Close Call 'Good Call' presentation notes

The purpose of the deck is:

1. To acknowledge the great progress we've made by reporting 116,811 close calls so far this year (P1 – P11). The information you've provided is helping us to prevent future risk by investigating the root causes.

2. To help you understand what makes a Good Call – so we can respond more quickly to your Close Calls, reduce call backs and some of the strain on our Call Centre.

The presentation will last around 30 minutes and there are some discussion prompts on the final slide.

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Slide 1

Welcome to today's Safety Briefing.

Today we're going to take a look at the progress we're making with Close Calls and talk about what really makes a Good Call, so we can help to further reduce risk and increase safety across the network.

At the end I'll take time to listen to your feedback and questions and we can take some time to think about what we're doing locally.

>>>Next slide- So let's take a look at how we're doing with Close Calls….

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Slide 2

We have excelled at reporting close calls.

Year to date you have reported over 116,000 (116,811 was actual) close calls which means we have reached the 80,000 target by year end. (The new 80,000 target was announced in September and is designed to ensure that reporting risk is business as usual for everyone)

The volume of calls mean that the NSC call centre are handling even more calls each period and typically handle over 200 calls per day.

Of the calls raised, 55.6% are closed within 28 days (against a target of 50%)
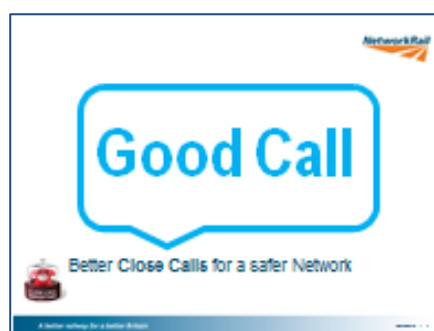
22,000 colleagues are currently using the App – from a pool of 29,000 people who have access on their iDevice.

(Figures are taken from Period 8 Scorecard)

We have 2,000 Responsible Managers who facilitate the resolution and closure of close calls.

As a result of Close Calls - we've introduced better ways of working across the network and we're learning from our experiences

Since we have so many close calls we need to improve the quality of the information provided so we can reduce the time wasted by making call backs because of insufficient information.

If every close call made was a Good Call, we will be able to:

a) Act faster to remove risk from the network
b) Prioritise risk; ensuring high priority calls are dealt with quickly
c) Speed up the process so you receive feedback sooner

Also, by improving the quality of the information now, we'll be able to extract more accurate data when we move to the new improved Close Call system in 2017. The system is being developed by RSSB in discussion with Network Rail and will be designed to remedy the inefficiencies of the current system.

This in turn, will help us translate close call data into learning that helps us further improve the way we work, changing policy and behaviour for a safer and better performing railway.

>>> So let's a look at the difference Close Calls are making….

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Slide 3

We are using Close Call data to help us understand and avoid recurring risks across the network.

Here are examples of a local and national response – learning from Close Call data:

Welfare:

Introduction of a Close Call repair kits in some parts of LNE and EM Route. It is a basic kitbag that enables people working on the route to remedy close calls at source. It includes a padlock, rubble sacks, fence wire, tie wraps, secateurs and more.

Public Protection:

The RSSB and the rail industry use Close Call data to shape the Platform Train Interface (PTI) strategy. With an increasing number of people using the railway, modern hectic lifestyles, and the

pervading use of technology, the strategy is helping to ensure that journeys are as safe and seamless as possible.

>>> So let's take a look at what makes a Bad Call…

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Slide 4

Close Calls - Source Network Rail Your Call presentation accessed via https://www.safety.networkrail.co.uk/Alerts-and-Campaign/Close-Call/Your-Call-campaign and https://www.safety.networkrail.co.uk/Home/Alerts-and-Campaign/Close-Call/Operational-Close-Call

Faults – Source Network Rail Your Call presentation accessed via https://www.safety.networkrail.co.uk/Alerts-and-Campaign/Close-Call/Your-Call-campaign

Irregular working/Operational Close Calls – Source Network Rail Your Call presentation accessed via https://www.safety.networkrail.co.uk/Alerts-and-Campaign/Close-Call/Your-Call-campaign and https://www.safety.networkrail.co.uk/Home/Alerts-and-Campaign/Close-Call/Operational-Close-Call

 >>>Now let's take a look at a Bad Call…

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Slide 5

A lot of our calls are Good Calls, but a few too many are Bad Calls – just because the detail isn't there.

The loose screw at Reading Station is a real close call – that's all the information we were given. There was no information about the location, no description to tell us what the impact might be and nothing to explain what action might be needed.

The thing is, every time the NSC Call Centre has to call someone back to get more information it stops them from dealing with another Close Call.

The call centre handle over 200 calls each day, so calling back just 15% over time really impacts on productivity and can hold back progress on every Close Call.

Even if you have closed the Close Call at source – we still need to know all the details so, as an organisation, we learn from your experience.

Your information helps us to track Close Calls by type so we can provide insight on recurring problems across the network - helping us shape future strategy, policy or design – for a safer rail network.
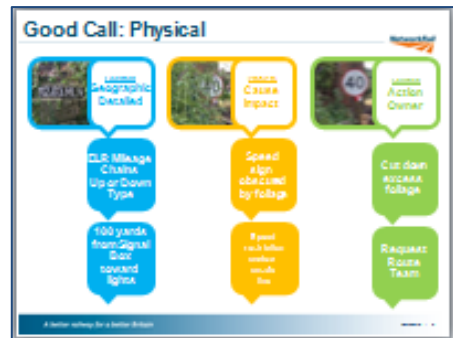
Slide 6

What makes a Good Call? (Physical / Environment)

Taking a little more time when you provide the details of the Close Call will save us (and you) time.

Your information helps us to track Close Calls by type so we can provide insight on recurring problems across the network.

In this diagram we're going to take a closer look at the 3 elements of a Good Call:

1.Location, 2.Problem, 3.Solution

1. **Location**

Lineside….

If you are lineside please provide the geographic location: e.g.: Engineers Line Reference (ELR), Mileage, Chains, Up or Down and Type

For lineside close calls an exact location is needed. This helps reduce risk by helping a colleague go the right place first time, with a permit where required.

If you're unfamiliar with the location and don't know the ELR then state the nearest station or the delivery unit (DU).

You could also quote the location cabinet reference number, bridge number or signal box number.

If you can't do this then choose other landmarks and easy-to-spot reference points so we can pin-point the exact location

The post code – is the least helpful but better than nothing.

You can also use the 'Where Am I?' App, to pin-point your location. The app is available for download through the Network Rail App Catalogue – our own 'app store' – it comes pre-installed on Network Rail-issued iPhones and iPads.

If you're in the office or out and about (non-lineside) then state your GPS if you know it (use a free app like GPS Navigation by Scout available from the Apple store). If you don't have GPS include road names, junctions and landmarks.

You can help us sort the problem quicker when you provide clear location information.

Physical Location - Next describe the physical location – once we're in the right place how will we find it? Describe so someone unfamiliar with the location could retrace your steps to find it.

Be very specific – for example, if in the office, state building, floor, work area, desk no. If lineside describe exactly where the problem is, like '1 metre to the left of location case no. x at height of around 30cms'

Based on your location information we will assign a Responsible Manager to facilitate the close call process – so it's really important to get it right first time – inaccurate information causes delays in the process - meaning the close call is not addressed swiftly and other close calls may also get held up.

[See Wikipedia's explanation of ELR : https://en.wikipedia.org/wiki/Engineers_line_reference]

2. Describe the Problem

When writing your description:

Be clear about what could go wrong – describe the problem

Be clear about the action you have taken, or what action someone else needs to take

What's wrong?

Be specific. Instead of saying loose screw – you could say loose screw on mains supply switch, located on ground floor next to stairwell and to left of recycling bin.

Describe the potential danger - What could happen as a result? For example, could it short out or cause electric shock?

3. Solution

We need you to help us understand how you fixed the close call or who needs to fix it

What have you done to fix? Be specific – describe the actions you have taken.

If it's not safe for you to fix it - who else should? - Note down their name or role.

Your insight here can help speed up the solution.

Finally, please remember – Fault First - A fault is an unforeseen event or failure that impacts railway operation or safety. Where there is a threat to safety make sure you log as a fault first then report the Close Call)

Faults are responded to as a priority by local teams so where there is potential for harm –

So remember - Fault First

 >>>Now let take a look at Close Calls related to behaviour

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Good Call: Behavioural

Slide 7

What makes a Good Call? (Behaviours)

In this example we're going to take a closer look at the 3 elements of a Good Call that relates to behaviour rather than a physical location.

1.Location, 2.Problem, 3.Solution

1. **Location**

If you spot a behaviour at a specific location use the guidance from slide 5 (e.g. texting whilst walking down the stairs).

If you are calling about a behaviour related to a policy or standard, or to a particular Route or part of Network Rail, then state the policy/standard or department – rather than the physical location.

An example of a behavioural close call could be where there is inconsistent application of a standard between routes –in this scenario the physical location is not so relevant.

Physical Location

If the behaviour is unique to a physical location (i.e. texting whilst walking downstairs), then use the guidance on slide 5 to describe the physical location – being very specific so someone could retrace your steps.

Again, if the behaviour is not location specific – spend more time describing the problem below.

Based on your location information we will assign a Responsible Manager to facilitate the close call process – so it's really important to get it right first time – inaccurate information causes delays in the process - meaning the close call is not addressed swiftly and other close calls may also get held up.

2. **Describe the Problem**

When writing your description:

Be clear about what could go wrong – describe the problem

Be clear about the action you have taken, or what action someone else needs to take

What's wrong?

Be specific. Instead of saying using a phone – you could say colleague was texting whilst walking downstairs, not watching where they are going.

Is someone is not adhering to policy, describe what impact this could have – this may be further down the process, impacting on different teams. Include all the information so we can understand and act accordingly.

Describe the potential danger - What could happen as a result? For example, trip hazard/unsafe working.

3. **Solution**

We need you to help us understand how you fixed the close call or who needs to fix it

If in this example someone is walking downstairs whilst texting, just a simple reminder of working safe would be all that's needed. We still would like you to report the close call so we can consider if wider communications are needed to tackle unsafe behaviours across our network.

What have you done to fix? Be specific – describe the actions you have taken.

If it's not safe for you to fix it - who else should? - Note down their name or role.

Your insight here can help speed up the solution.

Finally, please remember – Fault First - A fault is an unforeseen event or failure that impacts railway operation or safety. Where there is a threat to safety make sure you log as a fault first then report the Close Call)

Faults are responded to as a priority by local teams so where there is potential for harm –

So remember - Fault First

>>>Now let take a look at who you should call first

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Slide 8

Sometimes it can be tricky to know who to call first.

If there is immediate danger – you need to report the Fault first.

It's important to remember that the Fault/Route Control systems are NOT linked to the Close Call system. Therefore you need to report the fault first - and then report the Close Call.

Reporting a Fault does not automatically generate a Close Call.

Immediate danger / threat to safety of the line: Call the signaller:

If you don't know the number for the signaller ring NOC – National Operations Centre 07515 616430 – this is another useful number to have in your phone. If you don't have this number with you and it is an emergency, then phone 999.

 Near miss or unsafe working – Call Route Control:

If you don't know the number for Route Control, contact the manager of maintenance activity or operations activity, or report it to your manager. If none of these are an option - maybe you're off-duty without access to your work phone – you can call the NR Helpline on 03457 11 41 41, or if it's an emergency call 999.

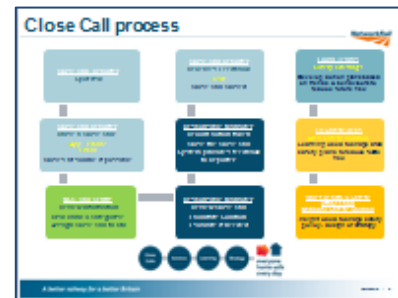**Potential for harm (but no immediate danger): Report the Close Call**

If there is potential for harm – but no immediate danger – report the Close Call only.

>>>Now let take a look at the process for close calls

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Slide 9

Close Call Process

The success of close calls is down to all of us – we can all make a Good Call.

We're supported by teams of people across Network Rail who track, find solutions and learn from our Close Calls

1. You identify the potential for harm

2. When you spot a close call you can report it by App, Phone or Email.

3. The NSC Call Centre based in Milton Keynes check the call data, risk rank it and assign the call to a Responsible Manager.

4. Responsible Managers review the call data and facilitate resolution – either working with local colleagues or asking for support across the Network. Responsible Managers work across Network Rail and take on the role in addition to their usual accountabilities

5. Once solved, the Responsible Manager will close the Close Call and provide the originator with feedback via text message, (if feedback was requested by the originator and when it has been entered into the system by the Responsible Manager). We are changing the app so that it asks you if you want feedback.

6. The originator receives feedback via text message to their NR mobile phone

A: Learning from the Close Call may be discussed in local safety briefings

B: TU Safety reps discuss area plans & initiatives to mitigate future risk at Area Safety Council meetings

C: Chief Health & Safety Officer and National Safety Council use insight to shape safety policy, design or strategy.

Together we can ensure that everyone is home safe every day…

>> Next let's just remind ourselves how to make a Close Call…

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Slide 10

There are 3 ways to report a Close Call

1. **The App**

You can download the app on a NR iPhone via the iPhone app catalogue [via the Network Rail App Catalogue our own 'app store']

No signal? Did you know that if you are out of range, the close call will automatically get sent the next time you pick up a 3G connection.

2. **Call 01908 723500**

Phoning is still a great option as the call centre staff can discuss the close call to ensure we log all the right details.

If the line is busy you will be offered a call back option.

Make sure you're ready with all the information for a good call – location, issue, solution

3. **Email the NSC call centre at closecallreporting@networkrail.co.uk**

Again, to make sure you provide a good call – be clear on the location, issue and solution

Feedback is sent via text to close call reporters – once the call is closed by the Responsible Manager and where feedback has been input into the close call system.

Note that we will be sharing an essential guide to being a Responsible Manager – this will underline the importance of RMs providing timely and accurate feedback. We will be sharing this with RMs and their senior leaders to improve the feedback process.

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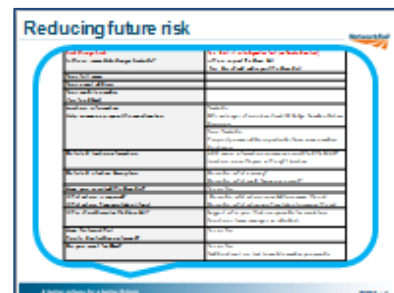
Slide 11

So let's re-cap – to make a Good Call – you'll need this information to hand.

Before you report the Close Call – you need to decide if there is immediate danger. If there is – report the fault first – then report the close call.

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Slide 12

Your Call

Do you have any questions about the information shared today?

[Presenter – take note of questions/feedback.] Thank you

Questions for you to consider:

1. *What close calls don't you bother to report?* W*hy?*

2. What would make you report it next time? (What needs to change)?

3. Can one of you share an example of a close call you've reported – what happened? What can we learn from that? Is there any action we need to take locally?

Thank you.

It's really important that we do report every Close Call.

Even if you think it will be too difficult for anyone to deal with it – because maybe there's no budget, people are too busy, or t's too complex – please go ahead and report it anyway.

Remember also that our Principles of Fair Culture mean it's ok to speak up when people are working unsafely. We all come to work to do a good job, if people are working unsafely there tend to be contributory factors that will be considered as part of the fair culture process.

It's also worth considering that the Close Call you are witnessing could be happening in every office or on every Route. If everyone tolerates it, nothing will change.

Please report EVERY Close Call so we can build more evidence about risks that aren't being managed. This will help us develop a Network wide view, used to shape future strategy to reduce risk and increase safety.

Finally - Are there any final questions or feedback you'd like me to share with the Close Call team?

You can share with me, or if you think of a question later please email STEcommunications@networkrail.co.uk

Thanks everyone ☺