

Date: 28 September 2017

Item: Review of CIRAS Report and Themes

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**This paper will be considered in public**

**1 Summary**

- 1.1 TfL subscribes to the Confidential Incident Reporting and Analysis System (CIRAS). This is an external service which complements our internal reporting systems and procedures. It allows employees to raise concerns in strict confidence. We ensure that all employees are aware of CIRAS as well as our own internal reporting systems. On receipt of reports from the confidential reporting agency, we investigate the issue, provides a response and take action as necessary.
- 1.2 On an annual basis we ask CIRAS to provide us with an overview of the contacts made and any themes arising from these or from the wider industry reports that may be of relevance to us such that we can learn wider lessons.
- 1.3 Appendix 1 is an overview of the contacts the CIRAS has had from TfL.
- 1.4 An overview of the results of a safety culture survey CIRAS ran across all its membership, which is not available publically, is provided on Part 2 of the agenda. This information is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of other organisations. Any discussion of that information must take place after the press and public have been excluded from this meeting.

**2 Recommendation**

- 2.1 **The Panel is asked to note the paper and presentation and the exempt supplemental information on Part 2 of the agenda.**

**List of appendices to this report:**

Appendix 1: CIRAS Presentation – Improving Safety Culture Through Shared Learning

Supplementary exempt information is attached to Part 2 of the agenda.

**List of Background Papers:**

None

Contact: Jill Collis, Director of Health, Safety and Environment  
Number: 020 3054 8158  
Email: [jill.collis@tube.tfl.gov.uk](mailto:jill.collis@tube.tfl.gov.uk)

## Appendix 1



Improving safety  
culture through  
shared learning  
TfL Safety Panel

# Why CIRAS ?



# Our services



## Confidential

to protect the confidentiality of all those who raise concerns;



## Independent

to be independent of any subscribing organisation;



## Reporting

to encourage all safety reporting and take all safety reports. Re-directing to alternative channels where the Confidential Reporting criteria is not met;



## Analysis

to review data and collaborate with subscribers and stakeholders to exploit learning opportunities arising from work;



## System

to be a key component within members safety systems;



# Our goals

Our primary goal is to maintain the integrity of Confidential Reporting



# Part of your safety system

## Incident/accident

Behaviours, culture and activity that **resulted** in a safety incident.

## Near miss/close call

Behaviours, approaches and activity that **nearly resulted** in a safety incident.

## Confidential reporting

Behaviours, approaches and activity that if left **unchecked could result** in a safety incident.



# Indicator of mature Safety Culture

## Mature Safety Culture indicators





# How is TfL using CIRAS?



# TfL reports FY 16-17 & FY 17-18

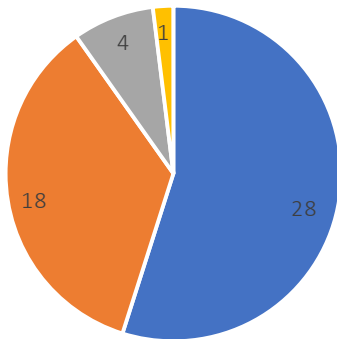
FY 16/17 – 51 reports

- 54% reports Bus
- 35% London Underground

FY 17/18 – 9 reports so far

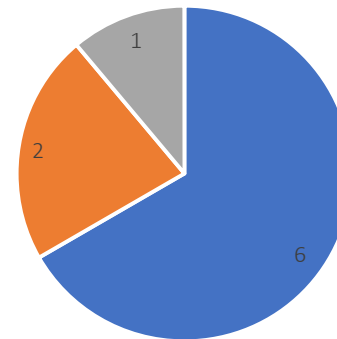
- 67% reports Bus
- 22% London Underground

TfL Scheme Usage FY 16-17



■ Bus ■ Underground ■ Sentinel Supply Chain ■ Overground

TfL Scheme Usage FY 17-18

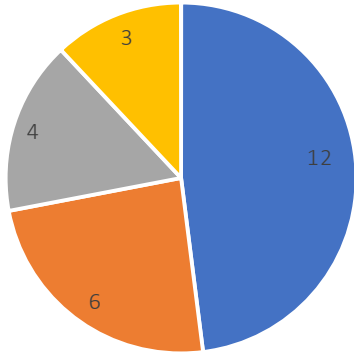


■ Bus ■ Underground ■ DLR



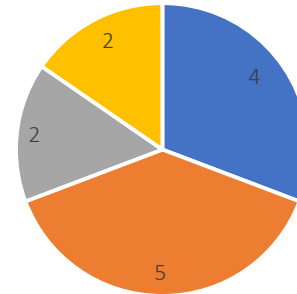
# TfL reporting themes by sector FY 16-17

TfL Bus reporting key themes FY 16-17



- Equipment
- Fatigue
- The person's environment
- Communication issue

London Underground reporting key themes FY 16-17



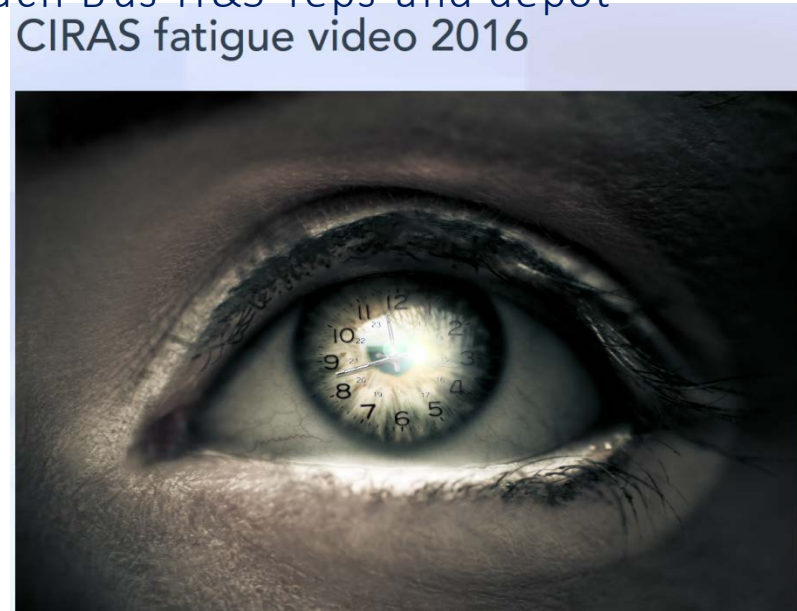
- Rules and procedure
- Platform Train Interface
- Unsafe Practices
- Communication issue

*Are these themes reflected in your internal reporting channels?*



# Report themes: shared learning

- 33% of our reports cited distraction, fatigue and concentration.
- Bus depot roadshows on Fatigue and Mindfulness have been piloted with Abellio Bus.
- An initial session has been held with Stagecoach Bus H&S reps and depot CIRAS fatigue video 2016





# Platform-Train-Interface (2015)

**Concern** A reporter has expressed concern about the risk created by the structural changes that have taken place to the layout on platform one at East Croydon tram stop.

**Response**

*The London Borough of Croydon (LBC) carried out the infrastructure changes at East Croydon. The reinforced concrete structure installation has not been completed and at the time of the report LBC’s contractors had installed Heras fencing around it.*

*The width of the platform has decreased slightly due to the installation of the reinforced concrete structures but this has been offset by the open central area of the platform which provides a direct entrance into and out of the station.*

*Prior to the infrastructure changes LBC had road safety audits (stage one and two) undertaken by an independent organisation. The purpose of these audits was to identify possible risks in the design. Neither of the audits identified any safety issues with the design at East Croydon tram stop.*

**Positive indicator – a review was undertaken, actions identified and implemented.**

**Action –**

- London Trams have asked LBC to remove the Heras fencing that surrounded the concrete structures. This provides some additional space on the platforms and improves the sight lines for pedestrians and Tram Drivers. **Complete**
- London Trams has removed the redundant pole at the east end of the platform to help ease passenger flows and to free up some platform space. **Complete**
- The speed limit for approaching trams into the platform at East Croydon tram stop has been reduced. **Complete**
- London Trams has asked LBC to move the steps back at the east end of the platform to provide a bit more space. **Outstanding**

**Consideration - Are asset changes easier to implement than business processes?**





# Fatigue (2014)

**Concern** Tram Drivers are concerned about the effects of fatigue arising as a result of the fixed roster. The most fatigue inducing shifts are reported to be those where there is a rotation from early to late shifts and the night shift.

**Response** —

- *Rosters are consulted on and so are agreed by the trade unions (ASLEF and Unite)*
- *Rosters cannot be reasonably be changed or tailored to suit individuals. However flexible working arrangements are available for those qualifying for special needs as balanced against the business objectives to operate a tram service 04:00 until 01:40am.*
- *The Health and Safety Executive fatigue risk index is used to highlight any areas that may require attention such as 'early to late rotation'; none has been identified in the current roster.*
- *There are rare occasion when Drivers 'fail to show' for early duties and the night standby has been required to start the duty. There have been no recorded operational incidents in which this shift proved to be an underlying cause.*

**Action** — No action proposed

Negative indicator - stated the existing procedure, no review undertaken or action proposed.

Consideration- Where a procedure/process is compliant however safety concerns still arise what is the best method to balance the individual and organisational responsibilities for H&S.





# Welfare facilities (2017)

**Concern** Longstanding lack of toilet facilities at Enfield Bus Garage due to sewage blockages.

## Response –

- Acknowledged and accepted a review was required to find a long term solution.
- Updated on the ongoing work with the facilities management company to affect a permanent solution and various short term measures.
- This review has resulted in a permanent fix .
- Noted that there has always been a third block of toilets that has remained functional and accessible.
- There is a long term staff toilet refurbishment programme and Enfield is a priority site. Works will commence in a few weeks.

**Action –** Toilet refurbishment programme and this location prioritised.

Positive indicator- acknowledged the importance, undertook a review and identified a solution.

Consideration- Is the long term toilet refurbishment TfL wide or Operator led?



# Welfare facilities (2017)

## Concern

A reporter is concerned about the lack of working staff toilets and water supplies at Harrow Wealdstone Station

## Response

*Health and Safety representatives were informed and it was agreed that while the toilet on the Wealdstone side is out of bounds, staff can use the staff toilet on the Harrow side of the station.*

*There is a working Ladies and gent's toilet on platform 1 (Harrow side) that staff can use and following guidance from our HSE Manager this complies with The Health Safety and Welfare Regulations 1992 with regards to availability, numbers of staff and segregation.*

*There is water available in the mess room on the Harrow side of the station and it has been arranged for a water cooler to be installed in the Ticket office and that is happening within the next week, staff have also been advised they can take regular breaks to access drinking water.*

## Action

- Investigated
- Arranged for use of another toilet
- Additional access to water has been arranged

**Positive indicators:**  
Collaborated with H&S reps, investigated and took prompt action.



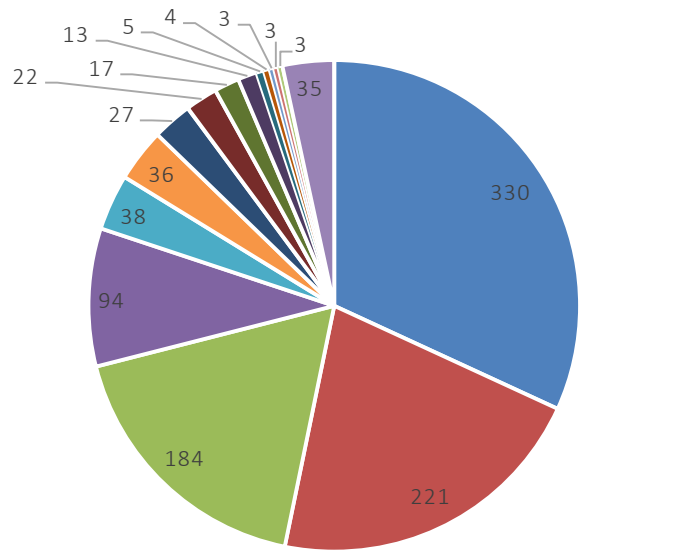


# What is the perception of Safety Culture within the TfL?





# Sector representation

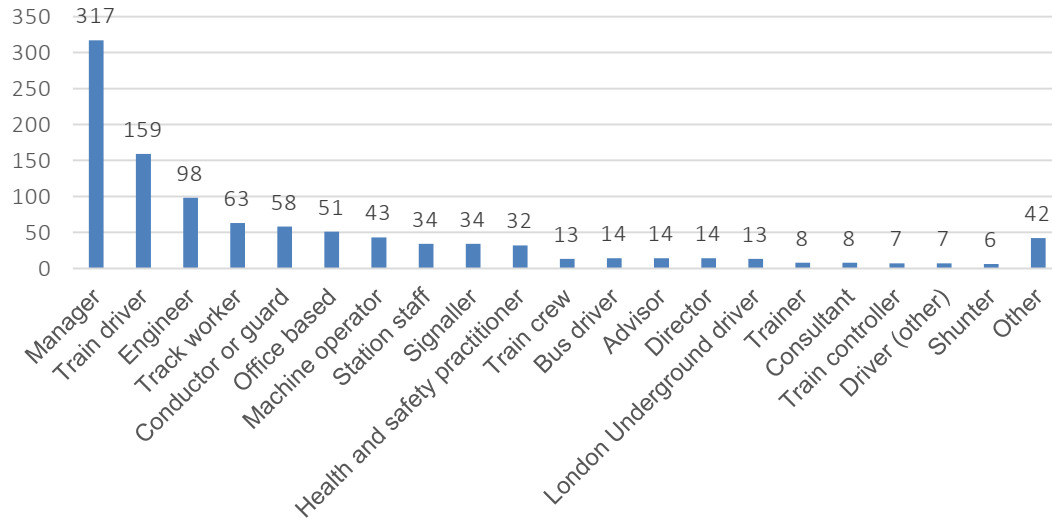


- Multi-modal responses. Full spectrum of membership sectors
- The highest response rate by sector was:
  - Train operators (32 percent)
  - Network Rail (21 percent),
  - Contractors to Network Rail (18 percent) London Underground (9 per cent).

- Together these sectors account for 80 percent of the total population of 1035 respondents.

- To ensure meaningful comparisons can be made between large groups, these four sectors are the focus of the analysis.

# Workforce representation



- The largest job category of respondents was Managers – 317 making up 31 percent of the population.
- Frontline job categories follow:
  - 159 Train drivers (15 percent)
  - 98 Engineers (10 percent)
  - 63 Track workers (6 percent)
  - 58 Conductors or guards (just under 6 percent).



