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| **Topic** | Safer maintenance and housekeeping |
| **Entry number (MPA Ref)** | 202462 |
| **Title of Entry** | 5S The Shining.  Safety is improved by 5S, for positive results. |
| **Name of Company** | CEMEX |
| **Location** | Somercotes |
| **Video**  **(if yes, please include URL for video)** | No |
| **Other resource X (if yes, please include description)** | 7 x images, 4 x Powerpoint |
| **Fatal Theme (tick boxes that are applicable) 1  2  3  4**  **5  6** | |
| **BACKGROUND** | |
| 5S is not new but it is new to Somercotes who did not have a 5S plan or record. This application highlights the work completed and more importantly, the success gained.  The Company has a strategy that directs each location to embrace 5S principles and deliver 5S plans. This expectation created a desire and action to deliver change.  Somercotes has sporadic pockets of high-quality housekeeping and equally a significant number of areas that are weak.  5S is not just housekeeping, it is so much more.  The site required further organisation, clarity of plan, a simplified process, and improved staff involvement. The principles of 5S have and will further deliver this. | |
| **MANAGEMENT OF PROCESS** | |
| The first key step was to involve the whole site and to communicate 5S and the expectations.  The simple and first goal was to deep clean the site, years of neglect and disorganisation needed to be stripped away.  5S is directly linked to improved safety.  An organised work area reduces slips trips and falls.  A very clean work area reduces trips.  A very clean work area organises tools with no hidden risks.  A very clean work area is bright and has a high level of visual management.  Collected dust or materials can cause harm.  These new ideas needed the site leadership to both direct and coach the plan, setting out a clear directive to sell and deliver the ideas and drive the change. Everyone involved was coached to make sure they fully understood and impacted positively.  Photos were used for a before and after tracking method, which was shared at director level and further discussed at a European level.  To establish which areas required tackling, the departments were walked and talked, and a cross functional team was set up to establish what needed to be cleaned or organised and define the changes and new ideas.  Once identified, all areas were cleaned and sorted by the department operatives and team leaders. Time and resources were given during core hours to complete the task.  Tools needed to be better organised and stored so Shadow Boards were introduced. These provide excellent storage and show if tools are missing for immediate recovery.  COSHH cupboards were organised so that they were used effectively, and chemicals controlled to reduce the risk by eliminating old and unusable materials, with the COSHH sheets updated.  As the 5S initiative was site wide, key areas across the site, multiple departments and functions were identified for improvement.  To deep clean and organise, each area was cleared of any clutter and dust and debris removed. Once cleaned, areas were painted to create care and a pride. Psychologically the desire for care and pride in each area was important as the more people cared and desired change, the more likely it is to be sustained.  Establish what tools were needed and control the risk in use of hand tools.  Control risk for pedestrians with effective demarcation in all areas and improved lighting.  Control risk for FLT with no hazards on the floor, and areas of access and egress to be kept clear.  Control risk by reducing trailing wires and leads, when not in use items are immediately stored and kept in a safe place | |
| **BENEFITS** | |
| There are real tangible benefits for any 5S project.  Control of risk – In order to reduce risk, then control is required. If the workplace is better organised, a mapped area for access & egress is provided and hazards removed that cause slips, trips or falls then the system works, the site improves, and accidents are reduced.  Organisation – improved organisation of the work areas and the tools used. The process is streamlined, so there is less waste and greater efficiency. This in turn improves safety through less movements for finding and carrying, and more effective use of time.  Pride and due care – this is an important requirement. People are key and their contribution and involvement is crucial to success. The main goal is to be safe and healthy and any contribution to this is worthwhile.  Site and global objectives – the delivery of goals and plans is important, it creates a positive forward momentum and delivers improvement and changes.  Visual Management – communication is key, it is excellent to walk into an area and see the organisation via signs and boards.  Cleaner and brighter – areas are brighter and cleaner, and departments have no dark corners. | |
| **INNOVATION** | |
| The key is to link a set of 5S projects to the improvement of safety standards. The use of 5S techniques ensures the control of risk.  The site had new staff and new expectations; the safety culture was well established but needed a fresh impetus. The use of these techniques targeted very visual improvements.  Another target was to ensure all the teams were enthused and motivated to deliver a change and initiate a method that created a pride in the workplace. Pride is care and care will reduce risk. | |
| **DEVELOPMENT & TRANSFERABILITY** | |
| 5S Reports - Each UK site produced monthly reports using a universal template to enable all sites to report progress.  Global and European directive - It is very helpful to satisfy the set of objectives and goals and recognise the site and site team’s success.  Competition is healthy - Many areas with many teams were targeted and the idea to be better, cleaner and more controlled helped. | |
| **NB if document has embedded images try and include these**  **If other documents provided say additional information available.** | |