

# Workshop 1a:

## Safety: Compliance v Culture

Speaker: Tony Leach, Keepmoat  
Chaired by: Karl Linder, Viridian Housing  
Room: Warwick Room



National Housing Maintenance Forum

served by



# Safety – Compliance v Culture

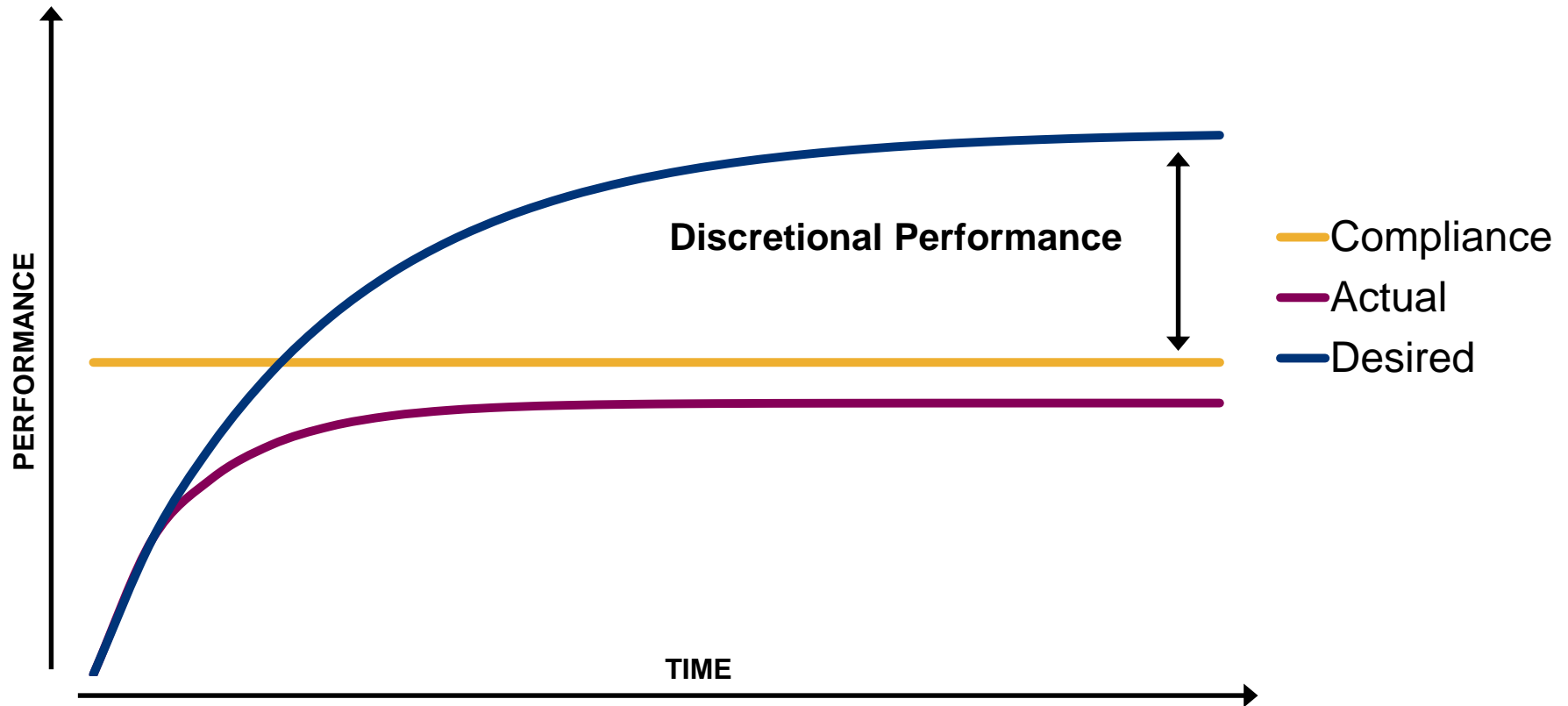
Tony Leach – Keepmoat Group SHEQ Director

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# Safety – Compliance v Culture

- ▶ Introduction
- ▶ Compliance driven performance
- ▶ Safety monitoring
- ▶ Layers of protection
- ▶ Managers & Leaders influencing culture

# Compliance Driven Performance



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# Monitoring



## Measuring the Desk

# Lead Indicators

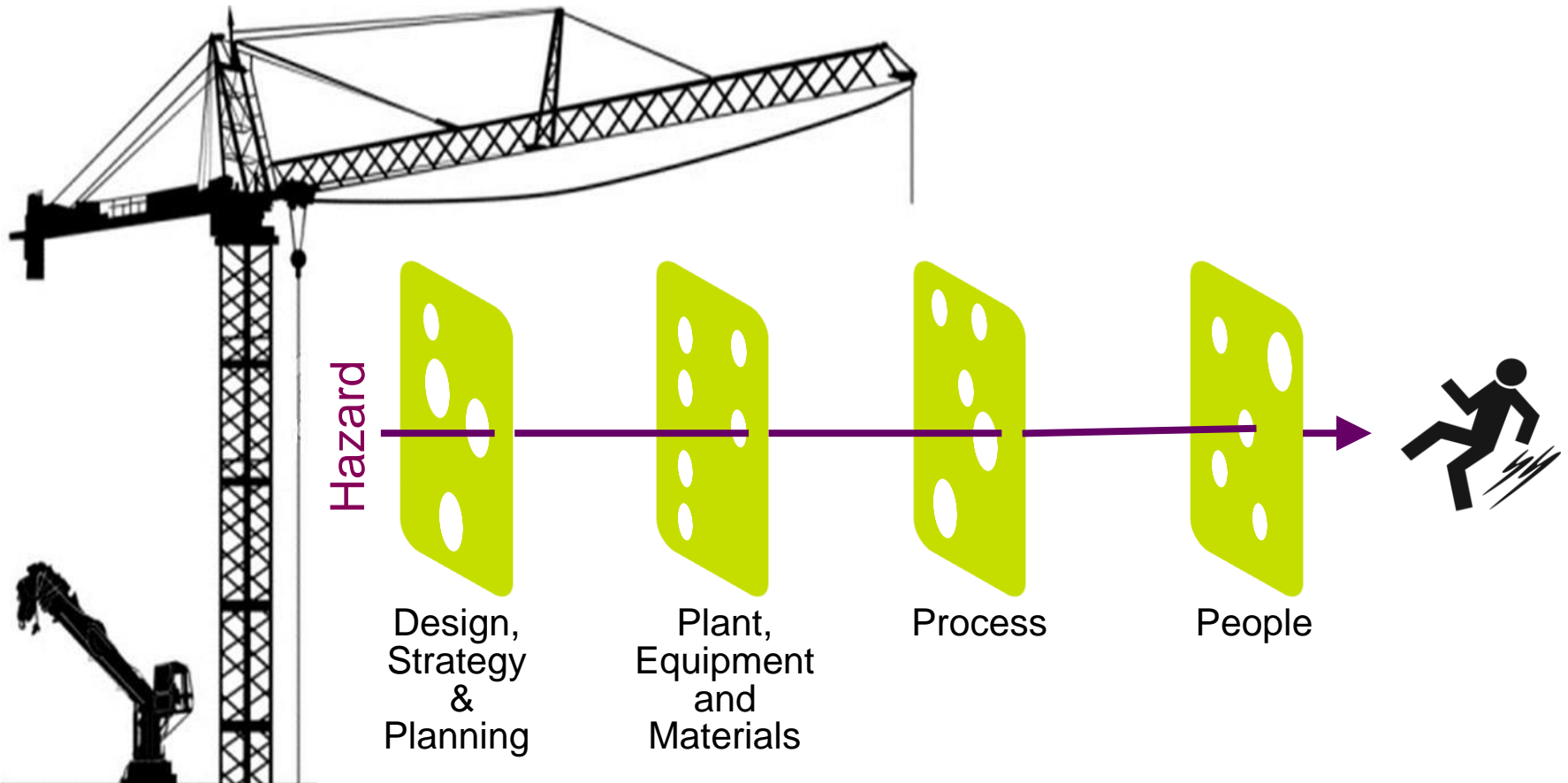
- ▶ Guidance & Observation Visits
- ▶ Directors Visits
- ▶ Delivery of Training
- ▶ Improvements Programme

What are you doing to deliver change?

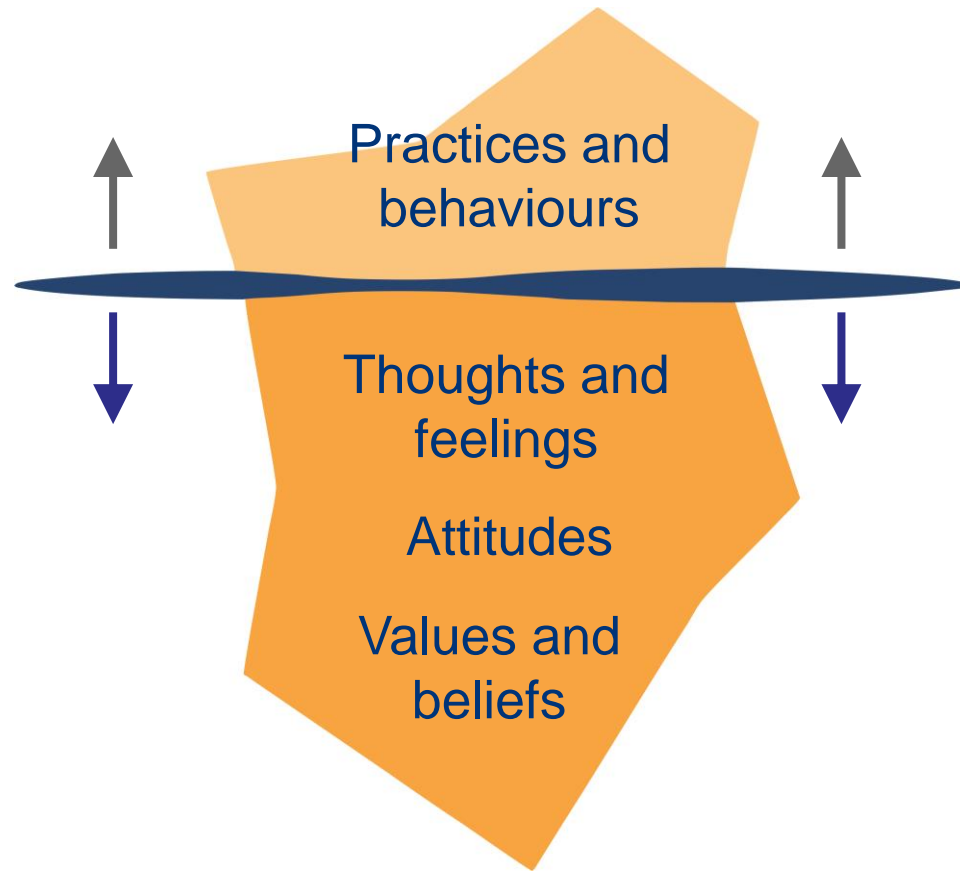
# Lag Indicators



# Layers of Protection



# An Organisation's Culture



- The set of unwritten **norms** which determine behaviour
- The real **practices** of the organisation
- The **way we do things** around here



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# How Leaders shape culture (E Schein)

- ▶ What Leaders pay attention to, measure and control on a regular basis
- ▶ How Leaders react to bad news and organisational crises
- ▶ Perceived criteria by which Leaders allocate resources
- ▶ Observed Leader role-modelling, teaching and coaching behaviour – communicates assumptions and values
- ▶ Observed criteria by which Leaders allocate rewards and status – what happens as opposed to what is written or said
- ▶ Perceived criteria by which Leaders recruit, select, promote, retire and terminate organisational members

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# Summary

- ▶ Performance - Compliance v Culture
- ▶ Monitoring – Compliance v Culture
- ▶ Layers of Protection
- ▶ Culture – How Leaders Shape Culture

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# Thank you for listening.

## Questions

