

Building Safety: The Industry Safety Steering Group's report for the Secretary of State and the Minister for Building Safety

The second report from the Industry Safety Steering Group on the progress of culture change in the construction sector



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August 2020

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Foreword

As Chair of the Industry Safety Steering Group I am pleased to present our second annual report. Over the last year our work has continued to encourage the whole industry to make progress with change ahead of legislation and we have also extended our work to look at how other associated sectors such as insurance, finance and contractual arrangements impact upon the behaviours of the sector.

I want to thank all of the members of ISSG for their ongoing commitment to this challenging work. Our bi-monthly meetings are always very well attended, every single member makes a significant contribution to the debate and to challenging those who we invite to attend our meetings and when they have been asked to commit more time to the work of the group they have all done so willingly because they care about delivering the outcome we were tasked with – driving culture change and identifying ways to overcome blockages to progress in delivering safer buildings.

In the last year it has become clear that some parts of the industry are making real progress but it has been equally frustrating for me and my colleagues on ISSG to keep hearing that others are waiting to see what the new regulatory regime looks like before they take action. Given the clear evidence that continues to emerge of concerns about high rise building safety which go beyond ACM cladding, we believe that there is a moral obligation on the industry to step up to a different approach. In the last few months my thoughts have often turned to those who are locked down in buildings where they know there is rectification work that needs to be done and my heart has gone out to them. We are determined to continue our work to deliver change.

Such is the commitment of the members of the ISSG that this year they have taken the decision to continue to meet beyond the originally envisaged two year time frame and to push even harder to drive change. The group will continue to operate until such time as we feel we can hand over our role to the new Building Safety Regulator. In my capacity as Chair of the Transition Board to establish the new regulator I am able to ensure that our work is fed into the new regulator and I am pleased that the Director of Building Safety and Construction of the new regulator has joined the ISSG so that we can share our knowledge and intelligence of the industry.

In the next year one important task which we will undertake is to look for ways to recognise and accredit those who are leading the industry in the right direction. We believe that consumers deserve to know who they can trust and those who are showing the right commitment should be recognised.

We all acknowledge that the coming year is going to be challenging for our economy as a whole and that will include the built environment. There remains a pressing need for new homes and for dwellings that are compatible with achieving Net Zero but there can be no question of trade-offs – ensuring that residents feel safe and are safe in their homes remains constant.

Dame Judith Hackitt DBE FREng

July 2020

Introduction

1. The Industry Safety Steering Group (ISSG) was formed to scrutinise industry proposals and progress towards culture change on behalf of the Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG). The role of the ISSG is to provide constructive challenge to industry, recommend actions and make proposals to overcome blockages and accelerate industry culture change.

2. This report provides an update on the work of the ISSG since we published our first progress report in July 2019. It sets out our views on the progress that industry is making to implement the required changes to improve building safety and rebuild public confidence. We are pleased to be able to highlight many areas of good practice, although note the need for further change and progress by industry.

3. The ISSG meets on a bi-monthly basis. Since the publication of the last progress report we have held a further seven meetings, including virtual meetings during the Covid-19 pandemic. We have heard from 40 organisations and have explored the following issues and themes:

- Building Ownership and Building Management;
- Competence;
- Building Control;
- Mortgage Lending;
- Personal Indemnity Insurance;
- Commissioning and Procurement;
- Standard Forms of Contracts;
- Culture Change and Collaboration.

4. To ensure that this report accurately reflected the latest progress and an up to date picture of what is happening in the construction industry, we invited all those who had who attended the ISSG in the last year to provide us with a written update on their work. We had a 90% response rate which showed an encouraging level of engagement.

Key Findings

Leadership

- We are pleased that some organisations are making meaningful changes, but there remains a lack of widespread, proactive leadership. This needs to change quickly. We continue to push people and organisations to go further, to lead and own safety standards, guidance, best practice and to find innovative solutions to deliver the culture change that we urgently need to see.

Competence

- We are impressed and encouraged by the significant progress, at pace, the Competence Steering Group and its working groups have made in the last year.
- However, not all in the industry have embedded good practices and embraced the changes required to ensure the safety of buildings. There is still a huge challenge for all those involved in competence work to ensure that those who work on higher risk residential buildings (HRRBs) are competent to do so and that this is realised and implemented at all levels across the industry.

Prioritising Safety

- We have heard some very positive examples of organisations changing their own practices to prioritise safety. It is not acceptable to be waiting for legislation to make existing buildings safe and we hope to see proactive commitment to building safety becoming much more widespread.

Collaboration and driving change

- We have seen many examples of effective collaboration with organisations and individuals within and outside of the construction industry to find solutions. Where we are seeing good practice, we are frustrated that there is not currently an effective means of highlighting and rewarding this behaviour. We hope that the Building Safety Charter will help to address this.

Working with wider industry

- We need the construction industry to recognise that its practices and reputation will impact on the decisions of others outside of the sector. We have called for industry to step up and find solutions – some to be learned from the journey of other sectors – that will rebuild confidence in the industry.

Future priorities for the ISSG

- We will continue to challenge the industry on the pace and progress of culture change ahead of the new building safety legislation and the operation of the Building Safety Regulator (BSR). We will continue to highlight best practice and conduct a more in-depth analysis of the barriers and gaps that are hindering further progress, supporting the industry and Government to overcome these.

Leadership

Collective leadership

1. One of the overarching themes in our discussions has been the struggle to find leadership in a highly fragmented sector. This has meant that there is no one organisation, individual, or profession with the authority to galvanise the sector. We cannot allow fragmentation to be accepted as a reason for a lack of collective leadership, and we have seen and heard from several individuals and organisations within the industry who are inspiring others and stepping up to spark and motivate real change.

2. Nonetheless, we have been surprised by the lack of emergence of a visible and effective leadership group to develop a unified view and commitment across all sections of the construction industry in relation to driving improved quality and safety. It is this collective leadership that we need to see. We believe that the construction industry's collaborative response to Covid-19 provides an ideal starting point. It has shown what can be achieved at considerable pace when required. It is clear to us that this collective approach can, and should be, applied to building safety. We need to move to a position where safety standards, guidance and best practice are led and owned by the industry. On more than one occasion presenters have highlighted barriers or blockages to us, but rather than taking ownership or looking for solutions, they appear to see them as issues for others to resolve. This has to change.

3. We were impressed with the leadership demonstrated by these groups:

- Construction Leadership Council (CLC)
- Competence Steering Group (CSG)
- The Early Adopters

4. Unfortunately, there are still gaps and areas where leadership should be strengthened, notably from some of the professional bodies we have heard from. In 2018, I called for professional bodies to demonstrate and deliver leadership that drives a shift in culture. The ISSG has continued that call but sadly, our urgent calls for proactive, collaborative leadership does not yet appear to have been heeded. Whilst some headway has been made there remains a lack of urgency and a feeling that organisations are already doing their bit, which in the ISSG's view, doesn't currently go far enough.

5. The ISSG was also disappointed with our initial engagement with the building control bodies, feeling that there was a distinct lack of collaboration between organisations. In *Building a Safer Future* I was clear that collaboration and partnership was essential to change culture, so it was regretful that this spirit of collaboration was lacking. We were also disappointed by a lack of any real leadership being taken in relation to driving safety and quality. We are therefore pleased to report that since their appearance at the ISSG, these organisations have made significant progress in addressing this. In their updates, each reported that they had become members of a working group set up by MHCLG

to look at the future of Building Control. The Working Group has produced a collaborative report, signed off by all, that includes recommendations that will be of benefit to the whole Building Control sector.

6. The ISSG is concerned about the possible long-term impact of the Covid-19 pandemic on culture change and building safety. Our fear is that the expected economic downturn could result in corners being cut once more and commercial pressures being used as the excuse for further poor practice and delay. It is essential that this does not happen. It is our view, alongside others in the industry, that Covid-19 could in fact provide a platform to develop and deliver the right response on building safety, building on the industry's collaborative response to the crisis. We were pleased to see that delivering better and safer buildings was included as a strategic priority in the Construction Leadership Council's Industry Recovery Plan for the UK Construction Sector: *Roadmap to Recovery*. We have also been reassured to hear that many of those we have engaged with have been involved in the industry's collaborative response to Covid-19.

Leadership by organisations

7. Leadership will look different for different areas, organisations and people, however there are some key overarching principles that we believe demonstrate good leadership in the sector:

- Implementing changes to improve building safety prior to legislation
- Driving forward change and building and maintaining momentum
- Working collaboratively, bringing people together and speaking in a unified voice
- Demonstrating innovation and finding solutions

8. Where we have challenged organisations to do more in these areas, in the majority of cases we have seen positive action and progress, in response to that challenge. In some cases, we have witnessed organisations embarking on real journeys of change between the discussions we have had with them in our early meetings and where they are now.

9. There are some positive examples of leadership from different parts of the industry that we want to highlight, encouraging them to keep working towards influencing and shaping a positive culture and to offer them as exemplars to others who have yet to demonstrate the leadership we are looking for. Those who particularly stood out were:

- National Housing Federation
- United Kingdom Accreditation Service (UKAS)
- Royal Institution of Chartered Surveyors (RICS)
- Grosvenor
- Santander
- Barclays
- Zurich

- Vistry Partnerships
- Grainger
- Crown Commercial Service
- Considerate Constructors Scheme
- MACE Group
- Salix Housing Association
- Salford City Council
- Constructive Collaboration

10. We have seen many individuals and organisations stepping up and leading the way and are hopeful that more will step up and display good leadership. There needs to be action by a more widespread representation from across the industry, with all organisations and groups implementing changes now, ahead of legislation. We need those responsible for driving forward change, such as professional bodies and other representative organisations, to do so at increased pace and with a heightened sense of ownership. Achieving this much needed culture change is too important to allow continued protection of individual interests. Specifically, they are called upon to work together to own and develop guidance and offer support to those that they can influence, in order to take charge and lead the way.

Competence

1. The ISSG welcomes the significant progress and continued commitment of the Competence Steering Group (CSG) and its 13 working groups. The CSG brought together more than 150 institutions and organisations with the aim of improving safety for residents and 'raising the bar' on competence. In *Building a Safer Future I* highlighted the importance of maintaining a spirit of collaboration and partnership and how this was particularly critical in such a highly fragmented sector. The CSG have undertaken a huge amount of work since we first engaged with them. Last year we commended the Competence Steering Group for facilitating a collaborative environment in which organisations across the built environment and fire safety sectors were starting to take a more coherent approach to raising competence standards. However, the ISSG also raised concerns regarding slow progress and highlighted a number of challenges.

2. The ISSG are pleased that many of our challenges have been addressed with industry wide delivery plans moving into phases of implementation and adoption ahead of legislation. Whilst great work has been done, improved building safety requires all parties across the built environment to take personal responsibility and embrace a culture of safety. The ISSG are clear that there is no reason that industry should not be encouraged to go beyond the proposed changes to building safety legislation to ensure residents feel safe and are safe in their homes. We particularly want to highlight progress in the following areas:

- The publication of the Group's interim report *Raising the Bar*, their subsequent consultation events and final *Setting the Bar* report (to be published shortly) represent major milestones in the work to raise standards in industry. The report, which is pragmatic, practical and clear on its recommendations, details how working groups and professional and trade bodies will start to implement their recommendations and continue to refine the sector-specific competence frameworks. Further, the group's report identifies where additional training, the establishment of third-party accredited competence schemes and registers of competent individuals are required, and these will continue to be developed by the relevant professional and trade bodies.
- The CSG was tasked with developing the role and remit for an overarching competence body. The CSG and British Standards Institution (BSI) are establishing clear and consistent routes for assessing and assuring competence. Chaired by ISSG member Dr Scott Steedman, Working Group 0 (WG0) has developed recommendations for an overarching competence oversight system. WG0 have made great progress and are leading a National Standards project, with support and funding from MHCLG, to develop a framework of British Standards and supporting documents. Work includes the production of a suite of standards, covering an overarching competence framework standard and the competence requirements for the three key roles of Principal Designer, Principal Contractor and Building Safety Manager.

3. The ISSG remain clear that it is vital that competence is demonstrated in an independent way to ensure industry is not 'marking its own homework'; a crucial step to rebuilding confidence in the sector. We are therefore encouraged by the work of WG0, UKAS, the Engineering Council and industry experts to ensure that the standards will enable the independent assessment and third-party accreditation of individual schemes offered by qualifying bodies and industry associations.

4. However, as set out in other parts of this report, the ISSG is not yet satisfied that all in industry have embedded good practices and embraced the far-reaching culture change required to ensure the safety of buildings – and so there is still a huge challenge for all those involved in the competence work to make sure that their proposals are implemented at all levels.

Prioritising safety

1. We have heard from many organisations and individuals who are prioritising building safety, but sadly we know that there are many others who are not. We are starting to see better practice but are still frustrated by the fact that too many claim they are waiting to be told what to do in legislation before making changes. No one should need to wait to be told to behave responsibly.

2. Following the publication of *Building a Safer Future* back in May 2018, the Government announced that it would be accepting all 53 of my recommendations, going further in some areas. It consulted on proposals for a significantly enhanced new regulatory regime and in April 2020 set out how it intends to deliver these reforms. Despite continued confirmation of commitment and detailed clarity on these plans from the Government, we continue to hear reports that not all in the industry are being proactive in making the changes that are so desperately needed. This has been very frustrating for the ISSG. We remain resolute in our message that this change is coming, and organisations should not be idly waiting for it. The onus is on industry to be leading and driving forward changes to building safety now. Sadly though, at times, even organisations that are fully supportive of the new regulatory system have shown a reticence to take imminent action ahead of legislation.

3. The best organisations recognise the benefits a building safety focus can bring, can articulate this internally and to those they work with, and are getting on with making changes. We have been particularly impressed by the building owners from both the private and social sector we have spoken to. We have been reassured by reports that they have been using processes, contracts and agreements to define requirements, encourage good behaviour and secure increased inspections, certification and evidencing. Many have shown a genuine responsibility to put things right, addressing building safety concerns with full reviews of building stock and remediation of buildings with unsafe cladding.

4. Within the client side of the industry we have seen a growing recognition of the importance of, and need to invest in, the functions historically undertaken by clerks of works in order to provide assurance that work is being undertaken to required standards. We have also seen examples of clients being more prescriptive, maintaining a clearly defined brief and keeping close control of product substitution. All these pre-legislation changes are welcomed. We feel that there is more benefit to be gained by reinforcing the fundamental underlying responsibility of both public and private sector client bodies. As the initiators and procurers of housing developments they must demonstrate appropriate leadership and responsibility in relation to their role as informed clients to ensure that the specification, design, construction and management of these properties is undertaken fully in-line with best practice and is independently quality assured by them. The tendency of clients in the past to seek to transfer all risk and responsibility to contractors and to rely on these contractors to self-certify has clearly failed. It has therefore been reassuring to hear examples where this is clearly being addressed and we encourage much more of this.

5. However, we are also aware that there are some who are still not taking responsibility for the safety of their buildings or their work on buildings. We have heard from numerous attendees that Aluminium Composite Material (ACM) panels are only one of the safety issues with existing buildings. There is a broad range of non-ACM issues coming to the fore, such as other cladding materials used, concerns over fire compartmentalisation and widespread concerns about the overall quality of construction. The primary objective of everyone in this industry must be to prevent loss of life and catastrophic events occurring. It is unacceptable to delay investigating potential issues or checking the safety of buildings. Where building owners are failing to make acceptable progress, we support the government's position that those responsible should expect further action to be taken – including naming and shaming and tougher enforcement action by local authorities and Fire and Rescue Services.

Collaboration and driving change

1. We have seen many examples of effective collaboration with organisations and individuals within and outside of the construction industry coming together to find solutions to specific issues. We define this as sharing their learnings and actions with a wider group to influence change beyond their own organisation. Some of those we have heard from in the last year have been return presenters. We have witnessed the transformation of a number of these organisations and groups who are now leading the way in driving and effecting change. Since we last spoke with them, the Early Adopters have made encouraging progress. Not only have they made changes to their own organisations, worked together as a collective group but have also developed the Building Safety Charter, appointing the Considerate Constructors Scheme to lead it. We see real potential for this charter to deliver a means of knowing who can be trusted to deliver good quality and safe outcomes, but to do this the charter must be more than words and must have teeth.

2. The above being said, processes to share good practice across wider industry are not always in place. The ISSG would like to see those who are further ahead doing more to bring others up with them. We know that the majority of professional bodies and representative organisations have processes in place to disseminate information and are doing so effectively but we would like to see more of a focus across the board on capturing responses to changes and to make more support available to smaller organisations to implement culture change. One organisation, the Association of Residential Managing Agents (ARMA), reported leveraging the capacity of larger firms to produce open source solutions for smaller firms to adopt. We would like to see more of this sort of practice.

3. We are also keen to see collaboration built in at the contractual stage in order to ensure that it becomes an ingrained behaviour. In *Building a Safer Future*, I reported that the contracting process determines the relationships, responsibilities, competencies and processes that exist between all parties. Requirements within contracts can encourage good or poor behaviours. We have therefore encouraged those responsible for Standard Forms of Contract to utilise the power they have in this regard to stimulate a collaborative approach amongst their clients. We hope that they will heed our call.

4. We were pleased to see a range of organisations join MHCLG's Procurement Advisory Group (PAG), with the aim of driving change across the industry from the very start of a project. It is comprised of procurement experts from industry including developers, tier 1 suppliers and the supply chain, professional associations, government and the legal profession. This group will be providing expert oversight and assurance of the work to improve procurement practices across the sector, including overseeing new guidance which sets out effective procurement strategies, processes and capabilities to ensure that procuring for safety and quality is at the heart of any approach.

5. Despite some really good work and progress on procurement we would like to see more from professional bodies in driving this fundamental shift because of the strong culture message it could send to all parties in the supply chain. We are keen to see more individual ownership in taking action to disseminate best practice and implement better ways of working.

Working with wider industry

1. The ISSG has encouraged several attendees to look outside of the construction industry for best practice. Members of the ISSG itself were consciously drawn from senior levels in a wide range of sectors including the oil and gas, financial and chemical engineering industries to challenge the construction sector's thinking and to offer advice on how other sectors have addressed similar issues. We regularly highlight the benefits and encourage attendees to do this more. We engaged with the Considerate Constructors Scheme (CCS) who were recently appointed to lead the Building Safety Charter, developed by the Early Adopters Group. We were impressed to hear that CCS had proactively reached out to the chemical engineering industry and are using the Chemical Industries Association's Responsible Care Program as a model to replicate when establishing a system of benchmarking and peer review verification to put teeth into the Building Safety Charter.

2. There is also a lot that can be learned from the journey of other sectors. One of our members recounted the journey the financial sector went through after the 2008 crash. At the start, there was denial and a 'wait and see' approach and poor culture continued. This lasted until the regulations came in, at which point the culture started to change quite quickly. The regulators focussed first on large global institutions and fined them large sums. High profile criminal cases were also a deterrent, and the industry realised that some of these behaviours had to change. Those who responded early, in particular some professional bodies, used this as a commercial opportunity and championed initiatives like 'integrity' and were quite successful. Senior Management accountability is now reported to be better ingrained in this sector and 'tone from the top' is a key metric used by the industry when determining compliance.

3. The construction industry also needs to recognise that its practices and reputation will impact on the decisions of others outside of the sector. When we spoke to the insurance brokers and underwriters about the issues around obtaining insurance for Approved Inspectors, they reported a number of points that they felt had intensified the situation. This included poor performance, lack of clarity on roles and responsibilities, contractual frameworks and adversarial behaviour. We have been clear in our engagement that the construction industry needs to recognise, and accept, that the response from insurers in this case was an expected and largely appropriate market response to historic industry behaviour which is now much more apparent. We called for industry to step up and find a solution that rebuilds confidence in the sector.

Future priorities for the ISSG

1. We hope that this report has helped to display the progress and good work of the industry but has also shown where more focus and effort is still required. Members of the ISSG initially committed to working together for two years until Autumn 2020, however, the group feels that there is still much to do and is particularly concerned that nearly two years since the ISSG was set up the group is still identifying new issues that need addressing. We have therefore extended our commitment to continuing the work of the ISSG until the new legislation on building safety is in place and the Building Safety Regulator (BSR) is up and running.
2. We will continue to challenge the industry on the pace and progress of culture change. This will include highlighting best practice and those organisations that are pushing ahead with the necessary changes ahead of legislation and helping others in the system to do so too. It will include communicating this at all levels of the industry and sharing a clearly articulated message describing the set of outcomes that are required from all parts of the industry to deliver safe, high-quality buildings.
3. Through our meetings we will conduct more in-depth analysis of the barriers and gaps that are hindering further progress. This will include focusing on where individuals and organisations are still trying to find their feet, their voice or their confidence to make changes. We will work to identify where there are potential barriers to adoption and work with the industry and Government to remove these.
4. We recognise that some in the industry have a largely influencing role in the short term, whilst it is the leaders of the big delivery organisations, those who actually design and build the buildings, whose behaviours, processes and culture will lead to reduced risk in the buildings that are being constructed or refurbished now. The ISSG will therefore engage more with them in the future to keep pressing for changes ahead of the new regime.
5. We will maintain our focus on residents and the outcomes for them, ensuring that residents are front and centre in everyone's thinking at all stages. This will include testing how changes are being communicated to and received by residents.
6. We will continue to keep a specific focus on competence. We need a continued focus on the capacity of certain sectors and driving the training and accreditation work to continue at pace, and to have a functioning competence system by the end of the year, supported by an interim committee in the shadow regulator.
7. We will support the Health and Safety Executive to consider how best to maintain and pick up the reins on the continued work on culture change as they take the lead on the new regulatory regime. We want to make sure that there is

consistency of message and continued pressure for industry to drive forward all aspects of building safety.

Annex 1: Case studies of good practice

Leadership

- The Construction Leadership Council (CLC) played a leading role in industry's response to the Covid-19 pandemic, undertaking a significant amount of work from convening a Construction Industry Task Force, to publishing and sharing guidance and procedures for industry. The Task Force brought together the CEO's from the 11 leading federations and representative bodies from across the construction industry who worked collectively to publish an Industry Recovery Plan for the UK Construction Sector which included an objective on building safety. This work saw a high level of open communication and cooperation between industry players, showing how much can be achieved when working together.
- The Early Adopters Group have made significant progress since we last met in February 2019. Many in the group have displayed leadership in making widespread and necessary changes to how stock is managed and developed, including the specification of new build homes to include better active and passive fire protection measures in advance of regulatory changes. They have also expanded their understanding as clients to ensure that they are well-informed and not overly reliant on consultants or contractors. We welcomed the expansion of the Group to include four local authorities.

Prioritising safety

- We were pleased to hear that Vistry Partnerships were taking a whole life approach from design stage to occupation and embedding a culture of responsibility and accountability by defining and setting quality standards, prescribing outcomes and avoiding least-cost culture when procuring buildings. Its representatives reported applying building safety principles across all builds and adopting 'future-proofing' policies such as mandating sprinklers in all buildings over three stories. They also explained that they prioritise assurance and record keeping and have increased investment and resources in digital solutions – with the aim of protecting the end user.
- Grainger reported that it has adopted increased inspection and oversight practices during the construction phase, by undertaking rigorous monthly inspections to ensure that building safety is prioritised. It embeds the golden thread of information from design, to completion, to occupation, using digital record keeping as a mechanism to implement enforceable action and drive forward accountability. The company employs a clerk of works, educated in fire safety, on all sites to provide assurance that quality and materials are in accordance with building regulations and the agreed specifications. It has also embedded a culture change programme into the heart of its organisation and business model.
- Since attending the ISSG meeting Grosvenor have established their own Building Safety Steering Group with two independent experts for fire and structures and

cross-business and expertise membership for breadth and depth of contribution and impact. The aim of the Steering Group is to help assess the impact of the proposed new Fire Safety and Building Safety Bills and provide a governance mechanism to manage and communicate across the business what needs to be done. The Steering Group reports into Grosvenor's Executive Board.

Competence

- Last year the ISSG challenged Working Group 8 (WG8) to do more ahead of regulation and review the essential competence requirements of the Building Safety Manager (BSM) role with some urgency. In its update to the ISSG, WG8 reported on the considerable progress that had been made, including the development of the competence framework for the BSM role. The ISSG was pleased by WG8's proactive development of an assessment tool for industry members to immediately use to identify gaps and invest resources in upskilling the existing workforce to meet the upcoming regulatory requirements.
- To support the construction industry on training and qualifications, the Construction Industry Training Board (CITB) reported that it is engaging in research, including updating and expanding its evidence base on how industry implements competence, and a study on training needs and mechanisms for upskilling self-employed workers. In addition, as part of the Competence Steering Group's Working Group 2 on Installers, CITB is also supporting work to define a core mandatory body of fire safety knowledge for installers working on high risk residential buildings. This will shape the content of training and competency products such as apprenticeships, technical qualifications, training standards and card schemes.

Collaboration and driving change

- Wilmott Dixon reported that on its projects fire engineers are now required to create a fire safety strategy at design stage which is monitored throughout the build phase. It then appoints a fire engineer, or other appropriate inspection body, to carry out site inspections during construction. In addition, its supply chain tender requirements have been updated to cover competence and accreditation requirements as standard.
- In its update to the ISSG the British Property Federation reported that they established a Building Safety Sounding Board at the start of 2020. Its purpose is to provide technical expertise and to help spread best practice amongst members. It has also set up member events to share best practice and plans to prepare members for the Building Safety Manager and Responsible Person roles prior to legislation.
- We welcomed the Construction Works and Associated Services Framework established by the Crown Commercial Service (CCS). The new framework enables construction firms to bid for work on public sector projects and includes a lot for high rise buildings. The CCS is working to ensure that the framework includes measures to improve procurement practices based on the recommendations in *Building a Safer Future*, including increased use of

digitisation in construction. The contract will enable the CCS to mandate collaborative working, creating more integrated relationships and sharing of good practice. We encourage local authorities and housing associations to consider joining the framework as alliance members.

Working with wider industry

- We were impressed with the positive approach Zurich had taken on high risk buildings insurance, actively looking for solutions, in contrast to others who were taking a much more reactive and cautious approach. To strengthen customer resilience, it developed a risk grading application to help customers understand and reduce their risk and developed guidance which it made available to both customers and non-customers. In addition, it reported that its internal risk engineers undertake rigorous property assessments which include discussions with site staff to understand site exposures and controls, detailed tours of sites, meetings to communicate initial findings considering loss estimates, grading and risk improvement actions.
- We were encouraged to hear that RICS, UK Finance, the Building Society Association (BSA), lenders, valuers, and other industry representatives had come together to establish a solution to mortgage lenders taking a more stringent position on lending for high rise flats. We welcomed the development of the 'EWS1: External Wall Fire Review' form, to provide greater assurances of cladding safety for residents and lenders and although its application has not been without challenges, we felt the collective leadership shown in bringing it to fruition should be recognised. We understand a review looking at its effectiveness is in progress, and that the same industry group is looking at how to develop a proportionate approach to valuing and mortgage lending for buildings under 18 metres.

Annex 2: List of members of ISSG 2019-20

Chair

Dame Judith Hackitt DBE, Author, Independent Review of Building Regulations and Fire Safety

Members

Professor Alistair Gibb, Professor of Construction Engineering Management, Loughborough University

Professor Andy Neeley, Pro-Vice-Chancellor for Enterprise and Business Relations, Cambridge University

Atula Abeysekera, Professor of Practice (Risk Management), Imperial College London (additionally Senior Risk Officer at Cazenove Capital and Chartered Institute of Securities and Investments)

Dr David Snowball, Past Acting Chief Executive, Health and Safety Executive

Elaine Bailey, Past Group CEO, Hyde Housing

Fayann Simpson, Resident Board Member, L&Q

Professor John Cole CBE, Construction and Procurement Industry Expert, RIBA

Ken Rivers, President, The Institution of Chemical Engineers (additionally Chair, CoMAH Strategic Forum)

Nick Coombe, Protection Vice Chair, National Fire Chiefs Council

Paul Nash FCIQB, Past President 2016/17, Chartered Institute of Building

Peter Baker, Director of Building Safety and Construction, Health and Safety Executive

Dr Scott Steedman CBE, Director of Standards, British Standards Institution