

**BUTLER
NEWALL**

MACHINE TOOLS

Spring Issue

Kephax

1986
IS
INDUSTRY
YEAR

Message from the Managing Director

When we first brought together Butler, Keighley Grinders and Newall under the operating banner of Butler Newall, we fortunately anticipated the majority of problems facing us, although I must confess, with hindsight, some came as a surprise.

One area in particular which caused us concern was how we could win the commitment of everyone to the survival of the new company, particularly when you took into consideration the experiences of the preceding few years, the fact that the three sites were a distance apart and most employees would perhaps never actually meet, even though the future success depended on their joint efforts.

Rightly or wrongly we decided that a major step towards gaining the commitment we needed to succeed was to try to make people feel involved, make them understand what was going on and why, hence the introduction of Briefing Notes and Kephax.

Even though I agreed with this new, what is to most openness we were embarking upon, I was concerned in as much that business is in some ways like a marriage; life doesn't always run smoothly and at times things are not all we would like them to be but to avoid depressing our partner we tend to shelter them from the problems as much as we possibly can.

My dilemma, when reminded that the next issue of Kephax was due was, just how far should I go in explaining our problems which are at the moment quite depressing and frustrating – when what is really needed is an almighty effort by all. I think this somewhat explains my long introduction.

At the moment Butler Newall is going through a very difficult period which could not be at a worse time, with the financial year end just past. We still have at present a large number of grinding machines and

Elgamills to complete and ship. Cash is now extremely tight with the build-up of semi-finished machines almost unbelievable. (If you had to live off the interest we are paying on our borrowings, you certainly wouldn't be shivering in this weather, you would be in the Bahamas soaking up the sun and drinking halves of bitter at £4.50 a time! - so I'm told)

Our problem is simply one of getting machines out of the door. Unfortunately we are in a very fast moving technological arena where the micron is viewed as a mountain and the microprocessor is believed to solve everything including that micron.

The major cause of the build-up in work in progress is the new Cam Grinder which accounts for 23 of the machines in build at Keighley. We are struggling, not to beat drawing tolerances (which we have already done), but to reach near perfection. Nevertheless my confidence in the machine is just as high as when we embarked on the project machine and the end result is a credit to the company. It is in my opinion the best machine of its type on the market.

The way out of our present problems is not to panic, but to take as many other pressures as possible off the people working on the Cam Grinders and allocate other resources to the other machines in the programme, which is just what we have done and it will, I am confident, pay dividends in the not too distant future.

On the bright side, our order input has been exceptionally good since the last issue of Kephax. We have prepared our budget for next year with things looking quite encouraging from a

very healthy order book which will show a further increase in activity levels over last year.

It remains a very competitive world market we are operating in with ours a particularly difficult sector as machine tool manufacturers, so the continuing pressure to improve performance and reduce costs must go on.

We spent quite a sum on training last year as we firmly believe the way forward is to increase expertise within the company. We have taken on Apprentices for the first time for many years. We have already put together a sizeable training plan for this year. If anyone feels they have been overlooked they should urgently discuss it with Peter Wilds.

We are well on the way to linking the Keighley factory onto the Halifax computer which has cost us in excess of £50,000. However, it should give us much greater control on scheduling of production and material requirement with the whole exercise expected to be complete by mid 1987.

I am continually asked "what do Elliotts make of our problems?" Well, they are, as you would expect, extremely concerned. They have been very patient both by supporting us and resisting undue outside and internal pressure on the company. They have allocated funds to assist in identifying new markets and products an intensive study of which is ongoing at the moment. Mr. Frye, the Chairman is directing this study which should be of real benefit to us in the future.

At last the company is able to develop a strategic plan for the future with confidence. However, at the end of the day Elliotts are looking for results and it is up to us to give them those results by sticking to programmes and getting quality machines delivered as scheduled, at the right price, at the lowest cost to us, installed and working into the customers plant in the shortest time. This can only be achieved if we are all pulling together. Here's to a prosperous future for all and maybe even a trip to those Bahamas!

K. LEECH
Managing Director

"AN ALTERNATIVE A - Z OF PETERBOROUGH"

Well, as the title suggests, I am going to try to outline as briefly as possible, who and where everyone is at Peterborough, to try and give people an inkling of who's who and what goes on!

Where shall I start?

As you walk into the new building the smell of lingering coolant seeps through the offices from the shop floor to indicate that work has already begun on the Cadillac and Bay City Machines. There you will usually find a few electrical engineers, such as Nigel (Tut) Wells and Roy Poole conversing with the likes of Mike Rogers or any one of the GST personnel.

Just beyond the shop floor to the back of the building lies the Drawing Office with a view overlooking farmers fields. The office itself runs the whole width of the building with drawing boards and bodies running along the length, i.e. Stan Wheeler, Eric Leonard, Peter Swindley, Tim Holt, Brian (BA) Andrews, George Whitwell, Keith Tinker, Brian Beecham and Ray Morris, with a few sub-contractors along the other side, one of whom is also called Brian which can confuse things, just like having a production line of Brians!

Directly adjoining the Drawing Office on one side is the print room - one half of Peter Cherry's facilities - his other being the dark room! You can guarantee that if you go to one room to find him, he's in the other!

The Electronics section adjoins the other end of the Drawing Office and runs up the side of the building. There are three other rooms opposite and joining to Electronics that belong to them, one is a test rig, the other a store and the third

the anti-chamber to the shop floor! This is where Mike Rogers, Ian Parmenter, Roy Poole, Nigel (Tut) Wells, and all GST people live. You can often see them dissecting circuit boards as well!

The next office is Peter Cherry's dark room as mentioned, and then comes the 'Mess Room' or the 'Microwave Room' or the 'Kitchen' the names are numerous. Every day at around 12.30 this room is full with people using the microwave, making tea or coffee or even toasting sandwiches on a heater-turned-'sandwich maker' thanks to our electrical geni.

Allan Fisher and Jimmy Mozaffar share an office which is equipped with every conceivable computer aid, gadget or text book as well as computers of course!

My office backs onto the 'Kitchen' where the telex, facsimile machine, franking machine, word processor, and reception area live. I have the front view which enables me to see the car park and any visitors arriving. A new tannoy system has just been installed, making finding people at the right time much easier for all and of course announcing the various catering vans that arrive more profitable for all!

Vernon Wheeler is permanently on site at the moment until all the machines here have been despatched. His whereabouts are not confined to any particular place, he could be in the conference room, in my office, or on the shop floor up to his elbows in grease.

As you go out of my office there is a small flight of stairs with attractive brick decor leading to the only two offices above ground level. On the left is the sales office where David Carr, Roger Barnes and Bob Fielding operate from amongst a hoard of filing cabinets!

Our conference room is the other office upstairs where any visiting Director or any meetings are held. The coffee machine is also kept in here - perhaps I should have got my priorities right and mentioned that first!

We hope you like the photograph of us taken by our personal photographer, Peter Cherry, undoubtedly outlining everyone's best feature, and would like to know all about your office and how it runs and who's there so why not let us see you in the next edition as you've seen us now!

Bye for now,

DAWN WINTER

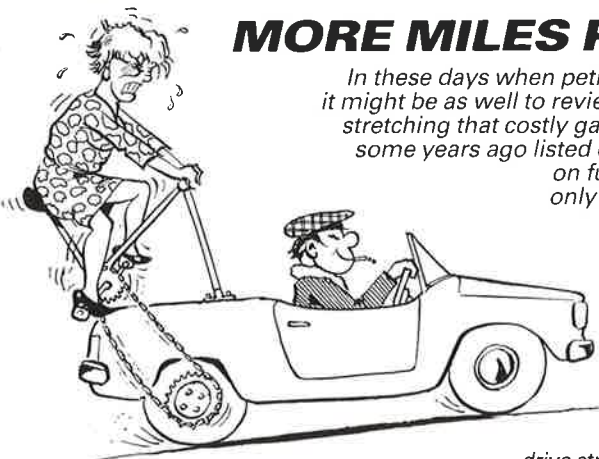


MORE MILES PER GALLON

In these days when petrol is a major cost in motoring, it might be as well to review some of the simple ways of stretching that costly gallon of juice. A book published some years ago listed over 200 ways of economising on fuel. In this article we have time only to cover a few obvious points.

Firstly, a heavy clog on the gas pedal really pushes up consumption. At the top end of the speed range an extra five miles per hour costs ten percent more fuel. A cold engine uses far more petrol than a hot one, so when you park, put the car in a position where you can drive straight off, reversing and turning to

get out with a cold engine uses up a lot of fuel. When starting off, put on your seat belt, adjust your mirror and light up your cigarette (if necessary) prior to starting your engine. A standing car does nought miles to the gallon! A lot of fuel is used on holidays, so always adjust your tyre pressure up to compensate for a full load. If you have to use a roof rack, stack the cases so they form a wedge sloping from the front. Take the roof rack off when you arrive and don't put it back until your return journey. It is tempting to open windows on a hot day, Don't! Open windows create drag and can increase fuel consumption by as much as five per cent. Finally - the best way to save fuel is to leave the car at home. Walking is a great fuel saver and keeps you fit!





KEN RETIRES - AFTER HALF A CENTURY!

Chief mechanical engineer Ken Foster's retirement party was held in the same room where he started work half a century ago.

When Mr. Foster joined the then Butler Machine Tool Co. in Halifax, the firm's drawing office, where he was an apprentice, was in Adelaide Street. Today that office is the company's social club, where Mr. Foster entertained colleagues to mark his retirement.

Fellow employees presented him with a slide projector and the company's directors have given him a TV set and a decanter and glasses.

Mr. Foster left Butlers for two years to work for a Huddersfield firm as a designer, "I was asked to return to my job here," he said. Mr. Foster and his wife Norma live at Springwood Avenue, Copley Lane, Halifax. His hobbies include photography, walking, reading, gardening and travelling. "Leaving here was a wrench, but retirement is a new part of life," he said.



Early January saw the departure of Cliff Croxford, one of the characters of the Company at Peterborough. Cliff left us after looking after the old site at Peterborough for a number of years, where he was security man and general factotum.

Where's he gone? Well, he's joined the new owners, looking after the site for them. I'm sure they will find his experience invaluable. The gifts presented to Cliff reflect his interest in gardening.

ACROSS

1. Salaried Personnel (4)
6. Motor Car Industry (10)
9. Holders of The Football Shield (8)
11. Rolls Royce of Milling Machines (8)
12. Ancient Medication (5)
15. Heavy Load (6)
18. Shaft Horse (7)
19. Prior to CNC (2)
20. His tools include a suit, a case, and a credit card! (3)
21. Exclamation! e.g. made when thumb is struck with a hammer (2)
23. Orator! (5)
24. See 29 across (6, 6)
27. One of the Flower Pot Men! (3)
28. A Safety Shoe (4)
29. Us! see 24 across (6, 6)
30. Technial & Supervisory Staff Union (ABU) (4)
31. The Boss! (see 12 across) (5)
33. The Keighley Site's Old Emblem (2)
35. Toffee Town (7)
38. Advanced & Unique Grinding Machine for the Aircraft Industry (ABU) (3)
39. Metallurgists Study These (6)
41. The Competition stood in this when they first viewed the Camtronic! (3)
42. East London Salesman (7)
43. The Halifax Site's Old Emblem (6)
44. A Polished Finish! (6)

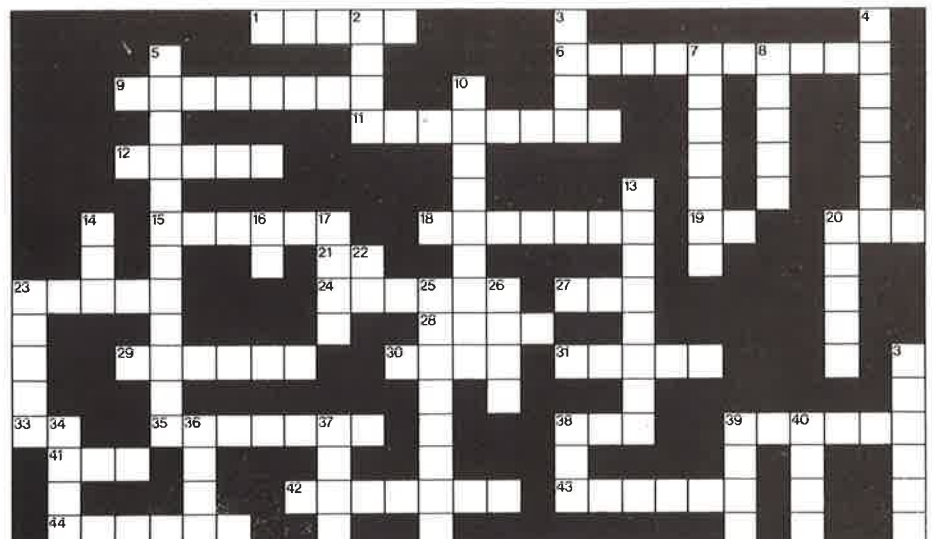
CLUES

DOWN

2. A mis-spelt method of cooking! (4)
3. One of the birds who landed on a wall! (4)
4. Given with a smile (7)
5. This United Team are nick-named The Posh (12)
- 7 & 8. We manufacture these (7, 5)
10. American Law Enforcers (9)
13. One of our specialities (8)
14. Why we work! (3)
16. Pencil Pushers - literally! (ABU) (2)
17. We are only second to these (4)
20. Quick Approach (5)
22. Collectively (2)
23. You have to be a bright one to stay in front (5)
25. Keighley has one but Peterborough doesn't and Halifax has one! (1, 7)
26. Every Shareholders nightmare that we are going to make one of these (4)
32. Everything starts at this stage! (6)
34. A method of Milling (4)
36. This Ladd was a Cowboy! (4)
37. Managements best friends! (ABV) (4)
38. A Shilling (3)
39. B. Elliot's Chief Executives' Christian Name (4)
40. To shape on a lathe (4)

Simon Bennett
Keighley

Thanks Simon



SOLUTION ON REVERSE

So you think you've got it rough . . .

Keighley has long been a centre of the machine tool industry, and in the year 1911 I was apprenticed, aged 15, as a draughtsman. The wage was 5s., rising by a shilling a year until one was 21. The starting time was 8.30 a.m. except on two mornings when I had to start at 7 a.m. for cleaning, which included sweeping the floor using wet sawdust.

The office was old and located alongside the River Worth, and another duty was to act as rat catcher, a "Nipper" trap and wire cage being provided.

My greatest success was finding four young rats in the wire cage. These were drowned and thrown on the scrap heap in the yard, though when a workman named Simpson arrived he picked up the rats, massaged them and placed them on the blacksmith's hearth around the fire. Three revived, and Simpson, borrowing the cage, told me that he trained Airedales for ratting and that I was never to waste any rats.

Blueprints were taken to dry in front of this fire. The smith, a serious man, was fond of remarking "Do you know, lad, that I work under the most scandalous conditions of any smith in this country." A common practice was to send a young apprentice on some fictitious errand, but any lad coming in the smithy asking for "the short circuit" was marched back to the sender and both given a sharp rebuke.

The striker being more friendly, used to quote "the Smith a mighty man is he, what must his Striker be."

Strict economy was practised, brown paper and string from parcels was saved. It was rumoured that the chief draughtsman had three drawers labelled respectively: long pieces of string; short pieces; pieces too short to be used. Certainly on occasions he would come with a small jug and pour some water into the bottles of Indian ink, explaining that it would stand thinning down. He also produced a shoe box and suggested that the surplus rubber from the drawing boards might be saved and sold, but this suggestion was ignored.

At the age of 18 each young draughtsman went into the works for 18 months. This meant starting at 6 a.m. with breakfast at 8.30 taken sitting on the bench. There was no canteen and no hot water for making tea, these facilities not appearing until the First War. The toilet accommodation was crude, the seating in a row of six being merely a narrow plank with a constant stream of water from the beck running underneath. At intervals workmen with a misplaced sense of humour would light a sheet of newspaper and float it under any customers occupying the seats.

Instruction was almost lacking, the apprentice picking up what he could by watching

the seniors. In the turning shop the foreman's instructions on precision was limited to two remarks: "This can be as rough as a bear's behind," or "this is important, it wants to be to the ten thousandth part of a cat's hair."

There were 12 machine tool firms in Keighley at this period, but the firm in question went bankrupt in the recession of 1924. I joined the staff of the Keighley Technical College, the Principal being William Healey, father of Denis (later Chancellor of the Exchequer) and his brother. My wife and myself spent many hours looking after these two, then, small boys.

GENERAL KNOWLEDGE QUIZ

1. Who was the second man to run a mile in under 4 minutes?
2. Which Couturier designed the "New Look"?
3. Which motor manufacturer marketed a car called a "Saphire"?
4. Where is the Bay of Carpentaria?
5. Who followed Henry I to the English Throne?
6. What were the composer Tchaikovsky's forenames?
7. What is "Aquaes Humour"?
8. Name 3 Musicals which won the Oscar for Best Film?
9. In American Football what are the "Hash Lines"?
10. Who wrote under the pen name "Saki"?

Answers in Next Edition

Holidays 1986 - From Butlers to Bali

It is that time of year once again - Xmas over not much to look forward to, other than a cold, grey English winter.

The warming news is that 1986 has all the makings of a bumper year for package holidays abroad. This is a result of a disastrous summer in 1985, a strong pound and a price war between the holiday companies: also whilst inflation soars, holiday costs are in most cases, far less than last year.

Most tour operators are claiming that they are 100% up on bookings made at the same time last year, therefore the message this year is the late Fred Pontin's famous saying "Book Early". Getting a cheap bargain by booking late, is becoming a thing of the past.

There is further good news for employees of Butler Newall. Pickfords Travel is offering a 5% discount on most holidays abroad for employees travelling with their immediate family.

Let me take you on a quick guide of the current leaders for holiday destinations, to give you some ideas on where people are booking this year:

This year is seeing the emergence of Spain as the No. 1 hotspot, with Greece and her islands a close second. Spain has, after a bad year's publicity in 1985, cleaned up her image by lower hotel rates and raising hotel standards, thus along with some excellent child reductions makes a good value holiday destination.

Greece and her islands are a must for people who worship the sun and enjoy relaxed evenings in Tavernas. Most of the accommodation is made up of self-catering apartments and tavernas, (usually owned by a friendly Greek family), but the fun starts by joining in with the locals at a taverna, eating locally caught fresh fish, along with a bottle of Retsina, and pretending you are Zorba, when the Bazouki music starts.

The country which is seeing the biggest boom, must be Yugoslavia - the favourite resorts being Dubrovnik and Porec.

Yugoslavia is a country with many variations, from Flotilla sailing to popular naturist holidays for the more adventurous.

This year also sees the emergence of new destinations, in particular, Turkey. A country that is beginning to realise its potential in tourism. Boasting some glorious beaches - Marmaris and Bodrum seem to be the most popular.

Further afield, but yet within reach both financially and distance-wise, exotic sounding places such as The Maldives, Bali, St. Lucia and Barbados, are now a reality for more and more British tourists.

The most popular of the long haul holiday market is the U.S.A., due largely to the upward surge of Sterling. Disneyworld and the Epcot Centre in the sunshine state of Florida, are getting their fair share of British holidaymakers - a two centre holiday

combining Miami Beach and Orlando, will cost you approximately £550 per person from Manchester. Great value for two weeks in first class hotels and an 8000 mile round trip.

I hope I have given you some ideas on where to take your holidays this year. By booking early, you should get the holiday of your choice and something to look forward to, whilst watching T.V. on a long, dark winter's night, listening to the rain and snow driving down against your window.

Come and see us at **Pickfords Travel, at 6 Cheapside, Halifax: and REMEMBER - 5% DISCOUNT TO ALL BUTLER NEWALL EMPLOYEES**

HAVE A GOOD HOLIDAY!

FRANK MALCHER, M.INST.T.T.
BRANCH MANAGER (PICKFORDS TRAVEL)

