YEARS OF REFLECTION

1783-1953
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The Story of Haywards
of the Borough

Published for
HAYWARDS LTD.
UNION STREET, LONDON, S.E.1
by Harley Publishing Co. Ltd., London, W.C.2
ACKNOWLEDGEMENTS

The Directors wish to acknowledge the kind assistance of the following in connection with research or for the loan of documents: Guy L. Chater, Esq. (Joseph Chater & Sons Ltd.), Mrs. W. M. Extone, A. E. Francis, Esq. (Leggatt Brothers), G. J. E. Glover, Esq., J. Gray, Esq., Sir Ambrose Heal, Kt., F.S.A., Miss Lillian Kelley, M.A. (Archivist, Presbyterian Historical Society of England), Miss K. Phillips, W. A. Tarrant, Esq. (late of Hayward & Son Ltd.), E. E. Willmore, Esq., the Public Libraries at Southwark, Exeter, Poole and others.

The architects and contractors concerned with the various works illustrated in this book were as follows:—


This is a record of endeavour, of enterprise and of British craftsmanship.

We, who serve the Company today, present the story as a tribute to the past and a challenge to the future; in it we acknowledge the debt we owe to the men of vision, courage and technical skill who created the tradition of honest achievement that we inherit.

The Directors commend this book to their many friends at home and abroad, in the hope that all who read it will find much to interest them in its pages.

L. C. WINTERTON

December 1953. Chairman.
INTRODUCTION

It is not often that the history of a modern commercial enterprise extends so far back into the reaches of time that its origins have long been forgotten. Yet, when this story came to be set down, such was found to have happened with Haywards Limited. For over a century, the date of establishment, 1783, had appeared on the firm's notepaper and bill-headings but no one survived to say how it came there.

When questioned at the beginning of the present century, the last member of the branch of the Hayward family concerned, William Hayward, frankly stated that he had not "the faintest idea." His elder brother, Edward Lambert Hayward, who first caused the date to be printed, had died many years before and without extensive research, genealogical and otherwise, there seemed little possibility of recovering the knowledge he took with him to the grave.

So the matter rested until the late H. T. Walker, a managing director of the company, initiated enquiries into the beginnings of a company which was now well into its second century. This was a labour of love, but for which much valuable information would have been lost as memory faded in the thinning ranks of old employees and others who, one by one, themselves passed into the firm's history.
Mr. Walker’s notes form the basis of subsequent researches and consequently of this chronicle. The date of establishment apparently puzzled him as much as it has puzzled the compilers of this present work. Without definite information at a time when many sources of reference were closed owing to war restrictions, Mr. Walker wisely resisted the temptation of jumping to conclusions; he merely ventured the opinion that the date might be that of the building of the old premises in the Borough, known to generations by the sign of *The Dog’s Head in the Pot* where since 1783 an ironmonger’s establishment had existed. Modest by comparison with the present buildings of Haywards Limited, they are noteworthy in that here in this ancient and historic part of London associated with such names as Chaucer, Shakespeare, Johnson, Dickens, Harvard and many others, the name Haywards of the Borough asserted itself both as an identification and recommendation.

Today, only the headquarters of the company are situated in Southwark but the name has stuck. How that name, known the world over, came to be made it is the purpose of this book to tell.
CHAPTER I

“We may see our future in the glass of our past history.”

Wendell Phillips

This story starts with glass and glaziers, proceeds to iron and ironmongers, combines the two trades and gradually through its various stages progresses into the industry known today as Haywards Limited.

Looking back, it is seen to be a story with an almost logical sequence. But it is one thing to reflect upon what has been and another upon what may lie ahead. Samuel Hayward, the founder of the company, could have had little inkling, as he drew his diamond across a sheet of glass in his City warehouse in the year 1783, of the remarkable developments from that simple act.

At that date, the Hayward family had already been living within “the square mile” for over two hundred years. The earliest known member of the family had been George Hayward, a woollen cloth maker of Bridgnorth in Shropshire, whose son, Sir Rowland Hayward, had settled in the City of London early in the sixteenth century, becoming Lord Mayor in 1570. This gentleman, considered by some historians to be the most notable alderman of his time, greatly distinguished himself in public and civic affairs, being elected Member of Parliament for the City, Master of the Cloth Workers’ Company and a Governor of the Company of Merchant Adventurers. A friend of Elizabeth the First, he became her Majesty’s confidant and creditor, on one occasion
lending her seventeen hundred pounds. Sir Rowland also obliged the City itself with a loan of a thousand pounds.

His name—if not his person—must have been familiar to William Shakespeare who is said to have based the character of Sir Rowland de Bois, father of Orlando in *As You Like It*, upon that of the wealthy city merchant:

*Orlando*: I am more proud to be Sir Rowland's son,

His youngest son—and would not change that calling,

To be adopted heir to Frederick.

*Rosalind*: My father lov'd Sir Rowland as his soul,

And all the world was of my father's mind:

He lived to become "The Father of the City" as well as of sixteen children, many of whom predeceased him, and when he himself died full of years and honours he was described as one of "the best merchants" and "the antientest alderman of the city."

It was therefore during Lord Mayor Hayward's time that the roots of the family dug themselves deep into the City clay. A century later, when Oliver Cromwell had come and gone, John Hayward was closely concerned under Sir Christopher Wren with the rebuilding of St. Paul's and other churches destroyed in the Great Fire. Although a Samuel Hayward of Cheapside was made a freeman of the Glaziers' Company as early as 1745, there is no direct connection with the glass trade until nearly forty years after that date, when another Samuel Hayward founded the present business.

The great religious rebellion, started by Martin Luther and carried on by Calvin, Knox, Wesley and others, had found keen adherents among the Hayward family, one of whom, the Reverend Samuel Hayward, was to earn renown as a preacher and writer. A man of private means, he devoted himself from an early age to the ideals he had set himself. After ministries in various parts of the country, this gifted divine returned to the City and became Independent Minister of the famous Silver Street Chapel. In
1757, at the height of his powers and when he was barely thirty-nine years of age, he died. His epitaph reads:

"Hayward undaunted met his nature’s foe
And smiled exulting as he felt the blow."

A hundred years later, his sermons were still being published and read.

The founder of Haywards Limited was only five years of age when his father, the Reverend Samuel Hayward, died. Unfortunately no record of how and where he spent his early years has been preserved. When young Samuel Hayward set up for himself in the glass trade, he described himself as a “glass-cutter and glazier.” The distinction between the crafts is fine, but it tells us that even at that early stage the Haywards, having started a job, preferred to see it through. “The business of the glazier,” according to a reference book of the period, “may be confined to the mere fitting and setting of glass, even the cutting up of the plates into squares being generally an independent art requiring a degree of tact and judgment not necessarily possessed by the building artificer.”

Of the many guilds representing the various trades in the City, that of the glass sellers was of comparatively recent date. For example the Ironmongers’ Company had been incorporated in the reign of Edward IV, just three hundred years before Samuel Hayward started business. The Worshipful Company of Glass Sellers, the members of which sold drinking glasses and other vessels as well as window-glass and mirrors, was not formed until two centuries later when Charles II was on the throne.

The glass trade had been severely restricted. In 1615, Admiral Sir Robert Mansell, Treasurer of the Royal Navy, possessed the sole rights of manufacturing glass in England, a privilege he retained for thirty years.
Samuel Hayward lived at a time when glass as we know it today simply did not exist, and the trade was still sufficiently in its infancy for his great contemporary Samuel Johnson to observe: "Who, when he saw the first sand or ashes by a casual intenseness of heat melted into a metallic form rugged with excrescences and crowded with impurities, would have imagined that in this shapeless lump lay concealed so many conveniences of life as would in time constitute a great part of the happiness of the world?"
Prices were high compared with those of modern times. A looking-glass 50 inches by 40 inches in the mid-eighteenth century cost over sixty pounds. Ignoring purchase tax, the same article would cost less than a twelfth of that sum today. Window-glass, of course, was much cheaper and would have comprised the greater part of Samuel Hayward’s business.

The original premises were at No. 26, Bread Street, off Cheapside. Here, in the heart of the thoroughfare then largely occupied by silk merchants, ribbon mercers, hosiers, lace manufacturers and other kindred trades, Samuel Hayward pursued a flourishing trade. The City of London was full of houses and places of business and these were full of windows. “Let there be light,” to a God-fearing son of a Dissenter like Samuel Hayward was an excellent precept which, apart from its divine origin, brought excellent returns. Doubtless, even today, in some dark courtway or passage in the City, a clerk or typist still works by the light of a window cut and glazed by Samuel Hayward.

While he was trading in Bread Street, in nearby Wood Street a second John Hayward carried on the occupation of sash and fanlight manufacturer. Whether he was a brother, a cousin or no relation at all, the nature of his business certainly suggests the shape of things to come in the future of the Haywards.

Let us pause for a moment to examine the national life of the times. It was a time of Empire building in the East
and Empire yielding in the West. The American War of Independence was drawing to its close. On January 20th 1783, His Britannic Majesty (George the Third) acknowledged the United States to be “free, sovereign and independent, relinquishing all claims to the government, propriety and territorial rights of the same.”

Freedom was on the march. *Britons never will be slaves*, a philosophy which the Pilgrim Fathers had planted in new and fertile soil, was becoming more than a national monopoly. The peace with America brought prosperity and trade, particularly with the former colonies. Within ten years, Great Britain’s imports and exports were to double themselves.

Samuel Hayward had saved enough money to marry early in life, his first wife bearing him fourteen children before she died in 1787. Within a short time, he re-married and was rewarded with a further twelve children by his second wife, making a grand total of twenty-six. Fortunately, his father, the Dissenting Minister, had invested in a large family vault in Bunhill Fields where the many children who died in early infancy were speedily accommodated. The family tree thus sadly pruned, four main branches continued to flourish in the persons of four sons, two by each marriage, John and Samuel, by the first, and James and George by the second. It is through Samuel, the second son, that the glass business descended, he alone of the four brothers electing to follow the same trade as his father. The eldest son, John, went into the paint and house decorating trade, James took up ironmongery and George entered into partnership as a wholesale stationer with James Barry, brother of Sir Charles Barry, architect of the House of Commons.

It would seem, however, that all the sons of old Samuel Hayward were first trained in the glass business. At that time, tradesmen invariably lived on the premises where they worked and the fortunes of the four young lads would have been strongly affected by the atmosphere and influences of their father’s livelihood.

During the same year that Samuel Hayward opened his warehouse in the shadow of St. Mary-le-Bow, some workmen were
glazing the windows of an imposing new building of unusual proportions in what was then Great Surrey Street, later re-named Blackfriars Road. This building, the Surrey Chapel, was erected for Rowland Hill, the famous preacher, on a vacant piece of land immediately north of what is now Union Street but which was then called Charlotte Street. For many years, large and fashionable congregations were attracted to the chapel by the impassioned, inspired and eccentric preaching of Rowland Hill.

From the corner of Charlotte Street, stretching southwards as far as the next turning, Surrey Row, a block of three-storey houses had been built six years earlier in 1777. They were known as St. George’s Terrace, the house on the corner opposite to Surrey Chapel, Number 23, being in the occupation of Thomas Noble. He was the first in an unbroken line of ironmongers who occupied the premises for a hundred and sixty years.

Behind the terrace lay a square of superior houses in one of which Percy Bysshe Shelley, the poet, lived for some time. Later, the square was re-named Nelson Square in honour of the hero of Trafalgar. At the other end of Charlotte (or Union) Street was the more ancient part of Southwark where Marshalsea Prison, the rowdy hostelries and public houses and the rough and tumble of a busy market had reduced what remained of the residential part of the neighbourhood to little more than slums.

Great Surrey Street and its environs had been laid out spaciously without the handicap of existing buildings and conflicting freeholds. Until the middle of the eighteenth century, on its site there had been rural gardens and orchards where merchants, tradesmen and artisans had brought their wives and families on Sundays for a pleasant walk by the river. It was a place of recreation popularised by Shakespeare’s Bankside theatre and the old Bear Garden. Access to the other side of the river, to fashionable Westminster and the City itself, was by ferry-boat or London Bridge.

The first pile of the new Blackfriars Bridge driven into the river bed in 1760 was also the first nail in the coffin of the Surrey
bank as a quiet retreat from the hurly-burly of London life. The bridge was opened to the public nine years later and from then on streets stretched out from the main thoroughfare into the heart of the countryside.

Prosperous tradesmen had established themselves in most of the houses, conducting a variety of trades from the curling of ostrich feathers for the hats and head-dresses of court ladies to the manufacture of wigs and perukes for the professional classes. At Number 25, Great Surrey Street, a curious sign caught the eye of the casual visitor. Displayed over the shop of Antony Walker, describing himself as a "Furnishing Ironmonger, Brazier and Hardwareman", was a wooden effigy of a dog or hound with its head over a three-legged iron pot of a type still sold to serve as coal scuttles. In the time of the founder of Haywards this sign, still preserved in the Cuming Museum, Southwark, and said to date from the 16th century, was in the possession of Antony Walker, though its subsequent history is sometimes obscured. There is little doubt, however, that it had at one time stood over the portals of an inn.

Whether originally such signs had started as ironmongers' signs and were borrowed later by the more convivial trade, or the other way about, is not known. It is reasonable to suppose that had this particular example been designed by an ironmonger for his own use, the dog as well as the pot would have been fashioned of iron or brass rather than wood. Mentioned by Wynkyn de Worde, a printer apprenticed to Caxton, such signs had been known from at least the early 15th century and were taken to reproach a slovenly housewife who, rather than wash her dishes clean under the pump, put them down for the dog to lick. Its use as a sign by ironmongers is explained by the fact that they make both "dogs" for the fire and pots to stand or hang over it.

There were a number of ironmongers in Great Surrey Street or the adjoining roads. With the retirement of Antony Walker and the occupation of his premises by a coachbuilder, who had no claims to dogs and pots, there would have been fierce competition
Southwark in the XIXth century
Blackfriars Bridge from the Surrey side, c. 1780
for the acquisition of this relic just as there was more than a
century later among antiquaries and curators.

Whether Thomas Noble purchased the sign of *The Dog's Head in the Pot* and set it up over the corner shop in St. George's
Terrace, later to be occupied by Haywards, or whether it was
Noble's successor, is not recorded. Charles Dickens, as a small
boy, noticed the sign in 1823 as he walked backwards and forwards
from his home in Lant Street, Southwark, to the blacking factory
at Hungerford Stairs, which figures in his autobiographical novel,
*David Copperfield*. "My usual way home," he wrote to his friend
and biographer, John Forster, "was over Blackfriars Bridge and
down that turning in the Blackfriars Road which has Rowland
Hill's Chapel on one side and the likeness of a golden dog licking a
golden pot over a shop door on the other." From the vestiges
of the period which have remained it is still possible to visualise
the scene as Dickens saw it a hundred and thirty years ago.

Earlier still, Rowland Hill had been a familiar figure
as he followed the same route to and from his chapel. Little
did he know that this was to achieve even greater fame as "The
Ring," a boxing arena. "I remember Rowland Hill from my
infancy," recorded Charles Mathews, the great mimic and actor,
"He was an odd, flighty, absent person. So inattentive was he to
nicety in dress that I have seen him enter my father's house (in
the Strand) with one red slipper and one shoe, the knees of his
breeches untied, and the strings dangling down his legs. In this
state he had walked from Blackfriars Road unconscious of his
eccentric appearance."

There is one more character to be introduced as taking part in
the prologue to the story of Haywards of the Borough—yet another
ironmonger, George Glover, who specialised as a maker of iron
fences. Little more than a stone's throw from Noble's shop on the
corner, Glover carried on his business in premises at 117, Union
Street. Here today stand the headquarters of Haywards Limited.

An extract from *The General Shopbook* for 1783 gives an interesting
description of ironmongers of that day. "They generally

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keep large shops or warehouses, some dealing only in iron and steel unwrought, others in a vast variety of wares made of iron, steel and brass, the manufacturing of which is in greater perfection in England than in any part of the world.”

In Bread Street, the sons of Samuel Hayward were growing up. By the nature of their upbringing they would soon be fully versed in the mysteries of the glass trade. James Hayward was the first to depart from the family business to that of ironmongery. But in early life he appears to have been a rolling stone, settling to no fixed occupation until his father’s death when a caustic reference in the will may have brought a greater sense of responsibility. Another son, John, stayed in the business for some years assisting his father in his old age. At the same time, he extended the scope of trade to include house decorating and later he added ornamental painting and wallpaper design.

Samuel, a third son and in the direct line from his father to Haywards Limited, remained staunch to glass-cutting and glazing. In 1809, he became a partner in the firm of Leathley and Chater, glass-cutters and sellers, of St. Dunstan’s Hill, the style being altered to Leathley, Chater and Hayward.

Both the Leathley and Chater families, like the Haywards, were Nonconformists and all three had intermarried. A sister of the Reverend Samuel Hayward had married a Mr. Leathley and when young Samuel Hayward left his father’s business to become a partner in what was purely a family firm, a connection had existed between the Haywards and the Leathleys for some eighty years. A daughter of the senior partner, Leathley, also married the second partner, Chater, so the family ties were particularly close.

Forty years of the history of Haywards Limited is represented by the period during which the second Samuel Hayward and his two sons after him served as partners in this old-established firm still operating today as Joseph Chater and Sons, Ltd., Glass Factors, Builders’ Merchants and Sanitary Specialists.

All three sons of old Samuel Hayward married early in life. After the early death of his first wife, the younger Samuel Hayward
remarried and in 1811, his son, Edward Lambert Hayward, was born. Then, at regular intervals, six daughters, one of whom died at an early age, followed and lastly, in 1824, was born another son, William Hayward.

Edward and William, grandsons of the founder, were destined as Hayward Brothers to enter a partnership upon which the foundations of Haywards Limited were built. Under the auspices of these two young men, the two trades, iron and glass, were to be united.

While their father, the second Samuel Hayward, was consolidating his position as a partner in Leathley, Chater and Hayward, at their Crown Glass warehouse on St. Dunstan’s Hill, his brother John had developed the painting side of the parent business in Bread Street and independently of his father, old Samuel Hayward, who presumably still had such assistance as James could give, established himself purely in that line of business in Newgate Street. From this grew the well-known firm of Hayward & Son, Ltd., wallpaper specialists and pioneers in stencilling as applied
to modern wallpaper. Thus, three distinct branches had sprung from the original root. They remained closely related however. Joseph Chater & Sons have preserved an old ledger dating back to 1820 from which it is apparent that Samuel Hayward, senior, of Bread Street, and his son John Hayward of Newgate Street, both purchased their glass from Leathley, Chater and Hayward. Mostly this came from Newcastle. Other accounts recorded in this ledger show business done with Charles (afterwards Sir Charles) Barry and his brother James, the wholesale stationer, with whom George Hayward, another son of Samuel Hayward, senior, went into partnership some years later. The East India Company and the Hudson Bay Company figure prominently in the accounts of the period and represented two valuable connections which the younger Samuel Hayward and his partners in Leathley, Chater and Hayward would have done their best to safeguard.

In 1826, old Samuel Hayward died leaving the bulk of his substantial estate, including the Bread Street warehouse and leases in Camberwell and Brighton, to his wife, Anne, his sons, John and Samuel and his son-in-law, the husband of his favourite daughter. The unreliable James, with the ironmongery ambitions, was left two pounds, all his debts being paid up to the date of his father's will which—fortunately for James—was executed only a few months before his death.

Despite appearances James had managed to put something by, or possessed the art of borrowing. No sooner had the old man been laid to rest in the family vault in Christ Church, Newgate Street, than James Hayward blossomed out in his own name, advertising himself grandiloquently as “Ironmonger and Manufacturer of Improved Gas or Lamp Smoke Consumers.” His project prospered equally with those of his brothers, John and Samuel, although over the years, owing no doubt to his unstable disposition, his activities fluctuated between the trades mentioned above and the professions of auctioneer and surveyor with occasional sallies into lock-making and brass-founding. Nevertheless, his contribution to our story is important in that he obviously exerted
some influence over his nephews, Edward and William. The first invention patented by Edward was a new form of lock-spindle and the sale of smoke consumers formed a large part of their early business.

The second Samuel Hayward survived his father by only four years, dying at the age of fifty-one, in 1830. His interest in Chater and Hayward, as it was now known (Leathley having retired some years before) was retained by his executors until his son, Edward, was old enough to take it over. At this time, he was nineteen years of age and his brother, William, only six.

Edward Hayward would seem to have spent some time at his uncle James's foundry, which would explain his interest in locks and smoke consumers and the ultimate union of iron and glass as one trade. But it was his other uncle, John Hayward, who was appointed the lad's guardian under their father's will. The second Samuel Hayward had left a small fortune, the bulk of which descended to his elder son, Edward. The will also specified that he should receive either the sum of £5,000 or the business, giving an indication of the value placed on the business at the time. Samuel's wife, Sarah, came into £2,000 with an additional £1,000 for the support of the six daughters and that dubious legacy, the children of her husband’s first wife. William, a mere infant at the time of his father's death, was bequeathed his watch fob.

John Hayward carried out his trust steadfastly in spite of his preoccupation with the upbringing of two sons of his own, John and George, who, incidentally, later followed him in his decorating business in Newgate Street. James Hayward had also had a son, James Robertson Hayward, and he, in his turn, entered his father's business which became in due course James Hayward and Son.

During the lifetime of the second Samuel Hayward, Chater and Hayward had changed to Hayward and Chater, probably when Samuel Hayward was made senior partner. But by the time Edward Hayward came of age it had reverted to its former style and so it remained throughout his partnership in the firm. Here, too, the influence of the young man's uncles may be
discerned, since about this time Chater and Hayward added the trades of lead, oil and colourmen to their activities of glass-cutting and glazing.

So it is seen how in three generations of the Hayward family from the year 1783, their activities have spread out in many directions, each of which might be pursued as a separate theme to its present significance. Our business, however, henceforward is with the two young Hayward brothers, Edward and William, who, whatever the influences of their father, uncles or cousins and the connections that came with them, are shortly to isolate themselves in that common endeavour leading directly to Haywards Limited.
Shop at the corner of St. George's Place, 1815
Cornhill, mid XIXth century
EVENTS across the river were shaping the future of the Hayward brothers. In 1807, Thomas Noble had vacated *The Dog’s Head in the Pot* premises on the corner of Union Street and Blackfriars Road in favour of William Browne, also an ironmonger. George Glover, still specialising in iron fences, had continued at 117, Union Street. By a strange coincidence, *The Dog’s Head in the Pot* premises, previously 23, St. George’s Place, had been re-numbered 117, Blackfriars Road.

But this was not the only coincidence. In 1830, by which time Glover had included the manufacture of stoves and ranges in his foundry in Union Street, a Robert Henly appears in business not only with Browne at 117, Blackfriars Road, but also with Glover himself at 117, Union Street. Thus, Henly forges the link in the chain connecting the ancient *Dog’s Head in the Pot* legend with the present headquarters of Haywards Limited on the site of Glover’s old premises which, upon his retirement in 1838, Robert Henly, now trading as R. Henly and Company, took over altogether while still retaining the old shop on the corner.

We see how intricate is the pattern threaded by these events into the history of these firms, how elaborate and interwoven
they become, Walker, Noble, Browne, Glover, Henly, all in smaller or greater degree ultimately coming together in the long story of Haywards. On the other side of the river, there were the complicated family connections, the two firms of Hayward and Son, each governed by an uncle of the Hayward brothers, as well as Leathley, Chater and Hayward in the direct line to the Borough.

Considering that the Haywards' forerunner, Henly, conducted the business for more than twenty years, it is surprising so little is known of him. After absorbing Glover's connections, he prospered enough to acquire the premises adjoining 117, Union Street, Number 118. In 1841, he re-built both and today 117 and 118 (now 189/191) Union Street are structurally very much as the builders left them in 1841.

In 1835, Edward Lambert Hayward, then twenty-four, had come into his share of Chater and Hayward, remaining with that firm for some years and taking an active part in its affairs. No doubt, William joined him there in due course. During the early manhood of the brothers, the five maiden sisters, all of whom died unwed, would have busied themselves with domestic duties. But Edward soon married and William, thirteen years younger,
must have suffered to distraction from the polite attentions of his sisters until he too took refuge in the arms of his bride.

The year 1847 was important for the Hayward family as a whole. John Hayward, head of the family, guardian and guiding influence, died, bequeathing his business in Newgate Street to his son George, with whom he had been in partnership for many years. Having only one daughter who, as an exception to the family rule, had married, he consoled himself in the company of his five nieces who ingratiated themselves sufficiently to be left ten pounds apiece, the daughter merely receiving a portrait of her father.

The death of the head of the family signalled a marked departure from the established order of things, particularly in the lives of his nephews, who now decided to branch out for themselves. It is not known why Edward and William chose this time to sever the forty years' connection with Chater and Hayward. Possibly, their father's trustee, John Hayward, had been against such a step, and Edward had been waiting until William was experienced enough to enter into a separate partnership with him. The most likely motive, however, was Edward's desire to invest in an enterprise far removed from that in which he had been previously engaged.

In 1845, a Mr. Henry Leggatt, print and bookseller of 79, Cornhill, had been elected Master of the Worshipful Company of Glass Sellers, and was doubtless known to Edward Hayward. It is probable that Henry Leggatt needed not only a partner but also additional capital to run his fashionable galleries. Such funds as Edward Hayward possessed were tied up in Chater and Hayward. Dissolution of that partnership would have enabled him

TO ARCHITECTS, BUILDERS, &c.

HAYWARD, BROTHERS, late R. HENLY and Co. WHOLESALE IRONMONGERS, and Manufacturers of KITCHEN RANGES, STOVES, &c., 196, Blackfriars-road, and 117, Union-street, Borough.

Strong Self-acting Kitchen Ranges, with Back Boiler and Oven and Wrought Bars:

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Henry's Patent Improved, with back Boiler and Wrought Iron Oven:

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Best Register Stoves, at £7, £14 10s, and £30 10s, per inch.

Do Elliptic, at £4 10s, and £12 10s.

Manufacturer of WOLFASTON'S PATENT REGISTER STOVES, a certain cure for SMOKY CHIMNEYS, and effecting a great saving in fuel. To be seen in use daily.

Orders from the Country, accompanied with a remittance or reference, will meet with prompt attention.

Haywards’ first advertisement, 1849

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to purchase a share in Henry Leggatt’s business, and provided finance for the partnership with his brother. Leggatt sold both prints and frames; frames needed glass and Edward Hayward might supply it. So it was that in 1848 the firm of Leggatt and Hayward, came into being and the long and successful connection with Chater and Hayward was brought to an end.

In October 1848, owing to ill-health Henly inserted an advertisement in The Builder offering his business for sale for £3,000 stating that it brought in £650 a year and inviting offers. As a result, Edward and William Hayward acquired the business and goodwill, trading under the name of Hayward Brothers. The first advertisement of the new firm appeared early in January, so that it is likely the transfer dated from 1st January 1849.

Little time was lost in adapting Henly’s business to their own ideas. New brooms sweep clean. The Dog’s Head in the Pot premises became the offices and showrooms and the foundry in Union Street, completely re-built and modernised by Henly six years earlier, was converted to new uses. The ancient sign seems to have captivated the brothers for they immediately adopted
it as their trade mark on all bill-headings and advertisements, and where appropriate on the articles they made. Even at that date, it was attracting the attention of historians. The following communication appeared in Notes and Queries for 1850.

"In April 1850, Hayward Bros. (Late Henly & Co.), wholesale and manufacturing ironmongers, 196, Blackfriars Road and 117/118, Union Street, Borough (who state their business to have been established in 1783) put forth an advertisement headed with a woodcut of a dog eating out of a three-legged pot."

In his twenty years’ trading, Henly had fostered much goodwill. The Hayward brothers attached some value to his name and until 1855, the qualification “Late R. Henly & Co.” was printed or impressed under their own name.

The two Hayward brothers were strong advocates of new methods and ideas. The same year that they broke away from family ties and started up independently in Southwark, Mr. John Sheringham of Kensington had perfected an invention known as Sheringham’s Ventilator, the purpose of which, as the name suggests, was “the introduction of fresh air without a draught.”

The brothers were already engaged in the manufacture of Dr. Arnott’s Chimney Valves for “carrying off the heated and impure air.” The ventilator was a second step towards better hygiene. For some time, medical opinion had been attacking the appalling conditions not only in home and factory but also in public places and other buildings supposedly devoted to education and enlightenment. An article in The Times calling attention to the evils of defective ventilation stated: “It is known when the atmosphere is in a choleraic condition that the overcrowding of human beings under the same roof, and in the same apartment, is almost invariably followed by an outbreak of the disease. A very remarkable instance of this kind occurred at Taunton in the beginning of June, 1849. The terrible rapidity with which the disease developed in the workhouse of that town must still be in the recollection of the public. The girls’ schoolroom was a slated shed, 50 feet long, 9 feet 10 inches broad, and 7 feet 9 inches in
height to the top of the walls; the roof was sloping. In this shed were thrust sixtyseven children. The epidemic influence was abroad. Here was a hotbed prepared for its development. The workhouse was attacked and in a week sixty of the inmates were no more. It was in the girls' school that the mortality prevailed—why should not the boys' school have equally felt the scourge? Simply because the boys could not be kept from breaking the windows."

Sheringham's invention, based upon the simplest principle and cheap both to buy and to install was welcomed not only by the medical profession but also by the public. Hayward Brothers lost no
time in extolling its virtues. The oldest extant catalogue of the firm devoted its greater part to the merits of the new ventilator. Indeed, a flair for advertising characterises the efforts of both brothers.

The practice of publishing letters of recommendation from satisfied customers was largely used in the first catalogue. Among those reproduced in 1851, the year of the Great Exhibition, can be found testimonials from a Lecturer on Anatomy, the President of Her Majesty’s Pharmaceutical Society, the Secretary of the Foundling Hospital, various business houses, solicitors, parsons and others, and nearer home, the Southwark Literary Institution who passed a resolution bearing testimony to the beneficial effect of the Sheringham’s Ventilator placed in the News Room of the Institution by Messrs. Hayward free of charge but not, we imagine, without an eye to the main chance.

Perhaps the most interesting letter came from the pen of George Cruikshank, illustrator of the works of Dickens and other popular writers. “From the nature of my profession,” he wrote from his home in Hampstead, “I have been, as it were, shut up in a room for the greater part of my life, and have thus been made fully sensible of the importance of a constant supply of fresh air without the risk of taking cold; and so far as my experience goes (and I have given much attention to this subject), I have little hesitation in asserting that an efficient ventilation may be established upon your principle, in any sort of building, without danger to the occupants.”

The Great Exhibition had given an impetus to all sorts of improvements in domestic appliances, among them cooking stoves and grates designed to provide the same benefits as older methods but with greater ease and economy. Robert Henly had patented a kitchen range which the brothers adapted and improved. This later became one of their most favoured manufactures and survived for many years as the Union Range, taking its name from the street in which it was made. Other types such as Wolfaston’s Patent Radiating and Reflecting Register Stove were also taken over from Henly and sold in large numbers. Meanwhile, the Haywards were
working out designs of their own. One of the first of these was The Registered Cottagers' (and Emigrants') Stove, which was advertised as suitable for "Private Families, Gentlemen in Chambers, Shooting Boxes, Fishing and Pic-nic Parties, &c."

For their first two or three years in the Borough, the Hayward brothers seem to have been content to develop and exploit inventions from other hands. In 1852, however, Edward Hayward applied for patent rights for "Self-Adjusting Micrometer Lock Spindles, Knobs and Rises," which were granted. Here the influence of his uncle, James Hayward, is apparent as it had been with chimney valves and smoke consumers which that gentleman had made and sold some thirty years earlier.

As the nineteenth century moved forward, so the residential character of that part of Southwark where the Haywards traded became gradually merged and finally submerged in an atmosphere of manufacturing. This meant that furnishing ironmongery in the immediate neighbourhood was a dying trade. The accent shifted to the needs of builders and manufacturers.

Without realising it, Hayward Brothers were slowly departing from the tradition represented by the ancient sign which hung over their headquarters premises in Blackfriars Road and were entering a new sphere embracing not merely Southwark, not only London, England or the United Kingdom, but the whole world.

As if to underline the fact, the decision was reached to abandon the corner premises in Blackfriars Road and concentrate upon developing and extending those previously used solely as a factory at 117/118, Union Street. This was a significant decision. It meant that Haywards no longer kept a shop or thought in terms of washers or tin-tacks but had set out on the broad road leading to the more profitable wholesale market. This was in
1857, not a decade since Edward and William Hayward had signed their deed of partnership.

The old sign continued to swing in someone else’s favour but apart from its survival on a few old coal plates made by Haywards during that short period and still in use today it ceased to be associated with Hayward Brothers.

We have come some distance from Bread Street and the family business in glass. During the first phase in Southwark, this material seems to have played little part in the daily trade, but the removal of the headquarters of the brothers to the Union Street works coincides with the reappearance of glass as a cardinal part of the business.

Pavement lights of iron, glazed with rough cast glass, were brought into the range of manufacture shortly after the removal to Union Street. In those days of ill-lit basements and cellars where candles and oil soon consumed what little fresh air found its way there, these first pavement lights attained immediate popularity. The bulk of the trade, however, remained for some years in iron-made articles. Coal plates of manifold designs, circular and spiral staircases and *Sheringham's Ventilator* were the main business.

Being older and more experienced, Edward Hayward was the guiding influence while William acted as his right-hand man. Edward also interested himself in the other enterprise, Leggatt, Hayward and Leggatt, Print Sellers, 79, Cornhill, where he had an office and would often arrange to meet customers and others concerned with the Borough business. In addition to his responsibilities as senior partner in Hayward Brothers, Edward Hayward took a close interest in the more artistic concern. This brought him into touch with the leading painters of the day and the many public personalities who visited the Cornhill galleries to inspect the canvases, engravings and prints on view there. Not least of these was the great Duke of Wellington who, shortly before his death in 1852, called to examine the picture painted by T. J. Barker which depicted the historic meeting of his Grace and Marshal
Blucher at La Belle Alliance on the evening of the victory of Waterloo. "Messrs. Leggatt, Hayward and Leggatt have much satisfaction" ran an advertisement, "in announcing that this deeply interesting picture is still in their gallery on view." The Duke himself inspected the picture and pronounced it "very good; very good indeed!"

In 1858, Leggatt, Hayward and Leggatt opened a new gallery in Change Alley, where the works of Landseer, Cooper, Eastlake and Ward were displayed. At the same time, W. P. Frith's famous picture The Derby Day, now in the National Gallery, was attracting large numbers to the Cornhill galleries. This side of Edward Hayward's personality explains the high degree of artistic merit he demanded in the many ironwork designs produced in the Union Street foundry. From his time, it has always been the policy of the firm to ensure that this standard is maintained in the belief that a thing need not be ugly to be useful.

A glance at the illustrations in the early catalogues shows to what pains the Haywards went to perfect their designs. Many
were the modifications made in Edward Hayward’s own hand to proofs submitted for approval by the firm’s printers, Messrs. Pardon and Son, of Paternoster Row. Whether it was a spiral staircase, a coal plate, or the Imperial Union Bath to be illustrated, the printer was enjoined to see that each nicety of design was faithfully reproduced as in the original.

The Union Kitchen Range appears to have been nearest to Edward Hayward’s heart and this was extensively advertised both locally, by circular, and in the national press: “Hayward Brothers respectfully solicit a visit from architects and the public to see their Union Kitchen Range in use, also their model bathroom in which is shewn the bath heated from the kitchen range or from the independent bathroom fire.”

The Union Kitchen Range was exhibited at the Architectural Exhibition held at 9, Conduit Street in 1862. Even at that early date, facsimile letters in Edward Hayward’s handwriting were printed by the thousand for this form of advertising. The description of the firm altered slightly from time to time as new items appeared in the catalogues. From “Furnishing Ironmongers”, they progressed to “Builders’ and Manufacturing Ironmongers” becoming “Hot Water Engineers” with the introduction of bathroom facilities and so on through the many phases of development.

Two years later, the small office reserved for Edward Hayward’s use in Cornhill became the first official City offices of Hayward Brothers. The senior Mr. Leggatt of Leggatt, Hayward and Leggatt had retired in 1861 and in 1869, when the second Mr. Leggatt died, the style of this old-established firm became Hayward and Leggatt. Edward Hayward, the sole surviving partner in the print selling venture, made what use he could of the premises until the sons of his late partner were old enough to take control. He was getting on in years and his heavy commitments in the Borough would have made it impossible for him adequately to have managed both businesses, so for a few years the picture concern was allowed to lapse.
CHAPTER III

"High endeavours are an inward light
That makes the path before him always bright."
William Wordsworth

THE senior partner in Hayward Brothers was just sixty years old when he patented his most important invention. On the last day of July 1871, Patent No. 2014 was granted for "Improvements in Pavement Lighting" designed not merely to allow light to pass through, but also to direct the light in an inclined direction into the room to be lighted. For this purpose, the specification stated that the frame was to be glazed "with glass moulded so as to be of a prism-like form on the under side, resembling to some extent in this respect the glasses which are often inserted into ships' decks to give light below. The form and arrangement of the prism is, however, entirely altered in order that the light may be thrown forward in one direction. One of the sides of the prism is upright, or nearly so, and the other is inclined to it at such an angle that the light passing through the upper surface may strike this inclined side and be reflected completely or nearly so, within the prism and issue from the upright, or nearly upright side, in the direction required. The sides of the prism may be flat or curved in a horizontal plane."

The patentee then went on to state that he usually formed the glasses hexagonal on the upper surface, and fitted them into an iron
frame with corresponding hexagonal cells, but the glass might be made of other form.

Simple though this sounds, it was not without many headaches and heart-searching that Edward Hayward arrived at this conclusion. But once having done so—having in his patent brought together in perfect harmony the two family interests, iron and glass—his efforts were rewarded by a sudden upward surge in the fortunes of his firm. Undoubtedly, this invention represents a turning point in the firm's career. So far, its course had been measured and uninspired but Edward Hayward's patent pavement lights brought startling developments which changed the whole complexion of the business. The modest patent for lock spindles of twenty years before ceased to have any importance in the annals of Hayward Brothers except perhaps as an indication of a change in outlook. The patent of 1852 had been concerned with making locks more effective. The new patent was for a more positive invention designed to admit light and to throw open the darkest corners to sky and sunshine.

Edward Hayward's invention revolutionised basement lighting, which had been a continual source of worry to builders and architects for some years. Many had tried to overcome the difficulty by forming areas covered with wrought iron gratings but here the problem of making a basement water-tight immediately arose. The gratings were uncomfortable to stand or walk upon, being particularly unpopular with the fair sex with small shoe heels. Slight improvement was achieved by making wrought angle and tee bar frames glazed with slabs of rough cast glass which served the useful purpose of admitting a certain amount of daylight. This method was followed by the triangular deck lights with a fillet or flange of glass round the outside to give them a seating in the adjoining floor or deck. Although this made for strength, it was discovered upon scientific calculation that the reflecting properties were negligible and the direct downward rays of light were simply thrown back again from the sloping faces on either side. Edward Hayward, confronted with this dilemma,
Diagram illustrating the principle of Edward Hayward's invention

found that the same block of glass or lens, taken and cut into halves gave quite a different result. The rays of light were now thrown quite distinctly into certain directions, and the resultant rays of reflected light could be varied by different angles of incidence.

The firm had been established for nearly a century before this dramatic development occurred. Earlier types of pavement lights had been manufactured by Edward and William Hayward for some years but they were very much the same as those made by a dozen firms. In 1862, the order of precedence—and presumably of commercial importance—on the brothers' notepaper and billheadings was first, Sheringham's Ventilator, second, Arnott's Chimney Valves, third, coal plates (glazed, solid iron or ventilating), fourth, glazed pavement lights with the various types of stoves last of all. The catalogue of ten years later, issued shortly after the invention had been safeguarded, was devoted purely to the advantages of Hayward's Patent Hexagonal and Semi-Prismatic Pavement Lights. The description given translates the formal language of the patent deed into plain English easily understood by the working builder. Comparisons with other types show the superiority of Edward Hayward's lights, the first of which, it is stated, had been fixed in the pavement round the frontage of Mansion House Buildings at the corner of Poultry and Queen Victoria Street, where at the time of writing they are still in service.

"Unlike any ordinary reflectors (which become tarnished or covered with dust)," states the catalogue, "these retain their
brightness, as the reflection comes from inside the body of the glass. Every other description of Pavement Light allows the rays on entering to disperse equally in all directions, so that not quite half of them can possibly radiate inwards.”

This was sound commonsense likely to appeal to those whose one object was to capture light. The exterior merits of the new invention could not be ignored; the surface of the glass lenses was deliberately set a little below the upper edge of the iron net-work, which not only prevented the danger of slipping but also reduced direct pressure on the glass and minimised the risk of cracking or scratching. The best Clear Flint glass was used for the lenses and prices compared favourably with those of the older types. Precise directions were given in the catalogue as to details required from architects, engineers, builders and others desiring estimates, the basic price being fifteen shillings per foot super.

With the influx of business the offices at 79, Cornhill, between which place and Union Street works the two Hayward brothers divided their time, became as busy as in the busy days of the print selling connection. In the City, across the water towards the south, east of Aldgate Pump and west into fashionable Mayfair and beyond, the work of Edward Hayward was to change the pattern of the streets. The name Hayward, boldly printed in iron, was to outstay the footsteps of generations, many of whom hurried by unheeding this boon to those toiling unseen beneath their feet. Others, more observant, may have paused to consider the benefits bestowed and to wonder how and when the name arose.

By a happy coincidence, the first pavement light was installed not far from where Cheapside defers to Poultry, an area as familiar to the bygone generations of Haywards as their own name was to become in architectural and engineering circles throughout the world.

In 1873, it was advisable to vacate the old Cornhill gallery which had been used as a make-shift arrangement while Messrs. Leggatt’s business was in abeyance. A lease of premises
on the first floor of No. 77, Gracechurch Street was signed and here the partners fixed their new headquarters. It was intended “more particularly for samples of our various specialities and for the convenience of those whom it may suit better to call on us in the City than at our works.”

The popularity of the new pavement lights having been proved, an agency was opened in the busy town of Manchester to cover the north of England. The previous year, a small agency had been established in North Street, Brighton, where the Hayward family had some connections. The success of both agencies, added to the lively trade in London and the home counties, made rebuilding and re-organisation of the Borough factory a vital and pressing necessity. In 1875, the two houses, 191 and 193, next to 187/189, Union Street were acquired and adapted to meet the needs of manufacture.

July of the same year saw the appearance of a new type of stove operated by gas, the Cheerful Gas Stove. This was followed, with some improvements, by the Reflector Gas Cooking Stove, advertised as the only gas stove by which joints and poultry could be roasted as before an open fire. Much ingenuity was displayed in the arrangement of this appliance, the gas burner being placed above the joint and not under. Over the burner was fixed a radiating metal plate to reflect the heat. The same burner being above the joint and beneath the oven (which was surrounded with a case or jacket to increase the heat and so render combustion complete), both roasting and baking were achieved from the single burner, a simple example of domestic economy. The same stove could also be fitted with a movable copper reflector for radiating the heat into a room. The price of a medium-size stove was five guineas. Larger Reflectors for cooking up to twenty dinners cost fifteen pounds and could be fitted with boilers holding about three gallons heated by waste heat from the stove burners without any additional cost for gas. Other types of gas stove and hot water systems, ranging from fifteen shillings each, were also made.

An example quoted at the time is as dated in the fare cooked as in price and design. “A joint weighing 9 lbs., a large family pie,
HAYWARD BROTHERS,
MANUFACTURING IRONMONGERS.

SHERINGHAM'S VENTILATORS
ARNOTT'S
PATENT SAFETY COAL HOLE PLATES, GLAZED, SOLID IRON OR VENTILATING
D. D. GLAZED PAVEMENT LIGHTS
WOLFASTON'S PATENT REGISTER STOVE
HAYWARD'S PATENT UNION KITCHEN RANGE

Late
1874, 189-179-180 Union Street, Borough, S.E.
London, Nov. 3rd, 186

Sir,

When you are in London
may we beg the favor of you
inspecting our Union Kitchen
Range, which is particularly
adapted for heating.

One is on view at the
Architectural Exhibition
at Condé Street, Regent

We shall be happy to send a

Facsimile of letter written by
Edward Hayward
and give any information requested, unless you prefer calling at our works, where the range of both attached can be seen in operation.

We are truly,

Your of the
Hampson Brothers
a couple of ducks, two sorts of vegetables, fish and soup were all cooked at one time in the space of two hours, consuming about 40 feet of gas, costing from 1½d. to 2½d. according to the price of gas."

The most amusing factor, however, in the text of the advertisement for this stove is the insistence upon the deceptive nature of the apparatus which gave the impression that joints roasted in it were cooked before an open fire.

While business in the new pavement lights was increasing, the existing trade in other products also maintained a steady rise. Gas fitting and bell hanging had been added to the other activities. Ventilators continued to be sold in large quantities. They had changed little from the original design but there was a greater range of choice. Iron ventilators, either plain, painted bronze, japanned bronze or japanned white and gold, were produced, although a new galvanised type was ousting the earlier model. Galvanised ventilators could be plain or finished in white and gold, coloured to match walls or fitted with brass fronts and doors. They differed in price from 4s. for plain iron to 50s. for the more elaborate types.

Ornamental air bricks, plain iron or galvanised, ranging from 6d. to 4s. each, were also engaging the attention of the brothers. Circular iron staircases with the tread, riser and spandril in one were made in five diameters from 3½ feet to 4½ feet. Straight iron staircases and other iron work, such as pilasters, columns and balconies also came within the scope of the firm’s output.

Coal plates, of which there had been six types in 1865 from solid iron and iron ventilating to those fitted with glass lenses, had received some undesirable publicity and a greater margin of safety was urged by the highway authorities. Sixteen designs, illuminating or semi-illuminating, were included in the lists at this time. Some were fitted with a safety chain and ring, which Haywards recommended to builders and architects in preference to earlier and cheaper types. The disasters to which a faulty coal plate might lead were freely reported in the Press. Under the
headline "Dangerous Coal Plates," The Builder published the following paragraph:

"On Monday evening, Mr. Bedford held an inquest on the body of Mrs. Sarah Flower, of 41 Guilford Street, Russell Square. The deceased was walking along Guilford Street when she slipped through a coal trap outside No. 43, the plate of which had been left unfastened. The occupier of No. 43 was called and disclaimed all knowledge of the insecurity of the plate but admitted that three-fourths of the plates in the neighbourhood were unfastened. Verdict: Accidental death."

The Daily Telegraph reported an incident, which painful though it must have been to the unfortunate victim at the time, is not without humour. "Sir P. C. Owen was but just able to make his appearance, and apologise for not attending her Majesty round the interesting exhibition. This gentleman is suffering from the effects of a street accident to which all pedestrians are daily liable. Sir Philip happening to step, a short time ago, on an unfastened iron plate over a coal-cellar, the treacherous guard slipped aside, and his leg went down the opening, with such injurious result that, though he fought against the pain for a day or two, he has been obliged to take to his couch, whence he rose yesterday to wait first upon the Queen and, at a later hour, on the Prince and Princess of Wales."

The scene of Sir Philip's mishap is not revealed but the Haywards were not blind to such reports and their effect upon business. They stated emphatically that the coal plates manufactured by them prevented such accidents, adding a long list of thirty-three famous thoroughfares in the heart of London where Haywards' coal plates were used throughout. Russell Square, where Mrs. Flower met her death, was among them but to make it quite clear it was not one of their plates which caused her death they limited their claim to "Part Russell Square."

Edward Hayward was not long to witness the success of his patent. Scarcely five years had passed after he reached the summit of his career with his invention when he died suddenly at the age of
sixty-five. This was a great blow to the firm and its customers and more particularly to William, who, while his brother lived, had been content to take second place. The full weight of the business now fell upon his shoulders.

Although Edward Hayward had reached a position in life where he could afford merely to hold a watching brief, his was a mind which was ever pressing forward towards new aims. He never really experienced the joys of retirement. Devoted to his wife, Elizabeth, and with no son to follow him, he had come to regard his brother, William, as his rightful successor and the partnership agreement was framed to that end. Edward’s invention, the Semi-Prismatic Pavement Light, was his personal property which he retained in his name—perhaps for sentimental reasons—whilst permitting the firm to exploit it for the common good.

The senior partner had lived for some years at Abingdon Cottage on Lower Tulse Hill and there he died, being buried in West Norwood Cemetery. Everything he owned went unconditionally to his wife, to whom also he left the care of his only child, a daughter. His affection for the old days in Cornhill, when great people of the moment strolled in to discuss the merits of the masters and contemporary painters, is illustrated by his first describing himself in his will as a “Print Seller and Picture Dealer”, adding the occupation “Manufacturing Ironmonger” almost as
Reproduction from an old catalogue of the Reflector Gas Cooking Stove, 1875
an afterthought. Had the solicitor advising him on the preparation of this document paused to consider, he might well have written "Inventor," a title to which, for some reason, Edward Hayward never seems to have laid any claim. Yet, it is for his inventions that he is remembered today. With his final exit from the Southwark scene and with an empty seat in the Gracechurch Street office, the sense of loss must have been severely felt throughout the business.

For a short space, William Hayward controlled the destinies of Hayward Brothers alone. This was no mean task. For thirty years since the day when the two brothers first entered into partnership one with another in equal shares, their relationship had been governed by a perfect understanding formed in early childhood, and supported by mutual respect and reliability. When one such partner is removed it is difficult to replace him. For a time William Hayward made no attempt to do so.

The patent of 1871, became vested in Edward’s widow and passed by a deed of agreement to William. No sooner had the parchment been signed than William found himself obliged to protect the patent in the courts of law, a situation which the widow in the retirement of her West Malling home, where she had withdrawn from Tulse Hill, could scarcely have faced.

A man named Hamilton, lately employed by Hayward Brothers and acquainted with all the facets of manufacture and method at the Union Street works, chose this time to establish a business in pavement lights in Kingsland Road, Shoreditch, a project in which his father joined. Independence is a fine thing and no one could quarrel with it. The Haywards had always realised that their own prosperity had its roots in independence. William Hayward’s chief objection, however, was to the nature of the Hamiltons’ business which far from being independent was based upon the patent of 1871.

This was the position when in 1876 a new figure appeared who was destined to make an important contribution to the success of the firm. This was William Eckstein who like the Haywards
came from an old City family. His father, John Eckstein, a freeman of the City had died at the age of thirty-three. His son, William, born in 1846 and one of seven children, had been educated at the City of London School and had been trained as a mechanical engineer. His first practical knowledge was gained while working for two well-known firms of engineers, Messrs. Benham and Sons and Messrs. Henry Clayton and Company.

He was an ambitious young man, and when he was twenty-one decided to try for the Indian Civil Service, for which purpose he studied under W. Parcey of Westminster who was engaged at that date in designing some of the chief railway bridges for the Indian Trunk Lines. Concurrently, young William Eckstein studied mathematics, surveying and other subjects at King’s College, eventually passing the necessary examination for the Indian Civil Service. In 1868, he set out for this new life and after a short time in Calcutta was posted to the North Western Province where his first two years were spent superintending various military and other works at Allahabad, Cawnpore, Meerut and elsewhere. Later assignments included construction works in the Chakrata hills, the charge of the upper section of the Hill Cart Road and the building of a suspension bridge over the Jumna on the Mussoorie Road. Bridges were to play an important part in Haywards’ history many years after Eckstein was gone. The Bengal famine year of 1874 found the young man drafted to the Tirhut district where he carried out certain relief works in Muzaffarpur, Bettiah and elsewhere. The climate, however, did not suit him and after a further two years in other branches of the service, he returned to England having been absent for eight years. He was then still under thirty.

At that time, William Hayward was in poor health and his brother, Edward, had just died. Here was a young and experienced engineer, a man of inventive bent, who could relieve him of much of the burden he had carried alone since Edward’s death.

For the initial period, William Eckstein acted in a purely managerial capacity but the frequent absence of William Hayward
for reasons of health inevitably threw the lion’s share of the work on the younger man, who seized the opportunity to prove his worth and develop his ideas. Under the guiding hand of William Hayward, a good organiser and administrator, the business forged ahead. As a result of Eckstein’s energy and perseverance, within ten years it was to double both in size and influence.

Meanwhile, a wrangle between lawyers as to the Hamiltons’ infringement of the patent had failed to reach a satisfactory conclusion. What H. T. Walker many years after described as “an impudent imposition” could only be proved by an action at law which, however reluctantly, Hayward Brothers were finally compelled to take against their former employee and his father in 1879. The case came up for hearing in the High Court before Mr. Justice Hawkins in November of that year. Answers to two questions put to the jury resolved the issue:

**Question:** Whether, having regard to the prisms described in the plaintiff’s specification and shown in his drawings, and especially to the operative parts thereof, used in the transmission of light, the defendants use any glass light having the same operative parts for the transmission of light?

**Answer:** Yes.

**Question:** Have the defendants infringed the plaintiff’s patent?

**Answer:** Yes.

The jury also found, in answer to the judge, that it was a new thing so to glaze pavement lights. Judgment with costs was entered for Hayward Brothers but the Hamiltons were tenacious adversaries and had somehow convinced themselves that justice was on their side. A second action on a technical point had to be endured in a divisional court before Mr. Baron Pollock, who supported Mr. Justice Hawkins’ judgment. An appeal was lodged against both these judgments and the action then came before Lords Justices Bramwell, Brett and Cotton in the Court of Appeal.

Lord Justice Brett, in the tradition of judges, actually asked “What is a pavement light?”, but it was he of the three, for all his professed ignorance of the subject, who most nearly expressed
the feelings of the plaintiff: "I will take next the question of infringement," said the learned judge in the course of his summing-up, "and I must say I feel rather pained upon this question because I do not think it is an innocent infringement. The evidence seemed to me to show that the defendant's son had become acquainted with this machine whilst he was in service with the plaintiff, and he had carried over that knowledge to the partnership of the other defendant. It seems to me that the articles made by the defendants are identical substantially with the articles made and sold by the plaintiff. They are the plaintiff's machines with a notch cut into the glass, which notch has no effect upon the strength, and no optical effect whatever, but, in reality, is a real sham."

Even so, after three hearings, the Hamiltons were determined to carry the matter to the House of Lords, and through their counsel made application for a stay of proceedings pending appeal. As no good ground could be shown, the application was refused.

After this dismal interlude, the Brighton Health Congress and Domestic and Scientific Exhibition came as a breath of fresh air to Hayward Brothers. It was the first time the firm had publicly exhibited their pavement lights and the award of a medal was more gratifying following as it did a long, tedious and acrimonious transaction at law.

William Eckstein was taken into partnership in 1880 and the style was altered to Hayward Brothers and Eckstein.
Illustration of the use of
Pavement Lights
from Haywards' catalogue of 1882
CHAPTER IV

"Change is inevitable. In a progressive country change is constant."

Benjamin Disraeli

The initiative and energy which William Eckstein brought were not long in displaying themselves. The first floor offices at 77, Gracechurch Street were admirably suited and central enough to combine the purposes of showroom and office so far as stoves, coal-plates, ventilators and other portable articles were concerned. But they were not convenient for demonstrating the qualities of the pavement lights, for which a cellar or basement was essential. In 1882, therefore, the city headquarters and showrooms were moved to 78, Queen Victoria Street, where underground premises entirely lighted by pavement lights fulfilled the purposes of administration and also provided a perpetual reminder of the nature of the enterprise. Prospective customers could be invited to discuss business by the lights it was hoped they themselves would install. In the same way, both as a practical expedient and as an additional advertisement, Hayward Brothers and Eckstein also fixed equal areas of several different descriptions of lights in front of their Union Street Works.

An overseas trade also began modestly in the year 1882, when an agent, Mr. Mark Abrahams, was appointed in Sydney, Australia. This gentleman was able to induce the Colonial Architect not only...
to install them in the Government Printing Office but also to furnish a testimonial as to their efficiency.

The following year, extensions were added to the Union Street works where land at the rear of the original four cottages had been acquired. A second gold medal was earned at the International Health Exhibition and the highest award at the Fisheries Exhibition, both held in 1883.

The centenary of the firm passed almost unnoticed. Family firms were then the rule rather than the exception they have become today and William Hayward had been so many years younger than Edward that he hardly remembered his own father or anything of the long line of Haywards before that. But, the hundred years' mark passed, the firm settled down to a long period of laurels bestowed at many exhibitions.

In 1888, despite the considerable extensions made shortly before, further building was necessary and an annexe was added to cover the immediate requirements. It was plain, however, that this must be merely a temporary measure and that with the present trend of trade the new building would be outgrown before the turn of the century.

Memories of the misguided Hamiltons were recalled about this time with another infringement of Haywards' patent, by the Pavement Light Company. The case was heard before Mr. Justice Kay with similar favourable results. Mr. Carpmael, Counsel for Haywards, instructed by Wilson, Bristow and Carpmael, was able on this occasion to conduct his case, so to speak, “on his head.” As the Hamiltons had been, the Pavement Light Company was swallowed up in the mists of litigation and was heard of no more.

In the daily administration of the partnership, William Hayward and William Eckstein were almost imperceptibly changing places. The last of the Haywards—at least in the sense of this book, other branches of the family having prospered elsewhere—was well into his sixties, whereas Eckstein was a young and vigorous engineer with new methods and ideas. William Hayward was not a man to stand in the way of these and there is every
indication that he gave Eckstein his head, remaining in the
background, as he had during his brother’s lifetime, ready to give
counsel and advice.

To simplify manufacture, it was arranged to form a separate
company, the Southwark Foundry Company, whose functions
would be to make iron castings required by Hayward Brothers and
Eckstein. For this purpose, a site was purchased in Orange
Street, off Union Street, adjoining the firm’s premises. Here, a new
foundry was built equipped with the most modern facilities and
the latest types of plant. Haywards’ own works, although efficient
and extensive, had necessarily grown up bit by bit from the days
of Glover and Henly in their single cottage. Such development
lacked cohesion and the advantages of overall planning and
design. These, it was determined, the new foundry should possess.

Originally it had also been planned that in addition to
Haywards’ requirements, the new company should accept outside
orders, which proved so formidable that they soon monopo-
lised the foundry. Ways and means of satisfying the ever-increasing
demands of production had therefore to be considered.

In 1891, William Hayward retired from the business with
which he had been so closely connected for over forty years.
This not only severed a personal link but brought the long family
saga to a close. Neither he nor his brother, Edward, had had a
son and such Hayward cousins as they knew were pre-occupied
with their own businesses.

Writing many years ago, H. T. Walker recorded this event:
“We now regretfully part company with so brilliant a member of
the firm,” a sentiment here repeated without its context because
those words were written by a man not only with forty years’
service to his own credit but by one who, if he did not actually
work with William Hayward, knew and spoke with many others
whose memories went back to the time when William Hayward was
a young and enthusiastic junior partner under his elder brother.

William Hayward lived in retirement for eleven years after he
withdrew from active participation in the business and died in
Union Street offices, works and foundry, 1897
1902 at the age of 77 years. His portrait shows a strong and resolute face, with firm eyes, a straight nose and the well-trimmed beard of his period.

So, in person, the last of the Haywards quits this chronicle. The name remains as that of a company known all over the globe. It is seen daily by thousands through the length and breadth of the land and will be found in China, India, Australia, Russia, South America, the Fiji Islands and other far corners of the world.

The collaboration between William Hayward and Eckstein had qualified the latter to carry the burden left by the withdrawal of the former to private life. Energetic and indefatigable though he was, Eckstein fully realised that “Two heads are better than one” and further that three heads may be better than two. With this fact in mind, shortly after the departure of his old partner, Eckstein approached the old-established firm of Cottam and Willmore, of Winsley Street, the proprietor of which, J. A. Willmore, was personally known to him, having served with him in the Indian Civil Service.

This gentleman already had over thirty years’ experience. He had been apprenticed in 1859 to a firm of engineers and millwrights, neighbours of Hayward Brothers, in Southwark. The premium paid, ninety-nine pounds fifteen shillings for a term of six years, shows the esteem in which such a skilled trade stood. As little as ten pounds might purchase indentures in other older trades. J. A. Willmore, then a lad of fourteen, bound himself not to “contract Matrimony within the said term.” The indenture continued “he shall not play at cards dice tables or any other unlawful games . . . he shall neither buy nor sell he shall not haunt taverns or Play houses nor absent himself from his said Masters service day nor night unlawfully but in all things as a faithful Apprentice he shall behave himself towards his said Masters and all theirs during the said term.”

Founded in 1818, and originally trading as Cottam and Company, the firm of Cottam and Willmore had gained an enviable reputation as manufacturers of stable fittings and ornamental
ironwork of great variety. This firm competed to some extent with Hayward Brothers and although in the main they pursued contrasting types of business, similar methods and materials of manufacture made a merger sound and logical.

By a deed of 1891, J. A. Willmore entered into partnership with William Eckstein, and Cottam and Willmore ceased to exist as a separate entity. The name, to which considerable goodwill was attached, was retained and applied to that part of the manufacture originating in that firm. J. G. Willmore, son of J. A. Willmore, and other members of the staff of Cottam and Willmore also joined Hayward Brothers and Eckstein at the same time. The principals of the two businesses had been at some pains to ensure a smooth welding together of their respective interests. To assist these arrangements, J. A. Willmore devoted his time mainly to the works, sharing the office organisation and management with Eckstein as required, and particularly in the absence of Eckstein who travelled extensively in the firm's interest. The amalgamation resulted in yet another site being acquired in Orange Street. Before the year was out, the complete block from Union Street to Orange Street had been re-built and adapted for the occupation of the enlarged concern.

Just as Haywards had passed through many stages, long past, such as the Union Bath and "bell-hanging," so had Cottam and Willmore indulged in the fancies of the moment. The Patent Spring Bed, which they advertised widely before abandoning it, does not from its illustration suggest the perfect cure for insomnia. Ingeniously constructed, it could serve as a settee, as a couch permitting the legs to stretch at will while the head was arrested as in a dentist’s chair, as a bed for sleeping, or for the convenience of surgeons, masseurs and other professional persons, or folded for light week-end travel. However one may smile, it represents the beginning of an idea which has been successfully exploited since by other firms to great advantage.

Once J. A. Willmore had been installed and had picked up the threads of the business sufficiently to conduct it single-handed,
Eckstein set off for Australia to develop connections in that part of the world.

It is not known how or why Eckstein came to patent an invention of his own for “Improvements in Sheet Metal Lathing and in Machinery for making the same” in so distant a place as New South Wales. Perhaps he found time heavy on his hands during the long voyage and diverted himself in this way or had delayed specifying his invention until forced leisure enabled him to do so. He was not only an active man but a business man also, and a downright man who liked to get things done at once. The patent was granted over the signature of H. E. the Governor of New South Wales and all that was required on his return to London, was for the original certificate to be produced at the Patent Office there.

The invention shows an uncommon engineering skill and from the patent grew the trade name Jhilmil, a Hindustani word meaning “the sparkling of the waves,” possibly chosen by Eckstein, with
his knowledge of the language acquired during his time in the Indian Civil Service, because the texture of the metal lathing caught and reflected the light in the same way as does the sea. As a substitute for the more inflammable wooden lathing used behind plaster on ceilings and walls the new material was eagerly sought by builders as a fire-resisting material.

Years of steady prosperity followed the partnership between Eckstein and Willmore. The firm’s catalogues grew more comprehensive. Pavement and floor lights took pride of place, followed by safety coal plates, staircases, ventilators, stable fittings, ranges, stoves, metal registers, radiators, “Daisy” boilers, Jhilmil and New Jhilmil patent metal lathing.

This latest invention was also patented in the United States and in Canada, in both of which countries Haywards were gaining a firm foothold following a visit at the end of 1893 by William Eckstein.

The catalogue of the period, a large cloth-bound volume an inch thick, contained 248 pages. As many as twenty-one medals hung in the glass case in the partners’ private office. A telephone had been installed, and a telegraph address, Hayward Brothers, London, adopted.

It was soon apparent that the increased activities of Hayward Brothers and Eckstein were straining the small partnership of two. With the necessity for William Eckstein to travel frequently about the country and abroad, the business was growing unwieldy.

In 1896, therefore, it was decided to turn the partnership into a limited liability company. The outlook was promising and the time was ripe for the infusion of new blood and ideas. D. W. McInnes, London Manager of the Carron Iron Company, had long been known to the partners and they invited him to join them. He brought a substantial amount of new business with him as he had considerable connections in the stove and range trade.

The company was duly incorporated on September 9th 1896, with an authorised capital of £48,000, and the word Limited added to the style. The previous senior partner, William Eckstein,
Improved circular iron staircase with tread, riser and spandrils in one
was appointed first Chairman with J. A. Willmore and J. Pearson, of R. H. & J. Pearson, Ironmongers, directors. J. G. Willmore took over the duties of Secretary and A. L. Collins, of Messrs. Wild and Wild, Solicitors, became legal adviser to the company. The Chairman’s brother, F. Eckstein, was engaged as auditor at an annual fee of two guineas.

In addition, William Eckstein and J. A. Willmore became managers, in which capacity they were soon joined by D. W. McInnes who became a third manager when he was elected to the Board a little later in the year. Unfortunately, the death of Mr. Pearson occurred within two years of his joining the company and very little is known of the part he played in its formation.

Rapid progress followed the formation of the company. In May 1897, W. C. Heney was appointed agent in Dublin, and in the same month a seven years’ agreement was signed with the Toronto Radiator Company which granted to Haywards the sole agency for the sale of the Canadian company’s goods in England. J. R. Niven and Company of Johannesburg had already been appointed agents in Transvaal, the Australian connection was broadening and efforts were made generally to secure greater representation both at home and overseas. The Minute Book of 1897 records an advertisement for an “Eastern and South Eastern Counties traveller so that we may press our specialities in those districts in which we are hardly represented.” Entries for the latter part of the year show the establishment of further agencies at Cardiff and Buenos Aires.

Considerable alterations were made to the office and showrooms in this year of incorporation; a phonograph or dictaphone was also installed and the same year brought J. Gray to the staff. The first accounts showed a profit of £6,764, enabling a dividend of 27 per cent to be paid, and a considerable increase in turnover due to greater export trade was reported. A Mr. Vickers was the successful candidate for the post of traveller in the Eastern and South Eastern Counties, but regrettably a dispute arose and the agreement was terminated, Mr. Vickers sending back
his letter of notice with “Nothing will give me greater pleasure” scrawled across it.

Efforts were made at this time to purchase the freehold of Nos. 191/193, Union Street from William Hayward but he placed the value a little high for the directors and as the lease had only seven years to run the existing arrangements whereby the company rented the premises were allowed to continue. Numbers 187/189 were already held on lease direct from the Ecclesiastical Commissioners.

About this time, William Eckstein delivered an important lecture to the Architectural Association entitled *Interior Lighting* in which he dealt scientifically with many aspects of this complex subject. This paper, which was reported in full in *The Builder*, revealed a technical knowledge of pavement lights which has never been surpassed. It forms the basis of the section of the *Encyclopaedia Britannica*, which quotes Eckstein’s lecture as its authority. The paper was reprinted in pamphlet form and distributed throughout the trade so that a greater knowledge of the subject was made available with a corresponding upward reaction on sales.

An impressive connection of a most diverse nature resulted from the combination of the business brought by McInnes with the already universally known pavement lights and other Hayward productions and the stable fittings and ornamental ironwork brought from Cottam and Willmore. By 1898, agencies had been arranged in Brussels, Antwerp, Nice, Bergen, and in China, Japan and the Argentine.

As soon as the three businesses had been dove-tailed at the works themselves, avoiding duplication and waste, showrooms were leased in the West End of London for the better exploitation of the whole. The basement in Queen Victoria Street had served its purpose at a time when the efficiency and convenience of the pavement light had not yet been established. But twenty years of advertisement and use had earned a reputation which was now accepted without question. The principle of so lighting
dark places had never been contested and Haywards were recog-
nised as pioneers in this field. Eckstein had done much towards
this. It was his policy to see that the name was repeated wherever
and whenever possible—Haywards, Haywards, Haywards!
He it was who instituted the mystifying cartoon: "Don't Grope
About In The Dark," a silhouette of arresting character which
appeared the world over. The last year of the century, which
had seen such a revolutionary change in Haywards' fortunes,
showed an increase in the number of agencies to thirty-three.

N' ALLEZ PAS
À TATONS DANS
L' OBSCURITÉ
T

HE year 1900 opened in an atmosphere of patriotism and warfare. The Boer invasion of Natal the previous October had roused the feelings of the nation and people's thoughts and hopes during those first few months of the new century were on the grim struggle abroad. At Haywards fourteen days' leave was granted to volunteers wishing to attend camp.

The reliefs of Kimberley, Ladysmith and Mafeking, following in quick succession, brought optimism and trade. With Lord Roberts's return to England, leaving his Chief of Staff, Kitchener, "to fight to the finish," the public interest decreased. Apart from the weary conflict in far-off South Africa, world trade resumed its normal course.

The progress of Haywards' business with its heavy demand for iron castings was taxing the Southwark Foundry Company beyond its capacity. This had been planned for simpler needs than those now pressing. Labour troubles with moulders and other reasons caused the directors to close it down for conversion as a fitting shop for Hayward Brothers and Eckstein.

In December 1900, it was decided to open a branch in Manchester where hitherto only an agency had operated. Offices and showrooms were taken at 63, Moseley Street and J. G. Willmore
was given the task of establishing and running this new base. The year also saw the introduction of a non-slip tread for staircases.

A threat of further litigation shadowed for Haywards the closing weeks of this eventful year. Fortunately, it was no more than a threat and the dispute was amicably settled. But a darker shadow hovered over the nation as a whole and the same bells which rang in the New Year were soon tolling for the death of the aged Queen.

May of the following year, 1901, brought an announcement: "Hayward Brothers and Eckstein Ltd. have recently purchased the Goodwill, Plant, Patterns, and stock of the 'Alliance Ventilating Company' late of 17, Bethnal Green Road, E. and have removed same to Union Iron Works, Union Street, Borough, London."

A tinsmith’s shop was built to supply the demands which immediately arose as a result of this acquisition and the name "Alliance" was retained and applied to all types emanating from the designs and patterns purchased.

This addition to the company's activities came at the same time as J. A. Willmore’s decision to retire owing to indifferent health. His resignation was accepted with regret by the directors who knew how well he had assisted the company and how important his flair for organisation had been in modelling the combined character of three companies. In business systems and administration, he was undoubtedly ahead of his contemporaries and many of the methods he introduced sixty years ago have stood the test of time.

G. F. Pittar was appointed Works Manager at the end of 1901. The newcomer was a qualified engineer and turned his attention to improvements in the plant and tools, a task which the rapid advancement and adjustments of the last few years had rendered overdue.

Trade conditions in Scotland, where one of the company’s oldest agencies had operated for a great number of years, worsened considerably at this time. "Competition in Scotland gets keener every year," recorded the Secretary, "and prices are now down to
bedrock. Still, we are endeavouring to arrange a working basis for better prices with our competitors."

The Manchester branch was now firmly established and in 1904 J. G. Willmore, who had spent the last four years in that city, returned to take up the management of the pavement light business. This year, the West End showrooms were given up as the business accruing from them did not justify their retention.

Advertisements and catalogues of this period are not without interest. A list of stables kept by distinguished personages and fitted with Cottam's stable furniture includes members of many defunct, as well as living, dynasties, among them the late Emperor Napoleon III, the Empress of Austria, and the Princes Menchikoff, Batthyany and Esterhazy. Her Majesty's stables at Buckingham Palace, Balmoral and Aldershot were supplied from the same source as were those of the Prince of Wales (Edward VII) at Sandringham House. Thirteen dukes, three marquesses and twenty earls are placed in strict precedence in the impressive list in which such diverse names as Baroness Burdett-Coutts and the London County Council appear. No fewer than 160 classifications or headings appear in the catalogue with up to a score of different designs under most of them.

Reproduced testimonials, which had been a feature of catalogues half a century earlier, were also used liberally in the newer publications. Mr. Peter Robinson's testimonial of 1882, shown on the opposite page, was still being quoted and a later letter from Messrs. Marshall and Snelgrove, also of Oxford Street and in the same line of business, stated: "Our basement is lighted by Haywards' Patent Pavement Lights, the daylight being thrown 30 feet back, enabling the space to be utilised as a counting house."

Leading hotels, newspapers, clubs and railway companies all testified to the excellence of the pavement lights. In Bond Street alone, over a hundred different premises had been supplied with them. An amusing illustration of their use at the Army and Navy Toilet Club in Queen Victoria Street appears on another page.
Oxford St.,
LONDON 12th April 1889

Messrs. Hayward Bros. & Eakin,

Gentlemen,

I am glad to be able to inform you that I am quite satisfied with the pavement lights fixed 15th June last in front of my premises in Regent St., as they throw a very good light into the basement.

Yours, Gentlemen,

Peter Robinson.
Stable Furniture, 1891
The business continued to expand during the first decade of the twentieth century. In 1905, the leaded glass undertaking of Britten and Gilson closed down and their late manager was engaged by Haywards to conduct a newly-formed leaded glass department. A representative was appointed to operate from Birmingham as his centre and it was his duty to develop the already substantial connection in the Midlands and the West Country.

It was plain to the directors at this stage that once more the Union Street works were being subjected to too great a strain as a result of new orders. This led to the erection of a large new five storey building planned on modern lines with a lift at a central point communicating with the several floors. The original designs were prepared by Eckstein and these formed the basis of the plans of the architects.

Within the works, G. F. Pittar had been encouraging two new types of manufacture, collapsible steel gates and Copperlite fire-resisting glazing. His good work in these departments was rewarded by a seat on the Board to which he was elected in December 1906. This year the capital of the company was increased to £75,000.

The Manchester branch, second only in importance to the London headquarters, had also grown proportionately, requiring larger premises in Simpson Street with their own workshops so that local pavement light orders could be supplied direct. Glasgow, however, showed no improvement. “Returns from the district are still very disappointing” reported the Secretary at the Annual General Meeting, adding: “But the building trade there is very depressed.” A 999 years’ lease of the present headquarters Nos. 187/189, Union Street was acquired in 1907.

Further, patent rights for Reform puttyless glazing were acquired the same year and this was brought within the scope of manufacture as soon as could be arranged.

J. G. Willmore, who had served fifteen years with the firm since Cottam and Willmore were absorbed, was made a director.
as his father had been. The Board thus strengthened, it was resolved to despatch one of its number to South America where signs of commercial development were apparent, notably in the capital of Argentina, Buenos Aires, where the company had established an agency some years earlier.

The choice fell upon D. W. McInnes as the most suitable director, on account of his experience and business ability and because his personality enabled him to “put over” Haywards in the right quarters and in the right way. Another reason for this choice was McInnes’s wide circle of business associates with connections in that part of the world. Unhappily no sooner had the matter been settled than McInnes was taken ill. He died the following July and once more the main weight of the business fell on the broad shoulders of William Eckstein. Now,
however, he was assisted by three junior directors, and in October it was possible to despatch J. Gray to South America where his work brought great credit and profit to the company.

The first four years of the reign of George V from 1910 brought further prosperity. Some appointments were made during this time which were to have a marked effect on the firm’s future. Among them were those of H. T. Walker, as general manager, and A. F. Benjamin, an architect by profession and cousin to A. L. Collins. Shortly after joining the company, Benjamin was raised to the Board and concerned himself mainly with the electro-glazing or Copperlite, which was receiving fierce competition from a company engaged in a similar type of production.

Eckstein’s talent for advertising stood the company in good stead when establishing the reputation of Copperlite, and a campaign was initiated to force the glazing on the notice of buyers. A very stringent fire test had proved its quality and the facts being brought to the attention of those likely to be interested, the wisdom of Eckstein’s vigorous campaign, supported by Benjamin’s hard work, was apparent. Orders were soon accumulating in large numbers and before long it was necessary to engage a night shift to satisfy these.

Another newcomer at this period was A. T. Davies, the present Managing Director and Vice-Chairman of Haywards Limited. He had been trained as an architect and it was felt that a company so closely concerned with the architectural world should themselves employ an architect who, in addition to his professional knowledge, could steep himself in the details of the trade. The subsequent achievement of Mr. Davies, who started in the Roofing Department in 1912 and became manager of the Glazing Department a year later, strongly endorsed the wisdom of this policy. Architects were quick to realise that here was someone who could see and discuss their problems from both angles. The appointment also meant that the company’s own architectural requirements could to a large extent be met within their own organisation.
More patent rights, those for Messrs. Newton’s glazing bar, were absorbed at this time. The new acquisition embodied a very simple principle, and its unusually low cost enabled the company to gain many new orders. The first large order was received for the extensive Daimler Works at Coventry and this was completed in the minimum time without a single complaint. This experience established confidence in accepting other large orders.

An echo of the time when the Hayward brothers described themselves as Hot Water Engineers occurred in 1911 when a Heating Engineer, W. S. P. Killick, was engaged. Until that date the company had undertaken relatively small heating jobs, but reinforced by this expert knowledge it created a new department devoted exclusively to this specialised work. Large contracts were subsequently obtained from public bodies and others.

Three years later, the country was at war. Those, like H. T. Walker, who have recorded their impressions of the bombshell which exploded in the heat of a summer’s day, in August 1914, frankly confessed their belief that the struggle would be averted by some last-minute intervention.

The normal scope of Haywards’ manufacture did not, of course, include anything that might be termed munitions. But it was soon found that the company could contribute to the national effort in other ways. Orders were carried out for the various Government departments for such requirements as steel windows for Army huts, roof glazing for munition factories and other buildings. With the development in aircraft design, then in a most primitive state, the company was able to supply thousands of wiring plates, engine beds, kite balloon valves, pulleys and divers other accessories.

As the war dragged on, the versatility of the staff in adapting their skill to new tasks and types of work was proved. The shell shortage and political upheaval led to many factories being brought under Government control. This was applied to Haywards on New Year’s Day, 1916.
Enfield Old Village
THE BOARD 1923

J. G. Willmore  G. F. Pittar  H. T. Walker  J. Gray (Secretary)
J. A. Willmore  W. Eckstein  A. L. Collins (Solicitor)
The recruiting campaign had reached its zenith, conscription was the order of the day and only those were retained whose services were indispensable to war production.

A. F. Benjamin had joined up in 1914 and was shortly serving in Salonica. It being his intention to resume his profession of architect at the end of his military service, he intimated his retirement from the company in 1916. H. T. Walker was elected to the Board in his place.

The sinking of the Lusitania brought the American nation into the war, and nearer home it aroused intense anti-German feelings even against those of German origin who had always made their homes in England and had done their best to serve the country of their adoption. This feeling, painful as it must have been at the time, prompted William Eckstein, though British by birth, to change his surname to Extone by Deed Poll. Further, as he considered the general hostility might operate against the company itself, in 1916 he withdrew it from the title of the company which has been known as Haywards Limited ever since.

Towards the end of the war, a contract for a quarter of a million feet of roof glazing was placed with the company and despite the disorders of the times this was carried through without a hitch. A few weeks before the Armistice, a still larger order for glazing was obtained for an important military depot at Slough.

Substantial orders for similar work followed and revealed the inadequacy of the works. This was no new state of affairs in the Borough but never had the difficulties been so great. By a special concentrated effort, a single order of outstanding size could be sustained but a regular sequence raised serious problems.

In September 1918, more ground at the rear of the Union Street premises was purchased and a modern one-storey factory, 80 feet by 50 feet was swiftly erected. While the area was not large, it sufficed for the moment until long-term planning could provide alternative arrangements. This step marked the beginning of the re-organisation of the entire works and in the meantime
materials could be handled with greater ease and working costs could be reduced.

As the end of the war approached, the ground was prepared for a prompt return to peace-time production when that should become possible. The signing of the Armistice, therefore, found the company ready and waiting to continue progress.

There were the inevitable gaps in its ranks, and as those who returned took up their tools again, hearts were too full for more than a passing reference to those who did not return. But their work went on—perhaps the best way of commemorating them.
CHAPTER VI

“Progress is the law of life.”
Robert Browning

THE end of the first world war brought the whole future of Haywards under review. The considerable extensions to the Union Street premises in 1906 absorbing Nos. 195/201 had been planned for production methods and materials now out-moded and the directors decided therefore to take advantage of the urgent demand for warehouses and other buildings in the centre of London to dispose of this part of their property. Accordingly, in July 1919, this section was sold.

This was the first move in the decentralisation of what had hitherto been concentrated in Union Street. Obviously, with so comprehensive a development in manufacture, the old Union Street premises, acquired piecemeal, were no longer suitable for modern economical production. Labour was becoming more costly and the reception and storage of materials growing more difficult, also adding to expense.

The decision to dispose of Nos. 195/201 was no “step in the dark,” as William Extone might have put it. Undoubtedly, in pressing the necessity for complete re-organisation on the production side, H. T. Walker took the initiative and from start to finish carried the whole scheme through. His fellow directors, whilst enthusiastically supporting the scheme, were content to defer to his judgment on every aspect of the new project, for he had
behind him the striking successes achieved in Reform glazing and light constructional work. Soon the directors and their agents were surveying London and its environs for a convenient site to which part of the production might be transferred. This was planned to take place gradually so as to disturb production as little as possible.

After several possibilities had been examined and dismissed as not possessing all the qualities required, six acres of land at Enfield in Middlesex were purchased. The selection of this site was governed by three factors. It was near to a railway, adjacent to the main London road to the North and not far from the River Lea with direct access to the Thames.

As a preliminary, the company asked their architect, A. T. Davies, to prepare plans for a building 160 feet square and consisting of four 40 feet bays. These were to accommodate the Stair and Door Departments which it was proposed should be the first to be moved from Southwark. Orders were given early in 1920 to the various contractors and by April 1921 the new building was completed. The Enfield project, a long cherished idea, became an accomplished fact.

“Haywards of the Borough,” an association both of names and ideas, was so well known that it was considered too good an asset to throw away. Moreover, some reluctance was felt at the idea of leaving the Borough, where from those early days, Haywards had made their wares under the eye of partners and later directors who had rubbed shoulders daily with their workmen and forged the close personal relationship which had served so well. Expansion, nonetheless, was not only desirable but inevitable. Central direction of the firm’s affairs must obviously continue. Enfield, of course, was some distance out of London. This prompted the Board to retain headquarters and part at least of the Union Street works for that section of the manufacture more usefully carried out in the Borough.

This resolved, the Orange Street factory built in 1918 was sold to the Scandinavian Belt Company, and the lantern light and
Section of the Enfield works
Since the date of this photograph the following changes have taken place in the composition of the Board:

Mr. A. T. Davies resigned from active business owing to ill-health in September 1954 and Mr. W. F. Coughin was appointed Managing Director. Mr. G. W. Trehane was appointed a Director in April 1955.
glazing departments removed to Enfield. Here, the spaciousness of the new works was in direct contrast to the cramped conditions of the old.

In 1922, two houses were erected at Enfield for the accommodation of the Works Manager and to serve as a local office. In November of this year, further extensions were authorised by the Board. Another important decision at this date was to open West End offices in Kingsway, from which place the company’s London representatives could operate with greater ease and efficiency. These new offices, being near most of the leading London architects, spared representatives, as they do today, the tedium and delay in continually travelling backwards and forwards from Union Street to Central London.

A new element of competition became apparent during the post-Great War period in the form of concrete pavement lights. So far, this development was no more than a speck on the Hayward horizon. It was an experiment and how it would work out was not yet known. If it gained a foothold, then clearly it would encroach more and more upon Haywards’ trade. This new mode of manufacture did not come, as might be expected, from a concern specialising in pavement lights and its ancillaries but from a company originally engaged in producing concrete slabs.

The spirit of the old Hayward brothers lived on and although the directors noted this new element with concern they did not improvise hasty or ill-considered methods of combating the threat, but quietly continued their own development whilst keeping a weather eye on the situation.

By mid-summer 1923, the commitments at Enfield had grown so heavy that it was advisable to arrange for a resident director. H. T. Walker, who had been so closely associated with bringing the new works into existence, was the obvious choice. He readily accepted an invitation to take on this additional responsibility at Enfield. A canteen was opened, cricket, football and tennis equipment was bought and gradually the sports and social side of the company’s activities assumed an importance reflected not only in
the welfare of workers but in the results achieved in the factory itself. The canteen quickly developed into a club where billiards and other pastimes could be enjoyed. A stand was erected on the football ground and soon the firm's team was making its mark in senior League football.

In the works, the Sash and Casement Departments were transferred to new shop bays in May 1924. Thus, in its own time and upon an organised scale, the production emphasis was moving to Enfield. In 1924, the old foundry shop at Union Street was sold.

Perhaps by way of comparison a passing reference may be permitted to the small shop standing at this time at the corner of Union Street and Blackfriars Road where the Sign of The Dog's Head in the Pot still marked an ironmonger's. Others of this ancient trade had come and gone since the Hayward brothers quitted the premises many years before. It was a small self-contained undertaking and few who daily made their way down Union Street realised the relation of this small shop to the history of Haywards Limited. In seven years, the sign would be taken down and sold to a museum. A few years more, and after a night of horror, the shop would vanish and the sun rise on a heap of rubble. And so this small beginning of Haywards of the Borough would be lost among the greater catastrophes of history.

William Extone, who had been associated for many years with the last Hayward active in the business, died on Boxing Day 1924. He was a man of outstanding character. For forty-seven years he had played a leading part in the firm's history and had stamped his vivid personality upon every facet of its life. Business, however, did not occupy all his time. Born free of the city, he took up his livery in the Stationers' Company early in life and later in that of the Worshipful Company of Tilers and Bricklayers, of which he was elected Master in 1922. Southwark, the home of Haywards, benefited from his services for a number of years as warden of St. Saviour's Church, since raised to the dignity of a
As a member of the committee for rebuilding the nave of this ancient place of worship he was able to assist materially by his wide professional knowledge and experience as well as financially. He was also a member of the Institute of Civil Engineers and the Society of Arts.

To no one at Union Street was the passing of an old colleague so personal as to J. A. Willmore, who had known him since his own birth in India at a time when Extone was there as a young man. From this early friendship had sprung the merger with Cottam and Willmore.

J. A. Willmore had retired in 1901, but he now returned to take over the chairmanship. J. Gray was appointed to the Board, retaining the duties of secretary which he had fulfilled for the foregoing fifteen years.

The Enfield factory continued to grow. In 1925, an order was placed for a steel-framed covered way, 50 feet wide, to flank the whole western side of the works. This proved an excellent arrangement permitting lorries to load and unload under cover and giving protection to stock material and other stores.

The late summer of 1926, a year remarkable for the disastrous General Strike, brought two further adjustments on the Board. H. T. Walker was appointed Joint Managing Director with G. F. Pittar, and the company’s solicitor for the past thirty years, A. L. Collins, was also elected a director.
On the production side, a new situation had arisen. The company's purchases of iron castings from Abbots Foundry Co. Ltd., of Falkirk, had grown to such an extent that closer association with them was politic. It was ultimately agreed that Haywards should purchase an interest in Abbots.

This transaction had not long been completed before the company suffered the loss of its Chairman, J. A. Willmore, barely five years after that of his predecessor, Extone. Another link was severed but Haywards were fortunate in that the traditions of the past were still preserved in name by J. G. Willmore, son of the late Chairman. J. A. Willmore was succeeded as Chairman by A. L. Collins.

The purchase of Abbots' shares had carried with it the privilege of nominating a director to serve on their board and H. T. Walker had been appointed. But shortly after this a merger of many large iron-founders in England and Scotland took place under the name of Allied Ironfounders Ltd. Haywards' orders for iron castings were a very small proportion of the total controlled by this gigantic enterprise and accordingly H. T. Walker tendered his resignation from Abbots' Board.

In 1928, A. T. Davies was appointed a director. The older generation was making way for the younger men. Those who knew the Haywards personally were being replaced by others who knew them only by repute.

Meanwhile, a big problem which had been growing during the past decade confronted the Board. It could no longer be ignored. On the eve of a slump which spread over the entire face of the world, the directors put aside other preoccupations and resolved to face it.

The problem was whether to embark upon the production of concrete pavement lights.

The degree of conservatism found in older men who knew the value of proved and accepted principles, allied to the robust state of the business in iron-framed pavement lights, had perhaps coloured the attitude of Haywards to the revolutionary methods being pursued elsewhere.
Crete-o-lux, roof, canopy and floor lights

89
Building Trades Exhibition, 1930
Shortly after the first world war, many of the younger architects were working in concrete rather than in the traditional brick and stone. When Regent Street was rebuilt many of the new pavement lights were in concrete. Until then, orders for these had been spasmodic and limited. But here was an example of planning and preference on a large scale at the very centre of things which it would have been madness to discount. While opinion fluctuated between the merits of the two materials, iron and concrete, or between old tried methods and new unknown alternatives, Haywards had been content to await events. Although opinion on the Board was divided, the period between was one of watchful caution.

The use of this new material was but a variation of that old theme rendered with such success by Edward Hayward sixty years before, namely bringing light to dark places. The principle remained the same, affected only in detail by modern progress.

The adjustment from iron to concrete production raised many questions but the main one, whether to compete in this market, had already been answered. Despite the entirely new technique demanded after over a century in iron, the task was attacked with energy and precision. Some premises adjacent to Union Street were rented to meet immediate needs. A careful balance was maintained so as to safeguard the valuable connection in iron pavement lights for which heavy demands still continued. The possibilities arising naturally from concrete production, such as concrete sashes, lantern lights and other items were vigorously explored.

It was at this time that the company, in association with the glass works who had supplied their lenses for many years, introduced what became known as “W” glass, scientifically produced to withstand the treatment to which pavement lights are subjected, sudden shock, changes of temperature and other hazards.

The Building Trades’ Exhibition of 1930 gave a fillip to trade. The company had not exhibited for many years and much thought was given to ensure success. Many did not realise the
full scope of the company's activities as each of the departments
was more or less self-contained. Examples of different types of
work were chosen, the whole being ingeniously knitted together
in the most attractive form.

With each succeeding year, the value of Enfield with its
wide margin for expansion grew more evident. In 1931, it was
again necessary to extend the buildings.

Seven years later further expansion became advisable. The
Munich Pact had been signed and war was in the air. In 1936, an
engineer from the War Office had surveyed the works in order to
assess their war production potentiality. It was made clear that
should an emergency arise the company would be given orders
as to what to do and where to obtain the material for whatever
type of production was required. It was with this possibility
in mind that the directors ordered a further bay to be added to the
Enfield works. When this had been completed, the building
measured 280 feet long with seven bays each 40 feet wide. An
immediate advantage of this extension was that one bay could be
allocated for making concrete pavement lights in which a brisk
trade was being done. This newest branch of manufacture,
begun in a basement shop under the old Union Street works,
promised to become even more rewarding and the directors
had no reason to regret their entry into this field.

Throughout the fateful year, 1939, a sinister aspect was
visible at the works in the construction of strong concrete under-
ground air raid shelters sufficient to accommodate all the workers.
Normal peace-time production was being supplemented to an
increasing extent by orders for gas-proof and other steel doors for
hangars, air raid shelters and other buildings. Ordnance depots and
mobilisation centres were also requiring large quantities of roof
glazing and lantern lights.

Whether these would ever be needed hung as yet in the
balance. While the year grew older, the scales of history hovered
nervously between peace and war until the true intentions of the
German dictator were revealed by the ruthless assault upon Poland.
A Bailey Bridge
Part of a Mulberry Harbour Installation
CHAPTER VII

"One rule of conduct alone survives as a guide to men in their wanderings: fidelity to covenants, the honour of soldiers, and the hatred of causing human woe."

Sir Winston Churchill

The dramatic culmination of years of foreboding stirred the entire country to heights of determination and sacrifice. The nation was "at the ready" to meet whatever was ordained. Haywards, in common with everyone else, waited anxiously for orders so long foreshadowed.

The uncanny lull which followed the hysteria of the German dictator and the annihilation of his first victim came as a reaction but as a reaction without relief. It had generally been forecast that the next war would begin where the last had left off with the additional horror of years of scientific invention.

Those there were, who, by the nature of their training, professions or industry, were called upon at once to serve the country. Others, like Haywards, their activities retarded by general uncertainty and official restrictions, were obliged to stand by, depressed and frustrated. To such people, the first few months of the war were disappointing and exhausting beyond the reverses which were to follow. The War Office survey of three years earlier seemed to have been filed and forgotten and military reticence blocked every enquiry. At a time when everyone wanted to be on the march, they were told to stand at ease. Such a state of affairs was, of course, inevitable but in some industries it was more pronounced.
In the meantime, some war contracts had been secured but these were far below normal capacity. This somewhat negative existence dragged on for nearly a year until suddenly the Air Ministry requisitioned a third of the productive floor space at Enfield for aircraft production. Essential though this was, it dealt Haywards a severe blow at the time when the bombing was at its height. There seemed little chance of hitting back by a full-blooded contribution to the war effort.

It was with a sense of thankfulness, therefore, that the company greeted the summons to assist in war production. The Government had set up machinery whereby certain companies were grouped together, responsible to a “parent” company—in this instance, Moreland, Hayne and Company, the well-known structural engineers—so that close collaboration between companies producing components was possible. In 1942, after the country had survived the first violent air assaults, Haywards, as members of this group were given a contract for large consignments of Bailey Bridge components to form those bridges extensively used by the armed forces overseas. This called for a high degree of accuracy and craftsmanship, as well as a maximum output. Parts for the Mulberry Harbour installations were also made by Haywards, under the group system, while other contracts were for articles of so secret a character that neither the workmen nor the directors knew exactly for what purpose they were intended. The main thing was that the company could exert itself to its limit in common with the rest of industry in forcing the greatest struggle in the history of mankind to a victorious conclusion.

Many war requirements were met from the company’s peacetime supplies. At the Borough works, thousands of roof ventilators for huts, black-out ventilators and other items were made during this period. As time went on more and more female labour was employed.

Haywards were exceedingly fortunate in suffering little major damage from the raids. In the vicinity, notably in Southwark, the damage was on the scale typical of most central areas. Many
of the quaint little shops and houses beloved of Charles Dickens, among them the old shop on the corner, were no more. The historic Surrey Chapel of diverse uses, built for Rowland Hill in 1783, the year of Haywards’ foundation, was totally destroyed. Shelley’s house in nearby Nelson Square looked out upon an acre of debris.

The internal structure of the firm had changed little during the war. W. F. Coughin, who had joined the firm in 1926 as a technician in the Roofing Department and had been closely associated with the contracts for Bailey Bridge components and their fulfilment, was appointed a director in 1943; otherwise apart from those absent on war service the company retained its identity.

For six long years, the workers had carried on in the face of affliction, each one playing his or her part in that great story written during those dark days—the story of the British character which had triumphed in the face of the enemy and against all reason. There was nothing very remarkable in that; it had happened before; more important, the struggle was over.

Just before the war ended, the failing health of Mr. Gray caused him to retire. The war had imposed a great strain upon a man of his advancing years just as it had upon his fellow director, Mr. Pittar. Both had shouldered additional burdens at an age when most men hope to lay them down. Within a few months of each other, they were both dead. Mr. Coughin now combined the duties of director and secretary as Mr. Gray had done.

Obviously the elaborate machinery brought into being over six years’ comprehensive war production could not be dismantled except with the greatest care. Works recovery was therefore unavoidably slow. To a company depending to such a large extent upon the building trade, it would have seemed that there would be limitless demands. There were. But materials were the main difficulty and regulations ran them a close second. It will be seen below how the company adjusted itself to the changing conditions of the slow post-war recovery, and how it has in the process developed in scope and influence.
Early in 1945 the company had obtained a large contract for making many thousands of fluorescent lighting reflectors for one of the larger electrical concerns. The floor area at the Union Street Works restricted manufacture but the welcome return by the Air Ministry of one of the bays at Enfield, in 1946, greatly eased the situation. New machinery was ultimately installed and production at both works was soon under way, and increasing as time went on.

The year 1947 saw the appointment to the Board of D. S. M. Walker, son of H. T. Walker. The former had joined the staff of representatives at the Kingsway offices some ten years earlier. During his six years war service the experience gained in the appointment of adjutant and later of staff captain resulted in additional training in organisation and control, as well as appreciation of the attitude of mind of those many workers returning from war service.

The death of the Chairman, A. L. Collins, in 1948, after over fifty years’ close association with the company either as its legal adviser, director or Chairman was a severe blow. For many years, his professional practice had kept him outside the day-to-day working of the firm and this freedom from technical and commercial details enabled him to bring a clear unfettered mind to wider problems of policy in which he proved invaluable. L. C. Winterton, partner in Messrs. Ogden, Hibberd Bull & Langton, the company’s auditors for many years, was elected Chairman in February 1948.

By the end of 1949, the whole of the Enfield works had been recovered. Two years later H. T. Walker died with more than forty years’ service to his credit.

For some years, both inside and outside the company, H. T. Walker had been recognised as the driving force behind Haywards Limited. A good business man who never lost the human touch, he brought a keen mind and sound common sense to the administration of the business. The willingness with which he uprooted himself and his family from a district where he had spent most of his married life and settled in Enfield remote from his friends and
Glazed wrought-iron entrance doors with hammered bronze leaf ornament
Wrought-iron lift enclosure in fine cast-iron with decoration in bronze

Steel framed glazed canopy with fascia of wrought-iron filled with amber arctic glass

Glass-floored balcony and balustrading at the Ford Company's showroom, Regent Street
personal interests proved how far he was prepared to go in the company’s service. Enfield had largely been his idea and he was determined to see it through to the end.

It became desirable in 1952 to release Mr. Coughin from the office of company secretary and G. W. Trehane, who had joined the company in 1930 and had gained a wide experience in various departments from which he graduated to become the company’s accountant, was appointed to that office.

The following year the company adopted a staff pension scheme to secure the future welfare of its employees.

The company was soon to lose another old friend. Early in 1953, the oldest surviving director, J. G. Willmore, with service dating well over sixty years died suddenly “in harness.” Such memories as he might have had of those far-off days when the firm’s letters were written by hand, when horses and carts served where now lorries are employed, when old William Hayward was still a regular attendant at the office, and when Enfield was a tiny village only to be found on large-scale maps, such memories as these he had intended to recount for the purpose of this history. With his sudden death, they passed away with him.

It was fortunate that during the immediate post-war years the company had the advantage of the counsels of its three most senior directors, A. L. Collins, H. T. Walker and J. G. Willmore, mustering between them a century and a half of service. Each, in his turn, made his last contribution before quitting a scene he had known so long. This provided a breathing space for those who were to follow while they combated and, to a large extent, overcame the abnormal conditions then prevailing.

Life at Haywards during those years reflected that of the nation, and like the nation the company speedily adapted itself to make the best of things. It was not merely a question of treading water until the tide should turn but of swimming against the current of events in the hope of easing the general plight. The result of taking this broader view was that in serving its own interests, the company also served those of the country.
Their answer to the power shortage in 1947 was the prompt installation at Enfield of diesel engines to safeguard production. Contracts for power station requirements were accorded the utmost priority and concrete roof-lights, stairs and steel doors were supplied to many stations so that the needs of others could be met as soon as possible. The steel shortage called for much ingenuity both in the drawing office and in the works, the devising of practical alternatives for materials and parts no longer obtainable. The use of aluminium was in part the company’s solution to this problem and an established market in aluminium glazing bars (considered more suitable for certain purposes than the heavier, scarcer steel) owed its growth largely to the shortage of steel. As with power stations, so orders received from steel-producing works were given priority over other less urgent work.

Haywards’ production and public policy therefore ran parallel. The schools’ construction programme brought contracts for roof-glazing, lantern lights and windows. Obviously, the sooner these demands could be satisfied, the sooner the schools could function. Work for various universities was also a feature of the company’s endeavours in this direction.

It would be difficult to examine any aspect of the national rehabilitation without discovering some part Haywards had played. In atomic research, their work was visible at Harwell and Glasgow University and in oil refineries, at Ellesmere, Fawley and the Isle of Grain. The defence programme brought orders from aircraft factories, army centres and naval establishments. In mining districts, pit-head baths were furnished with lanterns and concrete roof-lights from the Enfield works. In factories, schools and other places, cooker hoods for kitchens and canteens came from the Union Street works, where a department specialises in this type of manufacture.

The supply of lantern lights to Buckingham Palace at this time was an echo of the provision seventy years earlier of iron stalls and other stable fittings for the horses of another queen. And if the spirit of Guy Fawkes still lurks in the precincts of the
Concrete windows at new passenger terminal at Southampton Docks

Air-tight sliding door at Messrs. Carreras' factory, London

Glazed decorative canopy over main entrance of The Strand Palace Hotel, London
Roof-glazing over factory at Newry, Northern Ireland

Fire escape staircase and connecting balconies at Rutland Court, Knightsbridge

Metal windows at New Century House, W.C.1, for New Century Cleaning Co. Ltd.
Palace of Westminster, the special cellar-flaps, laylights and duct covers installed during the rebuilding of the House of Commons must have struck terror into his heart. At the Southampton Terminal, the first sight many visitors glimpse of England, the concrete windows and internal stairs are of Hayward construction. In famous hospitals—Guy’s, the Middlesex, St. Mary’s among them—the discerning eye will detect Haywards’ work.

The national need to export had an indirect effect on the company’s production. At the great warehouses the company’s steel doors open and shut on the world’s trade. At Union Street, orders from abroad were diverse and spasmodic compared with the pressing demands of home industries urgently requiring equipment before they themselves could export. French waggon doors, aluminium glazing bars for the Pakistan railway sheds, and roof-glazing and steel doors for Ireland were examples of direct exports. But the company’s main contribution was and is its determination not to arrest building progress in other industries with export responsibilities by delays in supplying essential equipment.

And so, after a hundred and seventy years we come into the present. It is difficult to give anything but the barest description of the many facets of the business over such a long period of time or to enumerate changes in methods of production. Any kind of catalogue must soon become dated.

Many things, however, remain. Those early products, coal plates, ventilators, pavement and other lights are still prominent in the company’s lists. Fire resisting doors and escape staircases, diving stages and other manufactures have been added later and today the range of manufacture is wider than it has ever been before.

At Haywards, there is no mass production in the general meaning of the term; most products are “purpose made.” The visitor to the Borough works or Enfield is impressed by the amount of handwork and craftsmanship still pursued. This varies naturally with requirements. Although modern economic conditions limit demands for highly artistic work, the company’s
reputation for metal fashioning brings orders for ornamental iron and bronze doors, balustrades and decorative entrance gates to special designs, canopies for theatres, cinemas and hotels, lift enclosures and other elaborate requirements.

The company also carries out a great number of individual orders for perhaps a single article or product. The drawing office at the Borough works is often busy working on plans and specifications for some such requirement and if an order, however eccentric or intricate, comes broadly within the company’s scope, it is accepted and carefully fulfilled.

Haywards have travelled a long way since those far off days of Samuel Hayward and his Bread Street warehouse. Comparing his rough glass with the lenses of today, that worthy tradesman could only see the future “through a glass darkly.” Today, the future is brighter than in 1783 when there was no long experience in the glass and iron trades to add conviction and encouragement. The company can look back with pride on a long record which began in such a modest and simple manner under Samuel Hayward. It is not optimistic to believe that further great strides will be made. The temptation, when one has worked hard and travelled far, to rest on laurels won, is always steadily resisted.

This short chronicle has necessarily been concerned on the surface with those at the head of affairs. Many others who in their own way have played an equally significant part are unknown by name. Simple men, working just as partners and directors did to maintain the standards set up, they have come and gone with the years. Yet, out of their endeavours grew an attitude without which the company could scarcely exist, its traditions could not be maintained or its hall-mark safeguarded.

As time moves on, new chapters are being added. Each day may bring some development which the future historian will recognise in its true perspective. The King’s advice to Alice in Wonderland, that she should begin at the beginning and go on until she came to the end and then stop, does not apply. Inevitably, the next chapter in the Hayward story starts where this one closes.
“Roam on! the light we sought is shining still
Dost thou ask proof? Our Tree yet crowns the hill.”

Matthew Arnold
## APPENDIX

### PRESENT MEMBERS OF THE STAFF WITH OVER 25 YEARS’ SERVICE

#### UNION STREET

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### PROVINCIAL REPRESENTATIVES

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### RETIRED MEMBERS OF THE STAFF NOW ON PENSION

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