



Ministry  
of Defence

# Element 9: Performance, Management Information and Reporting



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## Contents

Title	Page
Amendment record	1
Use of must and should	1
Scope	1
Introduction	2
Purpose and expectations	2
Measuring and monitoring performance	2
Performance evaluation	5
Recording and maintaining documented information	6
Element summary	7
Plan- Do- Check- Act- (PDCA) Cycle	7

## Amendment record

1. This chapter has been reviewed by the Directorate of Levelling Up, Climate Change and Sustainability together with relevant subject matter experts and key environmental stakeholders. Any suggestions for amendments should be sent to:

[SPO-LUCCS@mod.gov.uk](mailto:SPO-LUCCS@mod.gov.uk)

Version No	Date	Text Affected	Authority

## Use of must and should

2. Where this chapter says must, this means that the action is a compulsory requirement.

3. Where this chapter says should, this means that the action is not a compulsory requirement but is considered best practice to comply with the policy.

## Scope

4. 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

5. This element provides the guidance and best practice that should be followed and will assist users to comply with the expectations for performance, Management Information (MI) and reporting that are set out in Element 9 of Volume 1 to JSP 816 (this JSP).

## Purpose and expectations

6. This element focuses on the mechanisms the Defence Organisation has put in place to generate and communicate complete and accurate MI on a timely basis. An organisation should have a systematic approach for monitoring, measurement, evaluation and recording of its environmental performance on a regular basis in order to communicate this accurately. The term 'environmental performance' used in this element refers to performance related to the management of environmental aspects.

**E9.1** The Defence Organisation has effective systems and processes in place to identify, collect, measure, and monitor environmental performance, using documented leading, lagging, and cultural performance indicators.

**E9.2** The Defence Organisation regularly reviews environmental performance and conducts trend analysis to inform decisions and implement plans to optimise it.

**E9.3** The Defence Organisation has mechanisms in place to produce, report and review the management information from performance indicators and trend analysis; acting on it in a timely manner.

**E9.4** Leadership decisions around cost, schedule and military capability performance are evidence driven, including assessment of Environmental Impact.

**E9.5** Documented information is adequately stored, retained, and disposed of consistent with Defence policy and legislative requirements.

## Measuring and monitoring performance

7. Environmental Management information is critical to making informed leadership decisions. To enhance these decisions, the Defence Organisation needs to carefully determine what requires measuring and monitoring considering its environmental objectives, significant environmental aspects, compliance obligations, operational controls, and risk appetite. This should include determining procedures for tracking of performance, and the frequency and the methods used to collect the data. The information gained from environmental monitoring must be documented.

8. Measuring and monitoring can serve several purposes to Defence in relation to environment management, including:

- a. tracking progress on achieving MOD's environmental objectives, and on the resulting actions for continual improvement.
- b. informing and aiding leadership decisions.
- c. providing information to determine significant environmental aspects.
- d. collecting data on emissions and discharges, and on use of water, energy, or raw materials to achieve environmental objectives.

- e. providing data to support or evaluate operational controls.
- f. providing data to evaluate the Defence's environmental performance and the performance of the Environmental Management System.
- g. understanding Defence's risk position and actions required as well as how effective this has been.

9. In order to focus its resources on the most important measurements, the Defence Organisation should select relevant indicators that are easy to understand and that provide useful information for evaluation of its environmental performance. A mixture of leading, lagging, and cultural performance indicators should be selected which can assist with providing a more balanced picture of performance. Where possible, quantification of performance indicators will assist with monitoring, analysis, and reporting.

10. In addition, the selection and use of relevant normalising factors can provide additional detail to give a more accurate picture of environmental efficiency. The selection of indicators should reflect the nature and scale of the organisation's operations and be appropriate to its environmental impacts.

11. Lagging indicators are an output measurement which look back at whether an intended result was achieved. Examples of lagging environmental performance indicators include the number and/or severity of:

- a. instances of a loss of fuel, oil or chemical containment.
- b. environmental complaints in a given period.
- c. legal compliance actions taken by regulators in a given period.

12. Leading indicators look forward at future outcomes and events, are typically easier for an organisation to directly influence and, if implemented, should have a direct effect on lagging indicators. Examples of leading environmental performance indicators include:

- a. energy consumption (often linked to carbon emissions).
- b. waste generation (including proportions sent for re-use or recycling).
- c. number of biodiversity action plans in place.
- d. compliance with permit-defined discharge limits to air, water, or land.

13. Cultural performance indicators could include the number of:

- a. environmental 'near misses' reported.
- b. environmental inspections completed.
- c. environmental volunteering days.
- d. staff trained in environmental issues.
- e. staff choosing lower carbon transport options for travel to work.

14. A normalising factor applied to a performance indicator can assist with providing a more accurate picture of performance relative to the other operational factors relevant to the organisation, e.g. increasing or decreasing headcount or occupied building footprint. Examples of normalised environmental performance indicators include energy use per unit area (kWh/m<sup>2</sup>) and waste generation per person.

15. Key steps in implementing a framework for monitoring environmental performance should include:

- a. reviewing organisational environmental aspects, risks, and objectives (identified as part of the implementation of Element 4).
- b. discussing and agreeing at management meetings relevant performance indicators for monitoring, focusing on quantification where possible, which link to aspects and risks (operational) and objectives (continuous improvement) and giving clear insight to management on performance, discussing and agreeing supply change management.
- c. developing KPIs and where possible normalising these.
- d. developing and implementing operational controls (where necessary) to facilitate measuring and monitoring and the capture and retention of the required performance information.
- e. creating a management information (MI) interface which provides management with the relevant information in applicable formats.
- f. determining and allocating the necessary resources, whether that be technical/IT, infrastructure, or management.
- g. defining the frequency of creation and communication of MI and the audience.

16. Measuring and monitoring should be conducted in a controlled and repeatable manner, such as:

- a. selection of sampling and data collection techniques.
- b. provision of adequate calibration or verification of measuring equipment.
- c. use of measuring standards traceable to international or national measuring standards.
- d. use of competent personnel.
- e. use of suitable quality control methods that includes data interpretation and trend analysis.

17. The choice of MI interface will be dependent on several factors, including the type and complexity of the information to be presented and the nature of the intended audience (e.g. management or operational level). A typical approach will include the presentation of MI using graphical means where possible (e.g. charts or graphs) accompanied by a short narrative to account for any apparent trends or anomalies. The concept of 'a project on a page' is widely adopted by many organisations using such proprietary tools as Microsoft Power BI dashboard.

18. Regardless of the approach chosen, the goal should be to ensure systematic and routine review of environmental performance to assist trend identification and inform decision making. MI should be proactively communicated in an accessible format to all those who need it.

19. The Defence Unified Reporting and Lessons System (DURALS) is intended to support all aspects of military activity by facilitating all non-operational reporting through a single platform.

## **Performance evaluation**

20. The Defence Organisation should define:

- a. its target for what 'good looks like' and define thresholds for acceptable and unacceptable performance levels.
- b. the frequency and method by which the environmental performance information and indicators will be reviewed and analysed.
- c. who within (or outside) the organisation should the information be communicated to.
- d. how and when the communication of information should occur (see more detail in Element 11 of this JSP).
- e. what 'good' looks like and the thresholds for acceptable/unacceptable performance.

21. Key factors to consider when defining the review and analysis approach include:

- a. the type, volume, and complexity of the performance information to be reviewed.
- b. the management who will need to be involved in the review/analysis (to facilitate decision making at the appropriate organisational level).
- c. opportunities for incorporating review of environmental performance information with other organisational performance factors (such as cost, schedule, and military capability) to help embed environmental management in routine operations.

22. A typical approach might involve the monthly compilation of environmental performance information onto a Power BI dashboard for discussion at a senior management meeting followed by communication of a summary of the information (and associated decisions taken) to the wider organisation via newsletters or an intranet site.

23. The organisation should retain records as evidence of the results of performance review and analysis. When routine performance monitoring presents information that requires significant actioning, this should be elevated upward. Documented information should include a full record of decision making demonstrating the incorporation of environmental factors.

## Recording and maintaining documented information

24. The Defence Organisation should develop and maintain adequate documented information to ensure that its EMS is operating effectively, is understood by those working under the control of Defence and other relevant interested parties, and that processes associated with the EMS are carried out as planned. Documented information should be collected and maintained in a way that reflects the culture and needs of the organisation.

25. For effective management of its key activities, the Defence Organisation should specify how to carry out the activities by establishing processes that can be documented and can describe in appropriate detail how the activities are managed.

26. The MOD's policy is that all information should be:

- a. legally held and used.
- b. correctly labelled and stored.
- c. readily available in a helpful format to those who should have access to it.
- d. securely protected from those who should not have access to it.
- e. preserved for an appropriate period of time.
- f. necessary and uncomplicated; if not this can diminish the effectiveness of the EMS.

27. Maintenance of documented information is important as it ensures consistency, timeliness, and repeatability of outcomes. In the form of records, this information should be retained as evidence of the results achieved or activities performed, in order to demonstrate effective implementation of the EMS requirements. Documented information can be controlled in any medium that is useful, legible, easily understood, and accessible to those needing the information contained therein. It is expected that Defence regulators and other reviewers will use the EMS as part of gathering evidence. Retention of Environmental records must be undertaken in line with [JSP 418 Leaflet 11](#).

28. When the actions result in changes to the EMS, related documented information needs should be updated, as applicable, and the changes should be communicated to those who need to know. When updating this documented information, the Defence Organisation should ensure appropriate identification and description, formatting and internal review and approval for suitability and adequacy.

29. The control and retention of documented information is important and must be consistent to ensure that:

- a. information can be identified with the appropriate organisation, division, function, activity, or contact person.
- b. information maintained by the organisation is regularly reviewed, revised as necessary and approved by authorised personnel prior to issue.
- c. current versions of relevant documented information are available at all locations where operations essential to the effective functioning of the system are performed, including those necessary to ensure requirements are met.

30. Documented information can effectively be controlled by:
- developing an appropriate format that includes unique titles, numbers, dates, revisions, revision history and authority.
  - assigning the review and approval of documented information maintained by the organisation to individuals with sufficient technical capability and organisational authority.
  - maintaining an effective distribution system.

## Element summary

31. Defence Organisation senior leadership should:
- develop effective systems and processes to identify, collect, measure, and monitor Environmental performance, using documented leading, lagging, and cultural performance indicators.
  - conduct regular reviews of environmental performance and conduct trend analysis to inform decisions and implement plans to optimise it.
  - implement mechanisms to produce, report and review the management information from performance indicators and trend analysis, acting on it in a timely manner.
  - take decisions around cost, schedule and military capability performance based on evidence, including assessment of Environmental Impact.
  - document information adequately, retaining and disposing of it in line with Defence policy and legislative requirements.

## Plan- Do- Check- Act- (PDCA) Cycle

32. This diagram is designed to illustrate where this, and all the elements of JSP 816, fit into the PDCA cycle.

