

# Culture Change in the Construction Sector



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# The Building Safety Act 2022



## Building Safety Act 2022



“I believe that [the guidance] was so faulty and ambiguous that it allowed unscrupulous people to exploit a broken system in a way that led to tragedy.”

*Michael Gove*



# Building Safety Act and its Critics



Building Safety Act 2022

- Too vague or doesn't go far enough.
- Not addressing the right concerns.
- Not a paradigm shift.



# Calls for Culture Change

## A principled approach

**9.3** The interim report made it clear that as part

**9.4** To support the **culture** change, those who work in the built environment need to learn from the good practices in other sectors<sup>61</sup> where the need to preserve and protect safety performance has long been an integral part of contract negotiation and agreement.

must be about how to deliver a built environment with long-term integrity, and the people and processes required to do that.

Working closely with the sector is a critical first step towards shifting the **culture** and mindset across the whole building industry, so that everyone takes ownership and responsibility for delivering safe buildings. **Culture** change such as this must be led by the sector for it to be meaningful and lasting.

ic safety.

landlords l

### Recommendation 4.4:

Government should provide funding for organisations working at both local and national level to provide advice, guidance and support to residents, landlords and building owners on effective resident involvement and engagement in order to develop a national **culture** of engagement for residents of all tenures.

**4.25** There is a need for **culture** change in the relationship between landlords and residents so that the good practice that already exists becomes the norm across the whole sector. This change should be supported and promoted by appropriate government investment to build the capability of residents, landlords and building owners to work together.

### Recommendation 4.4

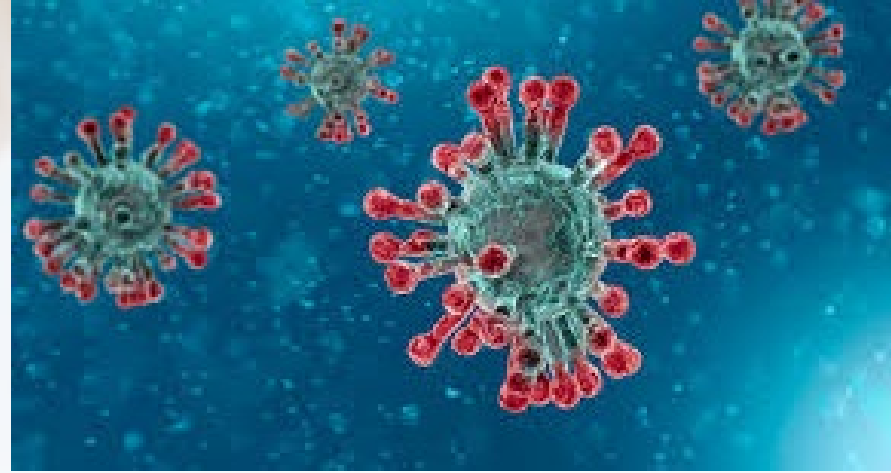
- b. This recommendation should not be limited to the residents of HRRBs – **culture** change for the residents of these buildings will only happen as part of a wider process of change across the sector.

culture

☒ Highlight

14 of 36 ma

# Disasters





# Criticisms in the Final Report

- Lack of responsibility and accountability
- Lack of competence and training
- Lack of collaboration and communication
- Attitudes of hitting minimum standards
- Lack of transparency and engagement

“... a cultural issue across the sector which can be described as a ‘race to the bottom’ caused either through ignorance, indifference, or because the system does not facilitate good practice”

## Building a Safer Future

Independent Review of Building  
Regulations and Fire Safety:  
**Final Report**

May 2018

Dame Judith Hackitt DBE FREng

Cm 9607

# Culture Change

“Culture implies some level of structural stability in the group. When we say that something is “cultural” we imply that it is not only shared but also stable because it defines the group. After we achieve a sense of group identity, which is a key component of culture, it is our major stabilizing force and will not be given up easily. Culture is something that survives even when some members of the organization depart. Culture is hard to change because group members value stability in that it provides meaning and predictability.”

*Schein 2010*



“...with the use of market insurance to protect individuals and companies from various losses associated with accidents”

*Dionne 2013*

# Grenfell Residents

## Grenfell residents were treated as 'sub-citizens', inquiry told

**Leaseholder says concerns were not properly addressed and there was 'us and them' feeling with landlord**



📷 Fire spread from the fourth to the 24th storey of Grenfell Tower in less than half an hour.  
Photograph: Jonathan Brady/PA

Grenfell Tower residents told the council landlord three months before the disaster they were “seriously concerned” that people might die in a fire, but their fears were not properly addressed and they were treated as “sub-citizens”, the public inquiry has heard.

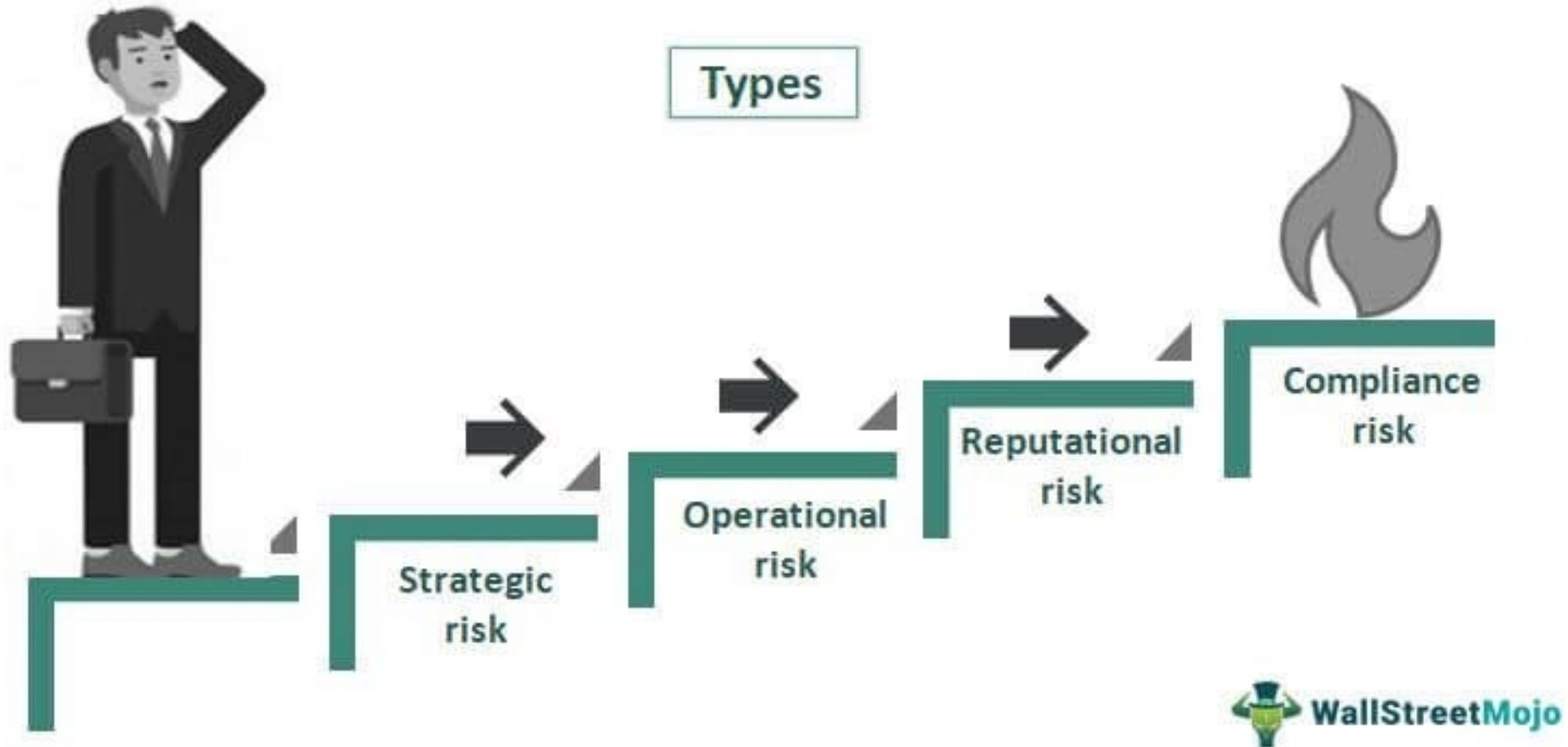
# Culture Change Factors

“[Culture change is] exogenously induced (through a crisis in the status quo) and endogenously mitigated (through existing institutions and their broader context)”

*Cartwright 2021*



# Risk Factors



# Legislation

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## Building Safety Act 2022

# Framing Change

## Digital

8.33 To ensure that the client, Principal Designer, Principal Contractor and others have information that is accessible, can be quickly updated and handed over, the golden thread has to be digital. However, we do not want to restrict innovation and hinder industry by setting a definition of digital in regulations that could become outdated.



- Sustainability
- Net Zero
- Resilience
- Innovation
- Safety Culture



# Trust



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“It is in dwelling that we build.”

*Ingold 1992*

# Summary

- Legislation on its own can only go so far.
- Residents need to be better integrated in the process.
- Broaden the concept of 'safety' or 'how to keep things safe'.
- Better integration with different types of research.







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## Contact Us



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