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<b>0</b>	<b>SHOWING CONFORMANCE</b>
<b>0.1</b>	<b>Options</b>
0.1.1	<p>There are four options to demonstrate conformance when applying this system procedure:</p> <ol style="list-style-type: none"> <li>Follow the defined system procedure using the recommended guidance and tools, including allowed variations and options.</li> <li>Use an equivalent process and tool set generated elsewhere and document evidence of procedural equivalence.</li> <li>Use an equivalent bespoke process and tool set for the project and document evidence of procedural equivalence.</li> <li>Where the procedure is considered to be not relevant, document the basis for this decision.</li> </ol>
<b>1</b>	<b>INTRODUCTION</b>
1.1.1	<p>For the majority of projects, a number of potential environmental impacts will have been identified as a result of following Procedures EMP02 - Screening and Scoping, and EMP03 - Impact Priority Evaluation. Priority Impacts may have been assessed in an EIA Report, and will be identified along with any mitigation measures in the related EISS and EIS to an EIA process - Procedure EMP05 – Environmental Impact Assessment and Reporting.</p>
1.1.2	<p>This procedure is intended to direct the formulation of appropriate objectives and targets for those impacts which:</p> <ul style="list-style-type: none"> <li>Have been evaluated as medium or high priority; or which</li> <li>Enhance any potential benefits.</li> </ul>
1.1.3	<p>Objectives, targets and an Environmental Management Plan (EM Plan) should be developed covering all environmental impacts that have been assessed as medium or high priority through the completion of Procedure EMP03 – Impact Priority Evaluation. Low priority impacts should also be addressed where these can be easily eliminated or mitigated. For information, guidance on these terms based on the ISO 14001 standard, are included below:</p> <ul style="list-style-type: none"> <li>Objective - An “overall environmental goal, consistent with the environmental policy, that an organization sets itself to achieve.”</li> <li>Target - A “detailed performance requirement, applicable to the organisation or parts thereof, that arises from the environmental objectives and that needs to be set and met in order to achieve those objectives”</li> </ul>

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1.1.4 Objectives and targets are also vital in helping to maintain environmental performance and drive continuous improvement. Once objectives and targets have been set, an EM Plan for achieving them will be developed.

## **2 PROCEDURE OBJECTIVES**

2.1.1 To establish environmental objectives and targets for the equipment or service. In establishing objectives and targets the following issues should be considered:

- Adverse environmental impacts;
- Positive environmental impacts;
- Legislative and other standards;
- Relevant environmental standards;
- Stakeholder concerns;
- Technical issues;
- Operational requirements; and
- Financial cost.

2.1.2 To produce an EM Plan to achieve the environmental objectives and targets, which shall include responsibility for achieving the objective and targets and the means and time-frame by which they are to be achieved.

2.1.3 To document justification for the objectives and targets which have been formulated.

## **3 RESPONSIBILITIES**

### **3.1 Accountability**

3.1.1 The IPTL is accountable for the completion of this procedure.

### **3.2 Procedure Management**

3.2.1 IPTLs may delegate the management of this procedure to a member (IPT Environmental Focal Point) or members of the IPT.

### **3.3 Procedure Completion**

3.3.1 The IPT is responsible for ensuring that the procedure is completed. However, completion will most likely be carried out by the project supplier or contractor, or possibly by an advisor. Any suggested objectives and targets produced as part of this procedure should be agreed with the IPT and endorsed by the Environmental Committee.

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<p><b>4 WHEN</b></p> <p><b>4.1 Initial Application</b></p> <p>4.1.1 Concept Stage, Assessment Stage or Demonstration Stage and reviewed as the project progresses. If the project has already passed these stages, appropriate and proportional work must be conducted in the current project stage. IPTs should not be overly concerned if detailed information upon which to base the objectives and targets, is not available at the earlier stages of the project's life cycle. Objectives and targets may be initially based on reasonable assumptions and estimates and then reviewed and amended, as and when necessary, throughout the lifetime of the project (for example, when further information becomes available). Once the objectives and targets are produced, an EM Plan for achieving them can be developed which should follow the whole life cycle of the project.</p> <p><b>4.2 Review</b></p> <p>4.2.1 The outputs of this procedure will require periodic review and revision throughout the lifetime of the project. This is relevant where objectives or targets have been set early within the project for later life cycle stages. The appropriate timings for such reviews will be determined through following Procedure EMP08 - Continuous Review. Where the EIA Plan (EMP04/F/01) proposes interlinked or incremental EIAs then Procedure EMP08 - Continuous Review, should be used to plan the revisions of the EM Plan.</p>
<p><b>5 REQUIRED INPUTS</b></p> <p>a) Environmental Case including:</p> <ul style="list-style-type: none"> <li>• Environmental Feature Matrix (Output from Procedures EMP02 – Screening and Scoping, and EMP03 – Impact Priority Evaluation);</li> <li>• Environmental Impact Assessment Report(s) and EIS(s) (Output from Procedure EMP05 – Environmental Impact Assessment and Reporting).</li> </ul> <p>b) System Requirement Document (SRD).</p>
<p><b>6 REQUIRED OUTPUTS</b></p> <p>a) <b>Form EMP06/F/01</b> – Setting Objectives and Targets;</p> <p>b) <b>Form EMP06/F/02</b> – Environmental Objectives and Targets Register;</p> <p>c) <b>Form EMP06/F/03</b> – Environmental Management Plan Record Sheet.</p> <p><b>OR</b></p> <p>Equivalent actions and documentation that ASEG is satisfied achieves the same objectives.</p>

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<b>7</b>	<b>DESCRIPTION</b>
7.1.1	Targets should be devised once a finalised list of objectives has been developed.
7.1.2	Each objective should be examined separately and a target (or multiple targets) set to act as criteria against which performance is measured.
7.1.3	Targets should be “SMART”; Specific, Measurable, Achievable, Realistic and Time-bound. Targets can be expressed in many ways including percentages and total quantities or in terms of a regulatory threshold or specific actions.
7.1.4	The development of key performance indicators (KPIs) may be required to show that an objective and target has been achieved. KPIs should be recorded in <b>Form EMP06/F/03</b> - Environmental Management Plan Record Sheet.
7.1.5	The Environmental Management Plan is the means through which the objectives and targets are achieved.
<b>7.2</b>	<b>Step 1: Group Priority Environmental Aspects and Impacts</b>
7.2.1	To facilitate objective, target and EM Plan development, medium and high priority environmental aspects and impacts should be grouped where it is known that improvement in one area would bring about improvement in another. This will ensure that repetition or overlaps in objectives and targets are minimised.
7.2.2	<b>Form EMP06/F/01</b> - Setting Objectives and Targets can be used to document the above.
<b>7.3</b>	<b>Step 2: Set Objectives and Targets</b>
7.3.1	Any measures to eliminate, mitigate or manage environmental impacts that were identified in EMP05 - Environmental Impact Assessment and Reporting, should be considered when developing objectives and targets.
7.3.2	In addition, consideration should also be given to developing objectives and targets to ensure that the project conforms to any environmental standards identified in Procedure EMP01 – Stakeholders and Standards Identification, and to ensure that no deterioration in environmental performance occurs. Consideration of stakeholder concerns should also be part of objective and target setting, particularly for projects where there may be considerable interest from the general public or environmental pressure groups. Note that for projects which did not proceed to a full EIA or projects where the EIA did not identify any medium or high priority environmental impacts, these may be the only objectives and targets needed.

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7.3.3 Objectives and targets may be set which span a project's life cycle from Concept through to Disposal. However, IPTs should be aware that objectives and/or targets can be set which only apply to particular stages of CADMID. Once set, objectives and targets should be reviewed and revised when necessary throughout the lifetime of the project. For example, objectives and/or targets may require amendment in response to changes in project design or environmental legislation. Following Procedure EMP08 – Continuous Review, will ensure they are reviewed when required.

7.3.4 Considerable consultation with stakeholders and/or research may be required to assess the feasibility of objectives and/or targets associated with a project. For example, if the completion of this procedure is carried out by the project supplier or contractor, any suggested objectives and targets produced would then need to be referred to and agreed by the IPT with advice from the Environmental Committee.

7.3.5 The table below gives some examples of areas where objectives and targets could be developed. Note that there may be more than one target for each objective.

<b>Objective</b>	<b>Target</b>
To reduce the amount of hazardous materials contained in the project.	Reduce the amount of lead used in manufacturing the equipment by 10% by December 2008.
To reduce noise emissions from the system.	Reduce system's engine noise emissions by 5dB within 3 years. Reschedule aircraft maintenance activities that involve the running of aero engines in or near residential areas by the end of the year to avoid the hours between 2200 and 0700.
To improve fluid containment to reduce risk of leakages and spills.	Ensure that all staff involved in fuel dispensing are trained in best practice spillage protection measures by end of June 2005.

7.3.6 **Form EMP06/F/01** - Setting Objectives and Targets can be used to document objective and target setting.

7.3.7 When formulating and prioritising objectives and targets, consideration should be given to MOD policy, corporate risk and:

- a) Priority of environmental impact;
- b) Applicable legislation and standards;
- c) Ease of implementation;
- d) Financial implications;
- e) Operations implementation;

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<p>f) Disposal implications;</p> <p>g) Safety implications;</p> <p>h) Technological options;</p> <p>i) Project timescales;</p> <p>j) Stakeholder requirements and interests.</p> <p>7.3.8 The reasons why objectives and targets have been formulated should be clearly documented in case justification is required in the future.</p> <p>7.3.9 If an objective and target has not been produced for a medium or high priority environmental impact justification for this should be clearly documented.</p> <p><b>7.4 Step 3: Document Objectives and Targets</b></p> <p>7.4.1 Firstly, enter the environmental impact, standard requirement (including legislation and policies) or stakeholder concern you are aiming to manage into the first column of <b>Form EMP06/F/02</b> - Environmental Objective and Target Register. For environmental impacts, this information should be taken from <b>Form EMP02/F/01</b> – Environmental Feature Matrix (output from Procedures EMP02 and EMP03) and for standard requirements and stakeholder concerns, from Forms <b>EMP01/F/01</b> and <b>EMP01/F/02</b> (output of Procedure EMP01). Next, transfer the identified objectives and targets from completed <b>Form EMP06/F/01</b> to <b>Form EMP06/F/02</b> and assign a reference for each.</p> <p><b>7.5 Step 4: Develop the Environmental Management Plan</b></p> <p>7.5.1 An EM Plan is a “framework for action” (JSP418). An EM Plan should be developed and maintained to achieve the objectives and targets that have been set. Form <b>EMP06/F/03</b> - Environmental Management Plan Record Sheet, can be used as the basis for an EM Plan. According to ISO 14001, the plan should include:</p> <p>a) Designation of responsibility for achieving objectives and targets at each relevant function and level of the organisation;</p> <p>b) The means and time-frame by which they are to be achieved.</p> <p>7.5.2 The plan should be reviewed for new activities, significant changes and long-term projects. Progress against the objectives and targets set should be reviewed periodically using Procedure EMP08 – Continuous Review.</p> <p>7.5.3 Ensure that <b>Form EMP06/F/02</b> and <b>Form EMP06/F/03</b> are cross-referenced accurately using common references for objectives, targets and the EM Plan.</p>	<p><b>8 RECORDS AND PROJECT DOCUMENTATION</b></p> <p><b>8.1 Environmental Case</b></p> <p>8.1.1 A copy of the information produced from following this procedure should be stored in the project’s Environmental Case.</p>
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<b>9 RECOMMENDED TOOLS AND FORMS</b>	
<ul style="list-style-type: none"> <li>a) <b>Form EMP06/F/01</b> – Setting Objectives and Targets.</li> <li>b) <b>Form EMP06/F/02</b> – Environmental Objective and Target Register.</li> <li>c) <b>Form EMP06/F/03</b> – Environmental Management Plan Record Sheet.</li> </ul>	
<b>10 GUIDANCE</b>	
<b>10.1 General</b>	
10.1.1	Advice on the purpose of objectives and targets is available in the EMS annex to JSP418 and also in ISO 14001 and related standards such as EN ISO 14031 Environmental Performance Evaluation Guidelines. In general, objectives establish overall aims and specify outcomes whereas targets will more usually specify performance or improvement requirements including the time frame within which they are to be achieved. In addition to those issues identified through the EIA process any action required to ensure compliance with legal requirements or conformance with policy requirements should also be included.
<b>10.2 Aligning Safety and Environment</b>	
10.2.1	The key alignment opportunity in EMP06 is to ensure that environmental objectives and targets and related safety objectives and targets are consistent and compatible, and where possible are achieved by the same action.
<b>10.3 Guidance for Different Acquisition Strategies</b>	
10.3.1	The setting of appropriate environmental objectives and targets should be carried out irrespective of the acquisition strategy. However, under some strategies it may be necessary, or appropriate, to negotiate objectives and targets rather than impose them, especially where the acquisition is one of international collaboration. In respect of MOTs and COTs projects, objectives and targets are probably best developed early in the acquisition process to ensure they can form part of the specification or requirement, and hence have potential as a differentiator between products which are design stable. For other acquisition strategies it may be possible to develop objectives and targets with any contractor or supplier, provided some consideration has been given by the IPT, or its advisor to baseline performance and the potential for improvement during the life of the system.
<b>10.4 Legacy Systems</b>	
10.4.1	For legacy systems it may only be possible to set some basic objectives and targets for the in-service phase as these issues are unlikely to have been considered during the design manufacture and early supply of the system. However, the improvement of the environmental performance of even legacy systems can be driven by the careful selection of incremental targets during the remainder of the system's operational life.
10.4.2	It should be possible to set appropriate objectives and targets for the disposal phase and disposal activities.

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## **10.5 Warnings and Potential Project Risks**

10.5.1 Environmental objectives and targets should be established at the earliest stages of the project life cycle (even if they are revised and refined as the project progresses) since they have a fundamental role in keeping focus on the environmental performance of the project and influencing specific elements of the subsequent project. Failure to do so can have far reaching effects on both costs and programme as it may not be possible to otherwise identify the level of control required on environmental issues or those issues with environmental consequences.

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