



Ministry
of Defence

JSP 815 - Annex E

Safety Aspects for Letters of Delegation (Element 6)

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This Annex has been reviewed by the Directorate of Defence Safety (DDS) together with relevant subject matter experts and key safety stakeholders. Any suggestions for amendments should be sent to COO-DDS-GroupMailbox@mod.gov.uk.

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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 Safety vision.
- 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 SMS ensuring compliance with MOD policy, regulations and legislation.
- b. Local standards, procedures and policies are written in simple, clear language.
- c. Local standards, procedures and policies are communicated and made available to all personnel under your AoR.
- d. Leaders should 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 Unions or other employee representatives on safety matters.

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 Unions or other employee representatives on safety matters in line with Defence's legal obligations as an employer.

5. **Risk**

- a. Where Defence organisations have decided to apply Duty Holding to certain activities, for example military activities that present a reasonably foreseeable Risk to Life (RtL), the delegation letters must be issued in accordance with the Duty Holding construct which is covered in more detail in Element 5 of this JSP.
- 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). Risk management is covered in more detail in Element 4 of this JSP and in Chapter 8 of JSP 375.

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. Make sure 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 JSP.
- b. Elevate via your chain of command if an organisation is no longer deemed safe to operate.