



DE&S SAFETY AND ENVIRONMENTAL PROTECTION LEAFLET 09/2015

DE&S' CONTRIBUTION TO MITIGATING RISK TO LIFE ACROSS MOD INCLUDING:

- **The Duty Holder construct within DE&S and its principles**
- **DE&S' responsibilities to provide safe materiel and to ensure the safety of activities undertaken on the DE&S Estate**
- **DE&S' support to Duty Holders in Front Line Commands.**

Sponsor: DES EngSfty-QSEP Hd	Version: 2.6 This version supersedes all previous issues of S&EP Leaflet 09/2015	Date of Issue: 10 November 2021
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ISSUE

1. This SE&P Leaflet defines the arrangements adopted by DE&S to discharge its Duty Holder responsibilities in relation to Risk to Life as set out in DSA 01.1, and to provide safe materiel and support to Front Line Commands (FLCs) in its role as a Duty Holder facing organisation. It should be read in conjunction with that document as well as the domain-specific instructions issued by Regulators.

BACKGROUND

2. The Duty Holder construct was introduced into MOD safety policy as a specific adaptation of the normal employers' duty of care responsibilities. At a MOD level, it is based on the set of ten principles attached at Annex A and applies where non-standard military activities are judged to pose a Risk to Life (RtL). Introduction of the Duty Holder concept (and the contents of this leaflet) does not alter or remove the legal and common law duties of care including those resultant from the Health & Safety at Work etc Act 1974 (HSWA). It recognises that many defence activities have high consequences and, should a failure occur, the risk of fatality amongst MOD personnel (both DE&S and FLC) or harm to members of the public are both credible and foreseeable (hence the term Risk to Life). As such, it is necessary to introduce arrangements to formally define the safety responsibilities and accountabilities of named individuals who manage and control those activities.

3. By putting in place mechanisms which control Risk to Life to levels which are Broadly Acceptable or As Low As Reasonably Practicable (ALARP) & Tolerable, MOD Duty Holders ensure that all persons to whom MOD owes a common law and statutory duty of care are protected, namely:

- a. The personnel under their command or management (either directly or via third parties, eg where Risk to Life activities are undertaken on behalf of MOD via contract action) including those temporarily involved in MOD's activities; and
- b. Others who could be affected by such activities, eg the public.

4. Most Duty Holders within MOD are in the FLCs. It is only where non-standard military activities posing a Risk to Life are carried out within the DE&S areas of responsibility (ie where DE&S provides the “controlling mind” for that activity) that DE&S Duty Holders need to be appointed. Through compliance with the relevant instructions and principles in this Leaflet, DE&S will identify the relevant roles and appoint named individuals as Duty Holders. It is the responsibility of the DE&S Duty Holder to:

- a. Put in place appropriate arrangements to discharge their Duty Holder responsibilities, including the identification of roles and appointment of named individuals as Duty Holders, where its own activities give rise to Risk to Life;
- b. Where necessary, escalate Risk to Life up the Duty Holder chain, ultimately to the Secretary of State for Defence (SofS).

5. Roles, responsibilities, and accountabilities for DE&S Duty Holders are described at Annex B.

PRINCIPLES FOR THE APPOINTMENT AND OPERATION OF DUTY HOLDERS WITHIN DE&S

6. Within DE&S, Duty Holders shall be appointed where there is a credible and reasonably foreseeable Risk to Life (including to those not directly involved in the activity, such as members of the public) from the operation of a platform, a non-standard military activity or a significant exercise.

3-tier Structure

7. DE&S has developed a 3-tier Duty Holder structure. These tiers are equivalent to those set out within DSA 01.1 – [Defence Policy for Health, Safety & Environmental Protection](#), MAA Regulatory Article [RA1020](#) and extant FLC governance arrangements, and comprise:

- a. Senior Duty Holder, which is the CEO;
- b. Operating Duty Holder, see Annex C;
- c. Delivery Duty Holders, see Annex D;

8. The CEO, as the Senior Duty Holder, is accountable to the SofS for discharging this role effectively. The CEO is formally appointed and empowered as Senior Duty Holder through a letter of delegation, signed by the Permanent Secretary. In doing so, the CEO shall appoint Operating Duty Holders and Delivery Duty Holders through formal Letters of Delegation (LoDs) that set out the role of each Duty Holder, explain what is expected of them and define what support they will receive to enable them to fulfil their obligations. Below this level, less formal mechanisms such as Assignment Specifications and Success Profiles are to be in place that set out the support that individuals will provide to delegated Duty Holders.

Control of Risk to Life

9. Nominated Duty Holders within DE&S have responsibility and accountability to demonstrate that Risk to Life within their area of responsibility is either *Broadly Acceptable* or *ALARP & Tolerable* in accordance with extant policy. Should this not be achievable then risks shall be referred upwards, including where necessary, escalated up to the SofS. Duty Holders at all levels shall also ensure that a consistent approach to establishing criteria for ALARP and tolerability decision making and is applied when mitigating Risk to Life within their areas of responsibility and, where appropriate, throughout their subordinate Duty Holder structure.

10. In discharging their responsibilities, Duty Holders shall work within an appropriate and proportionate safety management system that is resourced and followed. Through their LoDs, Duty Holders have

delegated responsibility, accountability, and authority to enable them to discharge their duties and are to comply with all extant safety policies and instructions, eg DSA Regulatory publications, ASEMS, etc.

Equipment Released to Service & In Service

11. DE&S, as part of the fabric of its safety culture, takes responsibility and accountability for the material state and standards of the equipment it supplies to FLCs and ensures that the Defence Lines of Development (DLODs) within its control contribute to mitigating Risk to Life. Additionally, DE&S personnel are responsible for managing safety-related certification and release-to-service activities, making decisions, and taking responsibility at levels commensurate with formally appointed Duty Holders whilst delivering crucial elements of MOD's safety arrangements. Those undertaking such vital work are not in Duty Holder roles because they are not accountable for the operation of the equipment nor the personnel at risk. However, DE&S ascribes a significant safety status to such roles, and appointment to them is via bespoke *safety* LoDs. Furthermore, DE&S has adopted a taxonomy against which all individuals with formally delegated system safety responsibilities shall be mapped. This provides additional clarity of the scope and extent of those delegated responsibilities and enables DE&S to monitor and manage the allocation of resources to these key positions more accurately. These roles include, for example, those undertaking duties as Type Airworthiness Authorities, Maritime Platform, System and Equipment Authorities, and others who provide certification outputs. As part of the DE&S holding-to-account arrangements for safety, all LoDs will be subject to annual review.

12. When equipment is in service, the Duty Holder role will normally reside with the respective FLC and DE&S will act as a Duty Holder facing organisation directly supporting the FLC Duty Holders. Accordingly, the DE&S Delivery Teams shall ensure that FLC Duty Holders are:

- a. Supported and supplied with products, systems and services where risks have been assessed to be *Broadly Acceptable* or *ALARP and Tolerable*; and
- b. Provided with suitable and sufficient information to enable the risks associated with use of products, systems and services to be appropriately operated and maintained.

13. As the senior person within DE&S the DE&S CEO is accountable to the SofS for all aspects of support provided by DE&S to the FLCs. This includes assurance roles performed by DE&S personnel who are involved in the certification of equipment based on the review of technical submissions. DE&S personnel who discharge such duties shall do so under bespoke (to their role) *safety* LoD, eg Letters of Airworthiness Authority; in accordance with the DE&S Duty Holder construct, personnel performing these roles are not routinely identified as Duty Holders.

Duty Holder Responsibilities across the DE&S Estate

14. On sites where DE&S personnel undertake activities that pose a potential Risk to Life, a single individual shall be nominated to fulfil the Delivery Duty Holder role. In most instances, this should be the Head of Establishment. Where it is not possible or appropriate for the Head of Establishment to fulfil this role, another member of DE&S or the wider MOD may be appointed so long as they are able to fully discharge their Delivery Duty Holder responsibilities. Effective communication for safety shall be established with suitable escalation processes put in place including, where necessary in the case of infrastructure, up the Duty Holder chain. Additional arrangements will be required for sites where activities are undertaken by more than one organisation (including contracted service providers) or delivery of some aspects of safety rests with others, eg the Defence Infrastructure Organisation. In such cases, responsibilities are required to be agreed with all key stakeholders and clearly documented (for example, within contracts or in the form of Service Level Agreements). Arrangements shall be invoked to ensure that interfaces are identified and risks across them can be appropriately managed.

Delegation of Duty Holder Responsibilities to Non-MOD Personnel

15. Whilst contractors who undertake work or provide services directly in support of DE&S activities shall comply with the requirements of current legislation and contractual obligations, only Crown Servants can be Duty Holders. Where Risk to Life activities are undertaken by contractors on behalf of DE&S, safety responsibilities shall be discharged through the implementation of robust contracting arrangements. These shall clearly define and document the contractor's duty of care obligations within their Areas of Responsibility, interfaces and boundaries including their ability to, and responsibility for, controlling, escalating and, where necessary, stopping activities.

Competence, Resources & Support

16. It is the responsibility of the Senior Duty Holder (CEO DE&S) issuing Duty Holder LoD to ensure that the recipient is competent and suitably qualified and experienced to enable them to discharge their role effectively. Wherever possible, this assessment shall be undertaken prior to deployment. Where that is not possible, and a less formal assessment has established the individual is deemed likely to be competent when formally assessed, it is imperative that the individual be made aware that continued deployment in the assignment is dependent on the outcome of that formal assessment.

17. The assessment of competence shall take the form of a formal interview at which all aspects may be tested to verify that appropriate levels of competence have been attained. The competence of Operating and Delivery Duty Holders shall be assessed by Director Engineering & Safety (D ES) who shall advise the Senior Duty Holder (CEO DE&S) whether it is appropriate to issue the individual with a formal delegation.

18. Delivery Duty Holders will be appointed by the Senior Duty Holder based on recommendations from the Operating Duty Holder, following the same formal assessment by Director Engineering and Safety (D ES).

19. The assessment shall categorise individuals as either:

- **Competent:** Fully satisfies all requirements in terms of academic and professional achievement, formal training and relevant experience. For an individual to be deemed 'Competent', they must have provided sufficient evidence to demonstrate their ability to discharge the full set of responsibilities for their assignment and satisfied the interviewer(s) that they are competent to do so. The assessment will be valid for a maximum of 5 years or move of assignment, whichever is sooner, after which there will need to be a revalidation to ensure continued demonstrable competence
- **Competent with Caveats:** the individual may not be able to demonstrate full compliance with all aspects, but their shortcomings are not sufficient to preclude them from discharging their safety responsibilities in an effective and efficient manner. For example, while individuals may not have completed essential training, the interview panel is able to satisfy itself that the individual has an acceptable understanding of the subject to hold a formal delegation. In such instances, the individual may be issued with a caveated delegation. The caveats, which shall be determined by the interview panel, may include the need for key outputs to be peer reviewed by competent individuals or for the delegation holder to complete specified training within a stated timescale. A recommended approach to improving these areas, together with appropriate timescales, should also be recorded. All caveats are to be time limited, at which point the individual's competence shall be re-assessed and a decision made on whether the caveats may be removed.
- **Not Competent:** Where it is evident that the individual has significant gaps in competence and / or knowledge and skills, this should be recorded as 'Not Competent'. Individuals assessed as Not Competent shall not be issued formal delegations. In such instances, the interview panel shall clearly record why they have reached their decision, and define the action required to achieve the required

level of competence. As with 'Competent with Caveats', a recommended approach to improving capability should be recorded and an additional recommendation on how the safety aspects of the assignment should be discharged. The panel's findings are to be reported to the individual responsible for issuing the delegation, who shall decide how to manage the consequences (for instance, replacing the incumbent with a safety -competent individual or requiring temporary delegations to be issued to other members of the team who can demonstrate the necessary attributes).

20. Assessments and outcomes are assignment specific. When individuals move from one assignment to another, or when the safety or environmental responsibilities of an assignment alter significantly, a new assessment of competence should be considered. In addition to formal competence reviews, the DE&S Senior Duty Holder convenes six-monthly reviews with all Operating Duty Holders to ensure their Duty Holder responsibilities are being effectively discharged.

21. The Senior Duty Holder shall also ensure that the delegated Duty Holders and others have sufficient authority, resources and support to enable them to discharge their responsibilities and should hold them to account for their actions and omissions.

22. Competence requirements may be agreed with the appropriate regulator. Duty Holders shall, as necessary, require the support of Subject Matter Experts (SMEs), both technical and, from an operating perspective, in carrying out their role.

Interfaces

23. When developing the Delivery Duty Holder roles, it is essential that interfaces between responsibilities and organisations are identified so that risks across them can be appropriately managed and effective communication to safeguard safety established.

Duty Holder vs Duty Holder Facing

24. DE&S plays a vital role in ensuring safety across many of MOD's activities and DLODs (Defence Lines of Development), particularly by ensuring that the equipment provided to the FLCs is safe when used within prescribed limitations and boundaries. The duties on those with formally-delegated responsibilities to ensure and assure equipment safety, such as individuals assigned to Senior Safety Responsible/Safety Responsible assignments and those DE&S individuals who perform certification activities, are necessarily onerous and a crucial part of MOD's arrangements for controlling Risk to Life. However, within the DE&S Duty Holder construct, those individuals are not defined as Duty Holders and are described as being in 'Duty Holder-facing' roles.

IMPLEMENTATION

25. The principles and instructions in this Leaflet should be applied immediately.

QUERIES

26. For further information and clarification please contact: DES EngSfty-QSEP SEP TL.

Annexes:

- A. Duty Holder Principles.
- B. DE&S Duty Holder Roles, Responsibilities & Accountabilities.
- C. Operating Duty Holder Assignment Specification
- D. Delivery Duty Holder Assignment Specification.
- E. Table of DE&S Operating and Delivery Duty Holders.

DEFENCE DUTY HOLDING PRINCIPLES

Source:

DSA01.2 - Implementation of Defence Policy for Health, Safety and Environmental Protection
Chapter 3 – Duty Holding

Principle 1: Duty Holding should only be implemented for military activities which present a justified, credible and reasonably foreseeable RtL and where the Duty of Care and other statutory arrangements are shown to be inadequate for owning, assuring or escalating the risk.

Principle 2: Duty Holders should be appointed at 3 levels: Senior Duty Holder (SDH), Operating Duty Holder (ODH) and Delivery Duty Holder (DDH). These positions do not have to sit within the chain of command.

Principle 3: Duty Holders should be competent and adequately prepared for Duty Holding, by means of formal training, in order to understand and discharge their responsibilities and accountabilities.

Principle 4: Duty Holding is not rank related, and a Duty Holder should have direct access to a superior Duty Holder.

Principle 5: Duty Holders should be empowered through letters of appointment (*in DE&S, Duty Holders are issued formal Letters of Delegation*).

Principle 6: Duty Holder responsibility, accountability and budgetary power (on behalf of the SofS) for the activity are to be aligned, to ensure RtL is mitigated to ALARP and Tolerable. Where this may not be possible for organisational reasons, the SDH must ensure that Duty Holders have the necessary influence to allow the mitigation of the RtL.

Principle 7: Duty Holders must have the authority, if appropriate⁴, to pause or cease activities within an Operating Envelope where an operating risk is no longer ALARP and Tolerable.

Principle 8: Where a Duty Holder is unable to mitigate a RtL to both ALARP and Tolerable, a mechanism should exist for it to be escalated up the Duty Holder chain.

Principle 9: Duty Holders always retain their responsibilities for deployed Force Elements (FEs). These FEs are owed a Duty of Care by the Operational Commander.

Principle 10: Organisations that support Duty Holders by providing platforms, equipment (DE&S) and infrastructure (DIO) that are designed, manufactured and maintained to be “safe to operate”, or services supporting the mitigation of RtL, are recognised as Duty Holder-facing (*NOTE: whilst DE&S predominately performs a Duty Holder-facing role, it remains a Duty Holder for those non-standard military, Risk to Life activities that are under its direct control (ie for which it is the controlling mind)*).

DE&S DUTY HOLDER ROLES, RESPONSIBILITIES AND ACCOUNTABILITIES

1. **Senior Duty Holder.** As the Senior Duty Holder, the CEO shall have arrangements in place to ensure:

- a. Promotion of a positive safety culture exists and is promulgated for the protection of all personnel.
- b. Risk is owned and managed to ensure that it is *Broadly Acceptable* or *ALARP & Tolerable*, and where necessary, escalated upwards to the SofS.
- c. All Duty Holders receive appropriate training and have at their disposal adequate resources to deliver high standards of performance. All other personnel are suitably trained, qualified and experienced, and thus competent for their role to discharge their duties effectively and safely.
- d. Equipment, platforms, systems, services and facilities are subject to regular review, maintenance, inspection, testing and servicing, so it remains capable of meeting their design requirements through life.
- e. Equipment, platforms, systems, services and facilities are operated within the limits of appropriate, relevant, current and proportional safety cases for the operating envelope. Where equipment, platforms and facilities are operated outside their design envelopes for justified operational reasons, sufficient and suitable risk assessments are carried out and risks appropriately mitigated.
- f. Risk management activities comply with legislation and MOD regulation/policy.
- g. All injuries, incidents, accidents and near misses are recorded, collated, analysed and investigated to ensure lessons are identified, learnt and shared with all relevant stakeholders.
- h. To ensure that the delegations from Perm Sec are met, a written Organisation and Arrangements statement is produced setting out a Safety & Environment Management System and adequate arrangements for safety.
- i. Duty Holders are held to account for the adequate performance of their role.

The Senior Duty Holder shall also have in place suitable arrangements for escalating risks, where necessary to the SofS.

2. **Operating Duty Holder.** The Operating Duty Holder will have arrangements in place to ensure that:

- a. Sufficient resource is available to ensure safety-related activities are undertaken by a requisite number of competent and suitably qualified and experienced people (SQEP). Where this cannot be achieved and there are safety implications, consideration shall be given to constraining any associated activity in conjunction with advice from the relevant subject matter experts.
- b. Those undertaking activities including operating and maintaining equipment, platforms, systems, services and facilities shall be provided with suitable documentation, instructions and training to discharge their responsibilities in a safe manner. The Duty Holder shall implement arrangements to ensure these processes and procedures are understood and followed.
- c. Accidents, incidents, near misses and hazards are fully reported. Accidents, incidents and near misses are investigated properly to identify any human factors, immediate, root and systemic causes. These findings must be analysed, and any lessons identified must be implemented and promulgated as appropriate.
- d. Where a safety case mandates specific training and procedural requirements, these shall be formally acknowledged and implemented as necessary.

- e. Equipment, platforms, systems, services and facilities, and the procedures for their use, shall not be modified without assessing and managing the changing risk profile.
- f. Equipment, platforms, systems, services and facilities shall not be operated outside the safety-assessed design envelope without sufficient and suitable risk assessment and mitigation, carried out in concert with the Delivery Duty Holder, subject to the operational circumstances.
- g. In some instances, achieving a safe working environment relies on the interaction between multiple Duty Holders. Where this occurs, interfaces between the various Duty Holders shall be explored, understood and formalised prior to delegations being issued to, and accepted by, the relevant Delivery Duty Holders. Stakeholder responsibilities are required to be agreed and clearly documented (for example in the form of Service Level Agreements); and suitable escalation processes put in place.

3. Delivery Duty Holder. When equipment, platform, activity or establishment is under the control of DE&S, the Delivery Duty Holder shall ensure:

- a. Safety roles, responsibilities and accountabilities are defined clearly and promulgated.
- b. Safety risks are identified and managed, including escalation through the Duty Holder chain where it is not possible to mitigate a risk to ALARP & Tolerable locally.
- c. Equipment, platforms, systems, services and facilities are used and maintained in accordance with operating procedures and safe systems of work.
- d. Equipment and platform material state and performance is monitored and reviewed, and appropriate action taken where it deviates from prescribed levels.
- e. Injuries, incidents and near misses are reported and investigated.
- f. Safety information and procedures are published and communicated to all personnel, visitors and contractors where appropriate.
- g. Equipment, platforms, systems, services and facilities are operated within the limits of appropriate, relevant, current and proportional safety cases for the operating envelope. Where equipment, platforms and facilities are operated outside the design envelopes for justified operational reasons, sufficient and suitable risk assessments are carried out and risks mitigated.
- h. Contractual arrangements clearly and explicitly define safety management arrangements which shall be implemented to ensure both MOD and the third-party provider fully and effectively discharge their safety responsibilities.

OPERATING DUTY HOLDER ASSIGNMENT SPECIFICATION

<p>ODH Assignment Specification {Insert ODH Assignment}</p>

SECTION 1: Assignment Overview	
Why the assignment exists?	<ul style="list-style-type: none"> This ODH Assignment Specification relates to the DE&S Operating Duty Holder

SECTION 2: The Individual	
<ul style="list-style-type: none"> This Assignment needs to be fulfilled by an individual aligned to the {insert relevant success profile} and assessed as competent to discharge the specific responsibilities associated with the {insert ODH Assignment} 	

Certification / Qualifications / Registrations Required for this Assignment

Insert any relevant Certification/Qualification/Registration requirements or state "There are no specific Certification, Qualification or Registration requirements for this assignment".

Professional Engineering Disciplines

Discipline	Requirement
{As appropriate, insert Primary, Secondary and Tertiary disciplines from those listed below}: Maritime Platforms/systems; Mechanical Engineering; Electrical Engineering; Systems Engineering & Integration; Sensors and Electronic Systems; Software and Missions Systems; Nuclear; QA; Safety and Environment; Aero Engineering; Science; WOME	Identify Primary (Foundation), Secondary (Main Area of Expertise) and Tertiary (additional relevant areas of expertise) relevant to this assignment.

Training Relevant to this Assignment	Essential / Desirable
DE&S System Safety and Environmental Executive Module	Essential ¹
DSA CPA Duty Holder Training Course	Essential ²
Environmental Awareness	Essential
{Insert Domain/Assignment specific training requirements}	

¹ In accordance with the Executive Competence Map in DE&S S&EP [Leaflet 10/2017](#).

² In accordance with DSA01.2 – Implementation of Defence Policy for Health, Safety and Environmental Protection – [Chapter 3 Duty Holding](#).

Assignment Specific Experience³

- Knowledge and understanding of the Law, Regulations and MoD Policy, both general and those specific to {Insert ODH Assignment}.
- Understanding of the goals of the organisation, and the means by which it recognises and manages risk.
- Demonstrable ability to provide leadership and take a proactive approach in ensuring a high level of Safety and Environmental performance during {Insert high-level activities associate with the specific ODH Assignment}.

Assignment Specific Competence

SYSTEM SAFETY AND ENVIRONMENTAL

Competence	Minimum Level ⁴
SYSSAF 1 - Compliance with MOD policy and instructions, legislation and procedures for system safety management.	Awareness
SYSSAF 2 - Complies with the principles of System Safety management.	Awareness
SYSSAF 3 - Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation.	Awareness
SYSSAF 4 - Adoption of a safety risk management process consistent with the level of safety risk.	Awareness
SYSSAF 5 - Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations.	Awareness
SYSENV 1 - Formulate Environmental Policy and Procedures.	Awareness
SYSENV 2 - Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	Awareness
SYSENV 3 - Technical authority, advice and guidance on environmental issues in the acquisition cycle.	Awareness

SYSTEMS THINKING AND INTEGRATION

Area of Competence	Required Level
Systems Theory - Applying Systems Theory in Practice.	Competent
Relationships - Taking account of relationships between equipment, systems and people when taking safety decisions.	Competent
Perspectives - Examining systems from multiple perspectives.	Competent
Systems Thinking – Applying appropriate management styles for the safety system issue being considered.	Competent

APPLICATION AREA COMPETENCES

{Insert relevant application area competence framework(s)/competences/minimum levels}	

³ Based around wording in the Executive Competence Map in DE&S S&EP Leaflet 10/2017 but will need to be tailored to suit the specific ODH assignment.

⁴ In accordance with the Executive Competence Map in DE&S S&EP Leaflet 10/2017.

HEALTH, SAFETY AND ENVIRONMENTAL PROTECTION ⁵	
Competence	Minimum Level
SE 1.1 – Fundamentals	Experienced Practitioner
SE 1.2 – Duty Holder	Experienced Practitioner
SE 1.3 – Defence Regulation	Experienced Practitioner
SE 1.6 - Risk	Experienced Practitioner

SECTION 3: The Activities

Key Activities and Tasks

- Key responsibilities and activities of the {Insert ODH Assignment} are defined in DSA01.2 (Chapter 3), {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015 – *DE&S' Contribution to Mitigating Risk to Life across MOD*
- {Insert assignment specific tasks}
- Additional specific responsibilities are described in the associated Letter of Safety Delegation.

Delegation/Direction/Authorisation

- The {Insert ODH Assignment} is subject to a Letter of Safety Delegation from the DE&S Senior Duty Holder, DE&S CEO.
- The {Insert ODH Assignment} is authorised to define and approve assignments that are deemed to have Delivery Duty Holder responsibilities, through the use of Delivery Duty Holder Assignment Specifications and associated Letters of Safety Delegation.
- {Insert any assignment specific authority}

Accountability and Authority

- The {Insert ODH Assignment} is accountable to the DE&S Senior Duty Holder (DE&S CEO) for assuring compliance with DSA01.2 (Chapter 3), {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015.

⁵ Taken from the MoD Health, Safety and Environmental Protection Competence Framework.

DELIVERY DUTY HOLDER ASSIGNMENT SPECIFICATION

DDH Assignment Specification {Insert DDH Assignment}

SECTION 1: Assignment Overview

Why the assignment exists?	<ul style="list-style-type: none"> This DDH Assignment Specification relates to the {Insert DDH Assignment}. This DDH Assignment Specification should be read in conjunction with the associated Letter of Safety Delegation.
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SECTION 2: The Individual

<ul style="list-style-type: none"> This Assignment needs to be fulfilled by an individual aligned to the {insert relevant success profile} and assessed as competent to discharge the specific responsibilities associated with the {insert DDH Assignment}
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Certification / Qualifications / Registrations Required for this Assignment

Insert any relevant Certification/Qualification/Registration requirements or state "There are no specific Certification, Qualification or Registration requirements for this assignment".

Professional Engineering Disciplines

Discipline	Requirement
{As appropriate, insert Primary, Secondary and Tertiary disciplines from those listed below}: Maritime Platforms/systems; Mechanical Engineering; Electrical Engineering; Systems Engineering & Integration; Sensors and Electronic Systems; Software and Missions Systems; Nuclear; QA; Safety and Environment; Aero Engineering; Science; WOME	Primary Secondary Tertiary

Training Relevant to this Assignment

Training Relevant to this Assignment	Essential / Desirable
DES CPA Duty Holder Training Course	Essential
Environmental Awareness	Essential
{Insert Domain/Assignment specific training requirements}	

Assignment Specific Experience

- Knowledge and understanding of the Law, Regulations and MoD Policy, both general and those specific to {Insert DDH Assignment}.
- Understanding of the goals of the organisation, and the means by which it recognises and manages risk.
- Demonstrable ability to provide leadership and take a proactive approach in ensuring a high level of Safety and Environmental performance during {Insert high-level activities associate with the specific DDH Assignment}.

Assignment Specific Competence

SYSTEM SAFETY AND ENVIRONMENTAL

Competence	Minimum Level
SYSSAF 1 - Compliance with MOD policy and instructions, legislation and procedures for system safety management.	Awareness
SYSSAF 2 - Complies with the principles of System Safety management.	Awareness
SYSSAF 3 - Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation.	Awareness
SYSSAF 4 - Adoption of a safety risk management process consistent with the level of safety risk.	Awareness
SYSSAF 5 - Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations.	Awareness
SYSENV 1 - Formulate Environmental Policy and Procedures.	Awareness
SYSENV 2 - Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	Awareness
SYSENV 3 - Technical authority, advice and guidance on environmental issues in the acquisition cycle.	Awareness

SYSTEMS THINKING AND INTEGRATION

Area of Competence	Required Level
Systems Theory - Applying Systems Theory in Practice.	Competent
Relationships - Taking account of relationships between equipment, systems and people when taking safety decisions.	Competent
Perspectives - Examining systems from multiple perspectives.	Competent
Systems Thinking – Applying appropriate management styles for the safety system issue being considered.	Competent

APPLICATION AREA COMPETENCES

{Insert relevant application area competence framework(s)/competences/minimum levels}	

HEALTH, SAFETY AND ENVIRONMENTAL PROTECTION⁶

Competence	Minimum Level
SE 1.1 – Fundamentals	Experienced Practitioner
SE 1.2 – Duty Holder	Experienced Practitioner
SE 1.3 – Defence Regulation	Experienced Practitioner
SE1.6 - Risk	Experienced Practitioner

SECTION 3: The Activities

Key Activities and Tasks

- Key responsibilities and activities of the {Insert DDH Assignment} are defined in DSA01.2 (Chapter 3), {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015 – *DE&S' Contribution to Mitigating Risk to Life across MOD*
- {Insert assignment specific tasks}
- Additional specific responsibilities are described in the associated Letter of Safety Delegation.

Delegation/Direction/Authorisation

- The {Insert DDH Assignment} is subject to a Letter of Safety Delegation from the DE&S Senior Duty Holder, DE&S CEO.
- {Insert any assignment specific authority}

Accountability and Authority

- The {Insert DDH Assignment} is accountable to the DE&S Senior Duty Holder (DE&S CEO) for assuring compliance with DSA01.2 (Chapter 3), {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015.

⁶ Taken from the MoD Safety and Environmental Protection Competence Framework.

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TABLE OF OPERATING AND DELIVERY DUTY HOLDERS

Operating Duty Holder	Delivery Duty Holder	Duties/Area of Responsibility
Director Ship Acquisition (DSA)	The arrangements by which DSA delegates DDH responsibilities will be on a case-by-case basis, depending on the project delivery model and associated contractual arrangements	DE&S controlled activities involving Platforms in the DSA portfolio that pose a justified, credible and reasonably foreseeable risk to life, prior to the Platform being accepted into service by the Front-Line Command
Chief Salvage and Mooring Officer	DES SANMO-DTL SO ⁷ DDH for Diving and Salvage Operations	Salvage, towing, diving and related hazardous activities.
Head of Weapons Support	Head of Establishment, DM Crombie	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Crombie and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Glen Douglas	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Glen Douglas and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Gosport	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Gosport and of members of the public affected by the activities conducted at the site.

Whilst DES SANMO-DTL SO is the only formally appointed Delivery Duty Holder, a number of SANMO assignment holders manage activities in an Accountable Person capacity under Duty of Care arrangements. Details can be found in the SANMO SEMP.

⁷ ODH responsibilities and arrangements for new build warships will vary between DE&S and Navy Command on a case-by-case basis, depending on the contracting arrangements negotiated.

Head of Weapons Support	Head of Establishment, DM Plymouth	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Plymouth and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Beith	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Beith and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Longtown	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Longtown and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Kineton	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Kineton and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Wulfen	DM Wulfen is a Lodger Unit in a German Army (Bundeswehr) administered ammunition depot. HoE DM Wulfen is responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Wulfen and members of the public affected by DM activities conducted at the site.