

CHAPTER 3

ORGANISATION

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INTRODUCTION

1. Effective management of environment and safety requires a comprehensive but proportionate organisation encompassing the relationship between the various authorities and the mechanisms by which policies and arrangements are developed, promulgated and implemented. Secretary of State's policy statement requires separation of responsibility between those who provide internal policy and assurance arrangements and those who deliver defence capability, including Top Level Budget (TLB) Holders and Trading Fund Agency (TFA) Chief Executives. Underpinning this is a requirement for personnel to be competent and for effective mechanisms for communication to be in place.

ROLES AND RESPONSIBILITIES OF KEY INDIVIDUALS

2. Key individuals are identified in Secretary of State's policy statement as being responsible for specific aspects of the environment and safety management system. Those identified are:

- Secretary of State has ultimate responsibility for all environment and safety matters within defence.
- Parliamentary Under Secretary of State is the Ministerial focus for health and safety at work, equipment and materiel safety, nuclear safety, and environmental protection issues. He is the Department's Sustainable Development Minister.

- Permanent Under Secretary (PUS) has responsibility for ensuring effective management arrangements are in place for ensuring compliance with environment and safety policy.
- Second Permanent Under Secretary (2PUS) has been delegated the task of developing and maintaining a consistent system of policies, standards, regulations and work practices. 2PUS chairs the Defence Environment and Safety Board (DESB) and ensures there is suitable separation of responsibility between standard setters and those required to deliver defence capability. 2PUS is also responsible for advising Ministers and senior officials on environment and safety matters and for reporting directly to Secretary of State any evidence of significant failure to discharge Secretary of State's responsibilities for those matters in any part of the MOD.

ORGANISATION FOR THE DEVELOPMENT OF POLICY, STANDARDS AND REGULATIONS

3. MOD has in place a structure of higher level boards and committees to assist 2PUS in his task of developing and maintaining a consistent system of policies, standards, regulations and work practices. The boards and committees are also instrumental in providing Secretary of State with assurance on the level of environment and safety performance across the MOD. Annex I illustrates the hierarchy of the boards, their authority and outputs, implementation and assurance requirements.

Defence Environment and Safety Board

4. The DESB is the MOD's senior environment and safety board. It is a sub-committee of the Defence Board and is chaired by 2PUS. Membership shall be drawn from the chairmen of the Functional Safety Boards (FSBs) and senior representatives (3 star/4 star) from all the TLB and TFA duty holders, plus a number of other key senior officials. The Safety, Sustainable Development and Continuity Division (SSD&C) shall provide the secretariat. The Board's Terms of Reference (TOR) are at Annex J.

5. The Board's role is to:

- Provide strategic direction, set objectives and establish policy, standards and, where appropriate, regulations on all safety and environment matters.
- Assess and prioritise the MOD's environment and safety risks; setting objectives and targets for risk management and continuous improvement.
- Provide assurance to the Secretary of State on MOD's environment and safety performance.

6. A full meeting of the Board will take place not less than annually to address safety and environment protection issues. An additional Board meeting will be held annually to consider the Sustainable Development Report and Action Plan

7. The work of the DESB is supported by the Defence Environment and Safety Board Working Group (DESB WG). Its principal tasks are to enable preparation of the DESB Annual Report and to manage the DESB Action Plan. The DESB WG is comprised of representatives from the TLBs/TFAs and the functional safety boards. It is chaired by the Deputy Head of SSD&C.

Policy and Management Committee

8. The DESB Policy Management Committee (DESB PMC) acts as a two-star network under the authority of the DESB and the 2PUS to aid the development and staffing of issues. It is chaired by the Director of Business Resilience (DBR). It draws its membership from the FSB chairmen, representatives from TLBs and TFAs, and other key personnel identified in its Terms of Reference (TOR) (Annex K). The secretariat shall be provided by SSD&C. Formal meetings of the DESB PMC shall be arranged on an as required basis.

Functional Safety Boards

9. FSBs have been established to address environment protection, and functional safety issues within specific domains, drawing on a wide range of specialist competence and contributing to the overarching Defence environmental and safety management system. The chairmen of FSBs are personally appointed by 2PUS and their responsibilities are set out in a formal letter of delegation. They are typically of two star rank, suitably qualified and experienced and independent of implementers. They report to the DESB on assurance in their area of responsibility.

10. The scope of the work carried out by each FSB shall be determined by the extent of the authority delegated to its chairman. Typically this will involve the following:

- To act in accordance with the strategic direction and objectives set by the DESB.
- To provide independent evidence based end-to-end assurance to the Defence Board, through the DESB, that safety and, where appropriate, environmental protection related processes are defined, effective and complied with across the Department and that the systems and processes in place achieve appropriate levels of personnel safety, (workforce, contractors and members of the public), through-life safety of equipment and, where appropriate, protection of the environment. End-to-end assurance is as defined in Annex L.
- To provide an annual assurance report to the DESB
- To establish Departmental policy for the management of safety and, where appropriate, environmental protection, setting standards, and ensuring that appropriate scrutiny and regulation is applied to all Defence activities in the Board's area of responsibility
- To identify and consult with all relevant stakeholders, including other FSBs, to ensure coherence of policies and requirements and co-ordination for any cross cutting environment or safety protection issues assigned to a lead FSB.
- To take into account the requirements to meet relevant legislation.
- Where the Department can rely on exemptions or derogations from legislation, to ensure that mechanisms, such as audit and, where appropriate, external authorisation, are in place and to provide assurance that, so far as reasonably practicable, the relevant Departmental standards and arrangements are at least as good as those required by legislation.
- To provide assurance that appropriate regulatory controls and enforcement mechanisms are in place for higher hazard activities which are not subject to statutory regulation.
- To appoint MOD regulators appropriate to the Board's activities
- To develop any necessary arrangements with external regulators for formal liaison and joint working
- To identify and report to 2PUS where safety and environmental protection performance are adversely affected by inadequate funding
- To consider the needs and responsibilities of the TLB Holders and TFA Chief Executives, including the impact in terms of costs involved against the benefits accrued.
- To seek confirmation that capability plans are properly funded across all aspects of safety and environmental protection to deliver to required standards and legal obligations and to ensure that risks in respect of safety are reduced to a level that is ALARP.
- To undertake scrutiny of performance data to gauge the adequacy of implementation of policy, standards and regulations.

- To ensure widest promulgation of policies or other requirements principally via JSPs that cover safety/environmental management for the specific subject area.

11. The frequency of FSB meetings shall be aligned to the DESB meeting programme and the individual board work programme. Membership shall be drawn from functional environment and safety specialists, implementers, and representatives of other relevant FSBs. To aid coherence, the Head of SSD&C is a member of all FSBs and is the representative of 2PUS. Relevant MOD regulators shall be board members. Owners of cross cutting issues (e.g. transport) shall attend or be represented as appropriate. Other specialists may also be invited to attend.

Current Functional Safety Boards

12. The current FSBs are:

- The Defence Nuclear Environment and Safety Board (DNESB) addresses nuclear and radiological safety and environmental protection policy in the Defence nuclear programmes, including nuclear accident response. The secretariat is provided by the Defence Nuclear Safety Regulator.
- The Defence Ordnance Safety Board (DOSB) addresses safety and environmental protection policy, regulation and assurance for ordnance, munitions and explosives (OME) covering acquisition, land ranges, lasers, storage and cross cutting transport issues and the MOD's Major Accident Control Regulations (MACR). The secretariat is provided by the Defence Ordnance Safety Group – Safety Management Office.
- The Ship Safety Board (SSB) addresses safety and environmental protection policy in relation to MOD shipping, diving and water activities. Its remit includes all MOD owned and operated vessels, including ships under commercial management or on charter to perform MOD business worldwide. The secretariat is provided by the Ship Safety Management Office.
- The Land Systems Safety Board (LSSB) addresses safety and environmental protection policy and assurance for land systems and equipment. The secretariat is provided by the Land Systems Safety Office.
- The MOD Aviation Regulatory and Safety Board (MARSB) addresses aviation safety encompassing both airworthiness and flight safety. The secretariat is provided by the Directorate of Aviation Regulation and Safety (DARS).
- The Sustainable Development and Environmental Management Board (SDEB) addresses sustainable development and environmental management across MOD. It is the lead Board for cross cutting and new environmental and sustainable development issues. It provides assurance that the MOD is complying with the law in those areas, and that environment related processes are defined, effective and complied with in all TLBS and TFAs. In addition, it provides assurance, assistance in the development of policy, setting of standards and, where appropriate, regulation in respect of environmental protection issues for those aviation systems that fall under the remit of the MARSB. The Board's outputs inform the other boards. The secretariat is provided by SSD&C.
- The Occupational Health and Safety Board (OHSB) addresses all aspects of occupational health and safety across the MOD. It is the lead Board for cross cutting and new safety issues. It provides assurance that the MOD is complying with the law and that occupational health and safety related processes are defined, effective and complied with in all TLBS and TFAs. The Board's outputs inform the other boards. The secretariat is provided by SSD&C.
- The Defence Fuels and Gases Safety Board (DFGSB) addresses safety and environmental policy in respect of gases, fuels and lubricants. The secretariat is provided by the Defence Fuels Group.

13. Each board shall be supported by an identifiable and permanent secretariat to co-ordinate support for its activities, including the staffing of board papers. Secretariats shall, where appropriate, sit within a safety management office which shall own and support the safety management system policy for that board and address wider issues requiring subject matter expertise as required by the board. A safety management office shall undertake audits and co-ordinate assurance, granting of permission and regulatory activities including those involving other sources of subject matter expertise, where appropriate.

14. FSB chairmen shall ensure that they take into account all stakeholder views when developing policy, standards, etc, and shall have mechanisms in place to achieve this. They shall also ensure that new standards and amendments to existing ones are widely promulgated, that replaced documents are appropriately archived and that there are mechanisms for the collection and dissemination of performance data. The policies, standards, regulations, etc, developed under the authority of each FSB chairman shall be published in their level 2 documents.

15. FSBs may be supported by a proportionate series of sub-committees, working groups and other forums, operating under the authority of their parent board. Delegations to sub-board chairmen and to authorities responsible for independent assurance, granting of permission and full regulation shall be personal and in writing. A list of these sub-groups, together with details of their chairmen, secretariat, purpose and outputs shall be maintained by each FSB secretariat. Principles applying to interaction between main FSBs shall be equally applicable to their sub-committee structure. There shall be no MOD-wide committees and sub-committees relating to environment protection and safety that fall outside of this structure. For issues directly related to FSB delegated policy authority, interface arrangements with external regulators may be established.

Board Operating Manuals

16. To aid consistency of approach, each board shall have a manual describing the board's operation. The manual produced shall be freely available to stakeholders either as a stand alone document or incorporated into a level 2 JSP published under the board's authority. It should as a minimum give details of:

- Formulation process for policy, standards, etc.
- Competence requirements for key officials (including Chair and Regulators)
- Specific subject areas covered by the board
- Board sub-committee structure including details of chair and secretariat (and including "wiring diagram")
- Details of the supporting safety management office or, where appropriate, federation of safety management expertise
- Staffing arrangements
- Secretariat arrangements
- Membership contact details
- Assurance reporting requirements and timetable
- The JSPs under the Board's authority
- Copies of letters of delegation
- The exemptions, disapplications or derogations from legislation, international treaties or protocols relevant to the functional safety domain

Impact of Policy Decisions

17. FSB chairmen shall ensure that they evaluate the impacts of their policy decisions that will be incurred by those implementing them. Where MOD formulates its own policies, standards, arrangements and regulations these shall, so far as is reasonably practicable, be at least as good as would otherwise be required. Reasonable practicability implies the need to evaluate the likely impact involved against the benefits accrued from any policy, including impact on operational capability when implemented. In undertaking this, they shall consult with those who may be affected by their decisions both in terms of activities and acquisition.

Board Interaction

18. FSBs shall collaborate at all times, working in accordance with strategic direction provided by the DESB. Individual board outputs have the potential to impact on those of other boards. To prevent the development of unnecessary overlaps, conflicts, “underlaps”, gaps and to ensure the validity of assumptions made, there shall be effective cross reference between boards. The primary means of achieving this shall be between board secretariats and regulators, particularly for the staffing of papers and, where appropriate, by secretariats of other boards being represented when a board meets. Application of this requirement is particularly essential where boards are dealing with novel and emerging technologies, systems and materials as addressed at Chapter 2, paragraphs 34 to 37.

19. Cross cutting issues shall be assigned to a lead board. The decision on which board has the lead shall be made by the DESB Secretariat in consultation with the secretaries of the FSBs where it is not obvious, or cannot otherwise be agreed. The factors influencing this shall include consideration of the activities and operating environment where a platform and/or commodity is likely to be exposed to the greatest hazard or poses the greatest risk. To ensure coherence, interfaces shall be cross referenced between boards and managed by delegated authorities who will also be included in the membership of other boards or on the staffing distribution list. Where there is separation between authority over an issue and subject matter expertise, there shall be close liaison between the parties.

- The Sustainable Procurement Programme Board
- 20. The Sustainable Procurement Programme Board (SPPB) provides strategic direction for the development of sustainable procurement policy and guidance. It provides assurance to the DESB on MOD performance against Government targets. It also oversees delivery of the MOD Sustainable Procurement Delivery Plan and base performance reporting on the Sustainable Procurement Task Force Flexible framework. The secretariat is provided by the Sustainable Procurement Project Office.

Defence Equipment and Support – Food and Transport Safety

21. The Chief of Defence Materiel is responsible for the provision of assurance to 2PUS in respect of food and transport safety.

Defence Fire Risk Management Organisation (DFRMO)

22. The Head of the Defence Fire and Rescue Management Organisation (DFRMO) & Chief Fire Officer of the Defence Fire and Rescue Services has been granted delegated authority from 2PUS to carry out enforcement duties in relation to fire precautions on the Defence Estate by virtue of the Regulatory Reform (Fire Safety) Order 2005, Fire (Scotland) Act 2005 and Fire and Rescue Services (Northern Ireland) Order 2006. The Head of DFRMO reports periodically as a member of the OHSB.

The Safety Sustainable Development and Continuity Division

23. SSD&C is the corporate safety and environment policy organisation for the MOD. The Head of Division has responsibility for the monitoring and auditing of the Department's environment and safety arrangements. The Division is responsible for a number of activities:

- Provision of the secretariat for the DESB, DESB PMC, OHSB, and SDEB

- Drafting and staffing MOD corporate environment and safety policy papers for submission to, and endorsement by, the boards for which it is secretariat
- Ensuring appropriate audit of high level management arrangements, and environment and safety performance (see also Chapter 4 paragraphs 25-26)
- Compiling an assurance report to the DESB utilising inputs from FSBs and, following DESB endorsement, providing a summary of this report to the DAC and Defence Board.
- Providing regular reports to the Defence Board on specific health and safety related fatalities, trends in fatalities and major injuries, and any other significant issues requiring their attention.
- Providing advice to Ministers and senior officials on environment and safety matters

MOD Interface with External Bodies

24. On broader policy issues, SSD&C is the channel for MOD-level interface and communication with the Health and Safety Executive (HSE), the Environment Agency (EA), the Scottish Environmental Protection Agency (SEPA), Health and Safety Executive for Northern Ireland (HSENI), the Northern Ireland Environment and Heritage Service (EHS) and the Department for the Communities and Local Government (DCLG). Except for environment and safety issues that fall under the authority of a FSB, SSD&C is the conduit for contact with these organisations and should, in any case, be consulted to ensure a consistent position across the Department. The main focus of liaison is on legislation as it applies to MOD and defence activities. This enables consistent advice to be provided within MOD on the interpretation and application of existing regulations and of standards necessary for compliance. Interface agreements which detail how duty holders are expected to interact with these regulators are in place and maintained by SSD&C for:

- HSE – Annex M
- EA – Annex N
- HSENI – Annex O

25. SSD&C is also the channel for MOD-level interface and communication on policy and legislative issues with the lead Government departments, including Department of Communities and Local Government (DCLG), the Department for the Environment, Food and Rural Affairs (DEFRA), the Department for Transport (DfT), the Department for Business Enterprise and Regulatory Reform (DBERR) and the Department of Energy and Climate Change (DECC).

26. SSD&C also maintains regular contact with both the HSE and the EA in the form of joint liaison committees. The relevant TOR are set in Annex L (HSE) and Annex O (EA).

MOD Regulators

27. The MOD is required to operate within the law. However, there are instances where defence activities can rely on exemptions or derogations from either domestic or international law. In such circumstances, MOD puts into place its own standards and arrangements that are, so far as is reasonably practicable, at least as good. Under the authority of their letter of delegation, FSB chairmen may elect to form internal regulations and delegate MOD regulators particularly for higher hazard activities which fall outside the remit of external regulators, to emulate external regulatory functions.

28. MOD regulators will monitor legal compliance or, where MOD operates against a different standard, will monitor compliance with that standard. MOD regulators must be able to trace their delegated authority from Secretary of State through 2PUS. Normally the relevant FSB Chairman shall provide a letter of delegation; in exceptional circumstances a delegation may be given directly by 2PUS. Each letter of delegation shall state the role of and the authority vested in the named regulator. Full details on MOD regulators, including any powers of sanction that are invested in them, are to be included in the relevant FSB manual.

29. MOD regulators will provide assurance about safety performance in their area of remit and will undertake a number of functions, including inspections, audits, review of safety documentation, assessment of emergency response and giving permission to activities. Given the nature of their role, it is essential that they are competent to undertake their duties; competence standards are to be set by the delegating FSB chairman taking account of nationally recognised standards. MOD regulators will contribute to the formulation of subject area policy, standards, arrangements and regulations. Regulators will also provide the interface with any relevant external regulators and will, when appropriate, work in cooperation with them.

30. Regulators may form stand alone organisations, be embedded in safety management offices or technical support organisations or even within a duty holder organisation. In all circumstances, there must be sufficient separation so that the regulator cannot be improperly influenced by those charged with implementation. Regulators should be members in their own right of relevant FSBs, this is essential for regulators of higher hazard activities.

ORGANISATION FOR THE IMPLEMENTATION OF ENVIRONMENT AND SAFETY IN MOD

31. TLB Holders and TFA Chief Executives have delegated authority via their letters of delegation and trading fund agreements respectively for conduct of their activities in accordance with the law and relevant policies, standards and regulations. They shall ensure appropriate training and adequate resources for managers and commanding officers to enable delivery of high standards of performance. They shall delegate this authority down the line management chain as necessary and on a personal basis to suitably qualified and experienced persons.

Statements of Organisation and Arrangements

32. The Secretary of State's policy statement requires duty holders to ensure that adequately detailed statements are in place, setting out the organisational structures and management arrangements for discharging their duties, including the identification of hazards and controlling risks. These shall be documented in a Statement of Organisation and Arrangements (O&A) (Service organisations may wish to produce a single overarching statement covering the entire Service). The requirement shall be delegated down the line management chain so that commanding officers and heads of establishment ensure that they, too, have in place adequately detailed statements of organisation and arrangements. The production of such statements shall be carefully considered to avoid proliferation, duplication or disconnection.

33. Statements must be maintained; they shall be revised when circumstances change and, in any case, shall be reviewed at least annually. The principles to be included in a statement of organisation and arrangements are at Annex Q.

Implementation of Statements of Organisation and Arrangements

34. TLBs and TFAs shall have in place mechanisms to ensure effective dissemination of their O&A statement and any attendant strategies for implementation of MOD environment and safety requirements. In his policy statement, Secretary of State makes clear that, when taken together with his policy statement, such statements of organisation and arrangements will meet legal requirements for environment and safety policy to be in place in each management area; there is no need for individual policy statements. It shall be the responsibility of the manager who produces a statement to ensure it, together with Secretary of State's policy statement, is brought to the notice of all employees and other stakeholders for implementation. Where a number of O&A statements have been produced through the chain of command, then the appropriate statement is the one of direct relevance to the particular workplace and activities.

35. There shall also be in place appropriate mechanisms to ensure effective communication between FSBs and TLBs/TFAs. This shall include the means of collecting and communicating performance data. Mechanisms must ensure there is a two way process to enable feedback, including lessons identified from experience, to be provided up the line management chain and to those formulating policy.

Responsibilities of Senior Managers

36. The Institute of Directors and the Health and Safety Commission have published guidance entitled "Leading Health and Safety at Work" the purpose of which is to set the agenda for the effective leadership of health and safety based on four key elements. The MOD does not have directors and management boards with the same legal duties and responsibilities as commercial organisations. However, each TLB, TFA and other subordinate organisations have a series of management boards and committees attended by personnel, usually at senior level, with the authority to make decisions and direct resources in response to risks identified as a result of corporate governance activities. The 4 key elements, widened to encompass both environment and safety are:

- **Plan the direction of environment and safety policy:** This includes agreeing a policy which formally and publicly sets out the board's own role and that of individual members in taking the lead for environment and safety. As part of this process, the board shall ensure that it is kept informed of, and alerted to, relevant environment and safety risk management issues and shall appoint one of their number to be the environment and safety "champion". The board shall ensure that all board decisions reflect its environment and safety intentions, as articulated in the Secretary of State's Policy Statement on Safety, Health, Environmental Protection and Sustainable Development.
- **Deliver on environment and safety issues:** This includes providing adequate resources for environment and safety arrangements, obtaining competent advice, ensuring that risk assessments are carried out, and engaging employees, or their representatives, in improving environment and safety performance.
- **Monitor environment and safety issues:** This involves the board receiving both information on specific incidents and routine reports, carrying out periodic audits of the effectiveness of management structures and risk controls, and the impact of changes to procedures and legal requirements. The board must also ensure that any major environment and safety failures are reported to it as soon as possible.
- **Review environment and safety issues.** A review of environment and safety performance should be carried out at least once a year. It should examine whether environment and safety policy reflects the organisation's current priorities, plans and targets, and whether there has been effective reporting to the board.

37. The principles set out in "Leading Health and Safety at Work" shall be addressed by duty holder organisations from TLBs and TFAs downwards. The reference to a board shall be taken to mean the management meeting that directs an organisation's activities and resources regardless of its level in the MOD. To avoid ambiguity, the term environment and safety champion has been used in preference to director.

Role of Service/TLB/TFA Environment and Safety Support Organisations

38. TLB and TFA duty holders are required to assure themselves that their responsibilities as managers have been discharged. These tasks shall principally be undertaken by the relevant duty holders who must have sufficient competence to deliver their responsibilities. Where a considerable number of activities require co-ordination of environment and safety tasks, a competent environment and safety support organisation or organisations may be formed as a focus to ensure effective management within the Service, TLB or TFA organisation. The size and degree of competence shall be proportionate to the complexity of the organisation and its hazard profile. Where more than one organisation is involved, all parties shall co-operate. The activities to be undertaken are:

- Provision of the TLB/TFA input to the formulation of MOD-wide environment and safety policy, standards and arrangements
- Promulgation of MOD environment and safety policy throughout the organisation

- Development and maintenance of the organisation and arrangements for environment and safety management throughout the organisation
- Provision of specialist competent advice and guidance to line managers
- Monitoring of environment and safety performance, including management of environment and safety risks
- Provision of assurance to senior managers
- Provision of reports on environmental and safety performance against MOD and local targets and objectives
- Support to the organisation's senior environment and safety forum
- Briefing senior TLB/TFA managers who attend MOD-wide environment and safety forums as duty holder representatives
- Provide a conduit for feedback on environment and safety issues to senior management

39. The precise nature of any support organisation shall be the responsibility of the relevant TLB or TFA and shall not undermine the role of the duty holders. Whatever the arrangements, there shall be a clear demarcation of responsibilities covering all functional safety domains under an integrated environment and safety management system. This shall include clearly identified points of contact for each functional safety domain. As a principle, this shall be recorded in the TLB or TFA statement of organisation and arrangements.

Sources of Environment and Safety Support

40. Managers shall seek specialist competent support from environment and safety subject matter experts from time to time. The initial point of contact shall be those identified in the relevant organisation and arrangements statement. Should this be unable to yield a satisfactory response then subject matter expertise shall be sought from the TLB or TFA level environment and safety support organisation, who may direct the enquiry to the relevant FSB. Any enquiries regarding functional safety policy, standards, etc shall, in any case, be directed to the relevant board secretariat.

Competence

41. Much of the environment and safety legislation applicable to MOD has an explicit requirement for certain duties to be carried out by competent persons. This requirement has been repeated in policy where MOD has benchmarked its own arrangements to be equally as good as those required by legislation, etc. The Management of Health and Safety at Work Regulations [1999] defines a competent person as *"a person who has sufficient training and experience or knowledge as to enable him to assist in securing compliance, on the part of the employee, with the necessary safety legislation and maintenance procedures"*. Competent persons shall be an integral part of the resources available to managers and commanding officers to allow delivery of high standards of environment and safety performance.

42. There is an explicit requirement for all staff to carry out their responsibilities in line with legislation and MOD policy under the "working together" core competence. There are basic environment and safety requirements that all personnel (Service and civilian) need to meet; they fall into 3 broad categories:

- All Staff – shall have appropriate training and experience to be able to undertake their tasks safely, i.e. in accordance with procedures, standards, etc. They are required to understand their duty of care to those who may be affected by their acts and omissions and to protecting the environment. They will draw job elements from MOD environment and safety competences where these are of direct relevance.

- Managers – shall, in addition to their staff competences, seek to understand their personal duty of care to those under their management responsibility and for protecting the environment. Typically, a manager will be required to understand the basics of environmental and safety risk assessment and management within their area of responsibility. They shall also know when to call upon more specialist advice and guidance and where it is available from.
- Senior Managers – shall, in addition to their management competences, understand their responsibilities for positive leadership, considering environment and safety aspects in the strategic decisions that they make and the need to review and act upon relevant performance data.

Specialist Staff

43. Specialist Staff need to seek deeper functional competence to enable them to provide advice and guidance to others. The relevant competences developed by the FSBs should be identified in the TOR for individual posts. Those charged with recruiting specialists are required to determine whether someone is competent to fill a specific post. It shall be the responsibility of managers, in conjunction with specialist advisors, to identify any additional training requirements to fill gaps and maintain competence.

44. The DESB and FSBs seek formal assurance of competence via recognised external standards such as recognised degrees, diplomas, etc, together with membership of professional bodies where they are indicators of competence. Any specific minimum requirements shall be reflected in individual TOR and through formal delegations to post holders. These requirements shall be informed by initial professional currency/competence and continuing professional development.

MANAGEMENT OF ORGANISATIONAL CHANGE

45. Without adequate planning and analysis, change may result in the inadvertent erosion of the emphasis on high standards of environment and safety performance. This may manifest itself in the loss of established formal and informal environment and safety processes, loss of critical safety culture, knowledge and expertise, or lack of sufficient personnel to safely operate and maintain a process with consequent increased likelihood of accidents and incidents.

46. Duty holder organisations shall, prior to any significant changes, conduct an environment and safety assessment to baseline the existing arrangements for critical environment and safety activities; analyse the impact and justify the proposed changes. The rigour of the assessment shall be proportionate to the significance of the change. Where appropriate and proportionate, the organisation should seek the views of the relevant FSBs or discipline leads.

47. It shall be the responsibility of the individual or team proposing the initiative to implement and complete the assessment prior to making any changes. Outcomes of assessments shall be included in any submissions seeking endorsement to continue with the implementation phase. Once implemented, the impact of the changes shall be reviewed after an appropriate period.

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