



LINK



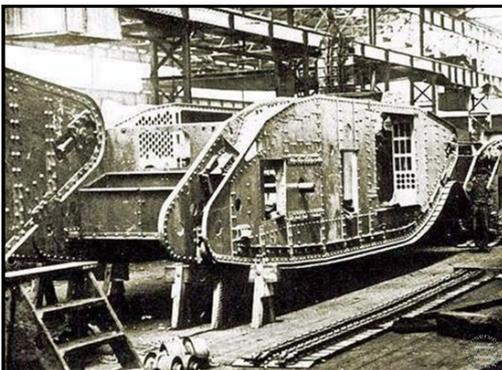
supporting the workplace, caring for people

Welcome to this late-summer edition of "LINK" with a feast of articles taking us from Birmingham in WWI through to the Living Wage and pausing for thought about imaginary products & invisible ethics. Along the way are reports from recent events, some adverts for forthcoming events and some exciting news about a new Christian Business school in Birmingham. Enjoy!

With various events all over the country commemorating the Great War and all who took part and were affected by the conflict, Peter Sellick takes a look at the impact on Birmingham's economy

Birmingham's early 20th century economy was hugely changed by the Great War. Ammunitions, Tanks, Guns, Bicycles and Motorbikes were some of the new technologies coming out of Birmingham and heading for the front lines. This meant jobs, income, government oversight and often positive changes to working conditions. But the relatively new inventions of the Machine Gun (eg Lewis Automatic Machine Gun made by Birmingham Small Arms, Small Heath (BSA)) and Barbed Wire (made in Manchester) had a particularly lethal impact on the course of the war: they restricted troop movement that led to the defensive trench warfare and the huge casualties.

Given the region's existing expertise in gun manufacturing, Birmingham was ideally positioned to meet the national need for rifles and cartridges. Visiting journalists noted great activity: 'all the people in the city became absorbed by the new national effort'. Firms quickly learned to invent (eg the Mills bomb 'Safe Hand Grenade' 1915 in Newtown) and adapt to the prevailing need for shells and explosives. As the conflict progressed further developments included tanks, armoured cars and aeroplanes.



The region also had long experience of mass production – and could turn this to producing weapons in large numbers. Over the war 1.5m Lee

Enfield Rifles, 75 million Mills bombs, and innumerate shells and rounds were produced. The Austin Longbridge works produced 2,000 trucks, 2,000 fighter aircraft and 6,500,000 shells. At BSA, Rifle production increased from 135 to 10,000 per week in two years to meet the demand. At Kynoch's works in Witton the typical weekly output was

- 25 million rounds of rifle ammunition
- 700,000 rounds of revolver ammunition
- 5 million cartridge clips
- 110,000 cartridge cases for field guns.

"Factories entered on a period of tremendous activity. Day and night, week-days and Sundays, without cessation, munitions were produced in quantities which even surprised the management." In 1915, Lord Mayor Neville Chamberlain addressed wounded veterans in a speech at the Town Hall to praise the efforts and achievements of the citizens in facing this crisis; he commended the city for striving "to be in the forefront of every patriotic and progressive movement" and for sending "to the colours a record number of recruits".

Workforces were not unaware of their role in causing deaths and casualties on the battlefield. In an example cited by Reginald Brazier in 'Birmingham and the Great War', Highbury Auxiliary Hospital was funded through the generosity of the workforce of the Kynoch armaments firm. Kynoch's Lion Works in Witton was one of the largest explosive producers in the country and the site now has a street named 'Nobel way' after the company's merger with Nobel.

But workers also saw benefits from the extra manufacturing: new workers were taken on and many of the large workplaces had to start improving welfare and working conditions. BSA, for instance, inaugurated a welfare programme with the aim of 'humanizing the conditions of employment' so that workers 'may earn their livelihood under the most healthful and happiest of circumstances'. Similarly Kynoch's Lion Works was known for its surgeries, canteens and care. 7,000 new workers were employed at the Kings Norton Metal Company (producing shell cases) and BSA took on an

**QUOTABLE
QUOTE**

“War, like any other racket, pays high dividends to the very few ... The cost of operations is always transferred to the people who do not profit.”

General Smedley Butler



additional 10,000 staff. 18,000 staff worked at Kynoch's. At Longbridge the workforce expanded from 2,000 to 20,000 and further sites were developed.

Women and younger people were also brought into the manufacturing environment, and this meant changes to working conditions: separate facilities, and female supervisors so that the health needs of the women and girls could be adequately met. The surge in youth employment, in particular, challenged managers because 'the happy-go-lucky idea of leaving boys to their own devices is disastrous'. An innovative response at BSA was to introduce a system of physical and technical training. Their scheme ranged from classes in mathematics and drawing to fitness sessions in a gymnasium. Although paternalistic this approach created new opportunities for the acquisition of skills and for the uptake of apprenticeships.

Other industries drawn into the war effort included transport and communications. The Metropolitan Carriage, Wagon and Finance Co in Saltley made railway transport carriages, as well as tanks for the war effort. The Austin Motor Company produced trucks, armoured cars, ambulances, generators, searchlights and fighter aircraft. Other products included supplies for troops: eg buttons, bedsteads, stew pans, telegraph wire and sapping tools. Whistles were an important part of trench communications and Acme whistles of the Jewellery Quarter produced the 'Thunderer', the 'Metropolitan' and the artillery whistle.

Birmingham's economy was changed forever: and was part of changing the world for ever.. for good and ill.



Despatch Riders—Past and Present.



CIGB Chaplains' AwayDay 2014

Ann Polson from the Solihull Town Centre team reflects on our recent AwayDay.

July 2nd 2014. CIGB Away Day.

The highlight of the the CIGB calendar!

Twenty or so chaplains met at St. John's Church at Berkswell to meet socially, spend time in learning and discussion and find time to relax from the regular busyness of our everyday lives. As we approached the church carrying our trays of goodies for lunch we were greeted by a deep sense of quiet and peace and a sense of anticipation of the day to come.

We began our day with a wonderful time of worship led by Val before dividing into three groups for discussion. The



theme of the day was 'Dealing with difference' and our breakout groups were led by members of CIGB. We circulated around each of



the groups and listened to three people telling their personal story of what it felt like to feel different in our society. What we were told about their experience and the subsequent discussions really helped us to understand some of the issues -for those with a coloured skin, are disabled or work as a volunteer.



Our discussions were followed by some free time where we were encouraged to be quiet and reflective and enjoy the peace and sunshine before enjoying the wonderful contributions we had all brought for lunch!

Our special guest Rehanah Sadiq a Muslim chaplain from the QE and

Women's Hospitals came to talk to us about her work as a chaplain in the hospital, and about how her faith affects her work. We enjoyed listening to her stories and reflections before finishing the day with worship and prayer.

A lovely day, very thought-provoking but with many opportunities for getting to know each other and also to enjoy some much needed time out from the everyday stresses.

A big thank you to Val for organising, leading the worship and for looking after us so well throughout the day.

CIGB's Annual Commissioning Service: 23rd November at 3.00pm

Every year we gather together with Church Leaders to give thanks for our work and to Commission our new Chaplains. We pray for our work and the local economy and reflect on the challenge of faith in the working world. In 2013 Carole Parkes, co-Director of Social Responsibility and Sustainability at Aston Business School, talked about the 'Purposes of Business'. In 2012 Jane Jarvis, HR Director at the NEC Group, compared her experience of the transformational nature of business with Jesus' Parable of the Mustard Seed. [Please put the date in your diary and join us on the day.](#)

Imaginary Products: invisible ethics? We need community, character and belief to improve this vital part of the economy.

How do you know the quality of products that you cannot see or touch? We have seen too many scandals in businesses that work in the service economy. Is it possible that good ethical behaviour is harder to maintain in markets where the goods and benefits being traded are intangible?

A recent report from Ecclesiastical Investment Management has found that companies in the UK and the United States have paid up to £150 billion in fines for misdemeanours over the past five years. Many of the companies involved work in areas like Insurance (eg PPI mis-selling; Household Goods insurance), Banking (eg fixing interest rates; loan rate swaps), Energy (eg door step sales) and Healthcare (eg drugs marketed to inappropriate patients; poor residential care).

The report by Neville White, Head of SRI Policy and Research at Ecclesiastical Investment Management, notes that as many as 6000 bankers are said to have been suspended or sacked since the start of the financial crisis, just to look at one industry. The amount in fines paid by just a handful of companies is more than the entire UK Education budget and nearly as much as UK pension spend. In the US the fines would pay for 333 launches of a space shuttle!

I have been a chaplain in workplaces that engaged in both tangible and intangible products. I have seen workers, under supervised conditions, stamping the weights and measures to be taken out by Trading Standards officers to markets and shops. I have seen quality scorecards pinned up on noticeboards for all members of staff to see: which departments have seen the most failures in the products; who is best in delivery times. When products can be touched and seen, there are public criteria for deciding what is good work.

How do we measure what is 'good banking'? Who understands enough to know what is useful insurance and what is unhelpful? When are legal and financial advisers acting in the client's interest, or in their own interest? When is advertising contributing to the common good?

Neville White, thinks there are numerous reasons that "corporate malfeasance has become endemic – if not systemic – across UK plcs". He lists complexity of

modern businesses; globalisation's focus on price; and attention on the wrong management metrics.

Christian ethics does not have a problem with 'invisibility': character is important as well as result: eg Exodus 20:17 *You shall not covet your neighbour's house. You shall not covet your neighbour's wife, or his male or female servant, his ox or donkey, or anything that belongs to your neighbour.* We heap praise on acts of good service, rather than seeing them as only done by the low paid.

The service economy can be a wonderful part of the common good: providing employment, relationship and mutual support. Perhaps the business community needs to find new ways of giving dignity to service workers, and celebrate their virtues? The Catholic Moral Theologian, Alasdair MacIntyre's, significant book 'After Virtue' sees Virtue as fundamentally linked to community. This is perhaps the view behind the Thinktank 'ResPublica's' recent suggestion that bankers should take an oath, binding them to act morally.

Philip Blond, the director of ResPublica, says "Britain's bankers lack a sense of ethos, and the institutions they work for lack a clearly defined social purpose." Perhaps what workers and customers believe (in the broadest sense) needs to be engaged, to develop a commonwealth of public purpose. Peter Sellick

“Educating for Mission within the world of work”

A consultation sponsored by the Saltley Trust, Birmingham, and the Kingdom at Work project

Thursday, November 13th at Woodbrooke Quaker Study Centre, Birmingham, from 10.00 to 3.45

Hannah Matthews' recent research for the Saltley Trust has shown that learning about the nature and forms of mission within the world of work continues to play a minor role in curricula for ordination training. In many other fields of training for mission, from the regional to the local, equipping lay people for mission in this field is also a low priority.

This consultation is intended to initiate the task of addressing this serious mission deficit. In the morning the consultation will consider some key factors hindering training for mission in the world of work.

For more information and booking details please contact Mrs Lin Brown at:

bursar@saltleytrust.org.uk

**QUOTABLE
QUOTE**

I thought in this country, the best social program was a job. Yet minimum wage jobs aren't paying enough to keep families out of poverty.

Barbara Mikulski

Living Wage ... but the UK can do more!



Carole Parkes, Director of Social Responsibility and Sustainability at Aston Business School; and a member of CIGB's Management Council writes

UK's Living Wage Commission recently issued a report which set out their blueprint for how the Government can lift as many as a million people out of low pay by 2020. It is an ambitious report, based on rigorous analysis of the effects of low pay, and the benefits of higher pay.

Too many employers continue to pay poverty wages. The race for short-term profits over long term success means that far too many people are forced to work long hours and rely on housing benefits, food banks and pay-day loans companies just to survive.

On the other hand evidence suggests that when businesses pay living wages they enjoy higher productivity, good levels of staff retention, and less absenteeism. There are therefore very good reasons for the Government to act to encourage the Living Wage.

One step the Government should seriously consider is taking a leaf out of its own book: by insisting on 'opting-out' rather than 'opting-in', as it has done on Pensions' Auto Enrolment. Why not adopt a similar mechanism when it comes to the living wage?

Mandating companies to pay the living wage unless they explicitly choose not to do so, for example if they are a start-ups who cannot afford it, will see far more companies reap the benefits of a more committed workforce and allow more people to earn a decent living.

The Living Wage Commission says that it has expectations that the public sector will pay the living wage. But we can take this further – and we already have a law to help us do it. The Public Services Social Value Act of 2012 requires anyone (including private sector companies) bidding for larger public contracts to demonstrate *social value*.

A simple amendment to this act would be to require those bidding for these contracts to also pay the *living wage*. Birmingham City Council has already established a Birmingham Charter, which includes the living wage, as part of its procurement processes.

Anyone wishing to tender for council contracts has to sign up to it. It's a great precedent to show others that it can be done. But more importantly it should act as a spur to others to realise that it should be done.

It's fantastic to see an organisation the size of Nestle commit to the Living Wage. I hope it's the start of many more firms doing the same. Why? Because how can it be acceptable to grow profits at the expense of working families and children condemned to working all hours but still reliant on housing and other benefits, and pay day loans companies, simply to survive?

The minimum wage simply has not kept up with inflation. Many companies, large and small, that have signed up to the living wage recognise that this doesn't just make good business sense; it's the right moral decision as well.

By its own admission, the UK government's target of ending child poverty by 2020 will "in all likelihood be missed by a considerable margin" (according to Social Mobility and Child Poverty Commission Chief Alan Milburn) – leaving as many as two million children in poverty.

I have recently been at the UN headquarters in New York, meeting to agree the Post 2015 Sustainable Development Goals. Poverty eradication (in the northern as well as the southern hemisphere) is the agreed number one goal for all nations.

Adopting the living wage in the UK would be a 'game changer' for these targets in the UK. Let us demonstrate that the UN commitments on poverty eradication will be a reality in the UK and not just political rhetoric.



Carole Parkes is also the co-editor of a new book: "Socially Responsive Organisations – the Challenge of Poverty", published by Greenleaf Publishing. A version of this article was posted in policyreview.eu in July 2014.



New Christian School ... with a business focus!

Another step towards a more faithful economy in Birmingham will begin in 2015: a Free School with a focus on International Business and Christian values.



King Solomon International Business School will be Birmingham's first 'All – Through' school that offers both Primary and Secondary level education with "Education Excellence and Character Development". Peter Sellick, CIGB Development Director, has been involved in setting it up: it is an opportunity to prepare people to put their faith into action when they start working. Christian workers say it is hard to continue to live out their values in the 'free' market: children will be able to talk through some of these dilemmas as they go through school.

The school will teach the International Baccalaureate in the Sixth form, have an extended school day with weekend master classes. Children of all faiths, and no faith, are welcome. The Christian ethos will have an ecumenical flavour: with support from the historic denominations, the Pentecostal churches and the Woodard family of Christian schools.

The school opens in September 2015 with Reception (2 classes) and Year 7 (3 classes). Further information, and how to apply: www.kingsolomonibs.com.

**Chaplaincy Fortnight:
Celebrating the Ministry of Surprise**

A reflection after the event which ran from 15th—29th June this year.



At least 18 different Chaplains were asked to talk to local churches about their work over the fortnight in June and about 60 churches downloaded the Chaplaincy celebration worship materials from our database. Reports suggest that where this happened, the engagement was uplifting and encouraging. Churches are recognising that chaplaincy is a sort of 'pre-evangelism': meeting people who would possibly never go into a church and raising questions in their minds about the nature of God for them. A ministry of surprise.

But Chaplaincy continues to be a surprise for some people because it is still hidden by and to the church. Many churches still had no idea that Chaplaincy Fortnight was going on. "Chaplaincy Fortnight – What that?" was the response of a Lay Reader from a local Anglican church during a conversation a few weeks ago ... and after the event!

The initiative for Chaplaincy Fortnight originally came from the Chaplains who were eager to raise the profile of Chaplaincy – as a mission of the Church.

How do we share the learning that we have, with churches, in ways that they find useful and want to know about? Do you have any ideas? We would love to hear them! You see, all the hard work – the research and the lists of contacts has already been done and would just need a bit of tweaking should we decide to run a similar event next year ...

Many thanks to all those who volunteered and worked with this project this year.

Introduction to Workplace Chaplaincy

CIGB's next Training Course will take place at 5.00pm on 6 consecutive Mondays starting on Monday 29th September and finishing on Monday 10th November (to allow for half-term)

CIGB has teams of voluntary chaplains to businesses, organisations across Birmingham and Solihull, with about 50 volunteers altogether. We have vacancies for more volunteer chaplains and are developing new chaplaincy areas. Our training courses tend to fill up quickly. For more information please visit

www.cigb.org.uk/about-us/training-courses/

"Ministry in the City of Birmingham"

A day course for Church leaders and Church organisers For those who are new, or those who want to know more

Thursday 23rd October 9am—4pm
The Council House, Victoria Square, Birmingham

*How is the city changing?
What are future prospects?
What role are churches playing in this?*

The day will include introductions on Public and Private sectors, Community Health & Development and the Voluntary and Faith sector along with examples of Church engagement in Hodge Hill
There will also be a bus tour of Birmingham!

The cost of the day will be £25
Please contact Val Dalton for more information and booking
val.dalton@cigb.org.uk

Thanks to those who have contributed articles this month—we always love to hear stories about your chaplaincy or related events. Do let us know!!!

STAY IN TOUCH ...

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