

**Oliver Stewart**  
**RAIB Recommendation Handling Manager**



22 December 2023

Mr Andy Lewis  
Deputy Chief Inspector of Rail Accidents

Dear Andy,

**RAIB Report: Ramsden Bellhouse RRV collision on 2 May 2021**

I write to provide an update<sup>1</sup> on the action taken in respect of recommendation 2 addressed to ORR in the above report, published on 1 September 2022.

The annex to this letter provides details of actions taken in response to the recommendation and the status decided by ORR. The status of recommendation of recommendation 2 is '**Closed**'.

We do not propose to take any further action in respect of the recommendation, unless we become aware that any of the information provided has become inaccurate, in which case I will write to you again.

We will publish this response on the ORR website.

Yours sincerely,

**Initial consideration by ORR**

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<sup>1</sup> In accordance with Regulation 12(2)(b) of the Railways (Accident Investigation and Reporting) Regulations 2005

## Recommendation 2

*The intent of this recommendation is to ensure that learning from previous accidents and incidents is applied to future planning and assurance processes.*

SPL Powerlines UK and Readypower Rail Services should review how recommendations and safety learning from previous accidents and incidents is incorporated into the planning of future work and site inspections, assurance and safety management processes. As part of this review, SPL Powerlines UK and Readypower Rail Services should also consider how they could incorporate safety learning from accidents and incidents from the wider rail sector

### ORR decision

1. SPL Powerlines UK and Readypower Rail Services have provided evidence of having reviewed and made changes to company processes for identifying safety learning from previous incidents and incorporating it into the planning of future work.
2. SPL Powerlines have addressed the recommendation by revising the company standard on the management of lessons learned and issuing a revised OTP plan template. The revised company standard includes a formalised process for identifying and disseminating appropriate safety learning.
3. Readypower Rail Services have amended planning documentation to prompt the planner to consider how to maintain 100m separation between on track plant and transiting arrangements between work sites.
4. After reviewing the information provided ORR has concluded that, in accordance with the Railways (Accident Investigation and Reporting) Regulations 2005, SPL Powerlines UK and Readypower Rail Services have:
  - taken the recommendation into consideration; and
  - have taken action to close it

**Status: Closed.**

### Information in support of ORR decision

5. On 10 October 2022 Readypower provided the following initial response:

*Readypower has implemented a planned monthly Employee Safety Rep meeting which covers industry accidents and learning opportunities. These meetings are minuted and shared every month (again, minuted) at the monthly Senior Management Team meetings. This helps to ensure staff at all levels from Board to site operatives, are informed of events, and in turn can feedback*

*Readypower also engage in industry working groups such as the Rail Plant Association, Mechanical and Electrical Engineering Group, Infrastructure Safety Leadership Group, and Competence Development Group (Sentinel's Training Material). Being a part of these groups gives a privileged opportunity for Readypower to hear of industry accident / incidents, allowing action to be taken early on*

*Readypower is also actively engaged in undertaking 'Safety Stand Down' events on sites. Since the accident, it has supported Network Rail and the Principal Contractor community on at least 2 of these events*

*We have an NSAR approved training school. Since the accident, the event and actions taken by Readypower are discussed with all new learners joining our business or existing staff attending refresher assessments*

*Site assurance checks are conducted weekly by the Safety Team. To enhance this assurance regime, a check has been added to the inspection form which requires the inspector to discuss fatigue with the workers*

*Also an assurance check enhancement, our POS Rep site diary has a new section added which requires the POS Rep to initial the form to confirm the minimum 100m separation is managed whilst 2 or more RRVs are travelling in convoy*

*Readypower's company induction process includes the issue of a CD or Pen-Drive to all new recruits. This is information that is reviewed and updated at the start of each new year. The idea behind this is to give new starters some information about our company and about accidents or incidents that have occurred in the past. In summary, the safety bulletins around this incident are issued to all new staff so they are aware of this event, and any other significant events either in Readypower or that have occurred in the industry*

6. On 30 November 2022 SPL Powerlines provided the following initial response:

*Please find below our formal response to your letter dated 20 September 2022 in relation to the recommendation aimed at SPL Powerlines UK. We have reviewed the recommendation and taken into consideration the contents and actions we have taken and will continue to take to prevent a recurrence of incidents of this nature.*

**Actions:**

- SPL Powerlines UK have reviewed and enhanced our management resource in the audit and assurance area of my Safety & Services organisation. We are currently investigating use of a new assurance system to make the collation, review and evidenced close out of all recommendations/remedial actions identified using a holistic mindset.*
- SPL Powerlines have reviewed and updated our management standard on the management of lessons learnt to better formalise the process, attention, and memory. Lessons Learnt arise from various quarters and the attention to internal lessons learnt, Powerlines Group lessons learnt, and rail industry lessons learnt are included in this process. In addition,*

*the company are contributors to industry learning and works to address identified areas of improvement arising from lessons learnt. The company currently chairs the Infrastructure Safety Leadership Group (ISLG) which provides an excellent opportunity for leading the understanding of lessons learnt and actions to address them. The findings of the event at Ramsden Bellhouse has been shared at previous ISLG meetings, Track Safety Alliance meetings and various client/supplier meetings our company attends.*

- *Since the accident we have maintained an accident-free environment with over a million- man hours worked without injury to our workforce. We remain actively aware of past accidents, their causes and actions to prevent recurrence through a focus on lessons learnt.*
- *Immediately post the accident we reviewed all of our procedures and processes as the initial lessons learnt exercise and increased the level of assurance on the movement and control of On Track Plant.*
- *Safety stand downs held post-accident/incident have all included reminders of the terrible accident which occurred on the 2 May 2021. The Board's message to our business is we cannot forget this event and must regularly remind our employees and suppliers of the consequences of non-compliance with addressing the lessons learnt. Our most recent stand down event in October 2022 included this event to ensure we maintain the focus on this and other key events.*
- *Once the Christmas/New Year period 2022 is complete we will be doing safety stand down exercises across our business which will address the risks of returning to work and in the context of this response to you a review and discussion on lessons learnt during 2022, of course the accident on the 02 May 2021 will again form a significant part of these safety stands downs.*

*On initial receipt of your letter dated 20 September 2022 I did contact Caroline Barter as suggested in the letter. I did receive an email response that stated agreement to hold a discussion on the recommendation, but Caroline had not had an opportunity to review and therefore would contact me once ready for the discussion.*

*I have attached a copy of our document on the management of lessons learnt at issue 2. We will continue to improve in this area.*



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Management of lessos

7. On 24 January 2023 SPL Powerlines provided the following update:  
*Thank you for your email of 11<sup>th</sup> January 2023 requesting further information on the following points:*

1. **Management doc P4 lists sources of lessons learned. What is the**

**process for communicating lessons learned to planners and front line staff?**

SPL Powerlines response: The process for communicating lessons learned is made up of various methods, the key elements being:

- Safety Alerts issued across the business highlighted immediate actions and lessons learned
- Targeted briefings for employees involved in certain activities. Using the Ramsden Bellhouse event as an example, we delivered such a brief to those involved in On Track Plant (OTP) activities and included those who are involved in the planning of OTP movements as well as Operators, Machine/Crane Controllers, Site Supervisors/Managers and Engineering Supervisors.
- A monthly Safety Briefing (held in person and on Teams) which covers key events in any given period with key messages, required actions and lessons learned.
- Periodic Safety Stand Down and Lessons Learnt events to ensure that lessons learned from previous events are re briefed and reinforced. Such events have been held and are being held this month and the Lessons learned from the Ramsden Bellhouse were included as we now do in any stand down sessions. Our introduction title for this is “lest we forget”.
- On site workforce engagement visits, inspections, etc. which focus on previous events and targeted questioning of staff to ascertain if briefings are being cascaded effectively and understood.

**2. What is the process for incorporating lessons learned into planning activities?**

SPL Powerlines response: The process for incorporating lessons learned involves:

- The review of Management System Procedures and Templates and incorporate any changes required from lessons learned. This would be prompted by a specific event requiring immediate changes or through periodic reviews on a periodic basis determined by risk.
- The review of work methodologies (Work Package Plans, OTP plans, etc.) to ensure that new plans incorporate the lessons learned (where relevant) previously communicated. As above, this would be prompted by a specific event requiring immediate changes or through periodic reviews on a periodic basis determined by risk.
- Pre-work meetings, e.g. Whiteboard meetings include reviewing the effectiveness of work plans and the deconfliction of interfaces. The deconfliction process covers elements such as:
  - a. Ensuring multiple work activities aren't taking place in the same location at the same time.
  - b. OTP movements are not taking place when workers are on the track.
  - c. Ensuring adequate time is allowed for the tasks to be performed

An example relating to Ramsden Bellhouse would include checks that sufficient time has been allocated for OTP transit moves at the beginning

*and end of shifts*

8. On 20 February 2023 SPL Powerlines provided the following update:  
*Thank you for your email. I can provide the following information in response to your queries.*

- I attach our current OTP Plan template which was subject to revision following the Ramsden Bellhouse incident - The section on Page 3 has been enhanced to re-affirm requirements for the separation of plant whilst travelling.*



POS-FRM-0015 POS  
Plan - Issue 3.pdf

- I apologise for any confusion on Section 2, bullet 3(b). This reference applies when "Send & Receive" movements are being implemented in accordance with Rule Book HB15 Clause 12. Although HB15 makes no specific restrictions on travelling with other workers on track, it is our company policy to apply these restrictions to minimise the risk for those working on track within the worksite.*

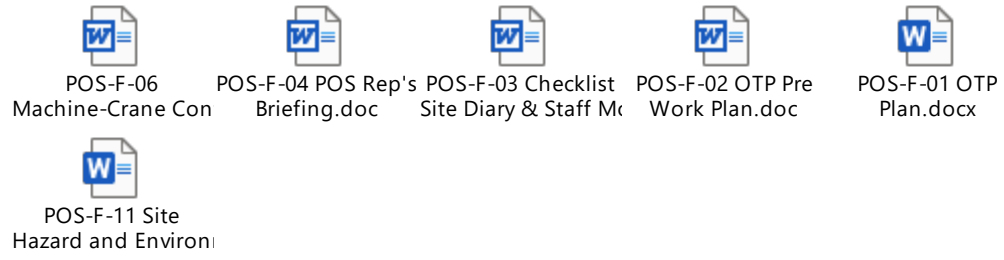
*I trust this addresses your questions and would be happy to clarify further if required.*

9. On 15 September 2023 Readypower provided the following update:  
*We've made amendments to 6 of our POS forms (for your ease, I have highlighted the changes in yellow).*

*I estimate there will be a short transition period of 1-2 weeks while we implement these forms (some jobs have already been planned on the previous forms, but anything new will be on these versions). To ensure all our business is aware of these changes, I am chairing our monthly 'Change Management Board' meeting on 13<sup>th</sup> Oct and have these amendments to discuss there.*

*I'll be uploading these forms to our company intranet in the next few minutes, and prior to writing this email I briefed our Head of POS that these versions must be used going forward.*

*Please note: We have also updated the MC/CC checklist (attached) which is a nationally used Network Rail form that we transcribed as our own. We felt that making the MC/CC s document 2 additional checks, one regarding 100m separations and the second for using RRV twin cabs, would be a strong reminder to them of their duties. Moreover, it would be a valuable record as evidence when breaches are conducted. And investigated.*



## Previously reported to RAIB

### Recommendation 2

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### ORR decision

1. SPL Powerlines UK and Readypower Rail Services have provided evidence of having reviewed and made changes to processes for identifying the safety learning from accidents and incidents and incorporating it into planning for future work. SPL Powerlines have also issued a revised OTP plan template. Discussions are ongoing with Readypower Rail Services with the aim of ORR fully understanding how the learning from previous incidents is used in the planning of future work.
2. After reviewing the information provided ORR has concluded that, in accordance with the Railways (Accident Investigation and Reporting) Regulations 2005, SPL Powerlines UK and Readypower Rail Services have:
  - taken the recommendation into consideration; and
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**Status: Open.**

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