



DE&S SAFETY AND ENVIRONMENTAL BULLETIN (SEB)

Serial Number: SEB 067

Keeping our Safety and Environmental Practitioners informed

S&EP Leaflet 18/2023 - Delivering Sound Environmental Performance in DE&S Acquisition (Update)

When it takes effect:	Immediately
Valid for:	Until rescinded
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Description

SEB 051 mandated a new policy leaflet defining responsibilities in delivering sound environmental performance in DE&S acquisition and outlined a number of actions to be taken. This SEB provides an update to the content of SEB 051 (now archived), predominantly to align with the new DE&S Operating Model, and to provide notification that S&EP Leaflet 18/2023 has been updated.

Background

1. S&EP Leaflet 18/2023 describes formal environmental responsibilities in DE&S throughout the acquisition lifecycle of Products, Systems and Services (PSS).
2. To enable individuals to successfully exercise and discharge their environmental responsibilities, the leaflet also defines Sound Environmental Performance, including high-level performance measures and a recommended structure to translate these into the supporting claims and arguments of an environmental case. Together these provide a consistent framework within which:
 - a. Decision makers can make informed, balanced, and proactive decisions to improve the environmental performance of PSS; and
 - b. DE&S reports on the environmental performance of PSS through an enhanced and clearer environmental governance framework.
3. A new DE&S Operating Model is being implemented through a staged roll-out for Initial Operating Capability (IOC) during 2024-25; Full Operating Capability (FOC) is planned for 31 March 2025. As the work conducted by the existing Domains, Delivery Teams, and Projects transition into the new DE&S Operating Model construct, individuals with environmental responsibilities are to be identified.

4. The ultimate objective of acquisition environmental management activities in DE&S is to deliver PSS with sound environmental performance, which has been reflected within the ASEMS policy (Part 1) and guidance (Part 2) and will also be embedded within the evolving [DE&S interim Management System \(iMS\)](#).
5. Accompanying the definition of 'Sound Environmental Performance' are four Outcomes against which sound environmental performance should be assessed. The Outcomes recognise what DE&S must do (Outcomes 1 and 2) relating to legal requirements, and what DE&S should do (Outcomes 3 and 4) to enable environmental performance improvement that goes beyond a compliance baseline to mitigate 'business' risk and deliver resilient capability through life.
6. These Outcomes have been designed to support proportional environmental management activities at different stages of a PSS's lifecycle. Crucially, within the construct of the new DE&S Operating Model, it is recognised that the activities conducted in Gateway present the greatest opportunity to influence the delivery of PSS with sound environmental performance. Ultimately, the environmental performance requirements defined in the Gateway, as agreed with the Senior Responsible Owner (SRO) and Military Command client, become the environmental performance targets that are to be delivered under Core activities. The ability to influence and improve environmental performance in Core activities is reduced, hence the importance of setting strong environmental foundations in Gateway.
7. As a result, the Outcomes of sound environmental performance that an Executive Environmental Responsible (EER) chooses to delegate may be influenced by the lifecycle stage of the PSS. For example, an EER may:
 - a. Delegate the responsibilities to deliver all four Outcomes of sound environmental performance for a PSS in Project Initiation within Gateway, where this delegation is cascaded from the EER to a Team Leader (or equivalent) as the recognised Senior Environmental Responsible (SER); and
 - b. Only delegate the responsibilities associated with Outcomes 1 and 2 of sound environmental performance for a PSS within Core, where this delegation is cascaded from the EER to a Chief Engineer (or equivalent) as the recognised SER; and
 - c. Task Future Capability Innovation (FCI) in Gateway to undertake a project to support environmental performance improvement (Outcome 3 of sound environmental performance) across multiple PSS in their area of responsibility (e.g. options to replace current F-Gases, research to improve energy efficiency).
8. The update to Leaflet 18/2023 also summarises training requirements to support the competency of individuals with environmental responsibilities. Requirements associated with competency assessment are not defined at this time.
9. This SEB provides details of the actions to be taken to support the phased IOC roll-out regarding the requirement for environmental responsibilities, and the associated delegations, and provides notification that S&EP Leaflet 18/2023 has been updated¹ with changes required to reflect the new DE&S Operating Model. Further guidance will be provided regarding actions to be taken at FOC if, and when, appropriate.

¹ Update published as S&EP Leaflet 18/2023 Version 2.0.

Actions to be taken

10. At IOC for System Integration, Director of Engineering and Safety (Dir-EngSfty) will be accountable to the CEO (via a formal letter of delegation) as The Environmental Authority. Consequently, the Dir-EngSfty (on behalf of the CEO) will cascade environmental responsibilities, with respect to the PSS delivered and supported by DE&S, to each 2* Director in the following Sub-Areas via letters of delegation:
 - a. Core > Air Fixed Wing
 - b. Core > Air Rotary and UAS
 - c. Core > Land
 - d. Core > Maritime
 - e. Core > Lethality & Protect
 - f. Core > Sense, Decide and Communication
 - g. Core > Logistic Services and Commodities
11. Individuals with these 2* Director positions are EERs. Their delegation is to be in place at IOC for each Sub-Area or as the 2* Directors take on their formal appointment, whichever comes later.
12. As per the environmental responsibilities cascade outlined in S&EP Leaflet 18/2023, the above EERs may delegate some, or all, of their responsibilities to one or more appropriately competent individuals known as 'Executive Environmental Responsible (Delegated)'.
13. Furthermore, the EERs (or EER(D) where appropriate) should delegate some, or all, elements of their environmental responsibility relating to sound environmental performance to one or more appropriately competent individuals as the SER for nominated PSS – where possible these SER delegations should align to Order Book Items (OBIs) defined by the [Enterprise Work Breakdown Structure \(EWBS\)](#) within the [DE&S Organisation Hierarchies](#).
14. EER (or EER(D) where appropriate) to SER delegations should be in place from the point the PSS/OBI(s) ownership transitions from an existing Domain to the new DE&S Operating Model and must be in place at FOC. These delegations are to be formally cascaded via a letter of delegation that defines the scope of the individual's environmental delegations and must confirm whether, or not, the SER can be signatory for key environmental artefacts. Template wording for these letters of delegation is provided with S&EP Leaflet 18/2023.
15. The SER may delegate to appropriately competent individuals as an 'Environmental Responsible' (ER). SER and ER delegations are to be formally cascaded via a letter of delegation that defines the scope of the individual's environmental delegations and must confirm whether, or not, the ER can be signatory for key environmental artefacts.
16. EERs / EER(D)s / SERs / ERs are to complete the following training associated with environmental responsibilities within six months of signing their letter of:
 - a. EER / EER(D) - [Safety and Environmental Responsibilities for Senior Leadership](#) - The workshop is designed for EER and ESR individuals.

- b. SER / ER² - [Safety and Environmental Responsibilities for Senior Responsible and Responsible delegates](#) - The course is designed for individual who are delegated SER or ER. This is the same course requirement as that required for individuals Senior Safety Responsible (SSR) or Safety Responsible (SR) individuals. The following pre-requisite training must be completed before attendance:
- i. [Introducing Sustainable Procurement in Defence](#) (accessed via the Defence Learning Environment (DLE)).
 - ii. [Introduction to Environmental Protection in Defence](#) (accessed via the DLE).
17. The following delegations are to be reported using [this MS Form](#) within one month of the delegation being placed:
- a. EER to EER(D);
 - b. EER/EER(D) to SER;
 - c. SER to ER.
18. For delegations in place prior to the publication of this SEB, the MS Form should be completed within one month of the date of its issue.
19. Cascade as appropriate.

Released under the Authority of

Michael Brown
DES EngSfty QSEP EPSA TL

² If delegations do not cover all four outcomes of sound environmental performance (as defined in S&EP Leaflet 18/2023), the following can be used to determine pre-requisite training:

- IEPD - Outcomes 1 and 2
- ISPD - Outcomes 3 and 4