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Leadership and Culture Change

29 April 2021



My Background

- **27 years' since Sir Michael Latham's *Constructing The Team***
- **More than 22 years since Sir John Egan's *Rethinking Construction***
- **Over 41 years since I started to work in the construction industry**
- **Neither *Constructing The Team* nor *Rethinking Construction* focussed on building safety**
- **Until 14 June 2017 building safety hardly featured in my workload**



A new regulatory regime is not nearly enough

Tragedy of the Grenfell Tower fire -

- system failure
- a culture of indifference
- Passing the buck
- “Race to the bottom” procurement
- Loss of trust and respect

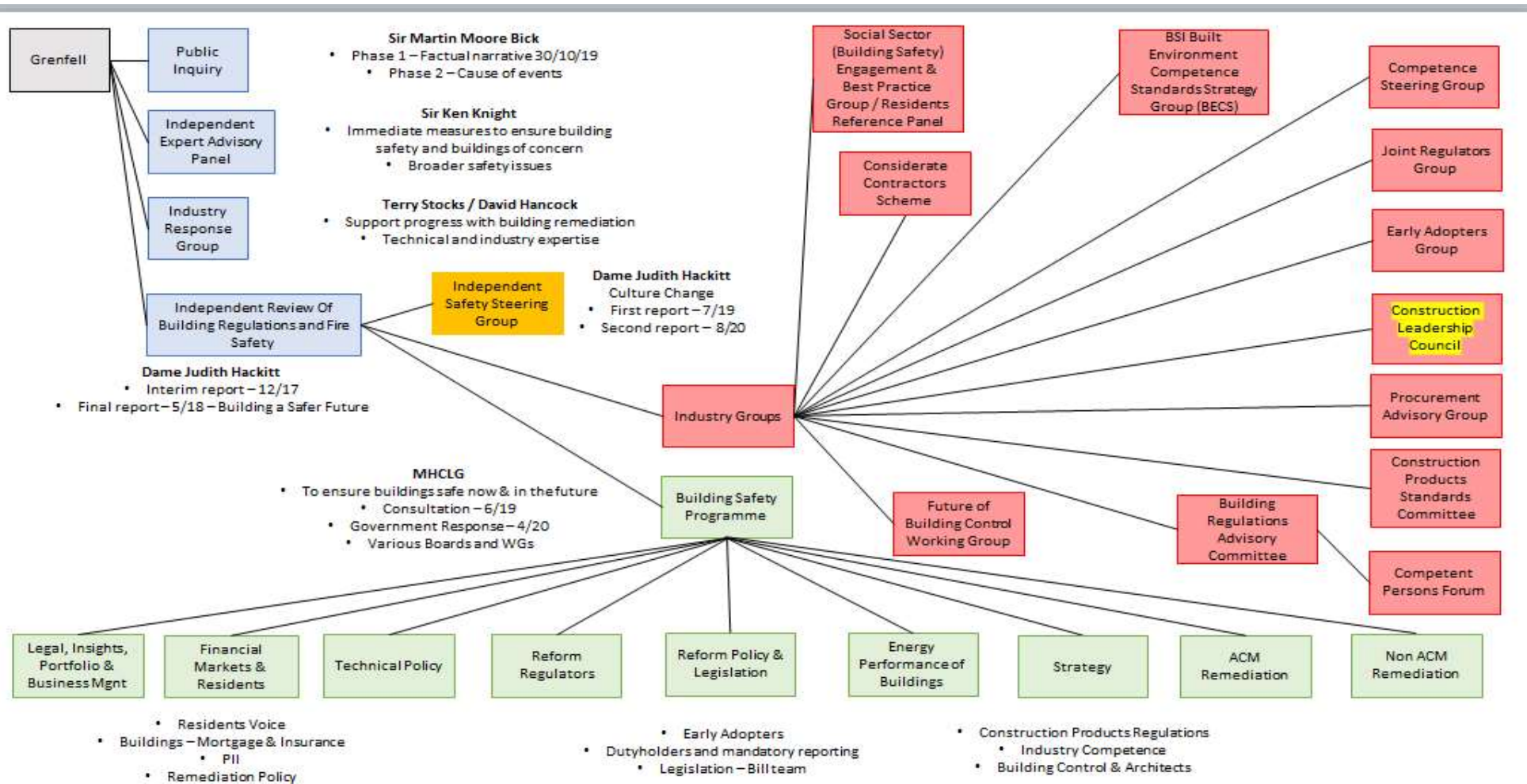
= Industry must change

Need to press reset button

- **Leadership**
- **Culture Change**
- **A more competent industry**
- **Integrity and Accountability**
- **Commitment to build & maintain safer environments**
- **Safety Cases and Confidential reporting**

Industry Reform

- **Construction Leadership Council**
- **Competence Steering Group**
- **Building Safety Alliance**
- **Building Safety Charter**
- **Code for Construction Product Information**
- **Industry Response Group**
- **Expansion of CROSS**



The Role of the Construction Leadership Council

- “...industry culture change is a long-term project that needs to start in earnest now and will take us all beyond the establishment of the Building Safety Regulator and the Building Safety Bill. **CLC has a vital role to play as its broad view across the whole of the construction industry will be central to sharing good practice which already exists and ensuring that buildings are safe and of high quality...**”

Dame Judith Hackitt, Chair ISSG

December 2020

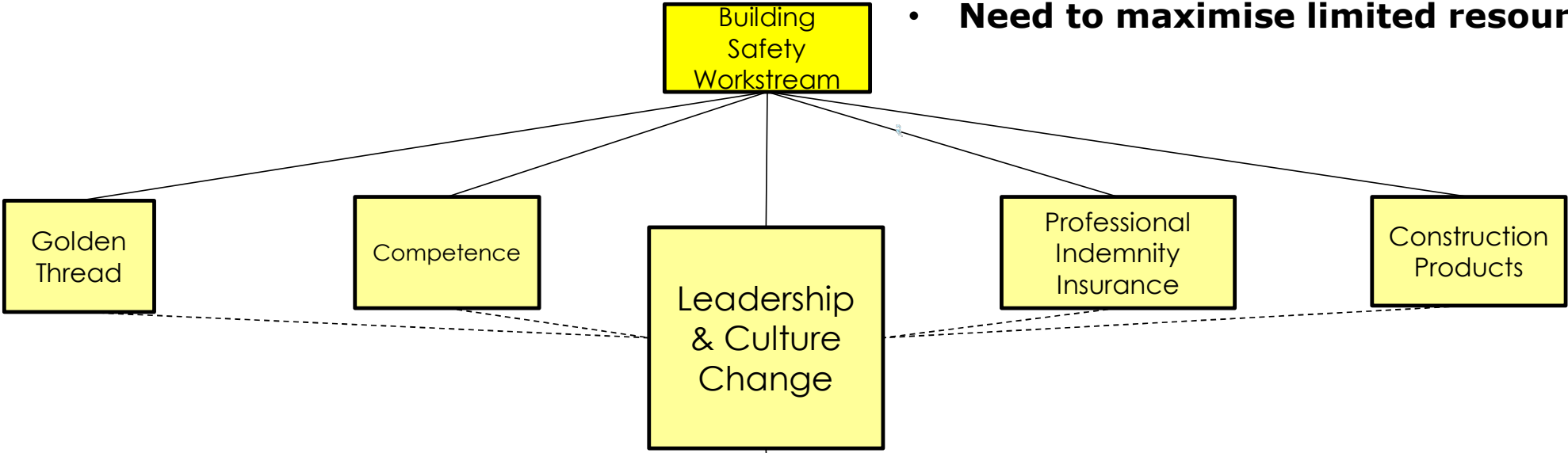


Principles driving the CLC workstream

- Buildings must be safe
- There must be greater **responsibility through the whole supply chain and whole lifecycle of a built asset**
- **Building Safety principles should be applied to all life safety issues and across all buildings**
- **Industry should not wait** for the implementation of the new regulatory regime.
- **All in the industry must engage and play their part to improve.**
- **Leadership must drive culture change**

CLC BS Workstream Objectives

- **Much of the BSP delivered by others**
- **Need to maximise limited resources**



• Government is driving the regulatory changes but industry must also proactively lead in positive systemic change.

• **The CLC must demonstrate the leadership necessary to drive culture change**

Professional Indemnity Insurance

- Almost 1 in 3 firms are unable to buy the cover that they want or need
- Almost 70% have some form of restriction on cover relating to cladding or fire safety
- Premiums have increased 4-fold at last renewal; having doubled the year before
- 75% carrying a claims excess imposed on them by their insurers
- 41% couldn't do remedial work if they wanted to

Analysis of 1066 responses
CLC PII Survey – 12 March 2021

(In)Competence

The sector was and remains completely unregulated. No qualifications are required by law. No training is required by law. There was and is no bar whatsoever to anyone seeking to go into business as a fire risk assessor.”

James Maxwell-Scott QC
Grenfell Tower Inquiry
March 2021



SETTING THE BAR

A NEW COMPETENCE
REGIME FOR BUILDING
A SAFER FUTURE

Key Principles

- All individuals whose work on higher-risk buildings is likely to **materially affect safety outcomes**, or who work unsupervised on these buildings, should meet the skills, knowledge, experience and behaviours set out in the competence frameworks.
- A **top-down** and **bottom-up** approach should be taken to improve systems for assessing and assuring competence. The overarching competence framework... will provide a basis for raising the bar for all individuals, across all disciplines.

Top Down Approach

Proposed overarching system of competence is made up of four key elements:

- a **new competence committee** sitting within **the Building Safety Regulator**;
- a **national suite** of competence standards;
- arrangements for independent assessment and re-assessment against the competence standards; and
- a mechanism to ensure that those assessing and certifying against the standards have appropriate levels of oversight.

“Bottom up approach” - Sets Competence Frameworks for

- **Engineers**
- **Installers**
- **Fire Engineers**
- **Fire Risk Assessors**
- **Fire Safety Enforcement Officers**
- **Building Standards Professionals**
- **Building Designers/Architects**
- **Building Safety Managers**
- **Site Supervisors**
- **Project Managers**
- **Procurement Leads**
- **and in Product Manufacture**

Safer People, Safer Homes

a separate report, published alongside *Setting the Bar*, which is a

Blueprint for the new role of Building Safety Manager

One of 30 Annexes to the main report

Next Steps: Four key initiatives

- ❖ **Building Safety Charter**
- ❖ **Building Safety Alliance**
 - ❖ Register of Building Safety Managers
- ❖ **Future of Building Control**
- ❖ **Collaborative Reporting for Safer Structures**
 - ❖ Expansion of CROSS to include Fire Safety Reporting

“Prescott” Summit May 2001

- 59% increase in site deaths
- The DPM called for 60% reduction by 2010
- 700 industry leaders attended
- Threat of legislative intervention
- Threat of not winning public work



1999 – 2020: Construction Fatalities

- **154** in 1999/00
- **52** in 2010/11 [**> 66%**]
- **37 five-year average** in 2015-20 [**>75%**]
- **One death is too many** but the impact on Culture Change in construction has been a paradigm shift

Thank you!

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PROFESSIONS TOGETHER