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Our Team Does It Quicker!

In recent months we have been pursuing possible opportunities on the UK Replacement Maritime Patrol Aircraft (RMPA) programme.

The programme arises from a requirement by the Ministry of Defence for an aircraft to patrol our offshore waters, protecting trade lanes, searching for submarines and protecting the fishing fleets. Currently this task is performed by a fleet of around 25 ageing Nimrod MR2s.

The new aircraft will be in service from 2001 with all aircraft delivered by 2005. Bids for the programme were submitted to the Ministry of Defence last year and a decision is expected around July.

One of the main contenders is the Nimrod 2000. This is a refurbished version of the current Nimrod being offered by British Aerospace teamed with Boeing Space and Defence. We have been working closely with British Aerospace at Warton on this project for some time. If the Nimrod 2000 is successful in winning the contract the landing gear, which was designed originally by British Aerospace, would require re-engineering and re-qualifying. We would be required to design, develop, test and qualify the main and nose landing gear system including nose wheel steering. British Aerospace plan to sequentially withdraw the 25 existing Nimrods from service

SEA PATROL OPPORTUNITY



Current Nimrod in flight

and update and re-introduce them as Nimrod 2000s.

We, also made a bid to Lockheed-Martin for the landing gear contract on another contender, the Orion 2000. For this bid we teamed with Heroux, a

Canadian landing gear manufacturer, who have considerable experience on the P3, (the Orion's predecessor). Unfortunately we have been advised that Lockheed have decided to stay with their existing supplier.

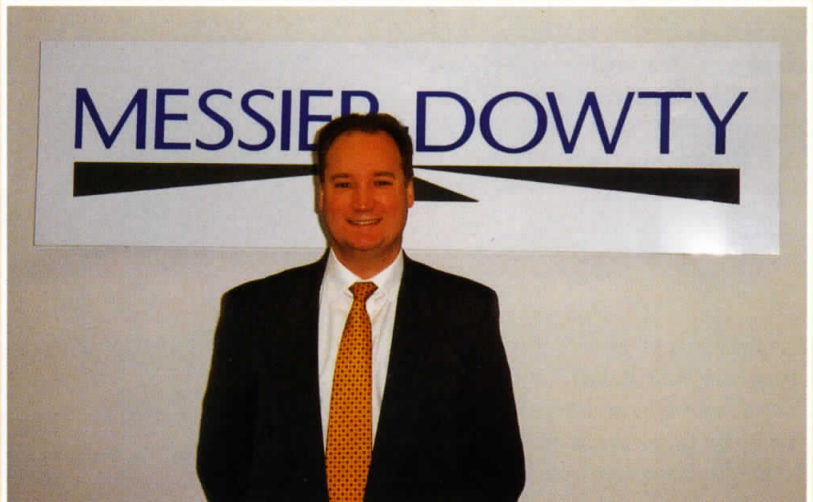
Welcome Back

We are pleased to welcome back Andy Stevens as Managing Director of this site.

Andy re-joined us on 4th March after a two year spell with Bowthorpe p.l.c. where he managed a number of operating companies worldwide.

Andy will be giving us his views about what changes he has noticed since his return and the challenges the business faces in a future issue of the **Link**

Andy's return follows the appointment from 1st January of Geoff Smith as Managing Director of Messier-Dowty operations in the UK and North America.



SATRO Reception



Geoff Smith at the reception with Keith Anderson, Chief Education Officer for Gloucestershire and Jan Greenhalgh the newly appointed Director of Gloucestershire SATRO.

In February we played host to a reception of over 50 local industrialists aimed at boosting support for SATRO.

SATRO (Science and Technology Regional Organisation) is an independent organisation promoting a partnership between education and industry. It aims to support the development of Science, Engineering and Technology in schools and colleges.

Gloucestershire

S A T R O

The reception was held in No 5 Shop to give those attending the opportunity to see technology in action in a workshop environment. Geoff Smith, who is the Chairman of Gloucestershire SATRO, told the audience, "The aim is to create an educated and skilled workforce to meet the challenges of the future, by developing pupils performance in Science and Technology.

We need to create the opportunities for pupils to experience first hand the

fun, challenges and relevance of science through active learning. If we are to remain competitive as a nation we require a workforce which is innovative and flexible at all levels. I believe the added value of the SATRO experience enables pupils to make more informed decisions about their lives."

The reception was a great success in raising the profile of SATRO and an understanding of its aims. Thanks go to all who were involved in the preparation and organisation.

1996 Financial Progress

A good start was made to 1996 with both sales and profit above target after the first two months.

The chart right shows our actual sales compared to the target for January and February.

	Sales Target	Sales Achieved
January 1996	£7,387,000	£7,601,000
February 1996	£7,698,000	£8,361,000
TOTAL	£15,085,000	£15,962,000

Our sales target for the 1996 financial year is £90.7 million. The chart right shows how this compares with the sales we actually achieved over the last three years.

1993 Actual	1994 Actual	1995 Actual	1996 Target
£79.1 million	£85.2 million	£89.6 million	£90.7 million

School's Award Launched

We have launched a major new award scheme for technology related achievements in local Secondary schools, in collaboration with other Dowty companies in this area.

The Dowty Technology Award is designed to recognise initiatives and achievements in technology by both pupils and staff. Entry forms have been sent out to Head Teachers and the winners will be announced in June.

The first prize is £2,000, plus a shield for one year and there is also a runner's up prize of £500. The money will go to the technology department of the winning school.

Roger Goldby, H.R. Manager, told **Link**, "This award is part of our ongoing commitment to promote the teaching

of technology in local schools. We want young people to be aware of the exciting challenges involved in applying technology to benefit society".

As part of our policy of building links with local educational establishments we hosted a visit from 18 members of Gloscat's School of Engineering. The photograph shows Andy Pond from Engineering (second from right) with a

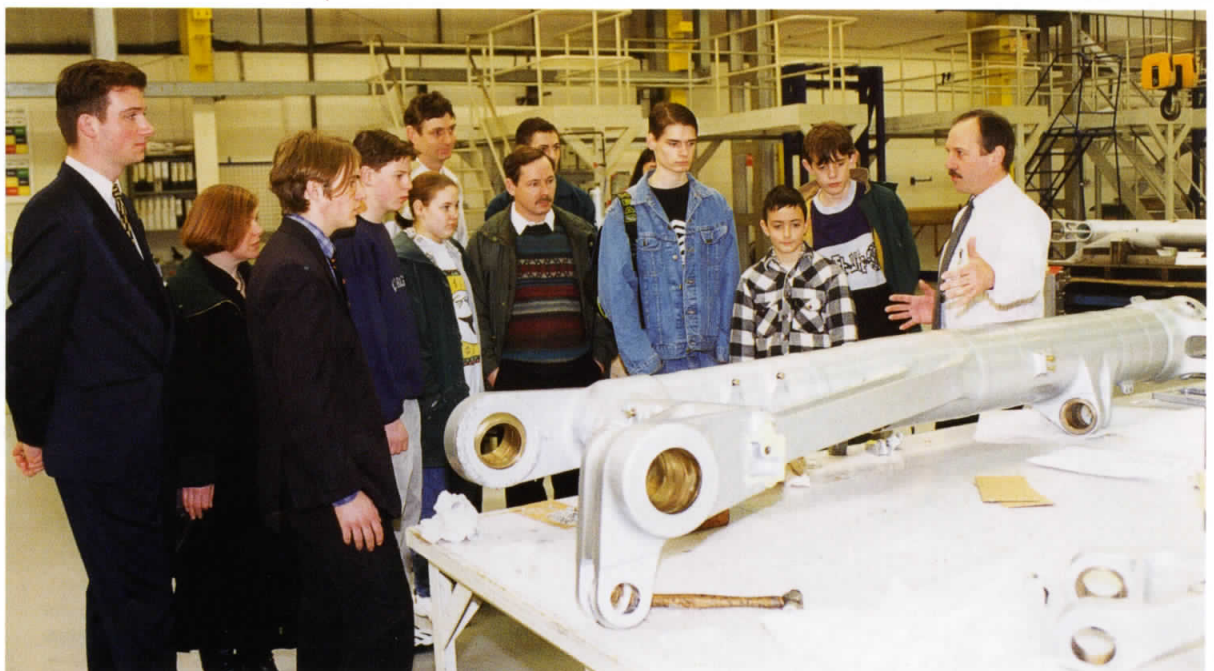


group of lecturers by the 6 spindle Droop and Rein in No. 2 Shop.

Careers Open Morning



On Saturday 9th March we opened up our doors to give local young people an opportunity to see what it is like to work in engineering. The pictures show some of the 11 to 18 year olds on their visit to the site.



1995 Results Summary

Chart 1. 1995 Sales Analysis

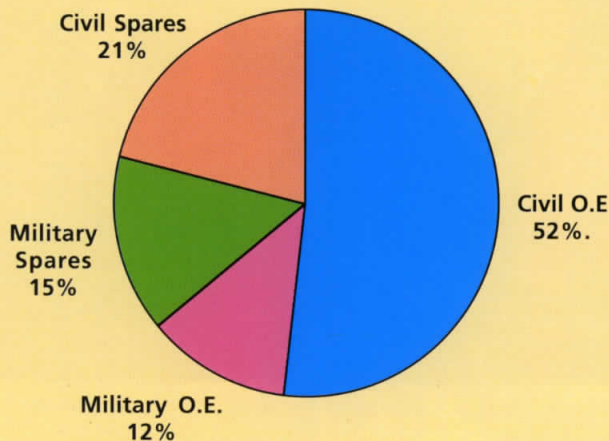


Chart 2. Sales Comparison 1994 to 1995

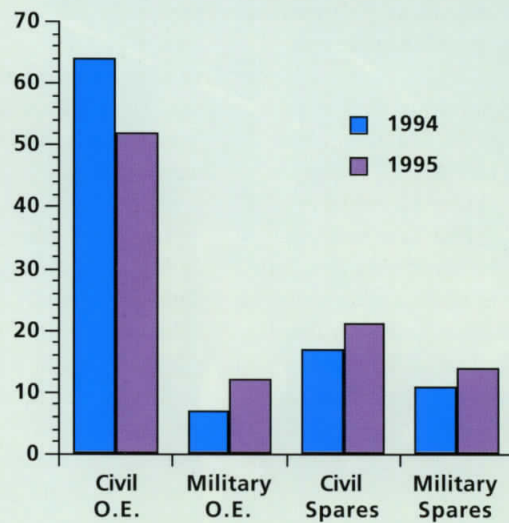


Chart 3

A330/340
43%

An excellent financial result was achieved in 1995 with sales, profit and cash above target.

Total sales in the year were £1.4 million above target, with a shortfall on original equipment sales being compensated by £3.9 million of additional spares sales.

Our profit was 17% above target, reflecting the higher level of spares sales and our success in reducing overhead expenditure.

Chart 1 shows how our total sales were split, in percentage terms, between civil and military O.E. (Original Equipment) and civil and military spares.

Chart 2 compares this analysis of our sales with 1994. This shows that whilst civil O.E. sales fell in 1995, military O.E. and spares sales increased.

Chart 3 shows an analysis of our 1995 O.E. sales by aircraft programme. The main changes from 1994 are a reduction in A330/340 sales from 51%

Build Board Success

The start of this year saw the introduction of the Build Board idea into Large Landing Gear Assembly. It involves the use of a whiteboard placed next to the current build stations and is used to note any observations or comments which could aid the progress of future builds. Initially, the whiteboards were used with

the A330/A340 271 tonne bogie and main fitting, but now accompany all builds.

Link spoke to Fitter, Steve Meredith who told us "The build boards have encouraged communication between all departments involved and have produced positive results so far."

The team formed to investigate the items raised are Andy Wilks, Ian Stewart,

Steve Meredith and Paul Worgan along with Steve Beard (Quality). Other people regularly involved are Julian Rivers, Neville Corfield, Greg Smith, John Sparkes, Ken Byrne and Colin Thornton. Communication is cross-functional with many areas involved when the need arises.

Meetings take place at the end of each build and any points raised are actioned instead of being "lost in the system as they used to be."

Although they do set a timescale for highlighted areas to be actioned, those involved thought that setting a target date by aircraft number would be more appropriate than using a date plucked out of the air.

The team are hopeful that the success they have seen in using Build Boards will be copied in other areas.



Team Members with Build Boards

Supporting Our Heritage

Ian Stewart, Cell Leader from Large Landing Gear Assembly, was approached by DAASG to make a Balance Pipe for the last remaining Battle of Britain Lancaster Bomber.

As there are no longer any drawings in existence, Rory Lipington from Engineering was approached to prepare some new ones. DAASG supplied the raw material and Jim East of No 5 Shop, manufactured the pipe.

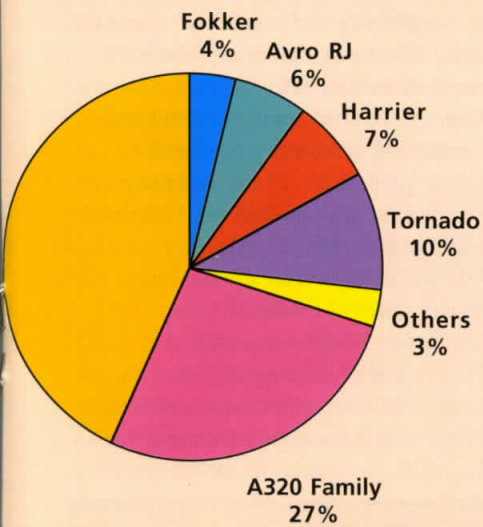
The finished product was delivered to DAASG within five days, allowing the only Lancaster Bomber in existence to remain in flight.

Well done to all concerned.



Jim East shown holding the Balance Pipe

1995 O.E. Sales By Programme



to 43% and an increase in Tornado sales from under 1% to 10%

Our outstanding order book at the end of December 1995 was £127.2 million of which £76 million was to cover sales anticipated in 1996.



NSPCC Collection

A collection organised by our Shop Stewards Council raised over £900 for the NSPCC. This figure was boosted by a £150 donation from the Company. Donations were also made by DAAS, DAP and DAH employees.

Pete Hale, Doug Winman, Colin Amos (DAP) are shown presenting the cheque to Marilyn Peachey of the NSPCC.

Best Wishes To Mike

Our best wishes for the future go to Mike Handley, Assembly Manager, who left at the end of last year.

Mike joined Dowty as an apprentice in 1973. He is shown with Grant Skinner having received the gift of a model A330/340 gear made by two of our current apprentices - Lee Hensley and Wayne Kent.



Protecting Our Future

Looking after our environment is an issue which has risen to prominence in recent years. Manufacturing companies are now subject to legislation which is intended to reduce pollution levels. There is also a general consensus that we need to protect the environment for future generations and put right some of the damage which has already been done.

We spoke to Ken Amphlett, Environmental and Safety Officer, to find out how we have responded to these challenges.

Link *What are the main pollution issues we face on this site?*

Ken A number of processes we operate involve discharging chemicals into the atmosphere. We also dispose of contaminants from our Plating Shop into the sewer, after treatment in our Effluent Plant.

Link *What are we doing to reduce atmospheric pollution?*

Ken The biggest problem is with trichloroethylene which we use in our degreasing plants. We lose about 60,000 kilograms each year into the atmosphere.

We plan to replace our existing degreasers with the latest equipment which will dramatically reduce emission levels. The first new degreaser, costing £80,000, is being installed in the Paint Shop.

Link *What about discharges to the sewer?*

Ken We discharge small concentrations of Chrome and Cadmium into the sewer after treatment in our Effluent Plant. In particular, the amount of Cadmium we discharge has been drastically reduced by using a different rinse method in the Plating Shop.

We have had to make this reduction to meet tough new legal limits on the maximum concentration we can discharge. If we had been unable to meet the new limits we would not be able to carry on Cadmium plating.

The chart shows the dramatic reduction in average discharge levels of Cadmium during 1995.

Link *Are people really interested in what is discharged into the sewer?*

Ken They ought to be. After treatment sewage is recycled and comes back into our taps as drinking water!

Link *Is having a brook running through the site a problem for us?*

Ken Yes. All our drains discharge

into the brook and we must be extremely careful not to pour any substances into the drains.

We have recently bought two spillage kits which are located outside No 1 Shop and by the Oil Stores. If we have any accidental spillages of, for example, oil or skydrol, we can clear them up and contain them before they can go down the drain.

Link *What about general waste disposal?*

Ken This is an area we need to improve on. It is not acceptable just to dump waste items around the site.

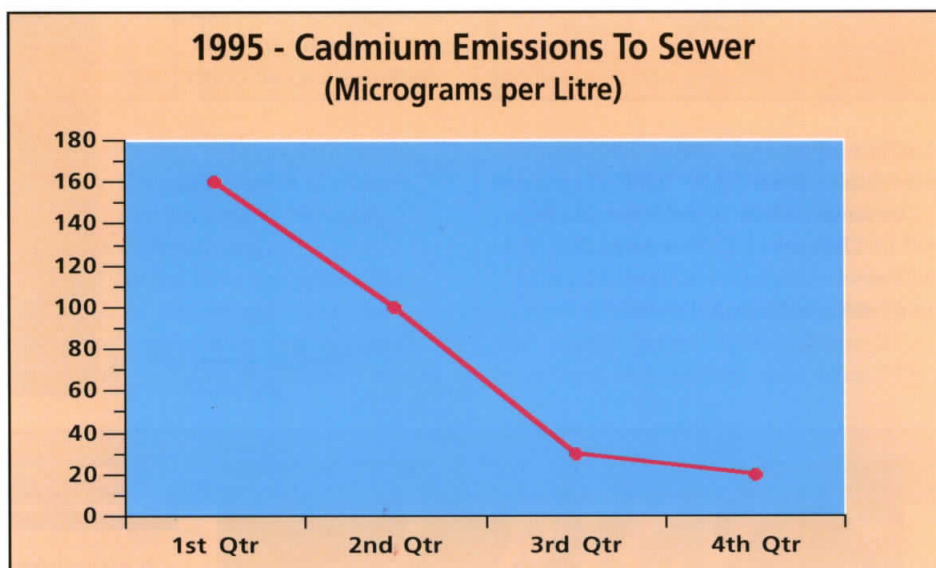
Waste disposal points have now been set up around the site and a chart produced detailing what type of

waste should go to each disposal point. We are all responsible for ensuring waste is taken to the right disposal point.

Link *What's our general policy towards the environment?*

Ken As well as meeting our legal obligations we want to positively promote protection of the environment. Some of the ways we can do this are as follows:-

- Prevent pollution at source by proper control methods
- Conserve energy resources
- Use recycling where possible
- Examine using substitute substances which are less environmentally harmful.



Ken Amphlett showing Jo Kingscott and John Marfell the contents of one of our emergency spillage kits.

Focus On Finance

Although we may not realise it, we all have regular dealings with the Finance Department..... even if its only our monthly payslip.

Whatever your individual dealings are with Finance, the fact of the matter is that they are involved in all aspects of our business. You may feel that Finance are akin to "Big Brother," but they are, of course, working in our best interests.

Link spoke to Brian Churchill, Management Accountant, along with other members of the Finance team to get a view of what really goes on in the department that some refer to as the "Bean Counters."

The Finance Department has a wide and varied role. Not only do they have to produce certain records required by law, they also have to keep a careful eye on money that we owe and money that is owed to us !!

Each month, within five days of the month end, a comprehensive set of accounts is produced. The result of the company's performance is reported to Messier-Dowty International Head Office at Abingdon and to our management team here. The performance of the business is compared with the appropriate Roll (budgets or forecasts

to you and I), where deviations can then be understood or responded to.

At the year end, December 31st, a complete set of Annual Accounts must be produced ready for external audit which takes place within a rigid timescale.

We spoke to Rachel Limbrick whose



role is to chase regularly by telephone those people who owe us money. She told us,

"Its not just about chasing people who owe us £10 million. We also need to chase those who owe us small amounts so that we can pay our creditors ."

On the other side of the coin is the

work carried out by Margaret Cook, who is part of a team of three people who clear invoices from our suppliers. Last month they were kept very busy dealing with over 3500 invoices.

The Messier-Dowty Joint Venture has created some new challenges. **Link** spoke to Linda Collinson who pointed out that,

"Now we are a part of a 50/50 Joint Venture, we are having to produce accounts using French accounting techniques which are different from ours - it's a challenge !!"

Not only do the Finance Department deal with routine financial tasks e.g., travelling expenses, foreign currencies, salaries, stocktaking and audits, they also run Financial Awareness Courses, which are available to all employees.

"These are really enjoyable to run " says Linda

Collinson, "You get to meet people from all aspects of the business and it is really rewarding watching people learn about Finance."

Brian Churchill made a final comment to **Link** with regard to saving money. "We are all vigilant when it comes to saving money at home, so why not at work ?"

Jam Today !

For the past 15 years, Mary Kirk has been raising money for Children in Need.

Mary, a Catering Assistant with Sutcliffe's and a well known face around the site, has worked at Dowty for 32 years. What started off as a small scale fund-raising event, has now escalated into a year round effort.

Last November, Mary handed over a cheque for £800, proceeds from her home made jams, chutneys, marmalades and knitted goods, to the BBC Appeal.

Stalls are set up once a year in the Restaurant between September and November, although Mary's sought after provisions are available all year round, at your request!

Local Dowty companies are visited by Mary who receives generous donations from all, not only in the UK but overseas too! Her provisions have



reached shores as far flung as Japan, China, Switzerland and Germany.

Mary showing off some of her produce.

AVRO Visit

A team from this site including representatives from production, assembly, material, estimating, sales and marketing visited recently the Avro RJ facility at Woodford. This was part of an ongoing familiarisation and fact

finding process in line with our strategy to develop customer relationships.

The visit included a tour of the RJ assembly line and a presentation about AVRO and the recent Aero International Regional (AIR) joint venture. It provided

an ideal opportunity for our cross-functional team to "brainstorm" a number of initiatives aimed at enhancing our relationship with AVRO.

Link spoke to Mark Evans, Account Manager (Regional Aircraft) about the visit. He told us, "We are pursuing a

number of initiatives with AVRO including Joint Cost Reduction where we are looking not only at our own costs but those of our suppliers. We are looking also at Complete System Supply to the AVRO build line where the landing gear would be supplied, literally, ready to bolt onto the aircraft.

In addition we are discussing measures for Continuous Improvement and a Cost of Ownership programme aimed at giving improved service to operators. This activity is welcomed by AVRO and shows our commitment to be a leading supplier".

The photograph shows the Gloucester team with an RJ85 on the final assembly line.



Our Team Does It Quicker !

The Tooling Support Cell team (Colin Gittings, Steve Richards, Don Beasley and Simon Bishop) is proving to be a great success.

Our Large Landing Gear department had been quoted a 10 week lead time on a critical machine part, at a cost of £3000. Our Tooling Support Cell was approached, who then made the part in only 3 days. Not only did they save time, but money too!

Thanks to the Tooling Support Cell and keep up the good work!

