

# "CDM for Workplace Plant and Machines

## **Presentation by Neil Maycock, Safety Manager, MG Rover Group**

Neil started off his talk by asking the audience to solve the riddle posed in last months newsletter – what is the solution to the formula "**OX46NL=B312TB**"? The answer was, of course that the expressions are the Post Codes of the **Oxford** and **Longbridge** factories that are the subject of his presentation.

The move was triggered off by the splitting up of the BMW-owned carmaker and the re-location of the Mini production in Oxford and the corresponding shift of Rover 75 manufacture to Birmingham. The installation in Longbridge was a production line for "body in white", only, and did not include any other processes. The novelty, as far as safety management was concerned, was that all the risk assessment had to carry out on plant that was not owned by the ultimate **Rover Group** owners. Neil added that this meant that the most significant legislation they had to observe were the

- **HASAW Act**
- **MHSW Regulations**
- **CDM Regulations**
- **SMS Regulations**
- **PUWER**
- **LOLER**
- **AND**
- **"Ways and Means Act" and the "Hope, Watch and Pray Regs."!**

The main practical issues were: -

- Obtaining the original plant information
- Co-ordinating work whilst maintaining the volume production
- Meeting the tight time scale of 14 weeks.
- Contractor management – *three cheers for CDM which actually was a help!*

The important things to do were: -

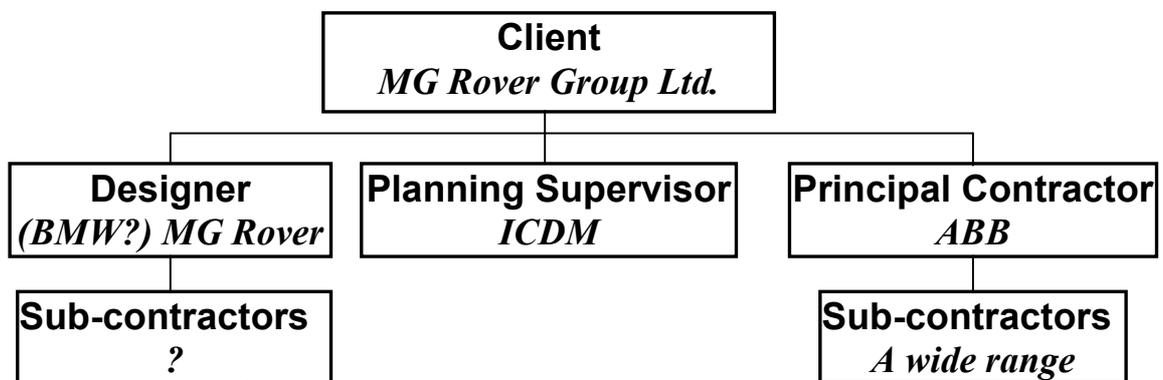
- Look up and not just down/forward. *This emerged from adopting a holistic approach which resulted in things like roof beam loadings being checked.*
- Look up again!
- 'Plan to Plan' on the Holistic approach.

- Manage and resource the plan – if it hasn't got teeth, it is prone to fail!
- Audit and enforce (does HSG65 ring any bells?) – if it hasn't got any teeth, it is prone to failure. Too much enforcement, however, is an indicator of bad planning!

Some of the key issues were: -

- The floor layout was changed and the hardware didn't fit!
- More (or less) plant than there should have been!
- On-going improvements.....  
AND – it doesn't always help when someone else (BMW) is paying the bill!

Neil went on to describe the organisation of the project management, as follows: -



The main procedural systems which were essential for good safety management were: -

- Contractor management in accordance with CDM
- LOER (very contentious issue because of difficulty with obtaining design figures for existing plant)
- On-going risk assessments with design data difficult to get for existing plant. Plant isolation critical before contractors start work and their imported risks essential to control.
- Facility buy off crucial as each stage completed, so that responsibility for hazardous areas is clearly handed over to avoid uncontrolled risks
- Documentation management which continues – even after the construction has finished!



**Note: Confucius say  
"Job not finished until  
Paperwork done"**

Neil then reflected on just what was achieved during this project. The main achievements were: -

- No RIDDOR major or >3 day injuries
- A low general "injury rate" – mainly to minor cuts, bruises etc.,

- A facility built ahead of time
- An improved and safer facility for MG Rover Group, AND

*A world-beating car!!!*

## *Members' Questions*

**Mark Hoare of Birmingham University** asked how sufficient skilled resources were provided. Neil said that BMW paid for the training and the money was used wisely by carrying it out at Oxford on the basis of "sitting with Nellie". Mark then asked about control of sub-contractors and Neil that these were mainly existing ones. Where it was obvious that they were unsafe, pressure was put on the Principal Contractors to stop the job until it was corrected. **BHSEA members, Peter Bowers**, was the Planning Supervisor for the project and he added that Senior Management held weekly meetings to establish method statements for the next two weeks. There were also regular toolbox talks and rigorous enforcement.

**David Hughes** commented about the systems for enforcement and Neil responded by saying that the secret was Plan, Plan, Plan!

**Chris Peck of W.S. Atkins Defence Services** asked how long the project had been in the planning stage. Neil and Peter replied that it had taken about four weeks. Chris then asked if the shortage of information had been remedied by site surveys? Neil confirmed that it had – by getting engineers to do operational checks. He added that some robots had a four metre reach and the benefits of checking things like that had been enormous when it came to planning such things as personnel walkways. Another advantage was that more compact layouts led to better value engineering and the extra detail benefited the on-going risk assessment.

**Peter Evans of CGU Insurance** asked if the line had the same volume. Neil confirmed this and said that it was more efficient because of benefits from facilities like their own railway taking panels right into the factory – an asset that Oxford did not have. The downside of the railway was that it led to some traffic management problems. These were managed by a transport committee and implemented by Marshals, with large machine movements being carried out after 5.00 pm., overnight.

**David Simkin** asked about the production of engines. Neil said that this project was only for the "body-in-white" and that "powertrains" were covered by BMW and that there were parallel projects for the Paint shop and Assembly.

**Roy Gill of John Laing** asked how access was gained for maintenance and cleaning. Neil replied that this was via the 2<sup>nd</sup> floor and that there was underguarding to maintain.

**John Kessell** asked about problems of controlling contractors. Neil said that there had been problems with asbestos in 1997/98 where a sub-contractor had broken out of a "CDM area" to install a cable. There had been a clear lack of adequate communication. Before contractors came on to site they were asked to name their employees and also any hazards they intended to bring onto the site. The Safety Section has to approve all work operations, jointly with the Project Engineer. Throughout the job there is a warning system in place for unsafe practices whereby, if it persists, the offenders are escorted off the site. John then asked if CCTV cameras had been used and Neil said that he did not know if they had.

**John Jacobs of Jacobs Feasey Associates** asked about the process of controlling sub-contractor to sub-contractors and Neil said that any problems were the responsibility of the Principal Contractor to enforce. He reminded any clients in the audience that ultimately they are responsible and that they should have no compunction in using the CDM Regulations to their advantage.

As there were no more questions, the Chairman thanked Neil and, also, Peter Bowers for their very useful presentation and asked the members to show their appreciation in the normal manner.