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**CRAFTSMANSHIP IN
COMPETITIVE INDUSTRY**

CRAFTSMANSHIP IN . COMPETITIVE INDUSTRY

BEING A RECORD OF THE WORKSHOPS
OF THE GUILD OF HANDICRAFT,
AND SOME DEDUCTIONS FROM THEIR
TWENTY-ONE YEARS' EXPERIENCE.

By

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Workers' Guild ; Member of the Arts and Crafts Exhibition Society ;
Hon. Member of the Vienna Secession, &c., &c.*

*"If you have an Idea, and it
is a good Idea, and you will
only stick to it, you will come
out all right in the end."*

CECIL RHODES.

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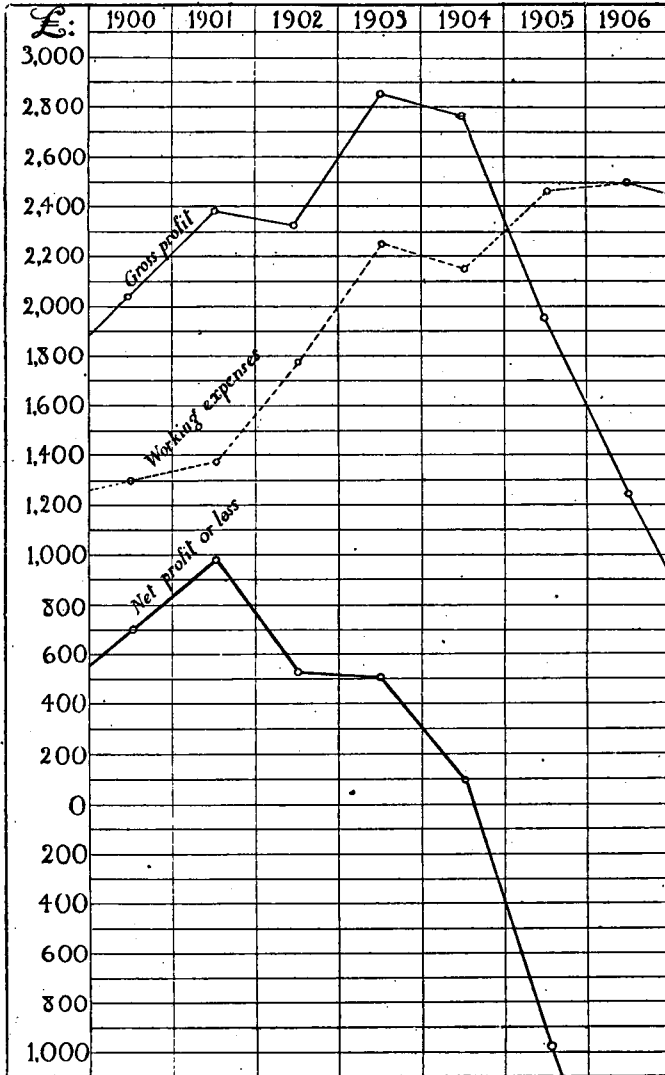
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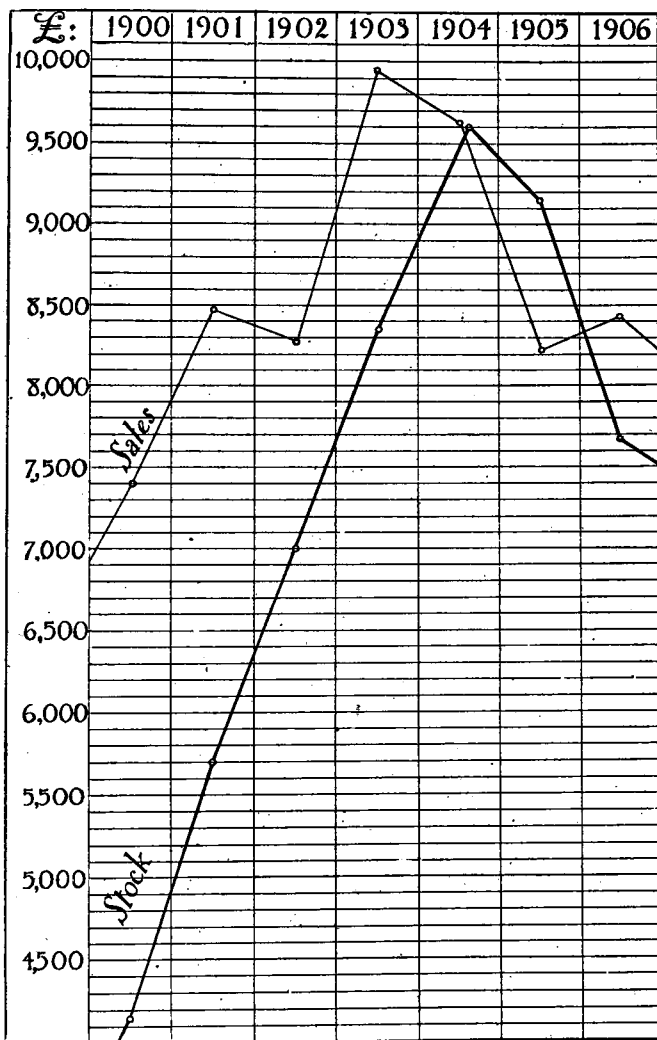
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APPENDIX.

APPENDIX I.



The upward grade of the business for the first 15 years follows the



curves of 1900 & 1901, the move into the country took place in 1902.

APPENDIX II.

MR. ASHBEE'S LETTER TO THE OUTSIDE SHAREHOLDERS IN 1907 AS TO THE RAISING OF FRESH CAPITAL

"The annual Balance Sheet of the Guild of Handicraft is being sent to you and to our other shareholders with this. It is not a cheering document for you will see from it that we have made heavy losses. The reasons for these have been indicated in this and the preceding annual reports.

"In view of the proposal as to the future of the Guild which is being placed by my co-directors and myself before the shareholders, I think it desirable also to add certain considerations personally which perhaps may have weight with you, but which it is not fitting to incorporate in a report which deals solely with the immediate business aspects of the Guild.

"You are being asked whether you will join with the other shareholders in taking up a certain number of 6 per cent. preference shares, and you will not unnaturally say—'so large a proportion of the money I have already found for this undertaking must be considered as lost, what justification can be shown for this loss, and if I subscribe further what prospects are there that my preference shares will not go the same way?'

"A close examination of the Guild's work and development shows certain important facts that have business and social aspects of no small consequence.

"The Guild has been in existence for just 20 years, during the first 15 years it has been steadily growing, it also paid a steady 5 per cent. on its invested capital. The period of its losses synchronizes with the removal of its works into the country and the losses are attributable almost entirely to the conditions which working in the country during a period of trade depression has imposed upon us. We had just removed our shops in town, laid down our new plant and works, and at much cost and outlay conveyed our workpeople, nearly 150 men, women and children into Campden, when three successive years of serious commercial depression came upon us. We were faced with the alternative of making stock or sacking our workpeople—the strictly business procedure would perhaps have been to take the latter course, but we were precluded from doing this because our business is so largely contingent upon the skill and training of our workpeople, many of whom have been with us from the very beginning, and moreover they are shareholders in the concern. Had we still been in London the difficulty would not have arisen,

for to discharge a man temporarily from a good shop in which he has an interest is not a serious matter if you do not break up his home, but in the country all the other considerations of life enter, viz : his house, his moving expenses, his children's schooling and so forth. Had we discharged our men, we could not possibly have got them back again, now that the trade revival has come.

"We adopted the other alternative of making stock, and our loss is largely due to our realizing stock on a falling market. We also, as the balance-sheets show, reduced our wages, and it is gratifying to note that our workpeople accepted this reduction rather than leave us, though in many cases I think that they could have commanded higher wages in town.

"The question now arises—is the condition through which we have passed of a kind to recur, and is it therefore wiser to say the thing cannot be done, the works had better close down, and the crafts and the workmen had better be allowed to drift back into the great town, we will not throw good money after bad ?

"I think not. That we shall again have depressed trading conditions is certain, but a few years more will see us much stronger to meet them. Already our workpeople are beginning themselves to devise means individually for lessening the strain upon the business in the event of slack times : thus they are combining other operations with their crafts, taking up land, etc.

"The handicaps that are imposed upon Country Industries are still enormous, but a progressive legislation and a wiser foresight are little by little lessening them—every year things become easier. Among these better conditions that we believe and hope are likely to come, may be mentioned—easier railway rates, easier and cheaper telephonic communication, better conditions in the country as to land, and housing and education.

"Those of our shareholders who have visited Campden, cannot but have been struck with the successful way in which this body of London workmen have settled down to the problem of the re-adjustment of life in the country, have disposed once for all of the foolish and ignorant argument that the young townsman prefers the gas lights and the Music Hall,—and have shown that if he be given a healthy and sane alternative in the country he infinitely prefers the latter.

"The net upshot of the Guild's work then may be regarded as twofold:—

- (a) It has for a period of 20 years produced a high standard of Craftsmanship in a variety of different crafts and much of its production (setting aside qualifications of taste) will, we believe, rank as among the best English work of the last two decades, much of it being already regarded as standard work in this country and abroad ;

(b) It has in the course of this production trained up and developed a body of workmen with a higher standard of life—men who have learned to carry the ideas of their craft into the life they lead.

“ Incidentally the result of its work has been the revivification of a decaying Gloucestershire village, the building of clean, new houses and workshops, the laying out of gardens and allotments, the employment of a good deal of country labour that would otherwise have drifted into the town, and the establishment of a Higher Education School (The Campden School of Arts and Crafts) under the Gloucestershire County Council for some 300 men, women and children, that has been very largely run by the workpeople of the Guild.

“ All these things are at stake if the Guild should be unable to find the fresh capital needed for paying off its bank overdraft. We believe that we have already turned the corner, and that the revival of trade and the new business management that we instituted a year ago, the economies in matter of salaries, premises, etc., that have been effected will produce considerable results next year.

“ I venture to hope then that though you must necessarily first look upon the question as a business one, you will allow that it has other sides that are not unimportant in modern life, and that you will join the other shareholders who believe in the future of the undertaking, in subscribing for a certain number of preference shares.

“ Had we been makers of armour plate, or patent medicines, or any other of the much advertised mechanical productions that appear to be among the necessities of Modern Life, our pecuniary results so far might have been different, but as we merely make good things of individual merit, and where reduplication is impossible, cheapness and large profits are not open to us, but we still anticipate once again a steady return on our investment when we have cut our present losses, and when we have adjusted ourselves to our new working conditions; for the money that has hitherto been paid to our bankers in interest on loan, will in future go to our preference shareholders in dividend. I myself am one of the principal subscribers, may I hope that you will be another ?

Yours, &c.,

REPLY No. 1.

"I cannot afford to find any money from the philanthropic point of view touched upon in your letter, and the experience of the recent working is not otherwise encouraging. If work cannot be found for them in the ordinary course of the business it scarcely seems that a body of workpeople ought to be maintained indefinitely out of the Company's capital at the risk of its entire disappearance, and if the undertaking cannot be successfully conducted on business lines in the country I really think the attempt ought not to be persisted in.

"I am sorry that things have not worked out very successfully since the move, but I do venture to urge that this undertaking cannot succeed in the long run unless it is primarily conducted as a purely business concern."

REPLY No. 2.

"Thank you very much for your letter. It is indeed a sad report. I feel that the experiment of the Guild has now been duly tried and has not succeeded.

"It is extremely doubtful in my opinion whether the Guild under the present conditions, can ever be a real financial success, and in that case to take these proposed preference shares, would only perhaps postpone the evil day. If the Guild decided to wind up, I would suggest that it should be done gradually so as to avoid a forced sale, and also to give the workmen time to find other employment and homes for their wives and families. If they are skilled men they should have no difficulty in finding work if they are given reasonable time."

REPLY No. 3.

"Frankly I have always doubted the benefit of moving the Guild from London, except for the workers. So much of your business was I believe owing to commissions being given by people who like to be in close touch with the producers and in the case of important work like to see it in progress. There is much truth I think in the criticism in Reply 9, and like 1, I hope you will put the undertaking on a purely business footing. I think on the whole that I will take up a few preference shares and enclose the application form."

REPLY No. 4.

"Thank you for your letter about the affairs of the Guild. I am sorry that things are not going as well as they were. Having just promised to invest all my available savings and some prospective ones in the

Oxford Garden Suburb Scheme, I am afraid I cannot afford to take up any considerable amount of the new shares, but I should be willing to take £ If there is a difficulty in getting your shares taken up I might be able to take a few more a little later on."

REPLY No. 5.

"I have been waiting to answer your letter until I received the Annual Balance Sheet; but that I have not yet got.

"I am truly sorry at the report your letter makes; on personal grounds as regards yourself; and on public grounds; for your installation of London works into the country is one of the experiments from which one hoped for permanent success and achievement.

"I cannot of course from such meagre knowledge as I possess, form an opinion as to what steps should be taken and will not prejudice the matter by attempting to do so.

"When I have seen the Balance Sheet I shall be better able to reply to your appeal about taking up any preference shares.

"I am very sorry to think of your having to encounter so much trouble and anxiety."

The same writer adds :

"Since writing two or three days ago I have received the Annual Report and Balance Sheet. I will do what you ask and take the new preference shares in proportion to my present holding. The position of affairs is not satisfactory but I hope your expectation of improvement will be realised.

"I notice at every Exhibition how many products of Handicraft from numerous sources are sent, and it is evident the competition has become very severe."

REPLY No. 6.

"On reading your letter I felt my answer must be *no*, but on reading the report and accounts and seeing the efforts that have been made to straighten things out, I am willing to find my share of the £1,000 to give the Guild another chance. This appears to be about £ , but if others are not able to or do not find their share, I will go to £ , if the whole £1,000 is found. I do not desire any shares in exchange, but probably you think it convenient to deal with all alike. "Hoping it will now come round."

REPLY No. 7.

"Whilst I must agree that the accounts for 1906 are not cheerful, still I hope you will not be discouraged but will 'try another round.'"

"I shall be glad to subscribe for £ of the new preference shares if that will be of any service.

"You have gone into the important question of 'running into stock' so fully that I need not comment upon it."

REPLY No. 8.

"I have signed the Form of Proxy and sent it. I think the action your Board propose is a wise action and I hope it will give the Guild a good re-start on its way. The Guild *deserves* to succeed as it has been an unselfish effort from the very beginning. There is a great belief—a current running in the opposite direction to *it*—as to '*chacun pour soi*,' but I have a strong conviction that the Guild's little beginnings are destined to grow into a big thing and a solution of many problems.

"Don't regret the struggles, there is great truth in 'progression by antagonism.' It has proved itself true throughout history. It purifies effort, gets rid of the dross and hardens mental muscles!"

REPLY No. 9.

"Many thanks for your letter which is full of interest. I have kept it back a few days waiting for the Guild Accounts which have not yet turned up: however the broad fact is that you have made a loss, and I know the tendency of shareholders to look upon a loss for a year or two as *the* important factor, it is important of course, but in your case there are other issues which are also important, and they should be fairly stated and considered.

"Your letter attributes your loss to being obliged to make for stock and then being obliged to sell in a falling market, and you base your hopes for the future in a turn of the market—aided by economies, &c., &c. I don't think that goes to the root of the matter.

"I had a little experience last year in selling several large pieces of furniture made by Morris & Co. The result showed that there is no general public for such things, each individual piece is made for an individual buyer, and probably if Morris & Co. had to make such things for stock they would soon be in the same hole as you are. They have as the result of a longer existence a considerable and more or less constant demand for certain wall papers and cretonnes, and machine-made carpets and other repeat orders where their prices don't differ much from those of ordinary commerce. Such orders don't of course solve the question of finding employment for specially trained cabinet makers, carpet makers, and metal workers, but the profit on them goes to pay expenses at Oxford Street.

"The Arts and Crafts movement has not yet got to the point when

you can go on making specially designed metal work or furniture with the certainty that customers will turn up sooner or later and give you your price, and that therefore the only thing necessary is to have enough capital to hold a big stock in bad times.

"I don't believe you can promise continuity of employment to your folk at Campden on present lines and be sure of a profit.

"At the same time I think the community at Campden is an experiment of first-rate importance.

"Cadbury's village at Birmingham is excellent as far the cottages and all the life out of business hours goes, but modern conditions of cheap production and the full use of machinery rule supreme in work hours, *they have humanised leisure, you have tried to humanise work as well.*

"Of course modern hurry renders the problem more difficult. If a man could give you a good order he would like it all done in a week if possible, anyway he nearly always wants it as soon as possible; he won't let you use it as a sort of balance to go on with in slack times, and put it aside in busy times. Under ordinary conditions of quick delivery you can't possibly ensure regular and continuous high-class work. The only possible way to find continuous high-class work is to persuade people not to be in a hurry so that you may always see your way *at least* six months ahead, and regulate your rate of production accordingly—under modern conditions I don't think this is possible.

"As an alternative can you find other work for which there is a large and constant demand and which you can produce at a competitive price; which your skilled hands would be willing to do at lower wages in their slack time? That is of course what they do in London now. When there is no work for them on their own high-class job, they take a common job at a lower price, and a post card brings them back in a week when you want them.

"You have not succeeded in producing the right alternative at Campden. You have been making for stock individual things which have no general sale, and which you have had to sell at a loss as if they were ordinary stock patterns.

"That I think is the problem. Your *raison d'être* is to make first-rate things, each with an individuality; to do that without sacking your hands in slack times, you must be able alongside this to produce some articles of general demand at a competitive price. Your skilled hands must be content to be shifted from the high wages of the art shop to the lower wages of the trade shop as the exigencies of trade demand. There is no reason why the output of the trade should not be good of its sort—just as Cadbury's Chocolate is good. Whether such a trade shop can be successfully run, and what it should turn out, are questions on which I have no experience, but there is lots of experience in your shops and you know all about it, or can easily find out.

“That is, I think, the remedy for your present ills. I can only suggest it but I have no knowledge to enable me to fill in detail.

“One other word on quite another side issue. Don’t talk about market gardening as a means of making money in one’s spare time! Market gardening to make money must be well done, and at certain seasons a gardener must up with the sun and late to bed, whether the shops be busy or slack. A small garden as an occupation for a man’s leisure is another thing—nothing can be better—he gets new potatoes, green peas, fresh strawberries, etc., for himself and family, luxuries very different from the things called by the same name in town. His potatoes, cabbages and so on, things he would have to buy anyhow are a fair *quid pro quo* for his rent, and the dainties which he goes without in town, are a lavish reward for some very pleasant work.

“I am as strong a believer as ever I was in the general aims of the Guild, I hope the good work at Campden can be developed—and I am very sorry I can’t come over to help to talk it over.”

The following from the same writer came two days later.

“The Balance Sheet, &c., turned up this morning, and is certainly bad reading.

“One or two points strike me.

Sales	£8,436
Purchases	£2,156
Wages	3,569
Reduction of stock						
			£9,153			
			7,663			
				1,490		
					7,215	
Gross profit about				<u>£1,221</u>

This is not nearly high enough, on this *barest* cost you are not adding quite $17\frac{1}{2}$ per cent. $17\frac{1}{2}$ per cent. on £7,215 is about £1,260. I know that you sold a good deal of stuff cheap last year, I don’t know the details of this or how far the figures realised were below stock figures. This of course has to be allowed for as modifying my $17\frac{1}{2}$ per cent.

“I think this forced sale should be treated separately and not lumped in with the normal sales of the business, as it renders any comparison impossible. You say nothing about how your stock is valued. It should, I think, be the barest cost—no profit of any sort should be divided on goods until they are sold.

“I see you have written down your stock to £1,330. How has this figure been arrived at? It is of course in addition to the loss below stock figure incurred in the clearance sale.

“Is the whole of this dead loss below cost, or does some of it represent profit divided before it was earned?

“As to the future I have sketched an imaginary balance sheet for a bad year on the basis of two shops, one for high priced goods and one for trade goods—I have allowed £4,000 for wages which is a little more than you want.

ART BUSINESS.

Purchases	£1,000	Sales	£6,500
Wages	2,000		
Designs, &c. ..	500		
Profit.. .. .	3,000		
	<u>£6,500</u>		<u>£6,500</u>

CHEAP BUSINESS.

Purchases	£2,000	Sales.. .. .	£4,500
Wages	2,000		
Designs, &c. ..	—		
Profit.. .. .	500		
	<u>£4,500</u>		<u>£4,500</u>

PROFIT AND LOSS.

Management ..	£1,500	Gross Profit..	£3,000
Advertisement ..	500	Brought down ..	500
Depreciation ..	500		
General Expenses ..	500		
Profit.. .. .	500		
	<u>£3,500*</u>		<u>£3,500</u>

Net Profit, £500.

Of course I don't give these figures as authoritative or final, but the problem is—*how to pay about £4,000 a year in wages, keep steady employment, produce works of art, and avoid making a loss.*

“As you say, had you been making armour plate or patent medicine the problem would have been different!

“I wish you luck with your meetings, and I am very sorry I can't be with you.

“I return the Proxy duly signed.”

REPLY No. 10.

"I cannot say yet how many preference shares I will take. Meanwhile, let me point out one flaw in your 'inducements.' You say the interest hitherto paid on the Bank Loan will be paid to the preference shareholders. I imagine the said interest has been paid out of capital and has gone to help increase the reduction that now has to be made in the Shares. If you earn enough to write down things amply and then have something over, well and good, the preference shares will look for a dividend after setting aside to reserve and all that. But not until the earnings are sufficient. Preference shares differ from debentures in that they only partake of profits which would be available for the ordinary shares if they weren't there. But never mind—If we subscribe more money, it will be to keep the Guild and Campden together.

"It seems to me there is *one* hopeful paragraph in your letter. That is No. 8.

"Surely, the success of your removal to Campden can never be complete until you have ceased to be 'aliens in a distant land.' You must find some bond, some dovetailing into your surroundings, not only to solve the difficulties of the ebb and flow of employment, but also to give tone to your productions.

"In China, where they seem to think in salaries and wages the *minimum* salary was supposed to be what a man could get from tilling a plot of land with his own hands. All above that was special merit. This seems bed rock, doesn't it?

"Before I got your letter, I tried to put on paper the other evening what was running through my head. I send you my notes for what they are worth:—

"The excuse of healthy surroundings and healthy enjoyment of leisure is a good primary reason but is only valid in relation to big towns, and not as between country district and country district.

"If one examines the manufactures of England carried on in country districts, one generally finds that their link with their locality is or has been either ease of trading, or association with some other local product or trade. And if we proceed to dot Guilds all over England, should we not at once expect local characteristics in their productions. Would the Gloucestershire products be precisely the same as those from Essex or York?

"Can the Guild survive the obvious handicaps existing in the remoteness of Campden?

"Is there a way to draw upon local labour supplies for temporary help, or to supplement Guild employment when it is slack by applying surplus energies in local work? Is there any local material—oak, chestnut, clay, leather, stone—that can enter into its productions, or,

are there any *local needs it can supply*. In the past a "Campden Chair" would mean a chair *used*, not made, in Campden, though of course probably also made there.

"The problem you set about solving when you moved out into the country was how to run an 'industrial village.' Now a man who imports his material from outside, and sells it again outside, having expended on it a certain amount of labour, which he would be able to expend on it anywhere, such a man cannot be said to be more than accidentally or sentimentally a citizen of that villiage.

"Now the reason that such industries are nearly all at home in London, is that in London, the labour problem is made most easy for them. In such a large pool, it is easy to catch temporary workers, and it is justifiable perhaps to throw them back into so large a pool when done with.

"But in the country all is different, and some other reason must be found. In London no one requires an excuse for being there, in the country unless you are of it, you are only a guest or a sojourner."

REPLY No. 11.

"Your letter gives me much to think about, and you ask me to assist you further by putting more money into the Guild.

"Well—my reply is—your proposition is not a 'business proposition,' and therefore I ought to say *no*. But when I ask myself ought I to regard it as a 'business proposition' I say *no* also and therefore will I take my share with the others, perhaps even a little more, and subscribe up to a limit of £—.

"I sincerely hope your other shareholders will respond likewise and find you the £1,000 you need, to pacify your bankers, and to carry on. I suppose if the money is not forthcoming you will have to liquidate. I should look upon this as a very great misfortune, not only for industrial and æsthetic, but also for human and ethical reasons. The Guild has, in my opinion, done a very great work, but its greatest work seems to me to have been that it has set a sort of standard for craftsmanship and life in industry, which has had a wide influence on the conditions of production in this and other countries. As long as it continues to exist I think this influence for good exists also. That is my reason for being unbusinesslike and continuing to support you.

"I suggest, however, that if you cannot raise your new capital you try another experiment. Why not call your men together and give them the opportunity of starting at Campden little shops of their own! The Guild as at present constituted has a jewellers' shop, a silversmiths' shop, an enamellers' shop, a joiners' and cabinet makers' shop

a carvers' shop, a blacksmiths shop and a machine shop, and also, though I believe you are not at present printing, you have among your Guildsmen some of those who have been trained in the great traditions of the Kelmscott and Essex House presses, and produced some of their best work. Well, here we have eight shops all told, each with their special types of skill and ability. Is it not possible that in each of these shops men might be found capable of running them as private businesses, under their own names but with the general name of 'The Guild of Handicraft'? It would of course mean *little mastership* as against '*Co-operation*,' but I don't think the disadvantages of *little mastership* in your lines of work are so very great, and there would be immense savings in establishment charges and dead expenses.

"It would mean, too, that the separate shops would have to make their own bargains with the liquidator, and possibly you might have to find somebody to stand between them and the landlord in the matter of rent, but that would not be difficult to do.

"I hope, however, that it will not come to this, because I see no reason to suppose in the present conditions of Industry that a group of little shops will be any more financially successful than a Guild of units working under the Registered Companies Act, as you do know, moreover, the men would be greatly handicapped at starting in the matter of capital.

"I still assume that you will succeed in raising your fresh capital, and continue as at present, but in that case I offer you another suggestion. You have tried to 'humanise business,' why not humanise your shareholders? I think you would find some of them quite amenable.

"What I suggest is this: If you cannot pay dividend in cash, why not in kind? If you have to reduce capital because you are overstocked owing to 'having to feed your men in the country' why not give your shareholders the opportunity of taking some of your stock before you wipe out their shares? They all presumably believe in your products or they would not take up your shares.

"I put my own case. I have had no dividend for four years and now I am having my capital reduced, but what, meantime, have you been doing? Why, writing down stock by 40 per cent. to meet market necessities and selling many of your beautiful products at less than cost of production; (witness your sale of last year at Dering Yard) this may quite possibly happen again. Now, I should feel much happier and much more inclined to subscribe fresh capital if I knew that though my shares were reduced by 40 per cent., I were now the owner of a nice guild cabinet, or a silver tea service, or a set of Essex House Press Books, to give as wedding presents, instead of knowing, as I do, that you have drastically pulled your balance sheet round, by selling your stock at ruinous prices to others who are making a good

profit out of it (Messrs. D . . . & Co. for instance)—and writing down the rest to saleable prices. This may satisfy your auditors and bankers, but what consolation is that to me?

“It is an economic axiom that fresh capital is being perpetually created and perpetually destroyed, is it not? You, in so far as you are engaged in producing works of permanent ‘individual merit,’ are essentially among the creators of it. When, therefore, you take a turn at destroying, *e.g.*, writing your shareholders capital down, I as a shareholder say, ‘give us the chance of *humanising* us first, by inviting us to take your productions at the full retail value.

“My suggestion is economically quite a sound one; because the Guild’s productions are based upon a hypothetically fair payment of wages for workmanship of high skill, and if you adopt the strictly business course of reducing the value of the stock upon which your wages and expenses have been paid, beyond its value of cost, to its value at forced sale, your shareholders must be the losers also.

“My suggestion, you see, though economically sound, is not ‘*strict business*,’ because Art and Craft, in my opinion, never have been and never can be run on ‘*strict business*’ lines; they must have some other basis, whether of patronage, or support, or State aid. The failure, so far of the Arts and Crafts movement economically, is because it has not yet succeeded in finding this basis, I’m trying to help you find it.

“I commend my suggestion, therefore, to your Board of Directors to work out, with the Company’s lawyer, and with the co-operation of the other shareholders next year—if you pull through.

“This brings me to my last point. . . I want you to pull through, because I want to see your new Manager given a real chance. . . You appear now to have at the head of your works a man who has the business experience, combined with the necessary character, strength and sympathy. I think you have never had this before. I don’t blame you, but I think you have yourself been, perhaps, too absorbed in the æsthetic and ethical ideas that underlie the work, besides you have had your architecture to attend to. These ideas of yours I hold to be absolutely sound. I don’t wish to see them perish for want of proper business application or of proper business opportunity. Therefore I want to see your new man encouraged, helped along, backed up in every possible way, and that means backed up with money and given more time (he has barely had a year yet) if he is to make for the Guild fresh business openings, bring things round, make your productions move, get them more known, and adapt the Guild’s business to its country conditions.

“Indeed, I don’t think £1,000 is near enough, and I shrewdly suspect that in a few years you will be asking me again for more capital; well! I don’t know whether I shall subscribe a third time,

but I may judge you by your results in the future, as I have in the past, and as you know *I hold that these results have been good.*"

REPLY No. 12.

"I am much obliged to you for sending me the expressions of opinion on the position of the Guild of Handicraft. I did not answer the previous appeal because I did not think you wanted answers from those who were not taking up shares, and I must now answer much as No. 1. I understand that the difficulty is caused by the fact that the Guild from its constitution can hardly discharge workmen when trade is slack, and the inference that I draw from this is *that the combination of workmen's Co-operation with outside shareholders is bad in principle.* I cannot therefore consent to throw good money after bad, and a co-operative movement supported by charity is worthless, however good the object in itself may be. I also think as No. 1, that it is a pity to combine the two objects, co-operation and artistic work, since the latter, I suppose, needs capital which a co-operative society cannot command, at all events until it has been in existence much longer than the Guild.

"I am very sorry that with all sympathy for your objects I cannot give you a more satisfactory answer."

REPLY No. 13.

"I had to come to the conclusion that other interests needed my spare cash more than the Guild. Sympathy without coin is not worth very much. My own view is that the price of your Guild work is so high that it can only appeal to a very limited market. When you started hardly anyone else was working for this market, now very many firms are doing so. As to remedy I think the suggestions of your correspondent No. 9 about two classes of work seem excellent, and the only alternative I believe is for the men themselves so to reduce the price of their goods, as to appeal to a wider market. Low wages and regular work are better surely than high wages and no regular work. All the taxation returns make it increasingly clear that the number of 'rich' people is very small and that the great spending power of the country rests with people of moderate incomes who naturally like a good article such as your people make, but have only a limited sum with which to buy anything.

REPLY No. 14.

"It was with very great regret that I learned that it might be necessary to wind up the Guild of Handicraft. From what I have

seen and know of it, I have long felt it to be a piece of real civilization in industry, combining not merely a corporate interest in the work done, but a corporate life outside work and relations which have seemed to me very charming and fruitful, in matters of amusement and general culture, between the members of the Guild and Mrs. Ashbee and yourself. The Guild in short has been under your guidance a real society, not an aggregation of 'hands.' It is this that I have always admired in it, and I think it a matter of very great regret that this little oasis of human life should be submerged in the unintelligent ocean of competitive industry.

APPENDIX III.

LIST OF THE AUTHORITIES with whom the Hon. Correspondent in the N. Glos. area has to correspond either directly or indirectly before any comprehensive scheme of Village Education can be carried through on public money.

The Board of Education—Primary.
The Board of Education—Secondary.
The Science and Art Department.
The Circulation Department, South Kensington.
The Gloucester County Council.
The Higher Education Committee of the Gloucester County Council.
The Agricultural Committee of the Gloucester County Council.
The Gloucester School of Domestic Economy.
The Trustees of the Campden School of Arts & Crafts.
The Governors of the Campden Grammar School.
The Managers of the Church of England School, Campden.
The Managers of the Roman Catholic School, Campden.
The Campden Higher Education Committee.
The Campden Higher Education Sub-Committee for Finance and General Purposes.
The Campden Higher Education Sub-Committee for Hygiene and Domestic Subjects.
The four or five Sub-centres in adjoining villages which with the view to further complication the Board of Education is dignifying as separate schools.
The four or five bodies of Managers of adjoining Village Elementary Schools.
The Oxford University Extension Delegacy.

And the above have to be approached in a different manner, through one, two or in some cases as many as six different officials; forms and registers of different types and often in four duplicates have to be filled in, and practically a third of the small grant (£150) devoted to education has to be employed in administration over and above all the voluntary labour that is freely given.

No. 2.

Date, 14 March, 1904.

SMITHY COST SHEET.

ORDER No. 2650.

DESCRIPTION.		DESIGN No. 435		ESTD. P.C. 58/-		MATERIALS & SUNDRIES.	
1 LARGE SET OF FIRE IRONS (IRON AND COPPER).						Iron	1 6
						Steel	
<i>Wanted by</i>						Copper	1 0
						Brass	
TOTAL COST.						Nuts	
						Bolts	
LABOUR						Screws	
						Castings	
<i>Peter Quince</i>		2 5 9				Rivets	
						Bushings.. ..	
<i>His Boy - -</i>		1 0				Design	
						Sundries.. ..	
Materials, etc., as detailed ..							3
							2 9
Shop Charges							2 9
							12 3
<i>Total</i>							3 1 9
							3 1 9
						Completed, 3rd April, 1904.	
						Examined } NICK BOTTOM & Passed } (Foreman).	
						REMARKS.	
						Selling Price £4 10 0	

and Material.

and Material and up to the point of delivery of the article. In this percentage are included—Buildings, Furniture, and Fittings; Insurance; Formen's supervision; Cost of Designs; Repairs to

customer is arrived at, covers the following—

Exhibition; Management Expenses, Salaries to Clerical Staff; Carriage; Postages, Stationery, Fees, and Discounts; Reserve for Bad Debts; Travelling Expenses; Interest on Capital, Profit (if any).

APPENDIX V.

THE GUILD ROLL FROM 1887 TO 1908 INCLUSIVE.

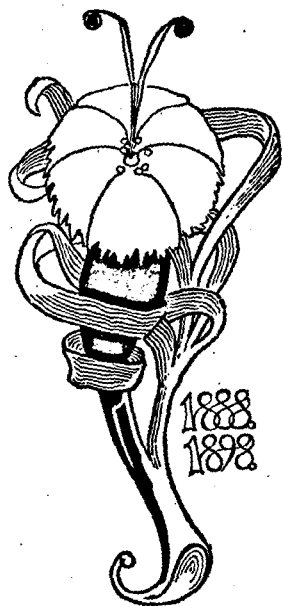
		Year of Election.		No. of years Service.
C. V. Adams . . .	Cabinet maker . . .	1888	Resigned .	10
C. R. Ashbee . . .	Architect . . .	1888		21
C. W. Atkinson . . .	Cabinet maker . . .	1893	Deceased .	7
J. Baily . . .	Silversmith . . .	1899		13
J. Barlow . . .	Cabinet maker . . .	1894	Resigned .	6
T. Binning . . .	Compositor . . .	1899		9
G. M. Bishop . . .	Hon. Guildsman . . .	1906		2
C. Bray . . .	Cabinet maker . . .	1899		7
F. Brown . . .	Blacksmith . . .	1901		6
A. J. Cameron . . .	Metal worker . . .	1896		15
J. Chatterton . . .	Silversmith . . .	1901	Resigned .	1
J. S. Collings . . .	Joiner . . .	1899		3
W. Curtis . . .	Cabinet maker . . .	1889		20
C. H. Daniels . . .	Jeweller . . .	1901		7
H. T. Dennis . . .	Cabinet maker . . .	1894	Deceased .	4
C. H. Downer . . .	Blacksmith . . .	1898		14
R. Eatley . . .	Pressman . . .	1903		4
W. C. Edwards . . .	Silversmith . . .	1904		5
W. English . . .	Joiner . . .	1900	Resigned .	2
J. W. Field . . .	Joiner . . .	1900	Resigned .	3
W. Flowers . . .	Metal worker . . .	1891	Resigned .	2
A. Gebhardt . . .	Jeweller . . .	1902	Resigned .	3
W. Hardiman . . .	Silversmith & Modeller . . .	1893	Deceased .	16
W. T. Hart . . .	Carver . . .	1907		6
G. Hart . . .	Silversmith . . .	1908		6
T. E. Hewson . . .	Silversmith . . .	1905		3
W. H. Hill . . .	Compositor . . .	1903		4
R. M. Holland . . .	Hon. Guildsman . . .	1898		10
G. E. J. Horwood . . .	Jeweller . . .	1902		11
F. H. Hubbard . . .	Secretary . . .	1888	Resigned .	2
E. Jackson . . .	Cabinet maker . . .	1899		3
T. Jelffe . . .	Cabinet maker . . .	1894		15
T. R. Jelffe . . .	Pressman . . .	1904		3
C. Kennedy . . .	Jeweller . . .	1901	Resigned .	1
J. T. Lodder . . .	Pressman . . .	1900	Resigned .	5

		Year of Election.		No. of years Service
W. Mark . . .	Enameller	1901		8
J. McQueen . . .	Jeweller	1900	Resigned .	3
A. Miller . . .	Carver & Modeller	1904		6
S. Mowlem . . .	Pressman	1899	Deceased .	3
W. J. Osborn . . .	Cabinet maker	1892		18
H. Osborn . . .	Turner	1902		5
H. T. Page . . .	Silversmith	1901	Resigned .	1
J. Pearson . . .	Metal worker	1888	Resigned .	8
A. Penny . . .	Chaser	1904	Deceased .	4
H. Phillip . . .	Engraver	1901		2
R. G. Phillips . . .	Cabinet maker	1889	Resigned .	3
H. Phillips . . .	Cabinet maker	1889	Resigned .	3
C. Plunkett . . .	Wood polisher & Gilder	1898		12
H. D. Pontin . . .	Cabinet maker	1899	Resigned .	4
F. Prout . . .	Secretary	1890	Resigned .	3
J. W. Pyment . . .	Cabinet maker	1894		16
A. Ramage . . .	Compositor	1904		3
R. Read . . .	Cabinet maker	1894	Deceased .	4
J. E. Reid . . .	Draughtsman	1890	Resigned .	2
R. Ricketts . . .	Silversmith	1898	Deceased .	3
A. Riddell . . .	Jeweller	1900		5
C. V. Robinson . . .	Silversmith	1900	Resigned .	2
A. G. L. Rogers . . .	Hon. Guildsman	1889	Resigned .	3
C. Rome . . .	Jeweller	1901	Resigned .	2
A. G. Rose . . .	Cabinet maker	1890	Resigned .	12
W. Scurr . . .	Jeweller	1901		5
W. Stevens . . .	Cabinet maker	1899	Resigned .	3
T. C. Sutton . . .	Wood polisher	1898	Resigned .	1
W. Thornton . . .	Blacksmith	1894		14
J. Tippett . . .	Compositor	1899	Resigned .	4
E. Toy . . .	Silversmith	1901		5
A. S. Tuckey . . .	Salesman	1899		5
J. W. Tuckey . . .	Salesman	1901		3
E. Viner . . .	Jeweller	1901	Resigned .	3
W. H. Wall . . .	Cabinet maker	1905		4
W. Weale . . .	Joiner	1906		3
J. T. Webster . . .	Hon. Guildsman	1906		2
W. A. White . . .	Metal worker	1890		17
J. Williams . . .	Metal worker	1888	Resigned .	4
W. H. Wride . . .	Cabinet maker	1906		3
G. Yonwin . . .	Cabinet maker	1894	Deceased .	3

OTHERS WHO SERVED THEIR APPRENTICESHIP OR WORKED THEIR
TIME IN THE GUILD SHOPS WITHOUT TAKING UP FULL MEMBERSHIP:

		Year of entry.	No. of years Service.
J. G. Angus	Clerk	1902	3
Nellie Binning	Bookbinder	1902	2
A. Bunten	Cabinet maker	1902	6
J. Cameron.	Metal worker	1903	4
F. Cliff	Cabinet maker	1899	5
D. Collins	Jeweller	1902	1
C. Corbin	Metal worker	1902	3
S. Cotton	Cabinet maker	1896	8
W. Curtis	Cabinet maker	1903	4
F. Dowsett.	Cabinet maker	1900	6
Lottie Eatley	Bookbinder	1902	2
R. Eatley	Cabinet maker	1904	3
W. Fenn	Clerk	1901	1
Edgar Green	Bookbinder	1902	2
L. Hughes	Blacksmith	1896	5
H. Humphries	Silversmith	1903	4
Stanley Keeley	Metal worker	1902	5
C. Kelsey	Metal worker	1896	5
J. Maryon	Silversmith	1896	2
Mark Merriman	Enameller	1902	5
W. Merriman	Clerk	1904	2
W. Moran	Jeweller	1904	4
W. Palmer	Pressman	1903	3
F. Partridge	Jeweller	1902	2
A. Pilkington	Joiner	1895	5
Fred. Pontin	Cabinet maker	1899	4
Anne Power	Bookbinder	1902	4
S. Reeve	Silversmith	1901	3
S. Samuels	Jeweller	1898	3
A. Tracey	Blacksmith	1902	3
F. C. Varley	Enameller	1901	6
G. Vickery	Secretary	1907	1
H. E. L. West	Metal worker	1898	4
E. S. Williams	Accountant	1903	3
E. Williams	Clerk	1906	1

In addition to the above there have been employed some half-dozen men or boys from time to time in unskilled labour.



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Other works by the same author, of which some are still obtainable by application to the Secretary of the Essex House Press, Campden, Glos.

The Trinity Hospital in Mile End : an object lesson in National History.

Chapters in Workshop Reconstruction & Citizenship.

The Treatises of Cellini on Metal Work & Sculpture.

The Survey of Bromley-by-Bow.

The Essex House Song Book.

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Echoes from the City of the Sun.

The Last Records of a Cotswold Community.

Socialism and Politics : a Study in the Readjustment of Values.

A Book of Cottages and Little Houses.