



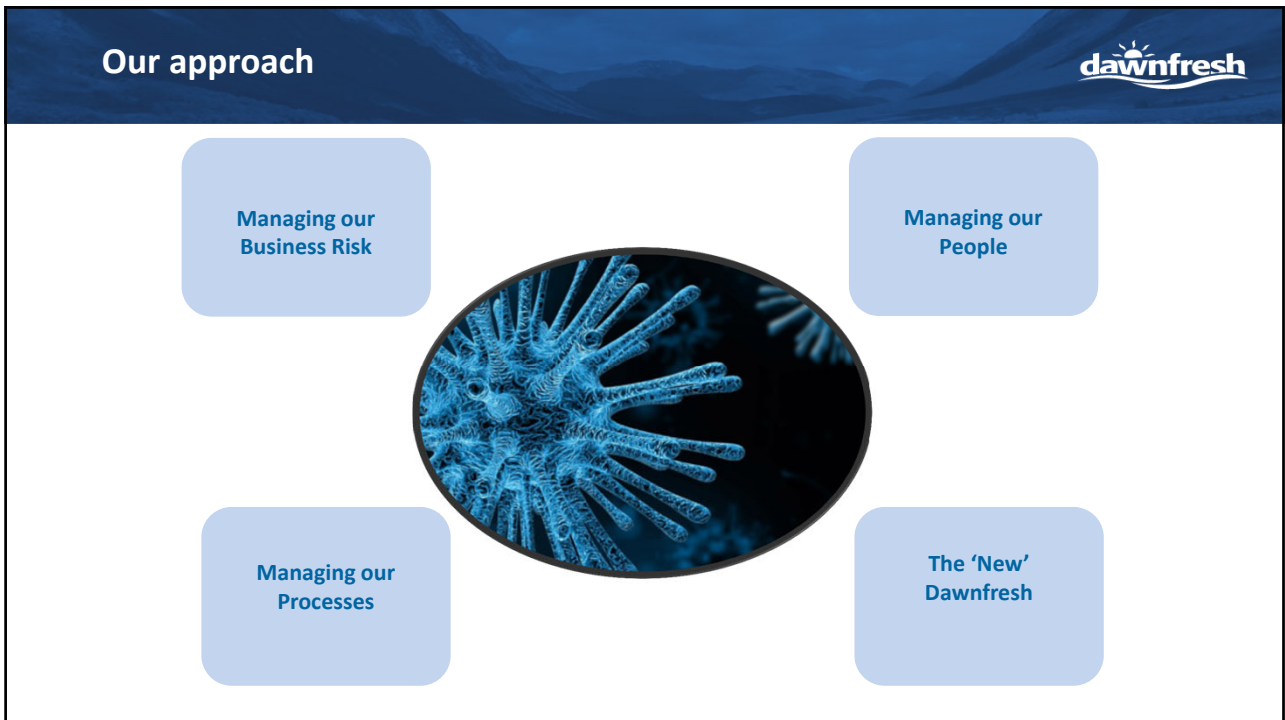
Helen Muir
HR Director
Dawnfresh Seafoods Ltd

Dawnfresh – who are we?




- Dawnfresh is an independent Scottish business owned by Alastair Salvesen, a Scottish entrepreneur, who believes passionately about the farming and manufacturing of quality fish products and the development of people.
- 620 employees across manufacturing and farming sites + 150 seasonal workers
- The largest supplier of fresh trout in the UK and are a key supplier of salmon valued added products to major retailers in the UK and internationally.
- The company also produces hot smoked and cold smoked fish, ready to eat and ready to cook fish for the major retailers in the UK. Brands include:






Managing our Business Risk

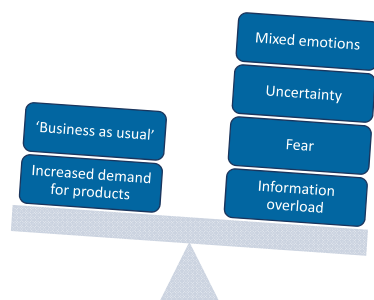


- Risk assessment and risk register created, regularly reviewed and updated
- Inter site travel and site visitors reduced to business critical only
- Employees with underlying health conditions furloughed to protect health
- Increased hygiene protocols/cleaning schedules
- Implemented social distancing from the start
- Reviewed Fire Evacuation procedures

Hazard and its description		Risk Assessment				
Assessment No: CORONA 12	Dawnfresh	Date	11/03/2020 UPDATED EVERYDAY, Assessor: Liz Gerrard			
Department: All sites	Ongoing updates					
Who is affected by the hazard:	E,C,V					
Area Affected:						
Who is affected by the Hazard? PE-C=Contractors=Visitors, GP=General Public, E=Employees, SEV=Severity, LK=Likelihood						
PE-Prehabin	QUINQ	POV HAZARD & OUTCOME	SEV	CONTROL & SAFEGUARDS	LICH	PE
Enter in any sites for staff working within the facility/production area. Staff working within production	E,C,V	Spread of VIRUS: site staff/ack of production	SEV	11/03/2020 First Covid 19 meeting place with Covid 19 team		
	E,C,V	Being close increasing droplet spread risk and high throughput with surface contamination	SEV	11/03/2020 First Covid 19 meeting done through teams		
	E,C,V	Being close increasing droplet spread risk and high throughput with surface contamination	SEV	11/03/2020 All entrance points have hand sanitizer located all staff to use sanitizer on their hands, any member of staff showing symptoms to self do take and contact 111 for advice all staff to strongly wash their hands for a minimum of 20 seconds with soap before entering the main production area. All staff given training on hand washing procedure. All staff have level 2 food safety		
	E,C,V	Being close increasing droplet spread risk and high throughput with surface contamination	SEV	12/03/2020 All hand dryers shut off and hand towels put in place to minimise the spread of contamination		
	E,C,V	Being close increasing droplet spread risk and high throughput with surface contamination	SEV	11/03/2020 Anti-bacterial wipes have been put in place so staff can wipe down the finger print scanner with wipes before use. Additional cleaning being carried out throughout the site by hygiene staff		
	E,C,V	Being close increasing droplet spread risk and high throughput with surface contamination	SEV	12/03/2020 Anti-bacterial wipes put into the staff canteen to enable staff to wipe down		



Managing our People



- COVID-19 Response Team – Daily Meetings
- Daily factory walk round with union
- Employee Hub – Employee involvement in decision making/suggestions
- Regular business performance updates to alleviate uncertainty
- Over communicate
- Listen, empathise and react quickly
- Employee Recognition
- Update Induction to include new Covid procedures/conduct refresher training
- Support Employee Wellbeing – OH in regular contact with 'shielding'/self isolating employees
- HR Policies introduced/updated re Covid

Communication is key



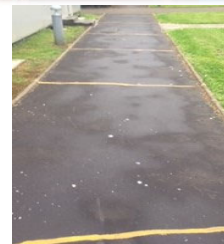
- Clear, transparent and regular communication
- Two-way communication – employee's have a voice
- Diversified communication channels
- Visual aids to support multi language workforce
- Promote NHS guidance
- 'Out of sight, out of mind' – remember your furloughed employees
- Virtual Weekly Team get togethers



Managing our Processes

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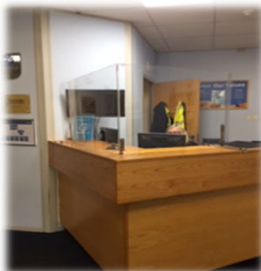
- Increased sanitising stations at all entrance/exit points, clock machines, internal doors & all offices
- Operational changes to line speeds to support reduction in staffing due to social distancing requirements
- Additional PPE provided where required – visors, masks, snoods
- 2 metre markings throughout the site – internal/external



Managing our Processes

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- Introduced 2 hourly cleaning schedule of all shared areas and supported with additional services employees
- Site layout changes to smoking shelters and fire muster points
- Review of all documentation including visitors questionnaire, fitness to work declaration and return to work forms



Increased levels of PPE



Increase the levels of PPE
More frequent changes of PPE throughout the day

Managing our Processes



- Perspex screening curtains on production lines
- Perspex screens between operatives on production lines
- Staggered shift start/end and break times
- Introduced additional shifts to facilitate social distancing
- Alterations to canteen facilities – reduced tables and chairs – allowed eating in cars
- Office based employees working from home, or on a rota basis to ensure support functions maintained



Employee Safety – Managing Risk

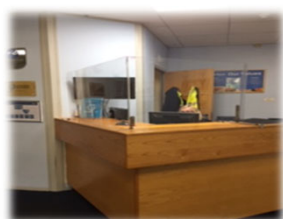


Perspex Screens between each operative

Working from home



- Staff working from home where possible – teams on rota to ensure social distancing in office
- Perspex screens fitted between desks and at reception
- Audit of IT/equipment required for employees to WFH
- Register of equipment provided to employees WFH
- DSE Assessment carried out by all employees WFH
- Virtual team meetings held minimum weekly
- Virtual weekly team get togethers



The new Dawnfresh



- Virtual Audits by major UK retailers - now being announced
- Flexible approach to working – even in manufacturing!
- Product Development continues – home sampling
- Reduced business travel – reduced costs
- Commercial negotiations online
- Training and Development - Utilising online delivery and verification – we have adapted
- More effective meetings – meeting spaces no longer an issue

Furlough Rules



- July 2020
 - Introduction of part time working/part time furlough
 - Government to support payment of 80% of salary for furloughed hours (capped at £2,500)
- August 2020
 - Part time furlough continues
 - Government to support payment of 80% of salary for furloughed hours (capped at £2,500)
 - Employer to pay employee NIC and pension contributions on furloughed hours
- September 2020
 - Part time furlough continues
 - Government to support payment of 70% of salary for furloughed hours (capped at £2,187.50)
 - Employers to pay employee NIC and pension contribution on furloughed hours, and top up to ensure 80% pay (capped at £2,500)
- October 2020
 - Part time furlough continues
 - Government to support payment of 60% of salary for furloughed hours (capped at £1,875)
 - Employers to pay employee NIC and pension contribution on furloughed hours, and top up to ensure 80% pay (capped at £2,500)

Summary



- Communication is key – you can never over communicate
- Power of management visibility
- Leadership is key at all levels
- Listen to your employees
- Quick wins can have a huge impact
- Foster open mind-set, ready for change
- Review and understand what worked well
- Sustain the changes



THANK YOU

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