ISSUE 16 • NOVEMBER 2019

THE Connector

THE GROUP ORGANISATION

Nigel Pitman, Managing Director, FGP Systems, FGP Lufton & RSC

During the past four years the Aerospace Group has developed into a business with sales revenue in excess of £20m, whilst employing circa of 214 employees. As the business matures its challenge this year was always about the consolidation of the three businesses into a more collaborative single entity. This will allow for a more seamless execution by Group whilst offering an improved service level to all our customers, both existing and new. With this in mind we have and will continue to make organisational improvements that will benefit the strategic end game, which is to create the single Group solution for our customers.

In order to support the next phase of this re-organisation I would like to congratulate Ian Rowe for taking on the new role within Group of Commercial Director, Ian who spent 37 years at Honeywell where he gained a considerable amount of experience within the Commercial/estimating department is ideally suited to the new position and will enable the sales and commercial side of our businesses to better focus on the overall Group solution to our customer requirements. Ian will head up an existing and a very talented Sales / Commercial team comprising of Jason Davidge, Derek Smith and Jordan Darby.

Concurrent to this organisational change, we are pleased to announce the appointment of Paul Clark to the new role of Operations Director for both FGP Systems and FGP Lufton, Paul has a great depth of experience within the aerospace sector also amassing 37 years at Honeywell Aerospace Yeovil. As you know Paul is already holding the position of Operations Director at FGP Systems and is the natural selection to take on the role across both companies. Again this is about creating a single solution across the two companies where the two machine shops will become the single seamless solution to our customers going forward. Paul has a natural talent within the Operations field and I know will relish the challenge ahead of turning these good companies into great companies. Paul will head up the Production team of Chris Eckersley and Simon Holt.

I am sure you will all welcome and support both Ian and Paul in their new positions and look forward to seeing the development of this Aerospace Group of companies going forward. Congratulations to you both.

Ian Rowe

Paul Clark

CHANGE MANAGEMENT

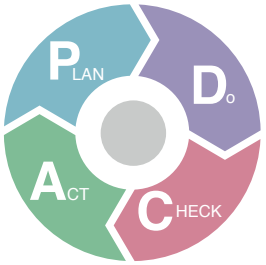
Gary Northway, Head of Quality, FGP Systems, FGP Lufton & RSC

As the Aero Group continue the journey for perfection we exploit and utilise many tools and techniques. Continuous Improvement and the Six Sigma and Quality tools used to identify and reduce waste are fundamental to this succeeding.

To help guide such activities and concentrate projects in high potential areas of the business we analyse data gathered throughout our business systems and utilise the intelligence to focus on key areas. Data analysis across the group in “Cost of Poor Quality” presented at the last management review identified a strong trend between...

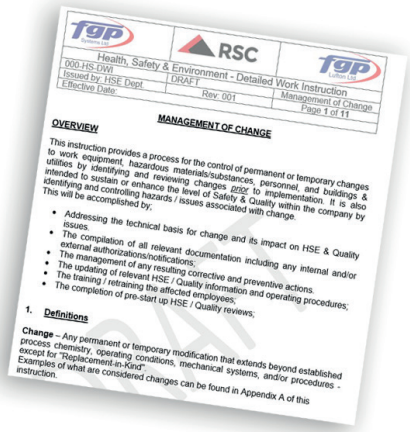
(Change Management Continued.)

...Root Cause and Control of Change. A large proportion of the reasoning behind our NCRs and NVA activities within group could be routed back to the method in which we planned, controlled and executed the "change".



Change can be good, change can be great, and we shouldn't be afraid to change it is how we evolve and become even better. But sometimes with change comes risk and that has to be managed. Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. As an organisation we have many procedures and processes that control changes – however our analysis is highlighting this could be improved and as such we have an ongoing project to review the key areas this effects.

This theory is true across multiple facets of the business. So much so that in parallel Roger Lucas, HSE Manager, has also identified similar areas for improvement and the combined actions from the teams have initiated a "Management of Change" company instruction (snippet of draft herein).


fgp Limited | RSC | fgp Lufton Ltd
Health, Safety & Environment - Detailed Work Instruction
000-HS-DWI | DRAFT | Management of Change
Issued by: HSE Dept | Rev: 001 | Page 1 of 11
Effective Date:

MANAGEMENT OF CHANGE

OVERVIEW

This instruction provides a process for the control of permanent or temporary changes to work equipment, hazardous materials/substances, personnel, and buildings & utilities by identifying and reviewing changes prior to implementation. It is also intended to sustain or enhance the level of Safety & Quality within the company by identifying and controlling hazards / issues associated with change.
This will be accomplished by;

- Addressing the technical basis for change and its impact on HSE & Quality issues.
- The compilation of all relevant documentation including any internal and/or external authorizations/notifications;
- The management of any resulting corrective and preventive actions.
- The updating of relevant HSE / Quality information and operating procedures;
- The training / retraining the affected employees;
- The completion of pre-start up HSE / Quality reviews;

1. Definitions

Change – Any permanent or temporary modification that extends beyond established process chemistry, operating conditions, mechanical systems, and/or procedures - except for "Replacement-in-Kind".
Examples of what are considered changes can be found in Appendix A of this instruction.

A BREATH OF FRESH AIR

Derek Smith, Operations Director, RSC

RSC are going through a transition of installation of a secondary Compressor system at SITE.

This was highlighted on our risk register, and whilst the introduction of a temporary hired plant was suitable for some processes the need to supply Operators Breathing air is obviously controlled.

The risk being without controlled monitored air supply some process would not be able to be processed under HSE if we had a compressor breakdown.

Having a secondary unit will allow continuous supply for both process controls and Operator supply, ensuring this is another Risk mitigation to production.

CVE UPGRADE

John Knight, SCA, FGP Lufton

Prior to the upgrade to the new operating system the CVE furnace was using a windows 2000 operating system no longer supported by the manufacturer.

Essentially this made the whole furnace un-useable when software issues were causing it to become unreliable.

The upgrade by VAS incorporated a retro fitted touch screen operating system into the existing control panel that conforms to the latest version of AMS2750 pyrometry specification.

If in the future the specification it revised or re-written the operating system can be updated remotely via a data link with VAS.

The operating system allows real time visual monitoring of the furnace functions including the hot-zone, diffusion pumps and cooling pumps with visual and audible alarms that can direct technicians straight to the area of concern eliminating costly investigative maintenance costs.

This new system allows for a shorter programming time for the multiple segments (ramp, heating, time at temperature and cooling etc) to be entered by the operators

When programming the furnace for a heat treatment cycle the operators can run a software simulation of the programme to pin-point any inconsistencies prior activating the production loaded furnace.

Complicated heating and cooling cycles can be written and stored on the operating system which has virtually eliminated the operator having to load individual programmes and for the next cycle which in some cases has to start within a tight timeframe saving man hours.

The fitment of a new generation of thermocouple has led to the furnace being controlled to a far greater accuracy than the previously incarnation. Also the adaption of monitoring the furnace usage using the data acquisition software has led to the reduction of changing consumable type N thermocouples from fortnightly to 3 monthly resulting on annual cost savings of £25-30K over all of the current furnaces at FGPL.

The hot-zone refurbishment was carried out as the old furnace was failing due to arcing out of the power lead in points which contaminated the components being treated leading to cleaning operations having to be applied.

The replacement of the vacuum diffusion pump chiller unit has eliminated the regular shutting down of a furnace run through high ambient temperature within the factory. This new generation of intelligent chiller has a much better thermal handling capability that was not affected even when the temperature within the workplace exceeded 28°C whereas the old chiller would thermally trip out at 16°C.

The CVE has a 250Kg load capacity allowing it to process one single large load or multiple loads of the same parts/ material using gas quench pressures from 1bar (basic heat treatments) to 6 bar for the hardening of materials making it the most versatile currently within the site. This in turn is now leading to the upgrade of all of the operating systems on our older furnaces to this new system so that all functions of operator monitoring can be performed from one central hub.

GRASS ROOTS RUGBY

FGP Aerospace Group Community Sponsorship

Derek Smith, Operations Director, RSC

With the Current Rugby World Cup in Progress, and the Competition showing the interest and Honesty of the game its great that FGP Group continue to Support this important Community club at Grass Roots level.

At Yeovil, home of FGPL and RSC, the towns rugby club currently play in Southern Counties, a very good Standard where they have spent the last 2 years progressing. They have no income other than Self-Generated, and it is testament to the commitment of the Club and Local sponsors that they continue to survive and prosper in a tough environment.

Its great to visit the Club on a Sunday and see circa 350 kids of all age groups enjoying the facilities, I would certainly encourage anyone with youngsters to go along and get involved, the discipline and camaraderie of this sport will help you in other areas of life, it's ethic has been linked to working Teams many times.

Yeovil RFC has always had a strong Military link and with the logistics of Yeovilton Naval Station we have had many of these servicemen go on to represent the Army and The Navy.

We have also helped other Local players progress and have encouraged them to always play at their highest standard, we are proud to have had Marlie Packer, World Cup Winner in our Ranks, and recently have an England under 20 selected, From the Club I would like to pass on their Thanks for your Continued Support.

Pictured from Left to Right is, Rob Burnell (YRC Captain, Ex U23 Combined Services Captain), Stu Froude Chairman, Derek Smith President, Paul McHugh Vice Chairman (Ex Coldstream Guard), Brandon Brown Club Captain.

PROCESS ADDITION IMMINENT

Derek Smith, Operations Director, RSC

RSC have looked at Process addition for some time and have made the decision to include Hard Anodise to its Yeovil site, this is following Group requirements and after careful communication regarding our Customer requirements. This is quite a specialist Surface coating widely used in both the Aerospace and Defence Markets which we believe will be an asset to our capabilities.

Introduction of Hard Anodise to Def Stan 03-26/ MIL-A-8625:

What is Hard Anodising?

Hard anodising is very similar to sulphuric anodising, but produces a thicker oxide layer and therefore increased corrosion resistance and increased wear resistance compared to standard sulphuric anodising. A thickness of 20µm to 70µm can usually be achieved with this process, with thickness up to 100µm possible on some aluminium alloys. Hard anodizing is sometimes referred to as hardcoat or Type 3 anodizing.

By tight control of process parameters and taking into account part dimensions and geometry, we can achieve precise control over thickness whilst maintaining uniformity of finish. Metal Finishings Ltd ensures the performance of the hard anodised coatings we produce by carrying out Taber wear testing, neutral salt spray testing and verification of coating mass.

Corrosion Resistance

Hard anodised aluminium shows high corrosion resistance in aggressive environments.

Wear Resistance

Hard anodising is used for improved wear resistance.

CURRENT VACANCIES

FGP Systems are currently recruiting for:

Support Worker - RSC Yeovil
Grinder - FGP Systems
General Machinist - FGP Lufton

For more information, please contact **kerry.weaver@fgpltd.co.uk**

www.fgpltd.co.uk

LEADERS OF THE FUTURE

As a group of companies that have experienced year on year business growth, it was identified through strategic reviews that we should now look to develop both existing & future leaders within the organisation.

From a business perspective both Succession planning & Risk management all begins with the apprenticeship program, from a leadership stance the first line managers (Cell Leads) offer the potential to step into senior management positions with a fresh and open mind that will drive further growth in the years to come. To support this training and development wave we have introduced multiple development programs over the last 12 months. The Cell Leader Program is now well under way after its launch in July 2019 the opening session carried out at our Lufton facility involving 16 cell leaders across all three companies.

The vision and frame work of training shared at the opening day (Extract from training presentation).

FGP Aerospace will develop the leadership and management skills of its Cell leaders in order to:

1. Build better understanding of the workings and ambition of the group.
2. Enhance productivity and performance across all three companies.
3. Assess the participants' suitability and ambition for future employment positions within the group.

Framework of training

1. Series of 1-day training sessions held at FGP site location with speakers covering the objectives of the program.
2. Introduce Individual development plans that will endure beyond training sessions.
3. Introduce mentoring support with the aim of sharing experiences hopefully leading to career progression / promotion and managing set-backs.
4. Being part of a syndicate project to address challenges & opportunities that will offer productivity and growth both to business & Individual.

So where are we along this journey (**Fig 1**- right)

Training Sessions

First two training session complete covering Individual / Team profiling (PI), What is Leadership, Role of a Cell Leader, Communication delivery of bad / awkward news in the workplace. Also the teams have engaged with Mentors within the company to assist and offer guidance for the first Productivities Projects undertaken as a team & Individually. We are using the recently introduced Productivity Boards being deployed throughout the company offering a Proactive approach to both Continuous Improvement & Problem solving to capture and manage the projects (**Fig 2 & 3)** these boards work in tangent with 5 "S" the foundation of CI. To support and structure the Projects a **DMAIC (Fig 4)** philosophy & approach has been shared with the candidates to help them on the way. Looking forward to the first presentation by the teams on the 18th of October to share both the Productivity Projects selected and current status.

FIG 1

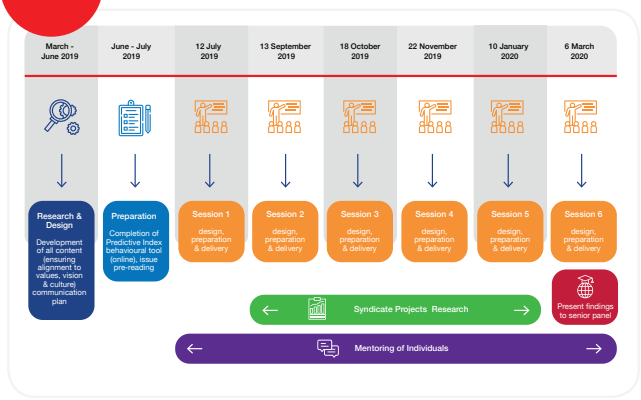


FIG 2

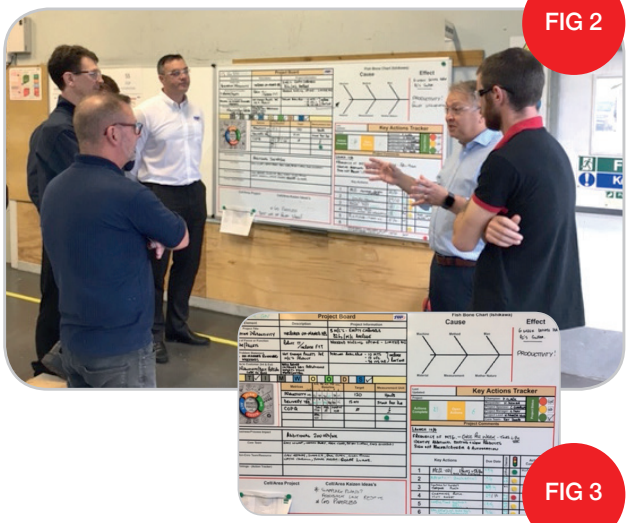


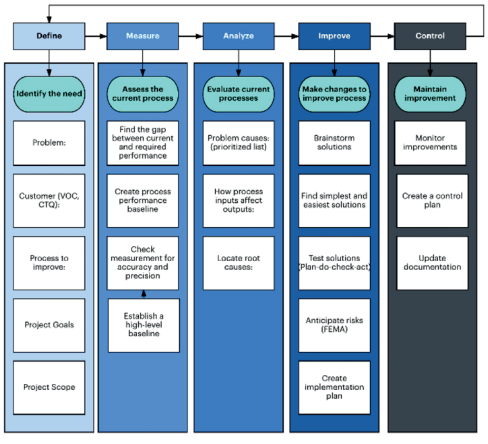
FIG 3

FIG 4

DMAIC Approach to Problem Solving / Process Improvement

1. **Define**: Set the context, objectives & scope for your improvement project.
2. **Measure**: Determine the baseline performance and capability of the process or system you're improving.
3. **Analyse**: Use data and tools to understand the cause-and-effect relationships in your process or system.
4. **Improve**: Develop the modifications that lead to a validated improvement in your process or system.
5. **Control**: Establish plans and procedures to ensure that your improvements are sustained.

DMAIC Methodology Template



ADDITIONS TO THE TEAM

The group would like to give a warm welcome to the 11 new additions to the team this quarter. I am sure you will all join me in wishing them well in their new roles and congratulate them on their successful applications. So, welcome:

Ben Harding, Christian Field, Daniel Kingman, Louis Wilkinson, Scott Greaney & Shay McNulty
Apprentices at FGP Systems

David Lown
Machinist at FGP Systems

Brandon Turner
Surface Coatings Operator at RSC Yeovil

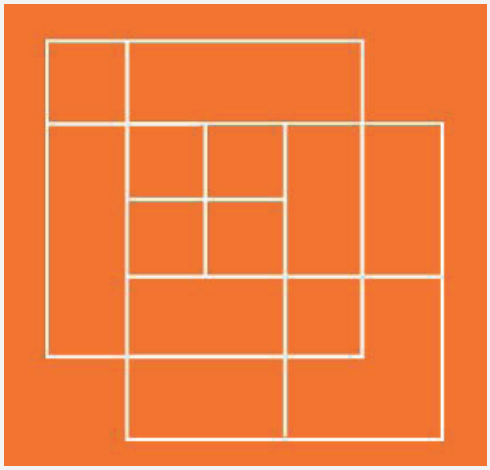
Lara-Rose Porter
Trainee Finance Assistant at FGP Systems

Matthew Hiscox
Paint Sprayer at RSC Yeovil

Christopher Beckett
Paint Sprayer at RSC Weymouth

TEA BREAK TEASER

Question:
How many squares are there in the image?



TRANSFER OF PRODUCT TO LUFTON WITHIN GROUP

Simon Griffiths-Hughes,
Director of Engineering, FGP Systems & FGP Lufton

To keep pace with customer demand FGP is always looking to best utilise and streamline use of its plant and machinery, to this end we have embarked on targeted transfer of high volume production parts to our Lufton facility.

With input from all stakeholder departments (sales, quality, production and engineering) the appropriate parts are identified as gaining the best advantage to productivity.

The Lufton facility was set up to support paralleled machining capabilities with the Weymouth facility, with this in mind transfer of selected operations is seamless even through to finished part production.

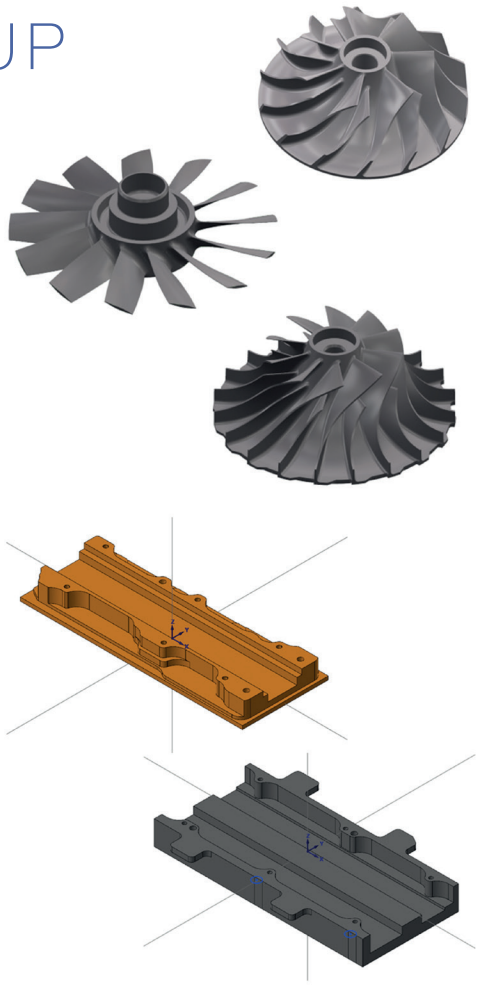
Lufton has long standing history and knowledge of turbine production on site, now with the re-introduction of turbine manufacture this history is continuing albeit with the latest lathe and milling capability on offer at this stage.

Using a Goodway GLS2800 fitted with a Hainbuch system we are able to replicate best practice from our sister site in Weymouth, safeguarding quality and reduced set and production times.

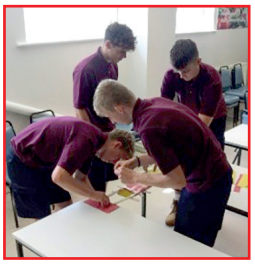
Milling duties are then handed to our Hedelius Acura 65 for fixtures directly from our current turbine production machines the Acura has performed well in comparison.

We are also making best use of our three axis machining and engineering capabilities with the transition of high speed aluminium machining operations in support of our ongoing meal table programs

With the use of table mounted fixture places set-up times have been kept to a minimum and allow ease of part change to keep pace with the Weymouth base automation system



TRAINING CENTRE NEWS



Andrew Johnson, Apprentice Supervisor, FGP Systems Ltd

Welcome class of 2019!

Ben, Christian, Dan, Louis, Paul, Scott and Shay

Day 1… Team Building
Did he say "make a bridge?"

What is essential for effective team working?

- That the objective for the team should be clear
- Each team member should be given a clear role
- Regular team meetings should be held
- Reviews of progress need to highlight what actions each member is responsible for
- Quick resolution of disputes or disagreements

What now?

Following a highly successful team building exercise, (both bridges managed to carry the weight of my mug of tea), this year's apprentices are getting to grips with hacksawing, filing, drilling, tapping and measuring.

A team may be brought together for a specific purpose or it may be people within a department. The common feature about all teams is that they share common goals; they are there to achieve the same thing. As individuals we all have strengths and weaknesses. The key to building a successful team is to create a team that uses the differing strengths, skills and experience of all those involved in the team. This means that individuals complement each other and help each other. The team should aim for the same goal and therefore any help or assistance will probably be willingly given and available from all members of the team (when asked at an appropriate time).

Communication between members is a necessary ingredient for successful team work. It is also improtant to share your knowledge and your progress on the project so that all those involved in the team are kept updated and plans can then be changed accordingly.

For the next 4-6 months they will be producing an array of Test pieces, Operation Sheets, Inspection Sheets and Job reports in preparation for in house assessment.

The qualification they are working towards focuses on the skills, knowledge and behaviours required to achieve the foundation phase requirements of the Engineering Technician apprenticeship standard. This arrangement ensures that when the learner completes the qualification they will have gained knowledge and practical experience of some of the situations that they could face within our company's. Along with the teaching we do in house, Yeovil College will be holding lessons onsite at FGP Systems delivering one unit of the technical qualification in preparation for next year's online Examination.

> "Coming together is the beginning. Keeping together is progress. Working together.... is success."
>
> *Henry Ford*

A big thank you again to all cell leads, mentors and staff who come in to contact with the Apprentices, for their continued support of the 2nd, 3rd and 4th years as they gather their evidence and get involved in the day to day activities of the shop floor. Whilst getting on with the job it is important that the Apprentices take time to reflect on their learning and record it as required. All Apprentices have been issued with a reflection log for this purpose as part of the new Standard

SECRET SEVEN

Paul Clark

This Issue's Secret Seven Director is Paul Clark, Operation Director for FGP Systems and FGP Lufton.

Each quarter a different Director is asked the same questions so you get to know a little bit more about them. Paul was asked:

Favorite 98's TV show?
It would have to be Dallas Victoria Principle was great actress

First Job?
First paid job Choir Boy St Michaels Church "weddings" followed closely by paper boy that long ago the Hovis advert

What is the best fancy dress costume you've worn?
Toss-up between Woody (Toy Story) & Maverick (Top Gun)

When you're not working, how do you spend your time?
Working much to the annoyance of Sue!! I even try to keep fit on occasions

Favorite subject at school?
Art without a doubt

What is your hidden talent?
That's Hard with so few, my inability to see a pass when playing football!

Something you say you'll do, but never do?
Retire

RECENT NEWS

Congratulations

Congratulations to Mr & Mrs Knight on your wedding

Congratulation to Nathan & Lexi Pavey on the safe arrival of your baby boy

To team 'All Systems Go' for coming 2nd in the Rotary Club Dragon Boat Racing and winning the Granby Shield

Mr & Mrs Hope on your Wedding

To Karen Perrett on completing the Weymouth Iron Man 70.3

Will Hardy-Harding & Lauryn Mealing on the safe arrival of your baby girl

To Mr & Mrs Darby on your Wedding

Well Done

Stephanie Main on completing the Bournemouth Marathon

To Karen Perrett on completing the Weymouth Iron Man 70.3

To all at Systems for raising £191.58 at the Macmillian Cancer Support Coffee Morning

Want to say something special?

Email **Verity Pitman** to include your message in the next issue.

verity.pitman@fgpltd.co.uk

THE RUFF CUTS

After a busy summer gigging with the Ruff Cutts it's maybe time to take stock and look back at what we've achieved in the in the last 10 months since our FGP Christmas Party debut.

After 2 outgoings at the Spa in Weymouth early in the year we set our sights on the summer and played the FGP Family Fun Day and 3 weddings. Two of which were employees of FGP. Jordan & Bethannie Darby, Ryan & Holly Hope which, we really enjoyed being part of their big day and were a great success.

Then came the big one. Off the back of the Spa gigs we were approached by local radio station Air FM and asked to play Party in the Park. This came with the added pressure of presenting and preforming a 2 hour radio show "The Hijack" live on air during one evening in June prior to the gig in August.

It was an incredible experience and an environment we never envisaged performing in.

Party in the Park turned out to be a day none of us will ever forget. Family and friends came from far and wide to support us. We were the last act before the headliners "Oasiss". We were told just before we went on that the crowd numbers were in excess of 5000. Just what we needed prior to our set. But in truth the set played out perfectly although we were cut short due to time restraints and a very eager Liam wannabe.

It was phenomenal experience and one we would struggle to better.

What does the future hold? We have gigs coming up at Finns in Weymouth on 8th November and we are playing Southill Fireworks on the 9th November. A couple of private functions then back to where it all began FGP & RSC Christmas Party on the 13th December. We look forward to seeing you all there and thank you for all your support this past year!

The Ruff Cutts

TEA BREAK TEASER SOLUTION

The number of 1 unit squares: 6
The number of 2 units squares: 6
The number of 3 units squares: 3
The number of 4 units squares: 2
Total number of squares is 17

THE Connector

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