

THE HISTORY OF THE DEVELOPMENT OF

*Mills & Ware's Biscuits Pty Ltd*

FROM ITS BEGINNING IN 1897 TO

THE PRESENT DAY  
(1968)

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MILLS AND WARES BISCUITS PTY. LTD.  
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PRESENT DAY.

MARGARET DAWSON

### ACKNOWLEDGEMENT

Owing to the fact that there was very little documentary evidence available, Mills and Wares being a private Company and most of their early records were destroyed, the material for this essay was largely collected orally. Interviews were had with the following people and many thanks go to them for their information which played a significant part in the compiling of this essay:-

- Mr. A. Bedford - Company Secretary (retired)
- Mr. R. H. Dawson - Factory Manager
- Mr. J. H. Doherty - Factory Superintendent (retired)
- Mr. F. A. Hook - Second Processing Supervisor
- Mr. R. Solomon - Baking Foreman (retired-

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## INTRODUCTION

William Mills, the son of Mr. Joseph Mills of Liverpool, was born on June 22nd 1866. In 1887 he came to Victoria and remained there for eight or nine years before coming to Western Australia and settling at Subiaco. Two years later he transferred to Cottesloe, here laying the foundation of the present business of Messrs. Mills and Ware Biscuits Pty. Ltd.



WILLIAM  
MILLS

FOUNDER

Being a baker by trade, William set up a small pastry-cook shop in Forrest Street, Cottesloe. While resident at Cottesloe he was returned as a member of the first elected road's board. After retaining this position for three years, he resigned in 1901 and upon his arrival at Fremantle was a candidate for a seat in this Fremantle City Council. He was unsuccessful, but in 1902 he was a successful candidate for the South ward, which he represented until his resignation in 1906. After resigning his seat for the South ward, MR. Mills took up residence in East Fremantle and was elected for the Central ward, holding office for five years. In 1911 he resigned due to pressure of private business and it is this private business with which we are now concerned. 1

Unfortunately very little is known of Mr. Ware except the fact that it is believed he and Mr. Mills were schoolboy friends in England, before they came out to Australia. Mr. Ware went to the Goldfields to seek his fortune, but due to his health was forced to cease work at the mines and return to Perth. He met up with William Mills and they agreed to set up a business whereby Mr. Ware provided most of the Financial backing and Mr. Mills the actual knowledge.

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Upon going into partnership the business was then shifted from the small pastry-cook shop in Cottesloe, to its present situation in South Fremantle. Mr. Ware died during the early years of the business and having no relatives to leave his share to, it was completely take over by William Mills.

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## CHAPTER 1

### PERIOD TO 1st WORLD WAR 1914

The Swan Cake and Biscuit Company, as it was then called, was established in 1897 at Cottesloe. Although it was firstly known by the above name, for the sake of convenience it will be referred to throughout this essay, as Mills and Wares Proprietors. (The name was changed to offset the fact that it was a private company). As already explained the factory was firstly situated at Cottesloe but when Mr. Ware joined the business and provided money to start larger scale biscuit and cake manufacture, sufficient encouragement was received to authorize the removal of the Business to its present site in Mandurah Road (South Terrace) Fremantle in 1898.

Property was bought from Ross and Company, confectioners, which consisted of tin shed approximately forty feet by a hundred feet.<sup>2</sup> This was divided down the centre, the first half being used as a despatch area. Biscuits and Cakes were made in the second half, most of the ideas and recipes coming from William Mills, who in fact, virtually ran the business by himself. Mr. Ware was chiefly concerned with providing investments. The office was originally situated in Wardie Street, Fremantle before being moved to a two storey building

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<sup>2</sup>Mr. R. Solomon

in William Street, Perth. This part of the business, as we shall see later, was subjected to much shifting around throughout the years.

The total development and progress of the enterprise can perhaps be best presented under the following headings.

THE FACTORY - SIZE, EQUIPMENT AND EMPLOYEES

When the factory was shifted to the corner of Mandurah Road (South Terrace) and Wardie Street in 1898, Mills and Wares soon took over a certain John Crook's Grocery Store, adjacent to them, and within a few years also took over Homes Brothers who were on the other corner. The offices then were moved to the front of the building, there being a lawn out from and an opening where wood trucks brought wood for the ovens.<sup>3</sup>

Within a few years a well equipped tin smiths and case making factory was added to the factory.

Originally cases had been imported from Sweden, but when William's brothers Jim and Jack came out from England, Jack was given the job of making cases in which the tins of biscuits were placed for export.

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<sup>3</sup> Mr. R. Solomon

By 1912 the factory comprised of galvnised iron and wood buildings, was approximately one tenth its present size with a floor space of thirty thousand square feet or three quarters of an acre.<sup>4</sup> With the advent of large scale production there was a necessity for machinery to cope with such large amounts. Originally the factory consisted of one four bag drum mixer used mainly for trial mixes, two small cutting machines and two small chain ovens, thirty feet long and fired by wood from stoke holes underneath the ovens.<sup>5</sup> As the business progressed William Mills tried as much as possible to keep his machinery on the latest lines. Before World War One the factory contained an automatic wafer machine and four cake ovens of which the patent steam "decker" ovens were the most recent innovation, being heated from their own furnaces and which baked continuously for eight hours each day.<sup>6</sup>

During this time approximately thrity to forty people were employed in the business including office staff. The manufacturing part of the business was handled exclusively

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<sup>4</sup>Mr. J. Doherty

<sup>5</sup> Mr. J. Doherty

<sup>6</sup> Battye Cyclopaedia of W.A. Vol 1 - page 143

by men and boys and the labelling and packing was attended to by girls.

#### Raw Materials and Products

Mills and Wares were from the beginning and have always been, great believers in the use of as much locally produced raw materials as possible. Hence the bulk of their raw materials in this early period of development came from Western Australia itself, that is all except Manitoba flour and those materials simply not available within the State. The fruit for both biscuits and cakes was imported from the Eastern States and Southern Europe, the Denmark elixir raising being especially favoured by Mr. Mills. Large quantities of Lemon Peel were imported from Italy and other fruits were also received from German steamers calling into Fremantle. The Lemon Peel was specially treated in a liquor after being unpacked at the factory thus enabling the full flavour to be conveyed to mixtures when ready for use.<sup>7</sup>

When wheat was grown in Western Australia this was utilised and any flour obtained from South Australia was blended with W.A. Flour, the latter being of higher nutritive value according to Mr. Mills.

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<sup>7</sup>Battye Cyclopaedia of W.A. Vol 1 - Page 743

By 1912 the factory was transmitting into biscuits and cakes every week some ninety to a hundred sacks of flour, one and a half tons of butter and two thousand dozen eggs not forgetting oatmeal and fruit. The output of the factory included over fifty varieties of biscuits, thirty hundred-weight of goods being produced in the eight hour day.<sup>8</sup> To ensure that thorough cleanliness prevailed, the manipulation of the dough and cake mixtures was done by machines, the human hand not coming into contact with any of the ingredients. From here the biscuits went to rolling and other cutting machines which cut them to the desired shape and from hence they would proceed to the ovens.

(1902) Ammonia was first used for aerating the products because it was found that this product left no tracings of smells or chemicals. Hence one job that could be obtained at Mills and Wares in those days was that of grinding block ammonia at 7/6 a week.

Another job offering was that of junior horse driver at 1/- a week. This operated between the Fremantle despatch area and the Perth depot in Queen Street. The Perth depot was opened around 1910 and consisted of a two storey building partly owned by P.D. Sools and Mills and Wares. The

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<sup>8</sup>Battye Cyclopaedia of W.A. Vol 1 - page 743

Depot had two horse drawn covered waggon which travelled along the lime roads between Perth and Fremantle and delivered as far as Claremont.<sup>9</sup>

It is of interest to note that the original Charlie Carter was the manager of this depot, through which Mills and Wares also sold confectionary and boiled lollies, jams and sauces.

Products at first were mainly the plain lines of "Milk Arrowroot", "Coffee", "Cabin", "Thin Captain", "Rice", "Gingernuts", "Counter" and "Nice" biscuits, though some cream biscuits were made and also "Currant Lunch", "Macaroons" and home made cakes, plain and fruit block cake were also produced with handmade shortbread available at Christmas time. In these early years Mr. Mills and travellers would ride bicycles as far as Bassendean and even cycle round Greenmount in order to sell their products. But by 1912, as already mentioned, delivery was done by horse drawn waggon.

Some fifty varieties of biscuits ranging from "the ship's bread and cabin biscuits to the delicate wafer sweetmeat, the "Queens Drops" being the choice samples of the latter,<sup>10</sup> were produced by World War One. The wafer

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<sup>9</sup>Mr. J. Doherty

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delicacy was introduced after William Mills made a trip to Europe and America in an attempt to keep up with the latest developments of the biscuit trade. At the St. Louis Exhibition he saw the first automatic wafer machine at work and thus ordered one for his own factory. The wafers were placed in fancy tins and included, chocolate, ice, lemon sugar and vanilla varieties. Biscuits were originally packed in one pound packets to eliminate the necessity of weighing and packing, which too frequently had resulted in breakages of the fragile wafers.

Derby cakes in six pound blocks and one pound Canterbury cakes were put into Hermetically sealed tins and were in great demand for country and goldfield trade. The biscuits and cakes were wrapped in plain greaseproof paper, before being labelled with printed litho paper. Puddings were also made and placed straight into hand made tins which were sealed by a soldering iron.

The Fremantle despatch department at this time always had about three thousand tins of cakes and biscuits in stock, about half of which were stored in the Queen's Street Depot.

This first period of development to around 1914 was concentrated on establishing the business and obtaining at

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least some of the local market which to date had been 75% dominated by Biscuits from the Eastern States, namely those of Swallows and Arnotts. Thus, though progress was rather slow, they were afforded with sufficient success towards the end of this period. William Mills was now sole proprietor of the business, Mr. Ware having died, as already mentioned, in the early years of the partnership. William's two sons Stan and Nelson also helped run the business.

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## CHAPTER 2

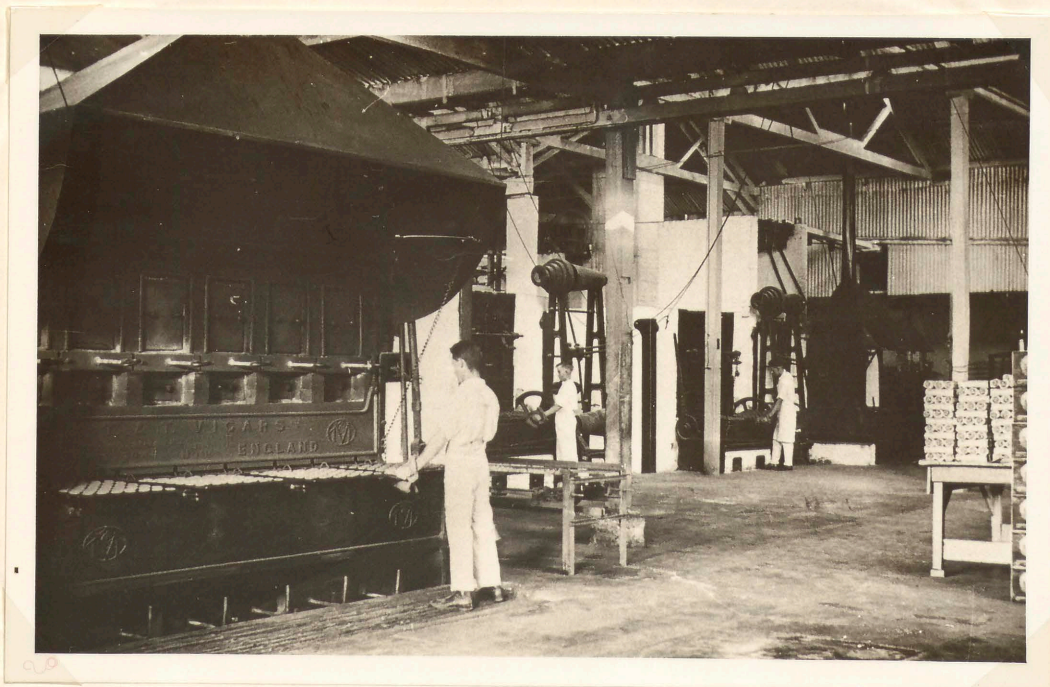
### PERIOD OF WORLD WAR ONE TO 1939

With the outbreak of the War in 1914 the business was naturally affected, as was everyone else, by restrictions in form of rationing. In 1917 William Mills died in November and Stan, his eldest son, then a Lieutenant in the eleventh battalion Infantry, was called back from the war to take over the business, which he duely ran with his younger brother Nelson. Stan's sole aim was to improve the quality of the biscuits and to carry on the business with even greater success than his father had done. It was under his guidance that the factory started to enlarge during and after the war.

#### The Factory - Size, Equipment and Employees

When Stan took over, the factory still consisted of the same galvanised buildings as it had originally been composed. Due to the restrictions during war time two gas ovens were all that could be used, these being fired by coke. By 1914 the Company could boast some eighty employees, the first women biscuit packers being employed during the war and they were also employed to take the buscuits off the trays.

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In 1924 what was considered as a major step forward was the installment of the first three pan wood oven which was followed up in 1926 by an even bigger four pan oven. The three pan oven was bought from Small and Shattell of Australia and later the four pan oven was purchased from T. & T. Vicars Ltd., Bakery and Machinery Manufactuers of England.<sup>11</sup> With these bigger and better ovens it was natural enough that increased production was the result, which in turn left more money available for expansion of the buildings. With the onset of the depression in 1929

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<sup>11</sup>Company Records of Plant and Machinery.

the business, as did many others throughout Australia, suffered a set back. It did, however, manage to survive the depression and even to expand a little.

The Depot in Queen Street had been closed down in 1917 as it was felt that it was no longer needed. Winterbottoms had provided Mills and Wares with an International truck so it was no longer necessary to maintain a Depot in Perth when delivery by truck was then available. In 1928 Mills and Wares also discontinued the making of their own tins, which had previously been carried out on the premises, and since then have obtained them from Gadsden's Pty. Ltd. However the trend since then has been towards discontinuing with the use of tins as retail containers though they were used for a long period. Bulk buyers of today prefer cardboard boxes.

In 1932 feeling the need to have more control over the quality of their flour Mills and Wares in partnership with a Mr. Carbarn started the Western Star Flour Mill and subsequently bought Mr. Carbarn's interest.

The building was purchased from a local stock firm and<sup>11</sup>

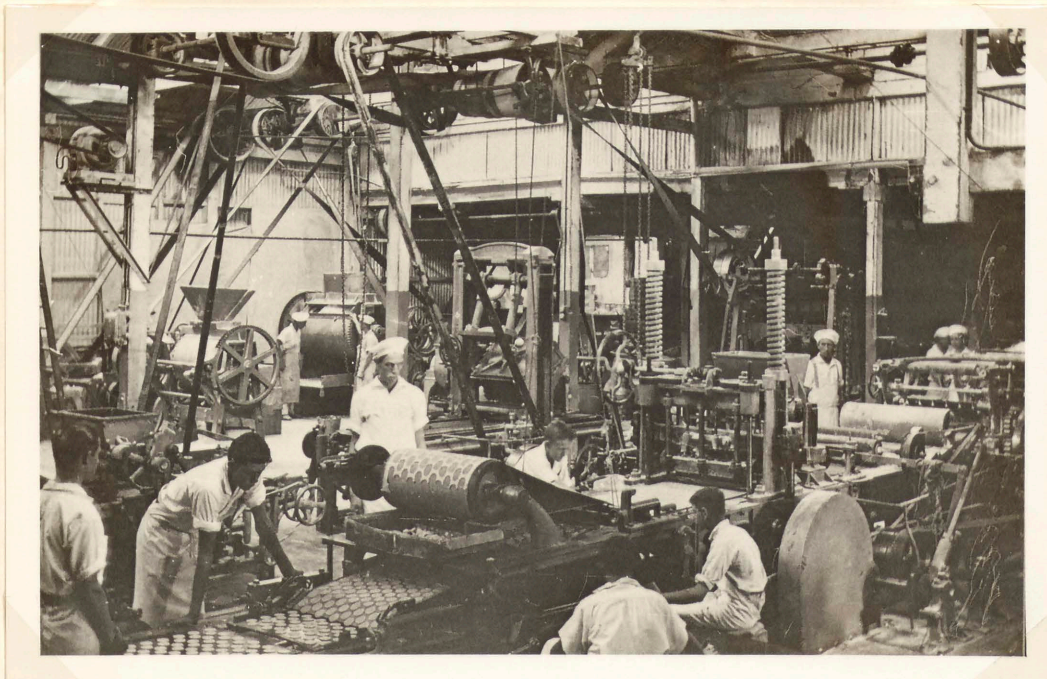
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<sup>11</sup>Company Records - The Flour Mill 1932



Machinery was bought from Thomas Robinson of England, which was installed and in March 1934 they started producing their own flour. Originally only one shift a day was worked, producing around three tons of flour a day, of which one ton a day was used in the production of biscuits and cake. Hence they produced three times their daily requirements. However today three shifts are worked each day, producing some twelve tons of flour, which in turn is roughly seventy per cent of the factory's requirements. The rest is obtained from local independent flour mills.

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A list of equipment and various types of machinery installed in the factory would have read, in around 1931, as follows:- one vertical and two drum mixers all driven off the same motor and used for mixing ingredients: two cutting machines; one four pan oven and one three pan oven both fired by wood; a wafer machine; and a chocolate enrobing machine used for coating chocolate biscuits. The latter made up the biscuit department and the cake department consisted of two cake mixers; two morton whisks

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used for making sponges; two old brick ovens, fired by coke; one sponge oven; one pudding boiler; and one icing sugar mill.<sup>12</sup> The chocolate enrobing machine was purchased in 1930 and used to manufacture some nine hundred pounds of chocolate biscuits a day, which is today equivalent to about one hours work. As already mentioned the introduction of the three and four pan ovens had provided the Company with sufficient capital to expand the buildings and thus by 1934 a double storey brick building had been erected on the corner of Jenkin Street and South Terrace and two three chain ovens sixty feet long, had been obtained from Baker Perkins in England.

#### Raw Materials and Products

During the war years production was mainly confined to service biscuits, "Cabin" biscuits were sent to the soldiers in Singapore as too were "Marie" biscuits. Service biscuits were also sent to war hospitals. From 7.30 a.m. Monday morning to 7.30 p.m. Saturday night, with one oven going all the time, the factory worked producing these Biscuits.<sup>13</sup> Products other than these were restricted in the fact that the necessary raw materials for fancy and sweet lines were simply not available.

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<sup>12</sup>Mr. J. Doherty

<sup>13</sup>Mr. J. Doherty

About this time, when Mills and Wares had captured most of the home market, competition came onto the local scene in the form of Hunts Biscuit Factory. Mr. Henry Hunt had tearooms in Barrack Street, Perth before buying out a cake business in East Perth around 1913.<sup>14</sup> He then moved into biscuit manufacture and though it was only a small concern, with a maximum of employees being no greater than a hundred at any one time, there was always keen competition between Hunts and Mills and Wares. Hunts, when they started, took away a good deal of trade from Mills and Wares. Their equipment at that stage was superior to that of Mills and Wares, though basically the same, consisting of mixing machines, dough mixers, dough rollers and the like. They had two wood ovens which were converted to gas during the war, and were more advanced in this way. During World War 1 they too, sent biscuits to the soldiers and built up a small overseas trade.

Mills and Wares made several attempts to buy out Hunts but for a time were unsuccessful. With the interchange of people after the war, trips overseas, the dedication and zest of Stan Mills, the business did make progress but rather slowly in the twenties. Capital was always the main problem and with the onset of the depression, as already mentioned,

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<sup>14</sup>Mr. A. Bedford

Mills and Wares were hindered in the fact that they simply did not have the capital to expand. Gas ovens had to be introduced and with their own gas producer they were able to gain a better baking control. However they had tremendous problems to overcome being as they were, a home controlled situation.

Hard hit by the depression, the local market was then flooded with biscuits from the Eastern States mostly from Swallow and Ariel. Mills and Wares then had the task of recapturing the home market. This was done by virtue of building up an export market with the increased production obtainable due to the introduction of the new gas ovens, an idea which in fact came from Hunts. Thus biscuits were sold to South Australia in particular and some to the Near East and the Islands. This enabled the Company to earn sufficient capital to purchase more modern plant, in turn enabling them to re-establish themselves on the home market and gain a decent foothold before the outbreak of World War 11.

Hunts were also hard hit by the depression but did not fare so well and an agreement was finally reached between the latter and Mills and Wares in 1934 whereby Mills and Wares

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bought them out.<sup>15</sup> Mills and Wares took over everything, though biscuits were still sold under the name of Hunts till 1937, there being insufficient space at Mills and Wares to accomodate the extra equipment. Additions to the factory in 1937 enabled everything that was needed to be removed to Fremantle and Hunts, which was situated on the corner of Walton and Cameron Street, East Perth, was used as a storehouse. In 1947 during the war years it was used as a tin reconditioning establishment. All the biscuits then used to be sent out in tins and these tins, being returnable, often needed reconditioning. This practice continued until 1966 when the old Hunts factory was finally closed down and sold.

All Hunts recipes, at the time, were taken over by Mills and Wares, especially their pudding which was acclaimed to be of excellent quality. Through the thirties progress was steady but slow. The emphasis was always on top quality ingredients. Mills and Wares approached certain farmers to grow wheats suitable to the different types of biscuit making. The hard wheats coming from the dry areas and the soft wheat for sweet biscuits from the Great Southern and South West areas.

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<sup>15</sup> Company records of agreement in 1934 between Hunts and Mills and Wares.

Hence Mills and Wares were able to secure a recognition for top quality products, the most ardent desire of the producers; now ideas and recipes were being tried all the time with one new innovation being that of the Sponge cake, which was being sold in Charlie Carters in two and a half pound blocks. Empire crackers were one of the most popular lines during this period and were largely responsible for Mills and Wares success in developing an export market. A measure of their popularity can be seen through the fact that an agreement was signed on April 21st 1933 between Mills and Wares and Sunshine Biscuit Company whereby Sunshine agreed to pay a half-penny a pound to Mills and Wares for the recipe of Empire crackers. Mills and Wares in turn agreed to send over a man to show them how to make Empire crackers.<sup>16</sup>

The ominous signs of another approaching World War in 1939 offset the first major strike experienced by Mills and Wares, the only other being a small twenty four hour strike in the nineteen twenties. The 1939 strike was over general conditions, the buildings still consisting mainly of galvanized iron. The employees issued a printed paper about the general standard of conditions and their having to work

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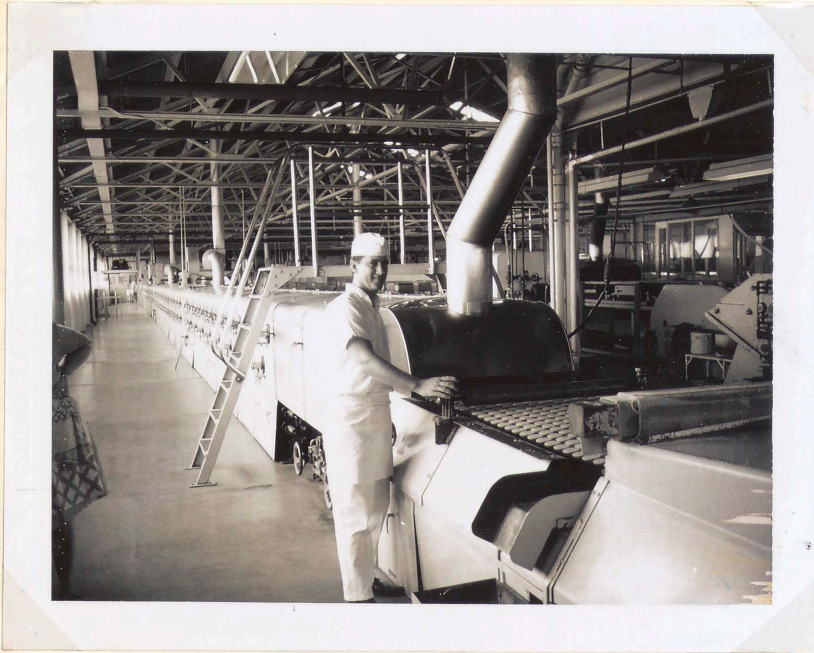
<sup>16</sup> Company records of Agreement signed between Mills and Wares and Sunshine Biscuit Company, April 21st 1933.

overtime without being paid for it. They were on strike for seven weeks from July 31st and it was apparently on the outbreak of the war which brought them back again.<sup>17</sup>

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<sup>17</sup> Mr. J. Doherty

hundred and fifty foot long baking chamber, thus requiring a building of some two hundred and fifty to three hundred feet to house it in, prevented it from being put into use and it was placed in store for some fifteen years until such times as there was a building large enough to accomodate it. It was this oven in fact that was one of the reasons for the commencement in 1953 of a new factory being built over the old.<sup>17</sup>



It was not until 1945 that chocolate and cream biscuits were made again, however Mills and Wares were successful in

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<sup>17</sup> Mr. R. H. Dawson

a bid for export cake contracts to the United Kingdom. Here very stringent rules still applied as a result of the war, the products having to be made with wholesome ingredients and were handled and sold by the Ministry of Food in England where all foods were still on strict ration. In 1951 Sainsbury's of England were handling and delivering all Mills and Wares cakes.<sup>18</sup>

After the war, in 1945 a new biscuit company attempted to break onto the scene in W.A. This company was that of Willeta and it endeavoured to take over some of the trade from Mills and Wares.<sup>19</sup> However they ran into financial difficulties and the business, was put up for sale. Mills and Wares bought the business which was situated in Eaton Street, North Perth, disposed of the building and the equipment that was needed was brought to the factory, the rest being scrapped.

The end of the war enabled Mills and Wares to recommence with machines that had lain idle for six or seven years, that is creaming machines and the like. With the increased business after the war the factory became terribly limited in space and increased finances available enabled the building of a new bulk store adjoining the factory on the east side and

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<sup>18</sup> Company Records of Contracts signed in 1951 with Sainsburys

<sup>19</sup> Mr. A. Bedford

incorporated in the southern end was the new office block which came to the factory in 1944, after being moved around for years from Fremantle, Cottesloe and Perth. It was in fact, the first time the office had been brought back to the factory in something like fifteen years.

In the nineteen forties the production floor area consisted of four baking units, two wood ovens and two gas ovens which were chain ovens with individual baking pans and were hand operated. By 1950 the actual floor area was 34,866 square feet with a store and office area of 7,500~~0~~ square feet making 42,266 square feet altogether.<sup>20</sup> The total number of staff had reached to some three hundred during the nineteen forties.

As restrictions caused by the war began to ease off towards the nineteen fifties Mills and Wares were again able to make many of their fancy goods as sufficient raw material were now available. Thus in 1950 the Sponge was produced again and after the introduction of a few new cake lines things continued at a steady pace until 1951 when it became apparent that the business must expand or cease to advance. Tremendous restrictions were imposed by the Government on expenditure of capital to expand. The company, because it had seen fit to re-introduce all fancy biscuit and cake lines, were sufficiently

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<sup>20</sup> Company Records of Building Expansion and Production Area 1950.

attractive for big outside companies. One such company was Arnott's of Sydney, the Mills brothers having been on friendly terms with the Arnott family for some years. Capital restrictions prevented the immediate formation of a company between the two but in 1952 Arnotts bought into Mills and Wares by extending their capital and thus providing capital for expansion. Trading together began from here onwards and the name was changed from Mills and Wares Holdings to Mills and Wares Biscuits Proprietary Limited when Arnotts secured an interest. The latter then became a wholly owned subsidiary of Mills and Wares Canberra whose shares are invested in Arnotts.<sup>21</sup>

It is interesting to note that it was 1947 before the first cellophane wrappings on biscuits and cakes were used.<sup>22</sup> At first cellophane was only used for wrapping "Milk Arrowroot" but gradually it took over altogether. Previous to the wrappings had consisted of plain butchers paper and wax paper, with simply the name "Mills and Wares" and the name of the product on the outside in fairly old style printing. The new cellulose film wrappings had, at the time, a tremendous sales appeal with their bright colourings of red, white and

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<sup>21</sup> Company Records of Agreement signed between Mills and Wares and Arnotts 1952.

<sup>22</sup> Mr. R. H. Dawson

yellow. However the transition to cellophane was not without its problems. At the time printing inks had not been perfected to the extent that thousands of packets of biscuits had to be recalled and destroyed when it was discovered that the odours had permeated the products. Granita biscuits were complained to have tasted like "apples" and thus Mills and Wares complained to the cellophane converters who eventually were able to produce, after much experimentation, the now used odourless ink. Today Mills and Wares biscuit labels are extremely bright and colourful, a feature of their products.

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### CHAPTER 3

#### PERIOD OF WORLD WAS 11 TO 1952

Another World War again meant a rationing of raw materials to the extent that cream, chocolate biscuits and all fancy lines were discontinued and during the was years Mills and Wares worked solely for the Government making service biscuits for all the Australian armed forces in the Middle and Near East. Not only did the war restrict the production of various lines of biscuits but also the expansion of the factory was restricted. In the early days of the war in 1939 biscuit manufacturers in England had started using automatic ovens, which consisted of a continuous band running through the oven, on which the biscuits were placed. Mills and Ware had been using individual pens on intermittent machines, the biscuits being cut out on machines then man handled to the ovens. These new ovens enabled the whole process to be done in one, thus eliminating a great many man hours of work. Mills and Wares purchased one of these ovens and it was shipped out during the war. Being so large it was broken up and parts consigned to different ships. Luckily enough all the ships with the exception of one got through, that one being sunk and thus part of the oven with it. However this loss of one part, together with the fact that this oven contained a

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pan oven was demolished in 1967 and during this massive re-  
building project Mills and Wares had literally three factories  
under the one roof. (Floor area today is 133,996 square ft)<sup>23</sup>



In 1954-55 it became apparent that business was of such a  
consequence that craftsmen methods had to be foregone and a  
more scientific approach was instituted. A modern Laboratory  
was then set up with imported machinery from Germany, America  
and England for the sole purpose of testing to guarantee the  
quality of raw materials. Here a staff controlled by graduate  
chemists test and measure the quality of flour and other

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<sup>23</sup> Company Records of Production Area and Building 1967.

ingredients used for making biscuits. This makes sure that the quality of finished biscuits will be constant. They also carry out research work leading to an even higher quality and better methods of baking and a careful check is made on all the ingredients that go into each batch of biscuits.

In 1961 machine wrapping was introduced for the first time. before biscuits and cakes can be wrapped they must be cooled. Biscuits are cooled as they travel on a continuous belt on cooling conveyors. From here they proceed to an automatic stacker, which puts them into continuous rows on their edges instead of flat, as baked. This transfers them to moving belts which carry them to the packing sections. Here they are weighed out, wrapped and sealed by machines. Previous to this all wrapping was done by women packers and a good deal is still done in this way.

In 1958 the Australian Biscuit Company was formed with Companies from all States. This was an association of family biscuit companies, the major concern being Arnotts Pty. Ltd. of Sydney. About this time there had been a rising concern that any outside biscuit company might gain a

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stronghold in the Australian biscuit and cake market. Thus, to offset this a company was formed including Motterams Biscuit Associated of Adelaide; Morrows of Brisbane; Mills and Wares Holding Pty. Ltd; Guests Biscuits, Melbourne; Menz Biscuits of Adelaide; Brookoff, Melbourne; and Swallow and Ariels, Melbourne; This Association is controlled by a central company and taking the name of the principle or largest company, Arnotts, as a prefix. However Mills and Wares still continue to trade under their original Labels.<sup>24</sup>

*Since Jan 73 -  
\* Arnett Mills review by LTD*

#### Production and Raw Materials

The year 1956 ending 1957 produced some eight million four hundred thousand pounds of biscuits and since then a steady rise has been experienced. Nearly nine million pounds were produced during 1958 and at the end of 1967 a figure of eleven and a half million pounds was reached.<sup>25</sup>

As has always been the case, most of the raw materials required are produced in Western Australia. Today Mills and Wares are one of the State's largest individual consumers of W.A. flour, butter, milk, eggs and dried fruits. Various grades of flour and wheatmeal are used for the different.

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<sup>24</sup>Company Records of Agreement signed with Australian Biscuit Co., 1958

<sup>25</sup>Company Record of Biscuit Production 1956 - 1967

types of biscuits and some three thousand tons of flour and wheatmeal are used annually. The requirement of eggs is also large, calling for the equivalent of more than two million eggs annually.



The familiar sight of the red Mills and Wares delivery vans together with the massive brick and concrete building which now comprises the South Fremantle factory, seems to epitomize the tremendous development and expansion of the company from the tiny tin shed of 1898 to the present situation in 1968. We have seen the rise from predominantly hand made goods to

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scientifically tested and processed goods, the trend being more and more towards the scientific approach with higher academically trained production staff and a greater emphasis placed on public relations. Having for a good while, been a significant part of Western Australian industry, Mills and Wares are now looking towards means of contributing to, and participating as much as possible in its advancement.

What of the future? - it seems to point to greater and more efficient production, highly trained proficient staffing and increased profits - and industry of which Western Australia can be extremely proud.

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EDITED BY J.S. BATTYE B.A. L.L.B.

COMPANY RECORDS OF SALES, PRODUCTION, CONTRACTS  
BUILDING EXPANSION AND EQUIPMENT

INTERVIEWS WITH PEOPLE ACKNOWLEDGED AT THE BEGINNING  
OF ESSAY.

## CONCLUSION

### PERIOD SINCE 1952

When Mills and Wares and Arnotts joined forces it gave the former a tremendous borrowing power. That is, Arnotts, being a big and successful name in biscuit manufacture possessed that essential security which was in turn passed onto Mills and Wares. Thus sufficient capital was obtained for a complete modernization scheme and expansion of production area. In fact the first major extension of the factory building began in 1953. This began a major re-building operation of building a new factory virtually on top of the old, a project which is only now reaching completion.

Once the first building had been completed Mills and Wares then purchased another two hundred ~~and fifty~~ foot automatic oven, which was installed <sup>with</sup> along the one purchased before the war. Arnotts also provided Mills and Wares with some redundant pan ovens which were used while the new factory was being built and which, at the time, enabled increased production and increased profits. These redundant ovens bridged the gap between the new Mills and Wares and the old, in fact they increased the manufacturing units from four to six which virtually means an increased production of  $33\frac{1}{3}\%$ . The last

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