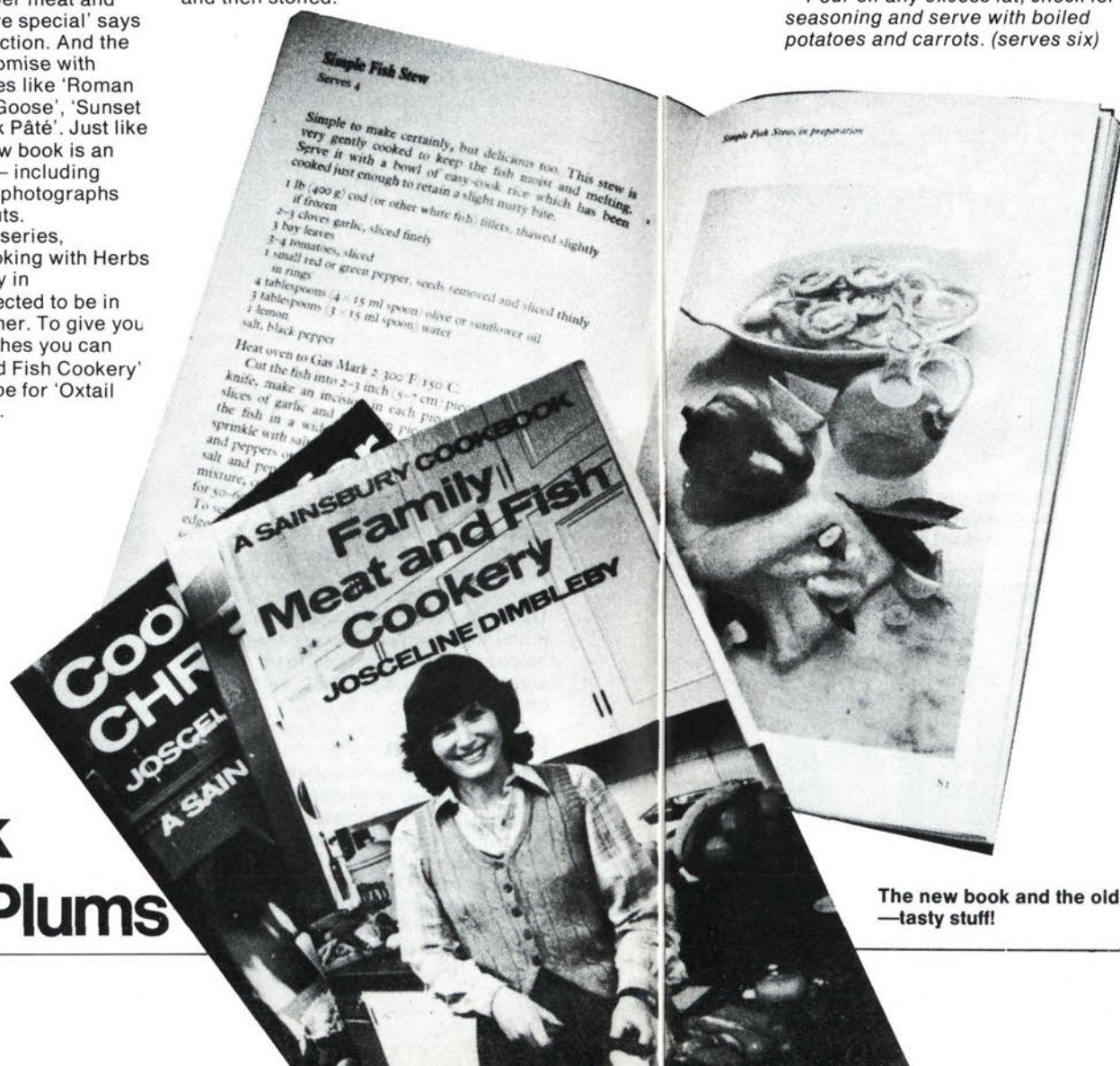
The third book in the series, provisionally titled 'Cooking with Herbs and Spices', is currently in preparation and is expected to be in stores by the late summer. To give you a taste of the sort of dishes you can find in 'Family Meat and Fish Cookery' here's Josceline's recipe for 'Oxtail Casserole with Prunes'.

'I think that the rich flavour of oxtail goes best with a sweetish flavour, and prunes give the dish a dark, glossy appearance and an almost sumptuous character. However, if you object to prunes, substitute tomatoes and use ½ pint Guinness instead of the stock. 2 lb (800 g) oxtail 2-3 onions, sliced ¾ pint (375 ml) well-seasoned beef stock grated rind and juice of 1 orange 5-6 whole cloves 8 oz (200 g) prunes, soaked overnight and then stoned.

Fry the oxtail in a little fat until browned all over. Transfer to a casserole dish.

Fry the onions in the remaining fat until brown. Add them to the casserole, together with the grated orange rind and juice, cloves and stock. Cover and put in the oven at Gas Mark 8-9/450-475°F/230-240°C for 20 minutes, until bubbling. Turn the oven down to Gas Mark 1/275°F/140°C, add the prunes and continue cooking for another 2½-3½ hours or until the meat is falling from the bones.

Pour off any excess fat, check for seasoning and serve with boiled potatoes and carrots. (serves six)



The new book and the old —tasty stuff!

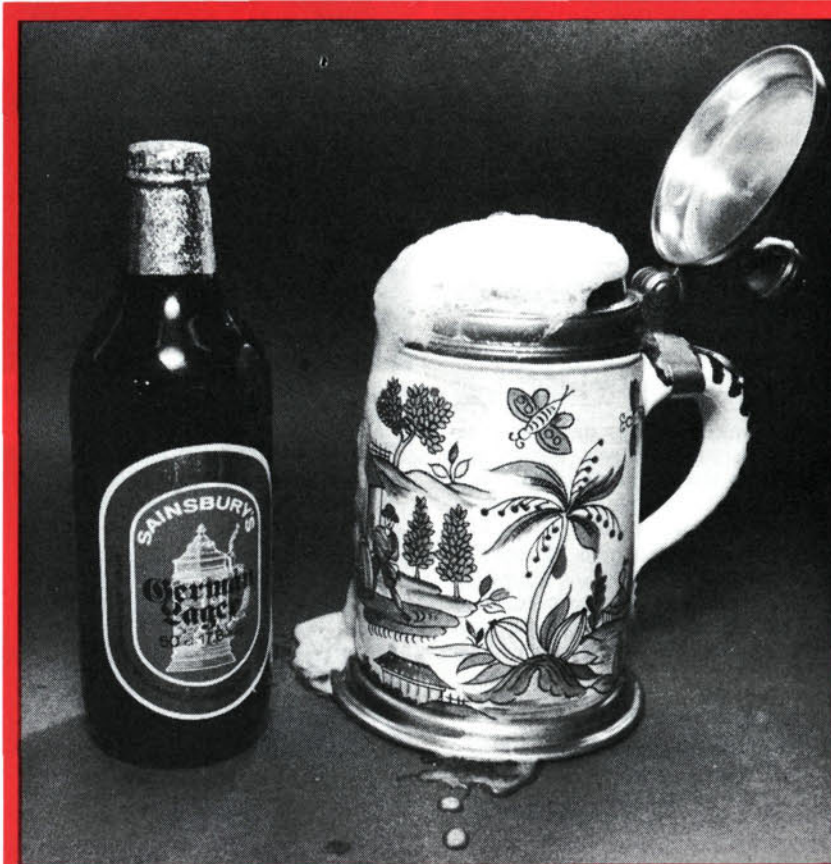


Tin Tops

SPRING-CLEANING kitchens is being made very easy this year with the help of the new co-ordinated series of tinware from JS.

In just a short time the 'Brown Bouquet' range has firmly established its popularity and is abolishing boredom from the homes of many shoppers who often like to buy just one item each week and so build up a full collection gradually.

The easy-clean classic styles of matching trays, caddy, cannister, cake tin, biscuit barrel and waste paper bin promise not to spring-clean people's pockets! Prices start at 69 pence for a small caddy so it's not going to break anyone's bank to harmonise their home.



Willkommen

ANOTHER FIRST FOR JS with the introduction this month of an own-label German lager. Although other imported lagers have proved a big success in the UK, this is the first time that an own-label version has been sold.

Brewed and bottled at the ultra-modern Bavaria St Pauli Brauerei in Hamburg, it's a strong and very tasty beer — brewed from an original gravity of 1052 to give five per cent alcohol by volume. That's considerably stronger than most commercial brews, so it should be treated with respect!

It's made in accordance with an ancient German purity rule — the 'Reinheitsgebot' — which has been in force since 1516 and prevents brewers using anything other than hops, barley, yeast and water as ingredients. The best way to drink it is well chilled and foaming in a 'stein', but if you can't manage that, try these tips from Stan Meekoms, JS's beer buyer. 'Pour it out the German way — not down the side of the glass, but from a height so that you get a big foaming head. Drink it soon after you buy it as it's best drunk fresh, and always remember to chill it well.'

The lager's available in all licensed branches at 40p for a half litre bottle — that's the equivalent of about 45p a pint. And if you're wondering what 'kein pfand' and 'keine rückgabe' on the bottle mean, our German expert translates them as 'no deposit, non returnable'.

Management on the move

ON ANY SATURDAY between the hours of 11 am and 4 pm the 160,000 people who live in and around Lewisham can be found shopping at the JS supermarket in the town's new Riverdale Centre. Well, perhaps not all 160,000 but that is what it looks and occasionally feels like to Terry Brown as manager of one of the company's busiest stores.

'There are no slack days at Lewisham' says Terry. 'At weekends the shop is so full there isn't room to fill the shelves. As for the rest of the week, Monday included, it's comfortably crowded.'

Terry has been finding out how this particular part of South-East London lives since 1976. Before that he was manager at Sutton. His career with JS began 17 years ago when he was 18. It might have begun earlier but poor eyesight let him down. A pair of spectacles and a stint at the Co-op later, Terry re-applied for a job at JS and his career has never looked back.

His first two branches were at Brighton, where he met a pretty young saleswoman called Pat, who is now his wife. His third branch was Hove where he was made up to an assistant manager.

Top of the tree

Old and new Crawley followed, along with promotion to grocery manager. More promotion, this time to deputy manager at Sutton, which he later returned to as manager. The well earned title of manager came in 1975 at Wallington.

Now at the head of one of the company's top six stores, apart from size and volume of trade one of the distinctions is that the manager reports direct to his AGM. Terry still finds his early manual training comes in useful. 'We had a bit of an emergency a while back' he says 'when we had to bone out our own bacon. There were only two of us in the shop who knew how to do it.'

Terry's day begins at the back door.



Just the job

We take our second look at what it takes to be a good supermarket manager

The average staffing level at Lewisham is around 250, of which a little under two-thirds are part-timers. The size of Terry's work-force is an indication of just how busy the store is. 'Keeping the shelves filled and the shopfloor clean is like painting the Forth bridge; as soon as you think you've finished it's time to start all over again.'

Lewisham is a rumbustious shopping centre that caters for people of widely differing backgrounds and ethnic origins,

from the middle class strongholds of Blackheath and Greenwich to the family communities of Deptford and New Cross. These differences come together (and sometimes clash) in Terry's store and he has adapted his management style to suit them all.

His day starts around 7.30 am when he checks the back door, followed by a quick tour of the main departments to highlight anything that needs immediate attention. By 8.15 he is taking a final walk around the shopfloor to make sure everything is ready to receive his first wave of customers—there is always a huddle of people waiting outside for the doors to open.

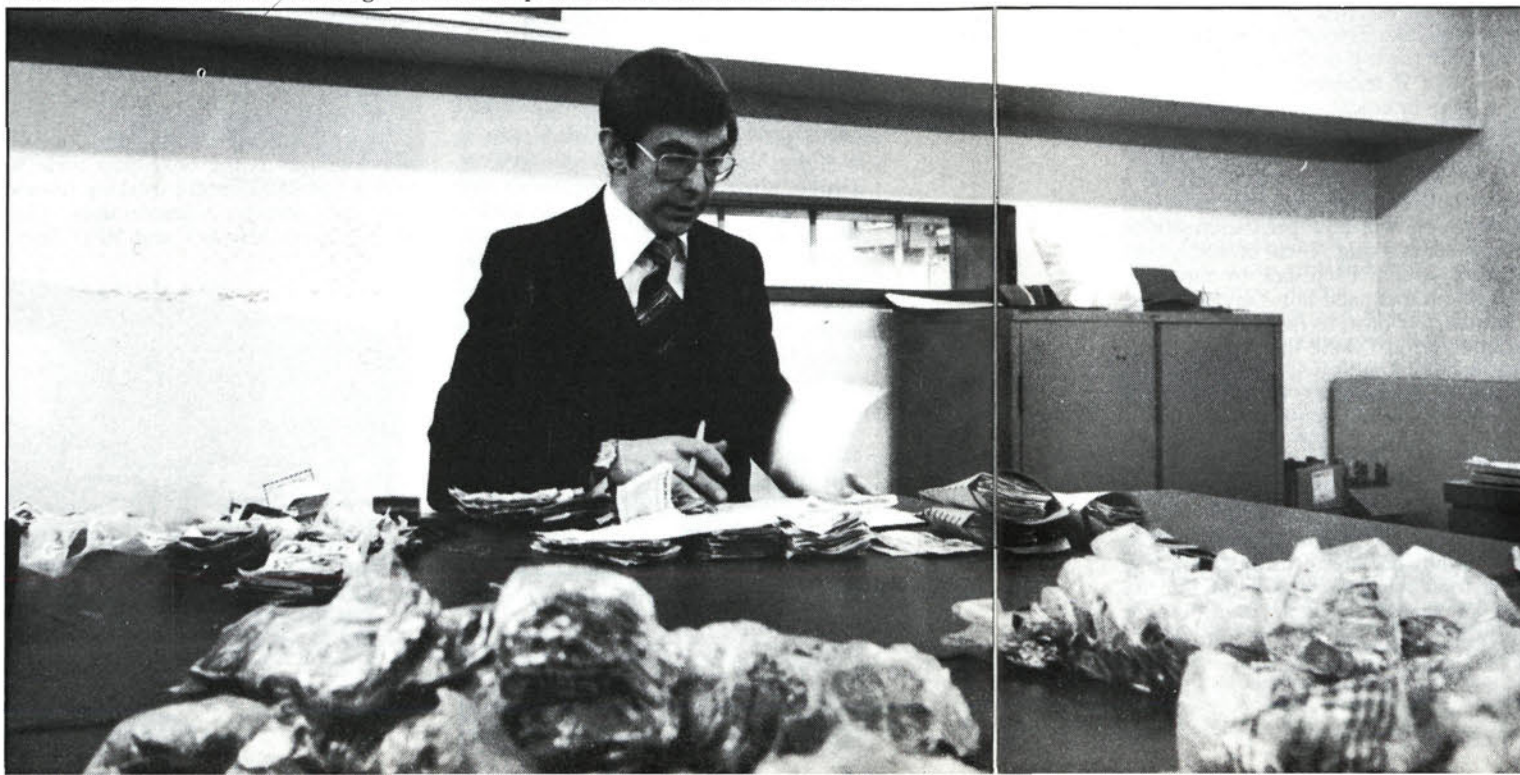
No set timetable

A detailed discussion with every member of his management team about their departments is part of his daily routine. 'I have no set timetable' he says. 'I find it is much better to pick a time that is mutually convenient, according to what is happening that day.'

His deputy is his right hand man. 'There are two managers at a store and one of them is the deputy' says Terry. 'He must be kept in the picture. It is no good being a "supermanager" if the moment you leave the store it collapses behind you. A manager knows he is doing a good job when things run just as smoothly when he is not there.'

Terry is a very approachable man and has a good working relationship with every member of his staff. Part-timers often pop in on their day off to see if he needs them that day. He believes in treating people as adults and they respect him for it. However, he does not suffer fools, incompetence or slacking, gladly. 'You soon know if you've done something wrong' says Hazel Rich his deputy chief cashier 'but once he's told you off the matter is forgotten, he doesn't hold a grudge and the staff like that.'

Above: Customers treat him as their guru! Below: A quiet moment in the cashier's office.



The shopfloor is his main domain during trading hours, talking to staff, talking to customers, and generally making sure the wheels turn smoothly. 'I try not to get involved with the day-to-day running of the different departments, I leave that to my management team' says Terry. 'I think it is more important for me to have an overall knowledge of what's going on. That way, if sickness has left a department unexpectedly short of staff I know immediately which other departments are in a position to help out.'

Terry is a perfect example of management on the move, he is never still; his customers won't allow him to be. They seek him out to answer question after question. Not complaints either, many seem to treat him as their supermarket guru!

As well as a guru Terry also has to be a weather prophet. Tucked away inside the big rambling Riverdale Centre, staff at the store have no idea of what the weather is like except when they visit the canteen.

'During the week most of my customers don't have cars so the level of trade falls slightly when the weather is bad. But the moment it stops raining they make up for lost time'. Terry has to keep a weather eye open to make sure he has enough staff on the shopfloor to cope with the rush the moment the cloudburst is over!

Home sweet home

The warm bright entrance of the store is a popular meeting place for the gangs of youngsters who roam the Centre, especially during the school holidays. It takes diplomacy, understanding and sometimes courage, to keep the way clear and presentable for his customers. 'Sweeping the floor could easily become a 25-hour-a-day job for someone!' says Terry with a resigned grin.

Home for Terry is in the quiet countryside of Tonbridge in Kent. 'It is a deliberate contrast to the busy atmosphere of my working life' he says. 'I think it is important to have a home life that enables you to completely unwind, and leave supermarketing behind you. That way you are always ready to start afresh come Monday morning.'



Ladies' night—Helen with Claire and Sarah (right).

Tending her own plot

GUY FAWKES hangs on Helen Harris's family tree. Helen's own brand of plotting however has proved to be more effective, if less explosive, than her infamous ancestor.

In just over ten years Helen has plotted out for herself a highly successful career as a home economist, and is the latest recruit to the popular JS counselling service. She takes over the Bristol/South Wales/Gloucester area from Jillian Battersby who is about to embark on a new career as a mother.

Helen and her husband Nigel have two daughters, Claire aged eight and Sarah aged six. They live in a roomy house on the rural outskirts of Bristol and the whole family enjoy being in the 'great outdoors' and taking part in traditional country pursuits.

At the age of 16 and with a clutch of O-levels to her credit, Helen (who is now 33) surprised her family and friends by deciding to eschew A-levels and university in favour of a three-year home economics course at Gloucester Technical College. Home economics was still in its infancy and making a career as a home economist was not as easy as it is today.

Her eight O-levels enabled her to complete the three-year course in two.

Helen's first job was with the South Western Electricity Board as a home service advisor. During her time with the board Helen took a two-year evening course that qualified her to teach O and A level students.

Marriage followed by the birth of Claire and Sarah saw Helen's teaching career marking time for a few years while she devoted herself to her family. Now her daughters are growing-up she is beginning to pick up the threads again and is able to add more and more dates to her freelance diary. As well as JS, and teaching one day a week, her other 'clients' include the Potato Marketing Board and the Meat Eating Advisory Team.

Both Helen and Nigel come from farming families and hope one day to have a few acres of their own. In the meantime they make good use of a big garden and gather a rich harvest from the countryside around their home. If you are offered a glass of elderberry wine by the Harris's you can be sure it's the real thing. 'I look after the wine—Nigel

continued overleaf ▸

TWENTY-FIVE YEARS AGO hard toilet paper hung in every WC in the land, but an upstart from the USA had arrived on the lavatory scene. Soft toilet tissue had crossed the ocean, and quickly began to make inroads in the market. This year, British housewives will spend somewhere in the region of £170 million pounds on soft lavatory paper, and a third of the total tonnage of tissue products will be sold under the various own-labels. JS has an important share of this market, so we visited JS's main supplier, Kimberly-Clark Limited, at their mill at Larkfield near Maidstone.

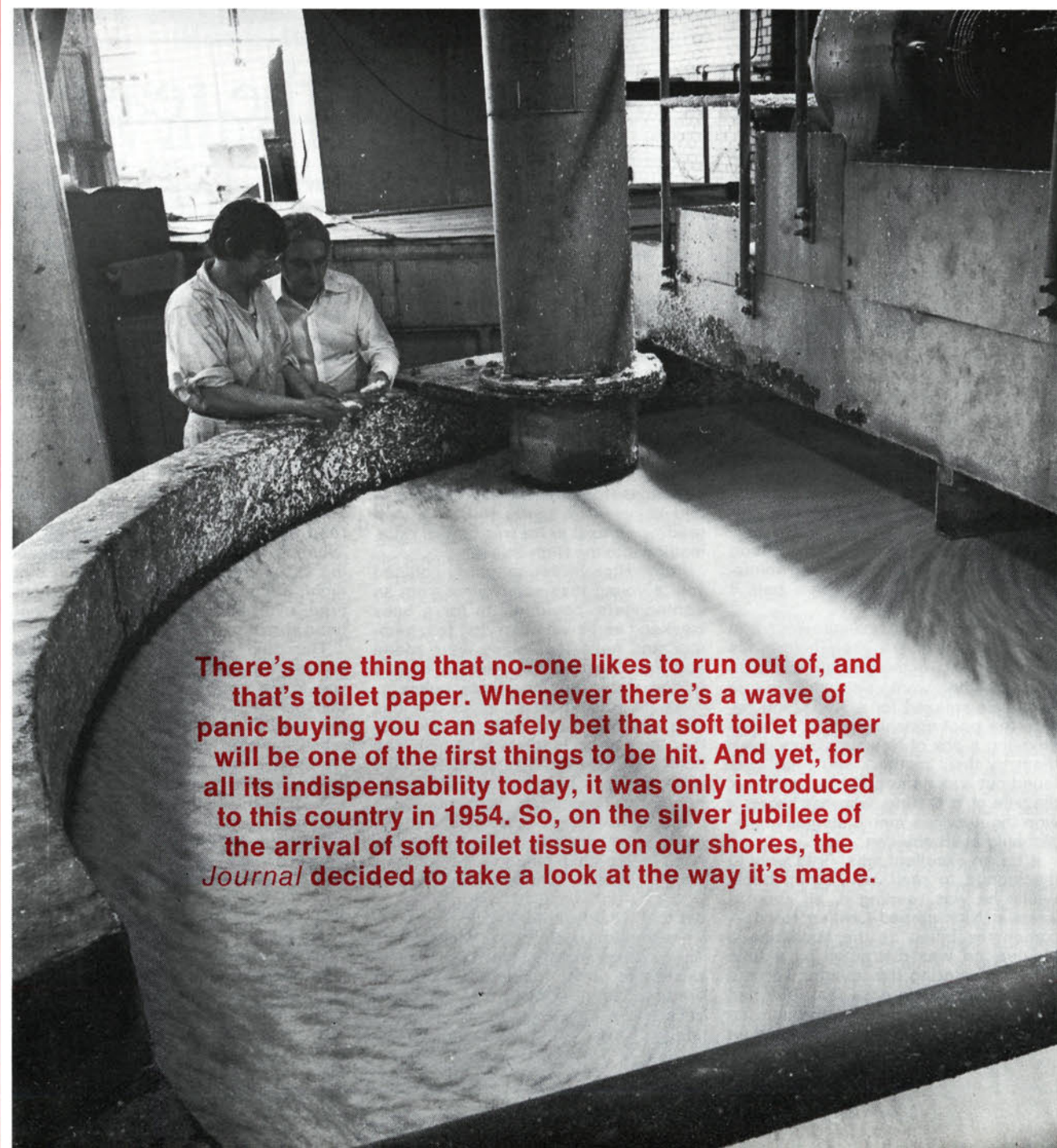
The story of soft tissue begins during the First World War, when scientists at KC's parent company in the States discovered how to make a kind of fluff by processing wood pulp. This 'cellulose wadding' was first used as an absorbent in field dressings for the troops in France, and shortly after the war was developed into a sanitary towel called 'Kotex'.

In 1924 they discovered how to turn this wadding into a sheet of tissue, and the brand name 'Kleenex' was born. At first the tissues were sold as wipes for removing make-up, but it was quickly realised that most people were using

them as disposable handkerchiefs. That was when the market really took off. By the end of the 1920's soft toilet tissue had been introduced to the States, but it was a fair while before it arrived here.

In Britain, 'Kotex' was introduced in 1924 and tissues were being shipped in from Canada just before the Second World War—100 tissues for 6d! However, the war and the subsequent paper rationing caused a set back, and it wasn't until 1951 that the decision was made to manufacture tissue products in this country. The first mill went into production in 1954 at Albert E

SOFT SELL



There's one thing that no-one likes to run out of, and that's toilet paper. Whenever there's a wave of panic buying you can safely bet that soft toilet paper will be one of the first things to be hit. And yet, for all its indispensability today, it was only introduced to this country in 1954. So, on the silver jubilee of the arrival of soft toilet tissue on our shores, the *Journal* decided to take a look at the way it's made.



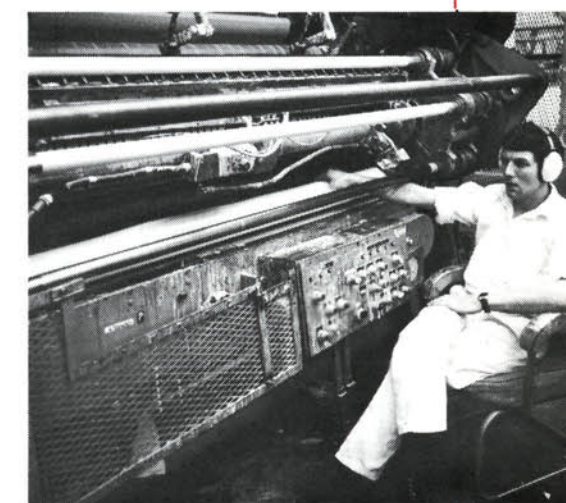
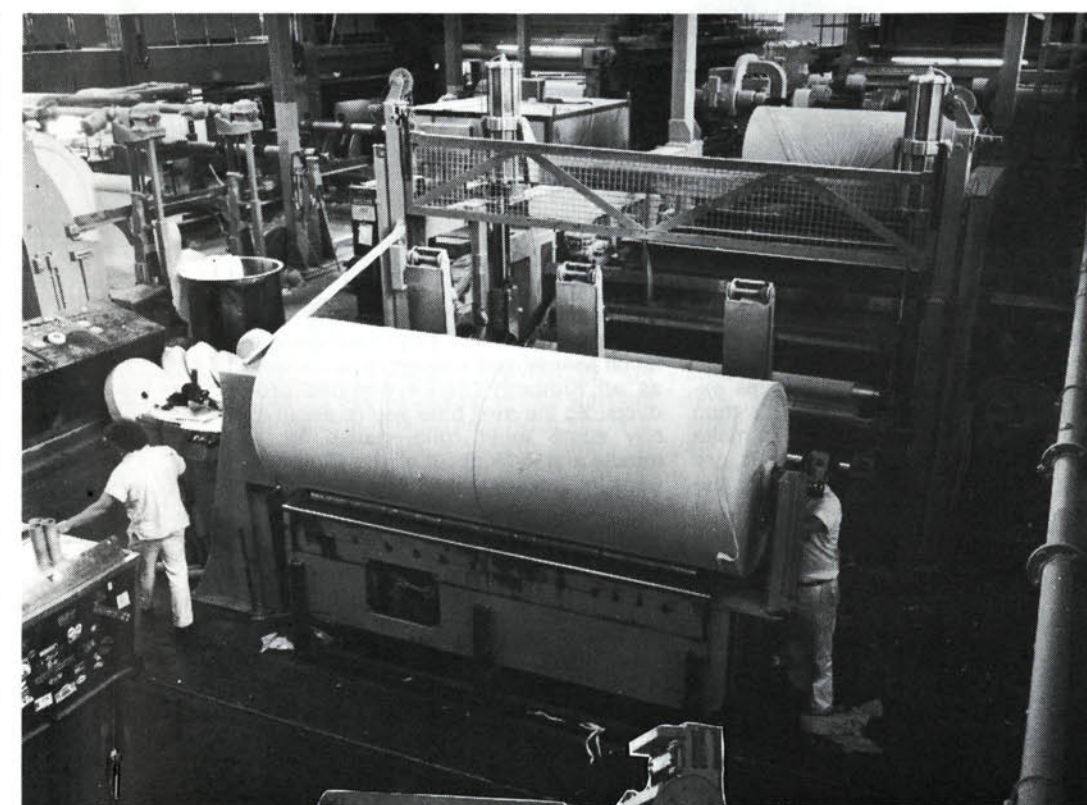
Left: Dry pulp on its way into the hydropulper.

Reed's (now Reed International) paper making complex at Larkfield, under license from the Kimberly-Clark Corporation in the States. Kimberly-Clark Limited was formed under the joint parentage of Reeds and KC in the USA, and since then has gone from strength to strength as the market has grown.

The Larkfield complex is reputedly the biggest paper making site in Europe, if not the world, and KC have three 'wadding machines' there, capable of turning out in excess of 1000 tons of tissue each week. The basis for the whole operation is wood pulp, made by mechanically and chemically processing trees to produce a fibrous pulp.

Three types of wood are used—pine, spruce and eucalyptus. Made into pulp at source, it's shipped to Larkfield (on the river Medway), and then fed into the 'wadding machines'. These take

continued overleaf ▶



Far left: the pulp and water 'stock' is mixed in large tanks. Left: Enormous rolls of tissue come off the wadding machine. Below: The rolls are moved to the 'dry' end of the factory and, (above) wound onto 'logs'—very wide toilet rolls.

