

Culture change in the built environment to improve building safety and standards

(Framework & Guide)

October 2026



**Building
Safety
Regulator**

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Introduction

What is culture?

Culture is often described as ‘the way things are done around here’¹. It is how a group of people think, feel and behave. Cultures can be influenced by many different things, including individuals, organisations, the economy, the government and the media.

Why the focus on culture?

The tragedy at Grenfell Tower in 2017 set in motion Dame Judith Hackitt’s independent review of building regulations and fire safety². The review identified systemic failures and a broken and fragmented built environment industry culture. While this has led to new regulatory reforms, it also highlighted a culture of shifting responsibility and unclear accountability, along with a willingness to prioritise profits over safety. A culture that existed long before Grenfell.

As the Building Safety Regulator, we recognise that initiatives are already being put in place to address some of the very serious issues raised in Dame Judith’s review. However, much more progress needs to be made if we are to change the mindset and behaviours of industry, in other words ‘industry culture’, and drive up the safety and standards of buildings to prevent future tragedies from occurring and restore public trust.

What is the purpose of this document?

We all have a shared responsibility to improve the safety and standards of all buildings – and that includes us as the Building Safety Regulator. We have created this document to help everyone involved think about and decide on the actions that need to be taken to deliver the changes required across industry.

Who is this document for?

It is for everyone who directly or indirectly is involved in the regulation, planning, design, construction, refurbishment, maintenance or management of the buildings in which we all live, work and spend time – from large complex buildings to small domestic ones. Whether you are a CEO or a front-line worker, we are all part of the collective built environment industry that needs to take responsibility for driving positive change.

“ Put simply, if you work in the construction industry and you do not feel the weight of responsibility you have for people, for keeping people safe, you are in the wrong job ”

Thouria Istephan, Grenfell Inquiry panellist

¹ Deal & Kennedy, 2000

² Independent Review of Building Regulations and Fire Safety: Hackitt review 2018

How can we change?

We have developed a framework that aims to support people working in the built environment to drive industry improvements.

This framework is intended to act as a guide to help industry understand what 'good looks like'. It has been developed in consultation with industry and shows the five drivers of good industry culture. These are shown below:



The rest of this document sets out what behaviours contribute to positive industry culture.

It serves as a guide to provoke thought, start conversations, and provide focus for improving culture, one step at a time.

Definitions

These are the drivers of ‘good’ culture in industry – all of them need to be considered if we are to improve how industry works.

Awareness

This means being aware of the need for industry culture change and championing this change in your role, sector, profession or trade. It means understanding what change might mean for you or your organisation and demonstrating this in your everyday work. It involves understanding the importance of the role you play in the wider built environment picture.

Accountability & Leadership

This means being responsible for, taking ownership of, and leading on improving building safety and standards, and being proactive in driving these improvements. It involves acting with honesty and integrity, being transparent in your role, and being accountable for your decisions and actions; as well as identifying and calling out negative practices.

Competence & Conduct

This means making sure that organisations have the right systems and procedures in place so that workers have the right skills, knowledge, experience and behaviours they need to design, build and manage buildings to the appropriate standard. It also means understanding the implications your work has on a building and other people's safety. It involves working at the appropriate level, and seeking continuous improvement.

Collaboration & Communication

This means working productively and sharing best practice across teams, duty holders, supply chains and with BSR. This involves working with all other parties so that buildings are built to high standards and are safe for occupation; and cultivating and maintaining the relationships that are needed to do this.

Consistency & Sustainable Change

This means ensuring consistency, quality and sustainability of practices across portfolios, programmes, projects, supply chains and sectors. This involves ensuring that any changes made to improve your working practices or organisation are feasible to maintain, can be applied consistently across your work and are sustainable over time.

Why are these drivers of culture change important?

Each of the drivers have a different focus and impact on culture.

Awareness

The Grenfell Tower fire showed how buildings have not always been safe or built to an appropriate standard and has led to reforms being made to how buildings are regulated in England. It is important that you understand the reforms themselves, what lies behind them, and the impact that you and your day-to-day actions can have on building safety and standards.

Accountability & Leadership

One of the key failings outlined by Dame Judith was the lack of industry ownership of risk. For change to occur, we all need to take responsibility for building safety and standards. While some aspects of leadership are more relevant for managers, we can all lead by example and show personal accountability in our daily work and actions.

Competence & Conduct

Having the right level of competence and working under relevant supervision is critical if buildings are to be safe and constructed to the right standards. We each have an important role in ensuring that individuals working in the built environment are skilled and capable, and do not overstep limits to their competence. However, as the Grenfell Tower fire showed, sometimes individuals were competent but acted in bad faith. This means that it is vital that everyone acts with honesty and integrity and that the reporting of poor conduct, safety and standards issues is encouraged and supported.

Collaboration & Communication

Good communication and working constructively with others such as contractors, sub-contractors and consultants helps to build trust, develop good working practices and enable the sharing of learning. It can also help to overcome building safety or standards issues where these are identified, preventing and mitigating against these in future.

Consistency & Sustainable Change

Consistency of practice within and across different sectors and parts of the supply chain is important for ensuring the standards of buildings and their safety, and in 'normalising' good behaviours and mindsets. Ensuring that we always meet the required standards will help to ensure that buildings are safe and meet the appropriate standards.

Before you start: things to consider

- Culture change is something that happens over many years but is the responsibility of everyone
- There will be challenges and change will take time, patience and persistence
- While we don't expect you to address everything all at once, you do need to think about what you can do in the short, medium and longer-term
- Go step-by-step and start with the areas that you feel you can be most effective at, or areas that you know you most need to change: this guide is here to help you
- You may not necessarily know what to do immediately but that is OK – it may be that you need to ask for help or work with others to develop new procedures, processes and systems to address the issues you have identified
- Recognise that even small actions can make a difference, especially if they are consistently carried out over a long period of time, by many

As you go through the guide you may wish to ask yourself:

- Which of these 'drivers of change' are most relevant for me in my role?
- Can I think of good practice that I already have in place?
- Are there any changes I can make for the better immediately? Are there any easily achievable wins?
- What could I think about putting into place over the longer term (even if it's only one or two things to start with)?
- Is there anyone I could ask for help or direction?
- How can I make sure the change continues and develops further?

How to use this document

People working in the built environment have different roles, which means that different people will be able to improve culture in different ways. To take that into account, we have created sections for:

Leaders and senior managers within organisations

This is for anyone who works in a leadership or senior managerial role within an organisation or company that operates in the built environment industry, and who can influence the direction of the organisation or set the standards. For example, this includes public or private sector organisations, or companies that are involved in the design, construction, refurbishment or maintenance of buildings, or in managing safety in occupied buildings.

[Click here](#)



Individuals

This is for anyone who is employed or self-employed in the built environment industry and is involved in the design, construction, refurbishment or maintenance of buildings, or in managing safety in occupied buildings.

[Click here](#)



Professional and sector bodies

This is for any sector, professional/ trade body or committee involved in the built environment. This includes any bodies that act as leaders of a specific group or topic; set professional standards, industry expectations or qualifications; that act as intermediaries to government, providing industry input to policy and representing members' interest. For example, accrediting bodies, trade associations, education and training organisations, standards bodies or industry committees.

[Click here](#)



Government and regulators

This is for any government department, agency, or regulator involved with the built environment. This includes those that set the rules, regularly engage with industry, or hold industry to account via enforcement or other interventions. For example, the Building Safety Regulator (BSR), the Ministry for Housing, Communities and Local Government (MHCLG), the Fire and Rescue Services, Local Authorities, Trading Standards.

[Click here](#)



Some readers will identify with more than one role: if so, it may be useful for you to start by considering this guide with your primary role in mind.



Leaders and senior managers within organisations



Awareness

This means being aware of the need for industry culture change and BSR's vision for change, and what this could mean for your organisation.

The tragedy at Grenfell Tower was an example of why we need to improve industry culture. Whatever type of building you and your employees work on, talk openly about how the Grenfell Tower fire has become an impetus for change.

You need to

- Understand you have a role to play in shaping industry culture and recognise the need for change
- Acknowledge your responsibility in raising awareness of the need for industry-wide change among your workers, the supply chain and others within your networks
- Reflect on the culture within your own organisation and identify areas for improvement

Think about

- To what extent do the senior leaders within your organisation recognise the need to improve industry culture?
- What do you understand about the new building safety reforms and processes that may affect you and your organisation? If you are less affected by these, is there anything you can learn from them for your work?
- What have you done to consider what change might mean in practice for your organisation?
- How honest have you been in assessing how your organisation could do better?
- How aware of, and engaged in, building safety and standards are your employees? How could you raise their awareness?

Things you could do

- Make a list of what you are doing well to raise awareness
- Identify next steps you could take that are relatively straightforward
- Understand what others are doing in your sector to raise awareness effectively





Leaders and senior managers within organisations



Accountability & leadership

This means taking responsibility for, and leading on, improving building safety and standards from within your organisation, and being proactive in driving improvements.

Accountability relates to all aspects of your organisation's operation, including your organisational culture, structures and roles, processes and procedures, and communication between your workers and managers. This includes both promoting good practice and identifying and addressing issues and negative behaviours.

You need to

- Demonstrate visible leadership commitment to improving building safety and standards
- Promote and model the behaviours required to deliver improved safety and standards
- Put in place clear structures, roles and responsibilities that will enable accountability across your organisation and relevant supply chains

Think about

- How strong is your organisation's focus on building safety and standards? How is this conveyed across the organisation?
- Have any of your senior leaders publicly committed to improving building safety and standards, and set out how this will be achieved?
- How can your organisation foster a culture where everyone feels responsible for identifying, sharing and addressing risks? How can it ensure that everyone feels responsible for building standards and safety?
- How effective is the organisation's system for workers or residents to raise issues and report incidences, and how are they supported in doing this?
- How are staff or employees incentivised and rewarded? Does this reinforce or detract from building safety and standards?

Things you could do

- Assess what aspects of accountability and leadership are positive and what could be improved across the organisation
- Identify what you could put in place relatively easily
- Look for examples of how others in your sector are showing accountability and leadership





Leaders and senior managers within organisations



Competence & conduct

This means visibly supporting a culture of competence within your organisation and managing the competence of your workforce; ensuring that your organisation has the right systems and procedures in place, so that workers have the skills, knowledge, experience and behaviours they need to design, build and manage buildings to the appropriate standards.

As organisational leaders you play a vital role in ensuring that any work you are involved in is conducted competently, your employees and workers have the right levels of competence to do their job and are conducting themselves with integrity.

You need to

- Consider your current and future organisational capacity, identify competence levels and intervene to improve them when necessary
- Ensure that you continually invest in developing competence
- Request information about competence and set up appropriate oversight mechanisms when overseeing the work of contractors or other suppliers

Think about

- What types and levels of competence are required across the organisation to deliver safe buildings built to appropriate standards?
- How are staff training needs assessed and any gaps filled? Is good competence valued, incentivised and/or rewarded?
- How do you determine what budget is allocated to improving the competence of your workforce?
- What measures do you have in place to prevent employees and workers not being able or expected to work beyond their level of competence?
- What routes do your employees and workers have for reporting unethical or unsafe practices? Do you support them to do this?

Things you could do

- Set out your approach to competence
- Identify any gaps and what the options are for filling these
- Inform yourself about how relevant sector and professional bodies are supporting improvements in competence





Leaders and senior managers within organisations



Collaboration & communication

This means developing and maintaining good relationships with all those you work with, including your colleagues and workers, your client, those working on your portfolio, programme or project team, and those within your sector/ trade. It means ensuring that you work productively and share best practice across teams, dutyholders, supply chains, professions and with BSR.

Good teamwork within and beyond organisations is important for ensuring safe, good quality building work and the tone for this is set by senior leaders and management.. Finding ways to share learnings and good practice across organisations through appropriate networks will help to increase understanding of good practice.

You need to

- Implement processes and systems that foster a culture of collaboration, trust and open communication across organisational boundaries and the supply chain
- Identify what hinders collaboration and communication, and take active steps to remove these barriers
- Share best practice and support smaller organisations across supply chains

Think about

- How visible and approachable are senior leaders, and how do they communicate with employees, workers, contractors, building users and residents or other relevant third parties?
- What do senior leaders and managers do to build trust with the workforce to encourage good practice?
- How do you communicate with suppliers and contractors?
- How have you approached technology or innovated to promote communication and collaboration?
- How have you identified and addressed barriers to collaboration?
- How do you or could you share external issues with industry, sector bodies or BSR, and work collectively towards resolving these?

Things you could do

- List out the communication channels you use
- Identify any relatively easy ways of improving communication
- Find out how other organisations communicate and build trust with workers





Leaders and senior managers within organisations



Consistency & sustainable change

This means focusing on ensuring that practice is high quality and consistent across portfolios, programmes, projects, supply chains and within your sector, and that any changes made are sustainable for the future.

Senior leaders and managers need to focus on embedding consistent practices across all their work so that buildings are consistently safe and built and managed to appropriate standards. Systems for assuring quality internally and in the supply chain are another part of ensuring building safety and quality on an ongoing basis.

You need to

- Recognise your role and take responsibility for consistent adherence to regulatory, conduct and competence standards both within your organisation and beyond in your sector
- Implement safety and quality assurance systems to ensure consistency in standards and practices across your organisation and supply chains
- Identify areas of weakness and take action where necessary

Think about

- How do you monitor procedures and processes to make sure they are being put into practice consistently across all your organisation's activities?
- How are systems and procedures reviewed, to ensure they are easy to understand and have ongoing relevance?
- When changes are introduced, how do senior leaders make sure there is resource to sustain them so they can be implemented effectively?
- To what extent do you aim to meet industry recognised standards and benchmark yourself against others/ sector standards?
- How does your organisation track continuous quality improvement?

Things you could do

- Record what systems and procedures you have in place
- Identify whether any gaps exist and any how these could be addressed
- Seek guidance from a sector or professional body on ideas for attaining greater consistency in working practices





Awareness

This means being aware of the need for industry culture change and BSR's vision for change, and demonstrating this in your everyday work.

The Grenfell Tower fire is one example of how a building had not been built safely or to the required standards. Although this relates to a higher-risk building, culture change needs to happen across all buildings. Everyone, including you, has a role to play in this.

You need to

- Understand that you have a role to play in shaping industry culture and recognise the need for change
- Consider how you work and what effect this has on others
- Commit to making changes and be proactive in improving the quality and safety of the work you are involved with

Think about

- What do you know about the new Building Safety Regulator and why it was introduced?
- What do you know about the reforms and how they affect you and your role? If none do, what can you learn from or apply to your work that comes from these?
- How do you assess how well you are doing your work and what impact it has on others? If you don't do this now, how could you do it in future?
- What risks might you sometimes take that could have negative consequences for others?

Things you could do

- Look up information about the Building Safety Regulator and the reforms that have been introduced on GOV.UK
- Ask your employer about what they are doing to improve building safety and standards in the built environment
- Identify what resources are provided by your sector or professional body about building safety and standards





Accountability & leadership

This means taking responsibility for and ownership of making improvements to building safety and standards, and being proactive in driving these.

One of the problems that industry has faced has been that workers do not always recognise the need to be accountable for actions, decisions and risks they take. To overcome this, it is important that you know, where they exist, the relevant code(s) of conduct associated with your role, act with honesty and integrity, and report poor conduct and safety and standards issues when relevant.

You need to

- Recognise the need to be accountable for your actions, decisions and any personal risks you take
- Act with honesty, integrity and transparency
- Review incidents, address risks and correct poor practice where you have the power to

Think about

- How are you ensuring that you comply with the building regulations in your work (if this is relevant to you)?
- What tools and materials do you have to ensure you work to the required standards?
- How do you quality assure your work, or how does your company do this?
- Which code(s) of conduct are associated with your role? Do you put this into practice?
- Do you know how to recognise and respond to / report poor or unsafe behaviours? If you don't know, how could you find out?
- How could you give building quality and safety a higher priority in the way that you work?

Things you could do

- Refresh your memory about any code of conduct associated with your role
- Ask your employer how they suggest you recognise and report poor practice
- Seek guidance from your sector or professional body about how you can ensure you work safely and to the required standard





Competence & conduct

This means doing all you can to ensure you have the skills, knowledge, experience and behaviours to do your job to the appropriate standard and, where possible, go beyond this standard.

Having the right level of competence and relevant supervision is critical if buildings are to be safe and constructed to appropriate standards. You need to work with your organisation or professional or sector body to ensure that you have appropriate levels of competence and, if not, what you need to do to fill any gaps.

You need to

- Commit to continual improvement, complete competence assessments and seek training to address any gaps
- Only work within your own competence levels, or with appropriate supervision and familiarise yourself with building regulations and guidance
- Report poor conduct/ competence to your employer, sector or professional body and/ or BSR

Think about

- What competence levels are required for you to deliver your work?
- Whether you only work within your own level of competence or with appropriate supervision?
- How do you assess your areas of strength and any areas for development?
- What training and development do you have access to? If you have access to resource, what do you do and could this be improved? If you don't, how could you access relevant opportunities?
- How do you report poor conduct/ non-compliance?

Things you could do

- List your areas of competence, and any you are less competent in
- Ask your employer for training where you think you need it
- Inform yourself about how your sector and professional body/bodies are supporting improvements in competence, and anything they offer that you could access





Collaboration & communication

This means developing and maintaining good relationships with all those you work with, including your client, anyone who is part of your portfolio, programme or project team, those within your sector/ trade, and other built environment workers.

Good communication and working constructively with others, such as contractors, sub-contractors and consultants, helps to build trust, and assure good working practices and shared learning. It can also help to overcome any building safety or quality issues where these are identified, preventing and mitigating these for the future.

You need to

- Communicate openly with your manager and team
- Work constructively with other teams, partners, contractors and suppliers
- Try to remove any barriers that prevent collaboration and good communication

Think about

- How does your role fit into the projects you are working on overall, within your organisation (if applicable), and in the sector and wider industry?
- How do you communicate with others you work with? How could you improve on this?
- To what extent do you proactively engage more broadly with others who work within your area of expertise, for example via sector or professional bodies?
- How would you go about sharing any issues or concerns you have about collaboration or communication with industry, sector bodies or BSR?
- How can or could you share good practice (or speak up if standards not met), whether with your team, organisation or wider industry?

Things you could do

- Identify opportunities for engaging with others, such as joining working groups in your organisation or industry forums
- Suggest better ways of communicating to your organisation that you think would be helpful
- Help to gather programme and project learning, so that you can help your organisation improve in future





Consistency & sustainability

This means following your business, organisation, and/ or sector's procedures, and being consistent and aligned in the way that you work, now and in the future.

Ensuring that you follow relevant regulations consistently will help to ensure that buildings are safe and built to appropriate standards. It is equally important that when you find this difficult, you raise any issues with your employer and seek support so that positive ways of working can be set up and maintained.

You need to

- Consistently prioritise building standards and resident safety
- Consistently comply with regulations and quality assurance systems
- Consistently adhere to any organisational policies and procedures

Think about

- What regulations are relevant for your role?
- How can you comply with these regulations and what guidance is available to support this?
- How do you keep up to date and monitor any changes to procedures and processes that are relevant to your role? What system(s) are set up to do this, and do you know how to use them?
- Where can you get support on all of this from?

Things you could do

- List out the regulations that you need to work to and what guidance can support you in this
- Ask your employer how best to keep up to date with any changes in processes and procedures they bring in
- Find out what support your sector or professional body has for workers on prioritising safety and standards





Professional and sector bodies



Awareness

This means raising awareness of and championing the need for industry culture change, communicating the vision for and intent of change, and supporting members and particular parts of industry to make relevant changes.

We all need to be aware of the need to work together to adopt a new set of behaviours and attitudes (or culture) to increase the safety and standards of all buildings and restore public trust.

You need to

- Acknowledge the role played by different parts of industry in the development of poor culture over time, and the need for change
- Raise awareness of the relevance of regulatory reforms, and communicate BSR's vision, to your part of industry
- Actively encourage those you influence to commit to and participate in change

Think about

- Who in your organisation is committed to change, and could champion and deliver the vision for change?
- What approaches could you use to increase awareness and maintain the focus on the culture change agenda?
- How do you or could you ensure your message is clear and pitched at the right level for your audience?
- How can you engage with and involve those who have the most influence in your part of industry? How could you identify who these actors or organisations are?
- What strategies do you have in place for reaching harder-to-reach audiences within your sector?
- How are you monitoring whether your approach(es) are successful?

Things you could do

- Make a list of what you are doing well
- Identify next steps you could take that are relatively straightforward
- Gather examples of awareness raising activities that organisations in your sector are engaging in to communicate about.





Professional and sector bodies



Accountability & leadership

This means taking responsibility for, and leading on, what the key components or principles for change are for your part of industry, supporting your sector in improving building safety and standards and providing tools to facilitate this.

One of the key failings outlined in the Hackitt Report was the lack of industry ownership of risk. For change to occur, you need to lead on organisations taking accountability for building safety and standards.

You need to

- Work with BSR to identify and prioritise key issues, and take ownership of driving improvement in your part of industry
- Identify, promote and model good sector leadership, supporting learning from poor practice
- Support organisations to create systems, processes and tools to measure, monitor and improve their performance in relation to building safety and standards

Think about

- How do your senior leaders and managers demonstrate their commitment to driving industry change?
- How do you assess the current state of practice in your sector?
- How does your organisation communicate what the expectations are for your part of industry?
- How can you work with BSR, other regulators and professional and sector bodies to identify priority areas for action in your part of industry?
- How do you deal with poor practice? How are learnings collated and communicated, or could be in future?
- How do you support organisations in your sector to put interventions in place to drive change where there are gaps?

Things you could do

- Decide what you are doing to lead on accountability and leadership
- Identify what is working well in your part of industry, and what needs to be improved
- Look for and communicate examples of accountability and leadership





Professional and sector bodies



Competence & conduct

This means visibly supporting a culture of competence within your sector by monitoring and reviewing competence standards so that organisations have the systems and procedures, and workers have the skills, knowledge, experience and behaviours needed to design, build and manage buildings to appropriate standards.

Competence was raised as a key issue for industry by the Hackitt Report and Grenfell Tower Inquiry. You play a vital role in leading on competence requirements and training so that organisations and individuals within your sector understand what is required of them, can identify competence gaps where appropriate and can access relevant training and support where needed.

You need to

- Develop a clear understanding of what good competence looks like for your part of industry, and set the standard in collaboration with others
- Support organisations to monitor and assess their competence levels and identify competence gaps, acting as a 'critical friend' where needed
- Engage in wider built environment competence development activities to understand and benchmark how your sector is performing against others

Think about

- How do you set out expectations of competence to your part of industry?
- What are you doing to encourage the development and uptake of competence frameworks and ensuring your part of industry moves from a certification to an assessment system?
- How much work have you done to identify competence gaps in your sector?
- How can you encourage more effective reporting of poor performance?
- What are you doing to improve the competence of micro-organisations, self-employed workers and sole traders in your part of industry?
- How do you work with other organisations to improve competence?

Things you could do

- Set out your approach to supporting competence improvement
- Identify how you could better contribute to supporting competence improvement
- Engage with other sector and professional bodies to develop cross-sector strategies for competence





Professional and sector bodies



Collaboration & communication

This means developing strong relationships with other bodies and government to ensure alignment on the culture change agenda, and acting as a conduit for industry collaboration, championing success stories and sharing best practice and knowledge throughout the sector.

Poor culture manifests in inadequate communication and collaboration, especially within organisations in the same sector and between different sectors. It is particularly important that professional and sector bodies work together well to model good communication and ensure that expectations and practices are aligned.

You need to

- Encourage collaborative activity in your part of industry
- Support and work with organisations within and across sectors to coordinate and develop effective, joined-up strategies that support the development of safe, high-quality buildings
- Identify and address barriers to collaboration, sharing best practice and learnings, especially those that support the smallest organisations

Think about

- How are you communicating with other organisations, within your own sector, in other sectors or with BSR? Could you be modelling this better?
- What work have you done or could you do to understand how organisations are collaborating, especially in the context of complicated building programmes and projects?
- What information or guidance do you currently produce about procurement frameworks? Could you provide more information or examples?
- What information or guidance do you provide about developing the golden thread of building information?
- How is sharing of best practice enabled in your sector? Could you be doing

Things you could do

- List out the communication channels you use
- Identify any communication channels that could be new, innovative and/or relevant for smaller or hard to reach organisations
- Look for examples of how organisations in your part of industry collaborate well





Professional and sector bodies



Consistency & sustainability

This means ensuring industry strives towards consistency, quality and sustainability of practices across programmes, projects, supply chains and sectors, now and in the future.

Consistency of practice within and across different sectors and parts of the supply chain is important for ensuring the standards of buildings and their safety.

You need to

- Take responsibility for driving consistent adherence to regulatory, conduct and competence standards among all those involved in the design, construction and management of the built environment in their sector
- Create new regulatory/ conduct/ competence guidance where necessary and improve the clarity of current guidance to aid consistency and compliance
- Identify industry and sector-specific challenges with consistency and generate solutions to overcome these where possible

Think about

- What evidence is there, or could you collect, about consistency of adherence to regulatory, conduct and competence standards within your part of industry?
- What training, guidance, technology or tools are you aware of, or that you could develop, that your sector could use to support compliance with the functional and procedural requirements of the new regime?
- What are you doing to support your part of industry to develop and implement quality assurance systems and processes throughout the supply chain?
- How often are you engaging with BSR to identify your concerns and talk about options to improve consistency?
- How much do you know about how well smaller organisations in your sector are performing? What more could you do to understand this better?

Things you could do

- Review the support you have for industry on prioritising safety and standards
- Identify patterns of non-compliance across industry
- Develop guidance and support approaches to address non-compliance





Government and regulators



Awareness

This means raising awareness of and championing the need for industry culture change, communicating the vision and intent for change; and supporting industry to make this change.

We all need to be aware of the need to work together to adopt a new set of behaviours and attitudes (or culture) to increase the safety and standards of all buildings and restore public trust.

You need to

- Develop and execute interventions that raise awareness of the culture change agenda and regulatory reforms
- Communicate BSR's vision, role and expectations at government, industry, sector, organisation, worker and public level

Think about

- Who in your organisation is committed to change, and could champion and deliver the vision for change?
- What approaches could you use to increase awareness and maintain the focus on the culture change agenda?
- How can you engage with and involve those who have the most influence in industry? How could you identify who these actors or organisations are?
- What communication strategies could you use to raise awareness of the culture change agenda, in the shorter and longer term?
- How well are you communicating your messaging: for example, are messages simple, clear and pitched at the right level for different parts of industry?
- What positive examples of success can you use to demonstrate practically what is required of industry to promote change?

Things you could do

- Make a list of what you are doing well
- Identify next steps you could take that are relatively straightforward
- Understand what others are doing in your part of industry that demonstrate good practice





Accountability & leadership

This means taking responsibility for and leading on: what the key components or principles for change are, supporting industry in improving building safety and standards and providing tools to facilitate this; monitoring and reviewing the cultural state of industry; and taking enforcement action and intervening where needed.

One of the key failings outlined in the Hackitt Report was the lack of industry ownership of risk. For change to occur, BSR, government bodies and regulators need to set clear expectations of industry, lead by example and be accountable for building safety and standards.

You need to

- Clarify what 'good looks like' within the different 'layers' of industry and what your expectations are for change
- Increase your knowledge of the built environment, monitoring and reviewing this over time
- Help industry to identify opportunities, tools and targeted interventions to change behaviours across multiple built environment sectors

Think about

- How do your senior leaders and management demonstrate their commitment to driving industry change?
- How much does your organisation foster a culture where everyone takes responsibility for driving change?
- How do you assess and monitor how industry is performing against the BSR culture change framework?
- How do you promote the good practice that is happening within industry?
- How do you respond where duties or requirements are not fulfilled?

Things you could do

- Assess what aspects of accountability and leadership are positive and what could be improved
- Identify next steps you could take that are relatively straightforward
- Look for good practice examples of how your part of industry is demonstrating accountability and leadership well





Government and regulators



Competence & conduct

This means visibly supporting a culture of competence within industry by monitoring and reviewing competence standards across the built environment to ensure workers and organisations have the skills, knowledge, experience and behaviours they need to design, build and manage buildings to the appropriate standard.

Competence was raised as a key issue for industry by the Hackitt Report and the Grenfell Tower Inquiry. As government and regulators, you play a vital role in setting expectations about and overseeing competence, so that sector and professional bodies, organisations and individuals understand what competence levels are required of them.

You need to

- Communicate an overarching vision for the competence standards required, and the expectation for continuous improvement
- Support industry, especially professional and sector bodies, to identify current competence issues and develop effective means of addressing gaps
- Encourage and assist the improvement of competence standards by supporting efforts made by industry (e.g. facilitating the development of competence frameworks, assessments and guidance)

Think about

- How confident do you feel that you understand industry competence issues?
- What have you done to communicate to and with industry about competence standards? What could you do more of?
- How can you help professional and sector bodies identify and address competence issues?
- How have you engaged with sector and professional bodies to develop new products and guidance to help address identified issues?
- How do you address any complaints about competence?

Things you could do

- Identify which sectors and/or organisation types are more likely to have issues, and what these issues are
- List out what competence-related activities you have been involved in, and what more you could do to support industry





Collaboration & communication

This means developing strong relationships with other government departments, regulators, and professional and sector bodies to ensure alignment on the culture change agenda, and acting as a conduit for industry collaboration, championing success stories and sharing best practice and knowledge across teams, professions, dutyholders, and supply chains.

Poor culture has been undermined by inadequate communication and collaboration, within organisations in the same sector and different sectors. By supporting the sharing of learning and good practice across sectors, you can help enable industry to celebrate improvements and illustrate what is meant by culture change.

You need to

- Establish BSR as a trusted leader for industry
- Develop strong relationships with other departments and regulators, and support them in delivering on mutual aims to improve building safety
- Act as a facilitator for industry collaboration, with the aim of fostering and developing a sense of a unified built environment industry working towards the same goal

Think about

- How have you engaged with industry to share your vision for culture change?
- What can you do to make new connections and maintain existing contact with other departments, regulators and industry bodies? How can ongoing communication best be sustained without over-burdening people?
- How can you bring industry leaders from different sectors together so that they can cohere and develop a shared sense of culture and community?
- What are you doing to engage with the smaller organisations that make up the bulk of practitioners in industry?
- How do you champion success? Through what channels? Are there other channels or ways of doing this that could be developed?

Things you could do

- List out the communication channels you use
- Identify any relatively easy ways of improving communication
- Look for and communicate about examples of how organisations collaborate and communicate well





Government and regulators



Consistency & sustainability

This means ensuring industry strives towards consistency, quality and longevity of practices across programmes, projects, supply chains and sectors, now and in the future.

Consistency of practice within and across different sectors and parts of the supply chain is important for ensuring the safety of buildings and that they are built to appropriate standards, and in 'normalising' positive behaviours and mindsets.

You need to

- Emphasise the importance of consistency and sustained improvement and encourage industry to take responsibility for consistent adherence to regulatory, competence and conduct standards
- Regularly review and update support, guidance and other interventions to ensure that regulations are clear and can be complied with by organisations and individuals across the spectrum
- Review and act on complaints and/ or other reports of poor competence or conduct, enforcing against organisations or individuals where necessary

Think about

- How does your role interact with that of others across government and industry? Have you checked in with them about how these align?
- How have you communicated to industry about the need to take responsibility for their actions and adhere to regulations?
- What have you done to review guidance or other means of support you provide for industry?
- How could you use any data you have access to, so that you could assess whether practices are consistent?
- What can be done to enable complaints or issues to be reported that does not disincentivise workers doing this?
- How do you act on reports of poor competence or conduct?

Things you could do

- Review the support you have for industry on prioritising safety and standards and how this is being adhered to consistently
- Identify any patterns of non-compliance across industry
- Provide guidance and support to address non-compliance



