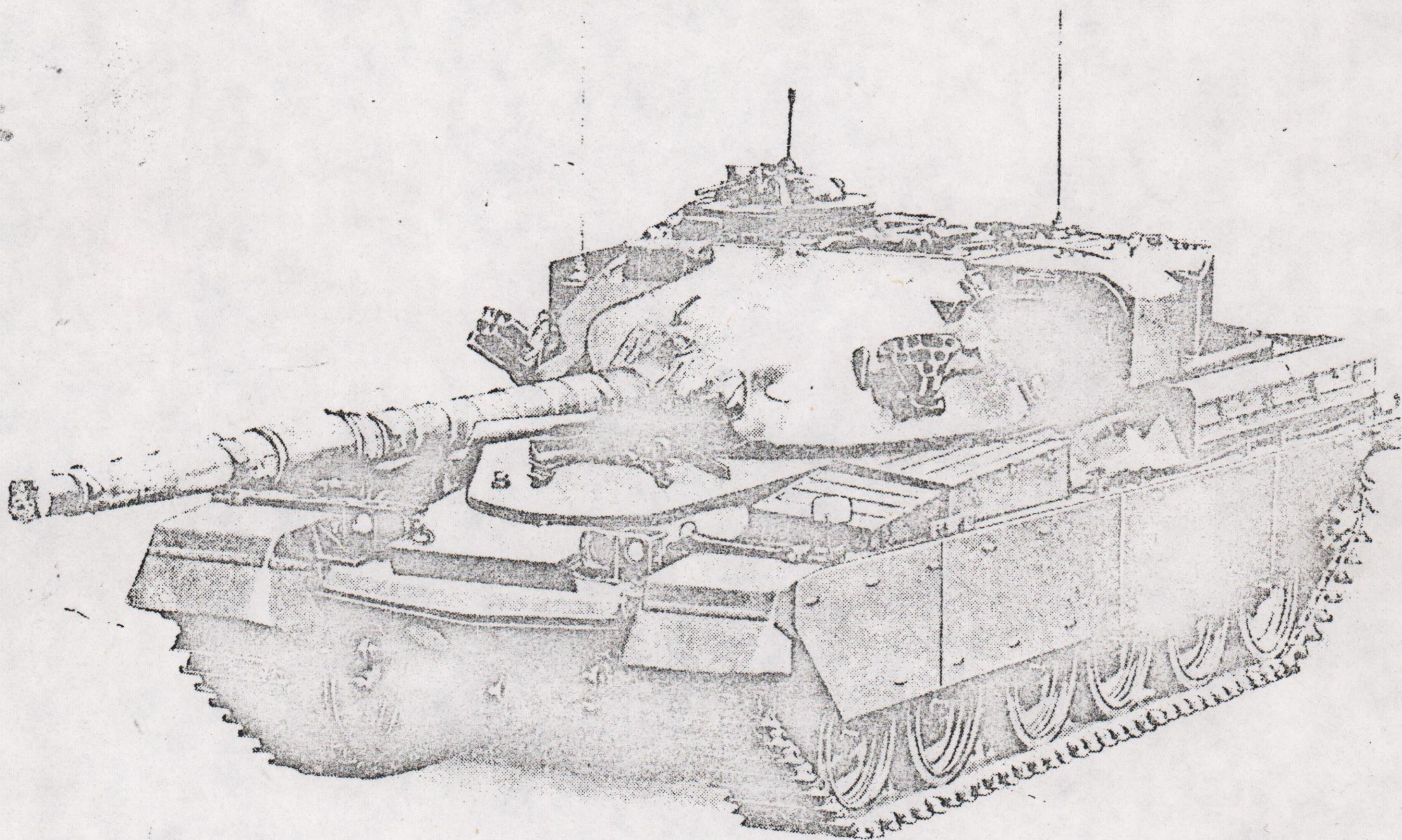


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THE STAFF CASE FOR THE RETENTION  
OF  
38 CENTRAL WORKSHOP CHILWELL



SEPTEMBER 1984



## FOREWORD

This document has been prepared by the Joint Action Committee, comprising representatives of the following Trades Unions at the Workshop:

Amalgamated Union Engineering Workers	(AUEW)
Transport and General Workers Union	(TGWU)
Electrical Electronic Telecommunications and Plumbing Union	(EETPU)
Sheet Metal Workers Union	(SMWU)
General Municipal & Boilermakers Trade Union	(GMBTU)
Civil and Public Services Association	(CPSA)
Institute of Professional Civil Servants	(IPCS)

The Joint Action Committee acknowledges fully the assistance and support rendered in the production of this document by the following:

The Rt Hon Denzil Davis MP

The Rt Hon Jim Lester MP

Broxtowe District Council



## SUMMARY

This report outlines the case for the retention of 38 Central Workshop REME as the main 'A' Vehicle Base repair facility in the UK. As the management proposal is very broadly stated and individual savings occurring as a result of the proposed 'A' Vehicle and Assemblies transfer are not available (TU requested this information on 20 August) the case has not been as detailed as the TU side would have liked.

In view of the fact that the MOD case is presented in outline only, without detailed planning calculations, a point-by-point response is not appropriate. The TU response is therefore based on the extensive duplication of facilities which would be necessary, together with the degradation of service to the user during the extended re-learning period at the proposed two new Base Workshops.

The main reasons for retaining Chilwell are:

1. The most cost effective means of base repairing Armoured Fighting Vehicles in the UK.
2. Savings would result from not having to duplicate test facilities and equipment in one or more new locations.
3. Retention of expertise at Chilwell gained from over 40 years of base repairing of tanks.
4. Retention in the UK of a workshop that contributes to exports in its work for Overseas Governments.
5. The parameters on which the REME Structure study was based has changed since 1981 due to:
  - a. Changing pattern of workload. 'A' Vehicle workload has increased due to increased track mileage, deployment etc.
  - and b. Minister of State for Defence's decision to put 30% of workload out to private industry.

A new survey based on current facts would recommend keeping 38 Central Workshop REME open.



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## INTRODUCTION

1. In May 1984, the Trades Unions at 38 Central Workshop REME, aware of the growing concern for the future of the Workshop, formed an Action Committee to make the general public aware that there had been a Static Workshop Review at which the following recommendations were said to have been made:

Close 38 Central Workshop REME

Reduce and reorganise the size of REME

The Action Committee therefore:

Informed all Labour MP's, SDP MP, the prominent Conservative MP plus the local MP's.

Visited Local MP's, Erewash -- Mr P Rost; Broxtowe -- Mr J Lester.

Wrote to all local newspapers and National newspapers.

On the 28th of June, just a month later, the worst fears of the Trade Unions at Chilwell were confirmed, when it was formally proposed that the Workshop would be run down and closed over a period of 2½ to 3 years. The proposed closure was part of a larger package of REME closures which included Newark, reductions at Stirling, Catterick, York, Colchester, Liverpool, Aldershot and Ashford.

The decision caused immense anger amongst the workforce who regarded this as an affront to their proven expertise, efficiency and loyalty. The response of the Trade Unions at this time was to form immediately the Joint Action Committee against the closure, cutting across the traditional divisions between Industrials and Non-Industrial and representing all Trade Unions at Chilwell. Its dual objectives were:

To reverse the closure decision and secure the future of the Workshop.

To secure the future of all existing employment at Chilwell.



## BACKGROUND

2. The Workshop is situated in the village of Chilwell adjacent to the M1 6 miles West of Nottingham and less than 10 miles from the East Midland Airport. The Workshop was constructed during 1938 on the site of a first World War shell filling factory for the specific purpose of repairing Tracked Vehicles. It occupies a total area of approximately 9.6 Hectares within which the Workshop buildings occupy 4.6 Hectares. Adjacent to the Workshop was one of the army's major stores for vehicle spares.

Arising from a Government decision to rationalise COD Chilwell in 1976, there followed a period of uncertainty of the future roles of Chilwell. However the Fair Value Proposal of 1976 was to retain 38 Central Workshop REME and to take the overload from another Workshop which was recommended to be reduced in capacity, ie Bicester.

This Workshop is an integral part of the REME facilities for repair of 'A' Vehicles. It is the only Base Repair Workshop for 'A' Vehicles in the UK. It has on site, REME's only purpose built test house which permits not only a quick, but efficient means of testing engines and gearboxes.

A comprehensive electro-plating facility also exists within 38 Central Workshop. Vehicles requested from Chilwell are promptly and efficiently repaired and returned to units in the UK and BAOR. Vehicles are transported by either Army lorry or contractors. In addition, there are other sources of work, ie Vehicles from the British Army Training Unit in Canada plus work for Middle Eastern Countries.

This document entitled "Defend Chilwell - A Case For Retention", forms an integral part of the campaign to meet these objectives.

Its functions are:

To examine the case for closure put forward by the Ministry of Defence.

To analyse objectively the available data on which the case is founded and systematically reassess the main arguments.

To safeguard the future of 38 Central Workshop and its workforce.

It is hoped that this document will serve, not only to stave off the threat to our future, but also to provoke discussions at all levels on present and future National Defence Policy.



## LOCATION

3. The valley in which Chilwell is sited provides a natural shelter from the extremes of the weather. In Winter whilst the surrounding districts are deep in snow, Chilwell can be relatively free. Low lying Chilwell has access to water from bore holes in the ground. The clean air act has freed the area of fog which in Winter used to disrupt traffic and consequently work.

Within the Military complex known as Chilwell Station, there is HQ Chilwell Station, HQ 49 Infantry Brigade, Directorate of Supply Management (Veh Div), 38 Central Workshop REME, Army Cataloguing Agency, Directorate of Supply Computer Services, Sales Support (3c) and Quality Assurance, a District Office of PSA/DOE, Area Office of Contract Repair Branch REME, Medical Reception Station and Occupational Health Centre. Integrated with these are the supporting services Canteen, Police, Telephone Exchange etc.

## ROLE

4. To achieve a state of operational readiness, troops must be exercised in the use of equipment; inevitably there is a point when equipments lose their reliability or become casualties and require extensive overhaul. No other UK REME Workshop is capable of carrying out such repairs which need a variety of skills and disciplines together with special tools and machinery. Equally important is the need to update fighting vehicles and no better opportunity is presented than during these overhauls.

The Workshop's principal role is to carry out base repairs to armoured fighting vehicles and to their associated assemblies which are beyond the capability of other UK Workshops. In addition some manufacturing work is undertaken which because of its nature, the small quantities required, or the urgency of the requirement, demands an in-house facility. These include a range of special test rigs, tools, spares, etc.

The range of vehicles repaired in addition to the Chieftain main battle tank, are Chieftain derivatives such as Bridgelayers and Repair & Recovery Vehicles, the FV 432 Armoured Personnel Carriers, Combat Vehicle Reconnaissance (Tracked) in all its forms. In addition a total of about 1500 engines, gearboxes and other assemblies are overhauled annually.

The range of repair extends from electronic/electrical repair of instruments and assemblies to full overhaul of a Chieftain main battle tank. The depth of repairs extends from fault diagnosis to stress relieving aluminium structures.

The Workshop is also involved in formulating processes for repair and examination of new electronic/electrical and mechanical equipments such as Computer Controlled Gunnery Systems. Tests include that of the Chieftain main engine and the hydraulic equipment necessary to operate the armoured recovery and bridging vehicles.

## ENGINEERING FACILITIES AND SKILLS AVAILABLE

5. Depending upon the state of vehicles when they reach the Workshop, they may have to be stripped down to the bare hull to enable repairs to be carried out. Off come tracks, wheels, suspension units, top rollers and final drives. Out comes the power pack, auxiliary engine, gearbox and oil tanks. Out come stowage fittings, charge bins, turntable, fuel tanks and electrical fittings. Off come the harnesses, control cables and much of the pipe work. All require careful examination to assess the repairs required.



5. continued

Equipment is invariably of a special nature not common to that found on a commercial vehicle. Equally so are the weights of components. The Chieftain turret, for example, weighs  $13\frac{1}{2}$  tons, the power pack 3 tons. These vehicles can be badly damaged and require major repairs. It is not uncommon to receive a runaway Chieftain.

In order to satisfactorily complete base repairs of fighting vehicles, the following engineering facilities and skills are essential:

Test House. This is the only purpose built MOD Test House in the country capable of testing all the types of engines from 27 BHP to 750 BHP used by the British Army plus gearboxes, final drives etc. The only comparable Test House is in Germany, built in 1970 at a cost of approx £4 $\frac{1}{2}$  million. In addition to the 38 Central Workshop load, the test house also tests engines overhauled by 35 Central Workshop Old Dalby.

Hydraulic Test House. This is again the only purpose built Hydraulic Test House within UK REME, erected in the mid 1970's as an integral part of the Engine Test House capable of testing all the hydraulic equipments of the British Army plus 35 Central Workshop hydraulic equipment and equipments for Overseas Defence Sales. It is worthy of note that this facility is currently engaged in the overhaul and test of equipment manufactured by no less than 20 different suppliers.

Turret Shop. The purpose built turret shop with its 25 ton crane was designed to meet all the known future requirements of the British Army (Chieftain, Challenger etc) for the removal and base overhaul of turrets, armaments and NBC kit.

Engine and Assemblies. Complete overhaul of light to heavy engines ie from 27 BHP Generator set for Chieftain to the 750 BHP Main Engine for the same vehicle, a total of 22 different types of engines are repaired within the Workshop.

FV 432 Line. Four day moving line, the only one in existence in the UK for the complete overhaul of this armoured personnel carrier.

FV 100 Series. The only Workshop in the UK which undertakes the base overhaul of these vehicles dealing with stress peculiarities of aluminium armour.

Chieftain Derivatives. The only Workshop within the UK which carries out complete base overhaul of the equipment ie, Armoured Recovery Vehicles, Bridgelayers and Armoured Repair and Recovery Vehicle including their hydraulic equipments.

Electrical/Electronics Section. A craft force of 67 people specialised in the complete overhaul of electronic/electrical equipments used in Chieftain, and other Armoured fighting vehicles, including programme work and diagnostics for other establishments.

Machine Shop. Fully equipped and manned machine shop for the manufacture, reclamation and repair of specialist equipment used in Armoured Fighting Vehicles and their engines, gearboxes and other assemblies.

Trimmers Section. Skilled upholsterers who manufacture, repair and fit thermal and noise insulation pads for armoured fighting vehicles.

Electro Plating Shop The only REME Workshop within the UK which has the comprehensive facility and skill required to reclaim and plate component parts.

Blacksmiths. A necessary facility for the repair and working of heavy engineering components, familiar with the special peculiarities of armour materials.



5. . continued

Fuel Injection Room. The only REME Workshop in the UK which is fully equipped for programme repair of fuel injection equipment including overhaul and calibration.

Painting Section. This department has the facilities ranging in scope between the ability to paint spray complete vehicles to a conveyor system for spraying small component parts.

Welders. Specialised team of welders versatile in the repair of aluminium armour used on CVR(T) Range, maraging steels used on bridge launching structures, and other materials associated with heavy armoured fighting vehicles.

Cleaning Area. Extensive facilities for the cleaning, de-rusting and degreasing of service equipments irrespective of initial condition.

Sheet Metal Section. A vital ancillary section of highly specialised craftsmen to manufacture and repair light gauge stowage and components.

Calibration Room. This facility provides the ability to calibrate gauges, test equipment and critical examination of special tools, jigs and equipment. Mechanical, electrical and electronic disciplines are included.

The workshop employs 5 military officers, 115 non-industrials and 688 industrials, giving a total strength of 808.

ADDITIONAL FACILITIES

6. Clerical Full range of clerical skill including Data Processing, computing, accounting, auditing and wage processing.

Storekeeping. Full range of storekeeping and Stores Management skills supported by an extensive transportation and handling capacity.

Technical. Electrical, Electronic and Mechanical Engineering expertise, Sheet metal, joinery, upholsterers, process work, vehicle rebuild, engine and gearbox rebuild and testing.

Support. These services include security, catering, occupational health monitoring and welfare. Also, a purpose built vehicle test track is available.

The management and departmental structure and procedures encompassing all the above listed skills, combined with the special supporting services, meet the general principles of the Minister of State for Defence's MINIS: MANAGEMENT PRINCIPLES, dated 8 September 1983.



## CLOSURE: THE MOD CASE AND TRADE UNION RESPONSE

7. The proposal to close the Workshop within 3 years from the announcement in 1984 is based on an assessment of a 20% over-capacity from an in-house review which took place in 1981. The review was to examine the balance of static Workshop repair activity in UK and BAOR and between REME and industry, and to make recommendations for the achievement of maximum possible manpower and financial savings without the loss of essential operational capability. The main findings of the Review, and the recommendation which forms the basis of the Departments proposals are contained within the CONSULTATIVE MEMORANDUM ON THE REVIEW OF REME STATIC WORKSHOP JULY 1984. (Annex 1). Contrary to the above statement, the Trade Unions both locally and nationally believe that the real motives to close Chilwell are based on an erroneous assertion by the MOD that it will be cost effective to redeploy 38 Central Workshop REME's load to other Workshops as defined in the consultative document.

It is necessary to challenge in some detail the reasoning behind the decision to close 38 Central Workshop REME which we believe totally disregards many important factors.

They are:

The Main Battle Tank programme has not only increased with a back loading from Canada of the BATUS load, but a change in working practices has lead to Economic Base Overhaul (EBO) which enables a general increase in efficiency permitting the loading frequencies of Chieftain to improve from one every 7 days (18 months ago) to currently one every 5 days, with a resultant saving in vehicle overhaul costs.

A new programme of vehicles to the Workshop for conversion from an Armoured Recovery Vehicle (ARV) to an Armoured Repair and Recovery Vehicle (ARRV).

Modification and repair of Combat Engineering Tractor (CET), Process work on Thermal Observation and Gunners Sights (TOGS), Chieftain Improvement Programme (CHIPS) and Striker have considerably increased the workload.

With BAOR as detailed in the document being front line left at full capacity, Chilwell is the only Workshop to have the expertise to repair Chieftain.

Defence Sales from Middle East countries worth over £160,000 (this year to date) with the prospect of further work.

### CONSULTATIVE DOCUMENT STATES THERE WILL BE MAXIMUM SAVING BY THIS RE-ORGANISATION

7.1 Total savings from the re-organisation are estimated at £754,000 per annum which is minute considering the overall operating cost of REME. No detailed costings have been made available to the Trade Union. It therefore becomes increasingly evident that the decision has not been taken on purely economic grounds. On the contrary, the Trade Union believes it will prove very hard for the MOD to produce evidence of any saving especially in the case of Chilwell. The costings themselves however are based on a series of general assumptions which require scrutiny.

### CONSULTATIVE DOCUMENT STATES THERE WILL BE MAXIMUM MANPOWER SAVINGS WHICH IN TURN WILL RESTORE A REASONABLE COST EFFECTIVENESS FOR THE MOD

7.2 This can be refuted with the following points:

Existing facilities to strip, overhaul, rebuild, and manufacture parts which are not available, plus setting and commissioning of the fighting vehicle under one management as opposed to two as proposed in the Consultative Document is far more efficient.



## 7.2 continued

The Workshop, situated close to heavy engineering at Nottingham and Derby enjoys an almost unlimited source of skilled labour. It is also close to Old Dalby; essential for Telecommunication (TELS) and electronics, an integral part of all modern fighting vehicles, the dependancy on which will increase with increasing complexity of fighting vehicles.

Employees in the main, live within a 5 mile radius of the Chilwell Workshop. There is no need for subsidised travel which is essential at both Bicester and Bovington.

At 38 Central Workshop REME, management have the flexibility to move tradesmen to different sections when a lull occurs. If these sections are separated by 120 miles (ie Bicester to Bovington) not only will this be impossible, but there will also be a need to over duplicate labour to cope with unavoidable peaks in load.

The following more detailed requirements must also be taken into account:

The task of recruiting new workforces from what are substantially rural areas, to which must then be imparted the unique expertise of 'A' Vehicle repair.

There has been a gross underestimation of the task involved to train people to completely strip a Chieftain tank; no other Workshop in the United Kingdom has undertaken what is referred to as a BASE overhaul. As the vehicle fleets get even older, there will be a greater requirement for Base overhaul. Much of the knowledge is empiric and not available in EPS or EMER manuals. 38 Central has been performing this type of role for forty years and many of the workforce have been on REME sponsored training courses.

The requirement to build new Test House facilities.

The testing of engines, hydraulics and gearboxes installed in all tracked vehicles in use by the British Army requires elaborate buildings and facilities. The replacement cost of the unit at 38 Central (completed in 1971) is estimated at today's values £8M. It is proposed to build two of these, though smaller; one at Donnington and one at Bicester.

The need to install a crane at Bovington, capable of removing the turrets from Challenger.

38 Central has a 25 ton crane and the turret shop is currently working a 5 day loading frequency on Chieftain.

Speed and simplicity of handling component parts with particular regard to reject work.

At 38 Central, everything involved with Chieftain is in house. The proposed arrangement entails all engines and assemblies being transported 120 miles from where they are removed (Bovington) to the point where they will be serviced; (Bicester) then 120 miles back to be re-fitted. All major reject work will require the operation being repeated.

Fuel Injection Room.

At 38 Central, fully equipped and manned by skilled staff; not available at Bicester.



### Plating Shop (Metal Deposition)

At 38 Central, the work is all done in house. A service not available in any other UK REME Workshop. This facility permits vast savings to be made by reclamation of worn components and frequently undertakes work for other REME Workshops.

### Machine Shop.

38 Central has a large machine shop for reclaiming and manufacture of machined parts. Premises and installations would have to be re-provided to accept this.

### Shot Blasting and Shot Peening Facilities.

Plants already exist at 38 Central. These are not available at Bovington or Bicester.

### Stores Section.

The supply of stores on a day to day basis from the point of view of premises and staff needs to be considered. Bovington will need buildings for stores, spare engines etc and other components for rebuilding Chieftain.

### Derivative Chieftain Vehicles, ARRV, ARV Bridgelayers.

38 Central is the only Workshop with expertise on full BASE overhaul of those specialist vehicles.

38 Central Workshop REME is unsaleable as a development site or a Workshop; a view upheld by Broxtowe Borough Council.

Situated as it is between stores held by the American Forces, a Squadron of Royal Engineers plus stores and equipment and the whole surrounded by a security fence, it is only suitable for Military purposes. Any suggestion of a marketable value is impractical.

We have been unable to obtain a breakdown of the financial evaluation but refute that there would be any saving involved. In addition, the MOD refuse to take into consideration the huge cost of redundancy payments presumably because they are met from different votes. Nevertheless the cost will have to be met by the taxpayer and having disposed of the experienced labour, they propose to recruit an inexperienced workforce despite the resultant additional cost of training.

38 Central is conveniently situated in the Midlands between Northern Command and Southern Command, making it available to both forces. It is a recognised area for heavy engineering, with a comparatively cheap cost of living and a ready pool of labour.

18 Command Workshop, Bovington, which is a second line Workshop, lacks the expertise of a Base Repair Workshop. It is recognised by all concerned at Chilwell that to set up Base Repair of Chieftains at Bovington would take approx two years if tradesmen would move from Chilwell, (bearing in mind that as shown by Annex F approx 40% of workforce is over 50 years of age).

The duplication of support facilities required at Bovington and Bicester would be:



<u>Bovington</u>	<u>Bicester</u>
Trimmers	Trimmers
Painters	Painters
Machine Shop	Machine Shop
Welding	Welding
Electrical/Electronic	Electrical/Electronic
Electro Plating	Electro Plating
Cleaning	Test House
Suppression Test	Cleaning
Test Eqpt & Gauge Calibration	Carpenters
	Test Eqpt & gauge Calibration

Bovington also lacks local housing, even though Bovington's housing costs are 50% more than Chilwell. Consequently the present Bovington workforce have to travel up to approximately 30 miles on subsidised buses.

The MOD contends that the re-provision of a new Test House at Bicester and other facilities not specified will cost £2488K. However, Chilwell's facilities and many other sophisticated sections and individual items of equipment will have to be re-produced at Bovington and Bicester. The total of £2488 K is entirely unrealistic.

This figure is considered to be under estimating the real cost as Chilwell's facilities would have to be dispersed and duplicated in some instances between Bovington, Bicester and Donnington. If specialised test equipment is included, the total cost will far exceed £2488K.

#### OTHER CONSIDERATIONS

7.3 38 Central Workshop is one of the largest employers in Broxtowe and Erewash. With one of the other major employers in Erewash, Stanton and Staveley, likely to close this year, Erewash unemployment levels will soar. Plessey, the other major employer in Broxtowe have taken a decision to set up major works in the South of England, this will further severely affect local job prospects.

The effect of closing 38 Central Workshop raises doubt over the future of the rest of Chilwell Stations 1000 employees: -

For example, the relatively new boiler house would become uneconomic due to being considerably underutilised without the need to supply the workshop, thus increasing the overheads for those remaining at the Station. This would also result, in the case of all other shared facilities.

Finally the tremendous loyalty and expertise of the workforce at Chilwell must surely be taken into consideration. The only offer made by the MOD on this point is the "usual" allowances to encourage a very limited number of selected employees to transfer to Bovington or Bicester. This would subject those selected, to an unacceptable financial burden by moving to considerably more expensive housing areas.



## CONCLUSIONS.

8. The Trades Union have attempted to show that not only is there reason for having a further study, but we believe there are no grounds for proceeding with the closure, which are based on false premise, the North - South syndrome and political dogma.

Annex 7 shows that despite the claim of a 20% overcapacity in REME, the 38 Central Workshop load has been steadily increasing over the last few years.

This increased load has been accommodated by corresponding increases in Workshop efficiency, permitting reductions in numbers of people employed and consequent reductions (in net terms neglecting the effects of inflation) in annual operating costs per unit load.

The timescale to implement the proposal is entirely unrealistic since to re-provide and in many cases duplicate, all the facilities and especially the expertise available at Chilwell, will take considerably longer than the proposed 2½ to 3 years. Acquisition of expertise, by newly employed skilled tradesmen at Bicester and Bovington, will take at least 2-3 years in order to cope with Base Repair alone. The special expertise, apparently taken for granted at 38 Central Workshop, which has allowed the resolution of many complex technical problems;

eg GEDU/Sight mount assembly and calibration

IFCS productionisation

TOGS/CHIP process work

Diagnosis of design shortcomings

will take many, many years to regenerate.

The proposal to increase the amount of work sub-contracted to industry is a further source of concern. Recent urgent demands for increased repair programme quantities for;

Ferret Gearbox

TN15 Gearbox

J60 Engine

were met with immediate response. The loss of in-house facilities to respond in this manner would degrade the service provided to the British Army.

It is significant that the cause of the increased demand on TN15 Gearboxes was industrial action taken at the manufacturers plant.

The combined effect on the service provided to the equipment user; of protracted re-learning curves at Bicester and Bovington coupled with the probable longer response time from industry, warrants special scrutiny.

Costing information provided in Annex 1 is too brief to permit detailed assessment. However, it is considered that the estimates do not take full account of the total costs to re-provide and duplicate the existing facilities at Chilwell, neither do they take full account of training, re-learning and the true duration of the "temporary dual running".

It must be stressed that the work currently done at Chilwell will not disappear but the work will go to an area with virtually no unemployment and very limited skilled labour resources. The proposal is based on out of date information, and an incorrect assumption that large numbers of employees will be up-rooted and moved from a low cost of living area to one of the highest. No increase in pay - presently £101.00 plus a variable bonus, currently £31.00 would create financial and social strains on anyone contemplating moving to either Bicester or Bovington.



CONSULTATIVE MEMORANDUM ON THE REVIEW OF REME STATIC WORKSHOPSIntroduction

1. The Department has considered the report of the team set up to review the REME static workshops in UK and BAOR, and now wishes to put proposals for restructuring and staff economy measures to the Trades Unions (TU) side. The Department intends to make as much information as possible available to the TU so that early decisions can be taken. The aim of this memorandum is to initiate the consultation process by providing basic background information on the Department's proposals.

Background

2. The Review of REME Static Workshops (hereinafter called 'the Review') originated as a REME in-house examination of over-capacity in the static workshops. Later, because of examination by the Public Accounts Committee, the scope of the study was broadened.

3. The aim of the Review was to examine the balance of the static workshop repair activity in UK and BAOR and between REME and industry, and to make recommendations for the achievement of maximum possible manpower and financial savings without the loss of essential operational capability. The main findings of the Review, and the recommendations which form the basis of the Department's proposals, are outlined below.

BAOR

4. The Review confirmed that retention of the two BAOR base workshops, at their present size, was essential in order to meet BAOR's current and future operational commitments and NATO readiness requirements. It was recognised that the excess load on the BAOR base workshops will continue to be backloaded to UK; this load is currently some 17% of the total BAOR base load, but is likely to increase in the next few years as additional equipment is deployed in the theatre. It is however proposed, on operational grounds, to make some adjustment in the nature of work backloaded to UK, retaining in BAOR more light armoured vehicles and some large B vehicles, in exchange for more B vehicle assemblies which will be repaired in UK.

United Kingdom

5. The Review confirmed that, at the time of its study, an over-capacity of about 20% existed in some areas.

6. The Review recommended major changes in the structure of the UK workshop organisation so as to match capacity to forecast workload. The feasibility of the Review's proposals has been thoroughly studied from operational, manpower, works and financial points of view. In summary, the main effects on individual workshops on which the Department wishes to initiate consultation are shown below. More details are given at Appendix 1.

- a. The closure of 33 Central Workshop, Newark.
- b. The closure of 38 Central Workshop, Chilwell.
- c. The expansion of 18 Command Workshop, Bovington, to absorb the main battle tank load from Chilwell, and its re-rôling as a base workshop.



- d. The expansion of the Bicester Detachment of 43 Command Workshop and its re-rôling as a base workshop.
- e. The expansion of 35 Central Workshop, Old Dalby, to absorb the remaining load from Newark, and its re-titling as a base workshop.
- f. The re-titling of remaining "Command Workshops" as "District Workshops".
- g. The concentration of all in-house UK base repair into 27 Command (District) Workshop, Warminster and the four base workshops.

7. Based on strengths as at 1 Jan 82, it is estimated that a reduction of some 1071 posts will be necessary to produce a cost-effective revised organisation. However present under-bearing means that a net 603 posts require to be given up. Proposed changes for each of the workshops involved are at Appendix 1 and a financial evaluation is at Appendix 2.

#### Repair by Industry

8. The Review identified some REME repair programmes which could be undertaken by industry. At present some 6% of the worldwide base repair work is contracted out to industry, but the Review and a subsequent study of B vehicle assemblies estimate that this figure could be increased to about 22% which would yield significant cost savings. This represents about 36% of the present UK base repair load which would lead to reductions in staff levels in REME workshops and assist in achieving the Government's target for civilian numbers. In addition the increased competition which would arise from the greater use of the private sector would yield more financial savings in the long term. Similarly the present 12% of Command load at contract will be increased to 15%. However, achievement of these levels of repair by contract will be dependent on the negotiation of contracts with industry that can show a saving to the MOD, and it is likely to be 2 or 3 years before this level could be achieved on a dependable basis.

#### Related Issue

9. The Review did not consider - because it fell outside its formal scope - the Fazakerley Engineering Company (FEC), a contractor operated workshop located at Liverpool, which works on Army equipment only and inter alia has a staff of some 6 civil servants. Its workload has declined, however, and it is now proposed to cease FEC's direct funding. Since only a handful of the people employed there are civil servants, its closure is not subject to the consultation process governing the Review's proposals; but it is mentioned here for the sake of completeness.

#### Timescale

10. The changes proposed represent a major restructuring of the UK static workshops organisation, and full implementation will have to be spread over several years. It is hoped to begin implementation and to complete within 2½-3 years. The Department intends to utilise that period in a way which keeps redundancies to a minimum, making the most of natural wastage and redeployment.

#### Changes to Individual Workshops (from 1 May 84 Strengths)

11. The current assessment of the proposals' main effects on each workshop is shown below:



- a. 33 Central Workshop (Newark). It is proposed that this Workshop be closed and its load transferred to 35 Central Workshop at Old Dalby. There would be a local loss of some 193 posts.
- b. 34 Central Workshop (Donnington). This Workshop would be redesignated a base workshop retaining substantially its present load. There would be a small increase of 5 civilian posts.
- c. 35 Central Workshop (Old Dalby). This would be redesignated as a base workshop and expanded to assume the specialist load from 33 Central Workshop (Newark). A net increase of some 163 posts would be required to meet this and other load increases.
- d. 38 Central Workshop (Chilwell). It is proposed that this Workshop be closed and its load transferred to Bovington, Bicester and Donnington. There would be a local reduction of some 809 posts.
- e. 18 Command Workshop (Bovington). This Workshop would be expanded by some 242 posts and would become a centrally controlled base workshop undertaking the base repair of all UK main battle tanks. It would retain its current detachments at Bovington and Lulworth but that at the School of Signals (Blandford) would become a detachment of 27 Command Workshop at Warminster. The present detachment at Bordon would become a detachment of 43 Command Aldershot. The net increase proposed is 222.
- f. 26 Command Workshop (Stirling). This Workshop would cease carrying out base repair work and would concentrate on the direct repair support of units in Scotland. It would be redesignated a district workshop. There would be a reduction of about 20 posts.
- g. 27 Command Workshop (Warminster). This Workshop would be redesignated a district workshop but retain its present base repair load until the CENTURION tank and its derivatives are phased out. Including assuming responsibility for the detachment of some 15 civilian posts at Blandford, there would be a net increase of 23 in the size of the workforce until the base repair line is run down.
- h. 30 Command Workshop (Mill Hill). This Workshop would be retained as a district workshop providing direct support for units in London. A net reduction of some 2 posts is expected.
- j. 31 Command Workshop (Catterick) and 41 Command Workshop (York). The Review recommended the amalgamation of these two Workshops. A final decision on this proposal has been deferred for 1 year to allow the effects of 2 Division's withdrawal from BAOR to be assessed. Meanwhile, both Workshops would cease to carry out base repair and would be redesignated district workshops. Expected post reductions would be about 87 at Catterick and 14 at York.
- k. 36 Command Workshop (Colchester). This Workshop would cease to carry out base repair and would be redesignated a district workshop. A net reduction on present indications of about 28 posts would be expected.
- l. 39 Command Workshop (Bridgend). This Workshop would carry out no base repair work and be redesignated a district workshop. A net reduction of some 3 posts would be expected.



- m. 41 Command Workshop (York). See subparagraph j. above.
- n. 42 Command Workshop (Liverpool). This Workshop would cease to carry out base repair and would be redesignated a district workshop. A net reduction of some 53 posts would be expected.
- p. 43 Command Workshop (Aldershot). This Workshop would cease to carry out base repair and would be redesignated a district workshop. It would assume responsibility for the small detachment of 18 Command Workshop at Bordon. A net reduction of about 9 posts would be expected (in addition, of course, to losing the existing Bicester Detachment).
- q. 43 Command Workshop Detachment (Bicester). This Detachment would be expanded and redesignated a base workshop. It would become responsible for the base repair of a wide variety of equipment including A vehicle assemblies. A net increase of about 259 posts would be expected.
- r. 44 Command Workshop (Ashford). This Workshop would lose part or all of its current base load if suitable contracts could be negotiated for overhaul by industry. The Workshop would be redesignated a district workshop. It is likely that a net reduction of at least 54 would be required if the base repair load could be put to contract; but this may be mitigated as a consequence of additional work to be back loaded from BAOR.

12. The Trade Unions are asked to submit their comments on the Departments proposals by 17 August 1984, in accordance with agreed consultation procedure. Subject to the agreement of the TU side, it is proposed that a meeting or meetings should be held at which the Trades Union side could discuss the proposals, and seek whatever further information they require. The Department recognises that the proposals, though straightforward in outline, involve significant reductions in manpower employed necessitating detailed discussion of the implications before final Ministerial approval is sought. Nevertheless, it believes these proposals provide a proper basis for reorganising the REME Static Workshops in the UK so as to produce a leaner and more efficient service in the longer term. The Department therefore hopes to conclude consultations with the Trades Unions in good time.



MANAGEMENT IN CONFIDENCE

APPENDIX 1 TO  
CONSULTATIVE MEMORANDUM

MANPOWER RECONCILIATION - BASED ON STRENGTHS AS AT 1 MAY 84

SER	UNIT	LOCATION	PROPOSED APPROX STRENGTH (INCL RAOC AND APPRENTICES)		STRENGTH (1 MAY 84)		PROPOSED CHANGE				REMARKS
							Increases		Decreases		
			NI	IND	NI	IND	NI	IND	NI	IND	
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
1	33 Cen Wksp	Newark	-	-	44½	149	-	-	44½	149	(a) Includes 15 from Blandford det of 18 Comd Wksp  (b) Subject to reassessment in 1985  (c) Incl PRE team of 3NI + 8I  (d) Incl 5 from Bordon det of 18 Comd Wksp
2	34 Cen Wksp	Donnington	136	809	143	796½	-	12½	7	-	
3	35 Cen Wksp	Old Dalby	169	516	142	380	27	136	-	-	
4	38 Cen Wksp	Chilwell	-	-	119	690	-	-	119	690	
5	18 Comd Wksp	Evington	88	412	52½	226	35½	186	-	-	
6	26 Comd Wksp	Stirling	43	157	46	174	-	-	3	17	
7	27 Comd Wksp	Warminster (a)	89	351	89	328	-	23	-	-	
8	30 Comd Wksp	Mill Hill	31	79	29½	83	1½	-	-	4	
9	31 Comd Wksp	Catterick (b)	33	121	44	197½	-	-	11	76½	
10	36 Comd Wksp	Colchester	36	153	44	173	-	-	8	20	
11	39 Comd Wksp	Bridgend (c)	22	67	23	69	-	-	1	2	
12	41 Comd Wksp	York	57	152	57	166	-	-	-	14	
13	42 Comd Wksp	Liverpool	40	132	51	174	-	-	11	42	
14	43 Comd Wksp	Aldershot (d)	68	211	65½	222½	2½	-	-	11½	
15	43 Comd Wksp	Bicester	67	283	20½	71	46½	212	-	-	
16	44 Comd Wksp	Ashford	43	157	49	206	-	-	6	49	
17	TOTALS		922	3600	1019½	4105½	113	569½	210½	1075	
			4522		5125		682½		1285½		

Net Decrease: 603

NB: Industrial staff holding T&G promotion to non-industrial grades are included as non-industrials on the [D of Stats] strength figures

B1-1

MANAGEMENT IN CONFIDENCE

EME4/3



MANAGEMENT IN CONFIDENCE

APPENDIX 2 TO  
CONSULTATIVE MEMORANDUM

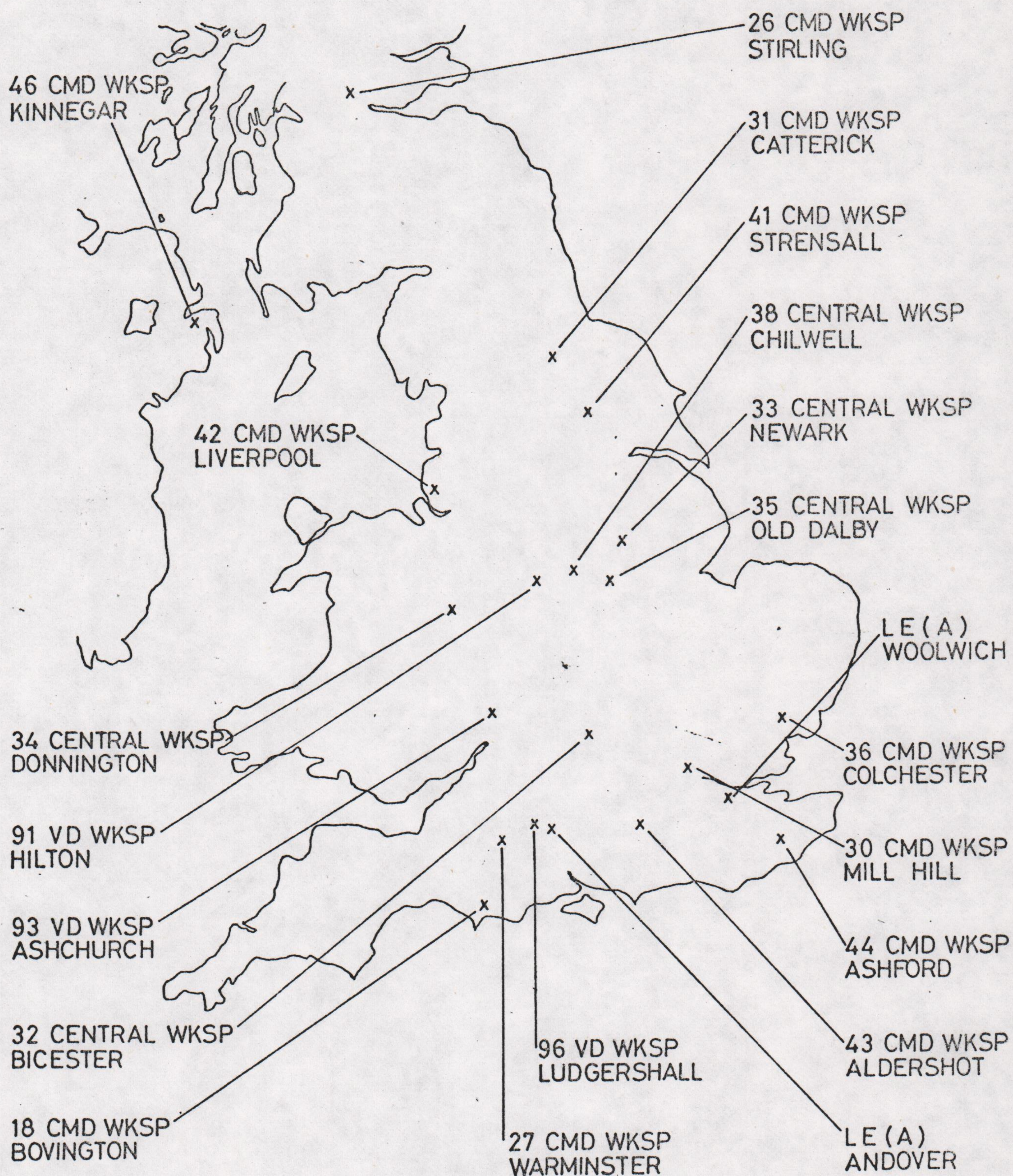
REVIEW OF REME STATIC WORKSHOPS  
FINANCIAL EVALUATION OF PROPOSALS

1.	<u>Capital Savings</u>	£k	£k
	Cancellations of Works Costs New Build	1868	
	Major Maintenance Programme	2030	
	Sale of Sites after clearance	1500	
	Sale of Surplus Plant	70	
	Gross Income		5468
	<u>Less</u>		
	Transfer costs including New Works	2488	
	Personnel Costs Transfer	1235	
	Training etc	405	
	Temporary Dual Running	310	
			4438
			£k1030
			=====
2.	<u>Revenue Savings</u>	£k	£k
	Manpower	9121	
	Net Operating Costs following Closures	1085	
	Transportation	250	
	Gross Saving		10,456
	<u>Less</u>		
	Increased Contract Staff	206	
	Contract Costs Base Load	7854	
	Command Load	1642	
			9702
	Net Annual Saving		£k 754
	=====		=====

Note: All costs at average 1983/84 prices.

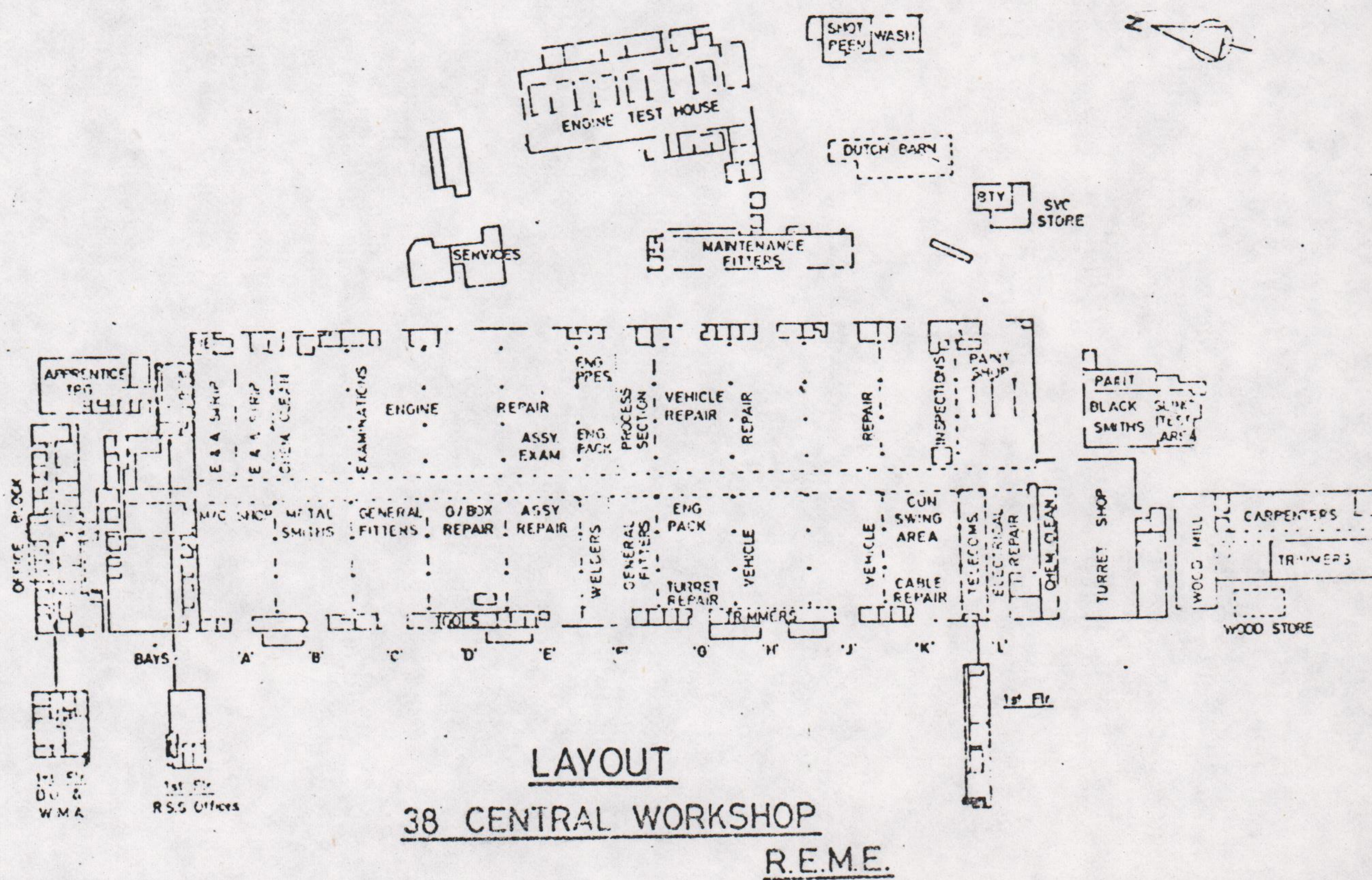


# UK MAP OF REME INSTALLATIONS



SCALE 50 0 50 100 Miles







VEHICLE REPAIR PROCEDURE

Each assembly may need to be stripped, each component may need to be further stripped, derusted or chemically cleaned and subjected to detailed examination or testing as the case may be. Standards of acceptance are stringently laid down and must be adhered to. Decisions must be made to repair, to reclaim or replace.

The hull must undergo a thorough cleaning to remove four or five years accumulation of oil and dirt from all the inaccessible corners. After cleaning an examiner meticulously examines for stress and fatigue, carries out alignment checks and determines what changes are necessary to the studding and welding of the fixtures, marking them out as appropriate. Once done the welders burn off the extraneous fittings, strengthen toe plates where necessary and carry out repairs and modifications as indicated by the examiner.

These operations may take up to eight days before the next stage is reached which is the start of the re-build.

During overhaul of the hull the major assemblies and other items have in turn been undergoing their own schedule of overhaul in other parts of the Workshop. Both main engine and auxiliary engines are stripped whilst the gearbox is similarly treated. Modifications are incorporated, with pressure on co-ordinating return of repaired kits to programme.

"Trimmers" fit the insulation pads already self made to pattern, with the painters following applying aluminium paint to the interior surfaces and matt green to the outside.

As soon as the paint is dry the fitting teams take over, one team commencing the internal build fitting fuel bags, pipework and control cables whilst a second team on the outside fit the now repaired suspension units, idler brackets, top rollers, road wheels, final drives and part of the track guards. All these sub assemblies have been completely overhauled during the period the hull has been undergoing repair, all sections working to a carefully planned and in some cases extremely tight schedule.

When the mechanical rebuild reaches the halfway mark the fitters must make way for the electricians whose task is to install fuel pumps, wiring harnesses and numerous other electrical fittings. Once done the fitters can fit the main brakes, silencer, driver's platform and hydraulics, testing as they go.

Oil tanks are fitted next, followed by the auxiliary generator engine which is connected up and run. Then comes the gearbox, finally followed by the main power pack which has been stripped, examined, repaired and tested before returning to the hull rebuild area.

Externally the rebuild continues with the idler wheels being positioned and the overhauled track threaded into place and linked prior to lowering the hull on to the road wheels. Track guards are finished at this stage and external hull storage bins bolted into place. Day 45; the engine is started and the hull driven out to the test track for initial road test bedding in of brakes and setting up of controls. When satisfactorily completed, the fighting compartment can be fitted out with the turntable, rotating base junction and charge bins. The hull is near completion.

Various techniques are used in helping to achieve reliability of the finished vehicle and a great deal of stage testing is done throughout the overhaul.



Specifically designed test rigs for example are used to pressure test all pipework, to set up gearbox controllers, to set pressure relief valves on the gearbox tested under operating pressures and their performance recorded. Reclamation is another important feature of the Workshop's activities and considerable cost savings are achieved in restoring worn parts by welding, metal spraying or electro-plating, followed by machining the surfaces back to size.

During the hull overhaul the turret is similarly subjected to a complete strip and rebuild process. All fittings being removed and routed to the respective ancillary sections before the turret shell is lifted off its traverse bearing ring and moved into the welding area to undergo modifications and repair. Certain modifications require the turret to be modified on a special machine to accept latest NBC pattern equipment. Gun barrels are removed and examined for wear and exchanged if necessary whilst the mountings, breech mechanism and recuperative systems are stripped, cleaned, examined and repaired.

Turret rebuild commences with a repaint of the turret shell followed by the fitting of the insulation pads. Ventilation air ducting is next installed followed by the gun mounting. The turret is then lowered on to its bearing which has been overhauled. The gun may now be assembled, sight mountings installed and coupled up followed by installation of the power traverse and elevation gearboxes.

The electricians then commence reinstallation of repaired harnesses and electrical equipment. Gun control equipment, radio installations, ventilation equipment and crew instruments are all positioned according to the mark of vehicle undergoing overhaul, connected up and tested. Once clear, the mechanical team continue installing stowage items, charge the recuperator and carry out pull-back tests on the gun.

The complete strip and rebuild of the turret takes place in approximately 37 working days and the time remaining before the hull is ready to accept the turret is used in carrying out setting-up procedures and clearing electrical systems of "bugs". Setting up is conducted on a special contra-rotating stand which represents a vehicle hull in that the turret is secured to the stand which may be locked in the static position or made to revolve in either direction to represent vehicle movement. Full circle traversing of the turret can be obtained to check gyros and traverse motors in the stabilised condition.

The completed turret is then refitted to the hull and connected up, the cupola is fitted and an extensive series of tests commences. First the searchlight system is tested followed by setting up of the gun limit switches and final trimming of the gun control equipment. The complete vehicle is then driven into the suppression cage to check out all electrical systems against radio interference. This is followed by setting up and testing of the NBC system prior to the final examination. A servicing check, a wash and the final paint scheme including application of Noxallac paint completes the overhaul.

The Chieftain is now reclassified to Class One and ready for issue back to the Vehicle Depot and back into service.

Documentation, however, must not be forgotten and the data centre fed with information of sub assembly serial numbers and modifications incorporated.





# BROXTOWE

## Borough Council

ANNEX E

CHIEF EXECUTIVE'S OFFICE,  
TOWN HALL,  
BEESTON,  
NOTTINGHAM, NG9 1AB.

Mr. D. Pyefinch,  
Vice-Chairman,  
L.I.W.C.,  
38 Central Workshops,  
R.E.M.E.,  
Chilwell,  
Beeston,  
Nottingham. NG9 5HB

Tel: Nottm. (0602) 254891

Ext. 255 Ask for Mr. Hodder

Our Ref. AEH/RML

Your Ref.

Date 27 July, 1984

Dear Mr. Pyefinch,

Proposed Closure of Chilwell 38 Central Workshops - R.E.M.E.

Further to our recent discussion and indeed agreement to submit a joint statement to the Ministry of Defence setting out the impact of the proposed closure on the Borough of Broxtowe, I enclose a copy of our submission.

I understand that my colleagues at Erewash Borough Council are preparing a similar paper and, in fact, I have sent a copy of this letter and its enclosed statement to Mr. Parker, the Chief Executive.

If you have any comments or queries to make about the case we have prepared, I should be pleased if you would contact Mr. A. Smith, the Directorate of Planning and Design, Broadgate House, Beeston, telephone number 254871, extension 483.

Yours sincerely,

*A. E. Hodder*

Chief Executive.



## REME, Chilwell : Impact of Closure on the Borough of Broxtowe

The Chilwell 38 Central Workshop REME has been recommended for closure in a major review of workshops in Britain and Germany, and 809 jobs are to be lost. The main task of the workshops is understood to be the repair of armoured vehicles, including tanks. The labour force is virtually all male. REME is sited within the former Central Ordnance Depot at Chilwell in the middle of a residential area. The Ordnance Depot closed in March 1982 with the loss of 965 jobs. In 1971 4,000 jobs were available in the whole Depot (including REME). The rundown of jobs accelerated after 1978, since then about 1,600 have been lost (not including present proposals).

In April 1984, 4,617 were registered unemployed in Broxtowe. This comprises 3,145 (10.4%) males and 2,472 (7.8% of) females, giving an overall average of 9.4%. This compares with the average County figure of 12.1%. Out of the 30,000 (approximately) economically active males in Broxtowe, over 16,000 live in the immediate catchment area for REME. An increase of 500 on the unemployed total, which is estimated to be the approximate number of the present workforce living in this part of Broxtowe, would increase the percentage unemployed in this part of the Borough from 10.4% to 13.3% (Table 1). An increase of almost a third in the total number out of work.

About 50% of the REME workforce are trained in engineering. According to a report published by the MSC in 1984, engineering in Nottinghamshire is a depressed sector taking a low proportion of new job vacancies announced and only the new technology fields of electronic engineering, robotics and telecommunications, register a high demand. It may therefore be particularly difficult for many of the skilled workers made redundant to gain new jobs in the locality without retraining. Most of the remainder are 'non-craft' jobs and 40% of the workforce are over 50, which is likely to mean that their employment prospects are significantly worse than average.

Ranking individual employees in order by numbers employed at the time of a detailed survey in 1981, the REME workshops was the fifth largest employer in the Borough, excluding the Ordnance Depot itself and the County Council, and third largest in this part of the Borough (Table 2).

In addition to the losses at Central Ordnance Depot, during the last five years. Plessey have announced 1,415 redundancies and 100 jobs have been lost from Beeston Boilers. The following large firms in the Borough have closed in the last five years with approximate number of jobs lost in brackets : Carr Fastener, Stapleford (600); Wolsey, Kimberley (300); Johnson & Barnes, Stapleford (300); Bonser Engineering, Giltbrook (300); Shaw & Marvin, Beeston (100); Old Cross Dyeworks, Stapleford (100); Leaderflush Doors, Trowell (100). The rundown of the Stanton-Stavely Group main works at Ilkeston and Sandiacre, over the last few years has also contributed to the loss of jobs in the area. The only significant new employment opportunity in this part of the Borough has been the Toton Co-op store which was expected to employ 200.

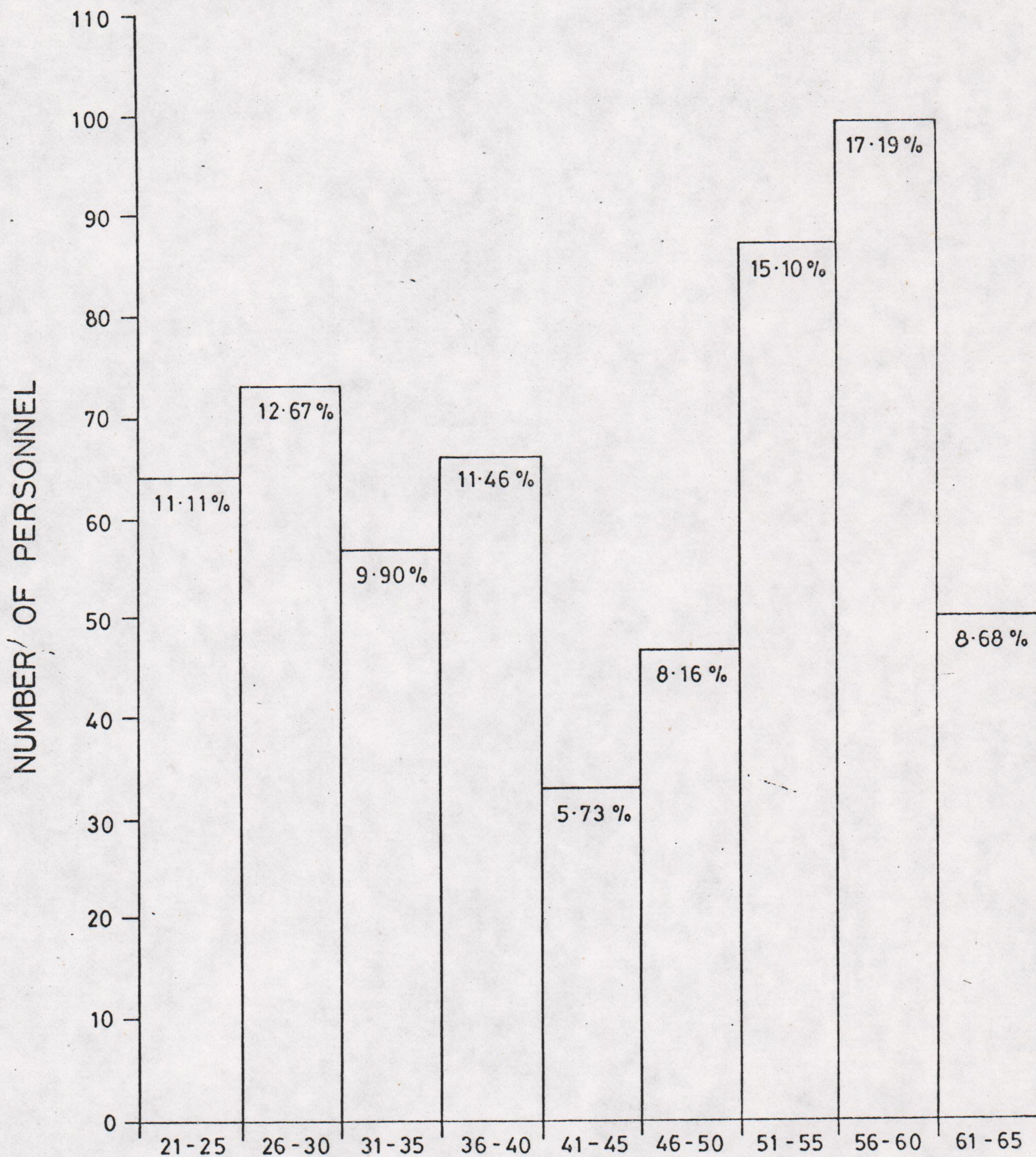
The Borough Council understands that there are over 600 further ancillary jobs at the depot, the future of which are uncertain. The implications of any additional redundancies on the local unemployment position can be deduced from the figures already given. There is no evidence to suggest that the local economy can continue to provide alternative jobs and a sharp rise in local unemployment is the most likely prospect with resulting decline in employment in service industries within the area of south Broxtowe.

For comparison the employment figures for area of Swanage in which Bovington is situated for June 1984 are 9.1% male unemployed (8.3% total). But in the immediate area of Wareham there are only 287 registered unemployed.



# MALE INDUSTRIAL PERSONNEL

OVER 50 YEARS	=	40.97 %
31 - 50 YEARS	=	35.25 %
21 - 30 YEARS	=	23.78 %



AGE GROUPS (YEARS) JUNE 1984



Table 1 : Male Unemployment in Broxtowe 1981, 1983, 1984

AREA	ECON ACTIVE MALES UNDER 65 (1981 CENSUS)	APR 81 CENSUS MALE UNEMP*		OCT 83 MALE UNEMP*		APR 84 MALE UNEMP*	
(1) Beeston (NG9 1-2)	4,929	471	9.5%	712	14.4%	695	14.1%
(2) Chilwell (NG9 4-5)	3,480	259	7.4%	421	12.1%	410	11.8%
(3) Toton & (NG9 6) Attenborough	3,000	123	4.1%	127	4.2%	124	4.1%
(4) Stapleford (NG9 7-8)	5,363	531	9.9%	460	8.6%	508	9.5%
Total 1-4 ("R.E.M.E. Catchment" within Broxtowe)	<u>16,772</u>	<u>1,384</u>	8.3%	<u>1,720</u>	10.3%	<u>1,737</u>	10.4%
Borough of Broxtowe	<u>30,096</u>	<u>2,421</u>	7.9%	-	-	<u>3,145</u>	10.4%
Nottinghamshire	<u>264,069</u>	<u>30,632</u>	11.6%	<u>36,276</u>	13.6%	<u>37,980</u>	14.3%

\* The definition of unemployment in the 1981 Census is different to that used for the figures for Oct 1983 and April 1984



Table 2 : Employers in Broxtowe 1981

Over 3,000	Boots, Beeston Plessey Telecommunications Nottinghamshire County Council
Over 1,000	National Coal Board Chilwell Central Ordnance Depot Watnall Motherpride Bakery
Over 500	R.E.M.E. Workshops Broxtowe Borough Council



PRODUCTION STATISTICS 1979 - 1984

ANNEX G

	1979/80	1980/81	1981/82	1982/83	1983/84	1984/85 (Projected)
CHIEFTAIN & DERIVATIVES	37	33	38	39	33	50
FV 432 PERS. CARRIER	83	84	82*	61	57	63
COMBAT ENG. TRACTOR	-	-	11	-	-	1
CVR(T) & DERIVATIVES	60	63	50**	4	4	53
ENGINES (VARIOUS)	433	418	364	537	628	961
GEARBOXES & OTHER ASSEMBLIES	424	412	482	825	710	927
TOTAL OPERATING COST	£12.5M	£17.9M	£20.2M	£19.3M	£20.7M	£25.5M
SAVINGS DUE TO SELF FINANCING PRODUCTIVITY AGREEMENT	£573,850	£594,000	£590,000	£542,000	£578,900	NOT PREDICTABLE
NUMBER OF EMPLOYEES (ALL GRADES)	987	983	954	900	838	810
AVERAGE CRAFT BONUS	£24.36	£31.92	£33.09	£26.93	£28.42	£29.96

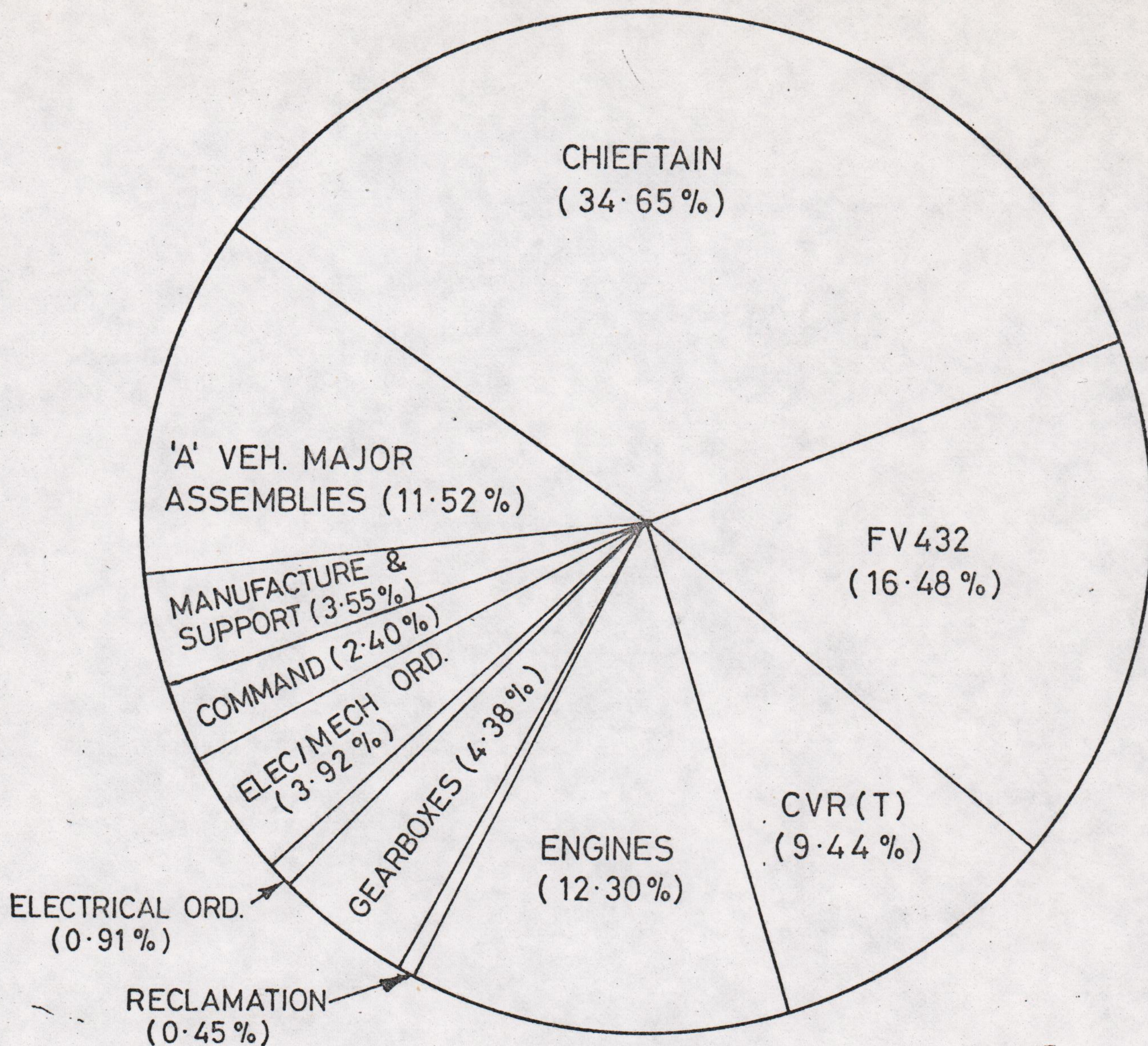
\* PROGRAMME REDUCTION - REDUCED ARMY REQUIREMENT

\*\* PROGRAMME COMPLETION



# PRODUCTION LOAD 1984/85

ANNEX 'H'



INFORMATION TAKEN FROM 1984 / 85 ANNUAL BUDGET

PERCENTAGES DERIVED BY DIVIDING THE TOTAL  
BUDGETED ANNUAL CAPACITY INTO THE BUDGETED  
REPAIR HOURS PER EQUIPMENT.