

Copy.

Braystones,
Queen's Grove,
CHORLEY.
5th April, 1928.

Mr. P. Cottrill,

Dear Sir,

After a careful and detailed study of the organisation, workpeople, machinery and the class of fabrics woven at Messrs. Joseph Holt & Sons Limited, Farmworth, I am of the opinion that the Manager and his staff were labouring under many difficulties, some of which are as follows :-

Owing to the closing down of the other Mills, a huge stock of yarn in the form of Warps and Wefts, much of it not suitable for the cloth at present being made, has been dumped on to them, upon which a tremendous amount of extra time thought and labour has to be spent in order to turn them into merchantable cloth.

Much of the weaving machinery is not the best type for the kind of cloths being made.

The system of manufacturing from stock warps ought to be abandoned as it creates extra costs to the preparatory system in the form of labour and waste yarn.

The workpeople seemed to me to be the average Lancashire cotton operatives and require a bit of diplomatic handling sometimes, especially the Weavers, owing to there being a shortage of them and to the unsuitable types of looms for the cloths being woven.

In the face of the above, I am going to make a few suggestions which if carried out will create a brighter prospect for them all.

1. For their Flanellette trade, I should re-organise your weaving machinery and group 82 light quick running calico looms together to form one tackler's sett all of them fitted with roller and treddles and tappets for working the healds, these looms to weave at 200 picks per minute, then there would be a chance for the weaver to earn 10/- per loom per 48 hours.

I have visited Messrs. Horrocks Crowdens Flanellette Mill many times and am familiar with their organisation. Their weavers average about 10/- per loom per 48 hours week. Their Tacklers look after a sett of 82 plain looms and are paid 2/4 poundage on Weavers wages which, when full time and all looms are running, make them a wage of about £4.15. 0. weekly.

2. I should also group your circular box looms into sections of 56 looms or thereabouts according to how much cardlacing they are called upon to do. They would

then be in a better position to mass produce both types of cloth.

The heavy and slow running types of looms I should only use for the types of cloth they are suitable for.

3. The Yorkshire dressing and chaining and dry taping departments will produce very much cheaper when you alter the system of ordering warps. To Ordering just the exact ends, counts and yards required to complete an order or group of orders and having them processed to their orders. There would then be no accumulation of odd pieces of warps and therefore less loss from wastage of warp yarn.

4. If the looming department were removed to a more convenient and central position it would help production. Also I should buy a twisting frame for about 30% off a broker and twist every warp that could be conveniently twisted as this process would save you anything up to 30/- per week and is cheaper than looming.

5. The Weft Store could be more efficiently managed by a man who would do everything required in this department and would be better able to keep the weavers waste within reasonable bounds than at present, also the firm would make a good saving owing to the weavers waste being dealt with more firmly.

6. The cost of transport would be very considerably reduced if a public contractor did this for you as I do not consider there is enough work to keep the man and wagon profitably employed.

7. It would be well worth while to have the Boiler Plant put in good order by repairs to Economisers and the boiler covered with insulating material.

8. I have looked over the Wages Sheet and think they are on an economical basis and should you decide to re-organise, I believe you would get better value in labour from them, also then I could suggest one or two adjustments to some of the mens jobs that would be beneficial.

I hope that this report will prove of some value to you and the firms we are connected with.

I remain,

Yours sincerely,

(signed) FRANK SELLERS.