Our SHE Vision

Through the highest level of safe and sustainable performance, we will minimise our impact on the environment, protect the safety, health and wellbeing of every person affected by our works, and ensure everyone goes home safely to their families every day.
Our Mission

Through a step change in performance we will create an excellence culture; a learning environment where our people are valued, have an inherent care for each other and are fuelled by an ambition to grow, getting better every day.
Our Strategy

Osborne is a family owned business which operates to its values of Quality, Integrity, Openness, Caring and Progressive. Our SHE Strategy supports these values and is central to the long term success of our company and our customers. By 2021 Osborne will be respected for working with our customers, providing solutions that deliver outstanding value responsibly. This will establish Osborne as a High Reliability Organisation, in other words one which is able to manage and sustain excellent SHE performance whilst working in environments where the consequences of errors could be catastrophic.

Osborne’s SHE strategy is focused on the interdependence of our people, our leaders and our processes. Our approach revolves around the proven cycle of Plan, Do, Check, Act - a drive for continuous improvement. Each element of this cycle is dependent upon a culture of learning, committed to helping our customers, working collaboratively with our customers and supply chains, acting responsibly, ethically and openly whilst caring for our people.

This document sets out our expected outcomes, key objectives, and how we intend to measure our progress towards that goal.
Continuous improvement through learning

Our framework and supporting SHE management system and processes are based on well established principles which are endorsed by regulators such as the Health & Safety Executive (HSE), ORR and EA.

The Plan, Do, Check, Act model achieves a balance between the systems and cultural/behavioural aspects of management. It also treats safety, health and environmental management as an integral part of good management generally, rather than as a stand-alone system.

Continuous improvement is achieved through honest appraisal of performance and effective implementation of change. A structured and consistent planning process, followed by diligent application of those plans, checked at appropriate levels and locations, when reviewed from a learning perspective leads to that improvement.

The first step in learning is honest appraisal of performance as noted above. At Osborne we use the Risk Management Maturity Model. This helps determine our Strategic Objectives.

A safer workplace
A better society
A better environment

04 SHE Strategy
The RM3 is a means of evaluating an organisation’s progress in managing risk.

It is a tool developed by the ORR, the HSE and HSL. We have adapted the model to align with our 3 key interdependent elements of a culture of excellence - People, Leadership and Process.

Following consultation with our businesses we have identified which areas it would be most beneficial to progress this year. This progress will be tracked through our Improvement Plans. It must be borne in mind that progress will be made in areas outside of these improvement plans at the same time.
Evolving written SHE management System accommodating customer requirements where required

Implementation of a framework which sets out how the Osborne Group communicates and consults with its employees.

Further development of the Osborne Supply Chain selection process, monitoring during operations and post-completion review.

Adoption of new Incident Investigation and Management process which captures root cause and includes fair culture application where appropriate.

Management responsibility and accountability clarification

Standards and procedures for controlling risk in a format which is accessible and user-friendly.

Increased worker involvement and consultation

Stop Think culture applied to all SHE processes.
Written SHE Management System

Following our successful transition to ISO 45001 (replacing OHSAS 18001) that our written SHE Management System requires minor, but significant, change. Working in collaboration with all businesses changes are taking place. This is most evident in the redesign of the Navigator Wheel (Our internal management system reference library).

SHE Management Framework

This Framework identifies key system elements, our organisational structure and our expectations of leadership. It sets out levels of responsibility and accountability, particularly with the crucial relationship of the SHE team and the wider business.

Supply Chain Performance

Through robust application of selection, appraisal and post-completion evaluation of our Supply Chain we will identify true Strategic Partners. Our Supply Chain is critical in achieving what we set out to do and through collaborative partnerships we will reach our ultimate goal of becoming a high reliability organisation through sustainable relationships.
Advanced Investigation and Analysis

It is a fact, often whispered, that things do go wrong. It is clear that reducing the numbers of these errors or lapses is critical. Our controls can and do develop over time. We recognise that each adverse event is an opportunity to learn. Through a more robust investigation and analysis process this learning and consequent improved performance is enhanced.

Employee Representation

We have seen many benefits over the years to listening to our employees and our Supply Chain, not least through the application of a circular IO process. This will be complemented by the growth of formal SHE forums/meetings where active listening will benefit all parties.

Digitalisation

It has long been a fact that paperwork is essential but can be onerous for all involved. Through the application of new digital processes we will reduce the amount of unnecessary paperwork, listening to all parties to implement an efficient, almost paperless records system. This will have the added benefit of tracking progress and reporting key performance indicators much more efficiently.
Stop Think!

The Strategy above is quite clearly one of inclusion and shared responsibility. It is equally clear that a consistent cultural approach is required.

Our Stop Think! cultural programme continues to develop with input from SHE, People, L&D, external behavioural psychology experts and Operational leaders. This critical element of a strategy very much depends upon visible leadership and engagement and thought will be developed Autumn 2019.