

# Osborne S+HE Strategy

To become a High Reliability Organisation  
through the application of OKRs  
(Objectives and Key Results)



Osborne







## 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.*

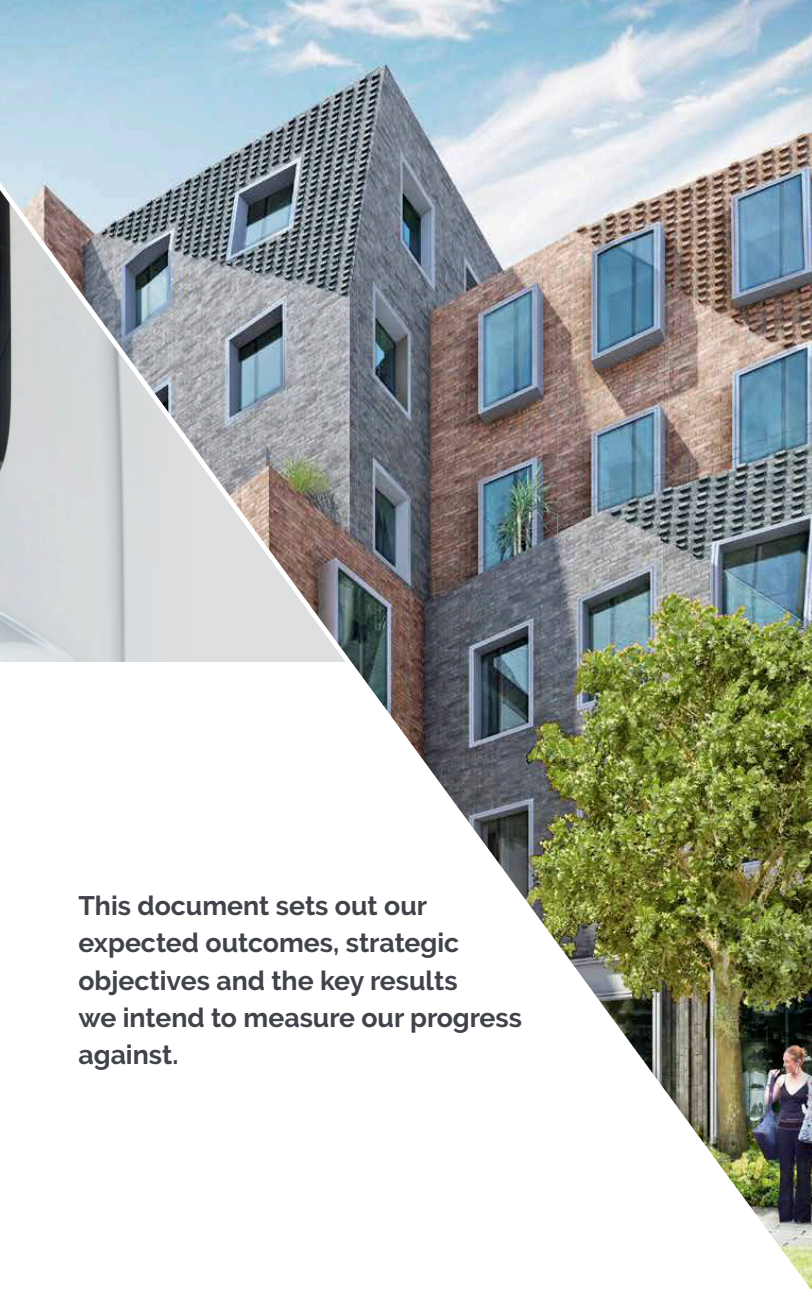


# Our Mission

*Through a step change in measurable 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 strategic objectives and measurable key results, recognising 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, commitment 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, strategic objectives and the key results we intend to measure our progress against.**



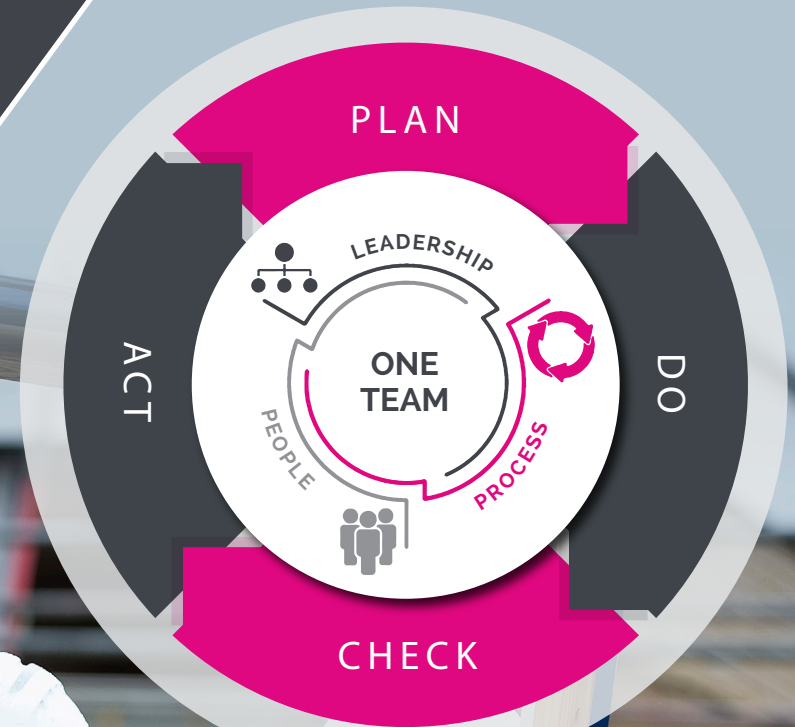
# Continuous improvement through learning

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.

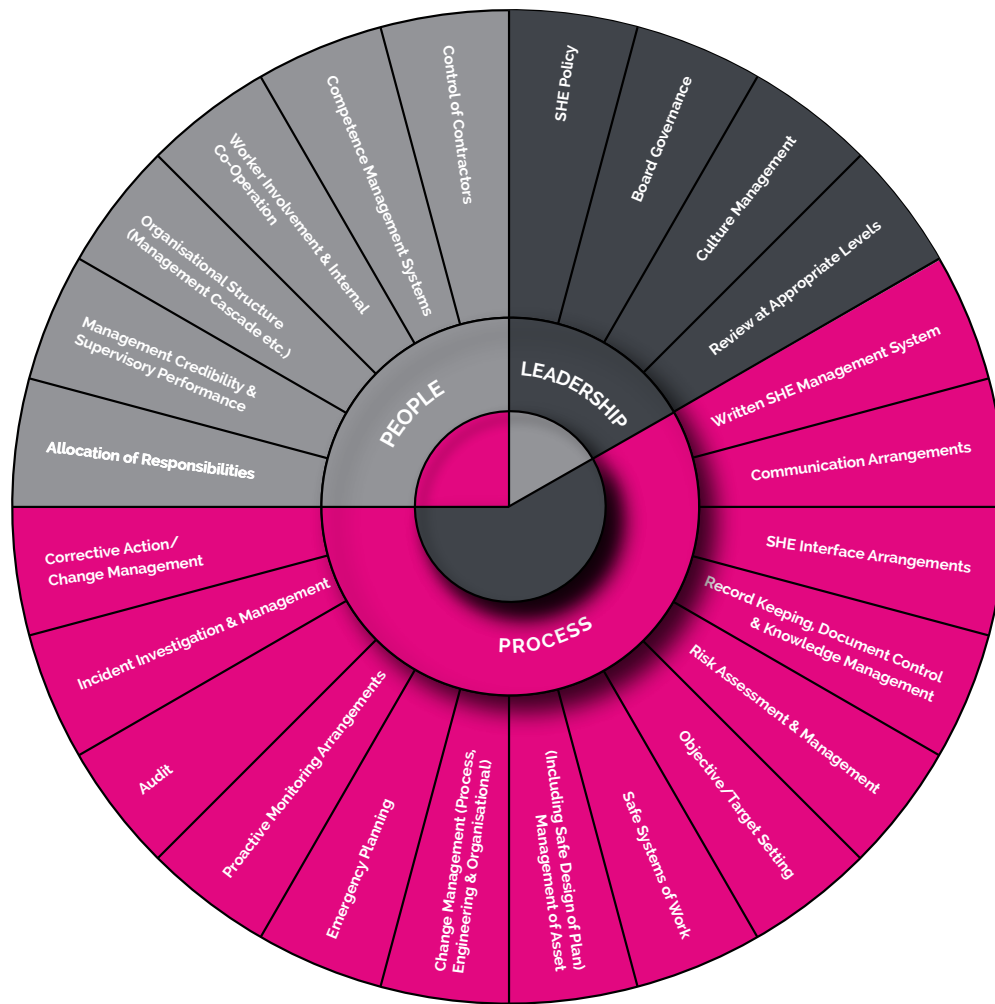
Continuous improvement is achieved through honest appraisal of performance and effective implementation of change. A structured and consistent planning process, followed by diligent application of those plans, checked at appropriate levels and locations, when reviewed from a learning perspective leads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





# Risk Management Maturity Mode RM3



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.

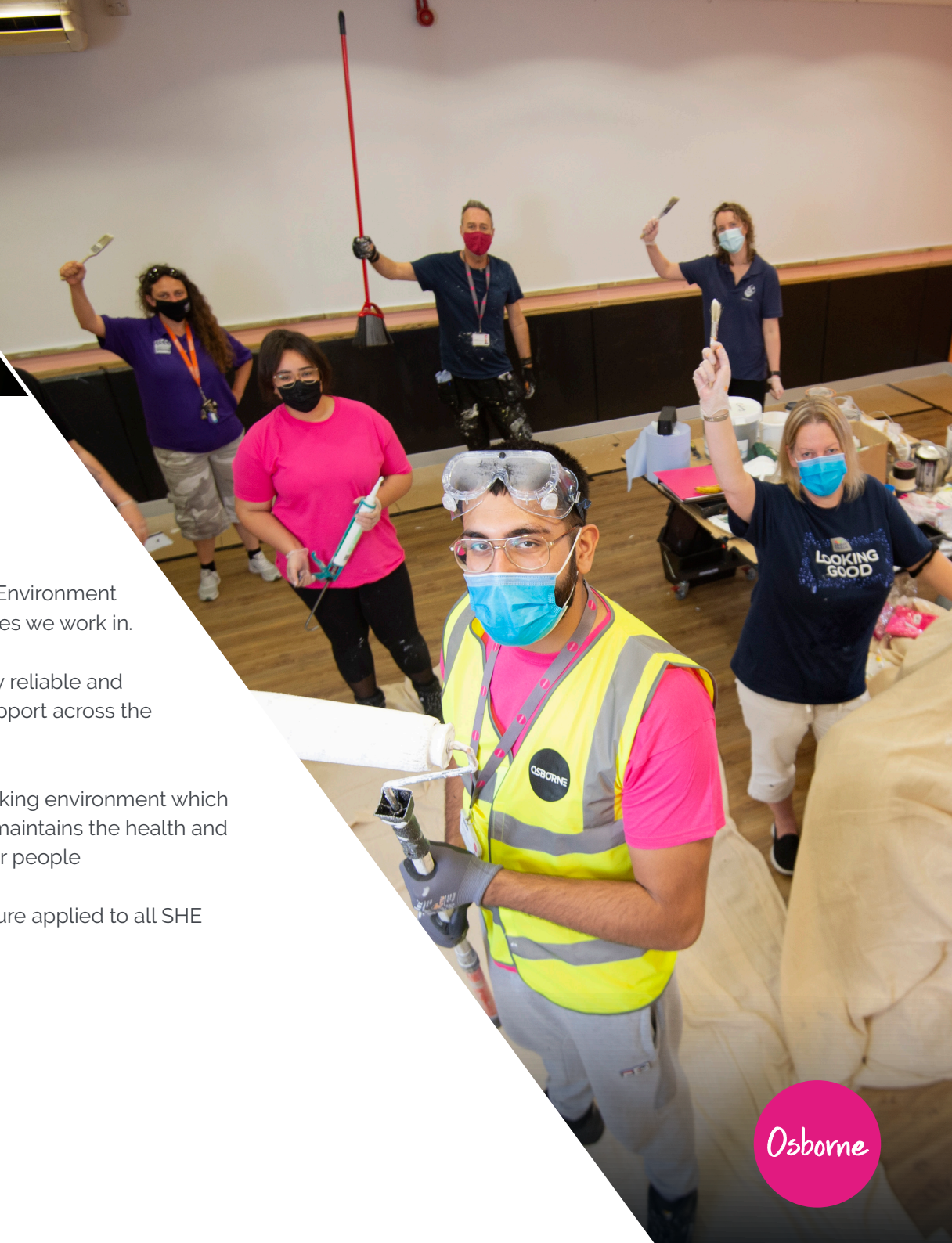
Following consultation with our businesses we identify which areas it would be most beneficial to progress year on year. This progress will be tracked through individual, team and business OKRs (Objectives and Key Results).





# Strategic Objectives

- An effective and continually improving SHE Management System accommodating customer requirements where required
- Implementation of a framework which includes how the Osborne Group communicates and consults with its employees.
- Development of an effective Supply Chain selection and management 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.
- Enhancing the Environment and Communities we work in.
- Providing highly reliable and flexible SHE support across the businesses.
- Providing a working environment which promotes and maintains the health and wellbeing of our people
- Stop Think culture applied to all SHE processes.







## Written SHE Management System

Following our successful transition to ISO 45001 (replacing OHSAS 18001) a Standards and Audit Manager has been appointed to ensure the continuous improvement necessary to maintain these certifications. This improvement is measured through key results.

## 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.

## Enhancing the Environment

Through a programme of engagement and education we will reduce our carbon footprint (in line with the Government's zero carbon ambitions) and we will continue to reduce our material waste impacts, working collaboratively with our customers and supply chain towards their own goals.

## Reliable and Flexible SHE support

Up-skilling our SHE and Production Teams with transferable skills whilst maintaining fundamental inspection, investigation and training required for a learning organisation.





## Maintaining the Health and Wellbeing of our People

By developing a culture which is open and supportive for anyone experiencing poor physical and mental health we are committed to achieving the Workplace Wellbeing Index Gold Standard.

## 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.





# Objectives and Key Results

These Objectives and Key Results are usually short term expectations, measured objectively with evidence required.

They, of course, change once achieved to new OKRs towards the same Strategic Objective. All Strategic Objectives are aligned with the Group Business Plans.



## To implement an effective and continually improving SHE management system

2 of the 14 key SHE risks to have documentation reviewed, updated and published by the end of Q1

Implementation of a new Atlas intranet system for hosting SHE management system by the end of October 2020

75% of SHE Related IO's raised to the SHE team closed out within one month of being raised, with quarterly reporting conducted by the end of Q1

Application of a new Accident Database by the end of Q1

Implementation of a new app for completing onsite inspections by end of Q1

Completion of 2 Internal SHE Audits by the end of Q1

Enhance SHE management information through development of a new SHE dashboard utilising PowerBi by end of Q2





## To Provide a High Standard of Flexible SHE Support Across the Business

2 out of the 14 significant SHE risks identified to have a SHE team member up skilled to expert level in Q1

120 Recorded Formal Inspections (this includes across business inspections) and 1 targeted campaign in Q1

90% of Investigations closed out in accordance with the procedure in Q1

5% increase on each business unit's RM3 scores in Q1

## Enhancing the environments and communities we work in

90% compliance with taking mandatory modules through LMS

9% reduction on carbon emissions on previous years tonnage

5% reduction year on year tonnes per million pound turnover

2% increase year on year on Social Value as measured in monetary terms





Influence and help develop an effective supply chain selection and management process

80% of all supply chain examined for adherence to selection process

60% of supply chain examined for evidence of effective recording management

50% of supply chain having documented evidence of review and monitored by contracts

To provide a working environment that promotes and maintains the Health and Wellbeing of our people by achieving gold in the Mind Workplace Wellbeing Index by 2022

75% of our people to complete the Mental health at work e-learning course by the end of Q1

5% increase in engagement by the end of H&W calendar by end of Q1

100 of our people to have a health check by the end of Q1





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