

JAMES CADMAN
THE FIRST 125
YEARS.

J R CADMAN

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THE EARLY YEARS

History has a habit of repeating itself. In the 1870's the coal miner in Lancashire and Yorkshire went on strike for better pay and conditions, and just as happened in the Miner's Strike of 1984, it was the miners from the Midlands who helped to break that strike.

The mine owners recruited men from the Midlands to come and work in the Lancashire coal fields. These men helped to break the strike just as their grandsons did during the more recent strike, and thus, there was a mass migration from the Midlands to the North.

In Swinton and Pendlebury alone, streets of houses were erected for those families to live in, and so it was on the back of this migration that Enoch Cadman and his family arrived in Swinton and set up a Plastering Business.

Enoch was born in Lymm in 1838, and little is known about his early life, or the early years of the business, except that one, Jonathon Gerrard, also set up in business as a builder in Swinton in 1864. He built many of the houses required at the time, and Enoch Cadman was contracted to carry out the Plastering work. This commenced a business relationship which has lasted over 125 years between Cadman's and the successor firms of J. Gerrard and Sons Ltd.

It is rumoured that when Jonathon and Enoch received a payment on their contract, they would retire to the White Lion Inn and celebrate enthusiastically. How times have changed in this respect. Enoch and his wife Jane had three daughters and two sons, James and William, who both served their apprenticeship with the family business and became plasterers. James was born in 1869.

In time, the original business evolved into the firm of J. & w. Cadman Plasterers and Painters, operating from Rose Cottage, Manchester Road, Swinton. Eventually Enoch died at this address on 26th April 1911 aged 73, Jane having died at the age of 69 on 10th May 1906.

The brothers worked together for several years, until eventually William left and went to work on his own and James started his own business known as James Cadman Plasterer and Painter, now operating from Worsley Road, Swinton. He married Harriet Worthington in 1892.

James and Harriet has six children, Frank died at a very early age, and a daughter Florence who also died at a young age of Tuberculosis. These children were succeeded by another daughter, Annie, and three more sons:- William, Harold and Norman. The middle son, Harold was born on the 2nd March 1904.

The business of James Cadman prospered very well in the early part of the century and it carried out many large and prestigious contracts not only for J. Gerrard, but for other large and important Contractors in the Manchester area such as Robert Carlyle & Co., William Thorpe & Sons, Walter Fearnley & Sons, and many more well known construction companies who were responsible for the development and growth of Manchester and the industrial North West.

Plastering and Painting work was undertaken as far away as Cheshire and East Lancashire and James would control these contracts in his pony and trap. It must be remembered that materials were delivered by horse and cart.

The company became members of the Manchester, Salford and District Building Trades Association when it was first founded in 1901, and James Cadman became one of the first Council Members of this association, representing the Plastering Industry. He was also a very active member and Chairman of the Manchester Plasterers Association and the North Western Regional Plastering Federation. These early offices and general interest in the Plastering Industry were to be reflected in later years by both his son Harold and his grandson.

All three surviving sons eventually entered the family business as apprentice Plasterers. The eldest, William, was the first to take up the trade and was carrying out his apprenticeship when the Great War commenced in 1914.

By now the family had moved to 23 Worsley Road, Swinton, and soon after the start of the war, James became ill and eventually died at the age of 47 on the 1st March 1916. Harold was just twelve on the day after his father died and was forced to leave school that Spring. He commenced work in the Butchery Department of the Co-op. Norman was still only nine and remained at school.

Later in that year of 1916 William was recruited into the army and joined a Mounted Regiment of Royal Engineers serving in France.

Because of these circumstances, the firm had to stop trading until William returned from the army in 1918. He then recommenced the business and eventually Harold left the Co-op and commenced his apprenticeship as a Plasterer, to be followed by Norman as soon as he left school. In 1924, William decided to break away from the family and started his own plastering firm in Trevor Road, Swinton, to be known as W. H. Cadman & Co. He remained in business there until eventually retirement after the Second World War.

When William left the family firm, Harold at the age of twenty and Norman eighteen years old, were forced to start a new business. With the princely sum of £300.00, which was put up by their Mother Harriet, they sought their first contract. This was to be a pair of houses in Leinster Road which sympathetic builder, called Tommy Ford, allowed them to carry out his company. The rate for two coats of plaster to the walls at this time was 1/3d or 6 pence per square yard. The Day Work rate for a plasterer was 2/- per hour or 10 pence.

BETWEEN THE WARS

The first few years of this new business were not easy and after having worked all day on the tools, it was necessary to quote for new work, make up wages and write accounts during evenings and weekends. However, the hard work of these early years paid off and good contracts began to be obtained. Many of the renowned and reputable builders that James Cadman had worked for began to engage the young firm and some prestigious contracts were obtained.

On the 8th January 1930 the business became a Limited Company and was then known as James Cadman & Sons Ltd. By now there was sufficient work to require Harold to become fully engaged in the office, which was still situated at 23 Worsley Road, while Norman took charge of and supervised all work on the contracts. In June of 1930, Harold married Hilda Glenhill and on the 21st April 1933 they had a son, Rodney.

In spite of the great depression of the late 1920's and early 1930's, the Company managed to survive and become involved in some very large contracts. Many cinemas were built during this era, and the local building firm of P. Hamer was responsible for most of these in the Manchester and North Western region. Cadman's were employed on the majority of these contracts, which called for a high degree of technical skill, and of course were required to be completed to a very fast programme. Just some of these cinemas completed between 1928 and 1939 were:- The Ambassador of Pendleton, The Kingsway at Levenshulme, The Regal at Altrincham, The New Empire at Ashton under Lyne, The Mayfair at Whitefield, The Regal at Accrington, The Roxy at Hollinwood, The Roxy at Hurst, The Kings at Rochdale and the Regal Twin Cinemas in Oxford Road, Manchester. The success of these contracts was the foundation of a growing reputation for the Company.

In addition to the cinema work with P. Hamer Ltd., the firm was continuing to trade with J. Gerrard. One early and very important contract with this company was the new warehouse for Messrs. Lewis's Store Ltd. At Urmston.

This contract was completely finished externally in cement and sand rendering with many intricate and decorative details. Up until this time all scaffolding work on the construction industry had been carried out by the use of wooden poles lashed together with rope. A new innovation however had just arrived in this country from the U.S.A. in the name of Steel Tubular Scaffolding. Cadman's became the first company in the North West of England to use this type of scaffolding on the Lewis's Warehouse. They were told by the Directors of Gerrards that they must have made a mistake, and that steel scaffolding was an expensive luxury and would never survive.

A further very important contract to be carried out between the wars for J. Gerrard & Sons was the New Town Hall at Swinton. This being a local project, of the very highest standards of design and technology meant very much to the prestige of all concerned. To this day it is still an outstanding building. It is with great pride that the company can say

it has also worked on each stage of further developments since the completion of the original Town Hall in 1938, in the form of two major extensions in the 1970's and 1980's.

There was much housing development between the two world wars and James Cadman and Sons Ltd. Also became heavily involved in this market. One of the largest contracts of this nature was the blocks of hundreds of flats in the Ladywell Estate at Salford. It was on this contract that the firm had to contend with, and endure its first major strike. The cause of this strike was a dispute which occurred owing to the use of a plaster blocks for the construction of the internal partition walls. The bricklayers union claimed it to be their work, and the National Association of Operative Plasterers claimed it to be theirs. The year was 1936 and the strike, which became a very bitter and protracted dispute, lasted for many months. Eventually, as with all strikes, it was settled by a compromise and the large contract was duly completed.

In order to carryout these large and prestigious contracts it was necessary to build up a good and reliable labour force. This philosophy has been adopted by the company ever since and some excellent men have been employed by the firm over the years. Many of these men became legends within the Plastering Industry in the Manchester area.

Harry Rawlinson started his working life at Irlam with the Lancashire Steel Company, but his main ambition was to work for Cadman's. After many attempts and applications, he was eventually taken on at the age of eighteen, as a labourer, and retired owing to ill health with over fifty years of service with this company.

Wilf Chadwick joined the company as a young journeyman in the early 1930's and was very soon displaying his qualities as a first class tradesman and leader by taking charge and running many of the large and important contract previously mentioned, including the Ladywell Flats and Swinton Town Hall.

Walter Wilson started as a young labourer on the Accrington Cinema contract and, including his service in the Navy, retired after over forty years of service. He never admitted to enjoying any one of these days, but always gave 110% effort and loyalty.

Teddy Taylor must have been one of the smallest Plasterers labourers in the industry at just five feet tall, but in his prime he was one of the toughest and would make, by hand, and carry wooden hod, sufficient material to keep two plasterers working all day and every day. Small in stature, but with a very loud voice, (he was known as Echo because though you could not see him you could always hear him!) he served the company for over forty years.

It was apparent that to obtain a stable and well trained labour force, it would be necessary to have a good regular company training programme.

Again this company's philosophy has never changed over the years and many Plasterers have Cadman' to thank for their training in the skill and craft of plastering and other specialised branches of the trade.

Amongst the early apprentices to be trained by the company were Dennis Davis, Claude Speakman and Jack Furness. Jack was the last apprentice to be employed before the outbreak of war, having started on a housing scheme at Middleton in 1938. He joined the army when he was eighteen, and like Dennis Davis he rejoined the company when the war was over. He gave many more years of loyal service as an excellent plasterer, foreman and eventual supervisor, until his untimely death in 1973.

A further important requirement to enable the company to undertake the number and type of contracts it was now carrying out was a suitable storage depot or "YARD". For many years this was situated at the end of Moor Street, just off Worsley Road and near the top of Eccles Road. The yard was the domain of Tommy Collier who, as chief or "COD" labourer of the day, was responsible for its upkeep and all the company scaffolding and tackle.

His other responsibility was to dig all the lime pits on every contract requiring one. He then prepared these and "RAN the LIME", or slaked the rock limestone with water in large wooden boxes, then released this liquid into the pits and allowed it to settle and set into a lime putty. This then became the main ingredient in the manufacture, on site and mostly by hand, of the mortar which had been used for centuries in the Plastering Craft.

The putty was mixed with sand in various proportions to provide a suitable product for the operation required. There was always a lime pit at the yard premises and Tommy had the responsibility of making sure this was topped up and was able to supply, at any time, the smaller contracts with the putty lime or mortar when required. Tommy eventually retired just before the war, and his responsibilities were handed over to young Harry Rawlinson.

As the contracts became larger and more complex, it became necessary to look for larger premises for the yard. These were eventually found in a dip in the ground behind what was then known as "Lawtons Garages" at Market Place, Swinton (Now know as the Burma Garage). This was an ideal situation and served the company for many years until eventually after the Second World War, the garage company wanted to develop this land by filling in the dip or depression. The firm was then requested to move.

By 1939 the pony and trap of James Cadman had given way, by way of motor bike and sidecar, to a motor car. Materials were now being delivered by motor lorry and the rate for a plasterer was 1/7 ½ per hour or 8p, a labourer was paid 1 / 2 ¾ or 6 ½ p. A square yard of two coat plaster would have cost 1/7 or 8p.

The company offices were still situated at 23 Worsley Road, when on 3rd September 1939 the Second World War commenced. Once again this brought changes to the company and many men were conscripted into the armed services, some never to return.

THE WAR YEARS 1939 – 45

The company managed to keep operating during the war years in spite of many of the younger men being called into the armed services, though of course normal construction contracts came almost to a standstill. There as however a different type of work emerging and it was important that companies capable of adapting to these required operations. Cadman's, as ever, responded to the new challenge.

The first major priority which the company became involved in was the rescue of people and demolition of unsound property during and after the enemy bombing raids. There was an especially hectic time during the major Manchester and Salford Blitz of Christmas 1940, and many of the employees performed dangerous and brave acts during and after these air raids.

The company actually became builders for a sort time and were seconded to build brick and concrete air raid shelters in the Swinton and Salford area. AS the war progressed however, their main activity became involved in the construction of many airfields in the North of England.

One of the main contractors for this type of work was J. Gerrard & Son, and Cadman's became one of their major sub-contractors working as far a field as North Yorkshire, York, Lincolnshire, Wharton near Blackpool and the North Midlands. The main stalwart of most of these contracts was the foreman, Wilf Chadwick, who was always ably aided by his favourite labourer, Teddy Taylor.

As the war progressed there became a requirement for a tremendous amount of urgent repair and renewal work to property which had been damaged by the bombing raids. The company became heavily involved in the type of work and continued in this field for several years after the war had finished. In most instances a very high degree of skill was called for.

Eventually after the cessation of hostilities the men began to return and take up their employment again. Slowly but surely regulations began to be relaxed and the country commenced to become reorganised and embarked on a huge rebuilding programme. This then led to a major boom in the Construction Industry, which, as always, created shortage of labour and materials and encouraged inflation.

At this time men like Jack Furness returned after having served in Burma with the Royal Artillery. Harry Rawlinson returned after service with the South Lancashire Regiment in Burma, complete with "Mentioned on Dispatches" decoration. Arthur Bradbury returned home from the Gordon Highlanders in Germany. Walter Wilson returned from the Royal Navy. Bob Hoyle was released and returned after being taken prisoner during the commando raid on the Port of St. Nazaire in France in 1942. Les Shaw joined the company as a new recruit after service in the Parachute Regiment, having been at the battle of Arnhem. Stan Graham joined as a young labourer, having served with the Lancashire Fusiliers in the 8th Army in North Africa and Italy. And of course many more

men returned from the different services having served with distinction in all parts of the world.

Everyone of these men reinforced the company with their excellent skills, great strength of character and loyalty, thus providing a firm and solid platform for the future development of the company and the challenge of the building programme required of the industry.

By 1945 the rate for a plasterer had risen to 2/6 per hour or 12 ½ p and a labourer was paid 2/1 or just over 10p per hour. Of course the rate per square yard of Plaster had now also risen to 2/6 or 12 ½ p.

THE POST WAR YEARS

Soon after the war had finished, in accordance with the request of the garage company who wished to develop the site of the existing yard, it became necessary to search for new premises. An alternative site was found at Unity Brook, Kearsley, in the form of an existing vehicle repair garage and petrol station. This is situated in the middle of two long rows of miner's cottages on the main road from Swinton to Bolton. The building was ideal for the purpose required and was identified for years by a hand powered petrol pump which stood outside until its eventual demolition by Harry Rawlinson, who upon return from the forces was back in charge of all plant and equipment. He also carried out all the scaffolding requirements of the company, which by now carried huge stocks of steel tubular scaffolding and wooden planks. Harry was also responsible for the digging of the lime pits and the production of the lime putty which was still required on site. There was however by now no requirement for this material to be prepared at the yard, as specialist companies were setting up in production of slaked lime and also ready mixed lime and sand mortar. Gradually, it became more economical to purchase the bulk materials from these companies and with the eventual advent of a ready mixed lightweight Gypsum Plaster the centuries old materials and methods of producing then became obsolete. The old heavy wooden lime boxes, the lime punches and the sieves were eventually redundant.

It was in 1951 that the company decided to leave its present offices at 23 Worsley Road. Mrs. Harriet Cadman had died at the age of 84 and it was necessary to dispose of the family house. As this address had been so well known for many years the decision was made to convert the garage at the rear of the house into offices. Though this building was actually in Ogden Street the new business address became known as "Rear of 23 Worsley Road".

For the first time the company now had independent offices and though small – consisting of an outer general's office, inner Director's office, separate toilet and utility room – they were modern and comfortable.

It was on this conversation that the prototype of the new premixed lightweight plaster called "Carlite" was applied for the first time on a building site. Jimmy Hare of the Carlisle Plaster Company – one of the forerunner companies of British Gypsum Ltd. – and Norman Cadman carried out the first trials with this new revolutionary type of material on the walls of the new offices. From these early beginnings this product was improved and marketed on a scale which no one could envisage at this time.

As mentioned earlier the post war years were an exceptionally busy period for the Construction Industry, and as always at times like this labour became in short supply. Because of this situation it was obvious that the company commitment to training had to be continued and there then recommenced a never ending entry of apprentices into the firm to be trained in the craft of plastering.

The first young man to be taken on after the war was Malcolm Dale, who was the nephew of Dennis Davis. He was followed by George Pearson, a relation of Bob Hoyle, and John Wilkes, the nephew of Ernie Wilkes, who was late to become a Detective Sergeant in the Lancashire County Police Force. Then on 10th October 1949 Rodney, the son of Harold Cadman, left Manchester Grammar School and commenced a plastering apprenticeship with the company. His first contract, for a short time, was on some flats in Stretford, followed by a period of over six months on a contract at Lancashire Tar Works, Cadishead, with Bob Hoyle and Stan Graham. His starting rate of pay was 11 ¼ d per hour, or just 5p.

Since the Second World War there have followed a continuous stream of young apprentices. Too many to mention them all, but amongst them were Brian Brittin, Trevor Shaw, Jack Eckersley, Jack Edwards, Ernie Higham, Brian Chapman, Ken Sackfield, Geoff Broom, John Graham, Paul Boardman, John Horlock, Paul Carroll, Mark Andrews, Mike Doyle, David Fishwick and more recently Mark Goodwin, Philip Ivill, Neville Thomas and Kevin Holgate.

Many of these apprentices became prize winners at their craft training. Some left the company, and some left the industry, but many who left eventually returned bringing with them even more experience. One thing that is sure however is that the industry became richer because of the training commitment of James Cadman & Sons Ltd.

The boom of the late 1940's and early 1950's not only brought tremendous programme of repairs and renovations of industrial and commercial buildings, it also saw the commencement of a massive house building programme throughout the whole country. This meant that the company began to expand as the work became available. Soon it became evident that the management and administrative staff, which at the time only consisted of Harold Cadman, employed on administration and brother Norman who was responsible for site control and supervision, had to be expanded. A major decision was taken and the first office employee as a clerk with P. Hamer Ltd commenced at the Ogden Street office as a part time clerk.

It also became obvious that the company needed to become mobile, and rather than supervision visits to site being made by car it would be more economical to use a van, thus being able to move men, material and equipment faster and more efficient. Another major decision was made and a small ex post office van was purchased. This became the first of a long line of illustrious van to be used by the company. It was never considered essential to own and maintain any larger transport than a van.

The company was quickly beginning to respond to its growth and was able to carry out larger and more complex contracts again. There were many large housing schemes in the Stretford and Urmston district at the time, of which Cadman's completed hundreds of these houses and flats for firms such as Robert Carlyle, Geo. Moss of Leigh and many more. Many of these companies now no longer operate in the industry.

The majority of the dwellings were completed with plaster boarded ceilings and a Gypsum finish. The walls were covered with a backing coat of the new "Ready mixed lime sand mortar" and a finishing coat of lime putty and sand with perhaps a shake of Gypsum to accelerate the set. Two plasterers and a labourer were expected to complete an average house in three days! The working hours were from 8.00am to 5.00pm on Friday. Saturday was a normal working day from 8.00am to noon. It was also a normal working day for the office staff.

A tradesman's rate of pay in 1949 was 2/10 per hour (15p) for a 48 hour week, on top of which, if his output was satisfactory, he was paid a bonus of 2d per hour, or less than 1p. A good competitive rate for two coat plastering to walls was 3/6 per yard super.

In addition to the housing work, the company was also carrying out some very large and prestigious commercial contract. The first one of note was the new headquarters for the Ministry of Employment in Aytoun Street, Manchester. This was an unusual contract which was designed by the Ministry's own architects. The entire specification called for a sand and cement back coat, to be finished with an anhydrous keens cement. All the work had to be plumb and lineable, known as "Three Coat Work". Because of this specification and the high degree of supervision and control by the Clerk of Works, a very high standard of workmanship was demanded. The foreman on this contract was Dennis Davis, with Jack Furness as his Understudy and all the apprentices, including Rodney Cadman, served long period on this contract.

It was on this job that Arthur Clowes was poached from the main contractor, P. Hamer Ltd., where he was employed by them as the chief hoist driver. It was also on this contract, which was largely constructed in concrete, that a P.V.A. bonding agent was first used commercially on any site in the name of "Cemprover". If there had been a Plasterers Trophy competition at this time, this contract would surely have been a worthy entry.

Also at this time the company were employed by Robert Carlyle and Co. to carry out the plastering and Screeding work on the New Physics Building for Manchester University. This was the first major project on the New University Campus after the war. It was the first of many large and important contracts on this campus and that of the newly developing U.M.I.S.T. site, to be carried out by Cadman's. The building was constructed very much with traditional methods and materials. There was eight miles of solid plaster cornice on this contract! The foreman was Vernon Houldsworth, who continued with the company for many years and was responsible for some excellent work on several of the future large commercial contract including the New Maternity Building at Hope Hospital and Ambrose Barlow, Swinton.

There then followed the New Students Union building for the University on Oxford Road. This was another excellent contract built by Robert Carlyle and Co. The foreman on this job was Wilf Chadwick. At about the same time Arthur Bradbury was running the New Arts Library contract at the University for Messrs. G. & W. Smith.

Once again these high grade contract demanded great skill and a very high standard of craftsmanship. All these jobs were being supervised and controlled by some of the "Hottest" Clerks of Works in the country, but the company was coping with the work and was quickly building up a reputation for a good service and a high standard of quality. It was also upon these contracts that the apprentices of the day were being taught their trade by such craftsman as Wilf Chadwick, Vernon Houldsworth, Arthur Bradbury, Jimmy Chapman, Bob Hornby, Ernie Wilkes, Bob Hoyle, Johnny Ridings, Fred Jackson Snr., Jack Furness and many more who are unfortunately too numerous to mention.

Perhaps one of the most unusual contracts ever to be completed by the company was on the converted Air Craft Carrier, H.M.S. Campania. This vessel had been laid down as a tanker, then converted into an Air Craft Carrier and served most of its time during the war in the North Atlantic Convoys. At the end of the war it was on its way to the breakers yard when it was relieved to be converted into a sea going exhibition for the Festival of Britain which was to take place in 1951. It was brought to Bidston Dock, Birkenhead and work was commenced in 1950.

Cadman were employed to fix vast amounts of Fibrous Plaster, which was manufactured by a London company, and also to create back drops in expanded metal and solid plaster for many of the exhibits to be displayed in exhibition. It was a most interesting and unique undertaking, and John Ridings, John Stewart, Jimmy Massey, young Rodney Cadman and Les Shaw used to catch the 6.30 train to Liverpool every day for over three months until the plastering contract was complete. However, in true Liverpool fashion, the main contract was not complete by the time the ship had to sail upon its trails in the Irish Sea and some 30 building trades operatives had to travel with the ship upon these trails and its journey to the grand opening in Southampton in order to complete all the works. As no one had any idea how the plaster work would behave at sea, and in any case somebody had to "Piggy" for all the Joiners, Painters and Electricians, the young apprentices, Rodney, was detailed to sail with the ship. Three days later it arrived at Southampton, on time, to a spectacular reception with the contract complete and no damage to the plaster work. The Campania then commenced a tour of all major ports in Great Britain throughout the whole period of the Festival of Britain, starting at Edinburgh and finishing in Glasgow.

For many years after the war had finished there was still a conscription into the armed services and every fit and healthy young man had to complete a period of two years National Service. Usually this commenced at 18 years of age, but if they were serving an apprenticeship they were obliged to join the forces upon the termination of their apprenticeship. In the construction industry this usually meant the age of 21, after the completion of a five year apprenticeship. So it was then that George Pearson and John Wilkes joined the Army Catering Corps and on the 19th August 1954 Rodney Cadman left the company for two years service in the Corps of the Royal Engineers.

A NEW ERA

In August 1956, Norman Cadman decided the time was right to leave the company, after almost forty years of service, to devote more time to his interest in sports cars and the motor industry. They had always been his hobby. This coincided with the return of Rodney Cadman from the army at the age of 23 he then replaced his Uncle Norman and took on the responsibility of outstanding supervision and control of all contracts.

On Thursday the 16th August 1956, the major contracts being carried out were:-
All Saints Church, Stretford for Wm. Thorpe & Co. with Vernon Houldsworth in charge.
Stockport Grammer School for Robt. Carylye & Co., with Arthur Bradbury as Foreman.
Manchester Garages, for G. & W. Smith, with Wilf Chadwick in charge. Shell Mex House on Oxford Road, for J. Gerrard & Co., with Bob Hornby as Foreman and the Burnley Building Society Headquarters at Burnley Building Society Headquarters at Burnley, for Mullen & Durkin & Co., with Jack Furness in charge. Arthur Clowes was on holiday and some of the other employees on these contracts were Joe Gouldbourne, Ernie Higham, Vic Richardson, Jimmy Chapman (Father of Brian Chapman), Brian Britton, Teddy Taylor and Tony De Valle. The van, which was the vehicle used by the Contracts Manager, was a Green Hillman with the registration number of NIC 322 and it had 54606 mile on the clock. A tradesman's rate by now was 4/3 ½ per hour and a labourer was paid 3/9 per hour.

During the 1950's the company was consolidating and settling into its new offices, but eventually the time came for Bob Lanham to retire completely in April 1957. Because of this, and the continuing growth of the business, it became apparent that a full time clerk was required. Once again an elderly man was considered and Jesse Barnard joined the staff at 2The Rear of 23 Worsley Road" in October 1957 after a very short period of employment by a man called Fred Thorpe. On the 5th April 1958, Rodney Cadman married Birgit Resmann, in Denmark, and they eventually had two children, Michael in 1964 and Lisa in 1966.

As the Contracts grew larger and the firm expanded, it became impossible for the small administrative staff to cope with the volume of work required of it. The industry was also becoming far more complex with more legislation and regulations coming into force. It was also becoming more contractual and no longer was man's word bond. The next step became obvious, that to back up the Administration team, a Quantity Surveyor was required. Tony Chicot, who had been educated at Salford Grammer School and had started work in the Surveying Department of the Co-op, joined the firm in August 1959. Tony, along with Wilf Chadwick, was largely responsible for the considerable growth of the Suspended Ceiling side of the business and was prove how essential it had become to have the professional knowledge and backing of a good Quantity Surveyor.

The decision to diversify into this section of the industry was made in 1959 when an approach was made to Cadman's, by Mr. Tony Zambra of the large London Fibrous Plaster Company of Clark and Fenn, to take upon the responsibility of fixing their specially patented Plaster Suspended Ceiling tiles to all their contracts in the North West

of England. This was obviously a considerable step to take and would require a major retraining programme in both the technical aspects, skills in estimating and contract control. As always, the challenge was accepted and there commenced a very happy and prosperous relationship with Clark and Fenn and other associated companies. Some very interesting and highly prestigious contracts were carried out during the twenty years or so that the company was involved in this type of work.

Inevitably one step leads to another and along with the Plaster Tiles, both heated and unheated, the diversification led to every other type of materials of the day. These included metal tiles, mineral fibre tiles, glass fibre tiles and also metal bracketing and lathing to the ceilings and bulkheads, which were usually associated with suspended ceilings, and with which the company had every advantage of being able to apply plaster to. Many of the early contracts completed were for the National Coal Board, who at the time were developing new and modern coal mines in the Lancashire, Yorkshire and Midlands coal fields. It is strange to note that none of these mines now remain. There also followed large contracts in many hospitals in Lancashire, Yorkshire, Cheshire and Staffordshire. Perhaps the most exacting and exciting contracts, however, were those carried out for Messrs Lewis's Store Ltd, as far afield as Glasgow and Blackpool, but especially the ones at the Manchester and Hanley stores.

For several years Cadman's became installed in the Manchester Market Street store, which underwent a complete refurbishment. Most of the work had to be carried out during the night and at weekends as the store was required to remain open at all times. There were no drawings of this store on record and the Architects requested that as there were no square angles contained within the plan of this building, Cadman's would have to survey each of the seven floors and provide layout drawings for the suspended ceiling grids so that they could then make provisions for all the services and fittings to be contained within the ceilings. Wilf Chadwick and Arthur Clowes were largely responsible for this marathon task, for which the Architects, Messrs. Beaumonts and the Quantity surveyors, H. C. Stott & Co., were eternally grateful. The General Contractor for all the work in the Manchester Store was Robt. Carlyle & Co. and the New Hanley Store was built by Taylor Woodrow Ltd. An interesting anecdote concerning the Manchester contract was that when the major refurbishment of the basement phase had just been completed, the I.R.A. planted a bomb in this department. This completely destroyed all the work done and of course meant that it all had to be done again. Fortunately sufficient warning was given and there were no casualties.

A further diversification, which was made by the company at about this time, was their first venture into Patent Flooring and the system of licensed work. An approach had been made by Matthew Thom & Co. of Airdrie, Scotland, to take out a licence to lay LINOTOL Flooring. This was a Danish product in the form of an Anhydrite material, giving the finished effect of a very hard marble. After much consideration a licence was taken up with Matthew Thom & Co. and the company completed many more interesting contracts with this product. The most exacting being the Aer Lings terminal in Brompton Road, London and also their offices in Deansgate, Manchester. Brian O'Garr became an expert with this material and travelled the length and breadth of the country to carry out

this work, sometimes single handed. When his van was loaded with the large wooden mixing boxes and materials required for one of these contracts, his front wheels would hardly stay on the road.

Eventually, by the early 1960's, because of the sheer volume and diversification of the type of work and large contracts the company was carrying out, consideration had to be given to increase the administrative and supervising staff. These events coincided with the eventual retirement of Jesse Barnard in August 1960 and the failing health of Harold Cadman. It was first decided that to replace Jesse, the full time appointment of a younger person was required. Also to assist Rodney Cadman, who by now was being required to take on the mantle of Managing Director, a full time Contracts Supervisor was required. Neil Dawson was employed as a full time wages and general clerk in July 1960 and Wilf Chadwick was promoted to full time Site Supervisor soon after. Neil Dawson remained for 3 years, to be replaced by Alan Blackford in June 1963. Then in February 1964 a further appointment was made to strengthen the surveying side of the business and Russell Bedford joined the firm upon leaving Urmston Grammar School. Like Rodney Cadman and Tony Chicot, he then enrolled the following September on a Higher National Course on Building at a college of Further Education. His first was £4.50 per week.

By now the premises in Ogden Street were somewhat cramped, but while efforts were made to locate suitable larger premises the company continued to flourish and maintain its commitment to service and quality. Coupled with this it retained its perpetual interest and support in the affairs of the industry and in all aspects of training required to maintain and develop the suitable standard of the operatives and staff it now required.

Some of the contracts completed during this period have been mentioned previously and some of the main personalities of the company involved with them. It would, however, be of interest to note some of the other important contracts and Contractors not previously mentioned. It was a time of great development in the world of education and both Manchester University and Manchester College of Science and Technology, later to become known as U.M.I.S.T., were expanding with large and interesting buildings to form new departments. The first large contract on the U.M.I.S.T. site was the 16 storey reinforced concrete Halls of Residence. This was built by Jimmy Lane of the Russell Building Company in 1962, who then followed on with the New Students Union, combined with an 18 storey Halls of Residence, on the same site in 1964. Between these contracts J. Jarvis erected the magnificent New Lecture Room Building and The Paper Science Building, while Gerrards followed on with the Chemistry Building and Pochins with the New Maths Building. Cadman's were employed to carry out every one of these highly prestigious buildings on the U.M.I.S.T. campus during this period, with the exception of the Engineering Building. It was on the two high rise Halls of Residence that the company was the first in the country to pioneer the pumping of Sand and Cement Floor Screeds.

In addition to seats of higher education there was also a huge school building programme in the Greater Manchester area. George Moss of Leigh Built Denton School in 1956. W.

Fearnley built Ellesmere Park School, Eccles in 1957. G. & W. Smith built Middleton School in 1958 and Stand Grammer School was built by P. Hamer in 1959. There then followed St. Gregory's, Farnworth by Townsons. Urmston Grammer School by Dickinsons also Bolton Cromwell Road School, Salford by W. Fearnley and Sons. St. Albans, Oldham by Turners. Pope Pious, Rusholme by Wm. Neil. The company was called upon to work on all these and many more in the Region.

There were also large commercial contracts in and around the city of Manchester. The Northwich Union Building and the Prudential Building, both in King Street and both for J. Gerrard and Sons were completed in 1959 and 1960. Also for Gerrards was the work on the New Court Building at Ashton-Under-Lyne in 1960 and Fanum House in York Street for the same builder in 1958. Wile locally the firm carried out many jobs at the Pendlebury Children's Hospital for several builders and worked in the Chloride at Clifton over the whole period with W. Snape & Sons. Wm. Thorpe & Sons specialised in banks and church works of very highest quality and Cadman's were in constant demand for many of their jobs.

It is sad to note that the majority of these Building Contractors are now no longer in existence. Some of them were excellent firms and Cadman's had enjoyed long and interesting relationships with almost all of them over the years. The main reason for the present absence of most of these companies is because of financial failure and regrettably, as a sub-contractor, Cadman's have always been a casualty when this has happened. Some of the debts outstanding have been considerable over the years and it is only because of "good housekeeping", by retaining sufficient capital within the business that the company has been able to survive knocks when they have occurred. The first major casualty in the Manchester area after the war was the spectacular failure of Robt. Carlyle and Co. in 1966. This was most unexpected and hit almost every sub-contractor in the area. Regrettably it was the start of a trend which has continued ever since and is always a considerable worry to the management of the company.

By 1965 the rate for a plaster had risen to 6/5 ½ or 32 ½ p per hour and that of a labourer to 5/7 or 28p per hour. There was however, at this time, evidence of the first signs of a new revolution in the methods of payment and employment of operative. Attempts to improve productivity had been made by means of a measured bonus system over the recent years and to a degree this had worked and created an incentive for higher earnings. Gradually, however, operatives were starting to be paid by "The piece", rather than by the hour, which in turn was leading to the first ventures into "Self Employment".

Two coats of Carlite Plaster to brick walls was in the region of 7/6 or 38p Y.S. and two inch (50mm) thick floor screed would have cost about 11/- or 55p per Y.S. Materials had also risen considerably in price over the previous ten years. These were the first signs of the high and consistent increase in inflation with which the industry, and indeed the country, has had to contend with since the end of the Second World War. Most of the material being purchased during this era were through S. H. Woods, Builders Merchants of Albany Road, with smaller amounts being supplied by Albert Stafford Ltd. of Swinton and George Holts of Eccles. Woods continued as the major suppliers until they were

taken over by F.E.B. Ltd. At this stage their role was then transferred to Holts of Eccles, who eventually moved to Walkden and became part of the John Kay Group. As always, the requirements of the company were for very mixed loads and in relatively small quantities. This meant that a daily type of "Milk Bound" service to sites was required by the merchant. The company still operates mostly in this fashion and has never considered the viability of taking large quantities into stock and then breaking them down and delivering to site by its own company transport. This method of supply demands much of the merchants, but is still considered to be the most economic.

In late 1964 new premises were found at 89 Chorley Road, Swinton. The private house of Mr. & Mrs. Meehan was purchased from their executor and James Cadman & Sons Ltd. moved in on 30th January 1965 and commenced to slowly convert these premises into new offices.

89 Chorley Road

At First it was quaint to arrive early on a winter's morning to be greeted by the welcoming coal fire in each office, which had been lit very early by Mrs. Kellet. She had followed on to the new address to continue keeping it clean and tidy, as she has done at Ogden Street for many years. After the first winter however the novelty of coal fires soon wore off and it became a priority to install central heating as soon as possible. Not long after having moved, Mrs. Kellett had to retire owing ill health and Mrs. Whitehead took her place. She remained the loyal and faithful cleaner at the new address for very many years.

By the time of the move Alan Blackford had been replaced by the first lady to be employed by the company. Mrs. Edna Eckersley joined in January 1965 and assumed the duties of wages and general clerk. In November 1965 Tony Chicot decided to leave the company. This left a vacuum, as Tony had become an important member of the management team. A replacement was sought and Bob Norton commenced with the company in April 1966, but to remain only until September of that year. In the meantime, however, Russell was gaining experience, especially on the surveying side of the business.

The company began to adapt to its new surroundings and continued with its growth on all fronts. Eventually it became apparent that in spite of the enormous effort required in selling and marketing the Linotol, it was generating very little profit and the licence for this product was dropped.

On the 14th March 1967 sadly at the age of 63, Harold Cadman died suddenly at home. He had made tremendous contribution to the growth and history of the company, with almost 50 years of continuous service to the firm and the industry. During this time he had made many friends and became well known and respected throughout the whole of the United Kingdom.

Little is known of Enoch's involvement in the general affairs of the Plastering and Construction Industry, but Harold followed his father's example by becoming a member of the Council of the Manchester, Salford and District Building Trades Association at a very early age and eventually became the President of this association during the years 1953-54. He also followed the example set by James and became the Chairman of the Manchester Plasterer's Association and the Chairman of the North Western Regional Plastering Committee. Both these organisations were very active during and for many years after the Second World War. He was also the North Western Regional representative on the Council of the National Federation of Plastering contractors in London. He served as the President of this Federation in 1945.

In 1962 Harold was honoured by being elected to be the Master of the Worshipful Company of Plaisterers in London. This was to be the zenith of his long and illustrious career. To become a member of this ancient City of London Guild one had first to become a "Freeman" of the City of London. To become the master was a great honour

and Harold was only the second Northerner to be elected in the long history of the guild since its Charter in 1501. One of his duties as the Master in 1963 was to elect his son Rodney as a member of the Company of Plaisterers and thus he also became a “Freeman” of the City of London.

The death of Harold left a very young and vulnerable management team. Rodney Cadman was 34 years old and Russell Bedford just 19. By now the health of Wilf Chadwick was failing, but he was still managing some of the contracts. Again it became necessary to consider the future of the firm and it was decided to strengthen the team by recruiting another young trainee into the management structure. John Hawkins left Wardley Grammer School commenced in the office in August 1967. In July 1969 Edna Eckersley decided to leave and Hilda Smith then joined the company to commence the best part of ten years service before eventual retirement.

The company now had a firm foundation, good contract, a good staff and a very good reputation in the industry. This was to give them great confidence for the future challenge that had to be made.

THE SWINGING SEVENTIES – PART 1

The 1970's were to prove to be a decade of tremendous development and achievement. They started with the company taking out a licence agreement, in January 1970, with a firm called ISOCRETE. They specialised in lightweight roof screeds and had the patent rights for a German type of floor screed containing agents which, when mixed with sand and cement, produced a much harder type of flooring and could be worked upon much quicker than a normal type of screed. This is called "V" screed. Mr. Harry Lowit had visited the Swinton office during the latter part of 1969 and had explained that until recently ISOCRETE had carried out all its own contracting work for offices in London and Altrincham. It was now their intention to set up a National Network of Licencees to carry out the laying of their products, while they would then concentrate on the marketing and selling of the product. As Cadman's has recently dropped their licence with LINOTOL and the new product appeared to be good and interesting, an agreement was reached and a licence taken in January 1970. The company then became the second Licencee to be appointed by ISOCRETE and in so doing took over all the operatives, plant and outstanding contracts from the Altrincham office. Once again this required major retraining in the study of the new techniques and estimating practices, in addition to the control and direction of a new labour force. The Supervisor who came over from ISOCRETE in the January of 1970 was John Molloy. He was commenced a very long, happy and prosperous relationship between the two companies which grew from strength to strength over the years.

By the late 60's and early 70's the number and size of contracts had grown once again. With the advent of the ISOCRETE work, which contributed to the immediate growth of the Floor Screeding commitment of the business and the fact that in addition to this and the many large plastering and complex Suspended Ceiling contracts the company was carrying out, the strain upon supervision and management was considerable. Eventually Wilf Chadwick's health failed him and he retired in the latter part of 1972. His replacement was Jack Furness, who for many years had been in control of some of the largest contracts ever to be carried out by the company. By now the management of the contracts was split, with Jack Furness, Rodney Cadman and Russell Bedford sharing the plastering and suspended ceiling work, while John Molloy managed the majority of the flooring contracts. Russell had married Christine Fyfe in August 1971 and they subsequently had three children:- Richard, Matthew and Victoria. With this system of management, the company had just settled down to what was now proving to be an efficient and satisfactory method of control, when with great regret in October of 1973, Jack Furness was suddenly taken ill and within 3 days had died. This caused great sadness and he was not replaced for some considerable time.

Some of the larger and interesting contracts that had, or were, being carried out round about this time were:- The New Headquarters of the National Westminster Bank in King Street, built by Michael Foden of the Russell Building Company, with Billy Hill as foreman plasterer. The Bank of England Headquarters in Portland Street, built by Trevor Taylor of Fram Russell Building Company, with Jack Furness in charge of Cadman's. The Manchester Business School in Oxford Road, built by Taylor Woodrow

Construction, Ian McArthur as foreman. The University Medical School in Oxford Road, built by Fram Gerrard Ltd. (by now Gerrards and the Russell building Company had merged). This was the largest ISOCRETE job to be carried out to date and was run by the legendary Jimmy Lane and managed for Cadman's by John Molloy. There then followed in quick succession:- Deva Hospital, Chester, which was a large suspended ceiling job and was run by Harry Rawlinson. The Computer Centre in Oxford Road, built by Pochin, with Billy Hill in charge. This was followed by a large Bank and Office Building in Mosley Street for William and Glynns Bank, built by William Thorpe and once again Billy Hill was the foreman. There were of course many large and exacting contracts of almost the same standard and calibre as those mentioned.

At this time, the building Industry was in a "Boom" period. Labour was in very short supply and so were materials. It was difficult to obtain regular supplies of plaster and plasterboards were almost impossible to obtain. These factors were causing considerable pressures and of course leading to very high inflation. It was during this period in late 1971 that Cadman's embarked on their first large Drylining contract. This was the Post House Hotel in Northenden and was built by John Laing and Co., with Arthur Bradbury as foreman. The job was a financial disaster, through no fault of Arthur's. It was impossible to obtain the materials for the work and it soon became obvious that plasterers were not going to become suitable Dryliners. The contract was eventually finished, at a cost, on time. There were, however, no more attempts to carry out this type of work for many years to follow.

1972 was notable for the first strike to affect the company since the one which had taken place in 1936. There had been much unrest in the Construction Industry for some time. Inflation was rising rapidly, wage demands were exceptionally high and there was insufficient labour to cope with the high volume of building work to be undertaken. These ingredients were sufficient to cause a National Builders Strike, which commenced in the June and continued until September. There were some violent and bitter incidents up and down the country, but by and large only the major construction sites were affected. It became a game of "Cat and Mouse", as the majority of the men employed by Cadman's had no wish to strike. If a site was "blacked", arrangements were soon made to divert the men to other sites which were still working and which would in any case benefit from the addition of any increase in scarce labour at the time. Like all such strikes, a compromise was finally reached and the industry settled down once again. It was, however never to be quite the same and there were to be eventual long term ramifications on the future structure of the labour force and its methods of payment.

In September 1973, the firm commenced the new Moss Side Redevelopment Centre. This was a huge contract and was intended to be the flagship of the redevelopment of the Moss Side area of Manchester. It consisted of three sections, the first being a sports centre, the second a large office building and the third a large shopping centre complex. John Laing were the builders and the contract was managed by three separate agents with one overall supreme. This was the largest contract ever to be carried out by Cadman's and contained every type of work they were able to undertake at the time. There was a considerable amount of high quality plastering required, coupled with huge areas of floor screed and

Granolithic work. In addition there was suspended ceiling work and decorative applied external finished. It was unfortunate that this contract coincided with the death of Jack Furness, but with considerable effort by all concerned, the contract was completed within the programme requirements and even made a profit! The contract was eventually to be rewarded with the highest honour to be awarded in the Plastering Industry – “The Plaisterers Trophy”. This trophy is awarded every year, in London, by the Worshipful Company of Plaisterers for the best plastering contract to be carried out during the previous year throughout the whole of the United Kingdom. Judging is carried out first of all on a regional basis, with an award going to the best entry in each region. The winning Regional Contracts are then judged on a National basis for the eventual outright winner. By the time Cadman’s received the National Award for the Moss Side contract in 1975, they had already collected Regional awards for the National Westminster Bank, King Street, in 1971 and the bank of England Building in Portland Street, in 1972. These awards were then to be followed by a further Regional Award for their work carried out on the New Rochdale Bus Station and Office Development which was built by John Laing in 1978. They have since ultimately received a further National award in the 1980’s and three more Regional Awards. This record of quality of service speaks for itself.

By the mid 70’s, two major changes were taking place in the industry, as previously touched upon. The first one being the method by which operatives were being employed and by the way in which their earnings were being calculated. Many operatives were now electing to be “Self Employed”, which gave them the benefit of being able to claim expenses against Income Tax and also a greater freedom and mobility. This method also suited the employers, who considered they then had less responsibility towards operatives. A major factor to influence this change had been the general unrest and strike in 1972. A further factor was that the old fashioned measured bonus system was collapsing and more employees were being paid by the “Piece” rather than by the hour. This method of payment was to co-ordinate perfectly with the advent of “Labour Only” or Self Employment. The early venture into this field of employment by the company was influenced by the take over of the Isocrete floor layers in 1970. Some of these men were already being employed, and paid, by these methods. The floor screeder’s then became the vanguard of the “Labour Only” operatives to be employed by the company. They were eventually followed, over the years, by a certain number of plasterers, but the company has subsequently always maintained a balance of directly employed operatives and self employed operatives. It is considered that certain types of contracts and work are better to be carried out by “cards in”, or directly employed men, while that larger areas of more straightforward types of work are better to be carried out by Self Employed operatives. For several years Russell Bedford had been advocating the change in method of payment by measurement and he was largely responsible for pioneering this system, which was to prove eventually to be the most satisfactory and economic method, leading to higher earnings and more satisfaction for the operatives. By late 1975 the rate of pay for a directly employed plasterer had risen to 92 ½ p per hour (18/6) and that of a labourer to 78 ½ p per hour (15/8).

The second major change to be taking place in the industry at this time was mechanisation. Attempts had been made in late 1950's to mechanically apply plaster. A team of employers from the National Federation of Plastering Contractors, which included Emlyn Roberts of the rival Manchester plastering company of W. J. Roberts, had visited America and had returned with glowing reports of the mechanisation of the industry in the U.S.A. This culminated in the importation of several machines from America, to be marketed and sold by Mr. Roberts. Naturally Cadman's were interested in the new potential and eventually in 1959 they had invested in a very expensive new machine to apply plaster and a new type of mixer which was required to work in conjunction with the new machine. After a series of trials and minor disasters it was decided at the time that this method of application was not economical, nor was it a satisfactory method of application. The final decision to abort this method was made after carrying out a contract for Wm. Townson and Co. on London Road station (now Piccadilly Station), when it was discovered that because of the "overspray" caused by the machines, trains were arriving in London covered in Carlite Plaster! This had been an expensive exercise, but all was not lost. Although the spray machine was considered unsatisfactory, the mixer and pump were the first class pieces of equipment. Their potential was noticed by Cadman's and after several experiments the mixer and pump were adapted to pump sand and cement floor screeds. Harry Rawlinson and a West African labourer called TALI BABU, who no one could understand unless he was talking about money, were responsible for some fantastic exploits with the system of pumping on several "High Rise" contracts on the U.M.I.S.T Campus and many more contracts, until the machinery was eventually worn out. Little did the firm realise then, but this was to be the forerunner of the more sophisticated types of screed pumps which were to be developed and which were beginning to appear in the 1970's. By this time considerable progress had been made with a new breed of machinery by the European manufacturers and it was now possible to pump a required "Semi-Dry" sand and cement mix to considerable heights and distances. By the mid 70's the majority of Screeding work was being carried out by this method and was giving first class standards of quality. Cadman's, of course, adapted to this system and now employ the pumps on the majority of their major contracts. Incidentally, the original American type of mixer was retained and is still in use on smaller flooring contracts. With regard to the mechanisation of the application of Plaster, some firms did persevere over the years, but in spite of improvements with the machinery being made, again by the European manufacturers, it has never really replaced the hand applied method of application. As long as there is still a pool of good quality operative plasterers available, it is considered to be uneconomic to use plastering machines. The company did however, eventually carry out one very satisfactory fully mechanised contract during the mid 1980's.

Although it had been customary for many years for the supervisor to also drive the firm's van, thus aiding the speed of mobility of both materials and equipment, it eventually became apparent that with the sheer volume of contracts, this was becoming impracticable. For some time Harry Rawlinson, who by now had graduated to fixing suspended ceilings and had been running contracts, had been enjoying a more roving commission. He had also become an expert in the application of SPARKLON, which was a further diversification the company had become involved in. This product was a

sprayed external finish and was the product of a company called Glamrock Ltd. So it was that during the period after the death of Jack Furness and the lack of a recognised supervisor, Harry was given the permanent job of driving the van and assisting in the control and supervision of some of the smaller contracts. This he continued to do until his eventual retirement in the early part of the 1980's.

With its continued growth, the company still maintained its commitment to the affairs of the Construction Industry, the Plastering Industry and also in training. Rodney Cadman, like his father and grandfather before him, was a member of the Manchester and Salford Building Trades Employers Federation Council. He became the President of this organisation in 1972, just 19 years after his Father had held this office. He also represented the North Western Region on the Council of the National Federation of Plastering Contractors in London and became their President in 1974, again following in his fathers footsteps. The company was also represented on many National and Regional Committees, in Plastering and General Construction Industry matters and also training matters concerning the industry. Russell Bedford has also now become a member of the Manchester and Salford B.T.E. Council and several other representative committees. These interests have continued and been retained to the present day.

By the middle of the 1970's the volume of Isocrete and floor Screeding work had risen considerably. On the other hand the suspended ceiling contracts were becoming fewer. The popularity of the plaster tile was declining and the competition for other types of materials, especially the mineral fibre tiles, was becoming very fierce. Plastering as always, was still the keystone of the business and in many ways the Screeding and plastering sections were complimenting each other by creating new outlets and clients. They were, however, still being run as two separate sections of the business, with John Molloy supervising and controlling the majority of the Screeding work. But this time an excellent team of floorlayers had been assembled and many large and prestigious contracts had already been carried out. Some of the more important ones might be mentioned as follows:- The roofs of Mersey Way Shopping Centre, Stockport for J. Gerrard, with Pat Molloy in charge. Phases 1 and 11 of the Medical School at Manchester University, for Fram Gerrard. Park Hospital, Davyhulme for Shepherd Construction with John Laffey as foreman. C.I.B.A. Geigy in Trafford Park for Fram Gerrard. This was the most exacting granolithic contract to be carried out to date and was done by Chris Melia, who was an excellent tradesman and gave over ten years service to the company before his retirement to America. In addition to these contracts the company had carried out several phases of the new Marks and Spencer Store in Market Street, Manchester for Bovis Ltd. The architect for this contract and many other Marks and Spencer stores which were subsequently undertaken by the company was Mr. Derek Swann of Cruikshank and Seward and later of Norman H Jones and Rigby of Southport. There also followed many of the new Tesco stores which were being constructed in the North West at this time.

In July 1976, John Molloy left the firm. This fact and other influences were to be the cause of several changes in the management and staff structure of the company.

THE SWINGING SEVENTIES PART II

At first the vacuum left by John Molloy's absence was considerable and it was obvious that a suitable replacement had to be found quickly. John Hawkins had been making steady progress in all aspects of the management and surveying side of the business and it was decided to invite him to take over the management and surveying activities of the floor Screeding work. This he at first reluctantly agreed to do, but quickly adapted and developed to his new responsibility. Up to this point John has been mainly employed on the secretarial and administrative side of the business, so when his duties changed there became an obvious gap in this department. On the 4th January 1977 an appointment was made and Ann Jennings joined the staff. She took on all the responsibility of the book keeping of accounts, both in and out, and the majority of all secretarial work. Hilda Smith continued to retain all aspects of wages, employees and the ordering and control of materials and equipment to sites. In addition, because of the sheer volume of activity, a part time pensioner was recruited to check and abstract all materials invoices to the various sites. Mr. Donlan operated from his home and was a stickler for accuracy.

After the unfortunate and untimely death of Jack Furness the total weight of management and control of the plastering and suspended ceiling work undertaken by the company had fallen upon Rodney Cadman and Russell Bedford, with some assistance from Harry Rawlinson. Eventually the strain became impossible and the post of plastering supervisor was advertised for the first time. In September 1974 Derek Hough had commenced work as a plasterer, but also had the potential of a supervisor. He was soon promoted to his post. This then relieved the situation and allowed Rodney and Russell to concentrate more upon the management and surveying aspects of the company. Russell was then appointed a Director of the company on 22nd September 1977.

Soon after Ann Jennings joined the firm, the management team had settled down and were then able to concentrate upon the considerable volume of work the company was now undertaking. This team remained stable until September 1978 when two further changes were to take place. Hilda Smith had decided to retire after almost ten years of loyal service and once again her position was advertised. Dorothy Edwards joined the staff on September before Hilda's departure in October. The other major change concerned the supervision and control of the contracts. Because of the sheer volume and number of contracts being carried out during this period, it was becoming impracticable to separate the management of plastering work from the Screeding work. Consequently it was proving more efficient one supervisor to control the whole of the contracts where the two operations were being combined. Only the pure Screeding contracts were then left to be controlled as separate specialist entities. John Hawkins had now become very proficient in this field and remained in control of this type of contract. However, with the increased volume of work and consequent increased turnover, it was becoming apparent that the supervisory section of the business required strengthening. With this in mind John Leadbeater was appointed on 5th September 1978. He had worked for the company previously as a plasterer and subsequently had had many years experience as a supervisor for George Wimpey and Co. in their Plastering Department. With a stronger management team than ever before the company were then ready and able to tackle any contracts.

The vast majority of materials now being used for plastering were of the lightweight premixed type, consisting of three grades for the various backgrounds of suction masonry, dense concrete and metal lathing. Long gone were the old wooden laths, and plasterboards with a one coat finishing plaster were usually applied to timber studded partitions or timber ceiling joints and trusses. The use of plasterboard for drylining contracts was growing considerably and regrettably it was becoming most unusual to find any form of solid mouldings specified on contracts. External arises were seldom being formed by the use of timber rules. The modern way of forming an external angle was by the use of a galvanised metal preformed angle beads and these were complimented by a whole range of other types and sections of metal beads which could be used as expansion joints or to form stopped edges or featured recesses and gaps. Floor and roof screeds still consisted mostly of a basic sand and cement mixture, but most of this work was being mechanically mixed and pumped into position. Sand and Cement was also still being used as a background for tile finishes, but as the tiles were now much thinner and being fixed mostly by adhesives the finish had to be "Plain Faced", which required the plaster application to be much more accurate. As always there were many different types of applied external finishes on the market and these as ever, were continually changing. These subtle changes had taken place slowly over the past years and by now very few contracts were being specified with the original sand lime backing and lime putty skimming coat, or even a sand and cement backing with a Gypsum finish. It was however still possible to purchase ready mixed lime sand mortar in addition to ready mixed retarded sand and cement mortars, and have these delivered in bulk to site.

Though the skills of the plasterer were mostly unchanged the role of the plasterer's labourer had become vastly different. This had become much less skilled and no longer had the labourer to make his own materials on site and carry these with the old type of wooden hod, which more often than not he had made himself. The labourer of the day had now only to split a bag of lightweight ready mixed plaster into a metal bath or mixing tray, add water and mix, then deliver this to the plasterers Board and Stand either by bucket or wheelbarrow. He no longer had to climb up a ladder with his hod balanced on his shoulder, but was usually provided with a hoist and a wheelbarrow if required. As far as floor Screeding materials was concerned, as mentioned previously this was being hoisted and transported directly into position by means of a pump.

During the latter half of the 1970's there was a massive boom in the redevelopment of many city centres. Manchester was no exception and the huge Arndale Centre was constructed. Taylor Woodrow were the main contractors for the shell of the new development and Cadman's were employed by them to carry out all the work to the services areas, staircases and roofs. From this work they then progressed to many of the fitting out projects of the large stores and smaller shop units. These contracts included British Homes Stores, for John Laing. Boots Chemist, for Naylor and Walkden, Burtons, for Campbell and Armstrong, H. Samuels for A. Monk and Co and W. H. Smith for Rush and Tompkins. Added to this list were many smaller contracts for Mothercare and many more smaller clients.

At about the same time as the Manchester redevelopment, there were also similar projects being carried out in Altrincham and Warrington. The company were also fully committed on both of these projects. A. Monk and Co. (later to become part of Trafalgar House) constructed the Golden Square Centre in Warrington, upon which Cadman's completed all plastering, Screeding and suspended ceiling work to the service areas, staircases and roofs. They were then employed on the fitting out of Marks and Spencer's, for Bovis Ltd. and once again on many of the other smaller shop units. The Altrincham redevelopment was constructed by John Laing and Co. and Cadman's were employed, as before, on all the shell areas of this contract. They also became involved in the fitting out of Rackhams, for H. Fairweather and Boots Chemist for Wm. Irwin and Co. Other large commercial contracts were also carried out during this period. They included that large Swinton Town Hall extension for Fram Gerrard, Debenhams Store in Piccadilly, for John Laing and also the Rochdale Bus Depot and office complex, again for John Laing. This contract was to provide Cadman with their fifth Plaisterers Trophy Regional Award.

The construction industry, at this time, was not only preoccupied with major commercial projects it was also very much committed to a huge housing refurbishment programme. The successors to J. Gerrard and Co. had now become Fairclough Building Ltd. and they became very much involved in this type of work. Large schemes were carried out for many local authorities in the Greater Manchester area and Cadman's were employed by Fairclough on several of these contracts at Openshaw, Blackley, Peel Green, Eccles and the Sutton Trust Flats at Salford. Then just to make sure the industry was still not under employed at this period, there was a massive Hospital Development and refurbishment programme. It was on these contracts that the majority of Screeding work was being carried out by the company and most of these screeds were being completed with Isocrete's material. By now they had changed the name of their main product from 'V' screed to 'K' screed. There is not a hospital in the North Western Region of the United Kingdom that Cadman's have not worked upon in recent years. In particular, in the Greater Manchester area, both plastering and Screeding work has been completed on major projects at Hope Hospital, Manchester Royal Infirmary, St. Mary's Hospital, Park Hospital, Withington and Wythenshawe Hospital, Tameside Hospital, several Macclesfield Hospitals, Blackburn Royal Infirmary and all the Rochdale, Wigan and Bury Hospitals. Added to this list there has also been work as far a field as Stafford to the South and Lancaster to the North. Even the private sector was not neglected. All the plastering and Screeding work on the original Manchester B.U.P.A. Hospital at Whalley Range was carried out for Messrs. Pochin and eventually all further extensions to this project were completed for other contractors in later years.

To control this volume and calibre of work not only require a high degree of professionalism from the Directors and Staff of the company, it also required a high standard of capability by the operatives. The policy of 'INHOUSE' training was now providing its advantages and many of the present employees had been trained within the company. Some had stayed upon completion of their training and some had returned after a period away, bringing back with them a broader awareness and experience. Many of the operatives of this period, like their predecessors, will be remembered not only for the quality of their craftsmanship and loyalty to the firm, but as traditional characters of the

Plastering Industry. They were always able to add humour and colour to their working environment, which at times could be harsh and uncompromising. The following are some who are remembered for the various influences they had on the company and have not been mentioned elsewhere in this record of the history of this period:- Tommy Kelly, John Connell, Peter Bentley, Roy Woods, Ian McArthur, Ronnie Hall, Walter Roberts, Jack Edwards, Brian Chapman, Bob Robinson, Ernie Cole, Stan Collinson, Stan Graham, Chris Delhunt and Keith Hilton. There are many more and of course it would be impossible to name them all, but as always they had all played their part and provided a certain influence in the character and history of their time.

By the end of 1979 the wage rate for a directly employed plasterer had risen to £1.30 (£1.6.0) per hour and that of a labourer to £1.10 (£1.2.0) per hour. If employed on piece work they would be paid £1.20 per square metre for two coat plaster to walls and £1.25 per square metre for two coat plaster to walls and £1.25 per square metre for plasterboarding and skimming to ceilings. A floor screeder would be paid 90p per square metre for 50mm thickness sand and cement screed.

Saturday was now no longer an obligatory working part of the week and the official hours of work had reduced to 39 hours a week. These being 8.00am to 4.30pm on Monday to Thursday and 8.00am to 3.30pm on Fridays. The company still had its office at 89 Chorley Road and its yard at Unity Brook, Kearsley. By now the Builders Merchants, George Holt, had been taken over by Kay's of Bury, who subsequently became part of the Harcros Group. They were still responsible for supplying the majority of the materials used, but Albert Stafford, Ltd. of Swinton and Hall and Rogers of Manchester were also providing a larger share at competitive rates. Norman Cadman had died in June 1978 aged 72 and Harry Rawlinson retired from full time employment in June 1978 at the age of 66. He still however, continued on a part time basis to drive the van and services the yard and contracts, as required. Although the firm had sadly lost several of its other former stalwarts through eventual death and retirement during the 1970's, their place had been taken by some first class replacements and younger people. With its excellent staff and continued high reputation, Cadman's were ready to commence the next decade with a firm foundation, good reputation and great enthusiasm.

THE EARLY EIGHTIES

On the 8th January 1980 the firm celebrated its Golden Anniversary as a Limited Company with a dinner for the Directors, their wives, and as their guests, their professional advisors and their wives. Present were Mrs. Hilda Cadman, Rodney and Birgit Cadman, Russell and Christine Bedford, Mr. and Mrs. Alan Dennett, Mr. and Mrs. Charles Speight and Mr. and Mrs. Derek Sands. Mr Dennett, in representing Barclays Bank, was carrying forward the continuation from the firms original Bankers, who were Martins Bank Ltd. of Chorley Road, Swinton. Mr. Speight was representing the Company's Accountants. He was carrying forward the continuous threads of his firm, which had originated prior to the founding of the Limited company, when Mr. Ted Bedell was the Company Accountant. He had offices in those days in Swinton but moved later to Manchester. Mr. Speight had eventually joined Mr Bedell in a merger and had thus succeeded in looking after Cadman's affairs after the retirement of Mr. Bedell. Mr. Sands was representing Kirk Jackson and Co. They had been the companies legal Advisors since the foundation of that practice in the early 1950's. It is interesting to note that these three professional firms are still acting for the company. This speaks highly of their service over the years and also of the loyalty of James Cadman & Sons Limited.

After the boom period of the 1970's, the climate in the construction industry, as with the rest of industry, began the change and there commenced a period of recession. In terms of actual work load, this did not affect the company for very long, but it did have its repercussions in the margin of profit and also in its cash flow. As always when margins are tight and money becomes short, the easiest way out for a General Contractor is to either ease up on his payments to sub-contractors, or worse, to find any reason for why he should not pay them at all. Eventually this default will overcome a contractor and he will be forced into liquidation. It was not long before the recession began to take its toll and many well known contractors in the Manchester area began to fall. Some of these companies were generations old and had enjoyed a reputation as first class companies. Others were not so reputable and had sprung up or developed to quickly during the recent boom period. As always, Cadman's became victims and were involved in most of the local contractors failures. There were many of these and some large sums were lost. One of the first companies to fail during this period was the unlikely demise of the old established Swinton company of P. Hamer Ltd. This was followed by the spectacular liquidation of another old established quality company – Wm. Thorpe and Sons. This liquidation was rather like the failure of Robt. Carlyle and Sons, some twenty years earlier, which had caused consternation within the industry. But, in spite of these problems, once again because of good 'Housekeeping' and the fact that it was financially healthy, the company survived and was able to ride the recession.

In order to cope with the changing circumstances of the industry at this time, certain changes within the company were required. These largely concerned the management structure and in November 1980, Derek Hough left. He was not replaced. Harry Rawlinson finally retired in October 1981 after over 50 years of loyal and faithful service. His duties were taken over, on a full time basis, by Trevor Shaw. He became responsible for the control and movement of all equipment and the maintenance of the

yard. He also took on the responsibility of the control and management of some of the smaller contracts. Then eventually, in February 1983, John Leadbetter retired. He had also given many years of first class experience and service to the company and was about to be missed. As these changes took place, it was decided to change the emphasis on the management functions of the firm, and rather than have a system whereby the contracts had relied upon a technical supervisor and a separate cost control and surveying manager, these elements would be combined and the contracts would be run on a "Surveyor Management" basis. Gradually this system began to develop and Russell Bedford, John Hawkins and Rodney Cadman each took a share of the contracts, from receipt of order, and managed those contracts until final completion and final account agreement. This proved to be a successful and satisfactory method of management and has been retained to this day, thus eliminating the function of the technical supervisor. It is also a system which is necessary for the requirements for the majority of calculations which have to be made each week for the measurement and payment of operatives wages, which are now mostly based upon "Piece Work".

With the advent of the new management structure and the fact that it became more time consuming for the Directors, it became apparent that some new assistance was required. Almost by accident this occurred and Eric Spencer commenced employment with the company in June 1982. An approach had been made by the Department of Employment to enquire if the firm would accept a young person for six months of training under a New Youth Employment Training Scheme. This they agreed to do and Eric was sent along for an interview. He was accepted and commenced his six month period of training. It was decided at the end of this period, which coincided with Christmas and the unusual two weeks holiday which was now being enjoyed, that because of his enthusiasm and general progress he would be offered employment on a permanent basis for further training as a future "Surveyor Manager".

As the industry came out of recession it became very busy again and as always there followed a mini boom period. The work on large Screeding contracts was progressing satisfactory. The majority of this is still concerned with major hospital projects, one of the largest being the local Hope Hospital, Eccles. It was unfortunate, however, that the client for this excellent contract was the floor finishing contractor, Howard and Brown, who eventually went into liquidation after the contract was completed and before all final payment had been made. The Plastering and combined Plastering and Screeding contracts were also now being obtained at better prices, and once again large and prestigious contracts were being carried out for such National Contractors as John Laing, Fairclough Building (Ex. Fram Gerrard), W. Snape and Sons, Costain, George Wimpey, Pochins, Shepherds, Fairweather and Henry Boot, to name but a few. One disastrous contract was a large Housing Association Flat development in Godson Street, Oldham. This contract was built by Shepherd Construction and because of a combination of bad site management and substandard labour employed by Cadman's, it soon developed into a management nightmare. It was eventually completed, but at a huge cost. For this contract many lessons were learned. On the other hand, this contract was followed by a successful one, which had caused much apprehension when it commenced. It was the New Extension to the Crown Courts in Manchester for Henry Boot Ltd. The attraction for this

job had been the large amount of Isocrete Floor Screeding work it contained. There was, however, also a considerable amount of Dry Lining work involved to the general wall surface areas. As the company had not undertaken a large Dry Lining contract since its experiment with the Post House Hotel in the early 1970's, it viewed the prospects of this section of the work with some apprehension. But as the plasterboard required a 'Skim' coat finish, and this allowed for some tolerance, it did not unduly worry them. It was then the cause of great alarm when the Architect changed the specification and required the plasterboards to be fixed directly to the concrete structure, of which the shape and accuracy had much to be desired, and to be finished directly for decoration by the method of taping the joints to the boards and thus eliminating the "Skim" coat. This gave no allowance for tolerances and was compounded by the fact that all the joinery work and finishes were to be in the highest quality Harwood, again with no tolerances allowed. The client was the Government Property Service Agency and the contract had no less than six Clerk of Work. Because of this change of specification a completely different type of operative had to be recruited and a very tight control and supervision was required. Eventually, after many sleepless nights, the contract was successfully completed and even made a profit.

By the latter part of 1984, the management and staff had settled down to the new arrangements and there commenced a period of consolidation and stability. One major change in the office, which was still conveniently situated at 89 Chorley Road, had been an adventure into computerisation. At first a large and expensive Kalamazoo computer had been purchased. This proved to be a tremendous 'White Elephant' and waste of money. It seemed to take longer to operate and control the machine than by traditional methods it had replaced, and then it proceeded to churn out vast quantities of paper and information which nobody could understand or required. Eventually the monster was discarded and a small more efficient instrument was purchased. This was retained only for the procedure and production of all operations concerning the payment of labour, and the control and recording of all such payments.

The yard remained at Unity Brook, Kearsley, and Trevor Shaw was responsible for this and driving the van. Materials were still being delivered to site directly out of merchants stock, but by now Holts have been taken over by John Kays of Bury, who in turn had been taken over by the Harcros group. Hall and Rogers had become principal suppliers of materials, and Albert Stafford and Harcros were still supplying smaller amount. The labour force had also stabilised and there were few changes at this time. In March 1985 the rate of pay for a directly employed Plasterer was £2.26 per hour and a labourer was paid £1.93 per hour. If a Plasterer was on a piece work he could earn £1.78 per square metre, for the gang, for applying two coats of plaster to walls and £1.83 per square metre, for the gang, for applying plasterboard and a skim coat to ceilings. A Floorlayer would receive £1.20 per square metre, for the gang, for laying 50mm thick Sand and Cement Screed. The company still retained an intense interest in training and affairs of the Construction and Plastering Industry and were still represented on many local and National Councils and Committees.

Swinton had changed considerably since the days of Enoch and James Cadman. The East Lancashire Road, which joined Manchester and Liverpool, had been constructed in 1937 and M62 Motorway had been opened in 1964. A new shopping and library development had been built in 1969. To create this, many of the old streets and well known shops and banks had been removed, including the Unitarian Chapel where James and his wife Harriet had worshipped and had in fact been buried. Many more of the old streets, in which the original miners had lived, has also been demolished and replaced with modern housing. The major changes however, had been in the industry. Gone now were all the coal mines and cotton mills. These had been the backbone of the industrial North West and had now been replaced with other types of light industry. The successor of J. Gerrard, Fairclough Building, still retained the original site in Pendlebury Road, and though the Rugby team was not as successful, the famous ground remained in Station Road. The house at 23 Worsley Road was still occupied and in good condition, but by now the old offices in Ogden Street had been abandoned by its latest owner and had become derelict.

As the 1980's developed, Rodney Cadman had begun to consider the future of the company. For some time he had been considering how he could ease up his own effort and commitment to the firm, honourably and without upsetting the balance and continuity of the company. At the same time he wished to encourage and offer an incentive and opportunity to Russell and other members of the staff, who by this time were all younger than himself. The conclusion he came to was to create a New Company with an original shareholding to be divided between himself, his wife Birgit and Russell Bedford. This was to overcome the complication of the share holding structure of the original company James Cadman & Sons Limited and would allow the opportunity for Russell to purchase shares of the New Company over a prescribed period of years, until eventually he would gain full control of the New Company. This scheme would then guarantee the continuity of the company would be an incentive for all the younger members of the staff and allow Rodney to ease up gradually and eventually retire fully from all commitments.

On 1st April 1986, James Cadman & Co. commenced trading by undertaking the majority of outstanding new contracts on the existing order book, and accepting the majority of the new contracts gained. James Cadman & Sons Limited continued to complete all its old and present contracts and also accepted a small number of new contracts, which were to be decreases over the next two years. The transition worked very successfully until all the old contracts of James Cadman & Sons were completed and eventually settled. The staff and operatives accepted the new circumstances with interest and enthusiasm and there then dawned a new age in the History of Cadman's.

JAMES CADMAN & CO THE FIRST TEN YEARS

The first contract to be undertaken by James Cadman and Company was a small Isocrete job and was a Probation Office in Barrow for John Leck & Co. It was undertaken by a Floor Screeder called Pat Keegan, who was one of the great Irish characters of the industry. The first major plastering contract however, was the New Novotel in Worsley which was commenced for Shepherd Construction in November 1986. This proved to be a new and interesting challenge as the specification called for a “one coat projection plaster” called SNOWPLAST. As this material had to be applied by machine and the contract period was very short, it called for a reappraisal of techniques and methods. Once more Cadman’s responded and employees were trained to handle the new types of machinery involved and apply the unique new material. The contract was completed well within the required programme and even made a profit. Regrettably, after the training involved for this type of work, it was to be the last major contract the company have been required to carry out by mechanical means to date.

For the first twelve months the “New Company” was supported by the old original Company with an interest free capital loan and all costs of staff and overheads. As new contracts were won and existing contracts handed over by the “Old Company”, the New Company was able to build up its capital and to its great credit it paid back the whole of its loan to the Old Company well within the specified time limit. It was then able to progress, after the first twelve months, with its own capital without having to seek to borrow any other funds. In the meantime James Cadman and Sons Ltd. completed all the major contracts commenced before April 1986 and several new small contracts, until its last job which was carried out for Fairclough Building Ltd., later to become the vast international conglomerate known as A.M.E.C, at the Shell Computer centre in Wythenshawe. It was completed in December 1989 at the value of £496.32!

Gradually as James Cadman & Co Ltd. began to build up its order book and started to complete further contract, the bias of responsibility and control began to fail upon Russell Bedford though during the period until April 1991 the management of the contract was still shared, as previously, between Russell Bedford, Rodney Cadman, John Hawkins and Eric Spencer. On 1st April 1991 John Hawkins became a Director of the company and Rodney Cadman began to take more of a back seat, though remained a Director of the company. Russell gained full financial control of the company on this date and was appointed Chairman in March 1992,

Apart from one or two very minor changes, the same systems of administration and organisation were retained by the New Company. The contracts were still to be controlled and administered on a Surveyor/Manager basis and there still maintained a balance of both “Directly Employed Personnel” and “Self Employed Operatives”. However, much more of the output was now paid for on a “measured price” basis. As time progressed there was to be a considerable increase in the day to day requirements of Employment Legislation, Health and Safety Legislation and Contractual Law and its requirements. Added to this, the industry, and indeed the country, entered into another long and serious

recession which was to last from the latter part of the 1980's until well into the middle of the 1990's.

This recession as in previous similar situations, was to leave its familiar mark on the industry and there began to be the usual failures and liquidations of the Building Contractors. Once again many of these companies were household names within the industry, the type of which would never be replaced. Amongst these casualties were the old established Bolton firm of William Townson & son, J.W. Goodyear of Northwich J. Berry & son, William Irwin of Leeds, Donelly Construction, Turiff Construction, Griffith & Bentley and the more local firms of Jackson Construction, N. B Joinery Ltd. and Kilroe Construction. As always, with the demise of each one of these companies, James Cadman & Co were involved financially and of course, through some of them, lost considerable amounts of money. It was once again with great credit that inspite of the long period of sustained recession and the huge weight of the increased legislation, the company, managed to increase its turnover in real terms, survive and continue to be in profit.

This success was due to its leadership and of course the quality and loyalty of its staff. During the first ten years there was to be very little change in the administration staff. As Rodney Cadman began to slow down, Russell Bedford, John Hawkins and Eric Spencer shared the extra work load and no further senior members of staff were recruited. Ann Jennings and Dorothy Edwards were still responsible for all aspects of the office administration, including personnel, wages, material ordering and control, site liaison, accounts, ledgers, both in and out, typing and many more routine jobs. For a short period of time it was decided to reinforce the office staff and Lee Tyrer was employed for July 1992 to November 1993. This was not very successful however and the company reverted to its original staff basis. The only other change within the confines of 89 Chorley Road was that Audry Goodwin, the office cleaner, became ill and left in August 1995 to be replaced by Hilda Barton, who commenced on 12th September of that year. By 1993 Rodney Cadman was attending the office on Mondays only and continued to carry on with routine estimating. He still represented the company, when required, in any facet of the industry and still maintained a presence on the Council of the Federation of Plastering and Dry Wall Contractors (this was the successor organisation of the National Federation of Plastering Contractors) and retained a great interest in all aspects of training within the industry. He was even fortunate enough to attend an international conference of Plastering Contractors in Toronto, Canada in May 1990.

The number of site employees naturally fell during the recession from its peak in the late 1980's, but once again there was a surprisingly small turnover of the labour employed. The vast majority of the operatives were loyal to the company and remained with it for the full tenure of its first ten years, having continued on from the Old Company, or from the date of their first employment with the New Company. Some of these operatives had by now accumulated considerable service in either the plastering or floor Screeding sections of the firm. Some of the most notable by now were: - Keith Hilton, Gordon Page, Mark Andrews, Trevor Shaw, David Fishwick, Bob Ellison, Lou Shelton, Jimmy and Francis Heggarty and Gabriel Dowd. During this period, however, several loyal long

standing employees had either retired or left the industry. Amongst these were Les Shaw, Fred Jackson, Chris Melia, Barry Wolstencroft, Roy Woods, Billy Noonan, Stan Collinson, Tommy Slevin, Paul Boardman, Dougie Wilkinson, and Pat Keegan. It was also sad to note that during this period three popular and long serving members of the firm – Arthur Clowes, Brian Chapman and Chris Delahunt Snr. had died. On 5th February 1994, Mrs Hilda Cadman also died at the age of 90.

For the majority of the period under review, Trevor Shaw retained his duties as Van Driver and Supervisor, with responsibilities also for the maintenance of the yard and plant. He did however have two major absences from these duties when he was delegated with the full time responsibilities of managing two of the most important contracts to be carried out by the Company. During this time there were two substitutes for Trevor. The first was when Barry Wolstencroft recommenced with the company on a part time basis after a long absence from work of several years owing to a disability. He was however able to continue in the capacity of Van Driver from July 1986 to November 1991, when he eventually was forced to retire once again. At this stage a young man called Jason Roebuck, who had commenced with the company as a general labourer, assumed the duties of van driver and yard man between November 1991 and January 1994. He then left the company and Trevor, who by now had completed the two important major contracts, resumed his duties as before.

The first of these important contracts was gained from Costain Construction Ltd. and was a new office building for Seimens, the huge German company, on Princes Parkway in Manchester. It was a very a very complex job with many variable types of materials, both externally and internally. It also included a large area of Isocrete floor screed. Not only was it a complicated contract, but as always, because of the short programme allowed to Cadman's, it required a large labour force and of course very strict supervision. The contract was completed on time and to a high standard. It was submitted as an entry for the National Plaisterers Trophy Award and on Thursday 4th February 1992, seventeen years after Cadman's previous National Winner, Russell Bedford and the other Directors attended the Awards Ceremony at Plaisterers Hall in London where Russell was presented with the magnificent trophy. In the meantime the New Company had already added a Regional Award in the competition in 1989 for their work on the new office block at 81 Fountain Street, Manchester for Fairclough Building Ltd. and were to add a further Regional Award on 8th February 1994 for their work in the New Reception Building at Strangeways Prison in Manchester for Mowlen Management. Thus keeping up very much with the old tradition of James Cadman & Sons Ltd,

The next important contract for Trevor to manage was the Second Terminal at Manchester International Airport, which was to be known as T.2. This was the largest Isocrete contract ever carried out by the company and was undertaken as a Management Contract for A.M.E.C, who by now had superseded Fairclough Building. It was only won after the fiercest competitive battle with a company known as Flowcrete and as always required what had now become known as a "Fast Track Programme". The work consisted of four separate contracts which incorporated all the floor screed underlay to receive carpet, terrazzo tiles, vinyl tiles in all toilets, and the fitting out of many as ten flooring

gangs operating pumps to full capacity. The contract was completed within the programme and the company received many well deserved accolades from the clients and A.M.E.C Management. The contract Director, Mr Howard Shipley, received a gold metal for his efforts as UK Project Manager of the year and went on to manage the construction of the new airport in Hong Kong.

In addition to these two fine contracts the company were involved in many more large and prestigious projects over the last decade. Each of these were a different character, requiring different management skills and high quality of labour and supervision. As always many of these called for both plastering and Screeding within all the major hospitals in the North West Region. Amongst these were contracts for Higgs & Hill Ltd. At Bolton General Hospital, Stafford Hospital and Tameside Hospital. Another very large and high standard contract was carried out for Norwest Holst Construction at Chorley Hospital. And for John Laing Construction, three large schemes were completed at Lancaster Hospital, Manchester Royal Infirmary and Hyde Hospital. Throughout the period from the mid 1980's into the 1990's there was a considerable redevelopment of the Old Manchester Docks, which of course were mostly situated in the city of Salford. This redevelopment site became known as Salford Quays and the development of this site generated an enormous amount of new construction work. Cadman's were fortunate to obtain and carry out work on many of the large and prestigious projects at Salford Quays during this period. Some of the largest and more imposing buildings were the very striking Harbour City Office Block, which was built by Balfour Beatty, and the huge office complex known as The Anchorage which was constructed by A.M.E.C and occupied by the B.U.P.A. In addition there were the many modern high rise glass clad office blocks at Exchange Quay, which were built by John Laing & Co and also several smaller but no less important contracts such as an office complex for W. Snape & Sons and various restaurants and office developments. As over the previous decade the variety of clients and types of projects were enormous. There were Prisons at Lancaster for A.M.E.C, Strangeways Manchester for Mowlem and Wymott Prison at Leyland for John Laing & Co. They were followed by the large shopping development at the Spindles in Oldham for A.M.E.C and the new John Lewis store at Wilmslow for Shepherd Construction, and many more new supermarkets throughout the region for various contractors. New court buildings were completed at Wigan for Fairclough Building, Preston for McAlpine Building and at Stockport and Hanley for Shepherd Construction.

Hotels also figured on the list of completed works. At Warrington the Holiday Inn, for Fairclough Building, was completed and the Thistle Hotel at Haydock, for Norwest Holst Construction. And as always there were many large office and industrial developments which included the B.A.S.F. project at Wythenshawe for Shepherd Construction, the new BNPC (Printing Centre) at Chadderton for Taylor Woodrow Construction, the refurbishment of the Stock Exchange in Manchester for Fairclough Building, the new Cargo Terminal at Manchester Airport for Costain Construction and the Parks Project at Haydock for Wimpey Ltd. There were also swimming pools, schools, public houses and many other types of commercial projects. Housing work, however was not neglected and contracts on high class housing were carried out for P.J. Livesey on three sites at Ringley in Whitefield, and several housing redevelopment schemes in the Hulme area of

Manchester for Cruden Construction and Rowland Bardsley Ltd. Once again the total list was formidable and consisted of a wide variety of specifications and materials. And as always included vast a vast amount of Isocrete floor screeds.

In keeping with many of the more recent years, the turnover of work did in fact become equally split between plastering and floor and roof Screeding. The majority of Screeding work, of course, being carried out under licence to Isocrete Ltd. The relationship with that company had become very close over the previous twenty five years, especially between the Directors of both companies, and the Senior Management. There was a great respect between Harry and Zelda Lowit, who owned and ran Isocrete, and Rodney Cadman, who had first considered and then negotiated a licence with their company twenty five years previously, and Russell Bedford, who had developed and then continued this strong bond and relationship. It therefore came as rather a surprise when it was announced in September 1995 that Harry and Zelda Lowit were to retire and that the Isocrete Company had been purchased by Flowcrete Ltd. of Congleton. These two companies had been rivals for several years, and it was in fact Flowcrete who had been the major competitors in the battle for the Screeding work on T.2. at Manchester Airport. Each company, however, had materials, technical and marketing skill to offer to the other and as such the merger of the two companies was sensible. Isocrete continued to trade under its own banner as usual, though the company was now run from Congleton by Mark Greaves and Dawn Gibbons (Mrs Greaves). Cadman's and other licensees, though having now to forge new relationships, carried on trading as normal, but there were of course now new products and techniques to become accustomed to.

Nothing ever stands still and many changes had taken place during the past decade. The major changes in Swinton had been the construction and development of several large National Multi Store and Supermarkets and the demise of the famous old rugby ground at Station Road. The club had declined in success and popularity and moved to play at Gigg Lane, the home of Bury F.C. The old ground had become derelict and was sold by the Directors to McClean Housing Ltd. and converted into a housing estate. It is somewhat ironic that Messrs. J. Gerrard, who had commenced in Swinton in 1864 and built the ground, who then became known as Fram Gerrard, Fairclough Building and eventually the multi national concern of A.M.E.C in 1993, should also leave its roots in Swinton in 1996. During the hundred and thirty two years of its presence in Swinton, this company had provided vast employment to the area and also much prestige to Swinton. Salford was also changing fast. The most notable change being the conversion of the Old Docks to the new modern mixture of housing, commercial and industrial properties in its completely new environment to be known as Salford Quays. This was spectacular and as previously mentioned, Cadman's were very proud to have been very much involved with these developments and to have had the honour of carrying out much plastering and Screeding work on many of the major schemes. Much of the old industry had also left Salford and this was being replaced by new and modern housing and several of the new type industrial estates and commercial shopping centres.

A further dramatic change over the period had been the reorganisation and eventual disintegration of the Builders and Subcontractors Employers Federations and

Committees. These events could never have been anticipated in the years gone by. The National Federation of Building Trade Employers Federation became the Building Employers Confederation and eventually the various sections of this organisation were to separate and split away. The National Federation of Plastering and Contractors became the Federation of Plastering and Dry wall Contractors. They then allied themselves to the Federation of Building Specialist Contractors, having now gained full independence, at long last, from Builders. The results of all the reorganisation and general lack of interest by members eventually lead to the lovely offices and grounds at 2 Conyngham Road, Victoria Park, Manchester becoming derelict and suffering eventual damage by vandalism and theft. Resultant from this, the trustees took the only sensible course of action and sold them. As there was now no local focal point or centre for the Construction Industry in Manchester, James Cadman & Co severed all active participation with councils and committees etc, with the exception of the F.P.D.C. The structure and nature of the Construction Industry had by now changed beyond all resemblance with which previous generations would have been able to recognise it. Because of the recession and low inflation, by the mid 1990's there had been little change in wage rates for several years and in some instances materials had actually reduced in cost. In March 1996 the rate of pay for a directly employed plasterer was now £4.35 per hour and a labourer was earning £4.25 per hour. If the plasterer was self employed he would earn £2.45 per square metre for applying two coats of light weight plaster to walls and £2.55 per square meter for fixing and applying a skim coat finish to plasterboard ceilings. The total earned would be divided and shared by the gang. A self employed screeder would earn £1.85 per square meter, for the gang, for laying a 50mm thick sand and cement screed. Materials had in fact changed little over the last ten years and the majority of plastering work was still carried out traditional and hand applied methods. Most Screeding work was however, now being mixed and hoisted by mechanical pumps. This method provided a much improved and consistent mix. Regrettably, by now, Albert Staffords had left the industry and in the meantime Hall and Rogers had moved their premises from the centre of Manchester to new purpose built premises on Ashton New Road, Bradford, Manchester. They remained the principal suppliers to the company, although the Swinton Depot of Cooper Clark Ltd, were beginning to increase their trade by the mid 1990's. A further important milestone with the merchanting connection was the retirement of Hall and Rogers in November 1996 of Jean Harding, Nee Savage. Jean had commenced work as a girl of 14 for Powells of Salford. They traded as builders merchants from premises under the railway arches opposite Salford Station. James Cadman had dealt with them before, during and just after the Second World War up until commencing to deal with the Wettern Bros. of Chorlton, who were to become S.H. Woods of Albany Road, Chorlton, with whom Cadman's then traded with for many years. Powells were purchased by Hall and Rogers in the late 1940's. The Salford Depot was closed and the whole enterprise was moved to Dale Street in Ancoats. Jean came from Swinton, but upon marriage eventually left the area. She was involved in dealings with Cadman's for all the 50 plus years in the industry.

With the formation of the New Company it was obviously necessary to change the bankers, to avoid any confusion, and the Royal Bank was appointed. The old company remained loyal to Barclays Bank. It was also with regret that because of his desire to

wind down his interests, Charles Speight, the accountant, requested to relinquish the account of Cadman & Co in March 1993. He did however continue to look after the affairs of James Cadman & Sons Ltd. Kirk Jackson remained the solicitors acting for both companies. The offices at 89 Chorley Road housed both Old and New Companies, and in addition the offices of Swinton Plant and Tool Hire Ltd. were situated at the same address. This was a company which Russell Bedford and John Hawkins had purchased from the receivers of Albert Stafford Ltd. It was a small hire company and supplied much of the equipment and plant used by James Cadman & Co. It was managed for several years by Alan Ainsworth who was assisted by Mark Goodwin and they traded from the West End Trading Estate of Station Road, Swinton. The yard remained at Unity Brook, Kearsly, but had been considerably refurbished and was still managed by Trevor Shaw. By 1st April 1996 James Cadman & Co had been in existence for ten years. It had developed steadily during these years, building on the reputation of the original company and consolidating its capital and expertise. As always, it was willing to accept new challenges and was never afraid of being in the forefront of the new development of techniques and materials. It had withstood one of the most serious and prolonged recessions of modern times and with its experienced and enthusiastic staff, was ready to progress into the future. A future which, in particular the Manchester area and Northwestern Region, seemed brighter than for many previous years.

A NEW MILLENNIUM

At the birth of the new Millennium the company was stronger than ever. By now the recession of the early to mid nineties was well and truly over. In fact the pendulum had completely swung the other way and the industry was in boom situation. There was now no shortage of work available and prices had improved, but there was a shortage of good quality labour.

Because of the lack of confidence during most of the nineties, many employers had been reluctant to take on and train new entrants into the industry and thus very little craft training had been undertaken to replace those who had retired or left the industry. A consequence of this was that at the commencement of the New Millennium there was a shortage of highly skilled craftsmen, which as always led to inflation in the labour market and also to the introduction of less skilled and labour intensive techniques. Cadman's, however, because of their reputation and the fact that they were a fair and respected company, managed to attract and hang on to some of the best labour available and were able to cope with the demands of an ever increasing workload of high quality contracts.

Although much new labour had been recruited, it is interesting to note that many of the employees had extended their long and loyal service with the company. Many of these men had given well over twenty years of service. Amongst them there remained Mark Anderson, David Fishwick, Mark Goodwin, Keith Hilton, Trevor Shaw, Barry Wolstencroft, Gordon Page, Gabriel Dowd, Mike Doyle, Bob Ellison and Jimmy & Francis Heggarty. Unfortunately, one of the longest serving employees, Lou Shelton, had been taken very ill during the previous summer and was still unable to work. It would be interesting to know just how many square yards, and then meters of floor screed, Lou had laid during his service and the number of contracts he had worked on for the company.

Towards the end of the last decade of the century, there were however several changes in the staff. The first major change was the complete retirement of Rodney Cadman on 21st April 1998, after completing forty nine years of service with the company. He was dined out in great style by the directors and staff of James Cadman and Company after a reception and presentation at the home of Russell and Christine Bedford. Soon after this event, Dorothy Edwards retired on 26th June, after giving twenty years of service to the company. It was with great regret that Dorothy was able to enjoy a long and happy retirement as she died suddenly on the 18th September 1999.

Upon Dorothy's retirement, she was replaced by Sheila Hellon, who commenced at the end of June 1998 but unfortunately she left the company at the end of July 1999, after just over one year in the job. Sheila was eventually replaced by Loretta Reid on 20th September 1999, but this appointment was not satisfactory and she terminated her employment after only seven week on 6th November 1999.

During the previous two years Russell's son, Matthew, had been working on a part-time basis, during his holidays, in the office on general duties while he was studying at Stockport College of Further Education for a Huddersfield University Degree in Business

Administration and Marketing. Upon his graduation he joined the company on a full-time basis in June 1999. By now the company had changed its office procedures and was adapting to the changes of more advanced computer and other modern office technology. Matthews knowledge in these matters was of great assistance and gradually the routine office management duties of Ann Jennings and Matthew were rearranged, especially with the absence now of a replacement lady clerk. In addition the operation of credit control was strengthened by the employment, on a part-time basis, of Mike Shaw, who was a freelance Quantity Surveyor. This proved to be a great success and improved the company's cash flow enormously.

There had also been a change of office cleaners. Hilda Barton had retired in October 1997 and had been replaced by Hilda Hutchinson. Sadly Audrey Goodwin, a previous long serving cleaner died in January 1998.

Towards the end of 1998, however, there was one very major change in the company which was to alter its structure completely. Over many years it had been regretted that Cadman's had failed to pursue their previous experience in Plasterboard Dry Lining Systems and had not developed, along with other similar companies in the industry, in the field of Internal Metal Framed and Plasterboard Finished Partitioning. Russell had been aware of this for some time and when the opportunity came through the companies long involvement on a "Team Sharing" basis with a company called Manpen Plastering Systems Ltd., he was able to accept and develop it. Manpen was a well established plastering and suspended ceiling and partitioning company in Sale, owned by a man called Rick Rollinson. Overtures were made and in December 1998, James Cadman and Company absorbed the expertise of Paul Morrall and Ged Jordan and the company of Cadman Ceiling and Partition Ltd was born on 1st January 1999.

Paul and Ged commenced working for this new company on a part-time basis and eventually Paul became employed on a full-time basis at 89 Chorley Road, Swinton on 1st April 1999 and Ged Jordan followed on 1st September 1999. Both Paul and Ged being directors, along with Russell, of the new company. With the inclusion of suspended ceiling work, the company had now once again, after many years, become involved in this interesting section of the industry which it had previously been engaged in upon very many major and varied contracts in the North Western Region. A big advantage now was that Cadman's could offer a complete package of internal finishes of plastering, screeding, partitioning and suspended ceilings to clients

The control and management of the ceiling and partitioning company were the responsibility of Paul Morrall and Ged Jordan. The control and management of the plastering and Screeding contracts, however, remained much the same as before John Hawkins, Eric Spencer and now to a lesser extent Russell Bedford, still adopting the surveyor / manager system. By now Russell was having to concentrate much more of his time in a full control and management role and was now also responsible for the majority of the estimating and quotations for new work

The main suppliers of materials for plastering and screeding were still Hall and Rogers Ltd and Cooper Clark, but with the incorporation of the suspended ceiling and partitioning departments, materials for these operations were being purchased from C.D. Distributors and a firm called C.C.F. In addition to these suppliers, because of the growth in a new product called Isocrete Gyvlon Screed, a considerable quantity of this ready mixed product was being purchased from Tarmac Ltd. The material for the self levelling Gyvlon Screed was mixed at a factory and delivered to site in rotating premix concrete lorries and would then be discharged from the wagon straight into the screed pump and then pumped and distributed direct to the point of the laying. The Gyvlon additive, as with all other Isocrete products, was being purchased in larger and larger quantities from Isocrete's parent company – Flowcrete.

There had been tremendous growth of self levelling floor screeds during the latter part of the century and Flowcrete, in conjunction with Isocrete had developed their own product – an anhydrite screed called Gyvlon. With the rapid popularity of this type of screed, which was less labour intensive, faster to lay, extremely hard and relatively quick drying, there was a decline in specifications of the more traditional cement and aggregate type of screeds. A further decline in the more traditional screeds was also attributed to the increased use of the raised computer flooring and the use of power floated finished concrete floors. But in spite of these factors, Cadman's was still engaged in many large and prestigious traditional Screeding contracts. They had been responsible, during the period of three years, in carrying out Screeding work on five large new Debenham stores. The Trafford Centre, Carlisle, and Weymouth stores were completed with the conventional Isocrete K. Screed, but the Dundee and Sunderland stores were completed in the new Gyvlon screed. Two further large traditional Screeding contracts carried out at this time were situated in the New Trafford Centre in Manchester. They were the C & A shop and the W.H.Smith shop.

One of the most challenging Gyvlon contracts was the work on Hyland House, the Old Inland Revenue building on Victoria Bridge, Salford. This has now been renamed "North Tower" and was a twenty two storey office block which was being converted into apartments on the top twelve floors and the remainder as a Hotel. The developers were Crosby Projects and the contractor was Heyrod Construction Ltd. The specification called for a 40mm thick Gyvlon self levelling screed to be raised and laid to the top twelve floors – a total of 7,000 square metres. This was to be the first time this product was required to be pumped to such a height and necessitated a much more powerful pump and new tyres of stronger hoses. After several trials, the most satisfactory method was found to be by core drilling holes through each concrete landing of all twenty two stories and the use of steel pipes, normally used for pumping concrete. The company also carried out all the plastering and partitioning work on this contract, which was valued at between £550,000 and £600,00. This was the largest contract ever carried out by the company and at its peak there were 80 men of various trades employed by Cadman's on the project. The contract period being 21 weeks and was completed on time.

The company was now prepared to quote for and undertake work regularly much further a field than previously, as has been illustrated by the contracts in Dundee, Weymouth, Carlisle and Sunderland. By now they were working for several companies in Cumbria and had completed a very large contract for A.M.E.C. at Sellafield Nuclear Energy Plant and various smaller contracts at Workington and Whitehaven for Border Ltd. In addition, they had worked in Barrow, Bangor and East and South Yorkshire.

Nearer to base several large and prestigious contract were carried out towards the end of the century. Following on from their previous considerable involvement with work on the New Terminal 2 at Manchester Airport, the company had been proceeded to carryout several other interesting jobs within the confines of the airport. The largest of these was to be two big Isocrete K Screed jobs in the New Terminal 1 building for W. Fearnley Ltd and a firm called Charles Barrett. There were also several other smaller contracts on this site, one of which was the New VIP Lounge. But perhaps the most outstanding contract was the plastering and screeding work to the new Radisson SAS hotel which was built by Costain Ltd. This is a most imposing building and is visible to all incoming aircraft arriving in Manchester.

Other most interesting and exciting work had also recently been carried out on the famous Royal Exchange Building in St Ann's Square, Manchester. This beautiful old building had been ripped apart by the IRA bomb which was demolished and damaged so much of the centre of Manchester on Saturday, 15th June, 1996. Cadman's became involved very much with the refurbishment and restoration of the solid and decorative plaster work and a large amount of screeding work to the repairs caused by this outrage. They were employed by several contractors on this site, with the majority of the work being undertaken for Styles and Wood, Interstat, J. Seddon and Niwel Ltd. When the accounts for these combined contracts were added together, the value of works was quite considerable.

As always the variety of types of contract and contractors who employed Cadman, were extensive. They were continuing to work for all the large and prestigious local and national constructing companies who were operating in the North Western Region. Their long established relationships still existed with the firms of A.M.E.C., AllenBuild Roland Bardsley, Balfour Beatty, Costain, Galliford, Higg and Hill, P.E. Jones, Laing, McAlpine, Norwest Holst, Tarmac, Taylor Woodrow and many others. At the same time, however, new relationships were being fostered with other companies in the region such as Heyrod, Hayvern and Cosby Homes.

Important contracts for John Laing Construction had been "Manchester 50" which was to be the new swimming pool and complex for the forthcoming Commonwealth Games to be held in Manchester and was valued at approximately £120,000. A further unique contract undertaken for this company was the New Mormon Temple at Chorley, which is extremely conspicuous from the M62 motorway. In addition to the Temple itself there were five other building complexes to be completed, which were to be used for training and residential purposes. Apart from the usual plastering and floor screed work there was

also a considerable amount of external decorative “Cemrend” work applied. The total value of this contract was in the region of £300,000.

Large contracts for the long established Cheshire firm of Pochins were also awarded at Yale College, Wrexham and Carden Park Hotel, Golf and Country Club near Wrexham. There were several other interesting leisure and sports projects completed around this period and Cadman were proud to have worked on the new Robin Park football stadium at Wigan, which was built by Tilbury Douglas and the new Manchester United Training Centre at Carrington. This was constructed by John Laing Construction. Tilbury Douglas were also responsible for the erection of the new prison at Agecroft, Salford, upon which was required a special type of “secure” plaster suspended ceiling! Cadmans provided this along with all the general plastering and floor screeding.

The latter part of the 1990’s saw a housing boom. The value of property was rising and this led to an increase in both private and local authority new developments. For the first time in many years Cadman entered this market and became involved with many of the regions house builders. Both high quality and traditional higher density private and local authority work was undertaken for Crosby Homes, Mowlen Homes, Wiggets, Richardsons, Cruden, Bellway and Wain Homes. Some of these developments were on “Green Field” sites but many projects were carried out in the inner city areas, especially on the new attractive sites being created around the waterfront areas of Liverpool and Manchester. There was also a considerable amount of refurbishment work to existing houses being undertaken and much of this was for local authority council housing. Three large contracts of this type were carried out at Little Hulton for Roland Bardsley and Salford City Council.

In addition to its new interest in Housing contracts, the company was still concentrating in obtaining contracts in the general commercial section of the industry. It had carried out recent work, once again, on many of the regions major hospitals, schools, hotels, sport complexes, office buildings, supermarkets, shops, industrial premises and religious centres. All of which had influenced the changing face of the North West of England by the New Millennium.

As always, however, there has been a reduction from the list of well renowned and long established contractor in the area owing to financial failures. This latest pattern had started with the demise of the well known Manchester firm of Niwel and then in the summer of 1998 it was regretted by the whole industry to note that the old and respected family firm of W. Fearnely Ltd went into receivership and was eventually closed.

This was soon followed by the old established and well known Oldham firm of Ashton Smethurst. Cadman had been heavily involved in trade with all these companies and as always there was a considerable financial penalty to pay being a subcontractor to the main building contractors.

Employment and Industrial Legislation continued to increase. Added to this the ever changing Contract Law and more stringent Health and Safety Regulations found management becoming more and more involved in matters of administration. Also with

the expansion of workload of contracts and the extended distances these contracts were being carried out at, meant that the extra pressure on management was considerable. But as always, it coped and was able to adapt to the new legislation, new materials and new techniques.

The company office was still established at 89 Chorley Road, Swinton and the yard remained at Unity Brook, Bolton Road, Kearsley. By now Barry Wolstencroft had returned, once again, to the firm after a long period of sickness since his last spell of employment with the company. He had relieved Trevor Shaw, who had returned full-time to the contracting side of the business. Barry's new duties were those of yard control and minor works. Swinton Plant also remained at the West End Trading Estate, off Station Road, Swinton and Alan Ainsworth was still controlling this enterprise. The company had stayed loyal to and was still using the services of Kirk Jackson as its solicitors and James Cadman and Co. Ltd had remained with the Royal Bank of Scotland since its inception in 1993, Harrison Salmon Associates were nominated to become the new accountants for the company and continued to act in this capacity ever since.

There had been very few recent changes in Swinton over the last decade of the twentieth century, but the Swinton of the year 2000 was a far cry for the small coal mining village it was in 1864. It had become a modern urban town in its own right and was now the administrative centre for the whole of the City of Salford. The Civic Centre was contained in all of the three imposing civic buildings which Cadman had worked upon over the years. Gone were all the coal mines and cotton mills which had been its heritage. They had been replaced by many industrial estates now occupied the site of the very last coal mine to function in the district at Agecroft. Many of the old streets had disappeared and had been replaced with a fine new shopping centre and several large national supermarkets and stores. Gone also was the horse drawn transport. In fact one of the country's main motorways of the national network ran through the borough and several main trunk roads were now wide thoroughfares to enable the considerable amount of motor traffic, which was increasing rapidly every year, to carry out its necessary journeys. The famous rugby team, which was founded in 1866 had now left Swinton to play at Gigg Lane football ground in Bury and the site of the splendid imposing Station Road Ground had become a modern housing estate.

By 1st January 2000, a plasterer was being paid between £6.05 and £6.50 per hour for work carried out on a "Day Work" basis and a labourer between £4.55 and £5.30. The majority of work was however being carried out on a measured "Piece Work" basis and for this a gong would be paid £2.55 per square meter of two coat plaster to wall and £2.60 per square meter of plasterboard and skim finish to ceilings. The company was now able to carry out contracts at a rate of between £6.50 and £7.00 per square meter for two coat plaster to walls and between £6.25 and £6.75 per square meter for plasterboard and skim finish to ceilings. A directly employed Screeding gang would earn £1.70 per square meter for laying a 50mm thick K screed and 0.60p per square meter for a 40mm thick Gyvlon screed. Contracts were being won for between £6.50 and £7.00 per square meter for a 40mm thick Gyvlon screed.

Two rounds off the Old Millennium and to see in the New Millennium, two events of contrasting importance were taking place. On 31st December 1999 and “Old Company” of James Cadman and Sons Ltd finally closed down after at least 136 years of existence. There were now no requirements for the company to remain trading and stay in existence. The “New Company”, however, had great plans for further expansion and development. In January 2000, Cadman Holdings Ltd, which was the main holding company of James Cadman and Co. Ltd and Cadman Ceilings and Partitions Ltd, was to purchase Blue Chip Holding Ltd. This was a holding company of the Manpen Group and consisted of Manpen Plastering, Manpen Systems Ltd and the office premises at 2/16 Wharf Road, Sale. The Manpen companies were owned by Mr Rick Rollinson, who had built up and successfully run these businesses over a period of 25 years. It was still the intention for these companies to continue to trade as independent companies and remain, with all existing staff, at their present address. Rick Rollinson was to remain in control of these operations but gradually relinquish this control over a period of three years, after which he would ease to be involved with the company.

The prospects for the new group at the start of the New Millennium were very exciting. With the expertise and support of the loyal and long serving members of the original company and the enthusiasm and expertise of the latest members of staff and the operatives of the new companies joining the group, the future was bright and challenging. As always Cadman would respond to these challenges and enter the new century and millennium with great anticipation, confidence and determination. They would continue to offer to the industry and the Region the quality of service for which it had been renowned for so many years. All those who had served in and helped to develop the company from its first known beginnings in 1864 would have been, and some still were, proud of its long and illustrious history. They would wish the Group every success in the New Millennium.

Postscript – February 2005

In early March 2000, James Cadman and Co relocated their offices to Wharf Road in Sale after 136 years in Swinton. The new premises had recently been built by Rick Rollinson of the Manpen Group and provided much needed additional and more modern accommodation for the ever increasing administrative staff. The old offices at 89 Chorley Road, Swinton were sold to Harrison Salmond Associates, the accountants of the company.

In January 2000 Russell's eldest son, Richard, joined the staff. He had qualified with B.S.C Hons degree in Architecture and Quantity Surveying at Salford University and had previously been employed by the local general contractors, P.J. Livesey, P.E. Jones Contracts Ltd and Birse. With these companies he had been able to gain all round experience of the general contractor's point of view. Richard was also highly trained in I.T. and within his experience proceeded to upgrade the whole of the I.T. system of the company to cope with the rapid expansion in electronic technology.

Round about the time of the move to Sale, there were several other changes to the administrative staff. Ann Jennings, after 24 years of service, decided the travelling from Swinton would be too onerous, so she retired from the company on 9th February 2001. In the meantime, Joanne Spencer, the wife of Eric, had joined the office staff in December 2000 and was to move to the Sale office until she resigned in October 2001. Hayley Farr and Zahire Samani also joined the staff at the new location. Zahire resigned in 2002 and in her place Lynn Barber-Smith joined the staff in August of that year. There were also one or two changes to the management structure at this time. Eric Spencer was made a Director of the Company and was to manage all the plastering operations. Rob Clegg was recruited from Isocrete Ltd in October 2002 and he was responsible for all the self levelling screed work, while John Hawkins would retain responsibility for all the conventional screed work. Trevor Shaw was brought into the office to supervise all the operative training and to oversee all Health and Safety matters and the awarding the CSCS cards.

Although the administrative centre had moved to Sale, the Yard was still retained at Unity Brook, Kearsley, and Barry Wolstencroft, after a short diversion, had returned to control the yard and undertake the transportation of equipment and materials and to carry out minor works. Swinton Plant was still situated at the West End Trading Estate of Station Road in Swinton and was still controlled by Alan Ainsworth. 2004 saw the resignation of Eric Spencer in February after 22 years of service. Eric was replaced immediately by Chris Gregory. He had previously been employed for over 20 years by Sutcliffe Plastering Ltd. He is a time served plasterer and has subsequently obtained various academic qualifications within the industry. Jed Jones had also resigned from the company in 2003 and in February 2005 was followed by Mike Shaw.

Sadly two long serving ex members of the company died in 2002, Les Shaw in January and John Leadbeater in September. Several other long serving stalwarts of the company have also retired, Gordon Page and Bob Ellison in 2002, and then Trevor Shaw retired in the summer of 2004 owing to ill health.

A new innovation at the start of the New Millennium has been the introduction of an Invitation Golf Tournament. The first of these was held at Wilmslow Golf Club in July 2000 and very happy and successfully ones have been held each year since, always enjoyed by many clients and staff.

The company, as always, is employed on some of the most important and prestigious contracts in the Manchester Area and indeed the North Western Region. One of these most recent contracts was the completion of all the Plastering and Screeding work at a large new hospital on the Isle of Man. Then following two of the largest valued contracts the firm had undertaken to date. These were on the Salford Quays where Plastering, Metal Stud and Plasterboard Partitions and Floor Screeding was carried out for P.E. Jones to a large residential complex adjacent to the Lowry Centre. The total value of this work was in excess of 1.5 million pounds. This was followed by work on the N.V. Building for Carillion, which consisted of three blocks of apartments with a contract value in excess of 2.5 million pounds.

Consistently a high quality of work is being achieved and this led to another Regional Award in National Plasterers Trophy Competition of 2001 for Plastering and Screeding work carried out for Pochin Contractors Ltd on the new Hayley conference centre in Cheshire. The award was presented to the company at the ceremony at the Plasterers Hall in London on 5th February 2002.

Now entering the fifth year of this New Millennium, The Cadman Group continues to prosper and enjoy a full order book of many interesting and challenging contracts in all aspects of their operations and with all the major National and Regional construction companies. The Group can enter this period with the confidence of a good staff and sound management.

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