



CHANGING LEADERSHIP AND CULTURE

Gary Townsend Vila

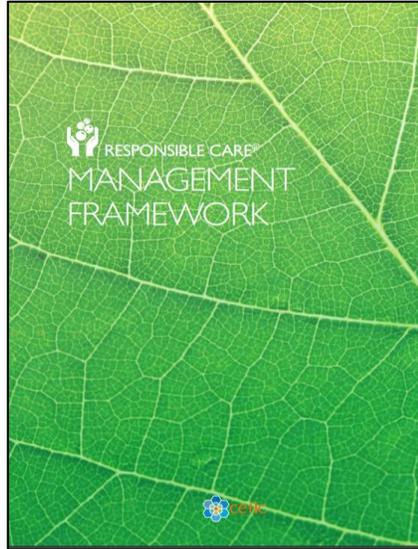
**Strategic Lead
Building a Safer Future Ltd**

Safer buildings, safer homes requires a shift in culture

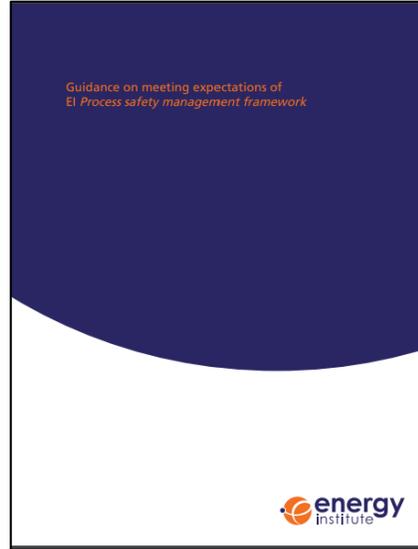
- Failure of leadership and organisational culture was identified as the key underlying cause of Grenfell Tower fire by Dame Judith Hackitt's inquiry
- Similar conclusions drawn from major catastrophes in other industries
 - Oil and gas Piper Alpha, Deepwater Horizon
 - Chemicals Buncefield, Texas City, Toulouse
 - Nuclear Three Mile Island, Chernobyl
 - Rail Paddington, Potters Bar
 - Marine "Herald of Free Enterprise"
- The Building a Safer Future Charter has been created to promote an urgent and positive culture and behaviour change in the safety of the built environment.

Charter Vision: An industry committed to putting people's safety first

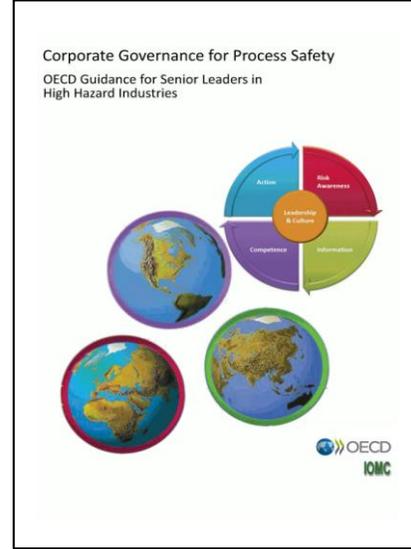
...informed by other high hazard sectoral approaches



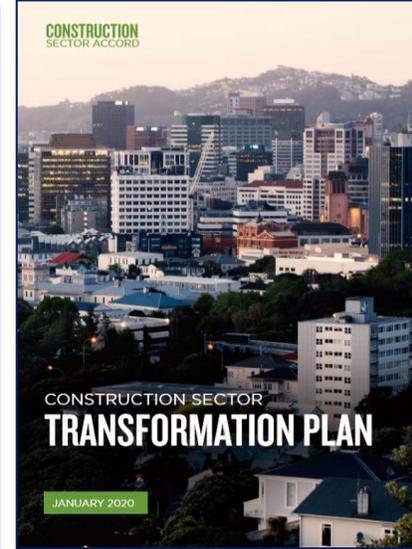
*Chemicals industry
Responsible Care
Management System*



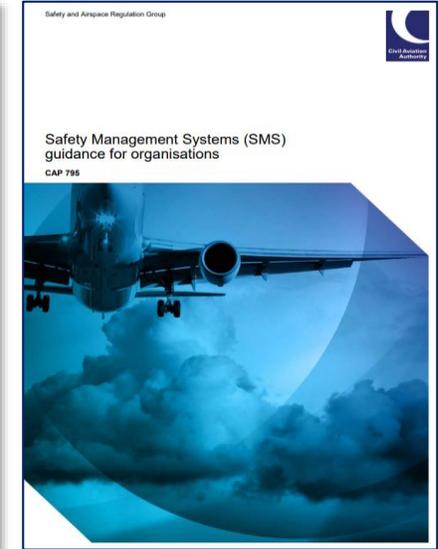
*Energy Institute Process
Safety Management
System Guidelines*



*OECD Guidance for
leaders of high hazard
industries*



*New Zealand
Construction Accord*



*Civil Aviation Authority
guidelines for safety
management systems*

BSF Charter Commitments are ...



Commitment 1

- Collaborate to **spearhead culture change** and be the voice of building safety across our sector.



Commitment 2

- **Be transparent in the interests of safety**, sharing key information with residents, clients, contractors and statutory bodies in a useful and accessible manner in the design, construction and occupation phases of the process.



Commitment 3

- **Make safety a key factor of choice** in who we work with, ensuring that building safety is placed at the centre of selection decisions without compromising quality or value for money.



Commitment 4

- Ensure that **the voices and safety of residents, visitors and employees are central in our decision making process**.



Commitment 5

- Set out and communicate **clear responsibilities** within our organisation and with our partners, ensuring everyone with a stake in the building during design, construction and occupation understands their role and has the **time and resources they need to achieve and maintain building safety**.

SAFER BUILDINGS & LIVES SAVED

Increased public trust

Cultural and behavioural change

Improved standards

Reduced risk profile

Charter Registered Signatory

- Entry level
- Commit to Charter
- Access to hub and learning community

'BSF Champion' Company Status

- Focus on leadership and culture
- Benchmarked and independently validated
- Leading and sharing learning

BSF CHARTER

Building a Safer Future Champions

Purpose is to drive change in (building safety) culture and performance through:

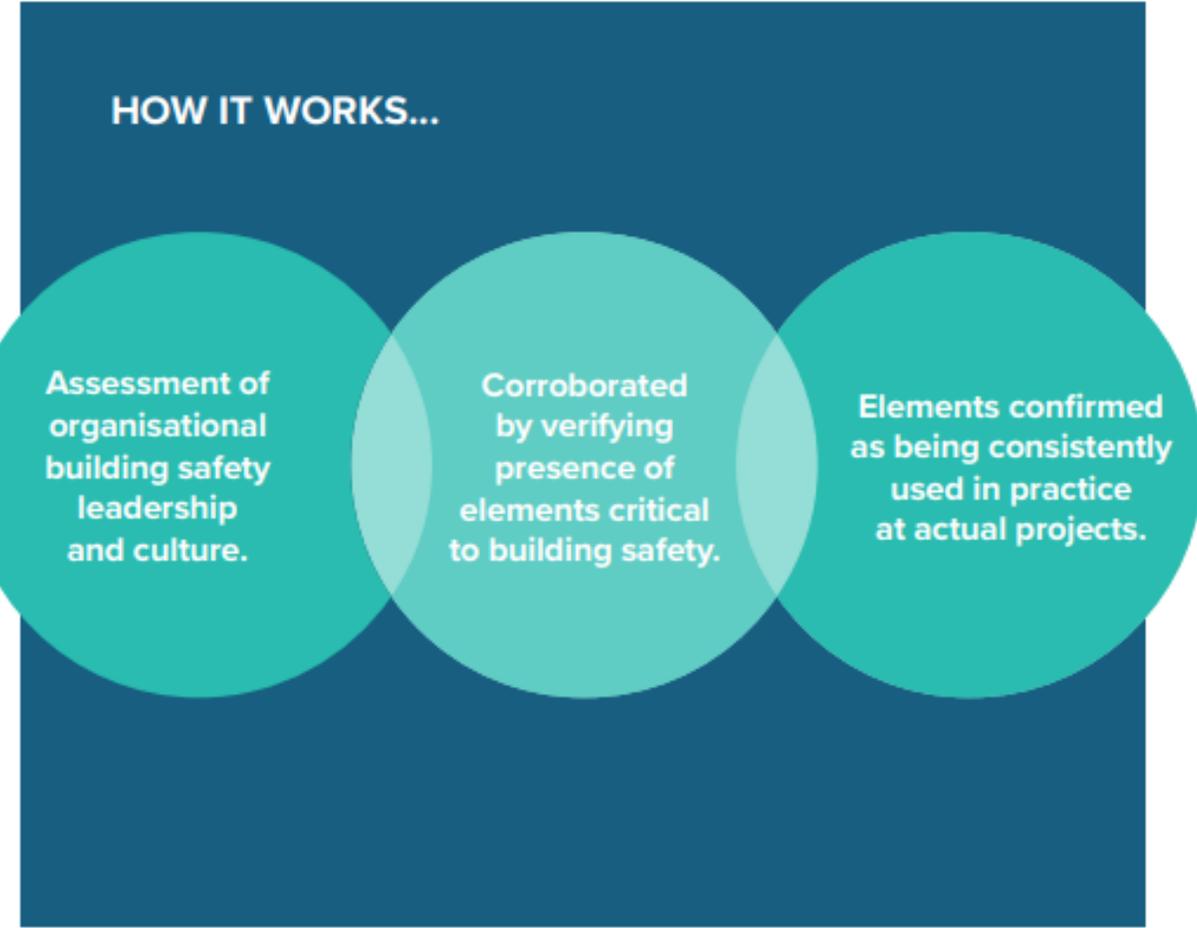
- Transparent communication inside and outside the organisation
- Providing visible metrics
- Demonstrating “Leadership by example”
- Involving people at all levels of the organisation
- Driving and embedding ownership –
In the case of building safety: ‘It is not only the HSE manager’s job’
- Creating consistent “language” across the value chain
- Enabling action plans to be risk based and timely
- Creating a learning organisation to drive continuous improvements

It’s all about people and their impact.

We challenge and explore:

Creating an opportunity for continuous improvement.

The BSF Benchmarking and Verification Framework



How will we know if we are succeeding?



Complementing regulation

Building Safety Regulator

Crucial to drive change at scale and speed

Provides technical and legislative framework

Specification driven and measurable

Crucially backed up by 'the stick'



Building a Safer Future Charter

Culture change:

- is all about people
- is a marathon not a sprint
- does not exist in a vacuum
- lags behind leadership
- Provides 'the carrot' and recognises good practice

Dame Judith Hackitt

“We are still seeing too many organisations who are holding back from taking action often combined with poor excuses for their inertia. Time - and patience – is running out for the laggards in the system.

It is time for the leaders to be recognised for what they are doing and for those who choose to wait or hide to be clearly identified, whilst at the same time continuing to provide them with evidence that the new regime is coming, and they must prepare.”



No need to wait – join us now...

- The need for culture change is pressing from a moral, social and economic perspective.
- Become a BSF Champion: www.buildingasaferfuture.org.uk