



ROVER GROUP





THE MAGAZINE OF BODY AND PRESSINGS



### The Prospect of £500



Rover Body and Pressings at Swindon has been given a cheque for £500 by the Rover Executive Committee. This award recognises the hard work and effort of all those employees involved in raising money for charity.

The intention is to donate this amount of money to the Prospect Foundation during December to assist in funding those little extras at Christmas for people who are perhaps not as privileged as ourselves.

During the period from September 1990 to October 1991, over £32,000 has been donated to a large number of local and national charities by employees and trainees at Swindon. This amount has been registered in the British Aerospace Charity Challenge and under the pound for pound arrangement an equivalent amount has now been donated to the National Society for the Prevention of Cruelty to Children.

Our picture shows John Hillier (Personnel Operations Manager – Engineering) receiving the £500 cheque from George Simpson.



R MAGAZINE....YOUR NEWS....YOUR VIEWS....YOUR MAGA

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Reminder Please send any	,

contributions, articles, sporting news, general news to the Editor



### Lock it or lose it!!

DID YOU KNOW ...

 Over 1.5 cars are broken into or stolen each year – that's one car every 20 seconds – that could be your car right now.

#### TAKE OUR ADVICE . . .

- Lock all doors and securely close all windows
- Always remove the ignition key when you leave the car
- Fit an immobiliser or alarm for extra security
- Always park where a vehicle can be seen and at night make sure it's in a well lit area.
- Don't leave valuables on view to tempt the thief – either take them with you or lock them in the boot.

If you have a new car take precautions against the professional Thief. With new cars thieves tend to change the registration number and sell the car abroad. Have your registration number etched on the car.

### Body Engineering Team Building



Cowley Body Engineering have taken the teamworking to the ultimate! The toilet refurbishment has been designed to ensure that the team can do everything together – even when they are in the \*\*\*\*.

From left to right: Paul Townsend (reading the SUN), Robin Warrington (reading the ARGOS catalogue), Ian Edwards (reading the BEANO), John Mildenhall (reading the PLAYBOY).



**Dear Readers** 

Welcome to the 2nd edition of Rover Body & Pressings Link Magazine.

May I first of all thank everyone who has contributed not only to this magazine but also to NEWSWEEK throughout 1991. Your contributions are greatly valued and enable me to increase the variety of information that I am able to offer within these

journals, so keep those articles coming throughout 1992 and let's see if further improvements can be made.

My thanks also go to Graphic Artist David New and the Printers C.B.E. of Birmingham for the professionalism in producing this magazine.

As always, I am looking for 'feedback' on what you think about not only this magazine, but NEWSWEEK and Communications in general. What do you like? — What don't you like? If you don't tell me I will never know—so if you have a specific comment good or bad—tell me because Continuous Improvement applies to me as well.

Finally, may I take this opportunity of wishing all employees and their families a very Merry Christmas and a Happy New Year.

Martin Leighton

Communications Swindon Plant



### CRALIFI

In our first edition of the 1991 'Link' we gave you an insight of the team which will run Tri-Axis in 1992. In this addition, we introduce the team who have been responsible for planning, designing and installing the facility.

An adaptation of a quotation from Robert Louis Stevenson: "it is better to travel purposefully than to arrive" expresses the sentiments of the Tri-Axis team as we hand over the completed press shop to those who will run it.

In October 1989, the first members of the project team, armed with a clean sheet of paper, began to formulate proposals for the new facility, and during the following weeks others joined to add their particular knowledge and skills to the plans for the development of the press shop.

Since those early days, this project has been a challenging and rewarding experience for all those who have been involved with.

A photograph of the team is shown below.



#### **Team Members**

John Bingham Mike Waldron Mike Theobold Fred Moss Mike Robinson Alan Fishlock Bob Price John Timms Roger Francis

It is our earnest hope that the culmination of all our efforts will be appropriately summed up by that old expression "a thing of beauty (efficiency) is a joy (benefit) forever (or at least for the foreseeable future)".

### Are you proud of your kids?

Gary French, Senior Planner – Resource/Capacity Planning, Swindon, is justifiably proud of his son Paul who has recently been selected for the 1992 ESSO NATIONAL YOUTH SWIMMING SQUAD.

This culminated a successful year for Paul who was a double silver medallist in the National age groups (16 year age group) at 100 and 200 metres Breaststroke.

Paul has been swimming since the age of 8 years in Swindon with Thamesdown Tigersharks (Wiltshire Champions for 11 years). Tremendous improvements have been made over the last two years since the employment of David Lyles as a full-time coach.

Paul is also a County and South West counties champion and record holder, but all of this has not been achieved without hard work and dedication as Father, Gary can testify, rising at 5.15 am, 4 mornings a week, as part of the 10 discipline training sessions (6 swimming, 3 weight training and 1 circuits).

1992 will see Paul travelling throughout Europe as part of the Youth squad combined with extensive travel in this country competing in open meets.

This seasons build-up will really commence with the A.S.A. National Winter Championships at Barnet, London (December 12-15).

Father, Gary has recently been bitten by the swimming bug and although an active poolside official and Social Secretary for Tigersharks has joined the masters section (over 25's).

Anyone interested in their child/ children joining Tigersharks can obtain further information from Gary French on Swindon 22227.



As from January, Paul will have to step up from age group swimming to 'open age' swimming mixing with the 'big boys' in swimming – Adrian Moorhouse and Nick Gillingham.

Paul will be taking part in the Olympic trials for Barcelona 1992, but a realistic target will be the 1996 Olympics in Atlanta U.S.A., his target for '92 will be the European Junior Championships.

All of this swimming has to be combined with studies as Paul left school this Summer with 9 GCSE's and is now at New College, Swindon, taking 3 'A' levels.

### Car stickers observed in Florida

On a quiet night you can hear a Ford rust.

I really miss my first wife but my aim is getting better.

Graffiti's days are numbered – the writing is on the wall!



### **A Golf Story**

October 9th and 10th saw the 3rd Annual 2 day Golf competition involving a group of Toolroom Personnel from Cowley's Body Plant accompanied this year by 2 guest players. The venue was Weston-Super-Mare Golf Club and the two rounds played on day one were slightly marred by a steady coastal rain which seemed to find every possible gap in the players wet weather gear but did nothing to dampen their spirits for the evening to come.



After a hot shower and change the night got off to a hilarious start at the meal table where a quite innocent request by Neil Costar as to where he wanted the waitress to pour the mint sauce was taken somewhat out of context and resulted in Neville Blake not being able to eat or speak for some time through fits of laughter.



With the meal over we adjourned to the 'luxury' of the Prince of Wales Pub in town where on arrival they were just putting down some sawdust. A couple of hours later saw us all try out hands at ten pin bowling where we proceeded to have more strikes than you could have in a lifetime at Fords. The night finished with a take-away and a swift nightcap back at the Hotel.



Day two saw some ashen faces, bloodshot eyes and also back on the course some pretty good scores with a competition best net 63 being posted by Barry Coggins. Thankfully the weather was a lot better and we got round the final two rounds in the dry.

The overall winner of the two round competition was Owen King (guest), with a net score of 136. Owen also won the longest drive with the Toolrooms very own Neville 'Blakey' Blake getting the trophy for nearest the pin.

Well done to the winners and a big thanks to everyone who came along and made it an enjoyable two days.



Group photo, from left to right: Neil Costar, Robbie Garcia, Tommy Palmer, Roger Cobb, Neville Blake, Owen King (guest), Alan Dodds, Graham Cooper (guest), John Ilsley, Barry Coggins, Brian Phelps and Frank Olah.

Photo 1: Owen King Photo 2: Neville Blake both receiving their trophies from Weston-Super-Mare Club professional Paul Barrington. Thanks to B. Phelps – Cowley Body Plant T Building for this article.



SMILE

A smile costs nothing, but gives much It enriches those who receive, without making poorer those who give It takes but a moment, yet the memory of it might last forever A smile creates happiness in the home, fosters goodwill in business and is the sign of friendship.

It brings rest to the weary, cheer to the discouraged, sunshine to the sad and is natures best antidote to trouble.

Yet a smile cannot be bought, begged, borrowed or stolen, for it is something of no value to anyone unless it is given away. Some people are too tired to give you a smile. Give them one of yours. No-one needs a smile as much as me who has none to give.

# Our 54-91 Vesterdays

Swindon Plant has been in existence for about 37 years and recently whilst looking at some old archive pictures I came across the following:

'A' Press Shop as it was in the late 50's.

'A' Assembly depicting the Standard Vanguard Estate and the 'Frog-eyed' Sprite.

'A' Assembly, again, featuring an unknown sub-assembly area and I think a rear fender of the AD038 Austin Cambridge.



### It's your LIFE AT RISK

"Good morning Ladies and Gentlemen, may I welcome you on board today's flight, the first day of your holiday. As usual I must apologise for the delay, but the pilot is in his usual state of irritability and frustration due to the day's problems. He will make up time by cutting as many corners as possible, which will include flouting the law and leaving the aircraft's safety checks to another day when he has more time to spare. We also apologise for other pilots, whose aircraft we will often nearly collide with due to the high density of traffic flying today and of those pilots who will be either drunk or of a violent and aggressive disposition - or both."

Few of us, if any, would risk our lives with an airline that flew under such conditions, but we quite happily drive under the same conditions.

Every year more than 70 people are killed and in excess of 700 are seriously injured on Wiltshire's roads. The tragic consequences of these sad statistics in untold personal grief and often a considerable reduction in the quality of life for both victim and family alike.

\*Consider short imprisonment.

Minimum 3 year's disqualification if second offence within 10 years.

The majority of us enjoy going out for a drink in the evening or a party and those of us who are responsible drivers **DON'T** drive and find alternative means of getting back home, **BUT** do we consider when we drive to work the next day that the heavy night's drinking could still affect our driving? Could still put us over the limit. Could still involve us in a serious accident.

Likewise, a lunchtime drink, wine with a meal, do we really consider the effects this type of drinking can have? A further drink in the evening, we forget about the drink at dinner time, BUT IT ALL ADDS UP.

REMEMBER, IF YOU ARE INVOLVED IN AN ACCIDENT AT ANY TIME, NIGHT OR DAY, YOU WILL BE BREATHALYSED, REGARDLESS OF WHETHER OR NOT YOU ARE THE INJURED PARTY.

ACCIDENTS DON'T JUST HAPPEN –
CARS DON'T CAUSE ACCIDENTS –
DRIVERS CAUSE ACCIDENTS AND
THE MAIN CAUSES ARE:

- a. Excess Speed
- b. Effects of Drink
- c. Inattentive Driving

We all on occasions have been travelling too fast for the existing road conditions and thought to ourselves, "I was lucky there," but the experience is short-lived. Whether it is going into a bend too fast, skidding up to a junction due to the road conditions, or seeing a Policeman conducting a speed check. We soon revert back to driving without proper attention to our speed.

DRIVE AT A SPEED SAFE FOR THE CONDITIONS EXISTING AT THE TIME, IF IN A RESTRICTED SPEED AREA, IT DOES NOT NECESSARILY MEAN IT'S SAFE TO DRIVE AT THAT SPEED – USE YOUR JUDGEMENT.

Inattentive driving can be put down as lack of concentration, which, after all, is the keystone of good driving. It is a primary duty, but often a neglected one. Complete concentration will ensure that every detail is observed. It is often the smallest detail that gives the clue to what is about to happen. If it is missed, an accident could happen.

### WE ARE ALL GUILTY OF LACK OF CONCENTRATION.

Impatient driving, late for an appointment, late for work, unforeseen hold-up on the road, i.e. accident, roadworks. We then attempt to make up time. We become impatient. We take a chance in carrying out a particular manoeuvre, i.e. overtaking, and hope that nothing will get in our way. We may get away with it, but do you want to leave it to luck?

REMEMBER, IT IS BETTER TO ARRIVE 10 MINUTES LATE FOR WORK, THAN ARRIVE TOO EARLY IN HEAVEN.

REGULAR SERVICING OF THE VEHICLE AS PER YOUR MANUFACTURER'S HANDBOOK IS A MUST TO MAINTAIN YOUR VEHICLE IN A GOOD, ROADWORTHY CONDITION.

These are some of the primary causes of accidents, but **NOT** all the causes.

We have all been guilty at some time in our driving years of being in the above situations, but have thought to ourselves, "I was lucky there to get away with it," but, last year, 320 people in Wiltshire were not so lucky. They were killed or seriously injured.

You could be one of those unlucky ones this year, or in future years.

Wiltshire Constabulary Accident Prevention Unit, Swindon Traffic.

### PENALTY GUIDE FOR DRINK DRIVING OFFENCE

BREATH	BLOOD	FINE £	DISQ.
35 – 61	80 – 139	250 – 330	12 months
61 – 86	139 – 197	330 – 435	18 months
86 – 111	197 – 254	435 – 650	*24 months
111 – 136	254 – 311	650 – 1100	*36 months

### HOBBIES CORNER



Andy Crocker's, No. 1 Toolroom Swindon, ambition has always been to own a collection of ex-military vehicles old and modern. The collection started with a 1961 general service Land Rover, then a 1951 American Reo M34 6 x 6 cargo truck, a 1941 Scammell Pioneer, trailers and other equipment and now the subject of this article, a 1955 Scammell Explorer.

The Explorer was built and entered service with the REME in 1955 and de-mobbed in 1970. A firm called "Coventry and Jeff's" then used it as a HGV recovery vehicle for the next 16 years. The vehicle was abandoned in an orchard where a Scammell enthusiast rescued it and took it to his yard at Banbury from where Andy purchased it in August 1989.

After the Explorer was brought back to Swindon the re-build started. This involved re-building much of the cab, finding and fitting a replacement engine, gearbox and back axle, renewing a lot of the woodwork around the jib. Another scrap Explorer was bought in 1990 to act as a donor for some of the missing and damaged parts. Finally, when the vehicle was complete it was resprayed deep bronze green in the R.E.M.E. peace time style. The Explorer was completed on September 1st this year when it was started up for the first time and it ran beautifully. Since then it has been taken to a few private shows.

The Explorer, inspite of its size is quite easy to drive because of the good view all around from the high cab, power assisted steering and brakes. The only difficulty has

been double de-clutching gear changes which he has now mastered.

A few details about the Explorer: Weight – 13 tons, length 20′ 3″, width 8′ 7″, height 10′ 4″. The engine is a 6 cylinder Meadows petrol 10.7 litres, gearbox 6 speed, 4 on 6 wheel drive. Performance: 2 to 4 mpg, top speed 35 mph.

The Explorer will make its public debut next year at shows around the area.



#### Nigel New - Football Referee

Nigel took up refereeing in 1980 when he was forced to give up playing due to an ankle injury.

To become a referee he had to take a course one night a week over a period of 6 weeks, culminating in a written exam.

He referees games as frequently as possible but mostly on Sunday afternoons for the Stroud and District, and Cirencester Leagues. He does get called upon for games on Saturday's occasionally, covering the Cirencester and District and sometimes the Swindon League on a Sunday morning.



At the moment Nigel is classed as a grade 3 referee but his ambition is to progress and up-grade himself over the next few seasons. Who knows, we may see Nigel refereeing at Wembley sometime!

#### Paul Scarr - Postcard Collection

Many people, it appears, begin to collect picture postcards by accident usually when an album originally put together by their grandparents or parents is handed down to them. In Paul's case however, the collection was started by his wife when she was younger and he became interested when they married. They concentrate mainly on the Swindon and Marlborough areas but when away on holiday always try to find old shops to browse around to see if there are any unique cards to be found.

One of Paul's local cards is of Drove Road, Swindon – Postmarked 1908, the sender has written on the back, "We are in Swindon today, it is a very busy place, they are making hundreds of engines in the works for G.W.R." (those were the days).

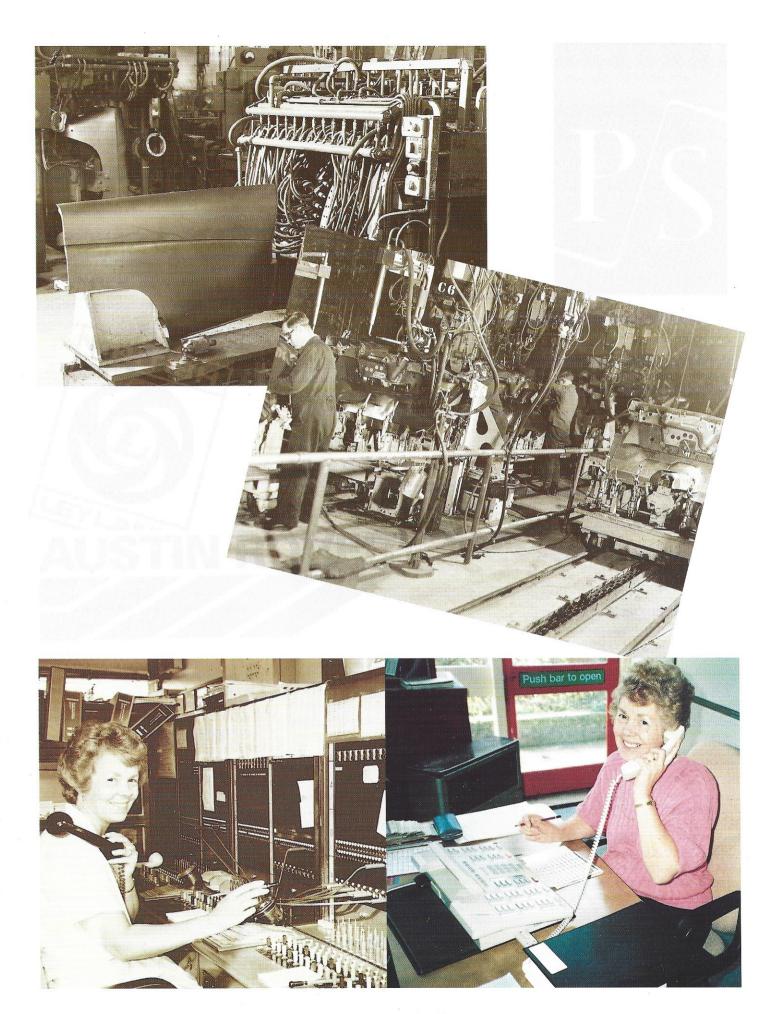
Paul also has a collection of cards from India and the Middle East that were given to him by an old lady whose husband, when in the army, had visited these places in the early 1900's. He also has sets of cards depicting steam engines, planes, trams, buses, motorbikes and old Battle Ships. In his collection are also hundreds of modern cards from all over the world.

#### Nick Bellis, Blanking Bay Supervisor – Windsurfing

Nick claims to have two main interests, first, of course, is 'C' Building Blanking Bay (Tongue in cheek) but a close second is windsurfing.

Nick first took up windsurfing in 1984 after returning from South Africa where he lived a couple of years. During this period he regularly went surfing and this coupled with the fact that there are no 12 foot waves at the Cotswold Lakes led him to try windsurfing when he returned to this country.

Windsurfing is great fun especially in the right conditions, anywhere near a gale force wind is perfect. Nick feels this is not so much a hobby but an addiction—the more you get the more you want. Nick also likes to sail at Keynes Park Lake and also enjoys sea sailing at Portland and other coastal areas.



Our new telephone exchange is pictured on the right ably manipulated by Val Holley, but look at the old equipment on the left which we believe had been in operation very near as long as the Plant, what a difference 37 years makes.

ROVER GROUP





## TOTAL UALITY EADERSHIP

#### John Fuller - Programme Leader

When I was asked to Project Manage Total Quality Leadership for Rover Body & Pressings, I was really excited at the prospect of this great challenge. Overall it is the largest organisational change programme in Europe.

To me, the programme is a vital part of our progressive business. We often ask for change in our organisation but what we miss is giving our people the skills they need to make change happen, and make it stick. That is part of what a Total Quality Leader is about.

What qualifies me to undertake this role? I have been in Rover Group for 8 years, starting initially in Advanced Chassis Systems and moving into Body Engineering 18 months ago. I have been responsible for large scale programmes and organisational change working with Consultancy Groups. Above all, I have a keen interest in people and that is what is important to the success of the programme.

My role is to work as part of the Senior Management Team over the next twelve months to achieve the following:

- Delivery of the overall project timing.
- Control of the budget.
- Managing and arbitrating priorities.
- Providing an overview.
- Providing consistent overall processes.
- Providing consistent messages.
- Measuring the delivery process with regard to quality.
- Team Leader of the Change Consultant Group.

The size of the change programme is too great to manage without other dedicated change agents. Therefore over the past five weeks a group of managers from within the Rover Body & Pressings organisation have been undergoing extensive training skills preparation, to deliver the Group programme.

The development of the Change Consultant Group is important to our business for the following reasons:

- To form a strong internal team to give impetus to the programme.
- To pilot and develop the Group programme initially across the whole management group.
- To develop a team of highly skilled consultants to assist with all aspects of the change programme.
- To grow a specialist internal resource to facilitate future change in all areas of Rover Body & Pressings.

In order to do this, the change consultants were selected for various qualities. They are recognised as having a keen interest in people, the ability to manage large projects, and systematic problem solving skills. Above all, they are key people in the organisation so, who are they?

Pictured below on training with Annie Evison from the external consultant group are:

Roger Sammons, Roger Crossley, Joe Prinzi, John Hillier, John Withers, John D'Avila, John Bingham, Chris Digweed, Derek Latham, Derek Taylor, Brian Crossland and John Fuller.



Throughout the change programme, the Directors team will meet the Change Team on a regular basis, to continually improve the process.

The change programme has been communicated to the management team by way of a short brochure. This gives details of the overall plan and the steps to be taken. Mid-November saw the commencement of the group programme, which all management staff will attend.

### Coming up

Watch this space for:

- Updates on where we are
- Reactions to the programme from participants
- Features on the change consultant work
- Effect on all employees

If you need any further help or information, contact John Fuller on 024-25906.

# Things That Make You Feel Grown Up

- Having breakfast before opening your presents on Christmas Day.
- 2. Buying a classical record.
- 3. Offering to buy the publandlord a drink.
- 4. Knowing a doctor socially.
- 5. Having a party where the drink doesn't run out.
- 6. Travelling alone on a plane.
- 7. Meeting your child's teacher.
- 8. Receiving your own junk mail.
- Checking into a hotel.
- Having your parents round to dinner.



Currently about 750 employees, at Swindon, have now undertaken Health Screening checks since the initiative started over a year ago. This leaves us with a waiting list of 250 employees who have applied for the check but have yet to be seen. If you are one of those 250, please ring the Health Centre at Swindon on 22204 and make an appointment. If you have not yet applied for the check, there is no reason why you should not do so.

For those of you who do not know we can assure you the Health check does not hurt. It involves checking your weight against your height and build, testing eyesight, blood pressure, cholesterol levels and analysis of urine. Professional advice can be given in terms of balanced diet, exercise and how to stop smoking. All of this is designed



to keep you fit and healthy, and only takes a few minutes – and it is FRFF

We must take this opportunity to congratulate two employees who have managed to "Ditch the weed" – Frank Constable (A Building) a non-smoker now for 6 months and Andy Turvill (No. 1 Toolroom) who has resisted temptation for 3 months. Both have managed this after attending our smoke stop course – think of the money they must have saved.

So remember, Health Screening is available to all employees to keep

you fit and healthy, if you have not made that appointment yet, do it now. Finally, it should be noted that results of any individual's Health Screening are confidential between the individual and the Health Centre. NO-ONE else has access to this information.

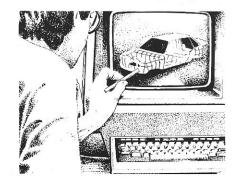
**Cowley & Solihull** – Employees at these sites should contact their Health Centres for details of Health Screening.

**Drews Lane** – Health Screening Facilities are being pursued on your behalf.

### Design Skills Club

Design Skills Clubs for 14-15 year olds have been run in both the Cowley and Swindon Body Drawing Offices. The pupils were taught basic manual draughting techniques, as well as the fundamentals of computer aided design. The Cowley trainers were: John Mildenhall, Barry Tyas, Neil Jeffers, Robin Warrington, Paul Townsend, with systems support from Ian Malin.

The Swindon team was: Roy Carpenter, Eric Dancer, Paul McCartney, Dave Wood, Roger Williams, Terry Cook, Pete Mildenhall and Dave Critchley.



### Rover Group Swindon Plant Christians at work

For the past 30 years a group of Christians from the factory representing many denominations have been meeting together. We are part of a National Movement of 330 groups in industry and commerce who meet regularly. Our aims are to help Christians relate to one another and to present the message of Jesus Christ as relevant to everyone in this modern world.

We welcome anyone to join with us whether they attend Church or not. We now meet in the Central Office Block Room 101, on Tuesdays, between 12 noon and 1pm.

For further information, please contact

Secretary: Glyn Lander Telephone: Swindon 822197





### Festive Facts

The tallest Christmas tree ever erected was 126ft, 38,4m, in Lantana, Florida in December 1984. It was decorated with 15,100 lights.

The Greatest number of Personal Christmas Cards sent out was 62,824 by Mrs Werner Erhard of San Francisco.

The world's biggest snowman was constructed between 21-24 January 1986 by eight members of Ski Supertravel in Val-d'Isere, France. It was 7m 23ft tall and weighed more than 15,24 tonnes 15 tons.

The last 'white' Christmas in this country was in 1970. London has experienced white or snowing Christmas days on several occasions since 1900. These were in 1906, 1917, 1923, 1927, 1938, 1956 and 1970.



The greatest weight recorded for a turkey is 78lb 14¾ oz, 35.8kg for a stag which was reared by Dale Turkeys of Caynham, Shropshire. It was at the annual 'heaviest' turkey competition in London on 15th December 1982.

The most expensive turkey cost

The most expensive turkey cost £3,500 paid for a 77lb 6½ oz stag at the Annual British Turkey Federation in 1985.

The largest Christmas Pudding ever recorded was 617lb, 279.8kg, which was made for charity in 1985 at Burton-on-Trent.

The most Christmas Puddings eaten was 6 one pound traditionally made puddings, guzzled in 38 minutes, 58 seconds by Felix McNaught in Dorset.



HERE'S a seasonal reminder to keep homes safe and sound this Christmas.

This simple ten-point plan could help every family to enjoy a safe and happy Christmas:

- Check Christmas tree lights new and old. If they don't conform to British Standard No. 4674 – don't use them!
- Make sure there are no flexes trailing across the room and that any extension leads use proper connection plugs and are safely anchored down.
- Don't overload power points and make sure all plugs are fitted with the right fuse – Christmas tree lights need only a 3 amp fuse.
- Don't forget to unplug tree lights, the TV, hi-fi and all other electrical appliances before going to bed.
- Avoid all obvious fire risks that can bring an unintentionally warm greeting at Christmas. Don't hang decorations too near to fires. Don't leave

wrapping paper or presents lying near fires or other sources of heat. Don't put Christmas cards on the mantelpiece or on top of the television where they can topple down and come into contact with heat.



## • Do you suffer from gout, asthma, rheumatism or have you got the measles. Hang some holly in your home this Christmas – apparently it has

 Going bald? – wear Ivy leaves in your hair. It will stop you going bald but you could suffer from greenfly.

amazing healing powers.

Ladies – if you're single and you want to know who you will marry try this experiment. Pick some holly leaves at midnight on a Friday, tie them in nine knots in a three-cornered handkerchief and put it under your pillow. Apparently that night a vision of your husband will appear in your dreams. However if your dream turns into a nightmare and you don't like the look of him - never fear you can break the spell by telling someone about it before breakfast - Sweet Dreams.

