	I004-Last Minute Risk Analysis	Instruction
		Doc no: 2018-42229

Last Minute Risk Analysis

Scope RWE Generation

Prepared by Safety GES-NL

Validity until 27-01-2027

Document information

Version	Version date	Authorisation
V 1.4	27-01-2024	Manager Safety Central GES-M - Ronald Kamst

Changes compared to previous version

- Target text expanded to include: where a work permit is required.
- Execution LMRA step 2 introduced the requirement that an RWE Representative is always present when performing the first LMRA of a work order task.
- Term RWE representative added in Terminology & Abbreviations section
- RWE representative added at point 2 of the Implementation LMRA.
- Under item 13 of Execution LMRA Added text: *when the LMRA is first carried out, the RWE representative also signs the LMRA confirming that the LMRA procedure has been carried out correctly.*
- Retention period of LMRA card updated under Archiving LMRA card
- Added under item 2 of Execution LMRA behind coach text: *to ensure that the LMRA procedure is carried out correctly.*

Purpose instruction


Jointly discussing the risks and measures **in the workplace** using the LMRA chart so that everyone involved in the performance of a job is well informed about the hazards, risks and the measures to be observed to control the risks.

Target

All internal and external employees carrying out work on RWE Generation NL premises requiring a work permit.

Related processes

Process	Title	Code
Input	Maintain installations	Gen Pro 3110
Input	Operate and monitor	Gen pro 2210

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General

The risks of a job to be done are assessed at several points. During work preparation, in a TRA and when drawing up the work permit. Here, we can distinguish between the process-technical risks from the installation (various forms of energy/dangerous substances) and the work-technical risks arising from the activities.

However, it remains particularly important to go through all risks and measures at the workplace itself with the executive team as a final safety barrier. This is the only way to ensure that the team actually goes through the risks and measures together with the **Holder** (AvO). We call this a **Last Minute Risk Analysis** or **LMRA discussion using an LMRA card**.

In fact, you do the LMRA conversation continuously and as soon as conditions change and/or work has been interrupted, but in combination with the chart at least once a day. Having the LMRA conversation regularly is important. When carrying out work at multiple workplaces, where the **risks and hazards** from the activities are **the same**, the same LMRA chart can be used, provided all the work is on **the same permit**. If the work with the same work permit covers several days, the same LMRA chart can also be used, but the risks are discussed again at the start. Here, any changed circumstances are taken into account and new participants also have to sign the card. It is important here to check whether previously taken measures (think of the clearance and absence of energy and hazardous substances!) are still intact. For the same work at a new workplace, always look at the local situation and conditions, things can change every day.


LMRA interviews are conducted for all licensed work, for high-risk operating activities and complex (electrical) disconnections. LMRA methodology should also be used for high-risk activities, even if they do not require a work permit.

The LMRA card is available in several languages at the permit office or at the place where work permits are issued.

Training of the Holder in the LMRA methodology (theory) takes place in work permit training and practical implementation is covered in Safety-street training.

Implementation of LMRA

1. Work permit **Holder** is issued with an LMRA card when the work permit is issued;
2. When carrying out the first LMRA of a work order task, an RWE Representative must always be present. If the RWE representative is the licence holder himself then he leads the LMRA, if a third party is the licence holder then he takes a coaching role to ensure that the LMRA procedure is carried out correctly
3. On **high-risk** jobs, an **Operations employee** will always accompany you to establish and demonstrate any free switching and **absence of energy** (electrical, mechanical, chemical, etc.) and **products** (which can cause damage to people and installations);
4. The LMRA interview should always be conducted at the workplace itself;
5. The **Holder** leads the LMRA discussion and is responsible for properly jointly reviewing the LMRA with all employees involved;
6. The **Holder** actively involves the employees all in the LMRA discussion;
7. The **Holder** first discusses the activities and execution of the job itself;
8. In doing so, the **Holder** discusses all the risks associated with this work;
9. The **Holder** discusses all associated control measures of the job from the risks and TRA/Work Permit;
10. The **Holder** and performers check together whether there are any other (local) risks in the workplace;
11. Using the questions on the LMRA card, the **Holder** checks whether:
 - a. Escape routes/methods of alarm and evacuation are known;
 - b. The workplace is properly secured.
12. The **Holder** checks that the **Life Saving Rules** are known and applicable for the job;

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13. Every performing employee (even if one was allowed to join the team later) must sign the LMRA card; when the LMRA is first performed, the RWE representative also signs the LMRA to confirm that the LMRA procedure was carried out correctly.
14. If there are areas for improvement in the preparation and/or local environment, the **Holder** reports these on the LMRA card (overleaf);
15. The **Holder** is responsible for ensuring that all risks found are recorded on the LMRA chart with corresponding measures;
16. Even if no additional risks are found, that result is recorded on the map;
17. If there are new risks that cannot be easily eliminated or reduced, the **Holder** goes back to the **licensing authority** with the work permit;

Termination and follow-up of LMRA

After finishing the work or activities, the work permit **Holder** submits the completed LMRA card to the work permit **Issuer**, and discusses any comments or recommendations indicated on the card. To the extent possible, the provider ensures that these comments are resolved as soon as possible, any escalation through the operations team leader or through the next morning meeting.

Archiving LMRA card

The **work permit issuer** ensures that LMRA cards are kept for 2 months, if part of Increased Risk Work then the LMRA card remains part of the entire work package and must be kept with permit for 3 months


When taking in the permit, the permit issuer discusses any discrepancies or comments or recommendations indicated by work permit holders directly in the morning meeting and/or with his permit preparers. The main (additional) measures resulting from this are included or corrected in the permit/work order .

The corrective actions or recommendations are discussed with the Safety Expert of the relevant site if applicable. The latter will ensure that any process or instructional improvements are discussed with the relevant process owner.

The licensing office/Safety Expert will ensure proper analysis using the completed LMRA cards for the site in question so that improvements or recommendations can be formulated.

Terminology & abbreviations

Abbreviation/term	Meaning
AvO	Aufsichtsführende vor Ort, German name for the work permit holder.
TRA	Task risk analysis
Safety street	Practical training focusing on the operation of the Life Saving Rules and correct implementation of the LMRA (Last Minute Risk Analysis). This training takes place on site.

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RWE representative	<p>An RWE representative is an RWE employee who is familiar with LMRA implementation. Usually this is an enlisted RWE employee from O&M or during overhauls this can be a (sub)project leader from E&O.</p> <p>This RWE representative checks that the execution and quality of the LMRA meets requirement set by RWE.</p> <p>In addition, a House Contractor licence holder can also be seen as an RWE Representative if deemed suitable by the TL W or E. This can be decided on a site-by-site basis. This can be decided per site.</p> <p>The name of this House Contractor permit holder is put on a list which can be consulted by the permit issuer to check that he is present as an RWE Representative at the first performance of an LMRA of a work order.</p>
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