



Ministry
of Defence

JSP 815 Volume 2

Element 2: Organisation and Dependencies



Contents

Title	Page
Amendment record	1
Terms and definitions	1
Scope	1
Introduction	2
Safety Management System (SMS)	3
The organisation	3
Collaborative working	4
Organisational changes	5
Element Summary	6

Amendment record

This element 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.

Version No	Date published	Text Affected	Authority
1.0	Dec 22	BETA version for consultation	Dir HS&EP
1.1	7 June 23	Final version of Volume 2	DDS

Terms and definitions

General safety terms and definitions are provided in the Master Terms and Definitions Glossary which can also be accessed via the [GOV.UK](#) page.

Must and should

Where this element says **must**, this means that the action is a compulsory requirement.

Where this element says **should**, this means that the action is not a compulsory requirement but is considered good practice to comply with the policy.

Scope

This policy applies to all those employed by Defence (military or civilian) as well as those working on behalf of Defence (for example, contractors). It applies to all Defence activities carried out in any location (UK or overseas).

Introduction

1. This element provides the direction that must be followed and the guidance and good practice that should be followed and will assist users to comply with the expectations for Organisation and Dependencies that are set out in Element 2 of the Volume 1 to JSP 815 (this JSP).

Purpose and expectations

2. This element is to assist the Defence organisation to structure, facilitate and encourage flexibility and collaborative working, while managing the associated safety risks and dependencies. This includes:

- a. Intra-organisation working between Defence organisations, with teams that are formed to best meet delivery requirements and mitigate safety risks rather than aligned with organisational boundaries; and
- b. Inter-organisational working, such as with other government departments and the supply chain, which brings in experience and expertise from external parties.

Safety Management System (SMS)

3. A Safety Management System (SMS) is a formal management system or framework for managing safety. Having this in place can assist in achieving a balance between the systems and behavioural aspects of safety management and it treats safety management as an integral part of good management across the organisation.

4. Defence organisations are to develop and maintain an organisational SMS that reflects their activities and supports the Defence vision for safety and to ensure that there is a consistent approach to safety management. It could be a standalone system or it could be combined with an Environmental Management System (EMS) to become the Defence organisations SEMS.

5. The Defence organisation SMS should set out how the Defence SMS and underpinning policy and regulations will be delivered in a way that is specific to each Defence organisation and is the system by which all Defence organisations conduct and manage the safety aspects of their business activities etc., The Defence organisation's SMS should set out:

- a. how the organisation continuously improves its arrangements for managing safety which includes the monitoring of the SMS performance and effectiveness;
- b. how the organisation maintains safe systems of work for all personnel (including business partners and contractors) so that all stakeholders understand their role and their safety responsibilities;
- c. how the organisation identifies and provides the training, information, instruction and supervision to ensure that policies, procedures and other control measures are implemented effectively;

- d. the extent to which authority and responsibility is delegated and how those that hold such positions are assessed as competent in terms of qualification and experience;
- e. the arrangements for identifying, assessing and managing safety risks (this is covered more in Element 4 of this Volume 2);
- f. the arrangements for consultation with stakeholders including the Trades Unions and staff associations;
- g. identify the safety governance structure, its membership and assurance arrangements;
- h. identify sources of independent specialist safety advice and support from competent Subject Matter Experts (SMEs);
- i. the arrangements for reporting and managing safety events (this is covered more in Element 10); and
- j. the requirement to undertake an Organisational Safety Assessment (OSA) to evaluate and manage the impact of change on safety.

Note: This list is not exhaustive and other details should also be considered.

6. The Defence organisation SMS should be reviewed as a minimum at least annually, or at intervals pertinent to the risk profile of the organisation, or when a significant incident / accident occurs, or following an audit.

7. The SMS of each Defence organisation may differ slightly in certain areas due to the nature of their activities. Where Units or individuals who are part of one Defence organisation are temporarily embedded in or assigned to another Defence organisation then they should follow the direction on the applicability of instructions for SEMS that are set out in Annex A to this Volume 2.

The organisation

8. Defence as an organisation is required to comply with the requirements of the Health & Safety at Work etc Act.1974 (HSWA) and associated UK H&S legislation. The Secretary of State (SofS) is answerable to Parliament on the compliance of Defence organisations, as stated in the SofS HS&EP Policy Statement.

9. The SofS for Defence relies on all those in senior leadership roles to make sure that the SofS HS&EP Policy Statement is applied throughout Defence. This responsibility placed upon Defence senior leaders is re-iterated in the letters of delegation issued to the Defence organisations senior leaders, by the Permanent Secretary. The Policy Statement states;

- a. "I require the senior leader of each Defence organisation to set down and implement HS&EP management arrangements through a SEMS for activities in their area of responsibility and ensure that Commanding Officers and managers to whom they may delegate HS&EP authority are competent and have adequate resources at their disposal."

- b. “In circumstances where the nature of Defence and Security activities inevitably conflict with health and safety requirements and thus Defence has Derogations, Exemptions, or Dis-applications from Safety legislation, or where other circumstances indicate the need for Defence regulation of activities, we maintain Departmental arrangements that produce outcomes that are, so far as reasonably practicable, at least as good as those required by UK legislation.”

10. Defence organisations should commit sufficient resources to identify and provide the minimum personnel levels to manage and address the safety risks it faces. Examples of resources include personnel, infrastructure, equipment, technology and financial. Consideration of resources should include the identification of the short, medium and longer term requirements, such as those required for the operation and maintenance of new infrastructure, equipment and processes to drive continual improvement. Mitigating actions and activities to address risks caused by lack of resources should also be monitored.

11. Senior leaders of Defence organisations are required to lead by example on safety by giving it the priority and profile that it deserves and by making sure that all personnel within their organisation are aware of their safety responsibilities. Defence organisations should ensure that their resource and budget allocation is sufficient to manage their safety risk profile and escalate deficiencies where required. Regular reviews of safety risks and performance should be discussed at the Defence organisation’s senior governance forums to inform decision making and continual improvement.

Collaborative working

12. There is a dependency between all Defence organisations to engage with each other and to make sure that safety risks and issues are shared as widely as possible and across organisational boundaries. Dependencies and interfaces should be managed so that safety good practice is drawn from, implemented and shared with other Defence organisations and the supply chain. Defence organisations should draw on safety good practice from external industries and maintain transparent and effective two-way communication where appropriate and where there is mutual benefit.

13. Defence organisations should establish and maintain effective lines of communication throughout their organisation to report, discuss and address safety issues. The Defence organisations Safety Directors and Chief Environment and Safety Officers (CESOs) or their equivalents should engage with Director DS and DG DSA on specific safety issues and in particular those that may have wider Defence implications.

14. Defence organisations should establish effective lines of communication with contractors and suppliers to make sure that relevant safety hazards, issues, policy and practices are received, understood and proactively managed by all those undertaking activities on the Defence estate or where they are undertaking activities on behalf of Defence. Communication and stakeholder engagement are covered more in Element 11 of this Volume 2.

15. Defence organisations should make sure that industry partners and contractors who undertake activities on behalf of Defence, on Defence equipment, or on the Defence estate comply with the SofS's Policy Statement regarding safety and its amplification in appropriate Defence safety policy or regulations. The Defence organisation should include suitable provision within contracts and in contract operation to monitor safety performance, including but not exclusive to sharing of information, safety performance metrics and undertaking appropriate inspections.

Organisational changes

What is an organisational change?

16. Organisational change encompasses any changes affecting the structure or range of duties currently conducted by personnel within that organisation and may include mergers, organisational restructuring, transfers of Defence personnel or changes to staffing levels and alterations to procedures, roles and responsibilities. Even subtle changes to organisations can have a detrimental effect on the safety of personnel and increase their experience of stress.

17. Change is an inevitable part of business improvement at all levels of an organisation, there can be a number of factors that motivate change for example to adapt to advancements in technology, to meet changing financial requirements or to increase efficiency of processes. While the impacts of simple changes can be readily assessed to demonstrate their effectiveness, those at the organisational level can be more difficult because of the complexity involved or the lack of recognition of the potential impact on safety.

18. Any change to an organisation (infrastructure, processes, structure or people) could introduce risk and unintended or unsuspected consequences. Where proportional to do so, a formal and systematic process should be used to assess and manage such changes from conception through to implementation in order to identify any foreseeable potential safety hazards and manage their risks, this is referred to as an Organisational Safety Assessment (OSA).

19. The SofS Policy Statement states; 'Any senior leader of a Defence organisation proposing organisational change where there is potential for significant impact on HS&EP standards and performance is to ensure that, before being implemented, the impacts of the proposed change are properly assessed through an Organisational Safety Assessment to demonstrate that any detriment to these standards and performance are mitigated to be ALARP and tolerable.' Further information on OSAs can be found in JSP 375 Chapter 35.

20. Where an OSA has been undertaken it should include a clear declaration that there is no reasonably foreseeable detriment to safety as a result of the proposed change. Defence organisations are expected to demonstrate their commitment to safety during all phases of the change process and the Director DS and the DG DSA must be informed if an organisation is no longer deemed safe to operate.

Element summary

21. Defence organisation leaders should ensure that their organisations:
- a. Develop and maintain an SMS that is specific to their area of responsibility and that it sets out how the Defence SMS and underpinning policy and regulations will be delivered in a way specific to their organisation.
 - b. Define their safety roles, responsibilities, and accountabilities in its SMS.
 - c. Have a system in place to allocate appropriate resources (i.e., budget and people).
 - d. Have arrangements in place to share information about safety risks, to support effective risk management and to drive continual improvement.
 - e. Check that the standards of safety management of its contractors and suppliers meet or exceed Defence standards.
 - f. Have mechanisms for joint consultation with the workforce, contractors and supply chain.
 - g. Changes to an organisational structure or changes to personnel with specific knowledge or experience are evaluated, risk assessed, approved and documented.
 - h. Mechanisms are in place to identify functional and organisational dependencies and interfaces, and how safety risks are managed across these.