HEALTH
SAFETY

CIRAS

CONFIDENTIAL REPORTING FOR SAFETY

EXTERNAL
BUSINESS PLAN

FY17-18 / CP5

CONTENTS

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;

Service
to be a key component within members safety systems;

MISSION STATEMENT

CIRAS is a confidential, independent, reporting and analysis service which has been operating since 1996.

It offers a **safety net** that ensures that health and safety concerns are captured where they otherwise might be lost, or remain unaddressed. It provides the **early warning** to safety concerns that could potentially become near misses or incidents. With CIRAS' help as an independent facilitator, the satisfactory resolution of these concerns is sought.

CIRAS offers a complementary, independent, confidential reporting line to a range of transport modes and infrastructure organisations.

Staff can call with complete confidence that their identity will never be revealed. The aim is to exploit the opportunity to learn from every report received. Through an engagement programme, newsletters and website, the lessons learned and actions take are shared with members facilitating improved safety culture.

Our vision is to work with our members and industry partners to deliver a **safe, secure, transport system.**

BUSINESS STRATEGY
OUR VISION AND GOALS

Our vision - to work with our members and industry partners to deliver a **safe, secure, transport system.**

This will be achieved through:

- Embedding **confidential reporting** as part of the **safety system** for Transport organisations within UK.

- Supporting **health, wellbeing, and safety collaboration; and informing industry decisions to reduce risk and harm.**

Our goals - the primary goal is to maintain the integrity of confidential reporting.

To use analysis to improve safety culture

ANALYSIS

To raise awareness of the reporting channel

AWARENESS

To demonstrate value to our members

VALUE

INTEGRITY

To collaborate with our members and industry

COLLABORATION

AVAILABILITY

To make the scheme available to all Transport workers

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OUR BUSINESS OBJECTIVES

A set of six business objectives 'BO' have been developed which support the CIRAS vision and goals.

CIRAS Goal	Ref	Business Objectives
Integrity	BO.1	To maintain the integrity and effectiveness of our confidential reporting system.
Analysis	BO.2	To collaborate with RSSB, our members and other stakeholders to add value by making best use of CIRAS data to improve health and safety knowledge and performance.
Collaboration	BO.3	To engage with existing members to ensure that the full services and benefits are realised.
Availability	BO.4	To extend, where it is of benefit, to subscribers and consistent with the objectives of the scheme, the scope of CIRAS' operations and products and to seek out options for further development.
Awareness	BO.5	To improve awareness of, and support for, CIRAS and its services by effective marketing and stakeholder engagement.
Value	BO.6	To provide value for money and to develop greater transparency of funding.

Member benefits

CIRAS contributes to the enhancement of transport safety in the UK by providing confidential, independent, reporting and analysis system for health and safety concerns.

This service is available for people working in the transport industry and its supply chain across the UK.

CIRAS facilitates a resolution between the individual and the relevant company or companies.

BUSINESS PLAN FY17/18 ACHIEVEMENTS TO DATE

CIRAS case study

Improving safety culture through shared learning

abellio

CIRAS has collaborated with Abellio Buses to engage the front line about managing fatigue and mindfulness. The drop-in sessions held at bus depots have been well attended and feedback from drivers and operational managers has been wholly positive.

CIRAS has applied digital engagement to share the content and best practice from these initiatives with Abellio across wider membership. Fatigue management for shift workers and one minute mindfulness content has been distributed via the CIRAS website.

CIRAS supported the London Assembly Transport Committee in the production of the report 'Driving to Distraction - tackling safety on London's buses'.

CIRAS has been working closely with the Transport for London (TfL) bus operators and a safety culture survey is one such initiative to help view CIRAS reporting data in the context of overall safety culture within an organisation.

Mature Safety Culture indicators

Multiple reporting channels

Incident reporting
Independent safety reporting
Employee representatives
Close call/Near miss

Open dialogue on safety

Lessons learned
Listening without judgement
Internal safety communications
Feedback loop

Mature Safety Culture

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BUSINESS OBJECTIVES
REPORTING

BO.1 To maintain the integrity and effectiveness of our confidential reporting system. KPI - Processing 90% of confidential reports within the agreed timeline.	**Member benefits** Access to Confidential Reporting contributing to improved safety culture.

Business Plan Deliverables FY17-18		KPI'S
Training record	Develop and embed processes for the full lifecycle of processing a Confidential Report.	All Reporting team members have completed training within 3 months of their start date and can be assigned their own caseload.
Report feedback	Undertake regular review to assure the quality and timely response to Confidential Reports.	50% member responses meet the quality criteria.
Quarterly reports	Enhance the data analysis capability within The Cube to facilitate effective analysis of members data.	A quarterly report issued to the CIRAS Committee and members reporting on reporting performance and analysis of data to identify trends/ themes.
Member scorecard/ CIRAS data periodic reports	Develop and embed a data strategy that facilitates the sharing of intelligence with members and Industry.	Contribute to an annual safety culture shared learning event attended by 50% CIRAS reps.
CIRAS periodic report	Support CIRAS Reps to deliver their obligations in processing Confidential Reports.	Engage with 90% of CIRAS Reps each quarter.

SCHEME INTELLIGENCE

BO.2 To collaborate with RSSB, our members and other stakeholders to add value by making best use of CIRAS data to improve health and safety knowledge and performance. KPI –Share intelligence quarterly with members reflective of their H&S themes.	**Member benefits** Shared intelligence and shared learning contributing to an improved safety culture.

Busines Plan Deliverables FY17-18		KPI'S
Annual member survey	Provide input to advisory groups within RSSB and industry and share outputs with members.	50% of members receive content each quarter (jointly authored with RSSB and/ or Industry)
Member scorecard/ CIRAS data periodic report	Identify strategic themes from member data and convert them into quarterly shared learning.	50% of members have received shared learning each quarter.
Annual member survey	Create a safety toolkit used by members and accessible to the three tiers (Frontline, MGR, Exec) of members.	Safety toolkit available on the website and shared with members at all tiers.
Member scorecard/ CIRAS data periodic report	Distribute content reflective of member health and safety (H&S) themes to members and third parties.	50% members agree that content reflects their health and safety (H&S) themes.
Annual member survey	Form strategic partnerships to pilot innovative H&S themes with members.	One pilot conducted with a member each year.
Member scorecard/ CIRAS data periodic report	Contribute to industry forums sharing best practice reflective of members H&S themes.	Share content supported by CIRAS data each quarter at industry forums.

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ENGAGEMENT

BO.3 To engage with existing members to ensure that the full services and benefits are realised.	Member benefits
KPI –Quarterly scorecard responses indicate that 50% of CIRAS reps understand the scheme.	Value added service and products contributing to improved safety culture.

Busines Plan Deliverables FY17-18		KPI'S
CRM data/ Member Scorecard	Establish relationships with all three tiers of member organisations. (Frontline, MGR, Exec) of members.	90% of Gold and 80% Silver members have a CIRAS rep. 60% of Bronze members have a CIRAS rep. One annual frontline engagement. One annual campaign of CIRAS Reps and member Executive.
Annual member survey	Ensure our members are well informed about the CIRAS product, services and benefits, with all three tiers of member organisations. (Frontline, MGR, Exec) of members.	Dialogue with 90% Gold & 80% Silver CIRAS Rep per quarter (Q). Dialogue with 60% of Bronze CIRAS reps annually. Two CIRAS reps learning forums / year. One annual frontline engagement.
CIRAS Rep onboarding process, Annual Member survey	Ensure members are fully aware of the responsibilities associated with being a member of CIRAS.	50% of members have a fully inducted CIRAS Rep (Registration and webinar). 50% of members formerly endorsed the roles and responsibilities (H&S exec and CIRAS Rep). Quarterly scorecard responses indicate that 50% of CIRAS reps understand the scheme.
CRM data/ Member scorecard	Establish a mechanism for collecting, analysing and disseminating member feedback on delivery of CIRAS services and benefits.	25% response rate to quarterly CIRAS Rep survey. 10% of CIRAS reps distributed the annual CIRAS member staff survey.
Member scorecard	Contribute to safety intelligence through sharing feedback gathered from members on safety themes.	Safety culture themes shared at monthly. Safety culture themes shared via quarterly member newsletter.

MEMBERSHIP

BO.4 To extend, where it is of benefit to members and consistent with the objectives of the scheme, the scope of CIRAS' operations and products and to seek out options for further development.	Member benefits
KPI –1 new member a year	Shared intelligence and shared learning contributing to improved safety culture.

Busines Plan Deliverables FY17-18		KPI'S
Periodic report	Deliver a Business Development Strategy by Q2.	Approved Business Development Strategy by Q2.
CRM/ Periodic report	Develop a database of potential members within the Transport Sector UK wide by Q2.	% of potential members by sectors is known by Q2.
Period reports	Business development plans for each region to commence in Q2.	50% of planned activity for each region delivered in Q2.
CIRAS Committee	Establish an approach with Committee to develop business within their sectors.	Committee endorsed Business development strategy by Q2.
CRM/Periodic report	Develop a method of tracking business development activity (including likelihood of success) by Q2.	Period reports indicate status of engagement with all potential members and likelihood of success.

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BUSINESS OBJECTIVES
COMMUNICATIONS

BO.5 To improve awareness of, and support for, CIRAS and its services by effective marketing and stakeholder engagement. KPI –90% of members read the newsletter.	**Member benefits** Shared intelligence and shared learning contributing to improved safety culture.

Busines Plan Deliverables FY17-18		**KPI'S**
Member scorecard	Promote the brand through Website and Newsletter content.	50% of CIRAS Reps have viewed the website or read the newsletter. 25% of frontline staff have viewed the website or read the newsletter.
Member scorecard	Provide periodic content accessible to the three tiers (Frontline, MGR, Exec) of members.	50% of CIRAS Reps have viewed the content distributed each period. 25% of frontline staff have viewed the content distributed each period.
Member scorecard	Feature member content in every newsletter.	1 piece of member content is featured in every newsletter.
Member scorecard	Distribute marketing material accessible to the three tiers (Frontline, MGR, Exec) of Members.	50% of CIRAS Reps have distributed marketing material. 25% of frontline staff have received marketing material.
Periodic analytics	Maintain website content that meets members needs.	25% of members are visiting the website each quarter.
Analytics	Socially share cross-industry themes and engage cross-industry partners.	Each quarter one piece of cross industry content is shared.

FINANCE

BO.6 To provide value for money and to develop greater transparency of funding. KPI –Achieve planned spend as reported at the CIRAS Committee.	**Member benefits** Value added service and products contributing to improved safety culture.

Busines Plan Deliverables FY17-18		**KPI'S**
Finance periodic reports	Undertake periodic reporting that demonstrates financial control (e.g. income covers operating costs) to the Head of CIRAS.	Report issued to the Head of CIRAS, CIRAS Board each period.
Board reports	Provide a financial report for the CIRAS BOARD and RSSB Board.	Financial report available for each CIRAS and RSSB Board.
Business plan	Develop a costed business plan for review by the CIRAS Board and RSSB Board.	Costed business plan for 17/18 available for CIRAS Board and RSSB Board.
Target Operating Model	To work with the Head of CIRAS to develop an operating model which can reduce the financial deficit.	Target Operating Model approved September CIRAS and RSSB Board.
T&C's	To utilise technology to facilitate the payment mechanism for members.	Member payment process updated by end of Q4.

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THREE YEAR BUSINESS PLANNING

Highlights	Timeline
To deliver a financially sustainable operating model which is perceived by our members as delivering value and benefit.	**Achieve planned spend by end of FY17/18 reported at the CIRAS Board.**
To share intelligence with our members through forming strategic partnerships with RSSB, our Members and Industry Partners ,which is perceived by our members as improving safety culture.	**30% of members have received shared learning each quarter.**
To deploy digital engagement so as to engage all tiers of our Member organisations thereby improving access to CIRAS for the frontline of our membership.	**25% of CIRAS Reps have distributed the newsletter to the frontline each quarter.**

What will we have achieved by the end of the three years?

2017 — CIRAS will be embedded as part of members safety systems and set alongside event led safety reporting.

2018 — CIRAS will have formed strategic partnerships to contribute to provide proactive, strategic advice and support to the industry regarding emerging health and safety challenges.

CIRAS data will be shared with members and industry on a regular basis to raise awareness of safety reporting and contribute to an improved safety culture.

2019 — CIRAS will have efficient and cost effective processes in place to ensure that the products and services are available to all members.

How will our work in FY17-18 (first year) contribute to this wider three year strategy?

- Delivery of CIRAS data to members on a periodic basis.
- Delivery of a shared learning initiative in collaboration with a member.
- Delivery of a digital engagement strategy.
- Presentation at industry forums.
- Presentation at cross-industry forums.

PERIODIC DATA DISTRIBUTION

INDUSTRY DISCUSSION

MEMBER SHARED LEARNING

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