



Ministry
of Defence

JSP 815 - Annex E

Safety Aspects for Letters of Delegation (Element 6)

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JSP 815 has been updated as a part of Defence Reform and will be subject to further scheduled reviews and updated as required.

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

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1.0	Oct 20	BETA version for consultation.	Dir HS&EP
1.1	29 Sep 23	Final version published.	DDS
1.2	10 Sep 24	Removal of reference to Vol 2 with no content changes.	DDS
1.3	1 Sep 26	Scheduled review and Defence Reform update	Dir-DSS

Terms and definitions

The term ‘Defence Area’ refers to one of the four top-level areas of Defence: Department of State (DOS), Armed Forces (MSHQ and Military Commands), National Armaments Director (NAD) Group and the Defence Nuclear Enterprise (DNE). Within Defence Safety Policy (JSP 815, JSP 375 and JSP 376), reference to a ‘Defence Area’ responsibility applies to the top-level Defence Area however, for the Armed Forces it also applies to their component Military Commands (Army, Air, Navy and CSOC).

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

Safety Aspects for Letters of Delegation

The following is a summary of safety aspects which must be considered for inclusion in letters of delegation or terms of reference for Defence Area’s leaders such as Commanders, Managers or Accountable Persons (for example, Heads of Establishment) and Duty Holders:

1. Leadership and behaviour

- a. Adopt a position of being a role model for positive safety behaviours that reflect 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 arrangements

- a. Activities within the Area of Responsibility (AoR) are conducted in accordance with the Defence Area safety management arrangements ensuring compliance with health and safety law, Government policy, Defence policy and regulations.
- 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 within the AoR.
- d. Leaders should set a positive example and drive rigorous adherence to these standards, procedures and policies.
- e. The Defence Area safety management arrangements should be reviewed as part of a regular performance management process.
- f. Where non-conformance to a Defence Area's safety management arrangements and associated standards, procedures and policies have been identified, remedial action must be taken for example, training, coaching and so on.
- g. Make sure that safety responsibilities, are clearly articulated to those who have been given delegated responsibility, making sure that they are recorded and understood.

3. People

- a. Make sure that those who have been sub-delegated safety responsibility, and those in safety related posts are competent and have adequate resources at their disposal.
- b. Maintain an auditable record of all safety delegations.
- c. Make sure that legal requirements are met for engagement and consultation with recognised Trade Unions or other employee representatives on safety matters.

4. Governance

- a. Support the safety governance arrangements within the Defence Area in line with their own safety management arrangements.
- b. Support local or Defence Area-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 the Defence Area has 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 through the chain of command any risk from a Defence activity that cannot be mitigated to a level 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](#) (Safety risk assessment and safe systems of work) of JSP 375 Volume 1.

6. Reporting

- a. Maintain an environment of open and transparent reporting, exemplified by reporting near misses (incidents without loss or harm), injuries or other occurrences involving loss or harm.
- b. Maintain and effectively utilise suitable health, safety and environmental protection reporting systems in line with the Defence Safety Management System (SMS).

7. Assurance

- a. Make sure processes (including reporting requirements, identifying risks and issues) are in place to deliver assurance in line with JSP 815 [Element 12](#).

8. Change

- a. For any organisational change where there is potential for significant impact on safety standards and performance, make sure that before being implemented, the impacts of the proposed change have been properly assessed 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 and [Chapter 35](#) (Safety and the management of change) of JSP 375, Volume 1.
- b. If at any time the organisation is no longer deemed able to operate safely. This must be elevated through the chain of command.