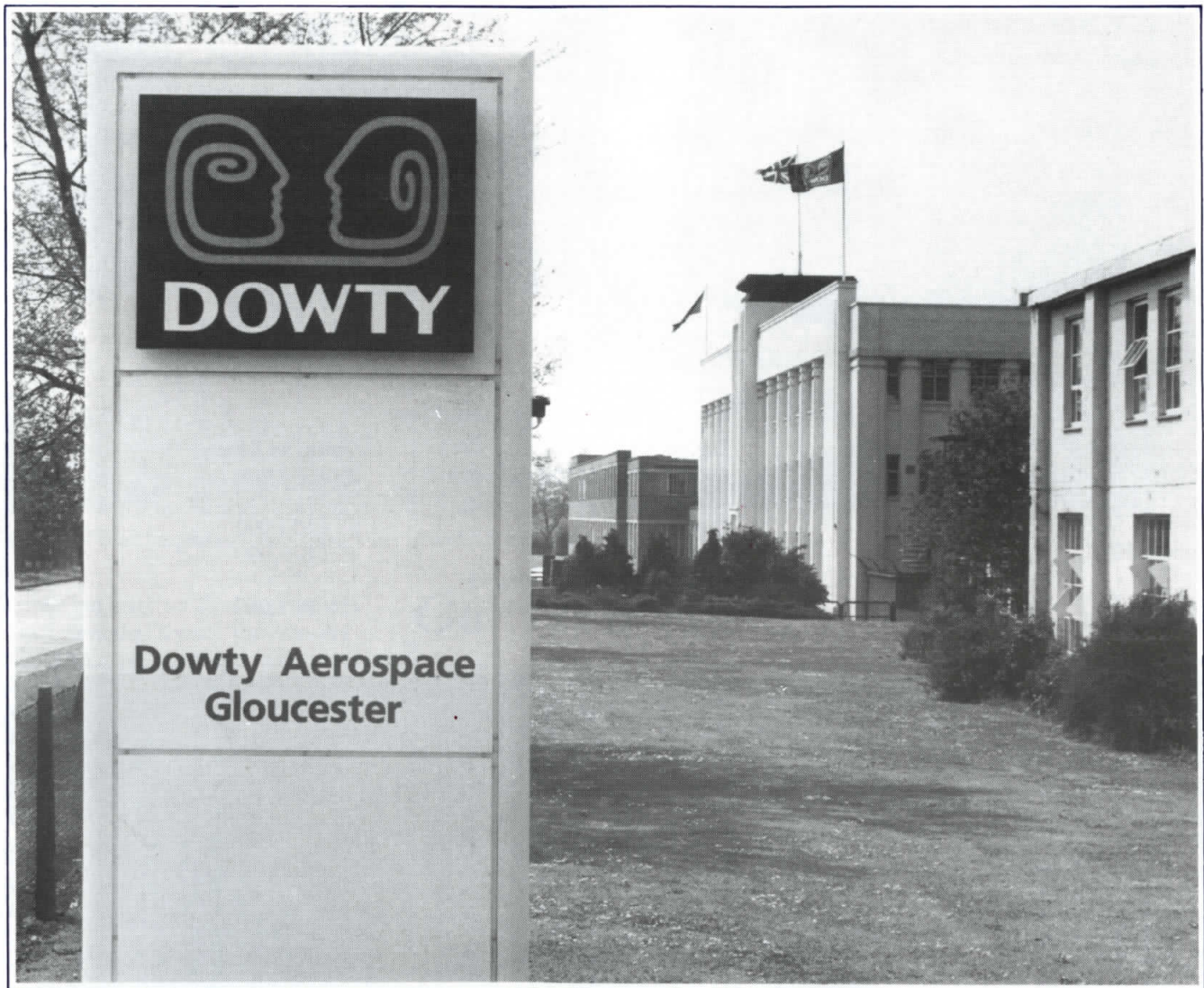


The Dowty Aerospace Gloucester **Newsletter**

May 1990

Issue 16

Our Mission



“We aim to become the preferred partner of our customers and associates worldwide by providing competitive advantage to them through the quality of our products, performance and service.”

March Sales Blow Top off Target

Sales of over £20 million in March enabled us to beat our sales target of £149 million for the 1989/90 financial year.

At the end of February we were £1.7 million behind schedule with only one month to go. By the end of March we had not only pulled back this deficit but exceeded our year end target by £4½ million.

Managing Director, Graham Lockyer, commented "It is perhaps unfair to single out any particular area for praise as our targets were met or beaten in every area. However, I must say that both the Spares Sales recovery and Repairs Sales recovery were absolutely outstanding.

I fully realise that this sort of success only comes from a determined team effort, in particular when measured against the backdrop of the many problems earlier in the year. Thank you for your determination and effort".

The actual figures for sales and orders received in the last quarter of the 1989/90 financial year are shown below:

Sales Turnover

Period	Target	Achieved
April to December 1989	£109,316,000	£106,070,000
January 1990	£ 12,668,000	£ 13,060,000
February 1990	£ 13,423,000	£ 14,575,000
March 1990	£ 13,623,000	£ 20,806,000
April 1989 to March 1990	£149,030,000	£154,511,000

Full details of our financial results for 1989/90 will be given to employees during briefings to be held later this year.

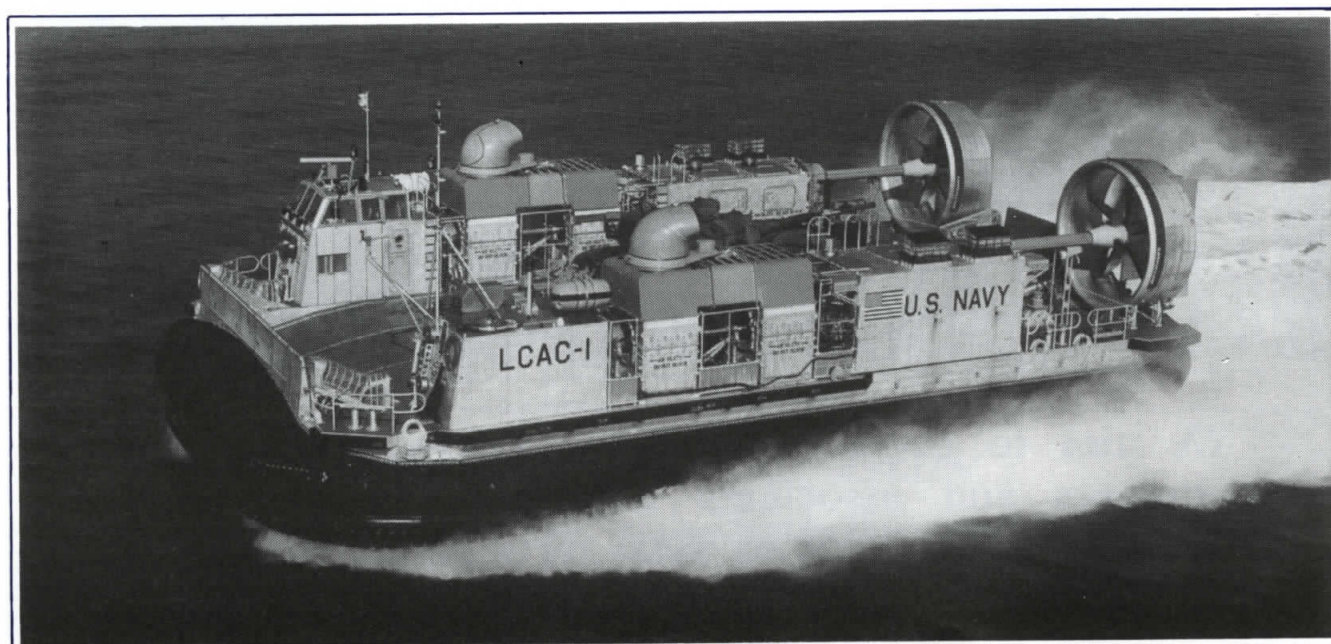
Order Book

Month	Order Received	Total Outstanding
January 1990	£ 29,800,000	£269,657,000
February 1990	£ 5,986,000	£261,068,000
March 1990	£ 17,382,000	£257,644,000

Major Orders

The major orders received during January, February and March were as follows:

Project	Equipment	Value of Order
A320	Landing Gear, Hydraulics, Ram Air Turbines	£22,385,000
Textron LCAC	Propellers	£ 3,854,000
Fokker 50	Propellers, Flaps, Landing Gear, Hydraulics	£ 1,873,000
Saab 340	Propellers	£ 525,000



Textron LCAC Hovercraft

Great Idea Wins Florida Holiday

The Group Suggestion of the Year Award was held at Arle Court on 12th March. Against strong competition from other Group companies, Dowty Aerospace Gloucester won first and second prizes with the suggestions we submitted.

The winner of the award was Peter Willis. His suggestion involved writing a computer programme for checking composite blades on the Ferranti measuring machine. Peter spent many hours of his own time over a period of a year writing this programme and his reward of a two week holiday in Florida is well deserved.

Runner-up Owen McConnon's suggestion was a simple but brilliant solution to the problem of overshoe de-icers failing on the flash test. Due to Owen's idea, the scrap level on overshoes has been eliminated.

It is the first time for many years that we have been so successful at the Group Suggestion of the Year Award. Keep your suggestions coming in and next year it could be you!



Peter Willis explains his idea to Chief Executive, Tony Thatcher

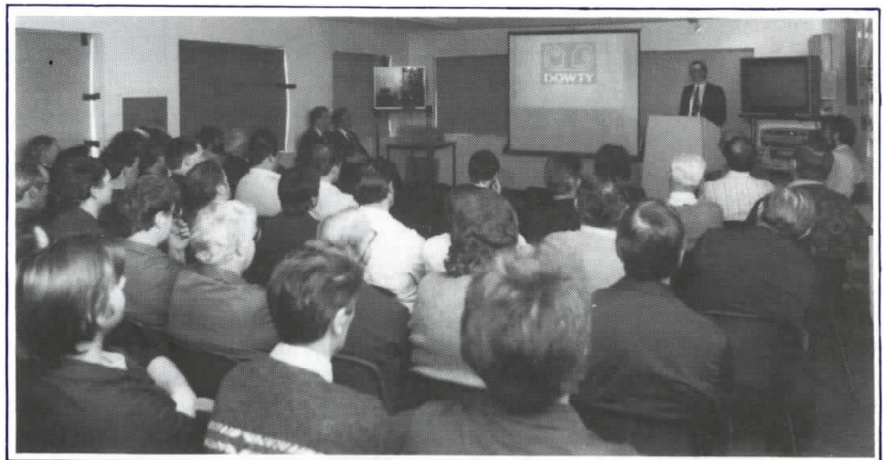
We wanted to find out what you thought about the Dowty Group's new corporate identity. So we spoke to some of you straight after the recent briefings. Here's a sample of what you said about our change of name to Dowty Aerospace Gloucester Limited:

"Ideal — sums up what we do"
"Bland"
"Explains what our business is"
"Easily recognisable"
"Cuts out confusion"
"Sorry to see the end of Rotol"

Your views on the new Dowty symbol were as follows:

"Eye-catching and sensible"
"Horrible, but good choice of colours"
"Arty, nouveau, and different"
"Gives the Dowty Group a clear identity"
"May look strange on propellers"
"Highlights the need for customer service"

Our New Identity — Your Views



Corporate identity briefing at No. 4 shop, Swindon

Defect Investigation Backlog Slashed

As consumers we all want to buy products which work. If something does go wrong we want a quick and effective repair. Not surprisingly, our customers feel exactly the same.

When our equipment fails we need to investigate the reason why so that we can try and put things right in the future. This can lead to lengthy delays and in early 1989 our customers often waited nine months or more for equipment repairs. We had nearly three hundred investigations in progress and a backlog awaiting examination.

Something had to be done. And it was. A year later the number of investigations in progress has dropped to under a hundred. The backlog awaiting investigation has been cleared and the time taken to examine equipment and pass to repair has been chopped to under 5 weeks.

How has this been achieved? Each complaint about our equipment is carefully analysed to see whether or not an investigation will lead to any benefit. Unnecessary paperwork has been cut out to let people get on with the job the customers want done. A computer is being used to monitor progress and quickly pinpoint any bottlenecks. Finally the priority level of defect investigations has been raised in the Laboratory and in Purchasing.

Focus on No. 4 Shop



Len Burt, who retired recently, is shown with other long serving employees at No. 4 shop

The origins of No. 4 Shop at Swindon lie in Dowty's acquisition of Herman Engineering ten years ago. The result is a machine shop employing 90 people on the Groundwell Farm Industrial Estate.

A daily shuttle service between Swindon and Gloucester ensures that production is fully integrated with Staverton. A wide range of production processes are carried out at Swindon, whose facilities include 84 machines. Pride of place goes to two slant-bed Gildemeister MDI lathes acquired last year.

A small team of office staff is supported by services provided from Staverton. Many personnel are former employees of Herman Engineering including Site Manager, Frank King and his office Supervisor, Sue Hyland. There are a number of family connections amongst the work-force including Alan and Roy Eatwell. Alan, now a Foreman, has been with the company since 1952 and Roy, the only Toolmaker on the site, started in 1958. Another Foreman, Martin Fry, is Sue Hyland's brother. We recently said a fond farewell to Len Burt, a power press setter/operator, who retired after nearly thirteen years service. However, his son Rod keeps up the family tradition and is employed as No. 4 Shop's driver keeping the shuttle service with Staverton running.



Pictured left to right are Bob Peacey, Martin Johnson, Mike Thomas, Steve Lewis and Mike Davis who have made a major contribution to the team effort in improving our customer service.

Our ultimate goal must be to make equipment which never fails. Thorough investigation of equipment failures gives us useful information for achieving this objective. Cutting the time taken to respond to complaints from our customers gives us more time to concentrate on getting it right first time.

Generous Employees Free Housebound Wife



Dennis Neale with Don and Ciceley Ham

The generosity of employees has helped to pay for an electric wheelchair for Mrs. Ciceley Ham who suffers from Parkinson's Disease. Ciceley's husband Don, who works in the Composite Blade Shop, told us, "We were so happy that such a lot of people wanted to help us. The wheelchair has made a great difference to Ciceley's life. She is no longer housebound and can get out and about to meet friends".

The fund raising was co-ordinated by APEX Chairman, Dennis Neale, a tireless campaigner for charitable causes. Cash pledges from people in the Composite Blade Shop raised £580. A further £720 was raised through a prize draw. Combined with a donation from the company of £650, the total of just under £2,000 almost covered the cost of the wheelchair.

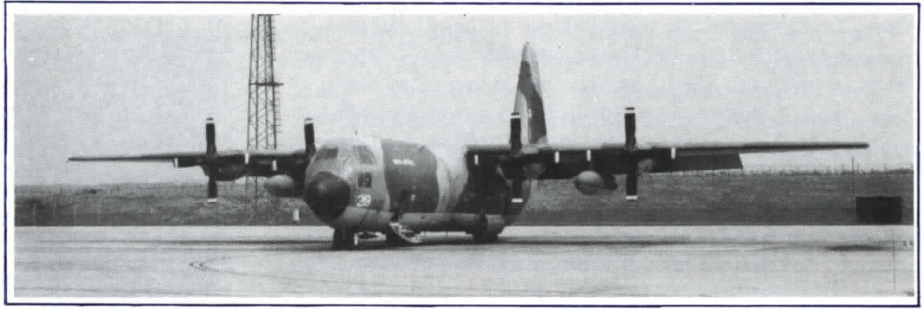
Dennis formally handed over the wheelchair to Ciceley at a lunchtime presentation on 26th March in the Sports and Social Clubhouse.

Bid submitted for New Hercules

For the past 30 years the C130 Hercules has been the workhorse of airforces worldwide. The manufacturers, Lockheed, have decided to launch an updated version of this aircraft called the C130J. We have submitted a bid for the propeller contract.

The C130J programme is designed to take advantage of up to date technology and apply this to a proven airframe. The present propeller system is expensive to maintain. Our proposal for a new system is based upon development work already carried out for the Allison T406 programme. We can, therefore, offer a minimum technical risk from a modern technology programme that is already at an advanced stage. Our equipment will also offer reduced running costs through higher reliability and simpler maintenance.

This is one of the most complex propeller bids we have ever prepared. It was submitted on time despite the



C130 Hercules Transport Aircraft

failure of the Word Processor in the Project Sales Office on the final day!

If selected by Lockheed our advanced technology composite blade propeller system will make a major contribution to the C130J continuing to provide reliable, cost-effective service well into the 21st century.

Business Game Success

A team from Dowty Aerospace Gloucester has won the first round competition in this year's European Management Experience.

This is a prestigious international business game run by The Scotsman newspaper and endorsed by the European Commission. The game is a complex computer simulation of a large number of international businesses competing against one another, and is designed to provide realistic management training.

The team was selected on the basis of youth and diversity of background and consists of Neil Wood, Steve Hunt, Christian Tudor-Pole, Julie Bamforth, Nigel Wood and Grant Skinner.

The one hundred teams entered from the UK are divided into twenty-five groups for the first round of the game, the winner of each group going through to the next round and so on until a UK Champion is found. There will then be an International final. The first round consists of six sets of decisions representing six three month periods of time.

Broadly speaking the team's strategy has been to produce high quality products with prices to match. As might be expected, team meetings are lively affairs and



Our team hard at work.

early evening takings at The Pheasant have increased dramatically on a Tuesday night.

After a slightly disappointing start which saw the team in third place due to some mis-judged marketing, steady progress has been made and the team are now through to the next round.

Aid For Poland

Employees have responded to an appeal from the Newent Rotary Club for help in fund raising for their campaign 'Aid For Poland'.

On 21st and 28th February members of the Rotary Club were on site to collect clothes, shoes and decorating equipment donated by employees. The items will be sent to Poland to help an orphanage for girls and a home for the mentally ill. A number of collections have also taken place in Newent.

The organiser of our site collection, Roger Boyle, Programme Manager said, "The campaign is going very well and all donations are due to go to Poland by the end of May".



Donations being loaded onto a lorry in our car park

Apprentices Aid Airbus Project

Over the past six months the second year craft apprentices have been closely involved in a project for the Design Office instigated by Peter Bowers, Chief Draughtsman. The aim of the project was to manufacture and assemble a one-fifth scale model of an Airbus A330/340 main landing gear.

Two sponsored students from Bath University, Steve Lawson and David McCartney, produced the working drawings for the model. Ex-apprentice Paul Downham, a Design Draughtsman, has been acting as co-ordinator between the Design Office and the Training Workshop. In excess of twenty apprentices have worked on the project producing components from billets and bar rather than forgings. The work posed a wide range of challenges including turning, milling, grinding, jig boring and CNC machining. The apprentices wrote their own CNC programmes and solved a number of production problems themselves.

Training Supervisors, Trevor Matthews and Mike Hale, kept a watchful eye on the project until manufacture was completed at the end of February.

The fully articulated model is now a valuable aid to further design and development. As explained by our



Pictured above from left to right are: Adrian Pearce, Stephen Sparkes, Lee Williams, Mike Hale and Paul Downham

Deputy Chief Engineer, Don Young, "customers appreciate access to the model for demonstration purposes".

In completing this project for the company, the apprentices have gained a wide range of practical experience and product knowledge and have the satisfaction of a job well done.

Putting Faraday's Law into Practice



Course participants are shown after receiving their certificates, and the congratulations of Andy Stevens and Dave Waring, on completion of the first stage of their course. Also present are John Millington, Albert Pettit and Alan McKay who acted as counsellors.

Who is Faraday you may well ask. A group of employees from our Process and Laboratory departments have been finding our recently.

They have been studying metal finishing using an Open Learning Course supported by the Institute of Metal Finishing at Sandwell College.

The "open" nature of the course meant that learning was based on cassettes and manuals which the individuals worked through on their own. Some 80 to 100 hours of study was required, at least half of which was in their own time. The course was supported by the company, with some of the studies and experiments carried out in our laboratories.

The course is particularly valuable for people involved in operations supporting plating. They are now putting Faraday's Law into practice to calculate the metal coating thickness required on components and plating solution efficiencies.

Not So Thick Set

32 teams competed in this years Inter-Departmental General Knowledge Quiz held at the Clubhouse. Questions on a wide range of subjects, linked at times by themes, flew thick and fast from Quizmaster Alec Herbert and his assistant, and the lead changed hands several-times during the evening.

Eventual winners by one point with 76 were The Thick Set from Product Support. Three teams tied for 2nd place with 75 points — Jock Straps (Toolroom), Roarks (Tech. Block) and Metal Blade Shop. A tie breaker gave Roarks the edge, followed by Jock Straps and then Metal Blade Shop.



The thick set from left to right Bernard Jobbins, Simon Gomersall, Martyn Smith and Bill Bowman

Montreal or South Wales?

This is the choice facing Dowty Aerospace in terms of where to build a new facility to manufacture parts for the A330/340 landing gear.

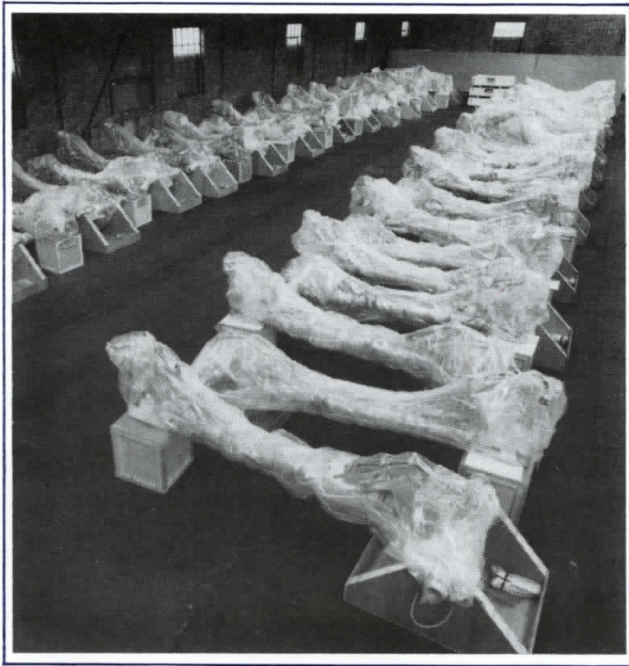
We won this contract in collaboration with American company, C.P.C., who have now decided to withdraw on a phased basis. So we need an alternative source for the parts they were going to manufacture.

We do not have the machine tools at Staverton to make this equipment. Because of the high level of investment needed to set up the new facility we have looked for an area where government assistance is available.

The two areas on the short-list are Montreal in Canada, or South Wales. Whilst South Wales has some advantages because it is near to us, it would help our efforts to win the landing gear order on the new Boeing 777 aircraft if we go to Canada.

The new facility will initially employ around 300 people. At the time of going to print, Montreal can be regarded as the strong favourite for the new facility. A final announcement is expected shortly.

A320 Production Maintained



The picture shows A320 landing gear stored in local warehouse

The recent strike at British Aerospace Chester halted production of wings for the A320. This meant that the A320 landing gears we make in No. 2 Shop were not required for assembly at Toulouse.

Despite this, we kept production going even though we were unable to despatch the landing gear to our customer. This has resulted in us having to store up to 30 aircraft sets in a local warehouse.

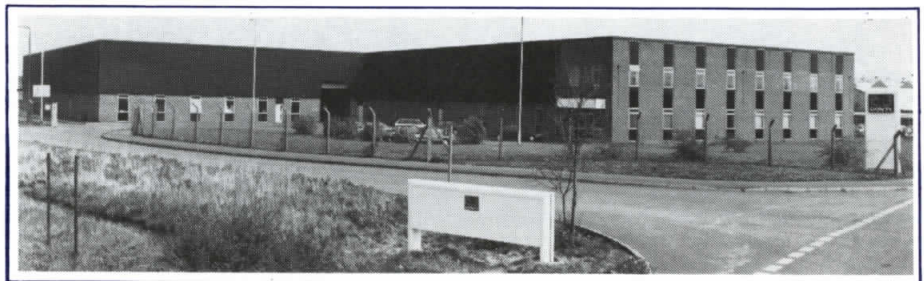
The dispute at British Aerospace is now over and they require a higher delivery rate than the original programme. It is intended to get back on schedule by the middle of next year. In the meantime we are maintaining our production at a rate of eight aircraft sets a month and topping this up with the landing gear held in store to meet the higher delivery rate.

Number Five Shop

In order to support the increasing Airbus programmes we are setting up a new large landing gear assembly shop in the building vacated by Cronite Advanced Castings last summer. To be known as "No. 5 Shop", the facility will house all A310 and A320 build activity currently carried out in No. 2 Shop, together with the A330/340 Bogie sub-assembly and main build. Included

will be a goods inwards area to receive details both from external sources and in-house, a stores and kit marshalling area, and a despatch bay. Access between the main site and No. 5 Shop will be via a new bridge to be constructed across the Hatherley Brook.

The facility is expected to be operational towards the end of 1990. The space released in No. 2 Shop will

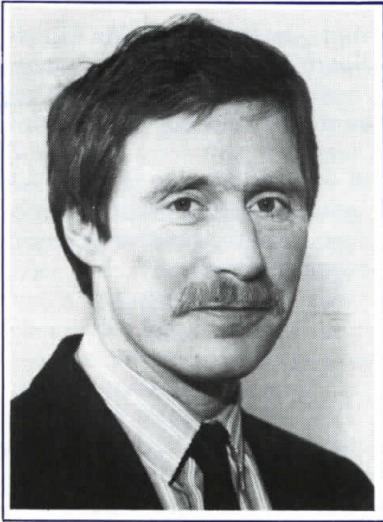


The new number 5 shop

gradually be taken up by machine tools needed to cope with the rising load associated with large landing gear detail production. Bush sub-assembly and machining will continue to be carried out in No. 2 Shop.

The commissioning of this new facility will further emphasise to customers our strength and capability in the large landing gear market.

Appointments



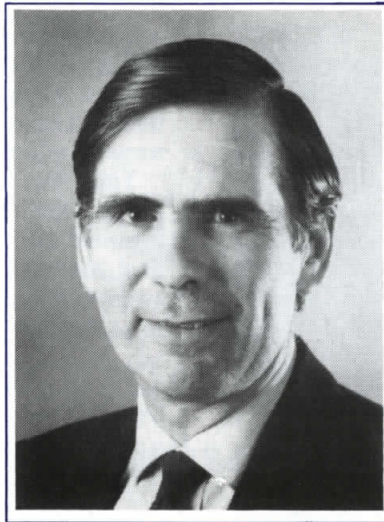
Steve Hawkins

Experimental Manager

Steve Hawkins joined Dowty Aerospace Gloucester as Experimental Manager in February from B.P Advanced Materials.

He began his career as a Dowty Student Apprentice in 1971. After gaining a BSc in Mechanical Engineering he progressed through various Group Companies including Hydraulic Units and Mining Equipment.

Steve who lives in Cheltenham is married with one daughter and his wife is expecting another child in September.



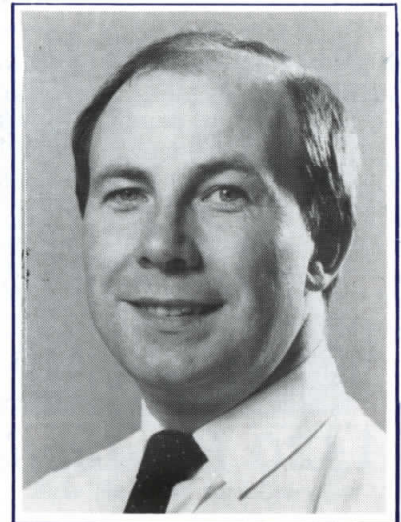
Martyn Hurst

Product Support Director

Martyn Hurst joined us in February as Product Support Director from British Airways where he was Chief Maintenance Engineer.

He spent twenty years commissioned service in the RAF until his retirement in 1984 with the rank of Wing Commander. He then joined British Caledonian and was promoted to Chief Engineer and Deputy Director of Engineering until the takeover by British Airways in 1988.

Martyn is married with three children.



John Treanor

Financial Controller

John Treanor joined the company in February as Finance Manager. After graduating in Accountancy in 1978, John began his career with British Aerospace in Bristol. Prior to joining the Dowty Group, he worked for Hewlett Packard and then Mintel Telecom as Financial Controller.

John's main interests include playing golf and football and he also enjoys travelling.

Long Service Retirement



Picture shows Les George presenting Errol with his retirement present, a Stereo Video Recorder.

Errol Hecquet retired on 12th April after almost forty years service most of which has been in Tool Design. Errol was due to retire the following day but avoided Friday 13th for obvious reasons!

Errol and his wife Pamela, who is also retired, are planning to enjoy their freedom firstly with a trip to London and, later on this year, with a holiday in Australia.

Our best wishes for a long and happy retirement to them both.

A Date for your Diary

The company is holding another Open Day for all employees and their families and friends. The scheduled date is SEPTEMBER 1991.

A committee will be chosen to participate in the organisation of this event. Further details will be notified in forthcoming issues of the Newsletter. In the meantime, if anyone has any ideas for the Open Day please contact Ian Bailey-Scudamore, Company Secretary. Any ideas for ensuring fine weather would be warmly appreciated!