



Impact of confidential reporting across TfL

Key points

Reporting rate

Confidential reporting rate fell during pandemic.
With (non covid) concerns at 30% (2020/21) and 60% (2021/22 so far) of 2019/20 levels, are there hidden concerns?

Reporting topics

Fatigue is no longer a top confidential concern – concerns about rules & procedures and health & wellbeing now most common

Safety Culture

Against a backdrop of a majority agreeing that safety reporting is encouraged, $\frac{3}{4}$ confidential reporters did not feel their concern would be dealt with effectively through internal channels.

TfL-CIRAS partnership

Champions network and new induction materials in place to promote availability of CIRAS to staff.
Dashboard for TfL management, and full access to member events and shared learning materials on CIRAS website.



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CIRAS – working with TfL

Confidential reporting

Surfacing concerns that are otherwise not heard:

- Fear
- Internal channels not working

Closing the loop – reporters can see the impact of their courage to report

Facilitating improvements:

- Action to address concerns
- Better communication where the report arose from a mis-perception

- Positive reporting culture is part of a mature safety culture

Shared learning community

1900+ CIRAS members

Reports and responses shared so others can learn

Events bring members together around a topic

Good practice sharing online and in newsletters

Independent intelligence

Reporting data to triangulate with internal sources and benchmark against the transport sector



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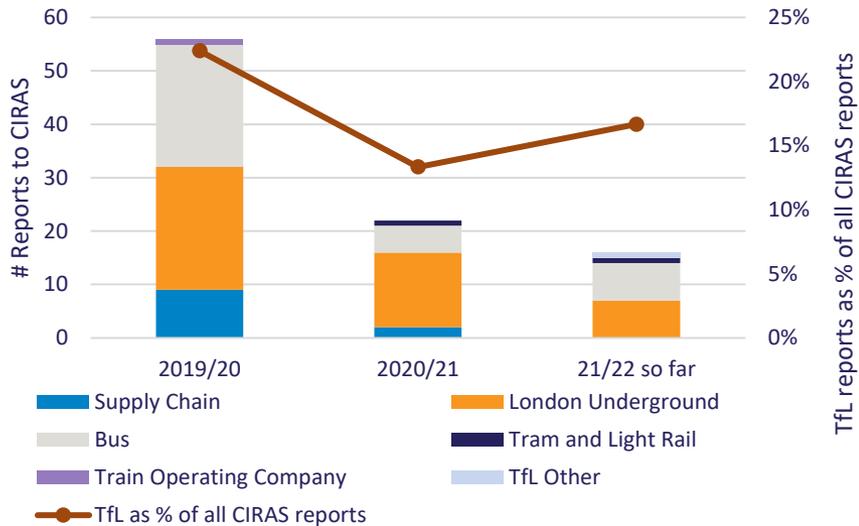
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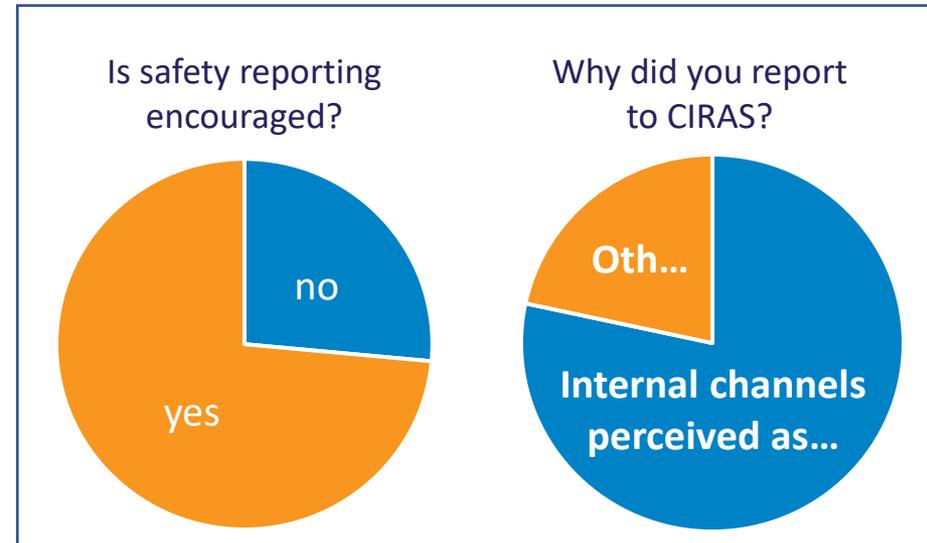
CIRAS reports - headlines

Number of CIRAS reports for TfL



Covid impact in 20/21:
Overall reports to CIRAS dropped by 1/3
TfL reports dropped by almost 2/3

Safety culture contrasts



Top topics April 2020 – October 2021



Rules & procedures



Health and wellbeing



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What have we learned from confidential reports through the pandemic period?



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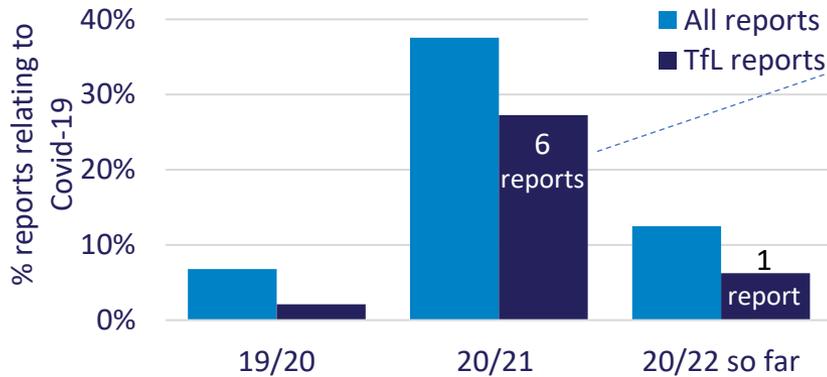
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CIRAS reports – pandemic impact ?

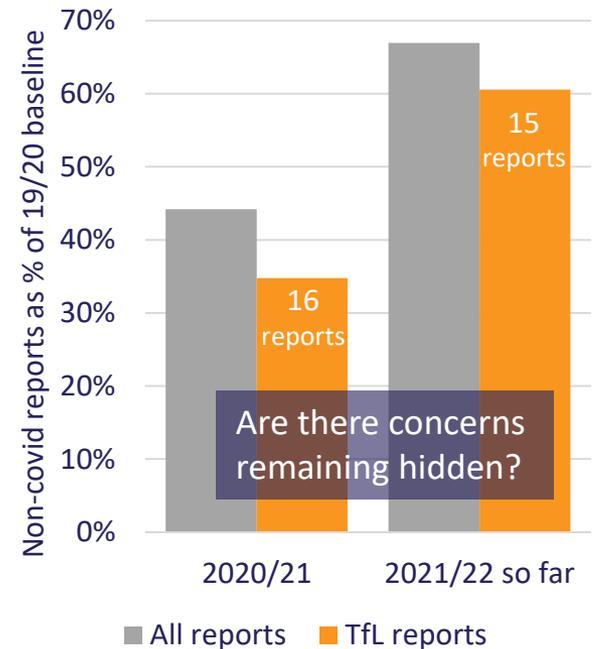
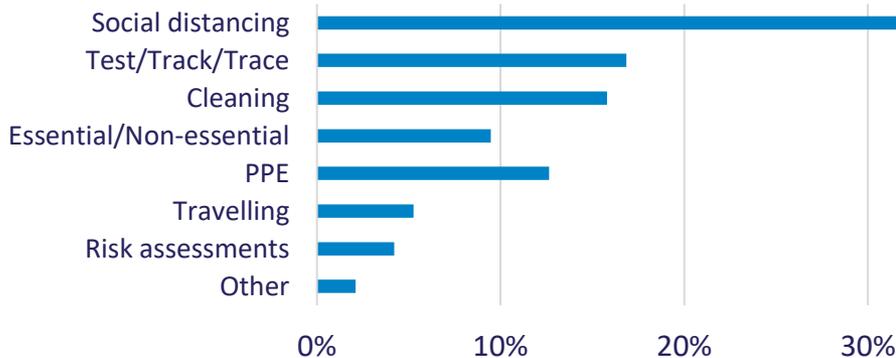
Significant proportion of concerns related to Covid-19



Lower proportion of Covid reports for TfL and...

...‘Normal’ safety concerns fell further for TfL than for all CIRAS members.

Topics of Covid-19 related reports (all CIRAS, 2020/21)



Are there concerns remaining hidden?



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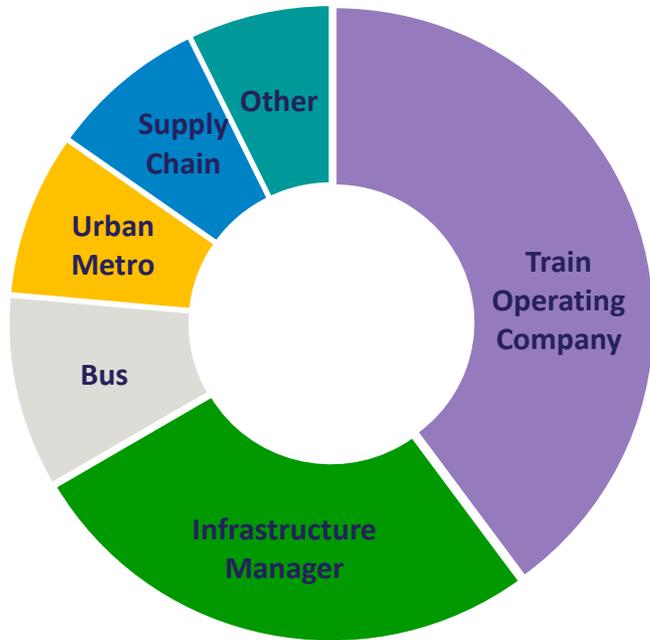
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All reports TfL reports

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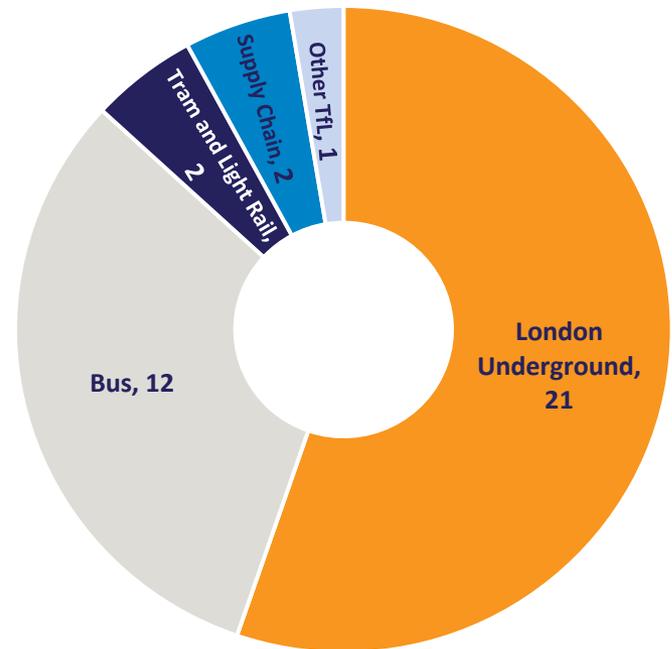
CIRAS report numbers: April 2020 – October 2021

Reports for all CIRAS members



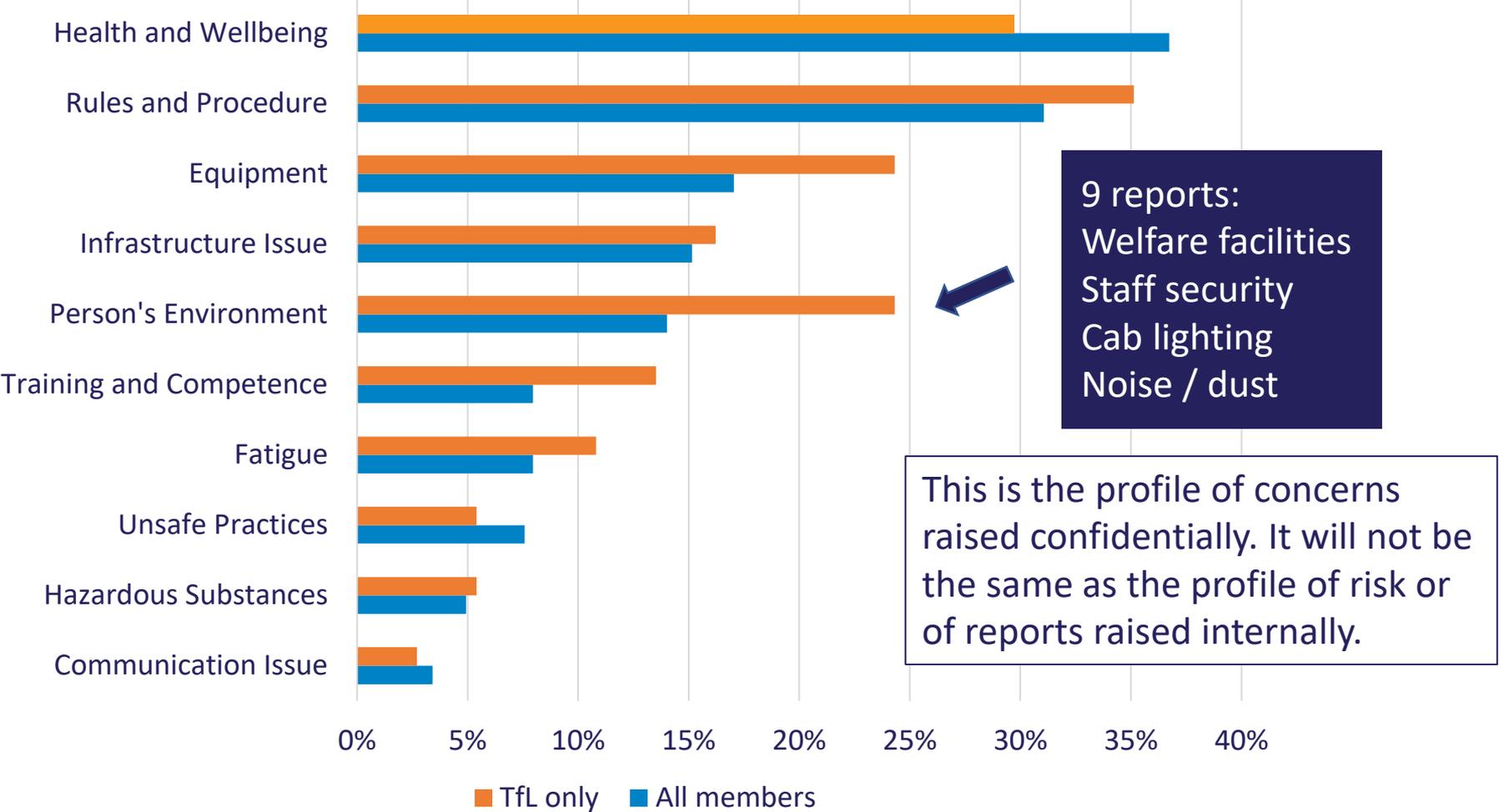
14% reports went to TfL organisations

TfL reports



Majority of reports relate to London Underground and bus operators.
Supply chain reporting still limited – hidden concerns?

Reporting themes – profile comparison (April 2020-now)



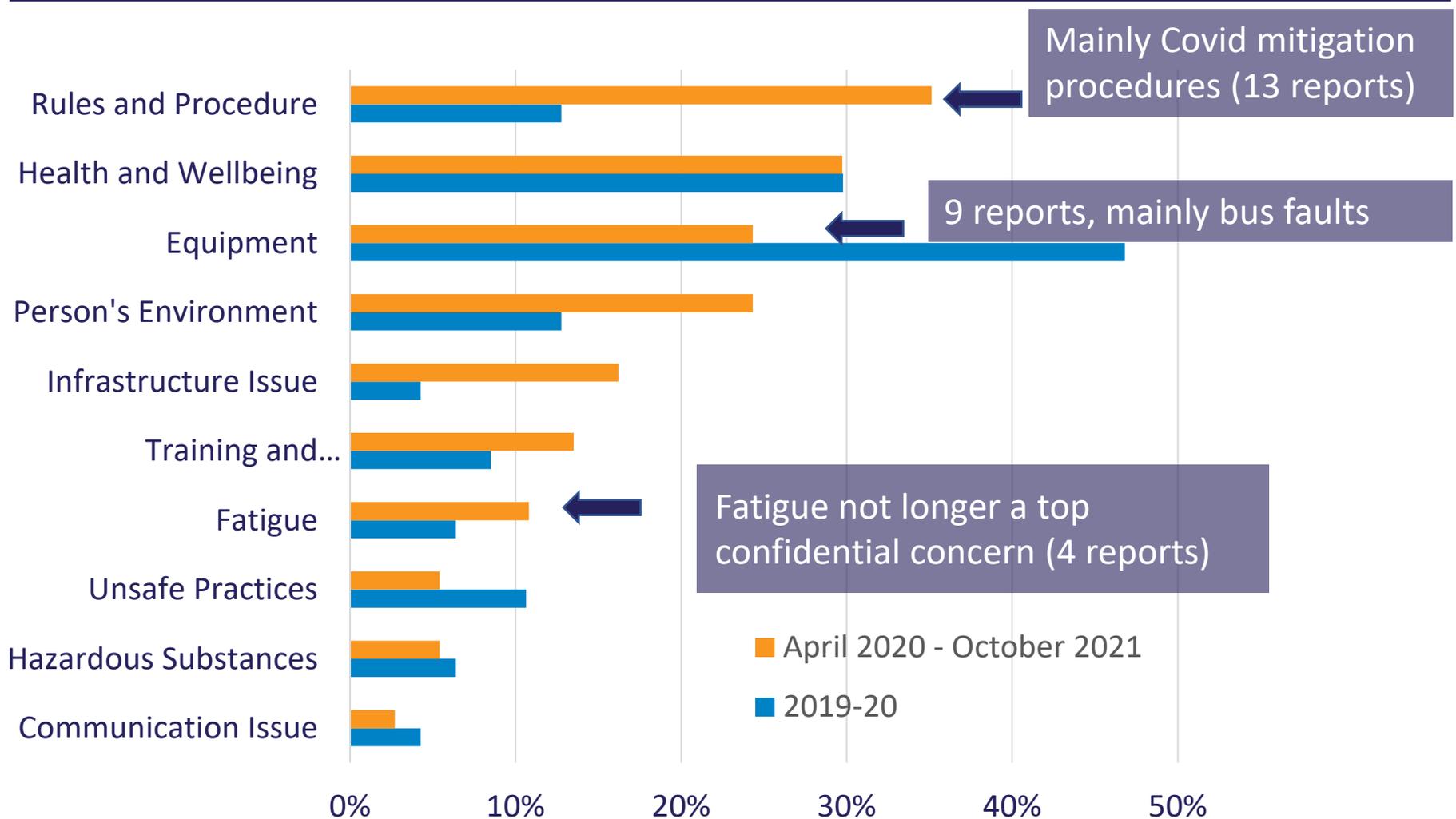
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TfL reporting themes – changes over time



The stories behind the numbers - examples

Issues affecting passenger or staff safety

Concern

Intermittent fault on light above passenger doors on bus – flickering causing distraction and potential for road accident – previously investigated but not fixed.

Response

More thorough investigation found and fixed the root cause of the issue in an insecure microswitch, leading to a programme of checks across the bus fleet. Risk of a road accident caused by distraction reduced.

Concern

The introduction of the Acoustic Vehicle Alerting System for electric buses raised concerns that the sounds were a distraction to drivers, potentially causing a road accident.

Response

Fleet check and repositioning of speakers for some buses, together with continued engagement with staff regarding the changeover to quieter electric buses.

The stories behind the numbers - examples

Covid related issues

Concern

Fire doors were being wedged open at a depot to reduce the spread of Covid-19 from touching the door handles, creating a fire risk.

Response

Practice of wedging fire doors open was stopped to reduce fire risk, and cleaning regime of touchpoints increased to reduce the Covid risk a different way.

Concerns

We processed a number of reports with concerns about:

- Cleaning
- Access to hygiene facilities
- Test and trace arrangements
- Social distancing

Responses

The responses :

- Clarified the arrangements in place as reassurance to the reporter
- Noted the need to ensure arrangements were better communicated
- Re-briefed supervisors to ensure procedures were fully implemented locally

What have we learned about safety culture from confidential reports?



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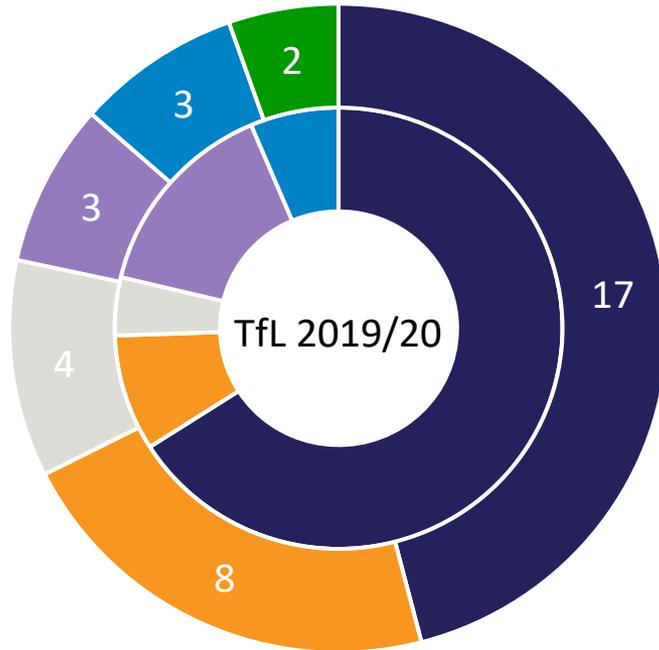
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Why do staff say they bring concerns to CIRAS?

TfL since April 2020



- Internal response unsatisfactory
- Perception of internal channels
- Internal response took too long
- Fear
- 3rd Party
- Anonymous

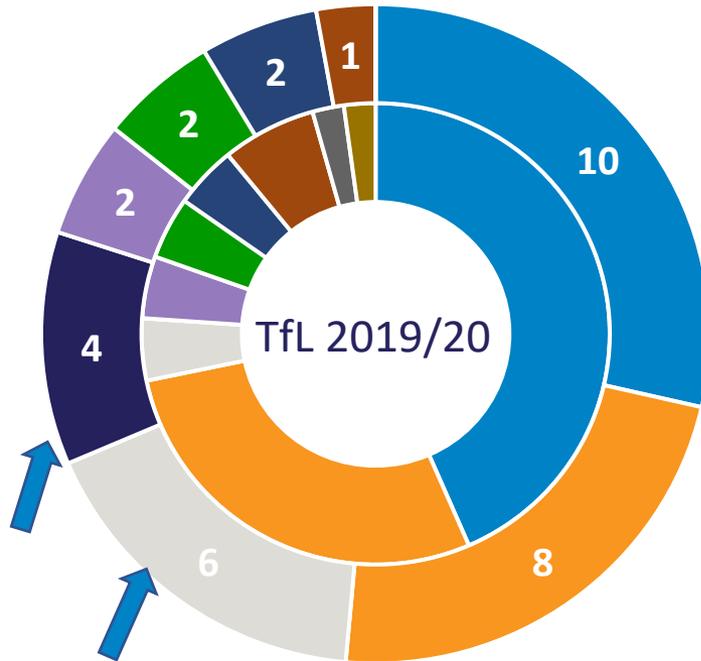
$\frac{3}{4}$ reporters come to CIRAS because they perceive internal channels as ineffective

Concern raised internally first?

Since April 2020	60% (21 reporters)
2019/20	70% (33 reporters)

Perceived* root causes – trends in TfL reports

TfL since April 2020

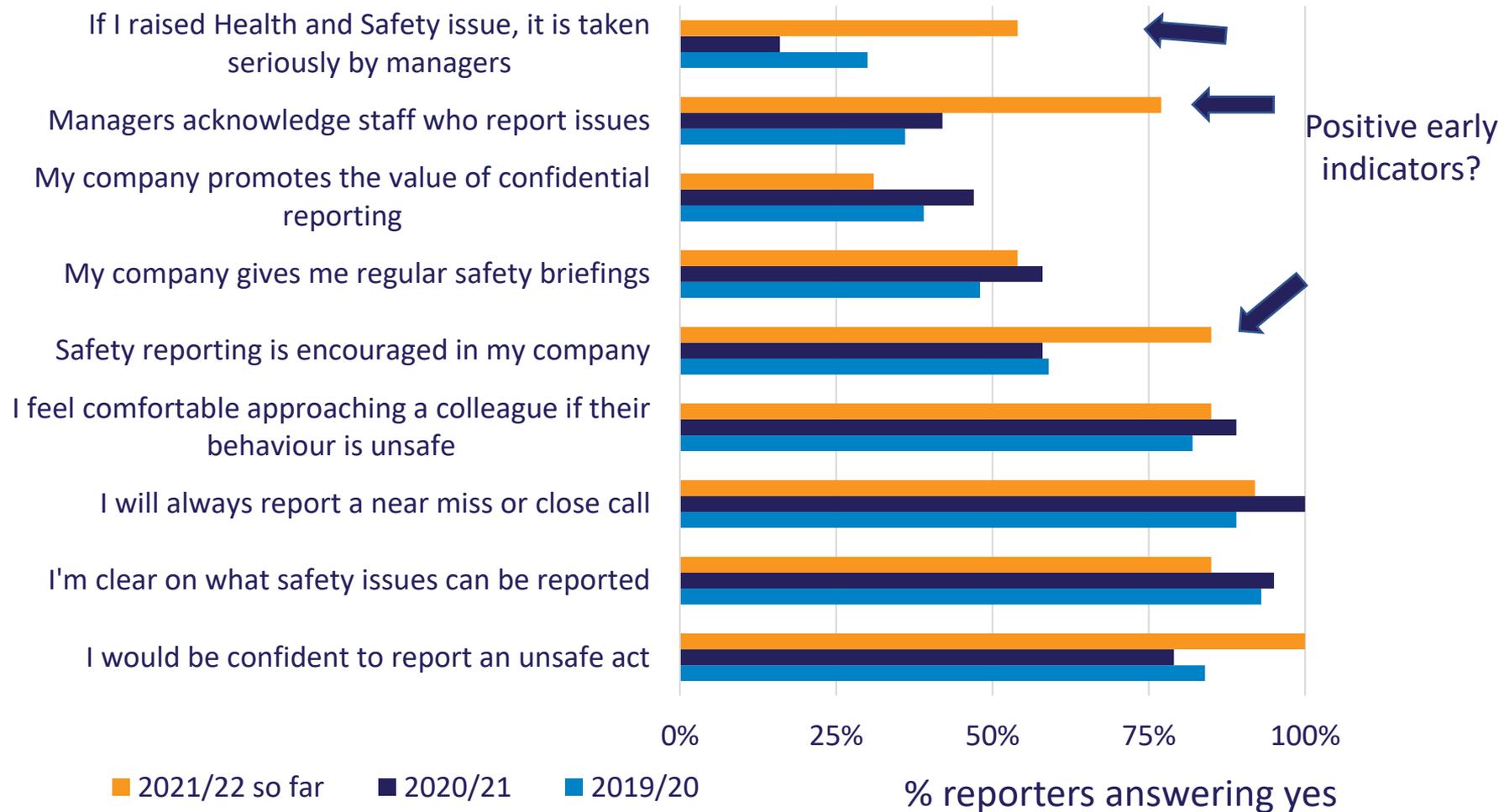


- Infrastructure, vehicles, equipment and clothing
- Ineffective risk management
- Cost-saving
- Change management
- Intentional rule breaking
- Rostering
- Processes and Procedures
- Competence management
- Physical, mental or emotional health
- Information sharing and communication

Increased mention of
cost saving and
change management

*Reporter's view of root cause – TfL's investigation may conclude differently

CIRAS reporters – changing views of TfL safety culture



Feedback from reporters

Thanks for taking the time to put my thoughts into a coherent report

It has now been rectified.
Thank you so much

You listened

I'm grateful for being reassured that my contact was confidential. This would encourage me to use the system again if needed

Action was taken

I got a result through CIRAS but didn't really get a result when raising internally.



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CIRAS: partnering with TfL to encourage reporting on health, wellbeing and safety



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Meeting the challenge – growing staff awareness

CIRAS champions network – raising awareness in all parts of TfL



Promotion through frontline focused media



Integration into staff inductions

- Welcome to TfL e-zone materials include CIRAS introduction
- CIRAS features in TOL driver inductions

NEW CIRAS briefings to London River Services Pier Controllers

Learning from reports and the CIRAS community

New Dashboard for TfL Management



Upgraded CIRAS website: member access to reports, shared learning and resources



Events: sharing good practice on reporting culture, and topics arising in reports.

Building a speak up culture
21 July 2021
Creating a culture that encourages people to speak up about health and safety concerns.
[View event](#)

Tackling workplace abuse
28 April 2021
Ideas and initiatives for how to protect and support workers and tackle workplace abuse.
[View event](#)

Future TfL & CIRAS collaboration

- SHE culture workstream



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