



21175 Three concurrent cement works shutdowns (Covid) video



Hanson > Ribblesdale Cement Plant



DESCRIPTION

In January and February each year, Hanson's three cement kilns are shut down for a three-week overhaul. The overhaul is carried out by hundreds of contractors working to tight timelines and in relatively close confines. The challenge for Hanson was to complete the work at the height of the Covid-19 pandemic without causing Covid-19 transmission.

Achieving this goal required meticulous research, planning and implementation of a multi-layered Covid-19 protection system. This included the following;

- 1) **Commitment, leadership, team spirit:** Prior to the shutdowns, Hanson invited the senior managers/directors of all contractors to attend an online briefing, setting out their Covid-19 control strategy and seeking their commitment to join Hanson in a huge team effort to achieve the goal of zero on-site Covid-19 transmissions.
- 2) **Protect vulnerable groups:** All contractors were informed that they must not include any people classified as vulnerable to Covid-19 within their shutdown work teams.
- 3) **Preventing Covid-19 positive people entering site:** Lateral Flow Testing facilities, manned by up to four full time nurses from our Health Screening Company IDC, were established on the perimeter of each cement plant. All contractors and employees working with them, were required to test negative for Covid-19 prior to first entering the site and to retest negative every seven days. In total, over 3700 tests were completed. 58 Covid-19 positive people were intercepted by the test centres and prevented from entering the site, thereby eliminating what would have been a huge on-site transmission risk.
- 4) **Screening for Covid-19 Symptoms:** At the start of each shift all contract companies were required to take the temperature of all their employees and submit a declaration that they were free of symptoms.
- 5) **Segregated facilities:** All contractor companies were provided with their own welfare facilities to minimise the risk Covid-19 transmission during break times.

- 6) **Segregated workgroups:** Wherever practical worker groups were sub-divided into "bubbles" and each bubble segregated from the others in the work areas.
- 7) **Social Distancing:** Wherever practical work was planned to allow workers to maintain 2m social distance.
- 8) **PPE/RPE:** Respiratory protection was mandatory in all areas during the shutdown. Wherever practical, face shields were worn in addition to respiratory protection when 2m social distancing could not be maintained.
- 9) **Audit/Review/Corrective Action:** Hanson created a Covid-19 audit App which all contractors and managers completed daily on their mobile phones on-site and uploaded directly to the safety department data manager. The results of the audits were distributed daily by the Safety Department and discussed at a daily interworks teams meeting with all three sites. Praise and thanks for good practices, effort and results were communicated out from these meetings along with corrective actions where required.

BENEFIT

- 3 concurrent, major shutdowns completed without a single case of Covid-19 transmission on-site
- In addition to the 1500 or so workers involved in the shutdowns, the families who they returned home to were also protected
- Contractors and employees felt safe/protected from Covid-19 at work
- Enhanced the safety culture both within Hanson and their contractors

TRANSFERABILITY AND DEVELOPMENT

- Hanson was the first of the UK cement companies to go into a major shutdown during the Covid-19 pandemic. Once Hanson had finalised its shutdown Covid-19 protection plans it arranged a special meeting of the MPA cement safety committee to enable them to share their plans with the companies whose shutdowns followed theirs.

