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for Safety

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Frontline *Matters*

ISSUE 5 Feb 2019



Rewiring the brain for safety

Page 12 Training results of mindfulness pilot

Also in this issue:

Page 3 Greg Morse on corporate memory

Page 5 Reports

Page 10 Speaking up to change safety culture

Page 14 Mental health: supporting yourself and others

Speaking up for health and safety

Editor's note

Welcome to the first issue of Frontline Matters in 2019!

In this issue, we report on the results of the work we did with Abellio bus drivers.

After completing an eight-week course in mindfulness, drivers reported significant changes in their driving styles and wellbeing.

The clinical evidence indicates mindfulness interventions of this nature do in fact 're-wire' the brain.

The benefits of mindfulness are transferable to many different roles and sectors.

We have produced a video to showcase the work and the storyboard is presented for you on pages 12-13.

Please contact us for further information on the course.

There's a feature article by Greg Morse, *Lead Operational Feedback Specialist* at RSSB, on the ever present need to learn the lessons from the past.

Talking us through the Clapham Junction disaster, he reminds us to remain watchful so we don't repeat the same mistakes.

One of the root causes was a fatigued signalling technician, and fatigue is often a feature in CIRAS reports.

Still on the theme of wellbeing, we present a model to assist with mental health awareness in the workplace.

The RAILS model is a practical five-step model for helping your colleagues, and it's being trialled with train operator, Grand Central (see page 14).

As always, remember that your report really can make a significant difference.

The responses in this edition led to changes such as the removal of overgrown vegetation, improved comfort for train drivers, and significant changes to safety practices at a busy yard.



We are conscious that speaking up in the workplace - or indeed to CIRAS - may feel like a challenge.

We highlight some of the barriers to overcome on page 10.

Finding the courage to speak up often creates a safer environment for everyone, so think of the potential benefits if you are considering raising a concern.

If you have any thoughts, comments or suggestions, please email: editor@ciras.org.uk.

Contents

03 Clapham and the corporate memory
Lessons learned at Clapham are just as important today

05 Hogweed at Thornliebank Station
How the giant hogweed was removed

06 Dial-a-Ride to consider driving time
Fatigue cited as a main concern

07 Drivers' seats inspected
Seat checklist to include more items after review

08 Cycle signage reviewed
New exterior signs to avoid confusion

10 Speaking up about concerns
Why overcoming the barriers really matters

12 Mindfulness video storyboard
New video shows how bus drivers are safer and calmer after training

14 Mental health awareness
How you can support your colleagues with the RAILS model

Watching the weak signals: Clapham and the corporate memory

Greg Morse looks back thirty years and considers why the lessons learned at Clapham remain just as important today



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Greg Morse
Lead Operational Feedback Specialist, RSSB

Late in November 1988, an under-trained, over-worked technician left a bare wire dangling instead of cutting it back, tying and insulating it.

A fortnight later – on 12 December – further work jolted the wire, causing it to touch a terminal, make a connection and prevent a signal from returning to danger after the passage of a train.

That morning, a crowded passenger train collided with the rear of another that had stopped at a signal just south of Clapham Junction.

The leading coach then struck an empty train travelling in the opposite direction.

Thirty-five people died; 484 more were injured.

The resulting public inquiry, led by Anthony Hidden QC, revealed issues around fatigue, training, reorganisation, communication channels and a complacent attitude to safety.

As Hidden would write: ‘the appearance of a proper regard for safety was not the reality. Working practices, supervision of staff, the testing of new works [...] failed to live up to the concept of safety. They were not safe, they were the opposite’.

Re-organisation had not caused this situation but failed to ‘come to grips’ with it.

“ The resulting public inquiry... revealed issues around fatigue, training... and a complacent attitude to safety.

Regarding fatigue, the technician had undertaken constant, repetitive work and excessive levels of overtime, both of which had ‘blunted his working edge’.

To be more explicit, he would’ve had one day off in the previous 13 weeks.

Among the report’s many recommendations was one to ‘ensure that overtime is monitored so that no individual is working excessive levels of overtime’.

This led to the development of criteria for what was considered acceptable levels of working and a process to monitor it.

New processes and instructions were also introduced regarding the installation and testing of signalling works.

And yet, the corporate memory exists only while we remember it, and over the Christmas and New Year period of 2016/17, we seemed to forget.

At this time, extensive resignalling and track remodelling work was being carried out in and around Cardiff Central. Some of the new layout was brought into use on 29 December.

At 08:37 that day, the driver of a Treherbert service noticed the points his train was about to take were not in the correct position. He stopped the train just before reaching them.



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The Rail Accident Investigation Branch (RAIB) would conclude that the points had been left in this ‘unsafe condition’ because they hadn’t been identified as needing to be secured by the point securing team.

RAIB also felt ineffective fatigue management to be a possible underlying factor.

Simon French, RAIB’s Chief Inspector, drew a clear line back to Clapham, pointing out ‘how easily things can go wrong when railway infrastructure is being upgraded and renewed,’ pointing out the importance of managing the working hours of people doing the job ‘when organising intensive periods of commissioning work’.

“ The events at Cardiff showed ‘how easy it is to forget the lessons of Clapham...’

‘Back in 1988,’ he went on, ‘the disastrous collision at Clapham Junction happened in part because working for weeks on end without any days off was part of the culture in some areas of the railway’.

The events at Cardiff showed ‘how easy it is to forget the lessons of Clapham and slip back into those habits under the time pressures of a big commissioning’.

A few months later – in August 2017 – a train departed Waterloo on a green but was incorrectly routed and collided with an engineers train on the adjacent line.

Luckily the driver saw the way the points were set and managed to brake, meaning the collision occurred at low speed and resulted in no injuries.

A temporary wiring modification made during weekend works had not been reversed when the railway was handed back for operation on the morning of 14 August.

We could quote French again here and Hidden too. In short, it’s all about understanding and managing risk.

Hidden suggested British Rail (BR) had become almost blind to the risk from wrongside failures, contrasting it with its focus on signal passed at danger (SPAD) risk.

BR was probably right to put proportionately more focus on SPAD risk in the late 1980s, but not to the exclusion of wrongside failures (or any other hazard, come to that).

Indeed, there’d been a number of “Claphams in the making” that a greater emphasis on weak signals might have highlighted.

Most worryingly, a signal at Oxted had shown green when it should not have done.

A relay had been energised irregularly, a fault which would have been discovered by a wire count, but – as with Clapham three years later – no such count had been undertaken.

Worse still, the resulting ‘flurry of paperwork’ provided important information but was shared with very few people and therefore did not feature in anyone’s thinking during the work at Waterloo.

We all know we can increase the accuracy of our risk picture by collecting, analysing and learning from information, not just about accidents but also their precursors and the activities that prevent them.

“ ...the resulting ‘flurry of paperwork’ provided important information but was shared with very few people...

As Cardiff and Waterloo remind us, data and information – from the past and the present are only any use if we analyse results, understand what they mean and act on them - out in the operational environment and not just on paper.

If you have concerns about how works are being managed and handed back, or information that could prevent incidents is not being widely shared – report it.

Site inspection to control giant hogweed at Thornliebank station

Comprehensive measures required to get weed fully under control



© Network Rail. Hogweed present on the tracks (left) and after hogweed has been removed (right)

Concern

A reporter raised a safety concern regarding an overgrowth of giant hogweed at Thornliebank station.

The plant started to grow over the fence and onto the platform.

“ Sap from this plant can also cause temporary blindness... ”

The reporter was concerned that passengers, particularly children, may come into contact with the plant which could cause painful stings and blisters.

Sap from this plant can also cause temporary blindness if it comes into contact with someone's eyes.

The hogweed has begun to grow in the four foot and six foot on the tracks, putting track workers at risk.

The reporter was concerned the giant hogweed will continue to grow and could potentially result in an injury to staff or passengers and asked Network Rail if they could remove it.

Network Rail's response

We are aware of the presence of giant hogweed at Thornliebank Station.

The area within the station is a small portion of a larger presence which stretches circa 1,320 yards from Busby Junction, through Thornliebank Station to 400 yards south of the station.

We have been manually treating this site for the last six years with the first recorded weed killer spray in May 2012, with one full treatment on an annual basis.

In addition, the weed killer train runs through this section on an annual basis treating the full extent of the track formation - the most recent treatment took place in June 2018.

“ As a result of the CIRAS report being received, a site inspection was carried out in July 2018... ”

Because current containment methods were not proving successful, an additional manual spray was undertaken through the affected section - this was completed in July 2018 and further potential approaches were discussed.

Actions taken

As a result of the CIRAS report being received, a site inspection was carried out in July 2018 to fully understand the current issue prior to deciding on appropriate actions to rectify the issue.

The additional spray of the full section has had positive results with a noticeable decline of the giant hogweed in the vicinity of the station, the four foot of the station and through the length of the general presence.

“ The additional spray of the full section has had positive results with a noticeable decline of the giant hogweed... ”

Further large scale works were planned and completed by the end of August 2018.

All the flowering heads of the giant hogweed were bagged, secured and removed to an approved waste control site, whilst all remains of the plant within our boundary, and on adjacent land, were sprayed.

All giant hogweed throughout the track formation were removed.

The outcome of the thorough inspection and the agreed approach of bagging, securing and removing the flowering heads of giant hogweed would be appropriate in future where any infestation begins to encroach on public areas like stations or level crossings.

Dial-a-Ride considers measures to limit driver time behind the wheel

Concerns raised about exceedances to five-and-a-half hours recommendation



© Transport for London

Concern

A reporter raised a concern about the lack of policy enforcement for the five and a half hours driving limit at Dial-a-Ride.

The policy states that drivers must take a 30-minute break when reaching this time limit.

“...this is resulting in fatigued drivers, unable to fully concentrate...”

Though there is a 15-minute buffer for factors such as traffic, it does not provide enough time, resulting in exceedances of the limit.

The concern was that this is resulting in fatigued drivers, unable to fully concentrate, and running the risk of an accident.

It does not appear the policy is being enforced effectively.

The reporter asked TfL (Transport for London) if they could:

- ensure drivers are not exceeding the recommended driving limit and that they are taking a personal needs break?
- consider increasing the current time buffer to reflect the congestion experienced in London?

TfL’s response

Dial-a-Ride runs a member only, multi-occupancy door-to-door service across London dedicated to assisting those who are unable to, or struggle to, use mainstream public transport.

We complete in excess of a million trips per year, operating between 0600-0200, seven days a week, 365 days a year.

Unlike a conventional bus route, we do not travel along fixed routes.

Our drivers spend a lot of time in built-up residential areas dropping off and collecting passengers.

This leaves our drivers at the mercy of school start and finish times, roadworks, one-way restrictions, width restrictions and accidents.

This means we are constantly striving to balance the need to run an efficient and time critical service for our members, while ensuring our driving staff are sufficiently protected from fatigue.

Passengers cannot be rushed because of their specialist needs and they certainly cannot be abandoned because a driver is running late.

Sometimes a Church service will overrun, or the queues at a

supermarket will be particularly busy, or somebody hasn’t finished their lunch club meal.

If our driver didn’t wait to collect them and take them home, they would be left stranded, or dependent on a taxi/ family member.

Understandably these issues have an effect on drivers’ schedules.

“If our driver didn’t wait to collect them and take them home, they would be left stranded...”

To guard against breaches of regulations, the business has in place the following control measures:

- dedicated individuals in our call centre who are proactively looking at drivers’ shifts to see any instances of late running – for example, they can alleviate pressure on a driver by moving trips or amending schedules
- a staffed call centre where drivers can contact a scheduler during their shift to request support with any aspect of their shift
- the ten minutes before a drivers’ break is always a paid ten minute ‘buffer’ to protect against late running when a passenger is on board
- our drivers can see the next ninety minutes of work they have scheduled and are informed of their meal break time before their shift has begun so they can plan ahead.

In addition, the business is currently looking to reschedule all drivers’ runs to ensure meal relief breaks appear between two and a half and five hours.

This will create a 40 minute ‘buffer’ for drivers, with the latest possible meal relief break to protect against late running when a passenger is on board and needs to get to their destination.

Full fleet inspection for drivers' seats on Class 156 units

Minor issues with seats rectified after concerns highlighted

Concern

A reporter raised a safety concern regarding the condition of drivers' seats on Class 156 units.

According to the reporter, the seats were either broken or poorly designed which was making driving uncomfortable.

The reporter was worried that this could be causing injury or long-term pain and advised that this issue had been known for a year, but no action had been taken.

“...seats are either broken or poorly designed which is making driving uncomfortable.”

The reporter believed that the faulty seats could potentially distract drivers and could lead to an operational incident such as a signal passed at danger (SPAD).

The reporter asked if Abellio ScotRail could:

- audit Units 156 to check for faulty or worn out seats?
- fix or replace the drivers' seats on Class 156 Units?

Abellio ScotRail's response

The Class 156 fleet were introduced into service in 1988, the design at the time of introduction met with the Standard.

Due to the cab construction, the scope for changing the cab/seat design is limited.

However, we will work with the rolling stock operating company (ROSCO) to see if there is anything that can be done at the next planned major interior overhaul to improve the design within the construction constraints.



© Class 156, Abellio ScotRail

We have reviewed our defect reporting system tool 'Infor' and it has not highlighted any concerns or outstanding defects to driver seats.

However, despite no seat fault trend being identified, we have made arrangements for a fleet check of Class 156 units to capture any issues.

We also met with the driver Trade Union representatives to discuss this further and better understand concerns from across the driver community.

“ Out of the 48 units only 7 seats have been highlighted with minor issues...”

This resulted in the details that formed part of the fleet check.

We also asked the driver Trade Union representatives to ensure drivers continue to complete the defect book with any issues as this provides the details to allow maintenance teams to carry out repairs.

Actions taken

A full fleet check has been carried out on the driver seat of the class 156 units operated by ScotRail.

The check included the general condition of the seat base and back, arm rests and the adjuster mechanism.

Out of the 48 units only 7 seats have been highlighted with minor issues, ranging from armrest loose, seat cover torn, and mechanism stiff. All issues were rectified at the time of check.

Following the fleet check, a review of the Vehicle Maintenance Instruction has been carried out and more details have been added to include arm rest condition and rectify any issues found.

All other areas were already included within the maintenance instruction.

In the long term, we will ask the ROSCO if there is anything we can look at during the next planned major overhaul of the unit's interior, but this will have to be done within the constraints of the cab design/construction.

Cycle signage reviewed for electric express trains

New exterior labels introduced on trains notifying cyclists of cycle spaces



© Great Western Railway

Concern

A reporter raised a safety concern regarding the cycle spaces allocated on the new Great Western Railway (GWR) electric express trains.

“...it is not possible to see cycle spaces unless boarding.

On the GWR electric express trains, there are eight cycle spaces in pairs which are accessible via four of the twenty passenger doors.

These doors are not labelled, and so it is not possible to see cycle spaces unless boarding.

Once aboard, if there is no cycle space, passengers can either leave their bicycle in the door lobby, risking obstruction and a trip hazard for other passengers, or seek a space elsewhere, which entails leaving the train that is about to depart.

The reporter believed that the lack of cycle signage could lead to a risk

of passenger injury and asked GWR if they could:

- label the doors with signage outlining carriages with cycle spaces?
- investigate whether it is reasonably practicable to provide cycle space vacant/occupied indication visible from platform?

GWR's response

GWR's Intercity Express Programme (IEP) Commercial Manager has confirmed that final discussions are taking place with Hitachi Rail Europe (HRE) before cycle signage is applied to the new Intercity Express Trains (IETs).

“...final discussions are taking place with Hitachi Rail Europe (HRE) before cycle signage is applied...

The IEP Commercial Manager visited the North Pole Depot in October 2018 and inspected a train fitted with exterior cycle labels.

Fitment across the full IET fleet was delayed because other labels did not meet the specification and requirements of GWR and other stakeholders - the bike labels were part of a wider review of the entire labelling guide.

Following the above meeting, all labels have now been agreed and fitting has commenced.

The new label guide has been cut into the production line and all those accepted and stored at North Pole depot.

“...all labels have now been agreed and fitting has commenced.

Accepted trains from January 2019 have been fitted with the new bike labels and already accepted trains are being progressed through a retrospective fitment programme – you should be seeing them in traffic as we speak.

Appleford Railway Yard conditions greatly improved

Robust solution implemented after risks identified



© By Geof Sheppard - Own work, CC BY-SA 4.0, <https://commons.wikimedia.org/w/index.php?curid=59145662>

Concern

According to a reporter, road three at Appleford Railway Yard had been covered in copious amounts of wet mud.

Moving machines were churning up the mud, making the ground unstable.

It was felt that machines shouldn't be running on unstable ground, as there was the risk of machines toppling over.

“...machines shouldn't be running on unstable ground...”

Secondly, tank containers were often being lifted off trains by the moving machines and placed in the wet mud.

These containers were then being loaded onto a wagon without being washed down.

The concern was that the wet mud on the bottom of the containers could cause them to slide off the wagon

during transit at speeds of up to 60mph.

Thirdly, shunters had apparently not been provided with appropriate Personal Protective Equipment (PPE) such as wellington boots for the muddy conditions.

Finally, between road two and road three there was overgrown vegetation and a fallen lamppost that shunters must climb over to walk around the train.

The reporter was concerned this could lead to individuals slipping, tripping or falling.

The reporter asked if DB Cargo could take a range of measures to improve conditions at the yard.

DB Cargo's response

DB Cargo acknowledge the underfoot conditions can degrade in Appleford if a robust maintenance regime is not followed.

It is important to note that, although mud does accumulate on the site, the ground structure is not unstable.

“Special care was taken to ensure the control measures did not add pressure...”

There are many different organisations involved in the operations on site (including FCC, Hanson, DBC, RFS, Forterra) and due to the complexity of some of the issues, it has taken time to define areas of responsibility, agree control measures and allocate cost.

Special care was taken to ensure the control measures did not add pressure or increase workload for frontline staff.

Actions taken

A meeting was arranged with all the relevant parties to identify the hazards raised in the CIRAS report, evaluate the risk they posed, and then these measures were implemented:

- Additional site safety checks will now be taken by the local DBC Safety Assurance Manager (every week through the winter months)
- Vegetation has been removed from between 2 and 3 road
- The lamp post has been removed from the walking route
- Forterra have paid for a 360 excavator to attend site to remove all mud and slurry from the yard. Hanson have approved the use of a 360 excavator throughout the winter months to maintain good housekeeping on site and ensure there is no slurry accumulation.
- Hanson has booked a contractor to create a walking route along number 4 road at Appleford.
- All DB Cargo staff have been given appropriate safety footwear
- The Safe System of Work pack has been amended. No reach stacker movements whilst DB Cargo staff are carrying out train preparation duties.

Overcoming the barriers to speaking up and changing the culture

CIRAS looks at the reasons why it can be difficult for people to speak up about health, safety and wellbeing concerns



Over the years, we have been contacted by thousands of workers who have health, safety or wellbeing concerns they feel unable to report internally.

We therefore know quite a lot about why our readers may find it difficult to speak up sometimes.

It is our role to listen to your concerns and help facilitate a resolution.

Sticking your head above the parapet can be a tough call sometimes, especially if you have already tried.

“ It is our role to listen to your concerns and help facilitate a resolution.

In fact, 75 per cent of you tell us that you have already tried reporting internally, but have been frustrated with the response.

Besides helping avert a potentially serious accident, the intelligence provided by you on the ground can be invaluable and help organisations learn - it often plays a role in driving safety improvements.

When you raise a concern with CIRAS, there is a chance it will make a real difference, not just to yourself, but to your colleagues also.

Good practice can be shared across different transport sectors and beyond.

“ Blame has been cited in research as the top reason staff feel unable to raise concerns...

Overcoming the barriers

So why do people feel they can't speak up?

Blame has been cited in research as the top reason staff feel unable to raise concerns, but other reasons include:

- **Fear** - often generated by a blame culture, it kills off the very thought of reporting.
- **Lack of time** - the busier one is, the less likely one will be to report.
- **Apathy** - if staff feel no-one is listening, they will soon stop reporting no matter how much you encourage them.
- **A negative view of reporting** - this isn't surprising, given that our views are normally coloured by high profile incidents with nasty repercussions.

In certain sectors, where staff are on zero-hour contracts, there may be a perception that one's job is at risk if a concern is highlighted.

Reporters often name this as the reason why they chose to report confidentially to CIRAS.

Knowing what to report can also be a barrier.

Some research from the healthcare sector suggests that as many as 30 per cent of staff do not know where to find a list of reportable incidents.

“ ... there may be a perception that one's job is at risk if a concern is highlighted.

Staff need to understand what kinds of events should be reported in the first place.

If they don't, it is a little unfair to expect them to raise their concerns.

The good news is that this is quite straightforward to fix.

It is easy to draw up a list of all the reportable themes, then share it as widely as possible across the organisation.

Everyone from the managing director through to the cleaner should know what they can report.

Do you know exactly what can be reported at your organisation?

Speaking up about near misses

There is often less motivation to make a report if there has been a near miss where no-one has been injured.

If you have recovered from a situation without anyone being hurt, making a report may just seem like unnecessary effort.

But it is just as important to report in these situations if we want to prevent accidents.

“ There is often less motivation to report if there has been a near miss where no-one has been injured.

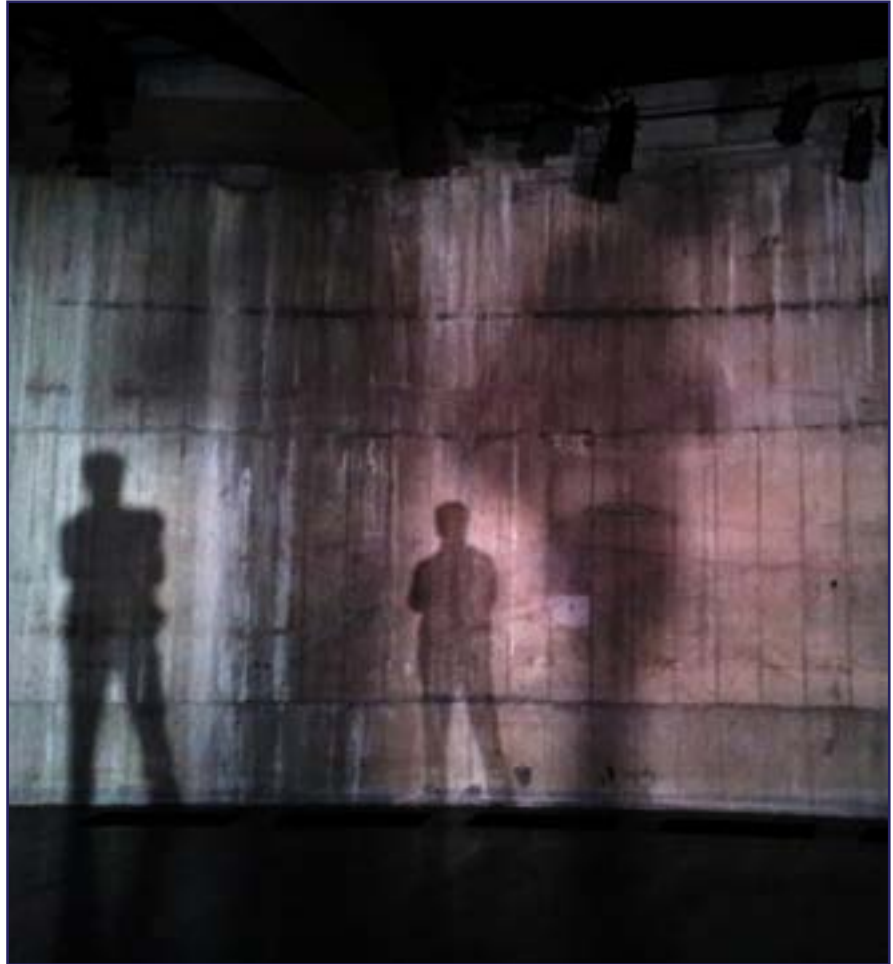
This was the case with the accident at Sandilands in 2016, where seven people tragically lost their lives when a tram overturned on a bend.

The Rail Accident Investigation Branch (RAIB) highlighted the fact that important intelligence from drivers, who had ‘recovered’ from similar situations, was not coming up through conventional reporting channels.

This represented a massive, untapped learning opportunity.

We can learn from things that go right just as much as from things that go wrong, and probably a lot more.

You can watch ‘*Lessons from Sandilands - The Role of CIRAS*’ here:



<http://www.ciras.org.uk/articles/2018/lessons-from-sandilands-the-role-of-ciras/>

Changing the culture

Creating an environment where staff feel able to speak up often requires a change in organisational culture.

It is essential to create an environment where people are not afraid to raise concerns.

Remember that you can always speak up without the fear of any repercussions when you report to CIRAS.

Key points

Making the decision to speak up if you feel unsafe can be challenging sometimes. We can become fearful of the reaction we may receive, or a blame culture might stop us from voicing our concerns. There are other reasons too, but try to remember that:

- You’re probably not alone. If something feels unsafe to you, it probably feels unsafe to your colleagues too.
- Your manager could well be responsive. It may be possible to make things safer fairly quickly, if you act at the time and inform them of your concerns. Try to not let things fester.
- Not having the time to report may feel like a legitimate reason, but think how much time it takes to deal with an incident!
- If a near miss doesn’t lead to an incident it’s still worth reporting. Describing how you recovered from a mistake or situation could benefit others.
- Speaking up is not necessarily about all the negatives. There are lots of positives worth speaking up about too. For example, you could let your team know (if it’s true):
 - o How appreciative you are that everybody is going home safe
 - o How safety is improving because people are listening
 - o How people are demonstrating the right attitudes and behaviours.
- Finally, remember that if all else fails, CIRAS is here to listen to your concerns. You can always speak to us in total confidence if you have any health, safety or wellbeing concerns.

Rewiring the brain: Mindfulness helps drivers stay calm at work

Hear them talk about their experiences in our new video

You may remember that last year we taught mindfulness techniques to a group of bus drivers at Abellio. The results were remarkable and so we created a video to show what a difference it had made to their lives. The storyboard for the video is shown below in images - you can view the video at www.ciras.org.uk.



1. An eight-week mindfulness course was designed for bus drivers.



2. The benefits are transferable to other industries with safety critical roles.



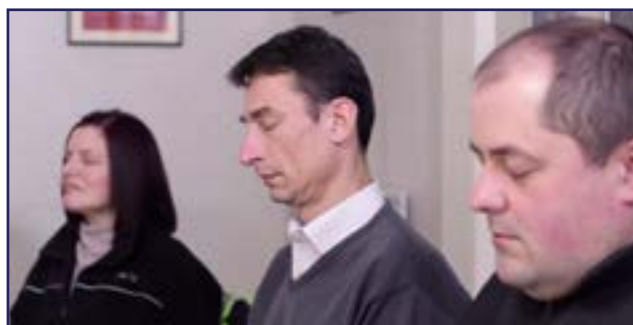
3. Drivers face many challenges whilst driving and need to stay alert.



4. Drivers were brought into the classroom so they could learn mindfulness techniques.



5. Chris Langer facilitates the weekly mindfulness sessions.



6. They're not asleep! The Twickenham group doing a mindfulness meditation exercise.



7. Amanda Haynes talks about how it helps her concentrate behind the wheel.



8. Konrad Gasiorowski talks about the difference it has made in dealing with stressful situations.



9. One group shares their experiences how they can avoid becoming distracted.



10. Monica Monti, HSQE Manager at Abellio, explains the significant impact it has had on drivers.

Results from eight-week mindfulness training programme



The Abellio drivers proved an important point: if you work hard at something, you are bound to succeed.

They practised mindfulness six days a week for eight weeks in total and were enthusiastic about the changes they noticed.

The clinical evidence shows that our brains change physically if we practise

mindfulness for a period of time – this is something that few other training courses can say.

Mindfulness helps with regulating our emotions and dealing more effectively with stress.

When they were asked about the impact of the training, all of them said they were now driving more safely.

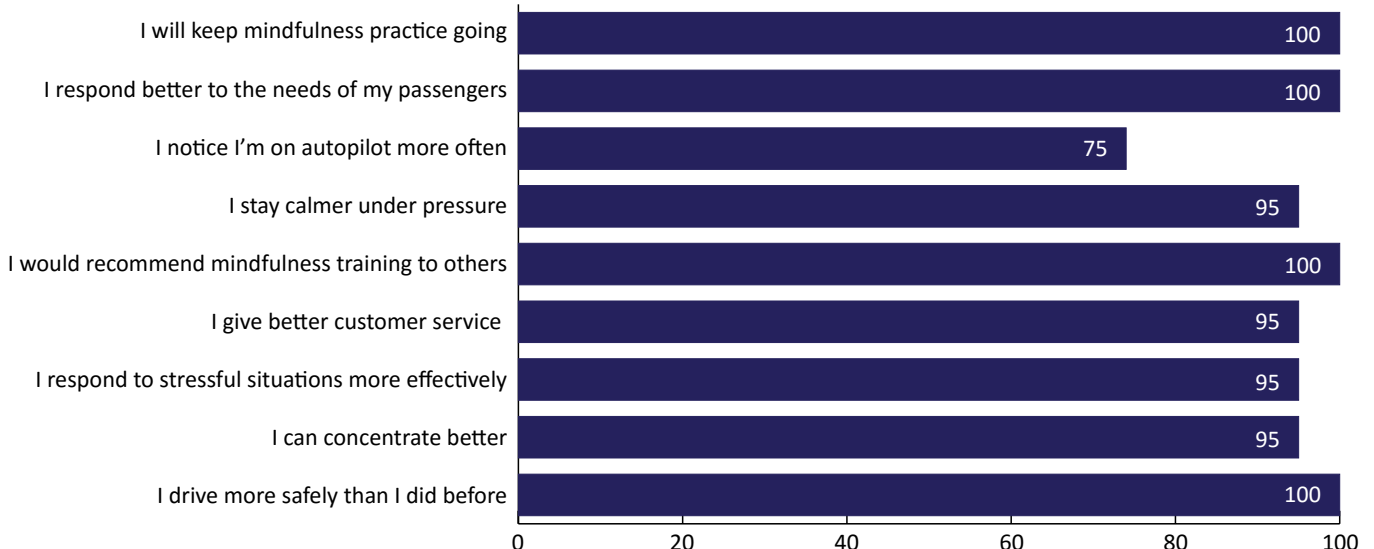
But the training also had a strong effect on other areas too, such as their levels of concentration and customer service (95 per cent said it had improved in these areas).

You can see the results in the chart below.

We would like to thank Abellio and all the drivers who took part in this study!

Training results (%)

After doing the mindfulness course...



Mental Health Awareness: The RAILS model

CIRAS and Grand Central work together to introduce new model into the workplace



How can you help if you know a colleague is suffering at work?

Recently, CIRAS has received several reports on the topic of workplace abuse which can affect staff wellbeing.

We have been helping one of our members, Grand Central, introduce a mental health awareness course into the workplace.

This model was designed to help staff at a practical level and has been included in the course material – we thought it would be useful to share with our readers too.

“...you are much more able to help others if you can remain calm yourself.

In terms of what to do to assist a person in crisis, the RAILS model is useful in providing the right prompts to provide the confidence for handling tough mental health situations.

Remain calm

Check in with yourself first.

As a rule, you are much more able to help others if you can remain calm yourself.

If a situation seems very challenging, taking a few deep breaths can make a big difference before you decide to approach someone.

Approach

Plan the best way to approach the person you are concerned about.

“ Watch for signs that they may be experiencing a crisis situation...

Assess the situation as best you can.

Sensitivity is required because it may be difficult for the person to talk about.

Watch for signs that they may be experiencing a crisis situation:

- alcohol or substance abuse
- suicidal thoughts and behaviours
- panic attacks
- aggressive behaviours
- trauma after an incident
- psychotic states
- medical emergency.

Inquire

Engage the person and ask them: ‘how are you feeling?’.

You may have noticed they are:

- behaving differently from usual
- fatigued
- anxious
- stressed
- melancholy or depressed.

Empathise with them and express your concern, but refrain from giving advice.

Listen

Listening works best if you can be non-judgmental.

In order to do this:

- try to put your judgments aside
- treat the person with respect and dignity
- keep an open mind
- ask ‘how long have you been feeling this way?’
- give them space to tell their story.

“ Encourage the person to seek appropriate professional support wherever appropriate.

Support

The support you provide can be practical and emotional.

By being there for someone in crisis, you can:

- give them hope for recovery
- help them to recover faster.

Encourage the person to seek appropriate professional support wherever appropriate.

This could be in the form of:

- workplace support
- doctor
- counselling or therapy.

Do you have any concerns about health, safety or wellbeing?

Have you tried internal reporting channels, or don't feel that you can?

Provide your contact details in the space below. Any information you provide will be treated as confidential.

We ask you to provide your name and contact details so we can get in touch to discuss your concerns. Once your report is processed, your report form will be destroyed.

Name:

Job title:

Employer:

Phone:

Mobile:

Describe your concern:

Convenient time to call:

What happens next?

- We will contact you to discuss your health and safety concerns
- A report will be written on your behalf
- We remove any information that might identify you
- We send the report to the company for a response
- Once we receive the response we will then provide you with a copy

CONFIDENTIAL

POSTAGE
PAID

FREEPOST CIRAS

Fold along the dotted line and seal edges



Prevent incidents in confidence

Report hotline:
0800 4 101 101

Report textline:
07507 285 887

Freepost: CIRAS
www.ciras.org.uk