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6. Objectives and Targets

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Summary:

Setting objectives and targets are vital in helping to deliver sound environmental performance and drive continuous improvement. This procedure should help Delivery Teams identify objectives and targets related to impacts or aspects assessed as medium or high priority.

6.1. Summary

6.1.0.1.

This procedure represents the first step of the Environmental Impact Management (EIM) process which will assist Delivery Teams to manage their medium and high environmental priorities. Objectives and targets can represent mitigating activity.

Note: EMP06, 07 and 08 will often be completed at the same time.

6.2. Procedural Overview

6.2.0.1.

Medium and high environmental priorities and other important factors assessed during previous EMPs shall be assigned targets and objectives in order to reduce or eliminate the environmental impacts of the project, with the aim to deliver sound environmental performance.

Note: Operator perspective is required when considering objectives and targets in order to reflect practical and operational considerations where appropriate.

6.2.0.2.

This procedure directs the formulation of appropriate objectives and targets to reduce those impacts which:

1. Are recognised as important in the context of continued capability or resilience;
2. Have been evaluated as medium or high priority; or
3. Enhance any potential benefits.

6.2.0.3.

Low priority impacts should be addressed where these can be easily eliminated or mitigated. For information, guidance on these terms based on the [ISO 14001 standard](#) [1], are included below:

1. Objective - An "overall environmental goal, consistent with the environmental policy, that an organization sets itself to achieve";
2. 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".

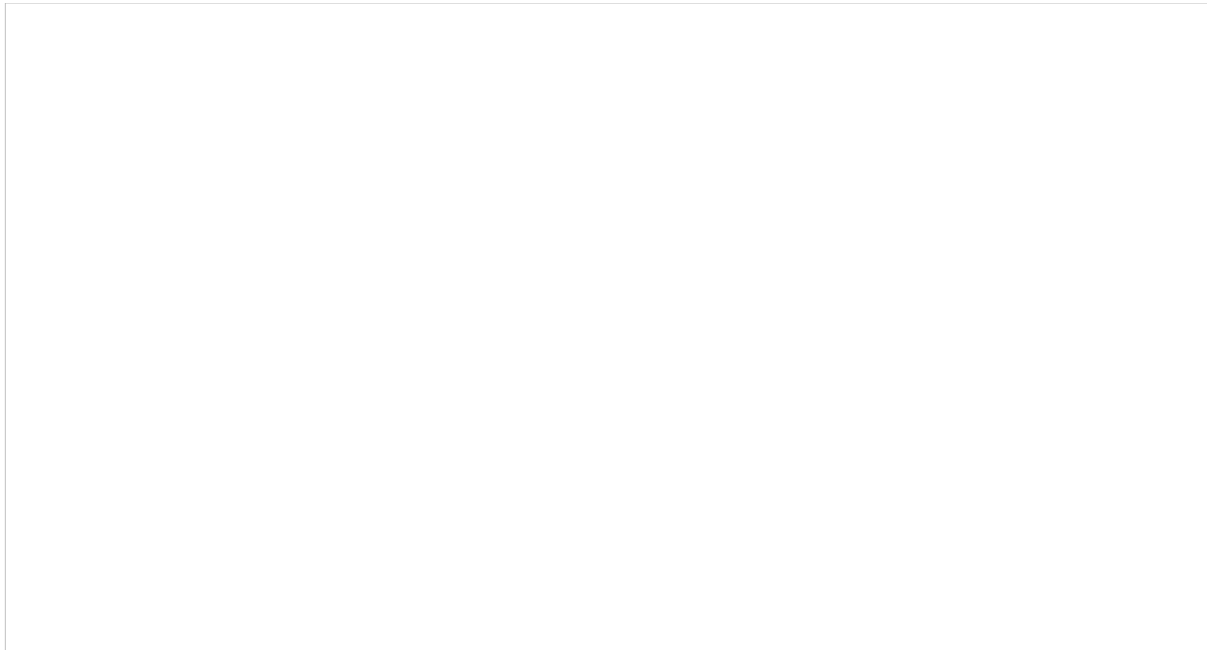
6.2.0.4.

Objectives and targets are vital in helping to deliver sound environmental performance and drive continuous improvement. Once objectives and targets have been developed, they will inform, and be documented within, the Environmental Management Plan (EMP) ([EMP01 - Environmental Management Plan](#) [2]).

6.2.0.5.

The following set of high-level objectives should be used as a prompt to set objectives which enhance the environmental performance of the product, system or service beyond a baseline compliant position. They reflect the significant, common, environmental aspects of DE&S' products, systems and services and should be used as a key point of reference when exploiting opportunities to enhance the environmental performance of products, systems and services.

Figure 1 Objectives to Enhanced Environmental Performance of Products, Systems and Services



6.3. The Procedure

6.3.0.1.

Targets shall be devised once a finalised list of objectives has been developed.

6.3.0.2.

Each objective shall be examined separately and a target (or multiple targets) set to act as criteria against which performance is measured.

6.3.0.3.

Targets shall 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.

6.3.0.4.

The development of Key Performance Indicators (KPIs) may be required to show that an objective and target has been achieved. Where used, KPIs must be recorded.

6.3.0.5.

The environmental committee need to agree the objectives and targets. High level policy shall be incorporated where appropriate along with the views of stakeholders including FLC.

6.3.1. Step 1: Group Priority Environmental Aspects and Impacts

6.3.1.1.

To facilitate objective and target 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.

6.3.1.2.

Form [EMP06/F/01 - Setting Objectives and Targets](#) [3] should be used to document the above

6.3.2. Step 2: Set Objectives and Targets

6.3.2.1.

Consideration must be given to developing objectives and targets to ensure that the project conforms to any environmental compliance obligations identified in Procedure [EMP03 - Identifying Compliance Obligations and Demonstration of Compliance](#) [4], and to ensure that no deterioration in environmental performance occurs. Consideration of stakeholder concerns can 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.

6.3.2.2.

Objectives and targets may be set which span a project’s life cycle from Concept through to Disposal. However, Delivery Teams should be aware that objectives and/or targets can be set which only apply to particular stages of CADMID/T. Once set, objectives and targets shall 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 [EMP09 - Continuous Review](#) [5], will ensure they are reviewed when required.

6.3.2.3.

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 must be referred to and agreed by the Delivery Team with advice from the Environmental Committee.

Additionally, consideration can be given to incorporating environmental objectives and targets within contract performance criteria. Embedding environmental considerations within the procurement process will require careful consideration and require the involvement of appropriate stakeholders.

6.3.2.4.

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.

6.3.2.5.

Objective	Target
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 2020.
To reduce noise emissions from the system.	Reduce system's engine noise emissions by 3dB(A) 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 2018.

6.3.2.6.

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

1. Embedding environmental issues within the procurement process;
2. Priority of environmental impact;
3. Applicable compliance obligations;
4. Ease of implementation;
5. Financial implications;
6. Operations implementation;
7. Disposal implications;
8. Safety implications;
9. Technological options;
10. Project timescales;
11. Stakeholder requirements and interests.

6.3.2.7.

The reasons why objectives and targets have been formulated must be clearly documented in case justification is required in the future.

6.3.2.8.

If an objective and target has not been produced for a medium or high priority environmental impact justification for this must be clearly documented.

6.3.3. Step 3: Document Objectives and Targets

6.3.3.1.

Firstly, enter the environmental impact, compliance obligation (including legislation and policies) or stakeholder concern to be managed into the first column of Form [EMP06/F/02 - Environmental Objective and Target Register](#) [6]. For environmental impacts, this information should be taken from Form [Environmental Features Matrix](#) [7]. [8](output from Procedure [EMP04](#) [9]) and for compliance obligations and stakeholder concerns, captured in Forms [EMP02/F/01](#) [10], [EMP02/F/02](#) [11], and [EMP03/F/01](#) [12]. Next, transfer the identified objectives and targets from completed Form [EMP06/F/01](#) [13] to Form [EMP06/F/02](#) [14] and assign a reference for each.

6.3.4. Step 4: Develop the Environmental Management Plan

6.3.4.1.

The objectives and targets that have been set shall be recorded in the Environmental Management Plan which was started in [EMP01](#) [2]. According to [ISO 14001](#) [1], the plan shall include:

1. Designation of responsibility for achieving objectives and targets at each relevant function and level of the organisation;
2. The means and time-frame by which they are to be achieved.

6.3.4.2.

The plan should be reviewed for new activities, significant changes and long-term projects. Progress against the objectives and targets set must be reviewed periodically using Procedure [EMP09 - Continuous Review](#) [5].

6.3.4.3.

Ensure that Form [EMP06/F/02](#) [14] and outputs from [EMP01](#) [2] are cross-referenced accurately using common references for objectives and targets.

6.3.5. Step 5: Verification

6.3.5.1.

It is appropriate for objectives and targets to be developed by a Working Group, Committee or a body of SQEP. The Senior Environmental Responsible (SER) member of the Project, with formally delegated environmental responsibilities, will accept the objectives and targets when included in the Environmental Management Plan and/or Environmental Case Report by endorsing the report.

6.4. Responsibilities

6.4.0.1.

The Senior Environmental Responsible (SER) individual, the Delivery Team Leader (or equivalent), is responsible for ensuring adequate resources are dedicated to environmental management activities within their area of responsibility, and for facilitating appropriate arrangements to successfully exercise and discharge their overarching responsibilities to ensure the product, system or service delivers sound environmental performance. The responsibility for ensuring the product, system or service delivers sound environmental performance, may be formally delegated in writing to a named, competent individual(s), identified as Environmental Responsible (ER), within the team.

6.4.0.2.

The SER individual, the Delivery Team Leader (or equivalent), is also responsible for facilitating appropriate arrangements to discharge responsibilities relating to this procedure in an efficient and effective manner. Responsibility for ensuring those arrangements are implemented, and achieve outputs which fully satisfy legislative and departmental requirements for environmental management (including compliance with this procedure), may be formally delegated in writing to a named, competent individual(s), identified as ER, within the team.

6.5. When

6.5.0.1.

Initial Application

CAD - Concept Stage, Assessment Stage or Demonstration Stage and reviewed as the project progresses.

MID/T - If the project has already passed Concept, Assessment or Demonstration stages, appropriate and proportional work must be conducted in the current project stage. DTs 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 Environmental Management Plan for achieving them can be developed which should follow the whole life cycle of the project.

Review

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 [EMP09 - Continuous Review](#) [5].

6.6. Required Inputs

6.6.0.1.

1. [Environmental Feature Matrix](#) [7] (Output from Procedure [EMP04 -Impact Screening and Scoping](#) [9]);
2. System Requirement Document (SRD).

6.7. Required Outputs

6.7.0.1.

Conformance with the standard should be demonstrated by completing the following required outputs:

1. Form [EMP06/F/01 - Setting Objectives and Targets](#) [13];
2. Form [EMP06/F/02 - Environmental Objectives and Targets Register](#) [14].

6.7.1. Records and Project Documentation

6.7.1.1.

[EMP07](#) [15] will incorporate the outputs from EMP06 into the Environmental Case Report or similar documentation, which is stored in the Environmental Case.

Additionally, objectives and targets will be retained within the EMP.

6.8. Further Guidance

6.8.0.1.

Environmental management guidance can be found in the following publications:

1. [JSP 816 Defence Environmental Management System Framework \(Parts 1 and 2\)](#) [1];
2. [JSP 418 Management of Environmental Protection in Defence](#) [1];
3. [Defence Regulations](#) [1].

6.8.0.2.

It may be possible to obtain existing environmental reports and studies from suppliers and manufacturers operating in the same technology areas or which produce similar and related equipment or services.

6.8.1. Aligning Safety and Environment

6.8.1.1.

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.

6.8.2. Legacy Systems

6.8.2.1.

In all cases it will be important to ensure that all applicable legislative and other requirements have been identified and to confirm that all appropriate mitigation measures have been identified. For many legacy systems, with limited life, it can be appropriate to concentrate on disposal arrangements and impacts especially where there is no evidence of environmental incidents or accidents associated with the system.

6.8.2.2.

An Environmental Impact Statement should be produced in all cases, even if it is possible to limit the extent and scope of the environmental assessment process for a legacy system.

6.9. Version Control

6.9.1. Version 2.3 to 3.0 uplift

6.9.1.1.

Major uplift from the Acquisition System Guidance (ASG) to online version. POEMS has undergone major revision. Refer to the [POEMS Transition Document](#) [16] for details.

6.9.2. Version 3.1

6.9.2.1.

Refer to the [POEMS Transition Document](#) [16] for details.

6.9.3. Version 3.1 to 3.2 uplift

6.9.3.1.

In this version uplift the following changes were made:

- Update to EFM link to access new SP version.
- Updates to environmental guidance following T45 trials, see [POEMS Transition Document](#) [16] for further details

6.9.4. Version 3.2 to 3.3 Uplift

6.9.4.1.

Minor text changes to align with ASP taxonomy.

6.9.5. Version 3.3 to 3.4 Uplift

6.9.5.1.

Text change replacing Project Team with Delivery Team.

Minor text changes to align with EMP04 update.

6.9.6. Version 3.4 to 3.5 Uplift

6.9.6.1.

Amended wording to align with S&EP Leaflet 18/2023.

Source URL: <https://www.asems.mod.uk/guidance/poems/emp06>

Links

- [1] <https://www.asems.mod.uk/ExtReferences>
- [2] <https://www.asems.mod.uk/guidance/poems/emp01>
- [3] https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP06_F_01%20-%20Setting%20Objectives%20and%20Targets.docx
- [4] <https://www.asems.mod.uk/guidance/poems/emp03>
- [5] <https://www.asems.mod.uk/guidance/poems/emp09>
- [6] https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP06_F_02%20-%20Environmental%20Objectives%20and%20Targets%20Register.xlsx
- [7] [https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP04_Environmental%20Feature%20Matrix%20\(V3\)%20\(1\).xlsx#overlay-context=](https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP04_Environmental%20Feature%20Matrix%20(V3)%20(1).xlsx#overlay-context=)
- [8] http://www.asems.mod.uk/sites/default/files/documents/EMP/EMP04_F_01-SP_EFM_Ver_2.xlsx
- [9] <https://www.asems.mod.uk/guidance/poems/emp04>
- [10] https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP02_F_01%20-%20Register%20of%20Stakeholder%20Requirements%20and%20Information.xlsx

- [11] https://www.asems.mod.uk/sites/default/files/documents/EMP/EMP02_F_02%20-%20Project%20Environmental%20Responsibilities.xlsx
- [12] https://www.asems.mod.uk/sites/default/files/documents/SMP/20220624%20EMP03_F_01_SMP01_F_03%20-%20Register%20of%20Legislation%20and%20Requirements.xlsx#overlay-context=node/97/edit
- [13] http://www.asems.mod.uk/sites/default/files/documents/EMP/EMP06_F_01%20-%20Setting%20Objectives%20and%20Targets.docx
- [14] http://www.asems.mod.uk/sites/default/files/documents/EMP/EMP06_F_02%20-%20Environmental%20Objectives%20and%20Targets%20Register.xlsx
- [15] <https://www.asems.mod.uk/guidance/poems/emp07>
- [16] <http://www.asems.mod.uk/sites/default/files/documents/POEMS%20Transition%20Document%20for%20ASEMS%20Web.docx>