



Ministry
of Defence

JSP 815 Volume 2 Annex E

Safety Aspects for Letters of Delegation (Element 6)

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Safety Aspects for Letters of Delegation

The following is a summary of safety aspects which should be considered for inclusion in letters of delegation or terms of reference for Defence organisation leaders such as Commanders, Managers or Accountable Persons (e.g. Heads of Establishment) and Duty Holders:

1. Leadership and behaviour

- a. Personally, role model positive safety behaviours reflecting Defence's Health Safety and Environmental Protection (HS&EP) vision¹.
- b. Lead by example on safety prioritising it and maintaining a 'Just Culture' that promotes the above vision, where everyone is empowered to speak up on safety matters, to contribute to safety objectives and to actively encourage open and transparent reporting.

2. Safety Management System (SMS)

- a. Activities in your Area of Responsibility (AoR) are conducted within an established SEMS ensuring compliance with MOD policy, regulations and legislation.
- b. Local standards, procedures and policies are written in simple, clear language.
- c. People are trained in the application of these standards, procedures and policies.
- d. Leaders set an example and drive rigorous adherence to these standards, procedures and policies.
- e. Non-conformance to your organisation's SMS and associated standards, procedures and policies has consequences with remedial action including, training and coaching as part of your regular performance management process.
- f. Ensure that safety responsibilities, both within your AoR and between it and other areas, are recorded and understood.

3. People

- a. Ensure that you and those to whom you have sub-delegated safety authority and those in safety related posts are suitably qualified, competent and have adequate resources at their disposal.
- b. Maintain an auditable record of all safety delegations.
- c. Where you have civil servants meet your legal requirement for engagement and consultation with recognised Trade Union or other employee representatives representatives on safety matters.

¹ [Vision for Health Safety and Environmental Protection in Defence.pdf \(publishing.service.gov.uk\)](#)

4. **Governance**

- a. Support the safety governance arrangements within your Defence Organisation in line with your SMS.
- b. Where you have civil servants employed support either local or Defence Organisation-level formal engagement meetings with Trade Union or other employee representatives on safety matters in line with Defence's legal obligations as an employer.

5. **Risk**

- a. Where an activity within your AoR leads to a Risk to Life (RtL), this requires management through enhanced safety management arrangements via the Duty Holding System in addition to Defence's legal safety responsibilities.
- b. Elevate via your chain of command any risk from a Defence activity that cannot be mitigated so that it is as low as reasonably practicable (ALARP).

6. **Reporting**

- a. Maintain an environment of open and transparent reporting, exemplified by reporting more near misses (incidents without loss or harm) within your AoR than injuries or other incidents involving loss or harm.
- b. Maintain and effectively utilise suitable health, safety and environmental protection reporting systems within your AoR and in line with your SMS.

7. **Assurance**

- a. Ensure processes are in place to deliver First Line of Defence assurance of activities within your AoR in line with your SMS.
- b. Support Second Line of Defence assurance activities by your Defence Organisation including reporting requirements including identifying risks and issues.
- c. Support Third Line of Defence assurance activities by other internal or external bodies.

8. **Change**

- a. For any organisational change where there is potential for significant impact on safety standards and performance, you are to ensure that, before being implemented, you have properly assessed the impacts of the proposed change through an Organisational Safety Assessment (OSA) in order to demonstrate that any detriment to these standards and performance is mitigated to ALARP. OSA's are covered more in Element 2 of this Volume 2.
- b. Elevate via your chain of command if an organisation is no longer deemed safe to operate.