

Developer Occupational Health & Safety Leadership

Context

Every organisation has a moral obligation and legal duty to conduct their undertakings so as to reasonably ensure persons are not exposed to OH&S risk. Clients also have a duty to make suitable arrangements for managing projects.

Financial, commercial, and intellectual risks and opportunities must be similarly managed, along with providing corporate governance and compliance. There is also the imperative to deliver all project requirements successfully, deliver the business strategy and goals, and create value for owners.

How OH&S obligations are met, beyond minimum standards, and particularly the culture created can bring benefits that manifest across all activities and help organisations improve outcomes and exceed goals.

Approach

Establishing OH&S expectations that reflect the organisations values and using a business management system framework to document the policy, system and procedures, provides a basis for meeting and then exceeding obligations.

Such a framework asks about the organisation's aspects, impacts, risks, and regulatory requirements, and so starts a journey of identifying and considering broader business improvement opportunities across all activities.

This approach was used with a Family Office investor and developer to share values, raise OH&S standards, deepen supply chain partner relationships, identify and mitigate business risks, improve performance, tighten commercial controls, provide governance, and ensure compliance.



Results

- Reduced number of accidents and incidents and improved considerate constructor scores.
- Improved OH&S culture evidenced by increased engagement in safety talks and workshops, near-miss reporting, and improvement suggestions.
- Clear board-level visibility of risks and performance through Power BI analytics and dashboards.
- Consistent standards and behaviours across all projects and supply chain partners.
- Stronger alignment between OH&S, ESG, cost, quality, time, and value creating decisions.
- Enhanced risk management and procurement process controls.
- Culture of continuous improvement throughout the Family Office.



Actions

Work started at the Family Office with a simple belief from Owners and the Board: “the most important thing you can do is to go home safe and well”.

What followed was: a review of business activities and existing systems; consultation on best practice; setting standards and expectations; creation and implementation of new controls; and development of an OH&S programme to improve behaviours.

Regular monitoring, performance reviews, target setting, ongoing communication and consultation, a commitment to improvement, and striving for excellence kept this work current and relevant to ever changing business activities and needs.



Outcomes

The benefit of an improved culture and stronger supply chain relationships was clearly demonstrated when developing “the most sustainable office building in Central Milton Keynes”.

Enhanced standards (BREEAM, WELL, and NABERS), embodied carbon reductions and improved specifications were successfully introduced and delivered during the project works whilst still meeting time, quality, and cost requirements - and achieving significantly improved headline rents.



Outputs

Governance: risk register; new policy, system, procedures, and standards; disaster recovery, business continuity, and critical incident procedures.

Commercial: financial, commercial, and OH&S performance analytics; evidence-based acquisition due diligence and development gateway reviews; streamed procurement processes and expenditure authority; and purchase and works orders, with standard terms and conditions.

Operational: approved supplier lists; small works health and safety plans; asset level CAFM compliance and helpdesk management; minimum standard expectations; contractor code of practice; near-miss reporting; client led site safety talks; and defined roles and responsibilities.

Assurance: inspection checklists; inspection and incident analysis; targeted improvement areas; quarterly and annual reviews; and root cause and human factor investigations.

Cultural: behavioural safety initiative, “Don’t Walk By!”; collateral made freely available, including videos, posters, toolbox talks, and safety alerts, as well as hazard awareness and checklist tools.



Client Value

This experience of leading the successful transformation of occupational health and safety governance, culture and performance across a Family Office, and the broader business improvement activities also implemented, underpins how **Kershaw Consulting** is helping clients improve outcomes and exceed goals.