



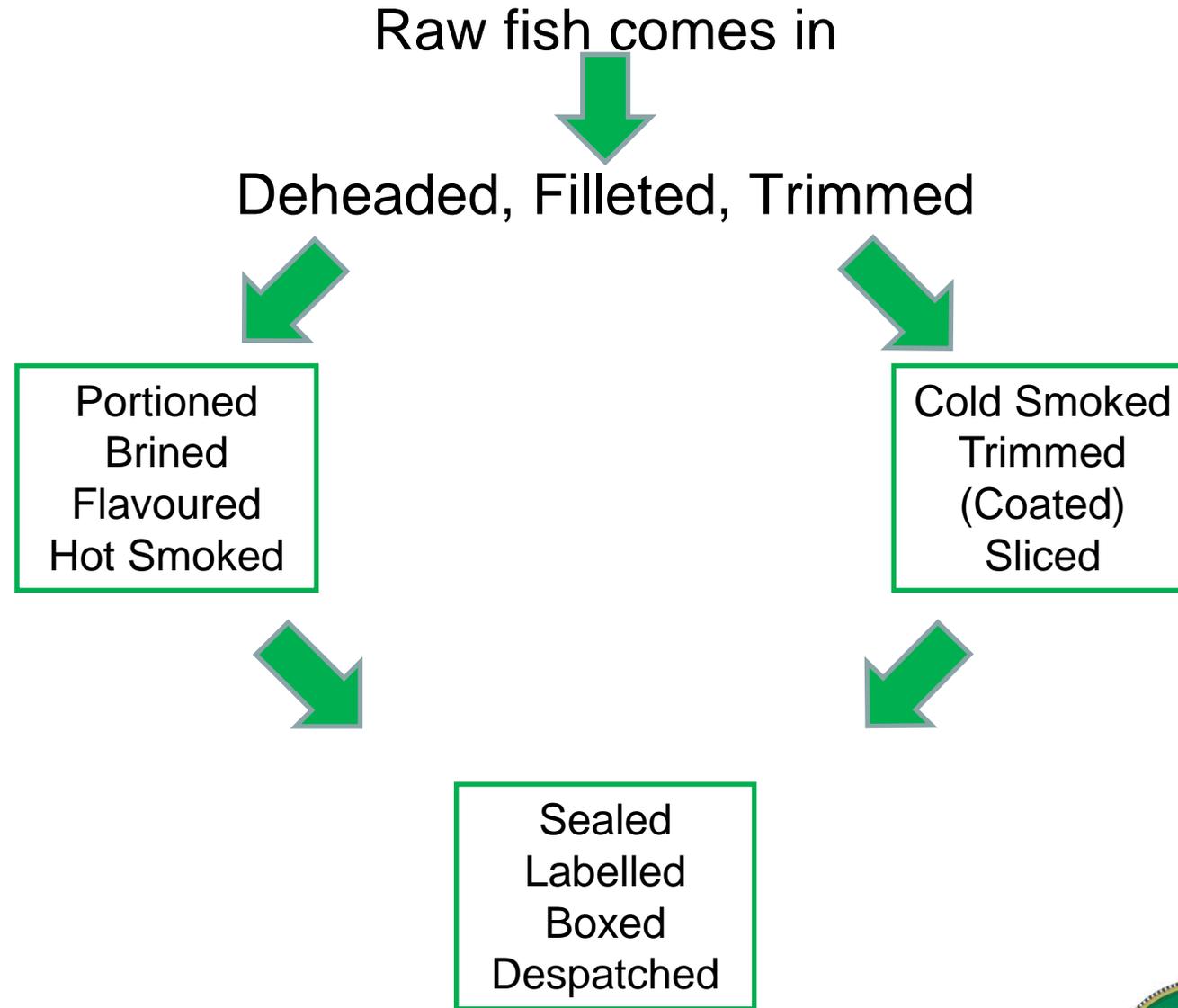
Fraser Rankine, Health and Safety Officer
Farne Salmon and Trout Ltd
3rd October 2018

A Wee Bit About Farne Salmon

- Founded in 1982 with just 6 staff, located on our existing site in the small historic market town of Duns
- We are now the largest private sector employer in the Scottish Borders with a core staff of 700 people
- We are one of a number of companies in Labeyrie Fine Foods, an international gourmet food group
- We produce a range of fresh salmon products and smoked mackerel products
 - Thinly sliced cold smoked salmon
 - Natural salmon ready to cook
 - Hot smoked salmon fillets
 - Party food



Simple Smoked Salmon Process



The Health and Safety Issue

- High number of accidents from striking against stationary objects.
- Accident levels reached a peak in December 2014.
- Investigations into these accidents, indicated a root cause stemming from production pressures.
- Increased stress at busiest production time from trying to make lines and people work faster to get the product out to customer.
- Operators were feeling overwhelmed with volume of product coming through certain points of line



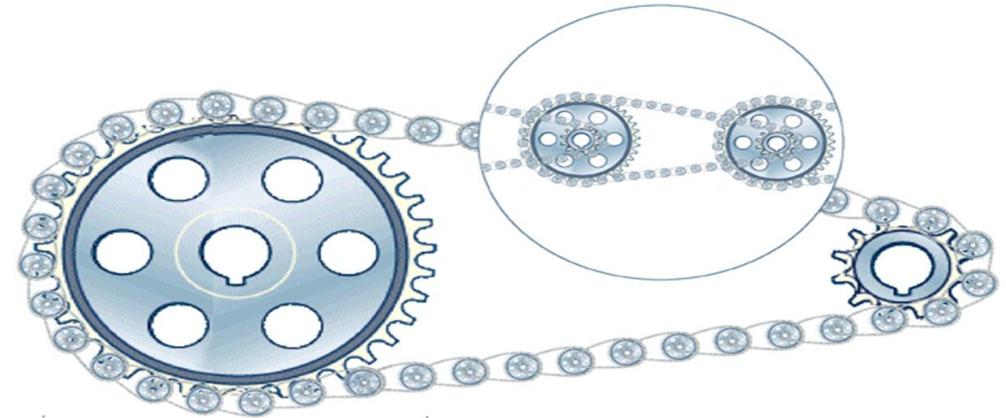
The Solution - Titan

- Through the Vision of our Director of Total Supply Chain
- The analysis and problem solving of our Continuous Improvement Engineers
- Co-ordination and support from our Training Team
- Involvement of every single one of our staff, no matter their role
- The Support/ Buy-In from our customers



So what is Titan?

- Titan is the Farne vision to move from a “push” production system to a “pull” model. This will ensure a slick production process where the whole process works smoothly and without “stress” on our people and processes. With Titan we can move to a stockless production environment
- The model is based on a simple chain where all links must work together, where no link can work faster or slower than any of the other links





How were the staff involved?

- Over a period of 3 months, every single member of staff was trained in Titan, before it was formally launched
- 700 staff with 2 hours training time each
- Training took place in a redundant production hall
- Some key production staff were trained as trainers to help delivery
- The components of the training included:
 - ❖ The current situation and issues faced,
 - ❖ The vision with Titan as the solution
 - ❖ A practical interactive demonstration of the old process versus the new process
 - ❖ The benefits of the implementation including the Health and Safety benefits.
- Time was built into the training sessions for staff to question, challenge and understand the new way of production



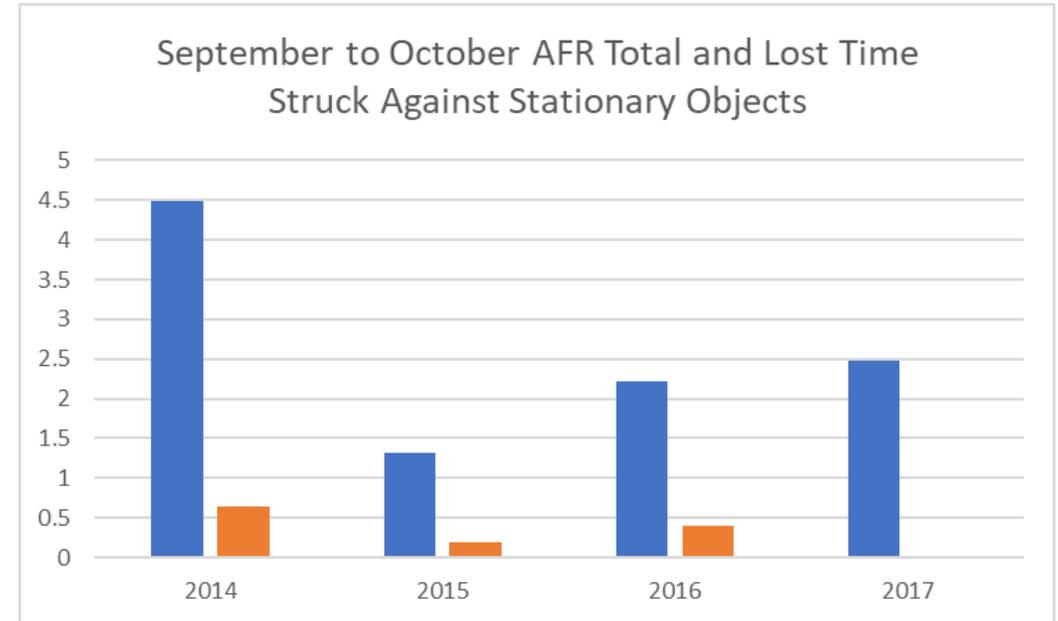
Added Value

- Titan was widely communicated through a variety of in-house media
- Regular updates were provided in staff newsletters
- IT Tracking System implemented using RF tags linked to production trolleys and the planning system
- Greater visibility of performance through RTV
- Feedback from staff to the continuous improvement team to continue tweaking system and understanding where further improvements were required
- Changing the culture to *“If something is not right, stop and fix it rather than looking for a work around”*



Resulting Impact on Health and Safety

- 2014 – In the 4 months leading to Christmas, 21 accidents relating to striking against stationary objects 3 of which resulted in lost time, 10 in December alone.
- Titan was formally introduced in 2016
- 2017 – 12 accidents related to striking against stationary objects with 0 resulting in lost time and only 2 of these occurring in December
- Improved team working and support observed
- Increased space in factory as production lines more aligned to allow better flow and therefore less obstacles to strike against
- An air of calmness and reduced panic, seen by people’s behaviours and movements in areas
- At one meeting it was quoted that it didn’t feel like Christmas!



The Bottom Line

- Costs included some the introduction of new technology, production line changes and movements, some new equipment where identified to support the concept
- Training time £11,200 (1500 training hours)
- Promotional materials – design and printing costs
- Reduced number of lost time accidents
- 9% absence rate dropped to 3% over last 3 years
- Increased product through factory
- Reduced waste resulting in £60,000 savings per annum
- Improved service to customers resulting in improved sales and profits



All in Financial Benefits and Happy People £££

