

# THE FACTORY & RECREATION

AN ACCOUNT OF  
THE RECREATIONAL  
AND SOCIAL SCHEMES  
AT BOURNVILLE WORKS

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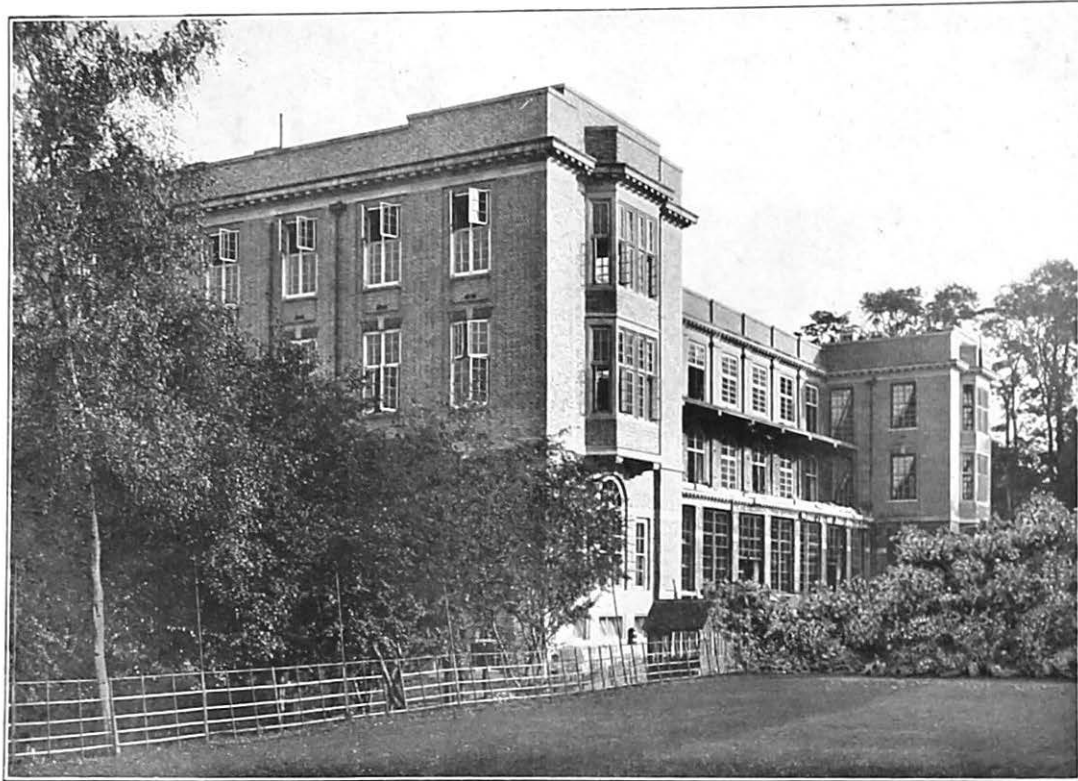
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PUBLICATION DEPARTMENT  
CADBURY BROS. LTD.  
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THE NEW DINING ROOM BLOCK, BOURNVILLE WORKS.

# THE FACTORY AND RECREATION

## INTRODUCTION.

THE problem of giving the worker in industry a larger share of leisure is being succeeded by the problem of the utilisation of that leisure. The importance attached to the question at the present time is shown by the fact that at the Sixth Session of the International Labour Conference, held in June, 1924, the leading item on the agenda was the "development of facilities for the utilisation of workers' leisure." The question was selected by the Governing Body of the International Labour Office\*—

"as it arose almost spontaneously during the debates which took place, particularly at the 1922 Conference, on the ratification of the eight hours Convention and the methods of consolidating the reforms which have been adopted in nearly all countries in recent years. In effect, the question of the utilisation of workers' leisure is the corollary of the larger problem of the limitation of the hours of work."

A comprehensive questionnaire was prepared by the International Labour Office, through which the various governments were invited "to give their opinion as to the principles to be followed and the methods to be adopted in order to ensure profitable utilisation of leisure." The replies, published in supplementary reports, were of considerable interest, and formed the basis for discussion at the Conference.

The present booklet is a statement of the experience of one industrial community which has developed over a period of many years a number of social and recreational schemes, and is published as a contribution to the data that is now called for, not only for the use of those who are projecting similar schemes, but for the interest of those who have already instituted them.

One result of the Industrial Revolution was that mechanical processes largely rendered skill and craftsmanship unnecessary. As a consequence there has been lost to large numbers of those engaged in repetitive work the joy and satisfaction at one time

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\* "Development of Facilities for the Utilisation of Workers' Leisure," Questionnaire 1; Geneva: International Labour Office.

so widely experienced in the practice of a craft. The fact is not lost sight of that the worker under present conditions may often experience pleasure and satisfaction in the superintendence of the machinery which he minds, particularly where its functions are complicated, but to large bodies of workers this cannot apply. Commenting on this matter, Dr. Ernest Barker, the Principal of King's College, London, said recently :—\*

“ Work under modern conditions is not a satisfaction but a drudgery, and the workers have demanded, and the conscience of the community has agreed with the demand, that there should be a limitation of their hours, and that periods of leisure should be guaranteed to all who work in factories, shops, and places of business.”

In the manifesto issued by the General Council of the Trades Union Congress, the social importance of the workers' leisure was emphasised, and “ the fact that one of the reasons against the increase of the hours of work is the necessity of enabling the worker to complete his education and devote a part of his time to the demands of citizenship and domestic life.”†

In the interesting address referred to above, Dr. Barker went on to recall the distinctions which Aristotle made between work and recreation, and between recreation and leisure. Work, the Greek philosopher said, was something done not necessarily for its own sake but as a means to something else ; recreation was rest from work which took the form of play, and resulted in the recovery of the poise of the body and mind disturbed and unbalanced by work ; but leisure was a nobler thing, a work desirable for its own sake. These distinctions are illuminative, and have an important bearing on any attempt at organizing the workers' leisure, whether those attempts are made by the worker himself, by others on his behalf, or by co-operation between employer and employee. They allow of a wider comprehension of the needs that go to make a right solution of the problem. Important as recreation or play may be, there is also this other need for leisure to become “ a growing time for the human spirit.”

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\* In an address on the subject of “ The Uses of Leisure.”

† Mr. Barnes, the British Government delegate, in opening the discussion on the Draft Convention at the sixth sitting of the Washington Conference, said, “ It is not a mere basic eight hour law or eight hour rule, with additional pay for additional hours of work that we are after. We are after leisure rather than pay.”

The most important contribution to the question of the utilisation of the workers' leisure has, perhaps, been made by industry itself. Extensive provision has been made in many factories not only for games but for the pursuit of hobbies and crafts, and for the participation in and the enjoyment of various arts. Works bands and choirs, literary and debating circles, dramatic, photographic, and chess clubs, horticultural societies, and associations for the encouragement of utility hobbies—all these are familiar "welfare" activities; and, taken together with the educational facilities provided by Day Continuation Schools, where they exist, the local Art School, and the Worker's Educational Association, are creating a new atmosphere and wider outlook for the worker in industry.

There has been considerable interchange of views and experience between one firm and another regarding the methods adopted in instituting and carrying on these recreational and social schemes, and associations exist which have performed useful-service as clearing houses of information. It is hoped that this booklet will serve as an answer to the numerous enquiries which one firm alone receives, also that as a record of experience it may serve a useful purpose generally. Its form as a detailed statement, rather than chapters of generalization, is deliberate, for it has repeatedly been found that an account on these lines is what is most welcome to the organizer or social student.

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A brief statement should be made regarding Bournville conditions :—

There are at the main factory itself 10,000 employees, of whom 5,400 are women and girls, and 4,600 men and boys.

In all the schemes it will be seen that the girls have to be considered equally with the men and boys. There are separate men's and girls' athletic clubs, while athletics for boys are organized through the Bournville Youths' Club, which directs the whole of their social and recreational activities. All the other Works Societies are open on equal terms to the men and girls, but youths usually prefer to associate themselves with their Club's activities.

As regards leisure, two points should be mentioned—working hours and holidays. In 1919, the 44-hours' week was introduced. Normally work ceases at 5 p.m., and on Saturdays at 11-45 a.m. One Saturday in every four is a whole holiday, and on the previous Friday work ceases at 4 p.m. The shortened week balances the three previous weeks when 45½

hours are worked. The "Free Saturday" is also shared by all members of the clerical staff. The chief results of this arrangement are to assure the employees long evenings and Saturday afternoons and a two-days break every month. The "Free Saturday," too, opens up wide possibilities to the various clubs and societies in the way of arranging special visits, outings, exhibitions, and competitions. A holiday scheme was introduced by the firm in 1909, with a view to assisting employees to enjoy an annual change. Under the scheme, employees are granted a holiday in the summer of about 10 days with pay, bonus days being added according to length of service and deductions being made for bad time keeping. The scheme has removed the disability of loss of wages which once faced employees.

The works at Bournville are situated four miles from the centre of Birmingham, on the edge of the country, the natural features of which have, wherever possible, been preserved. Recreation Grounds have been laid out on two sides of the Works, both being convenient for dinner-hour recreation. A third ground has been provided at Rowheath, about five minutes' walk from the Works. Altogether there are 109½ acres of recreation grounds and allotments. Including the facilities at the branch factories the total acreage is 142½.

Most of the clubs and societies have been in existence for many years, and the administration of all is on democratic lines. The firm provides facilities and makes financial grants, which are administered through the Welfare and Recreation Committee of the Works Council, a joint body of Management and Workers. The control, however, remains in the hands of the members, there being no interference in the clubs' and societies' internal affairs, although each is required to send a copy of its report and balance sheet to the Council.

In athletic clubs connected with some works, professional or semi-professional teams are maintained, but all playing in the Bournville teams take part as amateurs. Every encouragement is given for participation in games, and the introduction of inter-departmental competitions on an extensive scale—which followed on the provision of an additional 75 acres of recreation grounds at Rowheath—has enormously increased employees' opportunities in this respect.

In the extensive provision made at Rowheath, the firm have been able to extend playing facilities to all employees, and the scheme, which includes a Garden Club, or Park, partly laid out for lawn games for men and women jointly, marks a

departure in the lay-out of recreation grounds. At Rowheath the grounds are not reserved exclusively for the use of the members of the various athletic clubs, but are open for the whole body of employees and their families.

While at Bournville the attractions offered by the factory's social organizations undoubtedly compete with those outside, there is a large population in the neighbourhood which is not connected with the factory and which has its own social life. The City provides several public parks with facilities for games, and there are institutes which are also centres of various activities. The danger of a large factory starving other social life exists more particularly in small towns where the outside population is not very large.

The economics of "welfare" is a matter which is frequently discussed. Whether welfare is a paying proposition or not—in the material sense—is not easily determinable, and in any case it is a matter outside the purpose of this booklet. There can be little doubt that the spirit of co-operation which welfare schemes foster is reflected in the general efficiency of a business, and there is an obvious benefit accruing from them as regards health and cleanliness—which are particularly important in a food factory. Participation in the various social and educational activities must also result in greater general alertness of the workers, and so long as the control is not run on paternal but on democratic lines the better working together of management and workers, so important in a highly organized factory, must follow. There is also a converse association between welfare and efficiency which the sociologist cannot ignore, namely, that the more sustained application which modern factory organization entails upon the worker certainly demands counterbalancing opportunities for recreation in its many forms.

Whatever links there may be between welfare and efficiency in factory administration and commercial policy, it is certain one can never be a substitute for the other, and this is a point perhaps not always fully recognized. *Welfare may be a consequence of efficiency, but it by no means follows that efficiency will follow welfare.* To go further, it is difficult to see that welfare can be satisfactorily practised to any appreciable extent except where there is an efficient and successful administration in operation.



## ATHLETICS FOR MEN.

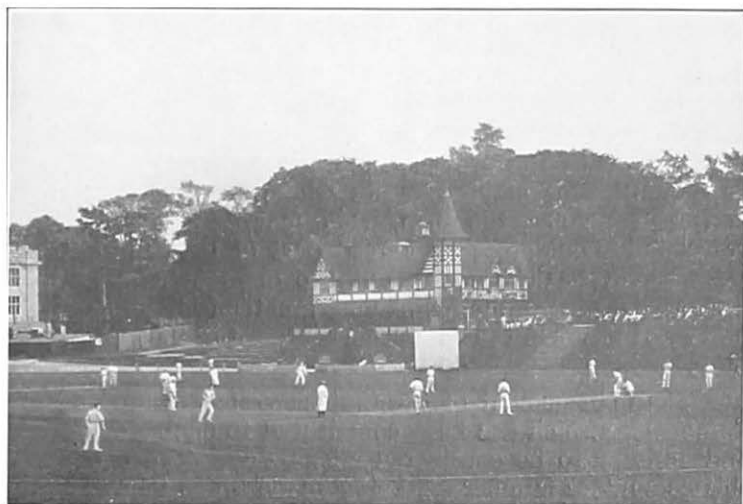
Games and sports for men are organized through an Athletic Club which has been established many years. Originally, after the firm had removed to Bournville in 1879, there was a club for cricket and football, the matches being played in fields near to the Works. With the growth of the factory more extensive recreation grounds became necessary, and in 1896, Richard and George Cadbury, the partners of the business, provided a recreation ground of twelve acres extent, adjoining the Works. In that year the cricket and football club was dissolved and the "Bournville Athletic Club" founded. The work of levelling what was a falling site and laying it out was very considerable, but the completed ground was at once felt to be a great asset, for by its position it offered the opportunity for dinner-hour recreation. As may be expected the club grew rapidly, the membership increasing from 430 in 1896 to 700 in 1904, 1,245 in 1914, and 2,243 in 1923.

The Men's Recreation Ground became the headquarters of all sports and games associated with the men's side, and on it events of local, county and international importance have been held, *e.g.*, the Midland Cycling and Athletic Club Sports, Worcestershire County Cricket, and International Hockey matches.

The ground has an open-air swimming bath, and a well-equipped pavilion. It provides one football, one hockey and two cricket pitches; three tennis courts and two bowling greens. The greatly extended provision subsequently made at Rowheath is referred to on page 37.

### THE PAVILION.

In 1902, a spacious pavilion was erected, being the gift of the firm in commemoration of the Coronation of King Edward. This is provided with a large gymnasium, with complete apparatus, an ample club room, buffet, offices, dressing rooms with 18 shower baths, wash basins, accommodation for home and visiting teams, umpires, referees, etc. Provision has been made for spectators in a balcony and an enclosure. A small pavilion has since been erected for the use of the bowling section.



THE MEN'S RECREATION GROUND (12 acres).  
Showing Pavilion and a corner of the Dining Room Block.



THE ROWHEATH GROUNDS (75 acres).

## MANAGEMENT AND CONSTITUTION.

The drawing up of the original constitution of the Athletic Club was one of the earliest examples of the initiative of the employees being directed to the practical control of a Works organization. From the first, the Club has been controlled and run by the employees, the firm for the greater part being concerned with the provision of facilities and extending the opportunities for playing games wherever possible. In the matter of finance, the firm, while making a definite annual grant and shouldering an agreed part of the administrative costs, leaves the Club to work out its own finances. This policy has created among the members a greater feeling of responsibility and has maintained a keener interest in the affairs of the Club.

The management of the Club is vested in an Executive Committee, which has been constituted to enable every game and activity to be considered adequately. The members of this committee number 33, being made up as follows :—

- (i.) 12 members elected by ballot, six retiring in rotation each year, but being eligible for re-election.
- (ii.) Five representatives appointed by the firm.
- (iii.) One representative from each of the Games Committees (10 representatives in all).
- (iv.) The Vice-Presidents for the year, not more than four to attend at any one meeting.
- (v.) The Honorary Treasurer and the General Secretary.
- (vi.) The Honorary Secretary (if appointed).\*

The general business of the Club is conducted at an annual meeting. The Executive meets monthly unless otherwise specially convened, and at the first meeting of the year the Chairman is elected.

The ten Games Committees comprise :—

- (i.) Angling, (ii.) Bowls, (iii.) Cricket, (iv.) Tennis, (v.) Harriers, (vi.) Hockey, (vii.) Association Football, (viii.) Rugby Football, (ix.) Swimming, (x.) Departmental Games Association.

Each committee consists of seven members, six of whom are elected by and from the members of that particular section, the other being appointed by the Executive. Each committee elects its own Chairman and one representative to sit on the Executive Committee.

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\* Provision has been made in the Club Rules for the appointment of an Honorary Secretary, if such an officer should be considered necessary.

## MEMBERSHIP.

The membership fee to the Club is 6/- annually (over 18), and 3/- (18 and under). The fee covers membership of all the constituent sections. The subscription to the Club may be paid by half-yearly or quarterly instalments.

## FINANCE.

The Athletic Club provides all games and sports equipment, bears the secretaries' salaries up to a limit of £200 per annum, all costs of postages, printing, insurances, medals, etc. The firm maintains the pavilion and provides teas to the home and visiting teams, makes up the secretaries' salaries, and bears the main expenses connected with the Angling Section. Expenses incurred in the maintenance of the grounds are borne by the firm through the Joint Grounds Committee (see page 43).

## TRAVELLING EXPENSES.

Players pay their own travelling expenses up to 1/- per match. The difference between 1/- and the total fare within a radius of 20 miles, *i.e.*, a complete distance of 40 miles, is borne by the Club. Any excess above this limit is paid by the players. From experience it is felt that a 20 miles' radius is sufficient for half-day matches. Each section submits its programme of fixtures to the Executive for approval. It should be noted, however, that the first football team receives full travelling expenses in league matches. This team actually brings in an appreciable revenue in "gate money," and consequently costs less to run than most of the other teams.

A small tea allowance is also made to the first and second team players.

## GAMES SECTIONS.

It has been the experience that the welfare of each game and sport is better ensured if it be managed by a committee elected by, and from, those interested in that particular game, rather than being administered by the main Executive Committee. Each committee arranges the fixtures for its own teams, also the various competitions, etc., and submits its budget of expenditure to the Executive for approval. These committees relieve the Executive of much work of purely sectional interest, and by submitting their budgets of proposed expenditure to the Club's Finance Sub-Committee enable that committee to estimate accurately the requirements of the Club as a whole,

and so apportion fairly the available income. In view of the considerable amount of work involved in running football, the General Secretary of the Club acts as secretary to this section.

By far the largest section of the Club is the Departmental Games Association, the function of which is dealt with fully later. It should be noted, however, that the Games Association is itself a body comprising a number of games sections, viz., cricket, football, tennis, and bowls, each having its own elected committee. These games sections are entirely distinct from those of the Athletic Club, being concerned only with the conduct of games played between teams drawn from the various departments in the Works, while the latter controls the representative Bournville teams engaged in outside competitions, leagues, etc.

Facilities for golf and badminton are also provided; neither, however, is organized as a section with representation on the Executive. Badminton is played in the Men's Pavilion, while for golf, which was added to the Club's activities in 1925, advantage is taken of the Municipal Golf Course at the Lickey Hills. A Club golf competition held early in 1925 proved very successful.

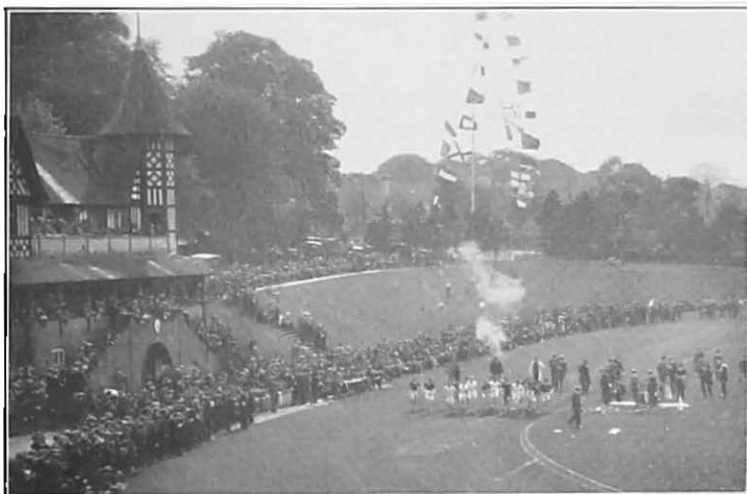
#### WINTER GAMES.

There are five "association," three "rugby" and two hockey teams. The Club is affiliated to a number of athletic bodies such as the Birmingham Counties Football Association, the Birmingham Youths' and Old Boys' Association, the Midland Rugby Union, and the Midland Counties Hockey Association, etc. The first association football team plays in the Birmingham Combination League against professional sides, although itself maintaining amateur status. Professionalism is not encouraged, for it is believed to be contrary to the best intentions of recreation, as, among other reasons, it involves a heavy and continual expenditure, and caters for spectators rather than provides playing facilities for the employees as a whole.

The rugby and hockey teams play friendly games, with the exception of matches played by the first rugby team in the Midland Rugby Cup. The rules of the Hockey Association prevent the formation of competitions, etc.

#### SUMMER GAMES.

The Athletic Club runs three "club" cricket teams, and although no competitions are entered this is probably the most popular game played. The long summer evenings and



A SPORTS MEETING AT THE BOURNVILLE MEN'S GROUND.

Saturday afternoons, with the pleasanter conditions generally, induce a larger number to enter into these games. Bournville has been the nursery of several well-known cricketers, notably A. A. Lilley and E. J. Smith, both Warwickshire and England players, whose early training was obtained after the day's work.

About fifty members of the Club are registered with the Warwickshire and Worcestershire Bowling Association, teams being entered in the Senior and Junior Leagues of that body, the leagues being run on the principles of promotion and relegation. The section arranges numerous competitions for various Club trophies.

Tennis is very popular, and the Club runs two strong teams. As in the case of bowls, there are a number of section competitions. Only friendly matches are played. On two evenings a week, ladies may play on the courts in the Men's Athletic Ground, if accompanied by a member of the section.

In addition to the above Club teams, there are further opportunities to participate in football, cricket, tennis, and bowls through the departmental competitions.

#### SPORTS.

Sports are arranged by a special sub-committee appointed by the Executive. The Club has recently revived the holding of factory sports meetings, but the chief annual sports are those

promoted jointly by the Athletic Club and the well-known Midland Cycling and Athletic Club, in which Bournville athletes compete with the representatives of neighbouring organizations. Music is provided by the Works band, and dancing is held in the evening. A great event in these sports is the Ten Miles Cycle Race.

The Club has a fairly strong Harriers section, the membership including three internationals, one of whom, B. Macdonald, won the Amateur Athletic Association One Mile Flat Championship in 1925. The section is, however, rather weakened by the close proximity of the well-known Birchfield Harriers. Nevertheless, many outside events are competed in with success, and the Club competitions—in which medals are awarded—are always keenly contested.

#### ANGLING.

The interest shown in angling is surprising, as the Birmingham District has neither a river nor extensive fishing waters. For many years anglers at the Works had either to make the best use of the local facilities (mainly the canals), or journey some 20 odd miles to the River Severn or the Avon. That angling should have made such a strong appeal under these circumstances encouraged the committee in an endeavour to find a stretch of fishing water for the exclusive use of the Club, and in 1914, Tardebigge Reservoir, a sheet of water about 20 acres in extent, was leased.

Tardebigge Reservoir is situated near Bromsgrove, and is about 10 miles from Bournville. The distance round its banks is some  $1\frac{1}{4}$  miles, and in some places the water reaches a depth of 40 feet. A pavilion has been erected on the banks as a refreshment room and shelter. The Club owns two punts, though the banks are clear and allow of approach to the water at all points. The reservoir is well stocked with bream, perch, eels, roach, trout, etc. Before using the reservoir a member must take out a Severn Fishing Board Licence. The section, which is affiliated to the Birmingham and District Angling Association, is over 400 strong, and holds a prominent place among the Midland clubs.

Several bye-contests are held every year, and there is also an annual competition for ladies at the Manor House (the residence of Mrs. George Cadbury). As many as 150 to 200 take part in the Club's annual contest, which is held at different places from year to year, *e.g.*, Tewkesbury, Upton-on-Severn, and Worcester.

The expenses incurred in awarding prizes for these competitions are met partly by the section's efforts in arranging dances, socials, and whist drives, during the winter months, and partly by a grant from the executive. The idea of each section having a small fund of its own out of which it may make special purchases, present prizes, and medals, is becoming more generally adopted.

#### SWIMMING.

Almost all employees at Bournville learn to swim, for all boys and girls pass through the swimming classes, which form part of the Physical Training Course, organized under the Works Educational Scheme. It is felt that such training is inseparable from, and necessary to adequate mental and bodily development. The present paragraph, however, is concerned only with swimming as a section of the Athletic Club.

The swimming section uses the open-air baths on the Men's Grounds during the summer months (approximately six months of the year) and the Girls' Baths during the remainder of the year. Classes in swimming and life-saving are held; also swimming sports, at which departmental races and competitions arouse great enthusiasm. The section enjoys the services of a qualified swimming instructor, who acts as coach to the water polo teams. The Club is affiliated to the Birmingham and District Water Polo League, and has three strong teams competing in its divisions.

#### PHYSICAL TRAINING.

Attendance at Physical Training Classes, which includes swimming instruction, is compulsory for all boys between the ages of 14 and 18 as a part of their school course. There are also voluntary evening classes for youths and men which make a wide appeal. Instruction is mainly on the British system, the varied work of which is conducive to larger and more regular attendances. Recreational gymnastics include instruction in free exercises, Indian clubs, horizontal and parallel bars, vaulting horse and box, rope climbing, bridge ladder, jumping, boxing, and wrestling. All-round development is aimed at, rather than efficiency for the purpose of spectacular display. The classes are conducted by two qualified instructors, and are under the auspices of the Works Education Department.

Records have been compiled by the Works Doctors of the average weights and heights of boys at Bournville and compared with records of other groups of boys of corresponding ages. At 14½ years of age the Bournville youth is 11 lbs. in



weight above the average given by the late Dr. Charles Roberts for the artisan class, while at 16 years of age he is 14 lbs. above the average for that class, and only 8 lbs. below the average of the most favoured class, the boys from the great public schools. In height, the Bournville youth of 14½ years is about three inches taller than the average of the artisan class, and at 16 years of age the superiority is two inches.

#### DEPARTMENTAL GAMES ASSOCIATION.

In 1920, the necessity arose for the provision of greater facilities for players, for it was evident that a larger number desired to have the opportunity to take active part in games and sports. For some time there had been a feeling in favour of departmental contests, and this culminated in the adoption of a scheme, the effect of which was to develop games on a scale beyond all expectations. The formation of teams in every department of the Works was encouraged, and thus a large number of men were absorbed in games who would otherwise have no opportunity of playing, and would have to remain contented as spectators. Rules were drawn up by departmental representatives whereby a football competition could at once be formed. The rules provided that all playing in the games should be members of the Athletic Club, and that all matches should be played under the ordinary league system of awarding points. Very soon 20 teams were engaged in this competition.

As it was announced later on in the same year that the firm would provide extra accommodation at Rowheath, and also the necessary colours and outfit for the various games, the Departmental Games Association was able to commence its operations fully equipped.

The foremen and men in the departments providing teams have all spoken of the value of departmental sport in promoting good feeling in the Works, and in carrying into the workrooms that valuable asset, "team spirit."

At the end of the football season the departments were circularised through the medium of a Shop Letter, issued regularly by the Works Councils, as to the possibility of conducting summer games on league principles. As a result, departmental competitions were arranged in cricket, bowls, and tennis, and a full-time secretary was appointed and made responsible for the organization and management of the various competitions.

The summer competitions have proved more successful than those played in the winter, as owing to the dark evenings

in the latter case games are restricted to Saturday afternoons. The football competitions are popular, but rather more so among the younger players, as the game is strenuous and often played under bad conditions.

The Departmental Games Association is managed by an executive committee of 16 members, including President, Vice-Presidents and Chairman. The committee and officers are elected at the annual general meeting of the Association. It is interesting to note that the committee comprises entirely workers' representatives. There are four section (or games) committees, one each for cricket, football, tennis, and bowls. Although the Association is a section of the Athletic Club it may be regarded conveniently as "Part 2" of that Club, for it has its own Executive Committee with attendant sub-committees.

The large number taking part in the departmental games will be realised by a glance at the following figures for a recent year :—

#### DEPARTMENTAL GAMES ASSOCIATION.

Game.	Number of Teams.	Number of Players.	Matches Played.	Competitions Arranged.
Football	21	231	175	{ Knock-out for Cup and Shield, also Friendlies. Leagues : 2 Divisions, Knock-out for Trophy. Leagues : 2 Divisions, Bowls Drives. Individual Merit. League.
Cricket	15	165	146	
Bowls	24	192	184	
Tennis	16	100	105	

In addition, there are two representative Departmental Cricket Teams, which engage in matches with other works, and comprise the best players from all the departmental teams, matches being played on Saturdays when inter-departmental contests do not take place. The above figures do not include the umpires, linesmen, scorers, referees, etc. Neither is it possible, in a table, to give any indication of the numbers participating in the activities of such bodies as the Angling Section, the Motor and the Cycling Clubs, etc. It has been estimated that altogether there are some 95 organized men's teams, engaging about 950 players.

#### ACCIDENT INSURANCE.

The large increase in the number of games played naturally saw an increase in the number of injuries sustained by players, which caused loss of time to the workers concerned and consequent financial loss. To provide against this an Accident Insurance Scheme was set in operation. The scheme is simple and works smoothly. Players each contribute 1d. or 2d. per match, and in the case of an injury caused through taking part in departmental games the benefit is £1 a week for four weeks. In more serious cases the committee may decide to increase the amount of the benefit, or extend it over a longer period. If of very long duration benefit matches may be played, the proceeds of which are given without deduction to the injured worker.

#### INTER-DEPARTMENTAL INDOOR GAMES.

The Association is now developing competitions in indoor games, as a result of a feeling that there should be such inter-departmental contests during the winter, when outdoor sports are at a discount. A "Whist League," comprising 26 teams has met with considerable success, and it is proposed to extend this movement by organizing league and other tournaments in billiards and carpet bowls. As stated elsewhere, social gatherings are arranged by the various sections of the Club during the winter evenings. These keep the members interested in, and in touch with, the Club when normal activities are suspended.

#### INTER-FACTORY COMPETITIONS.

Inter-factory games are becoming more and more popular, and the firm has encouraged the exchanging of visits between representative teams of the various organizations at Bournville and those at other works.

## ATHLETICS FOR GIRLS.

Organized athletics for girls date back to 1899, when the Bournville Girls' Athletic Club was formed. The foundations for a successful club had been laid during the previous years, when, pursuing a policy of encouraging employees to obtain mental and physical relaxation after work, the partners of the firm had provided opportunities for the girls to play games. Steady progress was registered by the Club, the membership increasing from 113 in 1899 to 431 in 1909, 1,207 in 1919, 1,496 in 1921—a record number,—and 1,227 in 1923.

### GROUND AND PAVILION.

At the time the Club was formed grounds over 12 acres in extent were at the disposal of all girl employees. The grounds were originally part of the old estate known as Bournbrook Hall acquired by the firm, although in 1907, as it had fallen considerably into decay, the hall itself was demolished.

The Girls' Recreation Ground differs widely from the Men's. While the latter is purely an athletic ground, being laid out solely for playing games and holding sports meetings, the former is only partly devoted to playing pitches and courts, the lawns and woodland, which are of great beauty, having been retained. Its pleasant walks, picturesque lily pond, and grassy slopes make it a delightful retreat, both in the dinner hour and in the evening. The hope that the girls would take advantage of the gardens instead of remaining in the dining rooms during the dinner-hour has been fully realised. There is an open-air theatre, and a picturesque Italian rose pergola, which is also used as a stage for the performance of plays and masques. A spacious lawn nearby provides accommodation for about 4,000 persons. In the summer, band concerts are held during the dinner hour, when dancing is very popular.

A pavilion on the ground has a well-equipped gymnasium, dressing rooms, kitchen, offices, etc. The offices are occupied by members of the Physical Training Staff, who are largely responsible for the management of the Club, and the organization of games. The provision of shelter in recreation grounds is important, and attached to the pavilion is a glass-covered verandah which, among other uses, affords accommodation

for meals. Further provision has been made by erecting two shelters and a rest room, the latter being a large wooden structure having a sheltered verandah, on a carefully chosen site amid a cluster of trees. All girl employees over 18 years of age are entitled to use this room, which, being comfortably furnished with tables, easy chairs, etc., makes a pleasant retreat for quiet reading and study.

Many important Works events take place in these grounds, and when open-air masques and plays are given, or concerts or social events are held, the grounds are thrown open to all employees of the firm, and often to the public.

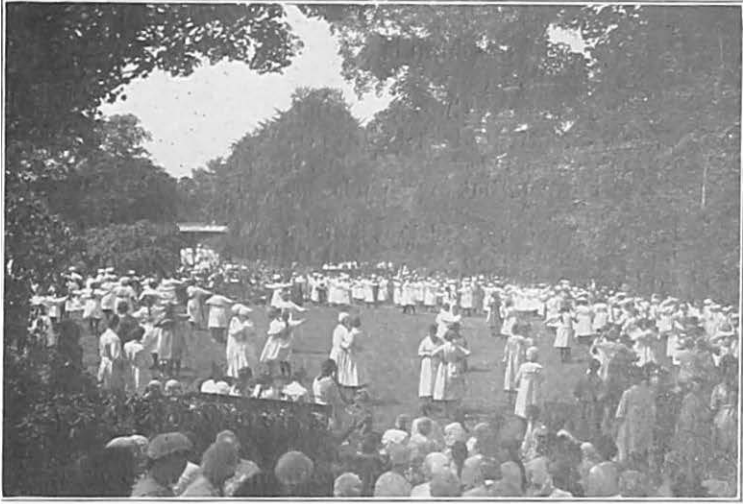
In the Girls' Recreation Grounds there are two cricket, one hockey, and four netball pitches, and seven tennis courts. As in the case of men's athletics these facilities were greatly extended with the acquirement of the Rowheath Grounds, which are dealt with on page 37. Taking both grounds together, the total provision is four cricket, five hockey, and four netball pitches, and 18 tennis courts. The addition of the Rowheath Grounds made it possible to develop on a large scale inter-departmental competitions in both summer and winter games. The following abstract gives the number of teams organized by the Girls' Athletic Club :—

#### NUMBER OF TEAMS.

Game.	Total No. of Teams.	Teams Representing the Club.	Departmental Teams.	Number of Players engaged in these Games.
Cricket ...	4	4	—	44
Tennis ...	19	3	16	115
Hockey ...	26	10	16	286
Netball ...	36	4	32	252
Water Polo	2	2	—	14
	87	23	64	711

#### CONSTITUTION AND MANAGEMENT.

It will be seen that the administration of the Bournville Girls' Athletic Club differs fundamentally from that of the Bournville Athletic Club. There are no games sections with their elected committees. The work of organizing games and



**A MID-DAY BAND CONCERT.**



**A DEPARTMENTAL NETBALL FINAL.**  
The Contests are held in the dinner-hour.

arranging fixtures with other clubs is undertaken by the members of the Physical Training Staff of six fully qualified instructresses, one of whom is appointed Secretary of the Club, while another fills the position of Assistant Secretary.

The affairs of the Club are managed through an Executive Committee, constituted as follows :—

- (1) 12 members elected by ballot, three of whom retire annually in rotation, but are eligible for re-election at the end of 12 months.
- (2) The Secretary, Assistant Secretary and Treasurer.
- (3) The members of the Physical Training Staff.
- (4) A member co-opted from the Joint Grounds Committee.

As at present constituted, there are 19 members of the Executive, these being 12 elected by the girls, one co-opted from the Joint Grounds Committee, and the six members of the Physical Training Staff. The offices of Secretary, Assistant Secretary, and Treasurer are now held by members of the Staff.

The election of new Committee members takes place at the annual general meeting (held before the end of May), to which all members are admitted and have equal votes. The balance sheet and report is read at this meeting, each member ultimately possessing an abstract of the report through the medium of the Works Magazine.

#### MEMBERSHIP.

The Club is open to all women and girl employees of the firm. There is an entrance fee of 6d., and an annual subscription of 3/- for those over 16, and 1/6 for those under that age. The fee is inclusive, covering all the activities of the Club.

New girls under 16 years of age, may, however, join the Club on payment of a subscription of sixpence. This entitles them to all privileges of the Club until the end of the Club year, when the full subscription is charged.

#### FINANCE.

In considering finance it must be remembered that the Staff is also responsible for the Physical Training and Swimming Instruction of the scholars attending the Day Continuation School, and "salaries" does not appear in the Club accounts. Normally, a Secretary, with perhaps an Assistant Secretary (who could also act as coaches), would suffice to carry out the administrative work of the Club.

The firm maintains the grounds and the pavilion and pays the administrative salaries. The heaviest items of expenditure borne by the Club are the provision of games and sports



GIRL CAMPERS AT TEIGNMOUTH.

equipment, travelling expenses, affiliation fees, stationery, and medals. The cost of providing games and sports equipment for the last six years has averaged £67 per annum, or 1/2 per member.

The girls playing in the leading Club teams are expected, wherever possible, to provide their own hockey sticks and tennis racquets, and steps are taken by the Club to enable members to purchase these on advantageous terms.

#### TRAVELLING EXPENSES.

In regard to travelling expenses, the expenses of hockey, tennis, and netball matches are paid out of the Club funds up to a limit of 4/- per player for each match. Members chosen to play in County matches receive the whole of their expenses.

#### THE ORGANIZATION AND CONTROL OF GAMES.

In addition to carrying out the Gymnastic and Swimming curriculum, the Physical Training Staff organizes and controls the inter-departmental games competitions, the games played in the dinner-hour interval (at which also regular instruction or "coaching" is given), and arranges the fixtures for the various Club teams. Each instructress is in charge of a particular game or other club activity, and to her falls the work of arranging the necessary fixtures, etc. Teams are selected by a separate selection committee for each game, comprising the



Physical Training Staff, and two representatives from each team, one of whom is the captain. There are only two sub-committees in the Club, viz., a small Swimming Committee and a Camp Committee. The latter is elected to make the arrangements for catering during the annual week-end camps.\*

#### ACTIVITIES OF THE CLUB.

The leading games are hockey and netball (winter), and cricket and tennis (summer). The inter-departmental games, which are keenly taken up, are run on the "knock-out" principle. Departmental contests are open to all girl employees irrespective of membership of the Club. This, it is felt, is carrying out the original intention of the Club, which was to afford all girls these recreative enjoyments.

The Club is affiliated to a number of organizations, including the Juvenile Organization Society's Netball League, the All-England Women's Hockey Association and the Midland Counties Hockey Association. One or two girls playing in the first hockey team also play for the County.

Great importance is attached to the organized instruction given in all games, both during the dinner-hour and in the evening. These practices are well attended, and as a result the shy girl is often drawn in to athletic games who might otherwise never know their fascination and value, while another result is that a high standard of play for the Club is maintained.

A successful experiment has been made in the formation of a company of Girl Guides, a member of the Staff acting as the Captain. The Company holds a sports meeting, engages in games against other companies of Guides, arranges outings and a Christmas Party for poor children, and performs other social services when called upon. The movement has a great value in developing such characteristics as the spirit of social usefulness, an interest in hobbies, and the love of open air.

Dancing classes are very popular. They are divided into elementary, intermediate, and advanced sections, and instruction is given in Old English, Country, and Aesthetic dancing.

The Club has formed a convenient social as well as athletic centre for girls, and social meetings are regarded as essential complements to the athletic side. Among these social gatherings may be noted the Christmas Party, the programme consisting usually of tea, an entertainment, and dancing.

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\* Apart from these camps, a School Camp is held at the end of July, in which a considerable number of girls attending the Day Continuation School take part.

## PHYSICAL TRAINING AND SWIMMING.

In addition to the Physical Training and Swimming Classes organized by the Works Education Committee for students of the Continuation Schools, voluntary classes are held during the evenings. The Ling system of educational gymnastics is employed. Classes are graded into 1st, 2nd, 3rd and 4th year, and at the end of each year an examination is held by an outside examiner. Successful students are awarded certificates for the 1st and 2nd years, a bronze medal for the 3rd year, and a silver bar for the 4th. The examinations for the 3rd and 4th years include swimming.

Voluntary classes are also held in swimming. An average of 23 girls each year have been awarded Proficiency Certificates and the Bronze and Silver Medals of the Royal Life Saving Society, and on 11 occasions the Diploma—the Society's highest award—has been won. The Club has also won the Ladies' Silver Challenge Cup, this trophy being awarded by the Society to a club or any other affiliated body securing the greatest number of R.L.S.S. examination successes during the year. The Bournville Club's success was recorded during 1924.

Water Polo is a popular game, and there are two Club teams. Swimming sports are held annually, in which there are inter-departmental races and competitions.

## GIRLS' SOCIAL SERVICE.

For many years Bournville girls have rendered useful social service in the city of Birmingham, this work dating back to 1910, when, through the Works Social Service League, they visited Birmingham girls' clubs, teaching swimming, sewing, etc. Parties of girls were also frequently entertained at Bournville.

Senior members of the Club have also helped various girls' clubs in the district by taking gymnastic and dancing classes during the winter months.

Interest in such social work has been stimulated recently by an annual meeting of girls just leaving the Day Continuation School, at which addresses are given describing the educational and social activities in which they might participate and pointing out the opportunities there are for helping such outside organizations. As a result of the first meeting, a number of girls took charge of several boys' and girls' clubs, others worked at clubs for the Boys' and Girls' Union, others were trained in making garments and toys for hospitals, while some taught raffia work and embroidery and performed similar services in girls' clubs.

## RECREATION FOR YOUTHS.

Probably no form of social activity has such a far-reaching effect in factory life as the club for youths. A club which aims at providing definite interests for youths, encouraging athletics, social gatherings, meetings of a semi-educative character, the pursuit of hobbies, etc., has great possibilities in the way of influencing soundly the adolescent mind and providing a healthy outlet for youthful energies.

The Youths' Club at Bournville was founded as early as 1900, and the membership has increased from 107 in that year to 967 in 1924. It has been the aim through this Club not only to develop athletics, but to provide for all the interests of youths in the Works, encouraging them to take an active part in social and educational institutions. As regards sports and games, it should be mentioned that although the athletic organization within the Club is distinct from that of the Bournville Athletic Club, youths are eligible for membership of the latter body also. In the main, however, they prefer to associate themselves with their own Club's recreative organization.

### SCOPE OF THE CLUB.

The activities of the Club naturally resolve themselves into two main divisions—(1) Indoor and (2) Outdoor. In (1), the Club administers the club rooms, workshop, museum and library, and directs the various social activities. Under the auspices of the Club are a large number of indoor hobbies, classes, and miscellaneous sections, *e.g.*, Boat-building Class (in connection with the Model Yacht Section), Metalwork and Woodwork Classes, Natural History, Dramatic and Chess Sections, a Club Orchestra, with classes for the study of various instruments, Boxing Class, Debating Section, and Radio Section (with complete apparatus made by members). The Works Men's Library is available free of any subscription to all youths. In (2), the Club organizes games, administers the playing pitches allotted by the Joint Grounds Committee, etc. The outdoor sections include the usual popular games, cycling, rambling, etc., and summer camps and excursions also form part of the Club's programme.

### MEMBERSHIP.

There is no direct subscription, and a youth entering the service of the firm automatically becomes a member of the Club (see page 28). The Club is divided into two sections, for seniors over 18 years, and for juniors under that age.

## CONSTITUTION AND MANAGEMENT.

### YOUTHS' COMMITTEE OR COUNCIL.

In 1919, the principle of self-management was extended. It was believed that this would develop among the boys a stronger community spirit, widen their sense of responsibility, give them an added desire to participate in games, and make them feel more fully that the Club was *their* club.

This desire for self-management actually originated among the boys themselves, and it is interesting to note that the development was almost parallel to that movement which resulted in the formation of the Works Councils at the Works.

The Committee—a Works Council in miniature—which was established, deals with many matters affecting the boys, as the Councils deal with the affairs of the other employees. The Committee controls all matters directly concerning the welfare of youths in the Works, and also the social and recreational life of the Club.

The Youths' Committee is the Club's Executive, and is constituted as follows :—

- (1) 12 representatives elected annually from the various factory groups.
- (2) Seven management representatives appointed by the Board. One of these is a Director, another the Secretary of the Club, and two others, members of the Day Continuation School Staff.

Youths' and Management representatives preside alternately at the meetings. In addition to the Club Secretary, who acts as Secretary to the Youths' Committee, there is a Youths' Secretary elected by their representatives.

The Committee appoints two members to serve on the Joint Grounds Committee, two representatives to serve on the Junior Minor Discipline Tribunal, and others as required for other committees.

### THE CLUB COMMITTEE.

This is an advisory committee to the Youths' Committee, and comprises representatives of all the Club activities, each being invited to send a representative, whether definitely organized as a section or not. Its recommendations are passed on to the Youths' Committee. It operates in the freest possible way, and at times as many as 50 youths may be invited to attend a meeting, the number actually attending, however, varying from 15 to 25. This elastic constitution is largely responsible for its success among the boys.



BOURNVILLE YOUTHS' CLUB. GAMES ROOM.

Many former members retain an interest in the Club, and render valuable assistance by their help and suggestions. These "old boys," together with other helpers outside the Club who may be conducting some activity, are all invited to the Youths' Club Committee meetings.

There are few Club rules, "on the assumption that Youths' Club members will always be gentlemen and will conduct themselves in such manner as to maintain and enhance the good name of the Club." (Extract from Club handbook).

The Secretary is appointed by the firm. His duties, while in the main consisting of Club administration, also include a considerable amount of work in co-operation with the Works Education Department and other bodies. This applies especially to such matters as the arrangement of various educational classes, the Camp School, visits to the Continent,\* etc. It is recognised by the firm that, for the Club to realise its best, it should be complementary to the school as well as to the factory.

#### FINANCE.

Speaking broadly, the policy of the firm is to provide all accommodation, expenses of upkeep, etc., and above this to

\* See "Education in the Factory." (Publication Department, Bournville Works, 6d.).

contribute a sum for the organization of Club activities equal to the amount raised by the Youths' Committee among its members. Up to 1920, there was a membership subscription of 3/- a year for those over 18, and 1/6 for those under that age. The direct subscription was then abolished in favour of an indirect method through the Workers' Fund. This Fund bears part of the administrative expenses of the Works Councils, and provides a number of personal benefits for employees generally. Contributions to the fund are on the basis of 1d. in the £1 per week on wages. From the contributions of each youth to this fund a payment of 2/- per annum is made over to the Youths' Committee.

#### CLUB ROOMS.

The Club premises are provided and maintained by the firm. At present the Junior Section is accommodated in a building which was formerly the house of one of the staff, while the Senior Section is housed in another building close by, both being close to the factory. The Club also uses two converted army huts. New premises are in course of construction which will bring all the activities under one roof. With the new headquarters it is unlikely that the general principles of administration underlying the present scheme will be changed.

Broadly speaking, one set of rooms is reserved solely for the use of senior members. The reading room contains newspapers, periodicals, and quiet games, and the games room billiards and ping-pong tables. The juniors have also games rooms, with bagatelle and ping-pong tables, and a reading room. The latter is supplied with the leading daily papers, weekly and monthly periodicals. Other Club rooms include a museum, the two huts (one used for classes, etc., and the other as a workshop), and a class room which is available for quiet reading, chess (which is very popular), and study. The games rooms are closed during the summer months. The museum is linked up with the Hobbies and Rambling Section. The experience of the Club has been that youths of different ages do not readily associate together, especially in such a matter as the sharing of Club rooms, and the adoption of senior and junior sections—encouraging the seniors themselves to become largely responsible for the running of their section—has resulted in keeping a general interest in the life of the Club.

Swimming, life-saving, and gymnastic classes, arranged through the Works Education Department, ease the strain on the Club games room accommodation.

## PLAYING FACILITIES.

It will be remembered that the athletic organization of the Youths' Club is quite independent of that of the Athletic Club, and that the facilities provided by the Youths' Club are open to all youths. The following allotment is made to the Club from the Works Recreation Grounds :—

	Football.	Cricket.	Tennis.	Hockey.	Rugby.
Rowheath	9	8	6	2	—
Other Pitches	3	—	—	—	1
Total ...	12	8	6	2	1

In a typical year there were 15 association football, 12 cricket, 3 hockey and 2 rugby football teams, a total of 32 teams.

Others participate in the Club tennis tournaments, friendly and other casual games. During the season the tennis courts are in continual use during week evenings and on Saturday afternoons. Youths who are members of the Athletic Club and are keen swimmers are eligible to play in the water polo teams.

## SECTIONS OF THE CLUB.

Certain Club activities are organized by elected section committees, and others are controlled more or less directly by the Club. The Hockey, Cycling, Rambling, Chess, Orchestral, Photographic, and Tennis Sections are largely run by committees composed of interested members. The Football and Cricket Sections, which entail a great deal of work and organization, and involve questions of finance, are mainly supervised by the Club Secretary, although each team runs itself independently of the rest.

A rule has been laid down that the subscription for membership to a section shall not exceed 1/- per annum, with the exception of the Orchestral Section, in which case the amount may be as much as 4/- per annum, to cover the cost of music. It should be stated, however, that in cases where a subscription would prevent a lad from taking part in an activity, the payment is not pressed. The object of fixing a subscription is not so much a means to cover expenses as to create among those in the section the feeling that the success of the activity depends on their sustained interest, an end which is better secured by this means.

## TRAVELLING EXPENSES.

The Club usually pays one half of the travelling expenses incurred by players engaged in friendly, league, and cup matches. The same also applies to the rambling excursions arranged by the Rambling Section. Thus, longer journeys have been made possible, and on "Free" Saturdays (one whole Saturday every month) day trips are arranged.

## OUTDOOR GAMES.

Football is the most popular game, and every year there are between 12 and 15 teams playing regularly. They are started on a very simple principle, yet one found to be efficient and popular. A general announcement is made that any group\* of boys wishing to form a football team may elect their captain, and forward particulars of the name and ages of the members of the proposed team, together with a request for fixtures to be arranged. These particulars are sent to the general football secretary. Teams may, if they choose, enter a league. Teams are entered in leagues usually on the basis of the average age of those playing in the team.

The Club provides the necessary clothing for football and hockey upon the payment of a deposit equal to the actual cost of the articles, so that if they are not returned they are paid for. The deposit may be reclaimed in full if the articles are returned in good condition. Cricket teams are started on the same principle, and are entered, if desired, in leagues according to age. All necessary equipment—such as footballs and cricket materials—is found by the Club.

Hockey sticks, tennis racquets, etc., may be purchased at special Club prices.

By mutual arrangement, some branches of sport are catered for by the Day Continuation School. This applies particularly to rugby football and sports.

## PROVISION AGAINST ACCIDENTS.

By instituting a Benevolent Fund the Club has made provision for members who may be incapacitated from their work through accidents incurred while taking part in sports. In the interests of the lads all players are required to join the

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\* It has been found that boys associated in a department often show a desire to join together and form a team. This greatly facilitates the running of a team, and develops an "esprit de corps" invaluable in work and play. The same spirit of loyalty to departments is also very marked among the girls.





THE YOUTHS' CHARMOUTH CAMP, 1924.

scheme. The subscriptions are :—Association Football (league games), "Rugger," and Hockey, 2d. per player per match. For other Association Football Matches and Cricket, 1d. per player per match. Benefit is paid as follows :—To those paying 2d. per match: 12/- a week for 6 weeks ; to those paying 1d. per match: 6/- a week for 6 weeks.

#### ANNUAL SEASIDE AND COUNTRY CAMPS.

Recognising the importance of travel from an educational standpoint, and its value in developing youths' social instincts, it has been for many years a policy to organize a number of seaside and country camps during the time the Works are closed for the annual holidays. Different camping grounds are chosen from year to year, giving Club members an opportunity of obtaining wide knowledge of the English coast and countryside. The camps usually last from the first Saturday of the holiday until the following Tuesday week, with an optional extension till the following Saturday. Among the places which have been chosen as camping centres are Borth (near Aberystwyth), Blue Anchor (near Minehead), Llanfairfechan and Hunstanton. In 1923, the main (junior) camp was held at Bembridge (Isle of Wight), and in 1924, at Charmouth. Smaller camps were held at Stoneleigh Deer Park (Warwickshire) and Cannock Chase respectively. This country camp, held comparatively near home, opens up the possibilities of

camping to those boys who are unable to pay the higher charges for the seaside camp. A third camp (seniors) was held at St. Helen's, I.O.W. (1923) and Lyme Regis (1924). For convenience the senior and the main junior camps are in close proximity, so that travelling and transport expenses may be minimised. The senior camp is arranged for the older youths who would hardly be contented to fit into the arrangements necessary in the case of a camp for young lads, although most excursions and organized amusements are arranged jointly.

The Club makes special arrangements with the railway companies, both for travelling accommodation and reduced rates. Below is given the cost to the members (inclusive of all fares, food, etc.) of the camps held in 1923 :—

- (1) BEMBRIDGE (Isle of Wight)—  
Junior Camp. Duration, 10 days ; scale of cost—37/- at 15 years of age, rising 7/- a year up to 19 years of age, 65/-.
- (2) STONELEIGH DEER PARK (Warwickshire)—  
Junior Camp. Duration, 10 days ; scale of cost—27/- at 15 years of age, rising 5/- a year up to 19 years of age and over, 47/-
- (3) ST. HELEN'S (Isle of Wight)—  
Senior Camp. Duration, 14 days ; inclusive cost, £3 15s. od.  
Blankets may be hired at 1/6 each for the period.

The firm also bears approximately one-third of the costs of the junior camps, the amount being included in the annual donation to the Club. A member deciding to go to camp may pay his quota by easy weekly contributions, these being entered on a "Camp Fund Card."

Each member attending a camp receives a card giving him the "tent list," camp rules, details of the trains, advice as to necessary luggage and personal requisites, programme of outings, games and sports. There are about 20 events in the Camp Sports, which extend over two days.

#### WEEK-END CAMPS.

These are arranged during the summer on a permanent site, picturesquely situated on the canal side at Alvechurch, easily accessible by train and 'bus. The Youths' Club provides a supervisor, and when necessary undertakes the catering.

#### EASTER HOLIDAY TOURS.

Arrangements are made whereby youths may enjoy the Easter holidays of four or five days at a reasonable cost. In 1923, cycling and rambling parties visited Bettws-y-Coed and Matlock, while another party visited London. In the case of



A MODEL YACHT COMPETITION AT ROWHEATH.

the London holiday, accommodation in a gymnasium or club rooms is obtained free, and the party enjoys an "indoor camp," doing its own catering, etc.

#### CAMP SCHOOL AND SCHOOL JOURNEYS TO THE CONTINENT.\*

Three or four camp schools organized by the Education Department, which take the form of a journey along one of the Midland canals on a specially equipped barge, are held during successive weeks in August and September. While the aim of these journeys is primarily educational—lessons being given in Local History, Practical Geography, Geology, the architectural features, literary and other associations of the places visited—the school, in developing a spirit of comradeship, acts as a training ground for youths in the art of living. In connection with the Camp School each of the boys keeps a record of his experiences, this forming part of the written work. Prizes are awarded for the best of these Camp School diaries. The School Journeys to the Continent are arranged for those boys who are in their fourth year at school, and take place during the general holiday. In 1923, there were two parties of boys, one visiting France and one Belgium. One party of girls visited France.

\* See "Education in the Factory."

## WINTER SPORTS IN SWITZERLAND.

Although Bournville youths had thus extended their visits to places on the Continent, nothing hitherto had been done to compare with the visit to Switzerland in January, 1923, and again in 1924.

Both holidays were spent at Wengen, in the Bernese Oberland (German Switzerland), and lasted 12 days. The first party, numbering 20, was in charge of a Director of the Company and the Club Secretary. The object of the visits was not only to enable the boys to take part in the Sports, but also to awaken in them an interest in the great possibilities of travel as a recreation as distinct from the conventional holiday at a seaside resort. The organization was the joint work of the Youths' Club and the Education Department. The cost (£13 13s. od.) was largely borne by those making the journey (about £12 10s. od. per head inclusive) while the firm also made a grant.

## SOCIAL GATHERINGS.

In the belief that collective meetings foster a spirit of corporate life, a number of gatherings of a social, or semi-educative character are held. At such meetings opportunity is taken to include a talk upon some topic of common interest, *e.g.*, "Monotony in Modern Industry," "Looking Ahead—The Case for Personal Insurance." Two social events are of outstanding interest—the Annual Gathering and the Campers' Reunion, and with these should be included the meeting of boys leaving the Day Continuation School.

This is arranged jointly by the Men's Education Committee and the Youths' Committee, and the programme includes tea followed by short addresses. The object of the gathering is to dispel the fallacy that education ceases at the end of the Day Continuation School course, and to encourage youths to participate in wider social activities. A feature of the meeting is the display, on stalls, of placards, literature, and objects of interest in connection with various social activities at the Works and in the district. Representatives of the activities are in charge of their respective stalls to give information, enrol members, and where possible, to create an interest in the work of their particular organization.

The Annual Gathering takes the form of a tea, "speech day," and entertainment. This is one of the few occasions when it is possible to gather together the whole of the Club, and advantage is taken to give a resumé of the year's work, and to

kindle an interest in future developments. Efforts are made to draw the boys together at the tea, for these informal meals are believed to be of great value socially. The entertainment and dramatic performance is carried out for the most part by the members, and the Club Orchestra is also called into action.

The Campers' Reunion is held late in the year, when all the girls and youths who have taken part in the various camps, holidays, tours, visits, etc., arranged by the Works Education Department, the Youths' Club and the Continuation Schools, are invited to meet together. The programme usually comprises a tea, lecturettes illustrated by slides and films, and a general entertainment. Each lecturette describes a particular camp, holiday or visit, and is given by one who has taken part in that event. The entertainment is arranged entirely by the young people themselves.

A Campers' Exhibition is held at the same time. The collection is large and varied, and includes models of the places visited, photographs, curios, guide books, maps, camp diaries, and programmes of events.

Meetings of such a nature, which bring adolescent boys and girls together in healthy relationship, are without doubt valuable aids towards the building up of sound character. The lecturettes bring the intellect into play, and help to develop self-confidence and the power of self-expression.

#### THE CLUB AND SOCIAL SERVICE.

A great deal of individual social work is performed by members of the Club, and in addition to this the Club is definitely responsible for running two other clubs, one at a home for destitute children, who are awaiting emigration, the other for boys in the congested areas of Birmingham. A grant is made by the Youths' Club for the provision of games equipment, etc. A keen interest is shown in this work, and the passing-on of benefits in this way is encouraged by the Club.

## THE RECREATION GROUNDS AND THEIR CONTROL.

It has been shown that recreation at Bournville has grown steadily from early and small beginnings. When, however, the firm added the extensive Rowheath playing fields to the existing Men's and Girls' Recreation Grounds a great impetus was given to games, and the Athletic Clubs were able to extend their activities considerably. How great this development was can be gauged by the following figures.

Taking all the athletic organizations together, and including the departmental teams, there are 40 association and rugby football teams, 31 hockey, 34 cricket, 37 tennis, 26 bowls, and 21 netball teams. In 1921, 453 cricket matches, and in 1922, 5,647 hours of tennis were played at the Rowheath Grounds alone.

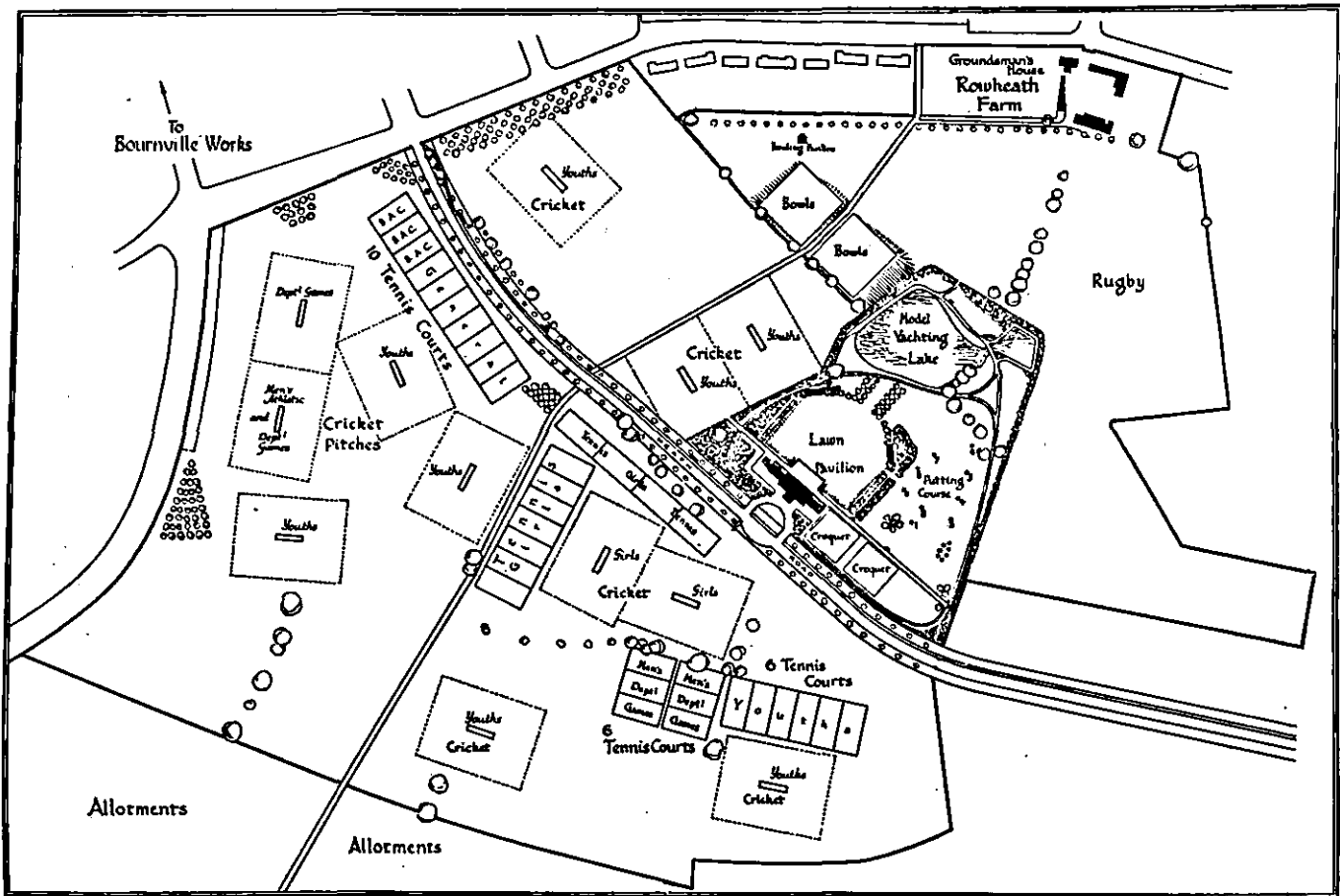
During a typical summerseason about 90 organized men's, girls', and youths' teams, involving 650 players, are engaged on a Saturday afternoon. In winter, there are nearly a hundred teams, involving about 1,000 players.

These figures do not include the hundreds of "casual" tennis players, nor the large numbers taking part in games between "pick-up" sides. Angling, rambling, cycling, and cross-country running, and the number of linesmen, umpires and referees, must also be taken into account in any estimate of the extent of the activities.

### ROWHEATH PLAYING FIELDS.

The grounds comprise some 75 acres. A new departure was made when the question of lay-out came to be tackled. Instead of developing the whole area as a vast aggregation of playing pitches, tennis courts, etc., 9 acres were definitely set aside and developed as a "Garden Club," which is in fact a small park.

The playing pitches are allotted to each of the athletic organizations according to its requirements. In the case of tennis courts, however, a number are reserved for those employees who are not regular playing members of a section.



THE ROWHEATH GROUNDS.

The total number of playing pitches and courts at Rowheath is :—

Football.	Rugby.	Cricket.	Hockey.	Tennis.	Bowls.	Croquet.
12	2	12	6	31	2	2

The total number on all the grounds together is :—

Football.	Rugby.	Cricket.	Hockey.	Tennis.	Bowls.	Netball.	Croquet.
16	2	16	9	43	4	4	2

The allotment of the pitches, courts, etc., at Rowheath is made as under :—

	Football	Rugby	Cricket	Hockey	Tennis	Bowls	Croquet
Men's A.C. ...	3	2	2	—	9	2	—
Girls' A.C. ...	—	—	2	4	9	—	—
Youths' Club	9	—	8	2	6	—	—
General Use	—	—	—	—	7	—	2

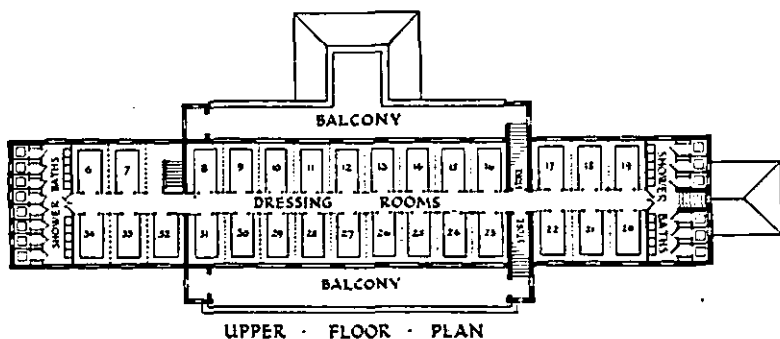
### THE GARDEN CLUB.

It was evident that many employees were temperamentally disinclined to enter into the more strenuous sports, although fond of outdoor games. For these the athletic grounds made little appeal, and the Garden Club was laid out to provide a quiet retreat where men and women could, if they desired, play joint lawn games, and obtain light refreshments. The grounds have been attractively laid out, and, being open all day, form a restful spot for the families of employees during working hours. The Club is reserved for the use of those connected with Bournville.

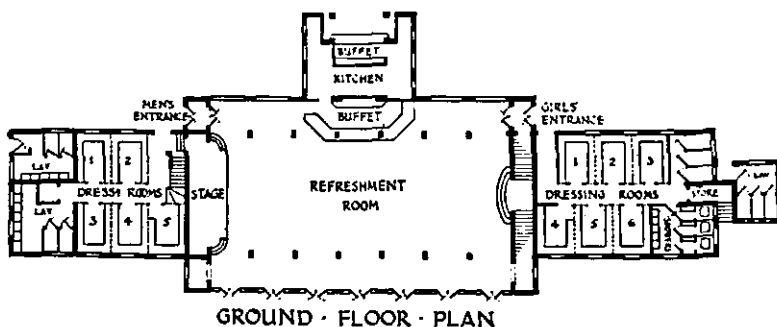
The leading features of the scheme are a large lawn which may be used for dancing, a lake to which a number of fancy waterfowl give added beauty, and a spacious pavilion. This last serves as a club house for the whole of the ground. Trees and shrubs border the many varied paths, and picturesque flower beds are scattered all over the site.

On the outer corners of the lawn facing the pavilion are two sheltered stages which may be used for dramatic performances, band concerts, etc. There are a putting-course, bowling green, and lawns for clock-golf, and croquet. The needs of the children have been kept in view, and a shallow pool, suitable for boat-sailing, has been constructed, the pool being an extension of the lake.





UPPER FLOOR PLAN



GROUND FLOOR PLAN

PLAN OF THE ROWHEATH PAVILION.

THE PAVILION.

This building, the design of which was carefully considered with regard to its purpose, is 145 feet long by 41 feet wide, with stucco-covered brick walls, reinforced concrete floors and tiled roof. A clock turret surmounts the roof and is visible from all parts of the grounds. French windows open out from the front of the Pavilion on to a terrace designed to provide seating accommodation. A balcony extends on either side of the building, giving on one hand a view of the lake through an avenue of trees planted on the lawn, while from the other an extensive view of the countryside is obtained.

On the ground floor is a refreshment room which accommodates 250 persons for meals. It is fitted with a stage, and can be used for concerts, etc., when about 400 persons can be seated, and is invaluable to fall back upon when through inclement weather a dramatic performance or concert cannot be performed in the open-air. It is also used by Works Societies for socials, etc., during the winter. There is a kitchen and a buffet, the latter having two counters, one inside the pavilion, and one outside. Electric light is installed throughout.

The whole of the upper floor, together with a portion of the ground floor, comprises dressing rooms, shower baths, lavatory basins, etc. These are allotted to men's and girls' teams as under :—

FOR USE OF MEN'S TEAMS :—

- 34 dressing rooms.
- 29 of which comprise the whole of upper floor.
- 5 on the ground floor (left wing).
- 14 shower baths.
- 20 lavatory basins—all on upper floor.

FOR USE OF GIRLS' TEAMS :—

- 6 dressing rooms.
- 3 shower baths.
- 5 lavatory basins.
- All girls' accommodation on ground floor (right wing).

Each dressing room accommodates one team ; thus there is provision for 450 players. Dressing rooms are partitioned off one from the other by wire netting of a type used in reinforced concrete construction. This ensures ample ventilation, is an additional safeguard against pilfering, and is strong, yet economical.

#### ADMINISTRATION.

All the recreation grounds, allotments, etc., are under the control of the Joint Grounds Committee, a sub-committee of the Welfare and Recreation Committees of the Works Councils.\*

There are separate Welfare Committees for the men's and women's sides. They are responsible for matters affecting the general welfare of the factory, including recreation (controlled through the two Athletic Clubs and the Joint Grounds Committee), the baths, catering (through a joint sub-committee), allotments (through a special committee of holders), works excursions, holiday trains, tours, etc. (through a Travel Sub-Committee), and certain other educational facilities, including libraries.

The Welfare and Recreation Committees, besides performing these functions, also allocate the various rooms available for social purposes and arrange for seating accommodation, firemen's attendances, etc. A charge is made to each society for such work, and payment is also made to the firm for any labour employed in preparing stages, scenery, and other purposes. During seven months of the winter, 1923-24, 955 bookings were made for rooms for recreational purposes. This does not include the many rooms permanently allotted to the Youths' Club, Clerks' Club, Foremen's Club, and other bodies.

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\* See " A Works Council in Being."



THE ROWHEATH PAVILION.



REFRESHMENT ROOM, ROWHEATH PAVILION.

The Joint Grounds Committee controls all the recreation grounds (including the Pavilion and Garden Club at Rowheath), also the allotments, and is responsible for the preparation of the playing fields, etc. In addition to allotting the playing facilities to the various athletic organizations, it deals with the applications received from outside bodies for the use of the grounds.

The Committee is constituted as follows :—

*Chairman* : A Director.

2 representatives from the Bournville Athletic Club.

2 " " " Bournville Youths' Committee.

2 " " " Bournville Girls' Athletic Club.

2 " " " Education Committee.

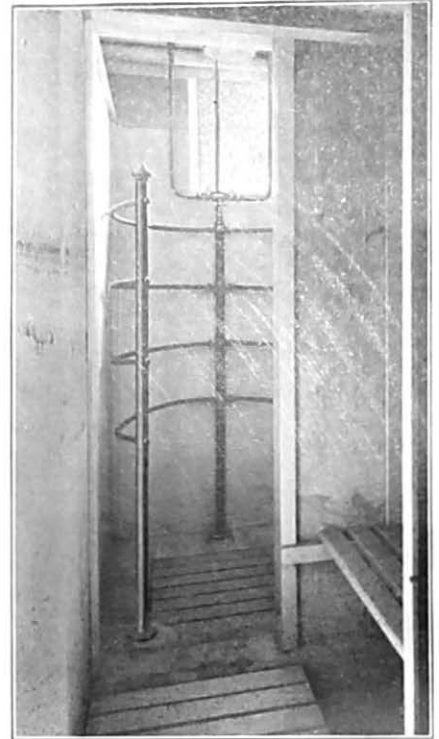
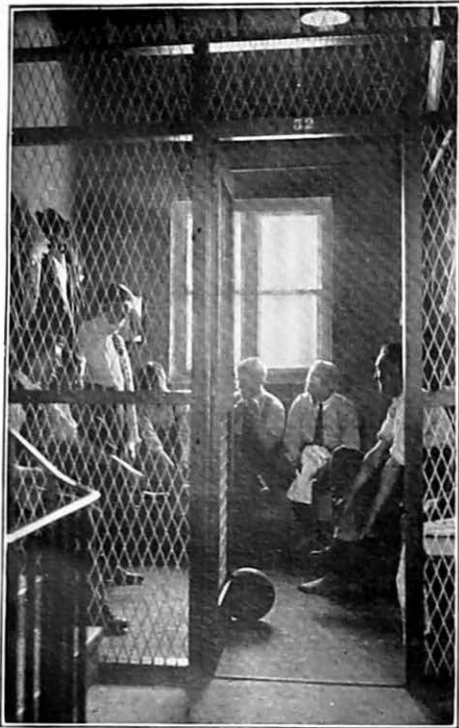
2 " " " Women's Council:

(1 Management, 1 Workers').

1 representative from the Men's Council: Welfare and Recreation Committee.

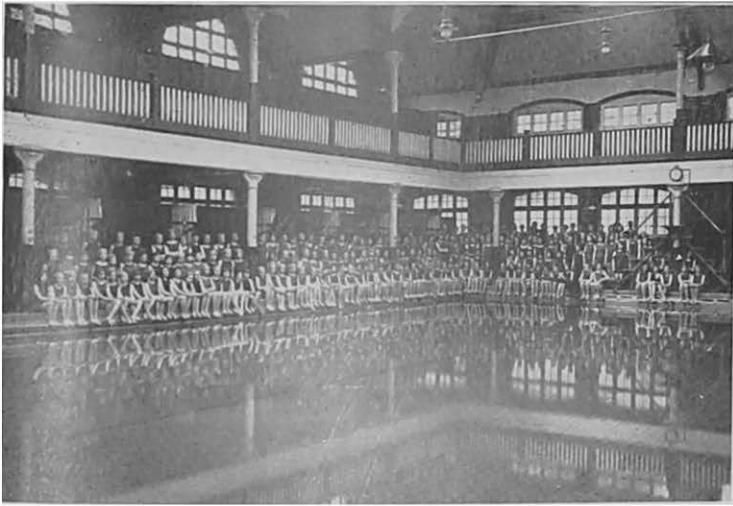
1 " " " Allotments Association.

The maintenance of the gardens, lawns, ornamental ponds, lakes, etc., together with the care of the flowers and plants grown for decoration in the factory forms part of the work of the Gardeners' Department. The department is responsible to the Joint Grounds Committee for the laying out of the playing fields, the preparation and care of playing pitches, erection of practice nets, tennis courts, the maintenance of the Garden Club, etc. As altogether there are approximately 110 acres (including 26½ acres of allotments) devoted to recreation, the work is very considerable, and involves a staff of about 70 gardeners and groundsmen.



THE ROWHEATH PAVILION.

Showing (1) a dressing room ; (2) a view of the upper storey occupied entirely by dressing rooms and shower baths ; (3) one of the girls' shower baths.



**THE GIRLS' BATHS.**  
All these girls learned to swim in one year.

### **SWIMMING BATHS.**

#### **THE GIRLS' BATHS.**

These baths were opened in 1905. The swimming bath is 80 feet long by 45 feet wide, and has a capacity of 105,000 gallons. There are 87 dressing boxes, 27 spray baths, slipper baths, hair-drying apparatus, and a foot-bath only through which girls can enter the water. An "aeration" process is employed by which the same water continuously passes through a filter and an aerator, and is thereby purified and oxygenated—a hygienic method of purification adopted in some of the newer municipal baths. The steam used for pumping the water through the filter and aerator is also used to keep the water heated up to the required temperature. Thus, in practice, the cost of running this plant is less than that necessary to maintain the temperature of a bath where frequent changes of water are necessary, and where the temperature of the water has to be raised at each change.

The baths are used all the year round by the girls at the Continuation School, the classes being conducted by the Physical Training Staff. On certain evenings the baths are reserved for the use of men.

#### **THE MEN'S OPEN-AIR BATH.**

This is situated on the Men's Recreation Ground. The bath is 100 feet long by 45 feet wide. At one end of the bath

is a diving board ; at the opposite end is a large covered dressing room. The baths are open daily, the hours being arranged to permit of early morning, daytime, and evening bathing. On one evening a week the baths are reserved for the use of girls. Residents in Bournville may also use the baths on obtaining a season ticket for which a purely nominal charge is made.

During the 22 weeks in 1924 that the bath was in constant use, the number of bathers was 5,948, the highest attendance for any one week being 700. To this total must be added the school swimming classes, totalling some 500 students weekly. It should be noted that this was a cold and wet summer, for in a more typical season the numbers are higher.

#### TYPES OF TENNIS COURTS IN USE.

Four types of court are in use at Bournville, these being, in order of their popularity, the red ash, the grass, the tarmac, and the asphalt. Summarising briefly, the red ash courts are the most expensive in the long run, for, combined with a large initial outlay for "laying," continued expenditure is involved in the watering and rolling necessary to keep the surface in condition. Their elastic surface makes for fast play, however, and they are less affected by the elements. The small initial expense incurred in laying out grass courts is counterbalanced by the labour necessary to maintain the condition of the turf. In favour of the grass courts are a natural "springiness" and coolness to the players. Their chief drawback is due to the weather, and occasionally there is unevenness of surface. The red ash courts retain the best features of grass courts but are free from their shortcomings. Asphalt courts require no further attention after being laid down, but the initial outlay is large. The experience here is that they are used rather less than the other types.

## RECREATION OTHER THAN ATHLETICS.

### THE MUSICAL SOCIETY.

The value of music in industry is being more and more widely realised, and recent years have witnessed efforts to introduce inter-factory musical competitions, which, with the success of individual Works musical organizations, bears evidence of an awakened interest. A choir, brass band, or orchestra, meeting regularly to practise good music, affords a profitable recreative interest to many who are not perhaps keen on athletics.

Musical activities at the Works date back to the 'eighties. For many years an orchestra, a choral society, and a brass band were run by a Musical Society, the conductors being appointed by, and from, the members themselves. Later, the firm engaged the services of a conductor whose special function was to train the brass band. A few years later a Director of Music was appointed to undertake the comprehensive duties of conductor to the Orchestral Society, Choral Society and Brass Band. Experience showed, however, that it is better to dispense with such full-time appointments, and to engage the temporary services of musicians expressly qualified for directing the various sections. The fact, however, has not been overlooked that the Society may derive considerable benefit by having at their command the knowledge and advice of a well-known musician, and a consultant and adviser has therefore been appointed, the position now being held by Mr. Adrian Boult, Mus. Bac. The Works Organ is in the charge of Mr. Clifford Ball, Mus. Bac., the carillonist of the Bournville Carillon.

The Works Musical Society is in its twenty-fourth year, although, as stated, musical activities date back much earlier when a few men met to play such instruments as they had. These efforts were encouraged by the firm, who supplied the Silver Band with a set of instruments, and made such grants as providing the fare to enable the members to compete at the Crystal Palace. The Society, like the Athletic Club, has a main executive committee, with a chain of section or sub-committees. There are six sections, viz., the



Orchestral Society, Operatic Section, Choral Society, Silver Band, Pianists' and Organists' Section, and Male Voice Choir. There are over 250 members in the Society, the annual subscription of 6/- covering membership to all sections.

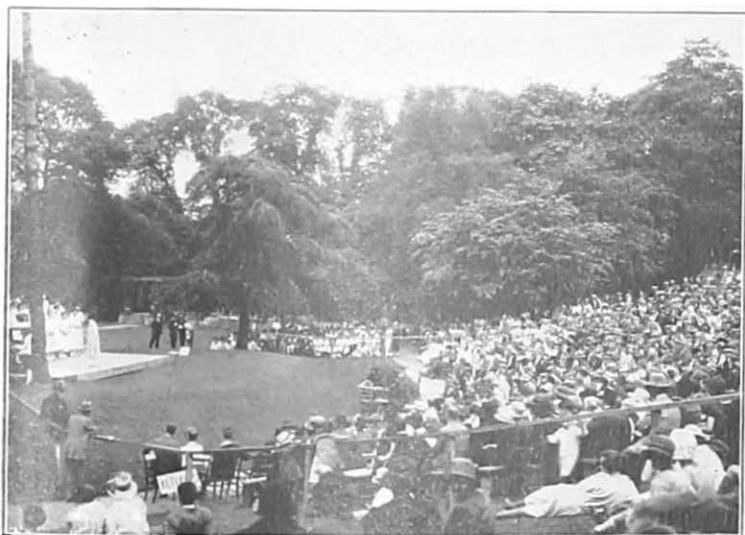
The Executive Committee comprises 24 members. Each of the section committees comprises usually five members, two of whom, together with the section secretary sit on the Executive. An honorary general secretary acts for the Society as a whole. The Society is affiliated to a number of musical bodies, *e.g.*, the National Amateur Operatic and Dramatic Association, the British Federation of Musical Competition Festivals, and the Birmingham and District Male Voice Federation. Frequent musical events are arranged, some by the Society as a whole and others by individual sections. Every year public performances are given of Gilbert and Sullivan or other operas, these lasting a week. Choral and other concerts are given from time to time, and organ recitals and band concerts are given during the dinner-hour, the latter in the Girls' Grounds during the brighter months. The Society has also assisted in the provision of music in prisons and military hospitals. The Works Band, which enters for the Crystal Palace and other competitions, renders valuable service at the sports and other important Works functions. The list of activities could be greatly extended, but it will be realised that such a society has command of an almost unlimited sphere of useful service.

The Society has a library open to members, which includes a number of popular oratorios, operas, cantatas, symphonies, etc. There are also theoretical works, biographies, and a general selection of musical literature of interest to musical enthusiasts.

#### THE MUSICAL FESTIVAL.

The wide range of competitions comprising the Bournville Works Musical Festival is thrown open to all employees and not confined to members of the Musical Society. The Festival is invaluable in encouraging all in the Works to take an active interest, if not an actual part, in music. The competitions are run on lines similar to the Birmingham and Midland Musical Competitions, and are held, together with Dramatic Competitions, every three years on the occasion of the Works Exhibition.

The Festival is held in the Girls' Recreation Grounds, and extends over four successive days. The competitions are open to all employees, but on the fourth day many of the



A SCENE AT THE BOURNVILLE MUSICAL FESTIVAL.



A DRAMATIC PERFORMANCE IN THE GIRLS' GROUNDS.

contests are thrown open to outside competitors. The competitions include vocal and instrumental solos, duets, trios, etc., while departmental and mixed choirs compete keenly to secure premier place. The services of prominent musicians are engaged as adjudicators, these having included such well-known judges as Dr. Coward, Dr. Brewer, and Sir Richard Terry.

There can be no doubt that the holding of such a festival is a stimulus to musical interest and a means whereby musical talent may be brought to light. The event is eagerly anticipated, a significant sign of the keen competitive spirit aroused being the strains of the practising departmental choirs heard, as the event approaches, from different parts of the Works during the dinner-hour and evening. It is of incalculable value in promoting the social life of the Works, and the sight of several thousand persons gathered together amid beautiful surroundings to hear nearly a score of departmental choirs is a remarkably inspiring one. In view of the wide appeal of music it is possible that no simpler and better form of establishing a healthy social spirit could be adopted than by introducing such competitions.

#### THE DRAMATIC SOCIETY.

In all modesty, Bournville may be said to have taken a not negligible part in the revival of interest in the drama which has taken place in recent years. The Bournville Dramatic Society was instituted in 1912, following on performances in the Girls' Grounds for four successive summers of open air masques, specially written by Mr. John Drinkwater. The Society's object is the study of drama rather than the provision of entertainments, but it is found possible to select programmes which fulfil both functions. Nearly 150 plays have been read or performed at the Society's meetings, which are held fortnightly during the winter. The medium usually adopted has been that of the "staged reading," that is the production of plays in costume, with little scenery and without memorising the words. Although the Society enjoys the use of a well-equipped stage, productions are carried out on simple lines, the stage being surrounded by dark blue curtains, and the little necessary furniture borrowed from Works Clubs or made by members.

The works read or produced reflects a broad taste—from the Greek dramatists to Shakespeare and the Elizabethans, from Molière, Goldsmith and Sheridan to Tolstoy and Maeterlinck. The works of Shaw, Galsworthy, Barrie, and

other "moderns," have been made familiar locally as also have the dramatists of the Irish School. The subscription is 4/-, and for those under 18, 2/-.

The Girls' Day Continuation School uses the dramatic method in the teaching of history and literature, and fosters the love of the drama out of school hours. Successful outdoor productions of plays like "Antigone" and "Alcestis" have been given. The Boys' School has its own dramatic society, and the Youths' Club gives dramatic performances every winter.

#### FOLK DANCE SOCIETY.

Dancing of a semi-educational nature is extremely popular, and in 1923, a Folk Dance was formed at the Works, the aim of which is to encourage the love of old English Folk Dances and to provide opportunities for their enjoyment. With the co-operation of the Education Department a class is conducted by an instructress, whose fee is paid by the Education Committee. Representatives are sent to the Birmingham Folk Dance Society, which is a branch of the English Folk Dance Society. The Works Society has held several social gatherings or "country dance parties." Membership is extended to wives of employees, and each member may introduce a friend. Employees pay a subscription of 4/-, while others, "associates," pay 5/-.

#### PHOTOGRAPHY—THE CAMERA CLUB.

A camera club not only plays an important part in cultivating an appreciation of art, but forms a social centre of the very best kind. Bournville experience has shown that photography makes a very strong appeal in the factory.

The Works Camera Club, with 180 members, is one of the four largest photographic societies in the Midlands. The Club has been affiliated to the Royal Photographic Society, and is now linked with the Midland Counties Photographic Federation, to which body delegates are sent. Members of the Club have the use of an enlarging lantern and a dark room. Instruction is arranged in the various photographic processes, slide-making, etc. Summer excursions and rambles are arranged, while the programme during the winter comprises lectures, demonstrations and an annual exhibition. This last extends over several days and is a well-known Midland event. The lectures cover a wide range of subjects, technical, artistic, and topographical. Membership is open to all employees, the annual subscription being 3/- (under 18, 2/6).

Twelve members elected annually, together with officers—two Honorary Joint Secretaries, form the Executive Committee. An annual grant is made by the firm, this usually being about £50.

#### THE RADIO SOCIETY.

This Society has made great progress with the popular movement. It has a membership of about 150, and is affiliated to the Radio Society of Great Britain.

In forming a society of this kind a certain amount of expenditure was necessary at the commencement in order to purchase apparatus. To assist the Bournville Radio Society in its first year's working the firm made a grant of £50, the greater part of which was absorbed in purchasing apparatus. The annual subscription has been fixed at 3/-, and for youths up to 18, 1/6. By an arrangement with the Youths' Club, a junior section of the Society is run, the boys having two representatives on the Executive Committee. A Youths' Club Radio Section has since been formed, this activity, however, being in no way connected with the Works Society.

The Society meets weekly, the programme comprising working and experimental nights, socials, lectures and discussions, demonstrations, and visits.

#### THE MOTOR CLUB.

This Club was formed in 1921, and very soon the benefits of such a club were demonstrated. By the beginning of 1922 the committee had obtained considerable discounts on petrol, accessories, and machines. A feature of special interest is that the Club, if necessary, assists members in the purchase of machines and equipment.

The programme includes various runs and reliability trials, cups, gold and other medals being awarded to successful competitors in the latter. The Club has met with success in national competitions, the "Raleigh" Shield—a trophy of the A.C.U.—being won in 1924. A popular event is a paper chase on motor cycles. In the summer of 1922, the President of the Club, a Director, invited members and friends to a run to Banbury, where they were his guests at tea. In 1923, another such "President's Run" was held, this time to Malvern, via Tewkesbury. The "President's Run" has now come to be regarded as an annual event. The subscription to the Club is 2/6.

### THE CYCLING CLUB.

There are close upon 100 members in the Club, which is affiliated to the N.C.U. and the C.T.C. The Club is primarily social in character, and the weekly runs (half-day on Saturdays, whole day on Free Saturdays) are open to the wives of members. During the season (March to October) a programme is carried out which, besides aiming at a comprehensive tour of the neighbourhood generally, includes "mystery" and circular runs. Through the Club, employees may obtain help and information on the purchase and repair of machines. During the longer holidays, at Easter and the "General Holiday," long distance tours are mapped out, a recent one being to Devon and Cornwall. The subscription to the Club is 2/6, which includes all the privileges of the N.U.C. The management is vested in an elected committee.

### MODEL YACHT CLUB.

By the provision of a canoe lake on Rowheath it has been possible to form a Model Yacht Club. It was recognised that many were interested in the construction and sailing of model craft, and that the formation of such a club would enable them to obtain a fuller enjoyment from their hobby.

The Club was inaugurated by the Youths' Committee, under whose auspices it is conducted in two sections, of which the senior is open to all employees. Interest in the Club is not confined to the summer, when the lake presents a fascinating picture of handsome boats taking part in sailing demonstrations, for a boat-building class for both adults and youths is held in the Youths' Club workshop during the winter months.

### THE CHESS CLUB.

The Chess Club has been particularly successful, and good attendances are recorded at their meetings, which are held twice a week. American and Lightning Tournaments, and a knock-out competition are held every year and reveal a keen spirit of rivalry. At the same time inter-club matches are played in the Birmingham and District Chess League. A notable match is that played against a representative team of the Youths' Club. From time to time arrangements are made for eminent players to visit the Club, and these do much to stimulate study of the game. The monthly Chess Problem is a popular feature in the Works Magazine.

### UTILITY HOBBIES.

Perhaps the cultivation of allotments and the breeding of poultry and rabbits may not be "recreative" in the same sense as the playing of games, yet the fact that so many put



INSPECTING EXHIBITS AT THE BOURNVILLE  
FLOWER SHOW.

their spare time into these hobbies, largely to the exclusion of sports and games, shows what a strong appeal they have for those working in factories and the desirability of encouraging them wherever possible.

#### THE ALLOTMENTS ASSOCIATION.

From early days the firm have endeavoured to foster a love of the garden among their employees. The problem, so acute in industrial areas, of erecting houses with an adequate garden attached, at a price calculated to bring them within the reach of workers, has been tackled in various ways through the Bournville Village Trust's housing schemes. A considerable number of employees, however, reside in the adjacent industrial suburbs of Stirchley and Selly Oak, and to these the chance of cultivating an allotment comes as a boon. With many employees resident in Bournville itself also showing a keen interest in allotment cultivation, ground set aside for this purpose has been rapidly taken up.

The Allotments' Association was formed in the interests of allotment holders on the various Works Estates. Its objects are to encourage cultivation, to purchase seeds and tools on the co-operative principle, to hold lectures, horticultural exhibitions, and to circulate horticultural literature among its members.

There are 344 plots made up as follows :—

Rowheath ...	140	
Works ...	150	
	—	290 controlled by the Association.
Boys' Gardens	36	
Girls' Gardens	18	
	—	54 controlled by Works Education Committee.

The rent is £6 per acre. The Association has about 350 members, and the annual subscription is 1/-. Management is vested in an elected Executive Committee of not less than 10 members, with Treasurer, Secretary, etc. In the case of ground being taken over in virgin state, the first year's rent is returned if the ground is broken up. The Association's shows include an Annual Flower Show, at which there are sections open to all employees, an Annual Spring Flower and Bulb Show, and Allotment Judging, in which prizes are given for the best kept plots. From time to time minor competitions are arranged, *e.g.*, "carrot shows." During the winter lectures are given by leading horticulturists.

#### FEATHER AND FUR SOCIETY.

The aim of this society is to encourage the breeding of first-class utility poultry and rabbits. The activities include three "annual" shows, lectures, demonstrations, visits to breeding farms, etc. "Table Shows" are held at frequent intervals, entries being restricted to members, who also judge the exhibits and decide the prize-winners. The Society is affiliated to the Midland Federation of Feather and Fur, to which body delegates are sent. The subscription is 4/- per annum, and the firm makes a grant, through the Works Councils, of from £10 to £20 a year. Although the Society's exhibitions are open to the public a profit is rarely made; usually the entrance fees from exhibitors, and admission money, about cover expenses—the heaviest item of expenditure being the provision of prizes.

#### EMPLOYEES' WORKSHOP.

The firm have placed at the disposal of employees a workshop for metalwork and woodwork, which has been equipped with lathes, a drilling machine and all necessary tools. The shop, which is in the charge of a pensioner who was formerly a mechanic in the Works, is open on several evenings of the week, and one afternoon for the convenience of nightworkers. If desired, material for use in the workshop may be purchased at special rates by stating requirements to the attendant. These facilities are greatly used for repairs, making wireless sets, and a variety of other purposes.



## THE WORKS MAGAZINE AND LIBRARY.

### THE WORKS MAGAZINE.

This is published every month, each employee receiving a free copy. It is a record of the many activities in the Works, and forms a valuable link between the clubs and societies and their members. It also brings the doings of the organizations before all employees, and keeps them in touch with the latest developments—technical, business and “welfare.” From time to time competitions are arranged in sketching, photography, and essay writing. Every effort is made to encourage employees to contribute reports, send in articles of general interest, photographs, etc. An inset is included in every issue, on one side of which is a list of forthcoming events and the monthly programme of the various clubs and societies, while the other side is devoted to employees’ advertisements of articles for sale and exchange, and of apartments wanted and vacant. No charge is made for insertion.

### LIBRARY.

While the need for accessible reference and lending libraries is generally admitted, smaller communities are often not too well served in this respect. One of the earliest steps taken by the firm was to institute Works libraries.

Up till 1924, there were separate libraries for the Men’s and Women’s sides managed by a Library Committee, a sub-committee of the Welfare and Recreation Committee. In that year it was decided to amalgamate the libraries, and provision for a joint library and reading rooms has been made in the New Dining Room block in course of erection (see page 61).

The “Joint” Library will be set up as soon as this accommodation has been provided, and will be controlled by a Joint Library Committee comprising eight members, four men and four women, appointed by the Men’s and Girls’ Welfare and Recreation Committees respectively. This committee will appoint two sub-committees of men and women respectively, chiefly for the purpose of the selection and purchase of books. The chief librarian (appointed by the Board) will act as secretary to the Joint Committee and the sub-committee. The Committee will be responsible for the supplying of daily newspapers to the various dining rooms and clubs, as well as to the Library Reading Room.

A small subscription is charged, but members of the Youths’ Club may use the Men’s Library free of charge. Books, magazines, etc., for boys have a prominent place there. The

membership of the two libraries exceeds 1,400, a high figure when it is considered that within three minutes' walk of the Works there is a Municipal Free Library.

The Works libraries are able to supplement valuably the lectures and classes arranged by the Works Councils, and the Works Education Committee, by adding books recommended for further study. In this last respect members' suggestions are often for books of such an educational value. There is also a wide range of books dealing with hobbies, technical subjects, science, natural history, biography, guide books, etc.

To enable the more expensive periodicals to be regularly circulated rotas are formed for the leading weekly and monthly publications. Usually six subscribers pay a small additional annual subscription, and are placed on a rota for the periodical they desire.

## HOLIDAY ARRANGEMENTS.

### SUMMER HOLIDAY EXCURSIONS.

To induce and enable employees to enjoy an annual holiday the firm has for many years made arrangements with the railway companies for the provision of special holiday trains for employees. Since the formation of the Works Councils these arrangements have been made by the Travel Sub-Committee of that body. Tickets up to a period of 15 days are issued at the prevailing excursion rates, and trains are guaranteed.

A preliminary step in organizing these facilities is to circularise the Works to find out the destination of travellers. The various destinations are then grouped into districts or areas, trains being guaranteed to those areas to which at least 200 passengers will be travelling. The arrangements for one year included six Works trains running to the following districts :—(i.) Bournemouth, (ii.) Weston-super-Mare, (iii.) West of England, (iv.) Mid-Wales, (v.) North Wales, (vi.) Blackpool. In a recent year, 2,840 passengers were carried by Works trains and £3,300 was handled in fares.

Special excursions are also arranged from time to time, *e.g.*, to Wembley.

### CHARABANC TOURS.

Another way in which the Travel Sub-Committee has been able to respond to the desire for holiday opportunities has been by arranging charabanc tours. The arrangements cover all hotel accommodation, food and organized outings for two weeks. In a recent year four tours, each of fifteen days'

duration, were arranged to the following parts :—Barmouth and Llandudno, Scotland (centres at Edinburgh and Perth), Bournemouth, and Devonshire (Torquay and Ilfracombe). The ground covered in each tour was about 850 miles, and the inclusive fare ranged from £11 to £15 15s. od.

#### CONTINENTAL TOURS.

Several tours are arranged in conjunction with touring agencies such as the Workers' Travel Association, advantage being taken of the reduced rates and special facilities which organized parties are able to command. In one year, parties visited Lucerne, Brussels, Ostend, Paris, and St. Malo.

#### CHARABANC DAY TRIPS.

These are arranged as required, a large number being run during the holidays. Special trips to football matches and other sports meetings are also organized from time to time by the various Works clubs and societies.

#### HOLIDAY BUREAU.

Extensive use has been made of a Holiday Bureau conducted by the Works Councils. This includes a wide range of guide books and other descriptive literature, also addresses of apartments recommended by Bournville employees—a list which is constantly receiving additions.

#### CHILDREN'S HOLIDAY HOME.

Recognising the difficulty experienced by many parents with children in getting away for a holiday, or of obtaining a complete rest at home, an experiment was made in 1924 in opening a Children's Holiday Home. The Home, which accommodates 50 children, besides relieving parents of the responsibility of looking after their children during the General Holiday, also affords a pleasant holiday centre for the young people themselves.

The Home is situated at Northfield, a country district six miles from the city and close by the Lickey Hills. Extensive grounds are attached to the house and provision has been made for croquet, cricket, and tennis. There is also a hall in which children may play in the case of wet weather.

During the summer of 1925 applications were accepted for the admission of 50 children, their ages ranging from 2½ years to 14 years. The experiment, which has proved a success, will be repeated.



THE ART SECTION AT THE EMPLOYEES' EXHIBITION.

#### DEPARTMENTAL OUTINGS AND EXCURSIONS.

Almost every department in the Works arranges an outing or excursion during the year—these often being of a very impromptu nature.

The leading organized outing is the Clerks' Annual Spring Outing, inaugurated over 50 years ago. At the invitation of the firm the male clerks make their way to the Lickey Hills, six miles from Bournville, where they are the guests of the firm at tea. After the meal prizes are distributed to the winners of a cross-country race held in connection with the event. It is interesting to note that despite its age, the "Spring Walk," as it is commonly known, still retains its attractiveness and is a reflex of the happy spirit existing between the Directors and the Staff.

#### WORKS EXHIBITION.

The value of competitive exhibitions in stimulating interest in numerous arts, crafts, etc., has been proved by a number held over the last 20 years. They are more than a mere test of skill and craftsmanship, forming an outlet for expression. The wide range of work exhibited, the standard attained, and the power of thought and skill revealed is evidence of the

deeper and wider interests of the worker so often engaged in merely mechanical operations.

The Works Exhibition, held every three years, comprises sections in the various trades, professions and hobbies generally, *e.g.*, carpentry, working models, typewriting, needlework, knitting, millinery, drawing, oil and water-colour painting, sketching, designing, handwriting, cookery, wood-craft, poetry, essay-writing, boot-repairing, photography, flowers, rabbits, etc.

The Works Musical Festival and Dramatic Competitions (see page 48) are also held with the Exhibition.

## THE WORKS SOCIAL CENTRE.

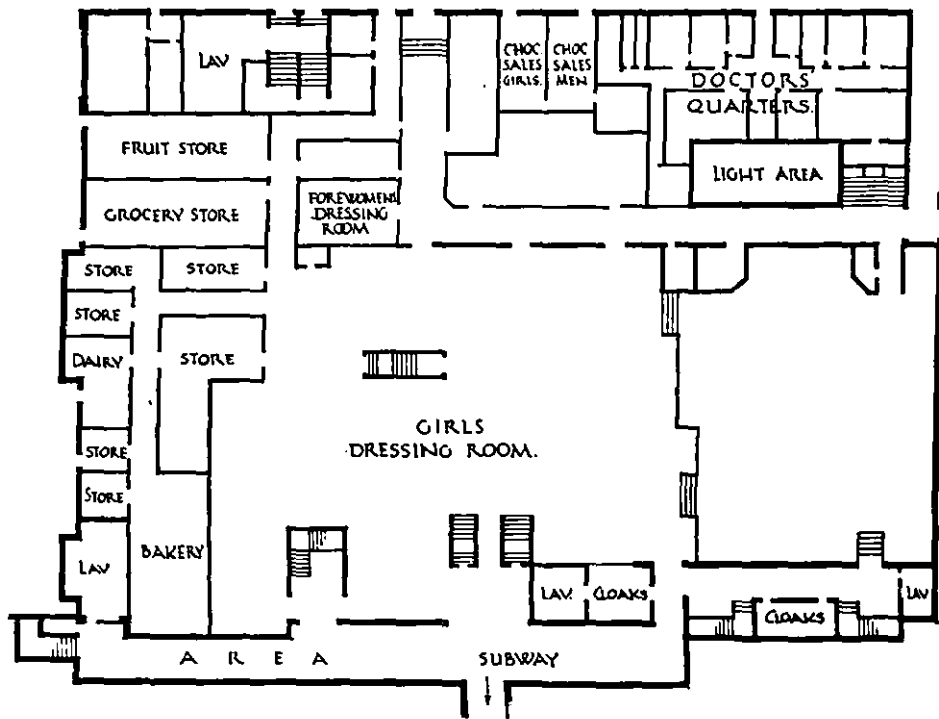
Although there is ample accommodation for the various institutions at the Works this is not lavished wastefully. The policy of the Firm has been to encourage the development of those clubs and societies in which an active interest is assured rather than to encourage a large number of half-hearted movements which lack the necessary keenness and backing for success.

A building in course of erection as this booklet is written is planned to enable the Works activities to be gathered into a "centre." This, it is felt, will be of immense benefit in strengthening the social life of the factory. Not only does this scheme include dining rooms for all employees, but also dressing rooms, library, a large hall for concerts, plays, and mass meetings, rooms which can be devoted to various social purposes, and others where employes can meet after work hours for friendly intercourse and recreation. The library will serve both men and women, and will include a Reading Room.

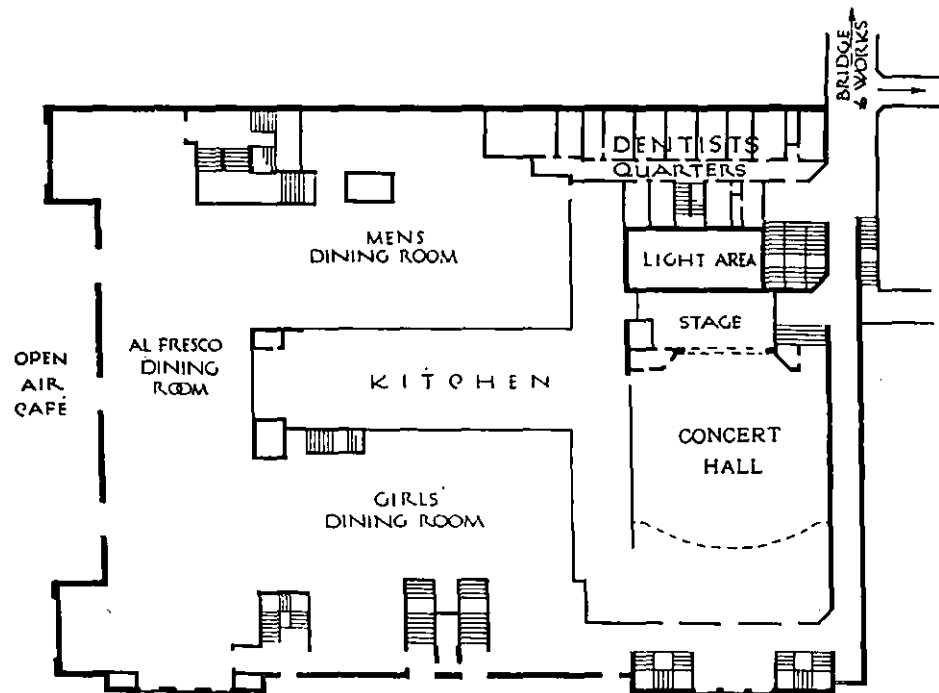
The building is adjacent to both the Men's and Girls' Recreation Grounds, and has been planned so that there is the freest accessibility from the girls' and men's dining rooms, lounges, etc., to the respective recreation grounds.

One of the chief features is the Concert Hall, which will accommodate an audience of 1,200. There will be a concert organ and the stage will be suitable for operatic and dramatic performances on a large scale. The orchestra will hold a choir of about 200 voices. The hall has a gallery at the back, which is also continued on one side of the building. On the other side the organ will be erected in an organ chamber which will provide architectural balance with the gallery opposite.

The organ is being built by Messrs. J. W. Walker & Sons, of London, and will have three manuals, with 28 stops and 11 couplers. Electric-pneumatic action is being fitted throughout, and there will be four thumb pistons to each manual, while the control of the stops will be by stop-keys. The console is detached, this being placed on the opposite side of the hall. The pedal-board will be both radiating and concave. Oak will be used for all the exterior woodwork.

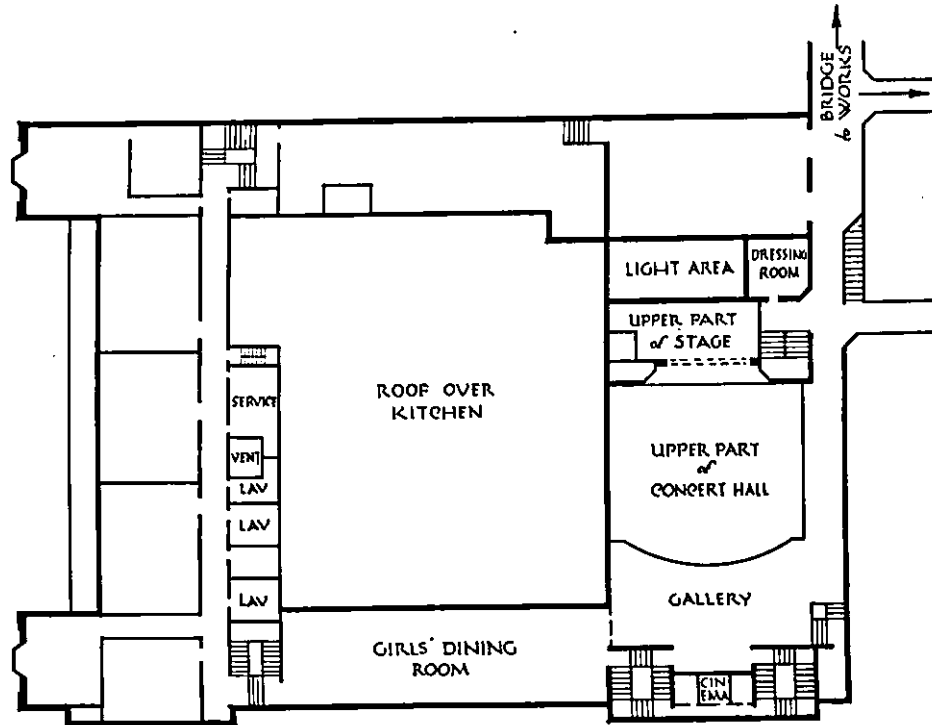


THE NEW DINING ROOM BLOCK (Lower Ground Floor).



THE NEW DINING ROOM BLOCK (Ground Floor).





THE NEW DINING ROOM BLOCK. (First Floor.)

The rooms on the West side are allotted to the Works Library, the Clerks' Club, Visitors' Rest Room, etc.

In the basement is a range of dressing rooms, which will be entered from the public roadside, and will be fitted for the purpose of drying as well as hanging up clothes.

Along the principal factory thoroughfare will run an overhead corridor, connecting every girls' room with the new block. This is in keeping with the main feature of the lay-out of the Works, as generally speaking girls work on the upper levels, and men on the ground floor. The latter, therefore, will use the thoroughfare itself as their way of approach from their departmental dressing rooms.

On the ground floor, nearest the Men's Grounds, will be a large room for use on café lines by both men and girls. There is also an extension into the open air, which will give pleasure in summer time.

Several features of the equipment are of interest. There is a Vacuum Cleaning Plant which consists of a central plant in the basement, with pipes to the various rooms. The apparatus will work eight cleaners simultaneously.

The heating is by exhaust steam, and ventilation generally by a method of drawing out the air, assisting the action of windows and ventilators behind radiators by an increased flow of air through them. Air will be drawn along corridors and other passages to the central fans, and discharged thence through a chimney. Two changes of hot air per hour will be made in the basement dressing rooms, ensuring the thorough drying of clothes between meal times. The main hall will have its air changed three times per hour, and the smaller rooms twice.

The accommodation has been provided for in this new block as follows :—

**LOWER GROUND FLOOR :—**Large Girls' Dressing Room, Medical Department with waiting rooms, Camera Club Dark Room, General Stores, Kitchen Stores (with ready access from road, and in cool basement), etc.

**GROUND FLOOR :—**Dental Department, Kitchen to serve whole of block, an open-air Café, with terrace and bandstand, Men's Dining Room, etc. On one side is a Concert Hall with Stage, Gallery, Cinema Operating Room, Organ, etc.

**FIRST FLOOR :—**Girls' Dining Room, Works Library and Reading Room, Clerks' Club, Visitors' Rest Room, etc. The Concert Hall also occupies one side of this floor.

**SECOND FLOOR :—**Girls' Dining Rooms and various Club Rooms.

## RECREATION AT SMALL FACTORIES AND DEPOTS.

Bournville has three branch factories for the carrying out of milk-condensing, saw-milling and other subsidiary processes, and a number of depôts for the distribution of goods. These employ from a dozen to 350 workers, and present a totally different problem from the point of view of social organization to that at headquarters.

While it is not difficult in matters like pensions, sick benefit and similar schemes, to include outside employees, they are encouraged as far as possible to make separate arrangements which shall be under their own control. It is, however, impossible for them to share in the same recreational facilities.

The branch factory problem is complicated by their isolation in rural districts; in one case a hundred workers are gathered together from scattered hamlets, six miles from a town of any size, and with neither bus nor rail connection. Hence they have been compelled to rely entirely on their own initiative to introduce, and their own enthusiasm and resource to maintain any social organization at all. Nevertheless, such organizations, embracing at each factory a great variety of activities, are not only in existence, but are functioning on an increasingly extensive scale.

These activities have been dealt with in detail in "The Social Organization of Small Factories,"\* as, from experience gained in contact with numerous visitors to Bournville, it has been felt that a record of this "small scale" experience is often more valuable to others than an account of the multifarious schemes catering for 10,000 employees. A brief outline, however, is given here, in reading which it should be borne in mind that at each factory the scheme has been allowed to spring into being spontaneously and to adapt itself to local conditions. While much alike in general outline, therefore, the three schemes, viz. —Frampton-on-Severn, Knighton, and Blackpole, vary in details, as each factory possesses certain well-marked characteristics, arising principally from differences in situation.

At each is a Works Committee (Blackpole has two—men's and girls') which, among other duties, administers the Social Purposes Fund, which is made up of a grant from the firm of £1 per employee per annum, and a weekly subscription from

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\* Obtainable at the Publication Department, Bournville Works, (Price 6d.)

the employees themselves, ranging from 2/6 per annum (in the case of the Blackpole girls) to 5d. a week. A portion of this is earmarked for sport and recreation generally.

At Frampton, each activity is organized by a self-contained sectional committee, which receives an allocation from the Works Committee and is responsible for its own finances ; at Knighton the main committee organizes the whole of the social activities ; at Blackpole, the men's and the girl's recreation are organized separately, except where dances and similar indoor social functions are concerned.

Each factory has been equipped by the firm with a recreation hut and its necessary furniture, to which the employees have themselves added from time to time, frequently sharing the cost with the firm when any large item, such as a piano or billiards table, is required.

Knighton and Frampton, each have some seven acres of land laid out for various outdoor sports, and at Blackpole there are 10 acres. The huts serve as pavilions.

Athletic activities include football, cricket, hockey (Frampton), golf (Knighton), tennis, netball (Blackpole), fishing, and bowls. Indoor activities include popular lectures, dancing, whist, billiards (not at Frampton), choral society and orchestra (Blackpole has a dance band and minstrel troupe.) Social functions of various kinds are held at frequent intervals, to the majority of which non-employees are admitted. Where no women are employed, a ladies' committee is formed of workers' relatives, who make themselves responsible for catering and similar duties. Sewing meetings are also held and the work sold for local charities.

Such developments as outlined above are restricted at the depôts, where the numbers employed are small, and the homes of the workers scattered in various quarters of the large cities in which the depôts are situated. The Social Purposes Fund, made up as at the branch factories, is generally devoted to summer outings and winter social gatherings.

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**C** Publications dealing with other phases of Industrial Organization are in contemplation; also further pamphlets on various aspects of the Cocoa and Chocolate Industry.

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