

Project Occupational Health & Safety Leadership

Context

There is a moral obligation and legal duty to manage OH&S risks on site, as well as an imperative to deliver time, quality, cost, and ESG requirements and goals successfully - so creating value for owners.

Establishing OH&S expectations, beyond meeting obligations and minimum standards, which reflect the organisations values, and particularly the culture created can bring benefits that manifest across all project requirements and help improve outcomes and exceed goals.

Approach

The introduction of a business management system framework enables organisations to share values, raise OH&S standards, deepen supply chain partner relationships, identify and mitigate project risks, and ensure compliance.

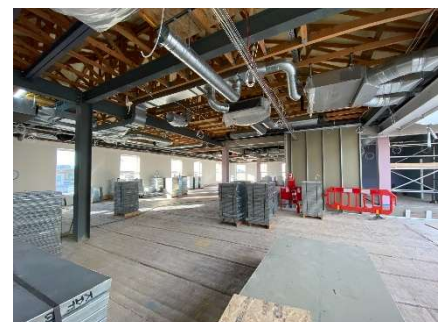
Such an environment encourages and nurtures a culture that seeks continuous improvement and strives for excellence, increasing the likelihood of meeting and exceeding obligations and broader project requirements and goals.

This approach was used on an extensive re-positioning and refurbishment project, for a Family Office, in Central Milton Keynes, where a tired c25,000sqft commercial building needed modernisation to meet sustainability, quality and occupier standards.

The extent of work needed to meet new working patterns, rapidly improving market expectations and tenant aspirations presented a simultaneous opportunity and risk; done well and the capital investment would be rewarded with minimal vacancy and new headline rents.

Results

- Delivered without reportable incident, and achieving Considerate Constructors Scheme Silver Award.
- “Most sustainable office building in Central Milton Keynes”, evidenced by target and actual accreditations, including EPC A+ (carbon neutral), BREEAM Outstanding, Fitwel 3*, NABERS 5 Stars, WELL performance rating, and RESET Air Quality.
- Enhanced client requirements, additional works, and variations incorporated whilst still delivering on time, on budget and to high quality.
- Embodied carbon further reduced during development works.
- Shortlisted for Property Week and Building Magazine awards.
- Green leases agreed and significantly improved Cat A and Cat A+ headline rents achieved.



Actions

This was the first major new development opportunity to start on site since leading the successful transformation of occupational health and safety governance, culture, and performance across the Family Office.

What followed was: a clients brief and requirements document sharing project goals; values-based contractor evaluations; shared learning and development; and visible client presence and engagement.



The resulting project team was not just a collection of competent persons and organisations but were able to break out of traditional construction silos and work collaboratively through collective and individual challenges, opportunities, and threats to deliver successful outcomes for all that exceeded goals.

Outcomes

The benefit of an improved culture and stronger supply chain relationships was clearly demonstrated during development works where client requirements were updated to ensure the final product met opportunities created by a fast-changing market and occupier expectations.

As well as dealing with unplanned events, such as extensive roof repairs, enhanced sustainability goals, introduction of smart property technology, improved quality and sustainability credentials of materials, and the introduction of on-site generated power strategy were all successfully incorporated.



Outputs

OH&S: operative and visitor engagement via QR code safety feedback and near miss reporting; client led safety visits and induction video; and client led “*Don’t Walk By!*” (behavioural safety) workshops.

Quality: independent fire safety inspections; technical advisor inspections; soft-landings and seasonal commissioning; and involvement of FM/PM teams during design development and works on site.

Commercial: BBP guidance based green leases; OH&S, ESG and commercial based selections; technical and specialist advisor appointments; and client led resolutions.

Time: client design to RIBA stages 3-4; demolition enabling works package; and open-door design workshops and meetings, including client, to speed decision making.

ESG: contracts awarded on strengths of OH&S and sustainability approaches; smart building monitoring; 20% on-site power generation and future battery provision; 40% reduction on RIBA 2030 carbon target; 45% reduction in predicted EUI; and 0% waste to landfill.



Client Value

This experience of leading the safe and successful re-positioning and refurbishment of a commercial building, working within the environment of a transformed occupational health and safety culture, whilst also setting new standards for sustainability, meeting time, and cost targets, and achieving new headline rents, underpins how **Kershaw Consulting** is helping clients improve outcomes and exceed goals.