

# MEN WHO HAVE MADE NORWICH

BY

EDWARD & WILFRED E BURGESS

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# CHAMBERLIN, SONS & CO., LIMITED.



**A. R. CHAMBERLIN, D.L., J.P.**

*Sheriff Of Norwich, 1873-4., Mayor Of Norwich 1892-3*

The history of East Anglia is an eventful one, that of its Capital a romance. From the time that Norwich shared with Bristol the honour of a Mint, and a measure of importance second only to London, right down to its evil days — the days wherein it lost its famous old weavers and saw the break-up of textile trade - its history bristles with remarkable incidents; and is redolent of infatuating memories for the present generation. It was about this latter, date that Punch in a sarcastic thrust at the slow methods of reaching East Anglia from the Metropolis, wrote: "On Friday last a young man was heard to ask for a ticket to Norwich. No reason can be assigned for the rash act."

The year of Waterloo was truly a year of glory, but it had its drawbacks. Without railways, without penny postage, morning papers, matches or gas, to say nothing of electric light; without a thousand and one inventions that have given comforts to the masses such as monarchs themselves never dreamed — of the time was ripe for enterprise and for enterprise and progress. It was in such a year — before the birth of our late lamented Queen; to be precise, when George the Third was King — that Henry Chamberlain laid the foundation of a business which, nearly one hundred years later, is familiar to us as "Chamberlin's of Norwich," a term signifying, to customers and creditors alike, the hall-mark of excellence.

Henry Chamberlin (born 1777, died 1848) never posed as an expert of low quality goods; he went for the best, and the firm which he founded in 1815 has never swerved from his first principles of "value and reliability," during the long and perplexing years which have seen the rise and fall of the craze for cheapness. The founder was joined in 1823 by his son, Mr. Robert Chamberlin, and some years later the firm became known by the name Chamberlin, Sons & Co., while within quite recent date it was floated as a Limited Company under the title of Chamberlins, Limited.



**G. M. CHAMBERLIN, J.P.**

*Mayor Of Norwich, 1891-2.*

Mr. Robert Chamberlin was deservedly held in high esteem. He was responsible for great developments in the business, and his personal influence and value as a public man may readily be understood by the high official positions he repeatedly occupied. Born in 1802, Mr. Robert Chamberlin, as we have said, entered the business in 1823, and in 1848 he was appointed Sheriff of the city. In 1854 Mr. Chamberlin was first elected Mayor, an honour which was twice subsequently conferred upon him, viz: in 1856 and in 1871. Five years later the immediate ancestor of the present heads of the firm passed away, in the 74th year of his age, having held H. M. Commission of the Peace for the City and for the County of Suffolk and been a Deputy Lieutenant of Norfolk for many years.

Mr. A. R. Chamberlin, the present senior Directory is widely known and deeply respected alike in private life and public work. During a long and active life he has rendered very material service to his native city in various ways, notably in his association with the restoration fund of that fine old ecclesiastical building St. Peter Mancroft Church. As honorary secretary and one of the most generous supporters of the Norwich District Visiting Society, Mr. Chamberlin has been the means of doing incalculable good in alleviating poverty and affliction. He is also prominently connected with the Norwich Dispensary, and he gave material assistance to the Art Loan Exhibition held in 1902. He is a director of the Norwich and Yarmouth and Lowestoft Water Works Companies, the Norwich Crape Company, and the Swan Laundry. As far back as 1873 Mr. A. R. Chamberlin was Sheriff of the city and in the same year he was placed on H. M. Commission of the Peace, and throughout the thirty intervening years he has given vigilant attention to his magisterial duties. In the year 1892 Mr. Chamberlin, who is also a D. L., was elected as Mayor of the city, and thus presided over the deliberations of the Corporation, with which body he has long been associated and in

which, at the present time, he occupies a seat on the Aldermanic Bench.

Mr. George M. Chamberlin, the Managing Director, has also unquestionably won a prominent place amongst the "Men Who Have Made Norwich." He has passed through almost all the stages of civic life, having been successively Councillor, Alderman, Mayor, and Justice of the Peace. He was elected to the office of Mayor a year before his brother, viz., in 1891, and two years later he was placed on H.M. Commission of Peace for the City. He is at the present time an Alderman of the city and Chairman of the Finance Committee of the Corporation. He has a firmly established reputation in commercial matters, being a director of the Norwich Union Life Office and the Norwich Union Fire Office and local director of the Norwich Electric Tramways Company. He is also President of the Norwich Chamber of Commerce, in which position he succeeded the late Mr. J. J. Colman. His position as President of the Association of Trade Protection Societies of the United Kingdom gives Mr. G. M. Chamberlin something of a national reputation, for the Association represents about 50,000 traders and manufacturers in every part of the country. He is also a director of Swan and Edgar, Limited, Regent Street, and of the celebrated restaurant "Princes," in Piccadilly, London.

Spacious and elaborate as were the premises of Messrs. Chamberlin, Sons, & Co., prior to the year 1898, an event then occurred which was regarded at the time as most disastrous to the city but which has turned out to be a blessing in disguise — we refer to the destruction of the premises by fire. The fire was of a most serious character, devastating the whole of one side of Dove Street, and part of the other side. From the ashes of the old premises arose — phoenix-like — a building, compared with which, the previous establishment — extensive as it was — was quite a modest affair. The disastrous experience of the fire has resulted in elaborate preparations being made for fighting or preventing a fire in future. At the end of each floor hydrants are



**Market Place; Establishment. Front View Of The Principal Entrance.**

fixed, giving a copious supply of water, while in the immediate vicinity of each hydrant lengths of hose are placed within easy reach. The present edifice, imposing in its external aspect, is positively palatial within its walls, and all the appointments are a marvel of sumptuousness. From the fine entrance lobby facing the Market Place right away to the utmost limits of the establishment, the display of the riches of the world's drapery marts is only broken by the elegance of architecture and decorations on every hand. The ground floor saloon is devoted to the various retail departments under the management of Mr. George Waite, and they are the admiration of every visitor. Soft and agreeable tints pervade the whole place, and the lighting of the spacious area, from concave lights on either side, is perfect. Comfort and luxury are conspicuous features of the saloon, yet the space allotted to the display of goods appears to be almost unlimited. The further end of the saloon is artistically furnished with ladies waiting and reception rooms, while close by are the fitting and costume departments.

The upper floors are occupied by the counting houses and the wholesale departments; and the extensive basement, which is nothing less than a huge warehouse itself, is also utilised for the latter, especially for heavy goods.

The area of the establishment is enormous, extending as it does from Dove Street — one entire side of which it occupies — up Guildhall Hill to the other side of the square facing the public library. Bearing in mind the numerous departments, the elegance of the appointments, the care devoted to ensuring the comfort of customers, the large and varied stock, and the unremitting attention given by assistants, it is no exaggeration to say that few establishments, either in or out of London, equal "Chamberlin's," and none surpass it.

The Furnishing Department is of comparatively recent origin, but it is already a very extensive business of itself. The building appropriated to this branch is the last one of the series up Guildhall Hill, and the entrance is at the corner of the Public Library Square, almost exactly facing the entrance



**Market Place Establishment. Interior View Of The Grand Saloon**

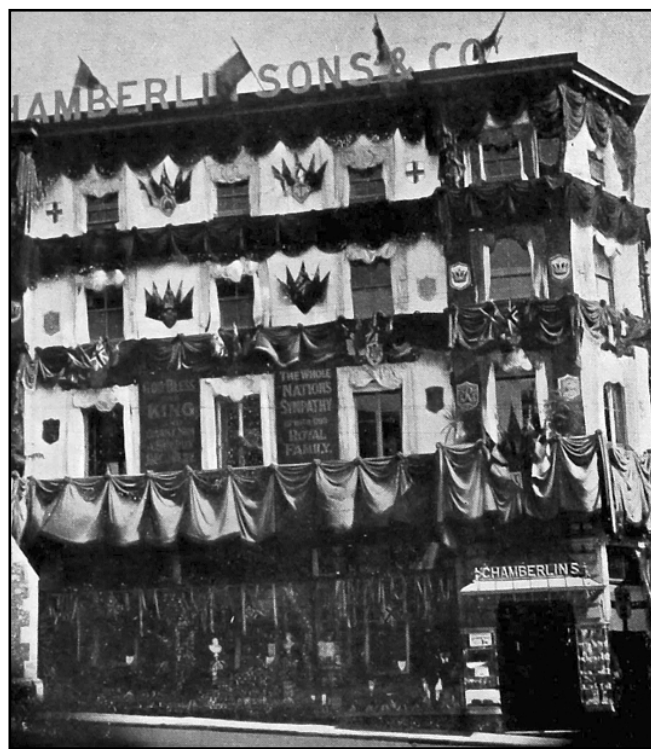


to the ancient Guildhall. Here is to be seen one of the largest assortments of carpets, linoleums, floor cloths, and furniture of every description, to be found in the Eastern Counties. The managements in the capable hands of Mr. T. Morpeth, a gentleman of wide experience in carrying out furnishing contracts. The comprehensive range of this department may be judged from the fact that it embraces the manufacture of bedding, all kinds of cabinet making and upholstery — in fact everything which goes to constitute a full equipment of complete house furnishers.

Even this latter does not exhaust the variations of Chamberlins, for in Botolph Street the firm runs a modern clothing factory of large dimensions, which, has quite recently been rebuilt, and now provides cubic space of over 300,000 feet, with ample accommodation and motive power for about 1000 workers. On these premises are manufactured various kinds of clothing and shirts, but judging from appearances the main output is in uniforms and waterproof clothing for the Army, Navy, Yeomanry, Volunteers, Colonial Service, Postal Departments, Railway Companies, Police, &c. The motive power of the machinery, in the new section of the works is electricity, while in the remaining portion of the old works the machinery is still driven by steam power. Chamberlins are contractors for several of the principal railway companies and police forces in the country, while the variety of military uniforms indicates that the clothing supply of a considerable branch of the Army is catered for here. In the pressing room, the temperature is decidedly high, but here, as in every other department of the works, the ventilating arrangements are as perfect as modern science can make them. In the cutting room are to be seen some really wonderful machines, viz., the machine cutters. Driven at a terrific speed each of these cutters, by means of a rotary knife apparently as sharp as a razor, must do more work than any dozen hand cutters. Garments are cut and shaped by the one, two, or three dozen — according to the resisting qualities of the material - at a surprising rate. In one case layers of cloth, to a thickness of three inches, are cut to a pattern drawn on the top layer, as easy as a lady would cut muslin with scissors. In another cutting and trimming room, a numbers of hand cutters are engaged shaping garments which probably were not required in such large numbers as the uniforms are.



**Botolph Street Clothing Works. Interior Of Sewing Machine Floor**

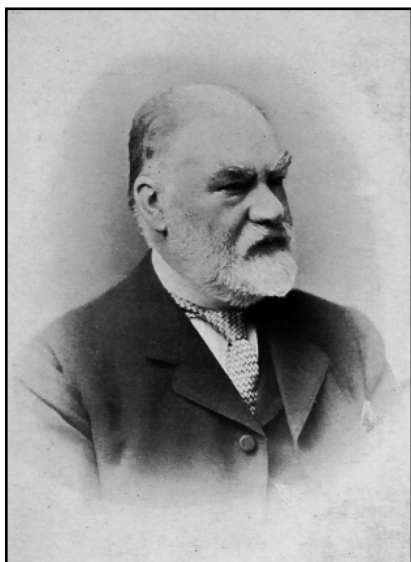


**Market Place Establishment. Decorations At The Coronation Celebration.**

The basements of the two buildings are very extensive and in one of them a powerful dynamo, by Laurence, Scott and Co., provides the electric light for the establishment. In the other basement, long rows of bales of material — probably scores of tons — are awaiting the handling in the dissecting and cutting rooms, and for the purpose of more easily moving these bales from floor to floor, a new lift has been erected which runs from the basement to the topmost floor. Here the preparations against fire are most complete, including an outside fire-proof iron staircase, which has an outlet from every floor. Of course in works of this description the management is divided and sub divided, but the sole responsible manager for the entire Clothing Works is Mr. G. S. Barnard.

It is worthy of observation, in a review of this nature, that in re-opening the Market Place premises, a new departure was made in giving a musical treat to the public. The Blue Hungarian Band was engaged on that occasion, and the experiment proved to be so eminently successful and so generally appreciated that the precedent has since been followed on several occasions.

In closing and appreciation in which we have clearly established the right of Chamberlins, Limited to be bracketed with the "Men Who Have Made Norwich" it is interesting to note that the enormous number of persons attending a recent sale was quite unprecedented. In the first few days the rush was so great that it became absolutely necessary to keep the doors closed and customers were admitted in batches, as they could be dealt with; an authority on crowds estimating that there were at least 1,200 customers in the shop at a given hour on one afternoon.



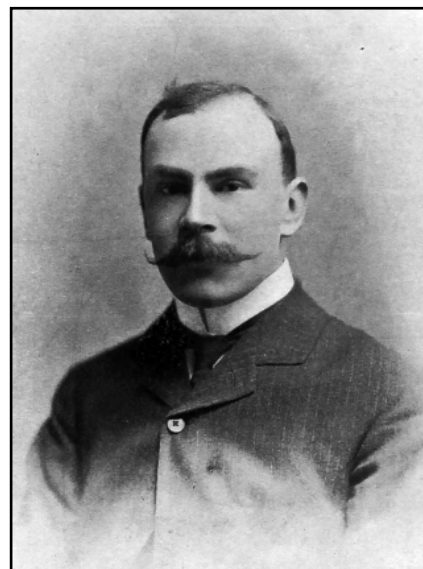
**JAMES SOUTHALL.**

*(Chairman Of James Southall & Co., Limited.)*



**CHARLES H. SOUTHALL.**

*(Director Of James Southall & Co., Limited)*



**FREDERICK L. SOUTHALL.**

*(Director Of James Southall & Co., Limited.)*

which the female operatives sit are alive with colours, and the quantity and quality of artistic linings, silks, satins, ribbons, laces, insertions, &c. — cut up for lining and beautifying the uppers of high-class boots and shoes in this department — would astonish anyone but an expert. Many of the insertions are really high works of art, and the artistic designs of the laces and brocaded ribbons in use are in almost every case confined exclusively to this firm. Scarcely any operation in making and decorating the uppers is completed by hand, and the variety, as well as the ingenuity of the machines requisitioned, must be seen to be appreciated. The Twin Taping Machine, the Button Hole Machine, the Straight Twin Needle Machine, the Buttoning Machine, and the Turning-in Machine are amongst those that specially attract attention. The latter is constructed to turn in the top of the linings and attach them to the upper without any stitches being visible. This kind of work is a speciality with Southall's, and adds greatly to the attractive appearance of the higher-class goods. Similar remarks

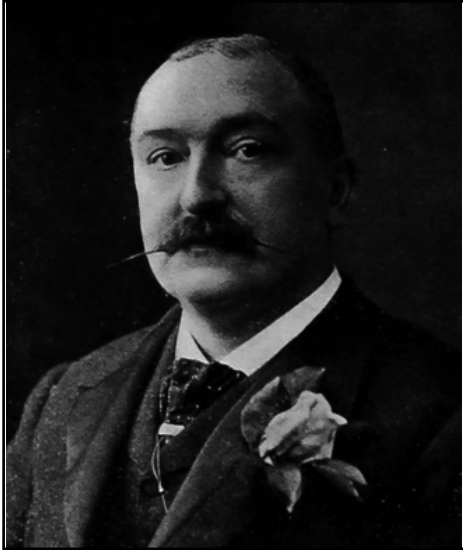
apply to a new Lacing Stud Machine, for which only a limited use is found at present but which will, in all probability, be in constant demand as the result of its work becomes known. This machine is designed to dispense altogether with lace holes and buttons and button holes. At every operation it makes a stud with a black or brown top, as desired, and with a definite neck, and these studs are fastened in the boot upper with the one operation. Thus instead of four or five holes in each side of the boot and three or four lace hooks on each side at the top, the boot has two rows of studs and the lace is carried from one side to the other as in the case of lace hooks with the advantage of no annoyance from catching, turning up, or chucking at the garments.

The Press, or Punching Room, contains some machinery of interest. Only here and there is seen a solitary press of the ordinary kind, so reminiscent of amputated fingers and injured hands. The sole-cutter most commonly in use at the factory of

James Southall & Co., Limited, is the Buffer Twin Press, which, with the application of punches according to the size required, cuts the sole into a crude shape, and each sole is then submitted to the operation of the Julian Rounder machine, which, as quick as thought, trims the sole into shape as deftly, much more expeditiously, and with greater neatness than could be accomplished by hand work. Here too is a huge punching machine which is constructed for the manipulation of a whole hide at a time. It is called the "Revolution Press,"— and is six feet wide. The punches used in this machine are nearly double the height of ordinary "punches, and the machine completes its work in such a way that accident to the operator is well nigh impossible, for when the Press is



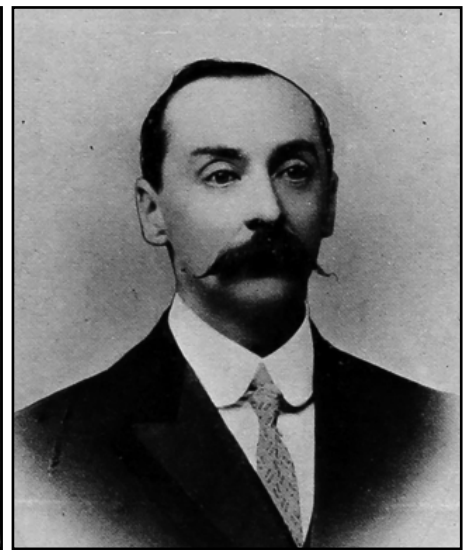
**The Finishing Department.**



**G. W. MILES.**  
(Chief Representative.)



**B. J. HANLY.**  
(Manufacturing Manager.)



**FREDERICK E. PLATTEN.**  
(Secretary And Accountant.)

quite home there is a space of some 6 or 8 inches between it and the bed. Adjoining this leviathan is a monster guillotine having a knife six feet long. This, also, is constructed to operate on a whole hide at once. The old lapstone and hammer are displaced by a Rolling Machine, which compresses and stiffens the "bottom stuff" before it is cut into soles. A very ingenious little machine is used for stamping the size on soles. It is so simple that a small boy can work it with great rapidity: The action of putting the sole in the machine operates it, and the work is done as rapidly as soles can be pushed in and withdrawn.

The Fitting Room is a depot where all the soles and uppers are collected, and after being fitted — i.e., the requisite soles selected for different uppers — they are despatched to the various making rooms to be dealt with.

In a room by itself is seen one of the original Blake Sole Stitchers, which, however, has been fitted with recent improvements, and is doing up-to-date work with great speed and accuracy. Contiguous to this an Upper Cutting Machine is in operation. It is, perhaps, desirable to explain that upper cutting by machinery is only possible in the case of boots and shoes which do not materially vary in shape and style, and even the use of such machines on a very limited scale involves the stocking of an enormous number of knives or punches. In the present case the

machine is fitted with a large revolving block table which permits of the manipulation of an entire skin.

Quite a different phase of the work is witnessed in an upstairs workshop, where the Goodyear plant is in operation. The boot and shoe trade is apparently like some others in being subject to cycles, for here we discover that manufacturers are going back to the old style of welting boots, and the various machines in use are consequently constructed to imitate and improve upon the operations of the ancient cordwainer or hand-sewn maker. One machine, in one operation, trims the sole and cuts a channel for the stitches. Another machine puts on the welt, a third lifts the welt up and flattens and the fourth attaches the sole to the welt in a marvellous way. The latter machine appears to have fingers and thumbs and pincers with the advantage of strength and rapidity of movement not possible to the human machine, and seeing that two threads are used, and the stitch is locked in the same way as a shoemaker by crossing over the threads, it is difficult to see what possible advantage the old hand-made goods can have over the modern style.

In the Turn-round Sewing Department, a remnant of the closing stage of a state of transition in the trade is observable. Here almost all the men are standing to their work, but two or three of the old school find it impossible to accommodate



**The Machine Upper Room**

themselves to the new order of things, and consequently they are seated. Apparently they get through it well enough, although they could not make a living wage were they to stand at work, while the younger men would find it just as impossible to do justice to themselves and their employers if they were seated. The machines used in this department are heated by steam, and thus the disadvantage of over-heating and consequent spoiling of the wax is avoided.

In the Leather Heeling Department — as distinguished from the French or Wooden Heel Department - the machinery is running at a terrific speed, and the whiz and whirl is deafening and bewildering. “Lifts” of leather of various sizes are collected in a hopper attached to a heeling machine. The operator collects the varying sizes and puts them one by one into a mould; the mould is closed and submitted to the press, which immediately responds to a lever and makes a downward movement to the mould, and — there you are, the solid leather heel comes out ready made, pierced quite through by six or eight wire nails. Next a top-piece is put on by a wire-stitching machine, which pierces the leather with brass wire and cuts it off clean, leaving a half circle of brass rivets more neatly done than hands could do it, and in a tenth of the time. Now the complete heel has to be shaped and pared, which is done by a machine which makes 5000 revolutions a minute. It seems a marvellous speed, but subsequent enquiry satisfied the writer that he had not overstated the case. As can well be understood the finishing and rubbing down of heels in a large factory would create a great deal of dust, and clouds of small particles of leather would seriously hinder operations. To obviate this every finishing machine is fitted with a kind of draught hopper, which is connected with a rapidly driven fan. The force of the air draws down the particles of leather and conveying them along a large pipe or tube, finally deposits all the refuse in a receptacle outside the building, and thus the room is kept quite free from dust and dirt, while a constant stream of fresh air permeates the place.

The foreman of the Finishing Department, Mr. Lack, appears to have his work at his finger ends, and his lucid explanation of the operations of some of the apparatus rendered the task of examination easy. Mr. Lack explained that the object aimed at in finishing off is to avoid relying on dressings and artificial means of beautifying the boot. While using all possible machinery to save time and labour, and at the same time to secure regularity, the primary point is to secure a high natural surface to the leather, and to produce the identical finish of the best hand finished goods. To this end Mr. Lack spares no pains and it must be allowed that this success is in every way unqualified.

A separate room is set apart for French heeling, and a machine is used similar to that described for leather heeling, with this difference. Whereas in the case of leather heeling the pressure of the machine comes from the top, and forces nails through the heel into the sole and then turns up the points; in the case of the French wooden heels the pressure comes from the bottom and forces the nails through the sole into the heel. In order to secure that graceful curve of the continuing sole on the inside of the French heel, every boot has to be fixed and tied up for 24 hours before it is ready for finishing off. Where do all these boots of ultra-fashionable design go to ? Hundreds of pairs are to be seen all round the room. The solution is easy when we learn that the constituency of James Southall & Co., Limited, is not by any means confined to the United Kingdom. From North and South, and from East and West, their Foreign Colonial and British trade maintains its position with scarcely unvarying success. Here in

#### EDWARD CLOUGH.

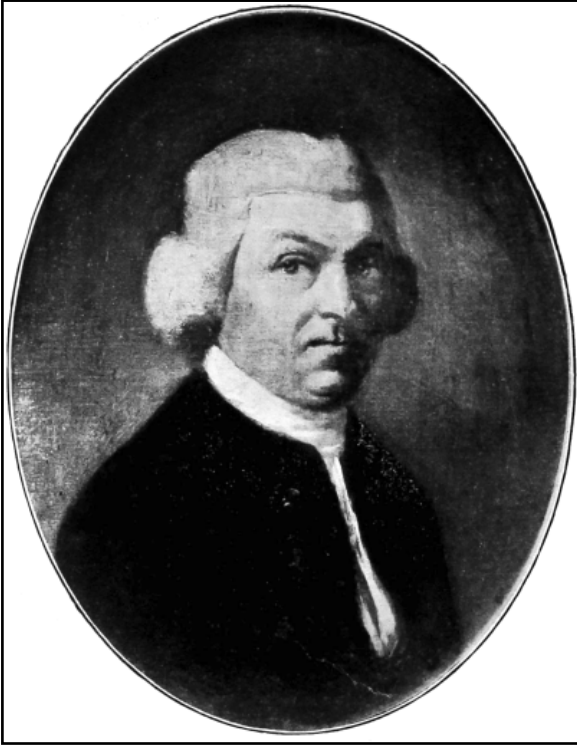
*The Machine Upper Room.  
(Foreman Of Handsewn  
Department.) 54 Years In The  
Employment Of The Firm.*



the Drying Room, boots are being deprived of every particle of moisture preparatory to packing for the export trade. Packing cases, trunks, waterproof paper, and hoop iron in profusion, all suggest the same end.

It is worthy of remark that the most satisfactory sanitary arrangements are made in the works, and every regard has been had to the value of perfect ventilation. Everywhere the electric light is used, and thus the danger of exposed lights is avoided. Having regard to the high commercial standing of the firm under review; to the length of time it has been established; to its unbroken long career; to the high-class of the goods manufactured, and to the large number of hands constantly kept in employment, it would be impossible to omit James Southall & Co., Limited from this series of articles.

## S. D. PAGE & SONS, LIMITED.



**SAMUEL DEYNS.**

The founder of S. D. Page & Sons, Limited, was born 184 years ago, viz : in 1720, and he died in 1806, being then eighty-three years of age. The exact date of the establishment of the business is] enshrouded in mystery, but as far back as 1750, the founder just referred to — Mr, Samuel Deyns — was known to be in business as a basket manufacturer, brush maker, paper merchant,"and manufacturer of pattens and clogs, the latter of which, as well as basket making, being then extensive industries in the city. Mr. Deyns was also an osier grower — which at that time was a necessary adjunct to basket making — on a large scale. This trade, however, fell off very much in the latter part of the eighteenth century, and early in the nineteenth century both that and the patten and clog industry were given up.

Towards the close of the eighteenth century Samuel Deyns Page was apprenticed to the founder, whose grandson he was, and in the year 1803 he was taken into partnership. On the death of Mr. Deyns in 1806 the style of the firm was altered to S. D. Page. Mr. S. D. Page was the eldest son of Mr. John Page of Attlebridge Hall, who had married the only daughter of Mr. Deyns. In 1831 Mr. S. D. Page took his son — also named Samuel Deyns Page — into partnership, and the name of the firm was again changed — this time to S. D. Page and Son. There was no further change until 1860 when two of the sons of Mr. S. D. Page (No. 2) — Frederick John and Charles Fountain Page — became partners. The name of the firm was then altered to S. D. Page and Sons. In 1876 the senior partner practically retired from active work, remaining only as a sleeping partner. Subsequently he retired even from that position and died in 1897 in his eighty-eighth year. No change of any importance took place after the practical retirement of Mr. S. D. Page, for ten or twelve years, but the business of the firm grew apace, and in the year 1888 it became necessary to cope with the rapid growth of the lithographic and letterpress printing and paper business no less than the brush business. This could only be done effectually by extending the premises. Accordingly, in 1888, it was decided to separate the paper and printing business



**SAMUEL DEYNS PAGE (NO. 1).**

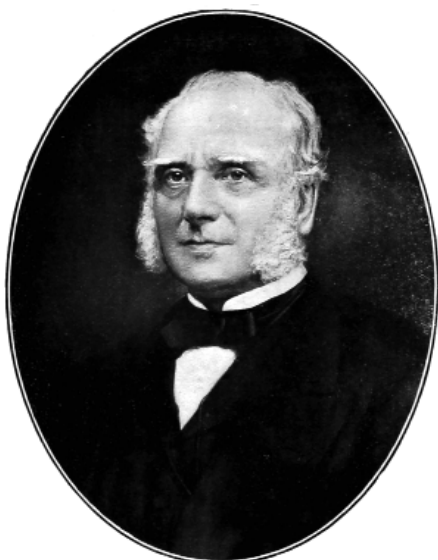
from the brush manufacturing, and new premises were expressly built for the former. On completion of the new buildings, the paper business was removed to make room for the development of the brush trade, which had now enormously increased in consequence of the introduction of machinery.

Two years later — viz. in 1890 — the two brothers dissolved partnership, Mr. F. J. Page taking over the paper and kindred trades, which business has since been carried on under the style of Page Brothers & Co. The brush manufacturing now became the sole care of Mr. C. F. Page, who, for family reasons, and with the object of still further extending the business, determined to convert it into a Limited Company. In 1891, therefore, the firm was registered as S. D. Page and Sons, Limited, and Mr. C. F. Page became the managing director, which position he still holds. Mr. M. F. Page, of Blakeney, and Mr. Alderman R. G. Bagshaw, J.P., were elected as his colleagues on the Board of Directors. Subsequently, on the death of Mr. M. F. Page, Mr. E. Bailey Page (son of the managing director), was placed upon the directorate.



**Bass And Bassine As Imported.**





**SAMUEL DEYNS PAGE (NO. 2).**



**CHARLES FOUNTAIN PAGE.**  
(Managing Director Of S. D. Page & Sons, Limited.)



**R. G. BAGSHAW, J.P.**  
(Sheriff Of Norwich 1877-8  
Director Of S. D. Page & Sons, Limited.)



**Bristles From (1) China, (2) Poland, (3) Germany, (4) Russia And Siberia.**



**A Corner Of The "Pan" Shop.**

Mr. C. R. Laws was appointed Secretary to the Company on its formation, which position he still occupies.

A few years prior to the changes we have recorded, brush manufacturing had developed at such a rate that it became necessary to add new works, and these were erected at Wymondham. Naturally the incoming of a brush manufactory was warmly welcomed by the Wymondham folks, and the venture has proved so successful that several extensions have been made from time to time, until, at the present day, the factory occupies several acres of land. This factory gives employment to a great number of hands, and in the neighbourhood is regarded as of as much importance to the welfare of Wymondham.

In giving an insight into the interesting process of brush manufacturing we naturally make an inspection, first, of the well-known premises in the Haymarket, Norwich, which contain the head offices of the firm, and rank first in importance, inasmuch as it was in buildings adjacent to the site of the present factory that the local manufacture of brushes had its origin.

The Pan Department at the factory is so called because the operators, in one of the stages of the manufacture, are seated round a pan of boiling pitch. The stores contain "stocks" for every conceivable kind of brush, for S. D. Page & Sons, Limited, manufacture anything from toilet brushes to the large rotary brooms, as used for road-sweeping by the Norwich Corporation. These stocks come from the factory at Wymondham, and in conjunction with the boards and backs for the Drawn Department (to be explained later), occupy the greater portion of the basement in the Haymarket premises.

The material — that is to say the bristles or bass — is stored in the large warehouses on another floor, for it is sent from Wymondham to

marred by the untimely death of his only son. Mr. Collier, apart from his shrievalty, has never taken much part in the civic administration of the city.

On the death of Mr. John Boyce, Mr. Donald Gaul, who since the inauguration of the company had acted as secretary, was appointed to the vacant seat on the Board of Directors, which position he still holds. Mr. Gaul is a member of the Norwich Board of Guardians and of the Norwich Town Council. He has, as his assistant in the secretaryship of Bullard & Sons, Ltd., Mr. Percy Etheridge, who has been associated with the business nearly twenty years.

Mr. Ernest Bullard — who represented the Wensum Ward in the Town Council from 1896 to 1899 — is the son of the late Mr. Charles Bullard and has the management of an important department in the Anchor Brewery. The late Sir Harry Bullard's son, Mr. Gerald Thomas Bullard, has control of the Mineral Water Manufactory. The position of head brewer is occupied by Mr. Thomas Hardie, late of Burton-on-Trent.

A visit to the Anchor Brewery, and an inspection of the various processes incidental to brewing, is not a light task. One has no time to visit the various maltings, for they are scattered throughout various parts of the city and county. Arriving at the brewery proper, Mr. W. J. Moore, the head foreman, conducts us up the steps to the landing stage, where the malt, just arrived from the maltings, is hoisted to the platform. The malt is next shot through hoppers into the rolling mill, where it is cleansed, crushed and otherwise treated in patent machines, previous to its appearance in the mash-tun.

In passing we pay a visit to the four large warehouses, where malt and hops are stored. Now we see the mash-tun where hot water is added to the grain, and the whole is stirred by means of a series of revolving rakes. The liquid infusion is known as "wort" and passing through a false bottom in the mash-tun, reaches the "underback." From thence it is pumped to the large coppers, where the hops are added and the process of boiling takes place. The quantity of hops added depends of course upon the class of ale or porter brewed. Now the liquor is drained to the hop back — the hops remaining in the copper — and it is then pumped to the huge copper tank on the topmost floor of the brewery, a magnificent structure, which will contain some 380 barrels. Three of Morton's refrigerators are required to cool the liquor as it comes from the copper tank, before reaching the fermenting vessels.



**The Barrel Cleaning Department**



**Some The Fermenting Tuns At Bullard & Sons Limited.**

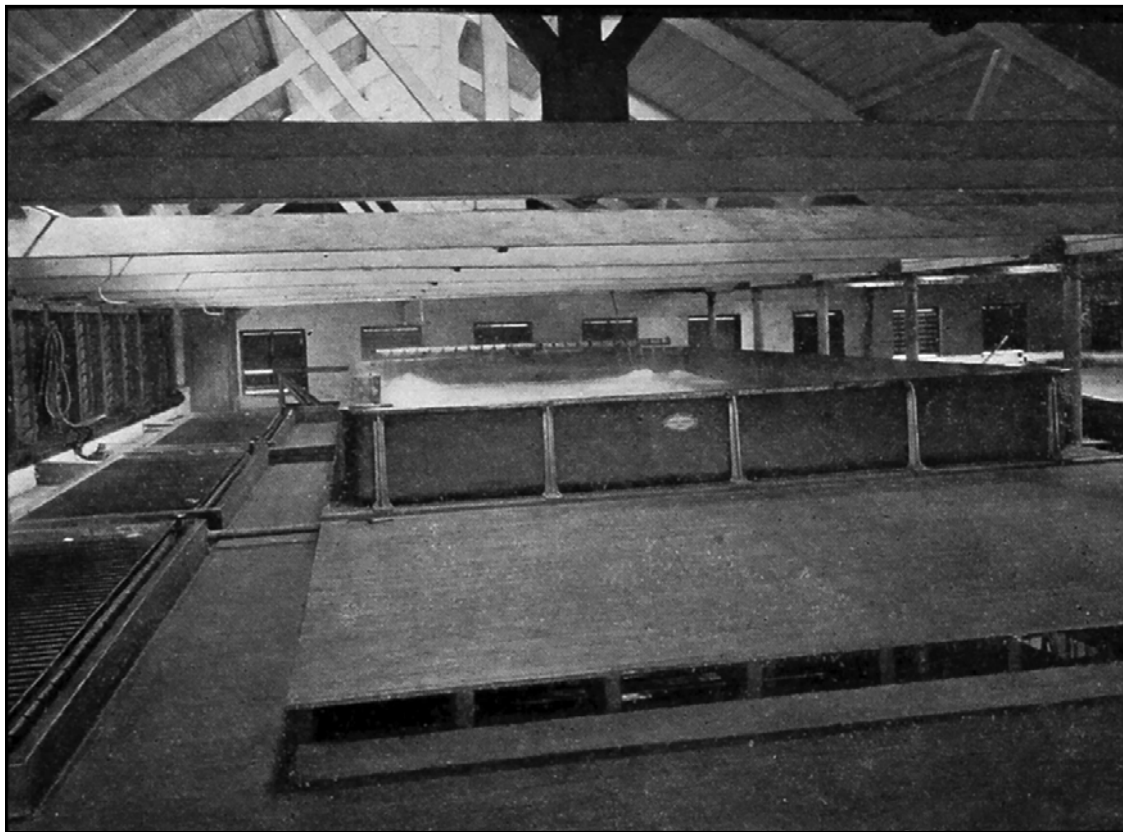
The large building, containing these latter vessels, is as capacious as any in Norwich, and this can be readily understood when we state that Bullard & Sons, Ltd., have no less than eighteen fermenting tuns, each copper-lined and having a capacity of something like 180 barrels. The process of fermentation is here completed and the yeast is taken off in parachutes, the beer being afterwards run off into racking backs, each of which has a similar capacity to the fermenting tuns. The beer, having remained in the racking backs for the prescribed time, is now ready to cask and here, in the next department, we watch the process of filling the countless barrels.

The Anchor Brewery is unique in one respect. Its cold storage cellars, put down at great expense some years since, ensure excellence of quality to all the firm's manufactures. In a hurried visit to this department — and no other brewery in



to the performances of the excellent band, under the baton of Mr. Ketteringham, the bandmaster. The Fire Brigade, of which Mr. W. J. Moore is captain, has also on more than one occasion rendered yeoman service to the city, and the members, periodically drilled and instructed, are always found ready to proffer their services when occasion requires. There are other institutions connected with the firm of Bullard and Sons, Ltd., which deserve attention

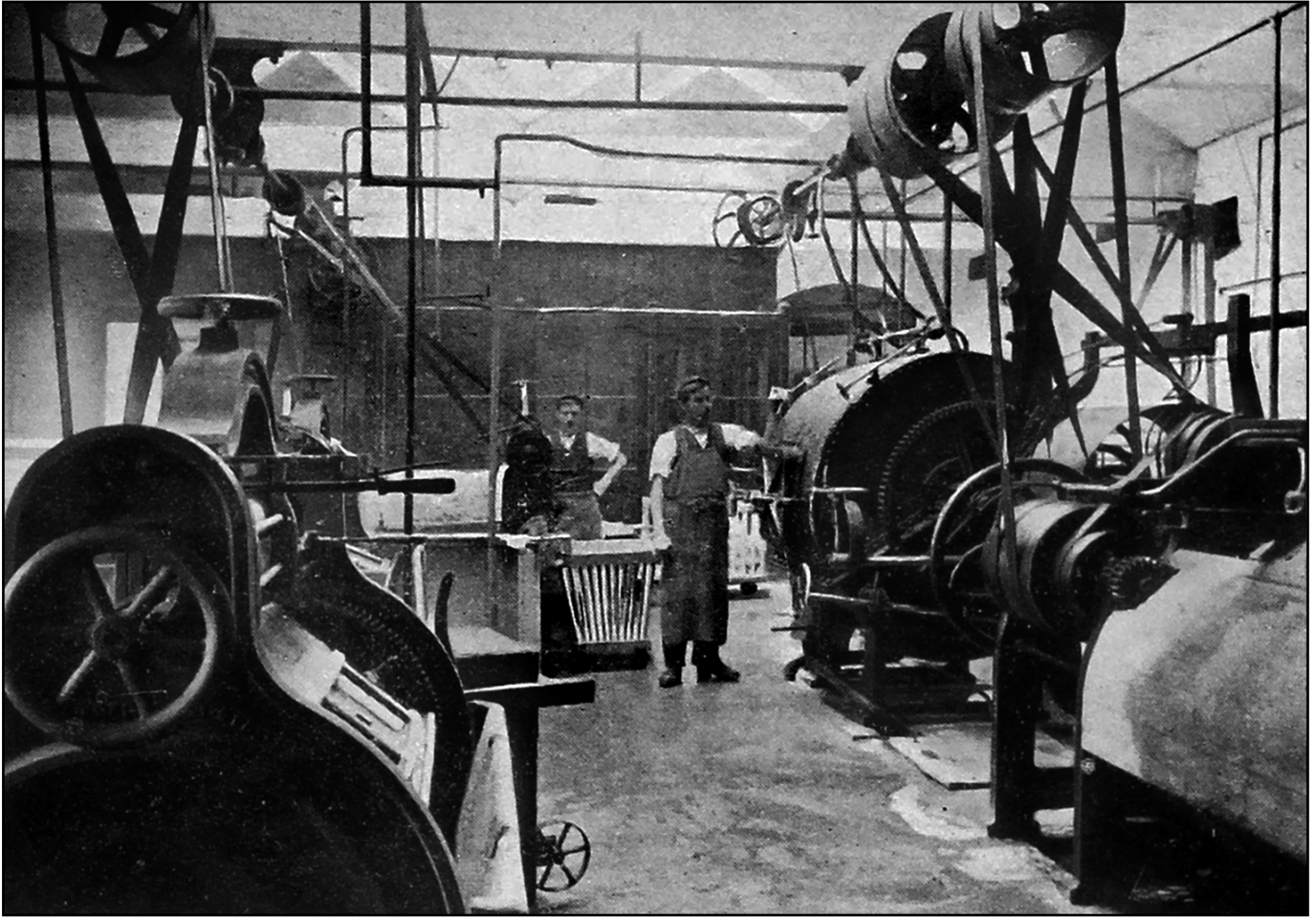
did space permit, but we have said sufficient to show that the Anchor Brewery has done its share to keep Norwich in the front rank of the large towns of Great Britain.



Copper Tank And Refrigerators.



The Engineers' Shop At Bullard & Sons, Limited.



**The Washing Department.**



**Mangling Department.**

finishing gentlemen's shirts is used, and one side of the fronts and one side of both cuffs on each of two shirts are manipulated in one operation. The double pulley arrangement for reversing the "feeder" requires the services of a skilled operator, but as each department is divided into different branches, the girls make a speciality of their respective work. Here, too, is a goffering machine, which, heated by gas, will crimp the lace on the articles sent to the Laundry most expeditiously and neatly. It is a great

labour-saving device, and it finishes the goods in a perfect manner. We learn that the use of gas and air is more economical and practicable than would be the use of gas alone. The irons with which the operators are finishing the articles are all attached, by long tubes, to pipes around the building, which automatically mix the gas and air in such proportions as ensures a perfectly blue flame. Vapours, or noxious exhalations, are therefore conspicuous by their absence, and the system in operation renders it unnecessary for the ironers to leave their tables from time to time to seek for fresh hot irons.

In the Packing and Sorting Department the Post Office system is in vogue. The work, having been duly inspected, comes to this building from the various departments. A separate locker is allocated to each customer, and quick

hands check, count, and assort the goods before they are placed in the baskets, which the vans will anon deliver to all parts of the city. To such a perfection has the system been brought that it is well-nigh impossible for mistakes to occur, although there are hundreds of baskets to be filled. The sorting and packing goes on for two days in the week, and each van necessarily has to complete several rounds before the close of the Laundry on Saturday afternoon.

The Engine Room, with its excellent horizontal engine, is, of course, a very necessary feature of a laundry. So, too, are the two large boilers, which are of the most approved make and are used alternately. The stables, for the Company's horseflesh, are — like every other part of the laundry — spotlessly clean.

For many years the management of the Norwich Swan Laundry was in the experienced hands of Mr. and Mrs. Edward Trew, and on their resignation of the positions some time since, their excellent services were suitably acknowledged by the Directors.

The present manager and manageress are Mr. and Mrs. F. Mattock, both of whom have had a thorough experience of up-to-date laundry work in other parts of the country. To Mr.

Mattock we have to express our thanks for the courtesy extended to us in our inspection of the laundry premises, as also for the lucid explanations given us as to the workings of the various departments.

No notice of the history of the Norwich Steam Laundry and Baths Company, Limited, would be complete without a reference to the bathing accommodation at North Heigham. Until last year the Company carried on the bathing business, but, in order to devote more attention to the laundry work, the covered bath and river bathing were leased to Mr. and Mrs. Ransome, the former managers, who have been in charge ever since the inauguration of this branch of the business some 23 years ago. The covered bath is 75 feet in length by 25 feet in width, and throughout the

season the water is kept at a comfortable temperature by hot steam. Twice a week the bath is emptied out, and fresh water is pumped in. The river bathing boxes are extremely popular with local bathers, and on a hot summer day as many as 500 persons have been known to participate in the invigorating and healthful pastime. Mr. and Mrs. Ransome, the present lessees, are constantly in attendance to help and instruct those anxious to learn the useful art of swimming.

A large and useful concern, such as that carried on by the Norwich Steam Laundry and Baths Company, Limited, is a boon to the city. The directors and officials are all well-known and respected citizens, and the Swan Laundry is far and away the largest and most flourishing laundry in Norwich and district.



Indoor Drying Room.



Ironing Department.