OSPRI

Health and Safety Strategy
2019 - 2024

Our Value	**Stakeholders, employees and contractors can depend on us to provide assurance as to the health, safety and wellbeing of our people.**			
Our strategic outcomes	Our stakeholders are assured of the effective health, safety and wellbeing of our employees and contractors.		Our employees and contractors for which we have a primary duty of care are provided with and effective and robust H&S management system for them to function effectively for the organization and to ensure they get home healthy and safe.	
Our critical enablers	Our systems and processes support the culture, capability and capacity of the organization to deliver its effective programmes.	Our people are trained and supported to operate effectively within a positive environment that includes their health, safety and wellbeing	Our technology supports the ability to operate effectively within the H&S management system.	Our H&S culture permeates through all levels of the organisation whereby it effortlessly engages at all levels.
Our impact	Our leading safety statistics continue to develop and lagging statistics continue to reduce.	Management and employees are well trained and effective enablers of the H&S management system.	Instruction and supervision are provided to all employees and contractors.	Equipment, PPE, tools and H&S technology is fit for purpose and effectively utilised.
	Stakeholders can be assured our H&S management system is validated by external audit.	Stakeholders, employees and contractors have trust and confidence in the H&S management system.	Our H&S management system continues to improve towards international standards.	Information and training required by employees in relevant, timely, effective and easily accessible.

Our value underpins the essence of what a great employer should be in context of providing a safe and healthy place of work for all employees and contractors, and for them to function and deliver agreed outcomes specific to Health and Safety of the Strategic Plan.

The plan is structured around two key outcomes, the health, safety and wellbeing of our employees and contractors, and delivering an assured model of health, safety and wellbeing to our stakeholders. The key tenet of a well-functioning H&S Management system is the provision of effective information, instruction, training and supervision to support the people within the organisation to effectively engage with the system and develop better health, safety and wellbeing outcomes for them.

Strategic Outcome One and Two:

"Our employees and contractors for which we have a primary duty of care are provided with an effective and robust H&S management system for them to function effectively for the organization and to ensure they get home healthy and safe."

"Our stakeholders are assured of the effective health, safety and wellbeing of our employees and contractors."

What this means

Access to information, instruction, supervision and training that enables the safe delivery of work at OSPRI is mandated in the Health and Safety at Work Act (HSWA 2015) and is expected by our people as a minimum requirement.

We have a primary responsibility for the health and safety of workers and others influenced by our work. We must ensure, so far as is reasonably practicable, provide for the health and safety of our workers and any other workers who are influenced or directed by our business.

We must also look after other people who could be at risk by the work of the business, for example customers, visitors, children and young people, or the general public.

Providing reliable systems, processes and information that enables our people to access the support required to work at their best and work off a platform from which we can achieve our strategic outcomes.

Providing operational management, guidance and support to enable contractors to operate effectively and contribute to the success of our organisation and its strategic outcomes.
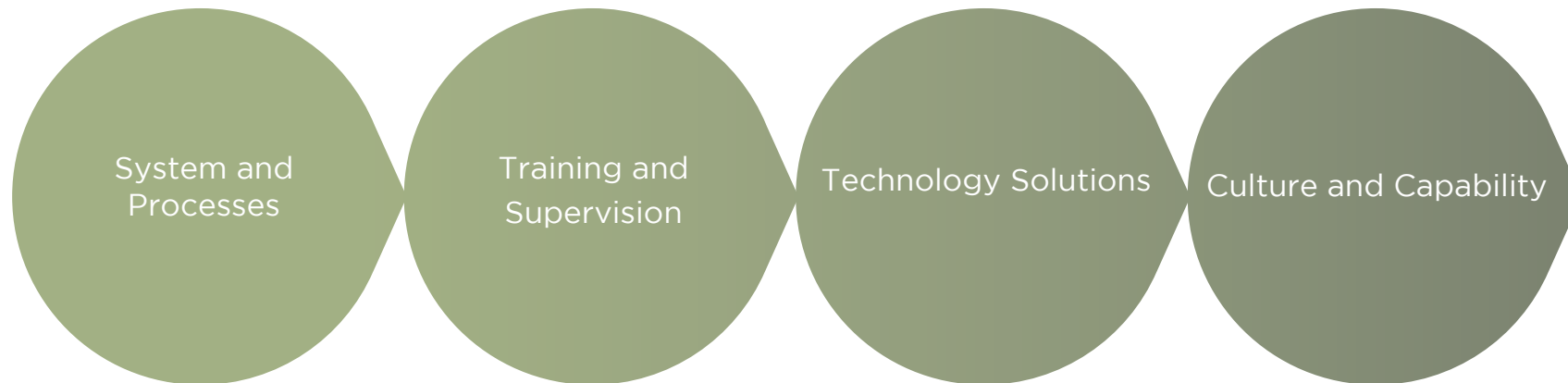
We will refresh the H&S strategy annually.

How we'll achieve this (Tactical Plan 2020)

The following tactical initiatives to enable delivery of the Strategic Plan 2019-2024 and Annual Operating Plan 2019-2020 have been identified as critical to the success of us ensuring the health, safety and wellbeing of our employees and contractor. The milestones for each initiative are stated within the critical enablers section listed below.

Strategic Initiative	Description
1. Implement ISO45001 H&S accreditation standard	As the ACC sponsored WSMP accreditation expired in January 2019 we want to ensure our H&S Management system is functioning correctly. ISO is a recognised international standard that validates our safe system of work.
2. Improve Health and Safety reporting	Develop solutions with Technology Solutions to improve systems performance, Power BI dashboard reporting and field work engagement with single source software. Determine life cycle of OSPRI app (SaferMe) and whether alternatives are more suitable.
3. Workplace exposure monitoring	Engage and escort an occupational medicine specialist into the field to quantify exposure levels at 2 aerial operation sites to verify current safety practices to prevent harm and to provide assurance as to the validity of personal protective equipment
4. H&S management systems improvement	Deliver a project in conjunction with Technology Solutions and HR to re-build the safety management system to align to ISO45001 and minimum standards as described in HSWA 2015.
5. Improve staff wellbeing	Develop a framework to include the overall wellbeing of our people. Mental health, social and organisational wellness, engagement and connection with the organisation is our desired outcome.
6. Effectively measure H&S performance	Develop, publish and track H&S performance of OSPRI. Be able to demonstrate effective H&S compliance and cultural improvement within the context of engagement and connection with the H&S management system.

Critical Enablers

| System and Processes | Training and Supervision | Technology Solutions | Culture and Capability |

We have identified four critical enablers and acknowledge that to effectively deliver a robust H&S Management system we rely on the engagement with and access to information as a key driver to that success.

The four enablers will assist to deliver the key outcomes of employee and contractor harm prevention, engagement with the H&S management system, improvement in technology to support our aspirations and the development of a H&S culture that aligns with the organisational culture

Our impact

The impacts of the Health and Safety strategy are to leave the organization and its people in a healthier and safer position than it was yesterday, and to strive for continual improvement for the future.

The impacts manifest themselves in a variety of ways from the systems and processes we select to use, the training and supervision we provide, the tools and technology to deliver our outcomes and the embodiment of a healthy and safe culture which establishes itself within the context of how the organization identifies with its people and stakeholders and its culture unfolds.

System and Processes
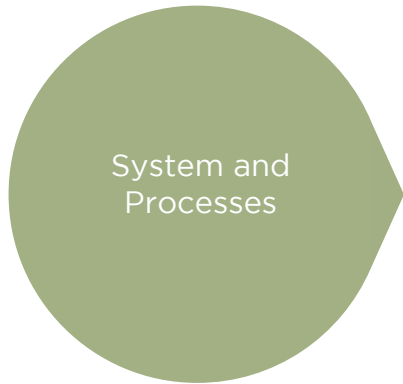
Systems and processes

In the same way that to build a house well it must start with a solid foundation to support the weight of the structure and any external forces applied to it. To be successful in the H&S space we must ensure that access to information and advice is easy, timely and well understood and processes are simple.

Strategic Initiative	Description	Milestone
7. Implement ISO45001 H&S accreditation standard	We will attain ISO 45001 accreditation and conduct internal and external audits to verify and validate the safe system of work in our organisation.	Feb 2020
	We will engage a third party to assist with the development of the health and safety management system to support ISO implementation.	Oct 2019
	Employees, contractors, stakeholders and external agencies will be assured of our success through continual improvement, validation and verification and active engagement in the H&S management system.	Ongoing
8. Structure information to align with ISO 45001 quality requirements	Engage with Technology Solutions and the ISSP to create a single source information model that aligns with the wider organisation information strategy.	Nov 2019
	We will ensure the ability to meet compliance regulations and ISO standards are effective and sustainable.	
9. Improve information	We will improve ease of access to health and safety information such as procedures, policies and advice.	Dec 2019
	Documentation review and approval processes will be improved.	Ongoing
	We will continue to improve information to reflect learnings from incidents and events.	

Training and supervision

To succeed we need to ensure that our people are well inducted, informed and supported to ensure the successful delivery of our organisational programme and meet our obligations under the Health and Safety at Work Act 2015.

Strategic Initiative	Description	Milestone
10. Improve the Health and Safety training programme	We will assist organizational culture and capability with implementation of a robust recruitment, induction and training programme that meets organizational outcomes. Training needs analysis and delivery of needs will be a primary objective. We will continue the improvement in training capability. We will contribute to the improvement in learning management systems and processes.	Mar 2020
11. Develop People Leaders	We will ensure the H&S Committee, HSR's and other safety related positions are trained and actively engaged in the delivery of health and safety outcomes to align with culture and capability. We will ensure people leaders and project managers are trained and competent to deliver health and safety outcomes. We will continue to develop our Executive Leadership Team to engage with and support the organization.	Ongoing
12. Supervision	The fundamental relationship between executive management and staff will be strengthened through direct engagement and support undertaking safety observations, leadership tours and contributing to safe practices within the workplace and including these as targets in our performance management programme. We will transition from a reactive to proactive safety by focusing on the importance of putting energy in to evaluating the presence of defenses (controls) and leading indicators that contribute to safety in the workplace.	Ongoing

Training and Supervision

Technology Solutions

Technology solutions

Technology in an organization is a fundamental enabler to reduce paper based and cumbersome processes to become accessible and easy to use and by default more readily inclined to engage with it.

Strategic Initiative	Description	Milestone
13. Enhance H&S software support	Existing H&S platforms will be reviewed with a view to either update existing systems and tools or implementing new fit for purpose solutions	Feb 2020
	SaferMe as a supporting application will be reviewed and improved/reduced/removed/replaced as and where appropriate.	Mar 2021
	Journey management and travel planning will be improved via technology alternatives.	Dec 2019
14. Improve fleet management	We will continue the improvement in the most critical risk area of our organization to minimize harm and improve safety features of our fleet.	Ongoing
	High impact and Roll over detection and Satellite navigation will become a standard safety feature of OSPRI vehicles.	Nov 2019
15. Ensures risks to lone workers are effectively managed	We will continue to pursue best practice information and equipment including PPE to ensure the wellbeing of our people working remotely or alone.	Ongoing

Culture and Capability

An organizational culture does not come from systems, processes or technology alone but stems from the active engagement between management and workers, everyone caring about what they do and how they do it, and the organization recognising and acknowledging excellence.

Strategic Initiative	Description	Milestone
16. Workplace exposure monitoring	Air quality monitoring will be conducted by air quality monitoring experts and completed every 3 years to promote safe work practices for field staff and validate safe working areas.	Oct 2019 Sep 2022 Sep 2025
17. Assurance	Employees, contractors, stakeholders and external agencies will be assured of our H&S success through continual improvement, validation and verification and active engagement. ISO 45001 accreditation will be validated annually, and a full system audit every three years. Develop and improve, publish and track H&S performance through monthly dashboards already in place.	Feb 2020 Feb 2021 Feb 2022 Feb 2023 Feb 2024 Dec 2019
18. External agencies	We will continue to work with other H&S professionals in our related industries to share best practice initiatives.	Ongoing
19. Reward and recognition	We will develop programmes to identify and reward safety excellence and recognise safety achievement. We will continue to support the OSPRI H&S safety conference every two years.	Jun 2020

Measuring our success

OSPRI performance targets are aimed at reducing cost, incident or injury related or improving proactive performance of engagement, activity, and productivity.

H&S is not an exclusive platform to achieve organisational excellence but just one of many facets of an organisation that strives to be better today than it was yesterday.

The following KPI's have been developed to inform and monitor our safety performance against industry and international standards and to provide some comfort as to how the organisation culture and capability is viewed internally and externally.

The objectives are individual and organisational focussed.

Key performance indicator (KPI)	Measured by
1. The OSPRI Total recordable frequency rate (TRIFR) reduces by 15% (from 29.3 to 25 over the course of 2019-2020 and reduces year on year to 22 by 2023.	Measured through data analysis and reported monthly to OSPRI's Board.
2. Safety leaders conduct a minimum of 4 safety tours and/or conversations annually	Measured each month, contained in risk management software and reported to the Board. Reviewed annually in Performance Ally.
3. 90% of action items in Risk Management software are completed by assigned employees within the expected timeframes	Measured each month and appearing in dashboards.
4. All contractors achieve 100% compliance with health and safety policies and procedures.	Measured through direct contract engagement and recorded in risk management software and/or SaferMe application.
5. OSPRI safety leadership will attend all Contractor Health and Safety forms forums.	Recorded in risk management software.
6. Documented health and safety policies and procedures are up to date.	Data analysis and managed within the new ISSP document control process.
7. All health and air quality monitoring related to hazardous substances exposure is conducted and completed for employees and field operations.	Recorded and managed within risk management software.
8. All safety related training is conducted and completed within agreed time frames – 100% compliance allowing for organizational time and availability demands.	Recorded and managed within risk management software.
9. All health and safety projects are delivered on time and within budget.	Recorded in Executive Leadership minutes.
10. ISO 45001 accreditation is achieved and retained year on year.	Certification is retained and reported annually. Annual certification audits are conducted