

SUSTAINABLE DEVELOPMENT ACTION PLAN



“Delivering excellence in safety, health and environmental performance is critical to the delivery of our core task to produce battle winning people and equipment”¹



MINISTRY OF DEFENCE

February 2006

¹ A Policy Statement by the Secretary of State for Defence: Safety Health and Environmental Protection in the MOD

Foreword

I am delighted to present this, the first Sustainable Development Action Plan for the Ministry of Defence. It demonstrates the importance that we attach to the environment and to our social and economic footprint. It sets out how we will deliver the commitments and objectives within the UK Government Strategy for Sustainable Development, "*Securing the future*", in the context of defence.

As a major landowner and large employer, Defence has a crucial role to play in the sustainable development agenda. This Action Plan builds on what we have successfully achieved in the past, and reflects our commitment continually to improve our performance. It reinforces our commitment to develop a more integrated approach to sustainable development consistent with our aim to defend the UK and its interests, strengthen international peace and stability, and act as a force for good in the world. This Action Plan seeks to support and advance the commitments Government has made.

We want your views on the plan, and what more we could be doing, so that we can continue to improve and ensure that Defence is an exemplar for the rest of the public sector.



Don Touhig MP
Parliamentary Under Secretary of State
MOD Sustainable Development Minister

Introduction

Land, sea and air are key enablers of defence capability. Natural resources are needed to house, train and equip our people and test our weapon systems. In line with the Defence Vision we need to manage our use and disposal of natural resources if we are to achieve our core task to produce battle-winning people and equipment that are:

- Fit for the challenge of today.
- Ready for the tasks of tomorrow
- Capable of building for the future

The UK's Armed Forces, supported by civilians in the MOD, exist to defend the UK and its interests, strengthen international peace and security, and act as a force for good in the world. This is fully consistent with the aspiration of sustainable development to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations.

Defence is not just about fighting power. MOD has several tools to strengthen international peace and security and act as a force for good in the world. These include diplomacy, trade, humanitarian aid, military assistance, and programmes on conflict prevention and post-conflict recovery. In Iraq, Afghanistan, Africa and the Balkans and smaller commitments around the world, MOD has combined these tools, at different times, to bring about change for the better.

The UK Government Sustainable Development Strategy, "*Securing the Future*", published in March 2005, committed all Government departments to produce action plans setting out what they planned to do to deliver the strategy. MOD's Action Plan sets out our strategic priorities and key deliverables in 2006. We have followed guidance provided by the Sustainable Development Commission (SDC) who will be reviewing this plan and the implementation of actions arising.

This Action Plan is consistent with the Policy Statement by the Secretary of State for Defence: *Safety Health and Environmental Protection in the MOD* which outlines MOD's strategic principles to:

- Reduce work-related injuries and ill-health.
- Protect the environment, prevent pollution, and minimise waste.
- Use resources, including energy and water, as efficiently as possible.
- Ensure the safe management of hazardous materials and waste.
- Maintain effective emergency arrangements.
- Minimise exposure to and use of hazardous substances.

Sustainable Development in Policy Delivery

Policy Making

We need to ensure that SD is embedded within the existing policy making process. Regulatory Impact Assessments (RIAs) are designed to ensure that policy makers incorporate risk mitigation where needed and seek opportunities to maximize environmental, economic and social benefits from early in the policy process.

Action to embed SD into policy making for 2006	Target	Responsibility
RIAs: Provide advice and guidance on RIAs across the Department	Jun 2006	DOMD

Key policy commitments

MOD policies should contribute to sustainable development in so far as it supports the delivery of our core task to produce battle winning people and equipment.

Action to embed SD into Defence for 2006	Target	Responsibility
To develop a coherent policy framework for environmental management based on air land and water as a key enabler of defence	End 2006	D S&C

Working with external stakeholders, we will continue to work with:

- Department for Environment, Food and Rural Affairs (Defra), the Department of Trade and Industry (DTI), and the Environment Agency to strengthen delivery of our natural resource protection and environmental enhancement agenda,
- Department for Work and Pensions (DWP), in particular the Health and Safety Executive (HSE), to deliver safer and healthier workplaces,
- HMT to ensure that SD considerations are incorporated into the Comprehensive Spending Review, in particular the aspects of greatest relevance to MOD,
- FCO and DfID on conflict prevention and post-conflict recovery issues,
- all relevant Statutory bodies, Non Governmental Organisations and wider stakeholder groups, and
- other Defence Departments in Europe through DEFNET and exchange information with the Defence Departments of US, Canada and Australia, and NATO.

Sustainable Development in Operational Delivery

MOD requires a diverse estate of some 240,000 hectares to train and support its battle-winning people and equipment. Overall, the UK estate comprises around 4,000 sites together with 50,000 houses and MOD also has rights to train over a further 1% of the UK mainland. The MOD estate has many outstanding features of national importance including 179 Sites of Special Scientific Interest (SSSI), the largest number owned by any government department, and many listed buildings and scheduled monuments across the built and rural estate.

As a large employer, MOD also has significant impacts on local communities, local economies and many types of businesses. MOD works closely with other departments, to support the Government's wider social and environmental agenda.

We have published all the strategies required by the Framework for sustainable Development on the Government Estate which covers the most important environmental and social impacts. The framework is currently being reviewed. A revised framework will be published in 2006, and we will update our action plan to deliver any new or amended targets.

We need a more robust evidence to deliver sustainable development. This will remain a high priority for us in 2006.

Main operational delivery actions for 2006	Target	Responsibility
Sustainable Consumption and Production	Target	Responsibility
Procurement: Implement actions arising from the Sustainable Procurement Task Force	End 2006	Technical Director / DPA
Waste: To develop a business case to identify tri-service options for increased efficiency in waste collection and recovery.	End 2006	D S&C
Climate Change and Energy	Target	Responsibility

Climate Change and Energy: Develop a Climate Change Strategy and implement actions arising	End 2006	D S&C
Natural Resource Protection and Environmental Enhancement	Target	Responsibility
Water: Review first tranche of baseline leakage and consumption data from Project Aquatrine and implement reduction measures	End 2006	DE ES&P
Land remediation: Complete desktop assessments covering the whole defence estate and develop prioritised implementation plan and commence remediation based on risk assessments.	End of 2007	DE ES&P
Biodiversity: Publish MOD Biodiversity Strategy for the Defence Estate and implement actions arising	Sept 2006	DE ES&P
Heritage: Implement DCMS Protocol for the Care of the Historic Government Estate	End 2006	DE ES&P
Sustainable Communities	Target	Responsibility
Social Strategy: Develop a Framework for defence related social issues and implement actions arising	Sept 2006	DOMD

We will continue to review the major sustainable development impacts of what we do and how we do it to improve the way that we manage such impacts through Environmental Management systems (EMS). By April 2006, at least 80% of MOD sites should be covered by an EMS.

Actions on driving performance measurement for 2006	Target	Responsibility
EMS: Verify roll-out and quality of the implementation of Environmental Management Systems (EMSs) and outline next steps towards delivery	Apr 2006	D S&C
POEMS: All new equipment operating to Project Orientated EMS (POEMS)	Apr 2007.	Technical Director / DPA

Sustainable Development in Corporate Services

As part of our modernisation programme, MOD is facing the challenge of delivering more efficient and effective services. This programme will deliver the flexible and adaptable Armed Forces the UK needs to meet the operational challenges of the future. In addition, MOD has a wide ranging programme of business change and improvement. This includes substantial upgrading and development of the defence estate, further transformation of logistics arrangements, as well as the Defence Procurement Agency's Forward programme to revitalise how defence equipment is acquired. The modernization programme also includes measures to improve personnel services, both military and civilian, in a way which better suits the needs of the individual and the MOD. Underpinning all this is a major programme of investment in a single Defence information Infrastructure (DII), and in science and technology. The social elements of sustainable development such as well-being, work-life balance and diversity are already closely aligned with people-related policies in MOD.

Knowledge and Skills

We need to improve the knowledge and skills of our staff if we are to deliver a step change in our performance on sustainable development. We also need to increase and improve communications on sustainable development issues to ensure that everyone in Defence understands the concept of sustainable development and how to integrate it into their work.

Actions on knowledge and skills for 2006	Target	Responsibility
Training: Assess training needs and its availability, and implement actions arising	Sept 2006	D S&C

Actions on communications for 2006	Target	Responsibility
Communications: Develop and implement SD communication strategy and develop communication action plan	Apr 2006	D S&C

Strong and effective leadership is critical to delivery of sustainable development. Senior leaders, starting with the Defence Management Board, should contribute to sustainable development.

Actions on SD Performance for 2006	Target	Responsibility
Leadership: DMB Members should consider the environmental, economic and social implications of MOD's activities and agree the strategic and policy context for SD	End 2006	2 nd PUS

Diversity

Considerable effort has gone into improving diversity and we are making progress across the board. We have published our delivery plan showing how we will meet the civil service wide targets for the Senior Civil Service.

Action on diversity in 2006	Target	Responsibility
15% of the SCS to be women	End 2006	DGCP
3.2% of SCS to be minority ethnic staff	End 2006	DGCP
2.0% of SCS to be disabled staff	End 2006	DGCP

A sustainable workplace

MOD is committed to managing health and safety with the same degree of expertise and to the same standards as other core business activities to ensure we can effectively control risk and prevent harm to people. The workplace is important for quality of life. We want to ensure that everyone in MOD enjoys a safe and healthy workplace free from bullying and harassment.

Actions on Health and Safety for 2006	Target	Responsibility
Stress: Work with HSE to pilot Stress Management Standards in MOD	End 2006	D S&C
Excellence: Conduct a strategic gap analysis to determine where MOD stands against a "world class" standard and implement actions arising	End 2006	D S&C

Governance including Performance Management, Audit and Accountability

MOD's strategic approach to sustainable development is set out by the Secretary of State for Defence in his *Policy Statement on Health, Safety and Environmental Protection* (Annex A). This Policy Statement is reviewed annually. The Under Secretary of State for Defence is the Department's Sustainable Development Minister.

MOD has in place organizational structures to manage the integration of sustainable development into its work.

Policy Delivery

Reporting to the Defence Management Board (DMB), the Defence Environment and Safety Board (DESB), chaired by MOD's Second Permanent Under Secretary of State (2nd PUS), has strategic responsibility for SD. The DESB includes senior representatives from the two broad areas of policy delivery and operational delivery and is supported, at 2* level, by a DESB Policy and Management Committee, chaired by the Director General Safety and Security (DGS&S). A Sustainable Development and Environmental Management Board (SDEB) ensures that SD is embedded within existing policy making and assurance processes. It works alongside the six functional boards which have responsibility for policy delivery and assurance in specific areas of Departmental activity:

- Land systems
- Sea systems
- Air system
- Nuclear
- Ordnance
- Occupational Health and Safety

Operational Delivery

Operational delivery is the responsibility of Top Level Budget (TLB) Holders and Chief Executives of Trading Fund Agencies (TFAs). Roles and responsibilities are set out in Service Delivery Agreements (SDAs) between TLBHs/CE TFAs and PUS/Chief of the Defence Staff (CDS).

Performance management

However there is scope to simplify and improve governance arrangements, particularly at lower management levels within the Department. We also need to ensure that there is a performance management system in place that can hold people to account for their delivery of sustainable development.

Management Actions for 2006	Target	Responsibility
Governance: Review governance arrangements for SD and implement actions arising	End 2006	D S&C
Measurement: Develop a framework of objectives and metrics for measuring SD performance across Defence	End 2006	D S&C
Risk: Develop a methodology for risk-based auditing	End 2006	D S&C

Reporting

This action plan has been agreed by Ministers and identifies, at Director level, who is accountable for delivery of the actions. It is a living document and will be reviewed in mid-2006. Actions in this plan will be tracked by the Sustainable Development and Environmental Management Board (SDEB) and reported in our annual Sustainable Development Report, published in March 2007.

Further information

Further information on how MOD is implementing the targets set out in the Framework for Sustainable Development on the Government Estate can be found at:

<http://www.mod.uk/dsc/environment/index.htm>

SAFETY HEALTH AND ENVIRONMENTAL PROTECTION IN THE MINISTRY OF DEFENCE

A Policy Statement by the Secretary of State for Defence

Delivering excellence in safety, health and environmental performance is critical to the delivery of our core task to produce battle-winning people and equipment

1. FORWARD

1.1 As Secretary of State for Defence I am responsible for all safety² and environmental matters within the Ministry including health and safety at work, equipment and materiel safety, environmental protection and fire safety.

1.2 This Policy Statement, which is to be observed throughout the Ministry, reflects the importance which I attach to the health, safety and welfare of all members of HM Forces, civilian employees of the Ministry, contractors and the public; and to protecting the environment.

1.3 We must continually strive for excellence in safety and environmental performance to provide a safe and healthy workplace, protect defence assets, protect the environment and members of the public, and ensure the effective delivery of sustainable defence capability.

2. SCOPE

2.1 This policy applies across the Ministry of Defence and to all its activities.

2.2 Within the United Kingdom, the Ministry of Defence will comply with relevant legislation, and with international treaties and protocols to which the UK is a signatory.

2.3 Overseas the MOD will apply UK standards so far as reasonably practicable, unless an international agreement or protocols indicate that in defined circumstances host nation standards should apply.

2.4 Where the MOD has been granted specific exemptions, disapplications or derogations from legislation, international treaties or protocols, it will introduce standards and management arrangements that are, so far as reasonably practicable, at least as good as those required by legislation. I will invoke any powers given to me to disapply legislation only on the grounds of national security when such action is absolutely essential to maintain operational capability. Where there is no relevant legislation, internal standards will aim to optimise the balance between risks and benefits.

² Safety includes occupational health and safety, equipment safety (ordnance safety, air safety, ship safety, land systems safety and nuclear safety) and fire safety.

2.5 The MOD will also ensure that its safety and environmental performance is consistent with and supports wider government initiatives including those on Sustainable Development.

3. STRATEGIC PRINCIPLES

3.1 I require the MOD to:

- a. Reduce work-related injuries and ill-health
- b. Protect the environment, prevent pollution, and minimise waste
- c. Use resources, including energy and water, as efficiently as possible
- d. Ensure the safe management of hazardous materials and waste
- e. Maintain effective emergency arrangements
- f. Minimise exposure to and use of hazardous substances

3.2 To achieve the above, I expect the MOD, in its organisation and processes, to:

- a. Ensure that the links between top level strategy and the management activities required to comply with such strategy are clear.
- b. Clearly define roles and responsibilities.
- c. Develop a consistent system of policies, standards, regulation, guidance and work practices.
- d. Ensure that in the acquisition of materiel and equipment of all kinds, safety and environmental management begins at the requirement definition stage and is carried forward through service to disposal. This includes all aspects of maintenance and operation (including military service).
- e. Work collaboratively with our Regulators, other government departments, statutory bodies, the defence industry and contractors to achieve continuous improvement in our safety and environmental performance.
- f. Manage resources effectively through prioritisation and integration.
- g. Be as open and transparent as we can be, meeting the needs of Freedom of Information and Environmental Information legislation.
- h. Maintain a corporate Environmental Management System based on recognised standards.
- i. Address the challenges of sustainable development.
- j. Carry out appropriate appraisals of new or revised policies, equipment acquisition programmes, new projects and training activities.
- k. Provide information, instruction, training and supervision, and promote a positive safety and environmental management culture.

4. GENERAL DUTIES

4.1 All managers must ensure that adequately detailed statements laying out the organisational structures and management arrangements for discharging their duties in accordance with this Policy Statement, including identifying and controlling potential hazards, are in place. They must also have in place arrangements for monitoring the effectiveness of such arrangements. Taken together with this Policy Statement, these statements will meet the legal requirement for a health and safety policy to be in place in each management area. The relevant statements are to be brought to the attention of all employees and others, including contractors, who might be affected by them.

4.2 All members of the MOD, military and civilian, and directly-employed contractors are required to take reasonable care of their own health and safety; that of others who may be affected by their acts or omissions at work; and of the environment. This includes reporting through the management chain any work situation or activity giving rise to serious or immediate danger to individuals or the environment, or any shortcomings in management arrangements that may create harm to people or the environment; and complying with legal and departmental requirements for the reporting of accidents and incidents.

4.3 I expect managers to foster by positive leadership a culture that encourages employees to take responsibility for achieving my strategic principles and to act, as far as possible, in compliance with best environmental practice.

5. GOVERNANCE

5.1 I require the Parliamentary Under Secretary of State for Defence to act as the ministerial focus for health and safety at work, environmental protection and sustainable development issues, and to be the MOD's Green Minister. I require the Minister for Defence Procurement to discharge my responsibilities for nuclear safety issues.

5.2 I delegate to the Permanent Under Secretary (PUS) the duty of ensuring that effective management arrangements are in place for ensuring compliance with this safety and environmental policy. I expect the Defence Management Board (DMB) to ensure that we achieve and maintain high standards in safety and environmental performance. I require PUS to delegate responsibility for implementing my safety and environmental policy to Top Level Budget Holders through their Service Delivery Agreements (SDAs), and to Chief Executives of Trading Fund Agencies through their Trading Fund Agreements. I expect them to delegate further as necessary and on a personal basis to Commanders, Directors and Chief Executives of Defence Agencies. I further expect them to ensure that managers at every level receive appropriate training, and have at their disposal adequate resources to deliver high standards in safety and environmental performance.

5.3 I require the PUS to appoint the Second Permanent Under Secretary (2nd PUS) to develop and maintain a consistent system of policies, standards, regulation and work practices. 2nd PUS will chair a Defence Environment and Safety Board (DESB) which will provide direction, set objectives, monitor, review, and report to the DMB on safety and environmental performance. 2nd PUS will appoint specific individuals to chair Functional Safety Boards to assist in the development of policy, the setting of standards, and ensuring that appropriate scrutiny and, where appropriate, regulation is applied to all defence activities. Functional Safety Board chairmen will also be members of the DESB and will report annually to it. 2nd PUS will ensure that there is a proper and sensible separation of responsibility and accountability between those who provide the policy, standards and regulation, and those who are required to deliver defence capability.

6. DIRECTOR SAFETY AND CLAIMS

6.1 2nd PUS will appoint a Director of Safety and Claims (D S&C) who will be responsible for:

- a. Advising Ministers and senior officials on safety and environmental matters in conjunction with specialist staffs as appropriate.
- b. Monitoring, reviewing and auditing management arrangements and safety and environmental performance.
- c. Reporting annually to the Defence Environment and Safety Board on safety and environmental performance, the results of audits of compliance with this Policy Statement, and the risks that need to be highlighted to the Defence Audit Committee and the DMB to enable prioritisation of resources.
- d. Sponsoring the publication of detailed guidance through Joint Service Publications on safety and environmental matters, and ensuring that this guidance is effectively communicated across the MOD
- e. Reporting directly to me any evidence of significant failure to discharge my safety and environmental responsibilities in any part of the MOD

7. REVIEW

7.1 This Policy Statement will be reviewed, as necessary, to take account of legislative, departmental or other changes.