



Ministry
of Defence

JSP 816 Element 9: Performance, Management Information and Reporting



Element 9: Performance, Management Information and Reporting

Contents

Title	Page
Amendment record	1
Terms and definitions	1
Scope	2
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
Element assurance framework	8
Expectations and performance statements	9

Amendment record

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

SPOCCE-EP@mod.gov.uk

Version No	Date	Text Affected	Authority
1.0	Feb 22	BETA version for consultation	Dir CCE
2.0	Dec 23	Final version	CCE
2.1	Dec 24	Annual revision and combined element and assurance framework	CCE

Terms and definitions

2. General environmental protection terms and definitions are provided in the Master Glossary of Environmental Terms and Definitions.

Must and should

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

4. 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

5. 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

6. 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.

Purpose and expectations

7. 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. Each Defence 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' is used in this element to refer 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

8. 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.

9. 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.

10. 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 should assist with monitoring, analysis, and reporting.

11. 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.

12. 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.

13. Leading indicators look forward at future outcomes and events and 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. waste generation (including proportions sent for re-use or recycling).
- b. number of biodiversity action plans in place.
- c. compliance with permit-defined discharge limits to air, water, or land.
- d. energy consumption (often linked to carbon emissions)

14. 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.

15. 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 (kilowatt hours per metre squared (kWh/m²)) and waste generation per person.

16. 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 Key Performance Indicators (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.

17. 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.

18. The choice of MI interface will be dependent on several factors, including the type and complexity of the information to be presented and 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.

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

20. MySafety is intended to support all aspects of military activity by facilitating all non-operational reporting through a single platform.

Performance evaluation

21. 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).

22. 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.

23. 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.

24. The organisation should retain records as evidence of the results of performance review and analysis. Retention of environmental records must be undertaken in line with JSP 418 Leaflet 11. 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

25. The Defence Organisation should develop and maintain adequate documented information to ensure that its Environmental Management System (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.

26. 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.

27. 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.

28. 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.

29. When 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 that appropriate identification, description, formatting, and internal review occur, as well as final approval of suitability and adequacy.

30. 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.

31. Documented information can effectively be controlled by:

a. developing an appropriate format that includes unique titles, numbers, dates, revisions, revision history and authority.

b. assigning the review and approval of documented information maintained by the organisation to individuals with sufficient technical capability and organisational authority.

c. maintaining an effective distribution system.

Element summary

32. Defence Organisation senior leadership should:

a. develop effective systems and processes to identify, collect, measure, and monitor Environmental performance, using documented leading, lagging, and cultural performance indicators.

b. conduct regular reviews of environmental performance and conduct trend analysis to inform decisions and implement plans to optimise it.

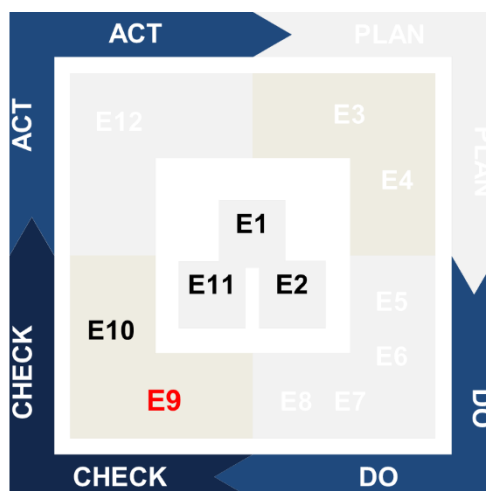
c. implement mechanisms to produce, report and review the Management Information from performance indicators and trend analysis, acting on it in a timely manner.

d. take decisions around cost, schedule and military capability performance based on evidence, including assessment of Environmental Impact.

e. document information adequately, retaining and disposing of it in line with Defence policy and legislative requirements.

Plan-Do-Check-Act (PDCA) Cycle

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



Element assurance framework

34. This element requires that the organisation has put in place the mechanisms to generate and communicate complete and accurate Management Information on a timely basis. This includes that there are methods in place to define data requirements, and then collect, record, manage and report on its Environmental performance, including incidents, and good practice.

35. The expectations and performance statements for this element are set out in the following pages.

Element 9: Performance, Management Information and Reporting

The expectations in this element are:

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.

Documents often associated with this element:

- 1LOD assurance reports
- Accident, Incident, Near Miss Reporting System such as DURALS, ASIMS, NLIMS, FSIMS etc
- Agenda and minutes of management board and ExCo meetings
- Command / Corporate plan
- Continual Improvement (CI) logs
- Contract Management and Supply Chain management plans
- Defence Organisation business plans
- Defence Organisation Operating Model
- Defence Organisation SMS
- ExCo / Command Board Dashboard
- HS&EP Organisation and Arrangement (O&A) statement
- KPI targets and metrics
- People survey or equivalent e.g., Attitude Survey
- Portfolio Management Reporting System (PMRS)
- Quarterly Performance and Risk Review (QP&RR)
- Review period of KPIs by a governance forum

Expectation 9.1 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.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> The Defence Organisation does not have a system in place to collect, measure and monitor Environmental performance. 	<ul style="list-style-type: none"> The Defence Organisation has mechanisms in place to collect, measure and monitor Environmental performance. These processes are not effectively implemented, or leading, lagging, and cultural performance indicators are not standardised. 	<ul style="list-style-type: none"> The Defence Organisation has mechanisms in place to collect, measure and monitor key elements of Environmental performance. These processes are substantially implemented and are coherent with standardised leading, lagging, and cultural performance indicators. 	<ul style="list-style-type: none"> The Defence Organisation has mechanisms in place to collect, measure and monitor all elements of Environmental performance. These processes are fully implemented and are fully aligned with standardised leading, lagging, and cultural performance indicators which are regularly reviewed and shared with wider Defence.

Expectation 9.2 The Defence Organisation regularly reviews environmental performance and conducts trend analysis to inform decisions and implement plans to optimise it.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> The Defence Organisation does not review any performance or conduct trend analysis to inform decisions and correct general performance deficits. 	<ul style="list-style-type: none"> The Defence Organisation reviews performance and conducts trend analysis however this is not routine and is reactive to events and incidents. Performance and analysis are not used consistently to inform decisions and corrective actions. 	<ul style="list-style-type: none"> The Defence Organisation proactively reviews performance and conducts trend analysis. Performance and analysis are often used to inform decisions and corrective actions. 	<ul style="list-style-type: none"> The Defence Organisation proactively and systematically reviews performance and conducts trend analysis. Performance and analysis data are demonstrably used to inform decisions and help predict emerging trends, identify opportunities and to proactively improve performance.

Expectation 9.3 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.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> • The Defence Organisation does not have mechanisms in place to produce and report complete, accurate and timely Environmental Management Information. • There is no evidence that Management Information is acted on. 	<ul style="list-style-type: none"> • The Defence Organisation has some mechanisms in place to generate and communicate Environmental Management Information. However, these are rarely used applied or contain major weaknesses. • Management Information is made available at request, but not acted on in a timely manner. 	<ul style="list-style-type: none"> • Mechanisms are in place to generate and communicate information across the Defence Organisation in a consistent and structured way. • Management Information is made available to all those who need it and often acted on in a timely manner. 	<ul style="list-style-type: none"> • Mature and well-established mechanisms are in place to generate and communicate information across the Defence Organisation and available to other interested stakeholders. • Management Information is proactively given to all those who need it, and consistently acted on in a timely manner.

Expectation 9.4 Leadership decisions around cost, schedule and military capability performance are evidence driven, including assessment of Environmental Impact.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> Leadership decisions around cost, schedule and military capability performance are not evidence driven and do not include an assessment of potential Environmental Impact. There is no record of decision making. 	<ul style="list-style-type: none"> Leadership decisions around cost, schedule and military capability performance are evidence driven but there is no evidence of assessment of Environmental Impact. There is a partial record of decision making, but this does not evidence the environmental information used to reach decisions. 	<ul style="list-style-type: none"> Leadership decisions around cost, schedule and military capability performance are evidence driven and there is evidence of assessment of Environmental Impact. There is a record of decision making which evidences the environmental information used to reach decisions with minor gaps present. 	<ul style="list-style-type: none"> Leadership decisions on cost, schedule and military capability are always evidence driven and consistently and proactively informed by the assessment of Environmental Impact. There is a full record of decision making which evidences the environmental information used to reach decisions.

Expectation 9.5 Documented information is adequately stored, retained, and disposed of consistent with Defence policy and legislative requirements.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> Documented information is not adequately stored, retained, and disposed of consistent with Defence policy and legislative requirements. 	<ul style="list-style-type: none"> Documented information is sometimes but not always adequately stored, retained, and disposed of consistent with Defence policy and legislative requirements. 	<ul style="list-style-type: none"> Documented information is most of the time adequately stored, retained, and disposed of consistent with Defence policy and legislative requirements. 	<ul style="list-style-type: none"> Documented information is always adequately stored, retained, and disposed of consistent with Defence policy and legislative requirements.