



## **FALCON FORUM – 30<sup>th</sup> October 2024**

**Present** – Chris Clark, Bruce McAdam, Mary Kemp, Heather Aird, Wendy Rodgers, Mhari Burt, Randal Wallace, Steve Stenhouse

### **Business Update**

We missed our 2023/24 budget by £3M, this was due to a slowing down in sales across all our customers. The election will have played a part in this in-conjunction with the hospitality sector experiencing challenging trading conditions.

Peter mentioned in the March forum the quality issues we had with Whitbread's, Apetito and not having the contracted M&B stock in place. The quality issues continued to increase over the past 6 months, damaged and dirty units reaching our customers, issues with safety stats, very high warranty issues with the maxitrol system which we have made some improvements.

Happy to confirm we have won some of the Whitbread work back however on the first order we almost shipped dirty/used fryers to Whitbread's. Thankfully this was audited prior to shipping and the issue identified by Stephen MacDonald's teams.

We have changed our planning methodology from MPS to MRP, the aim is to be focused on making what the customer wants rather than making what we think they want based on previous sales. The MPS system caused us to be overstocked with the wrong units, resulting in us being slow to identify and react to the gas to electric switch over.

The start of our 2024/25 financial year has been slow, however Lawrence Hughes and his team are working on some projects with customers which look promising. M&B's are have two key projects, 'Faraday' and 'Hot-house' the first project is to electrify the M&B kitchen's, project 'Hot-house' is aimed at electrify the full building, depending on the infrastructure.

### **Shopfloor changes**

You will have seen we have scrapped off 3 press brakes, this was to reduce the low quality that came from these machines' vs the Amada, provide us some space to reorganize the fabrication area to provide improved material flow. We are looking to request capital investment from the Ali Group for new Press Brakes and we are also investigating laser welding for our volume welding work, the plan is to raise this during this financial year.

Kanban reduction project, the metal shop has historically been working 2-3 month ahead of an MPS plan that wasn't linked to customer demand, we want to link/align the Assembly and Fabrication

production plans to ensure we can manufacturing and supply what our customers want, when they want it. In order to do this, we need to have visibility of the full manufacturing process and be able to identify issues, delays, bottlenecks and remove them. We are investigating the capability of OpsCenter, Syspro and MOM (Manufacturing Operations Management) bolt-on system to support a 'visual factory'

### **Other business**

- A radio vote – shop floor to arrange a survey to decide the station
- The water fountain at fabrication is very slow – maintenance to have a look at this.
- Hybrid working in the office – Wendy to discuss with management team and feedback at next meeting.
- Vending machine – Look into getting another company.
- Banders for the warehouse – Has been ordered awaiting delivery.
- Improve communications – Communication sessions due either w/c 4<sup>th</sup> date to be confirmed. Next Forum meeting mid-December group to decide the frequency of these meetings.
- 4-day week shop floor – proposal being drafted to discuss with the union committee.
- Shop floor holiday flexibility less blocks – proposal being drafted to discuss with the union committee.
- Buying holidays – Wendy to discuss with management team and feedback at next meeting
- X Lift when it is getting replaced – a new lift is in the capex budget.
- Can the factory be closed on the 23<sup>rd</sup> December – the factory will be open on the 23<sup>rd</sup> December.
- Are the toilets getting done up? – We have had quotes to do this the cost is substantial
- Bike sheds no allocated slots – Wendy to discuss with Steven Dillon
- When will the lift be fixed – the lift is working but it is only for stock it is not a passenger lift.
- Is there a plan for gritting the driveway and car park over the winter – the contract is with our gardening company they will grit our facility over the winter.
- Lack of investment in the facility, carpets, toilets, no clear lines in the car park.
- Can you reduce your hours when you are approaching retirement – we will always try and support our employees they can make a flexible working request.
- Are the shifts finished? – No shift working will continue.
- Hot food in the canteen - Wendy to review.