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Catalyzing Recovery

Resources to help the built environment implement the Construction Leadership Council's Roadmap to Recovery

Inspiring trust for a more resilient world.



Foreword

The CLC Roadmap to Recovery provides a framework for the built environment as we grapple with the effects of Covid-19 and economic downturn. As an industry, in the words of the Prime Minister, that seeks to build back better it is about using the opportunity to ensure the challenges of the moment are built into the response. Buildings can perform better, safer, with easier access for all and can be created around clear open and reliable digital information. Any business should be aware of the fundamental benefit from using standards to the fullest extent. This guide helps you take the CLC framework forward into your business. From standards to safety protocols, it highlights reference material for shaping future planning as we emerge from the pandemic and address ongoing strategic challenges.

Peter Caplehorn

CEO of the Construction Products Association, Chairman of BSI's CB/- Construction & Built Environment Strategy Committee, and Co-Lead of the CLC'S Building Safety Industry Initiative

Even before Covid-19, the built environment was facing significant challenges. A growing need for digitalization and smarter processes. With the advent of the 2050 net zero target, a mounting pressure to reduce emissions further. And, rightly, the ongoing impact of UK building and fire safety regime reforms following the Grenfell Tower tragedy.

Due to the pandemic, we now need to reassess our approach to managing these challenges. The Construction Leadership Council (CLC) has created the immensely useful Roadmap to Recovery to help the sector respond collectively. Across three phases – Restart, Reset, and Reinvent – the CLC sets out a strategy for increasing activity across the built environment, accelerating the process of adjusting to the new normal, and building capacity to deliver priorities.

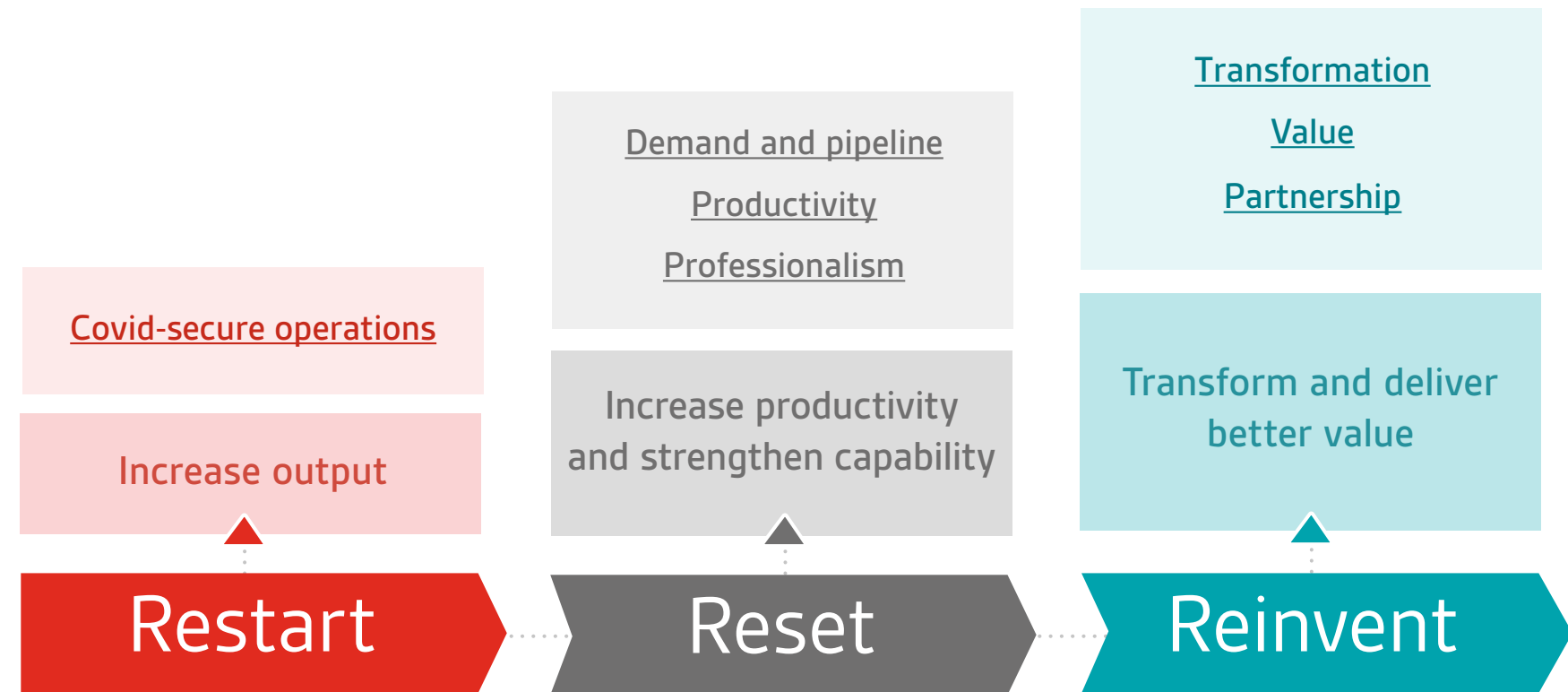
But as someone working in the built environment sector, how do you implement that strategy within your business? This guide overlays resources onto the CLC Roadmap, bringing together practical guidance from BSI and other industry bodies like the Construction Products Association, BuildUK, and the CIBSE. That way, you have a practical starting point for shaping your company's own roadmap to recovery – and ongoing success..

Anthony Burd

Associate Director and Head of Built Environment, BSI



CLC Roadmap to Recovery: An overview



Restart

Reset

Reinvent

Restart

The built environment was one of the first sectors to be impacted by the pandemic – and will likely be one of the last to recover because it is dependent on so many other sectors. The CLC's Restart phase is about resuming work safely as quickly as possible in line with Government guidance. The more projects that resume, the stronger the cash flow situation is across businesses within the built environment supply chain.

As of October 2020, many construction projects were back on site, and organizations across economic sectors resumed engaging with the built environment. But we are far from optimal levels, with factors like furlough and ongoing Government restrictions affecting timescales and productivity levels.



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As you return to sites and offices – and consider ways to maintain health and safety in current conditions – consider the following resources:

Restarting operations

- **Keeping up with changing guidance for construction:** The [BuildUK Covid-19 hub](#) collates guidance affecting the construction industry from both national and devolved governments. It also has links to supportive resources and business advice
- **Keeping up with changing guidance for manufacturers:** The [Construction Products Association Covid-19 resource hub](#) provides information and advice more specific to construction product manufacturers and their role in the built environment supply chain
- **Supporting staff:** Professional organizations like the Chartered Institute of Architecture Technologists have their own [Covid-19 hub](#), including a wealth of resources on supporting staff – in terms of mental health and wellbeing as well as helping them manage processes and issues that may have changed. It is worth seeing what resources your respective institution or trade body may have
- **Bringing people back to the office:** [CIBSE's Emerging from Lockdown guidance](#) outlines how to safely re-occupy buildings, addressing issues like ventilation and lift use

Safe working practices

- **Safe working guidelines:** BSI developed [PD ISO/PAS 45005:2020](#) in record time because of the urgent need for an innovative approach to safe working. This resource includes guidance for offices and construction sites
- **Site operating procedures:** The CLC developed these [site operating procedures](#) based on Government guidelines. They help ensure construction sites can protect their workforces and minimize infection risks
- **Surveys and inspections:** This [RICS resource](#), created in conjunction with the likes of CIAT and CABE, gives guidance on carrying out surveys and inspections in a Covid-19 secure and compliant way

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Reset

The CLC's Reset phase has three streams designed to help companies stimulate demand, develop a robust pipeline, maximize productivity within Government guidelines, and foster collaboration across the supply chain.

Demand and pipeline

The reality of the current environment is that Government policy is driving demand. Given that the built environment's recovery depends on uplift in the industries we work with, broader pipelines rely on increased investment in refurbishments and new builds.

The following resources provide useful starting points for exploring opportunities and positioning your business to secure work.

Building and fire safety compliance

- **Building Safety Bill:** This developing piece of government legislation takes forward building and fire safety system reforms. The Government's wider [Building Safety Programme](#) is already driving demand for surveys, repairs, and façade refurbishment, – particularly for high-rise residential buildings
- **Building and fire safety standards:** [BS 8644](#) is currently under development to support compliance with the eventual Building Safety reforms in relation to the Golden Thread. It covers digital management of fire safety information for design, construction, handover, and emergency response. Through the [BSI Standards Development Portal](#), you can see what's in the pipeline and provide your comments





Energy-efficient refurbishment

- **Green Homes Grant Scheme:** This [2020 Government initiative](#) allows homeowners and residential property owners to apply for vouchers towards the cost of energy-efficient improvements
- **Retrofit standards:** Standards like [PAS 2035/2030](#) and the upcoming [PAS 2038](#) set out requirements for carrying out energy-efficiency installations in domestic and non-domestic buildings



Productivity

With pipelines lagging and Government guidelines affecting working practices, productivity is key to maintaining profitability, sustainability, and resilience. Standards can provide shortcuts that contribute to boosting productivity. In fact, [research from the Centre for Economics and Business Research](#) found that 37.4% of UK productivity growth and 28.4% of annual UK GDP growth can be attributed to directly to the application standards.

There are several areas where standardization may help increase productivity within the built environment. These include:

- **Document management:** Using standards such as [BS EN ISO 7200](#) and [BS EN 82045-2](#), you can more efficiently record, control, find, and sort documentation
- **Construction documentation:** With standards like [BS 8666](#) and [BS EN ISO 7519](#), it's easier to manage construction documentation in a consistent way. These standards may also enable you to automate processes due to more consistent outputs
- **Information management using BIM:** BSI developed the [BS EN ISO 19650](#) series to address the Government's need for improved quality, reduced cost, and better carbon performance. It provides the requirements for managing information across delivery and operations. You can also find BIM-related guidance and tools for streamlining BIM use from the [UK BIM Framework](#)

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Professionalism

The built environment consists of a wealth of chartered professionals who abide by codes of conduct. There's a major focus on continuing professional development to attract top talent, expand skillsets, and remain current with best practices and legislation.

These resources are useful for planning recruitment, training, and development:

- **Construction workmanship:** The [BS 8000 series](#) describes good practice for a range of on-site construction activities, supporting professionalism within a variety of building trades
- **Competencies for working on higher-risk buildings:** [BSI Flex 8670](#) is being developed to support compliance with the Building Safety Bill. It specifies roles and their associated responsibilities for people who work on buildings, including higher-risk buildings
- **Occupational health and safety:** Standards like [BS ISO 45001](#) help prevent work-related injuries and improve OH&S performance
- **Recruitment:** [GoConstruct](#) provides resources for recruiting people new to construction, helping you build a pipeline of high-quality talent
- **Management:** There are a wealth of standards that support operations, management, performance measurement, and continuous improvement. Start with [BS EN ISO 9001](#) (Quality management), [BS ISO 55001](#) (Asset management), [BS EN ISO 41001](#) (Facility management), [BS EN ISO 14001](#) (Environmental management), [BS EN 50001](#) (Energy management), and [BS 65000](#) (Organizational resilience)



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The CLC's Reinvent phase homes in on three areas to help companies future-proof their strategy. The Roadmap to Recovery outlines an approach to incorporating innovations and working practices that improve delivery, strengthen relationships, and generate more value for businesses, their clients, and the wider sector.

Transformation

From net zero to new product development, the built environment is at a tipping point when it comes to digital transformation. The pandemic not only accelerated technology adoption to support remote working, but it also gave businesses time to reflect on the resilience, digitalization, and innovation strategies needed to enhance profitability.

The following resources will help formulate a robust approach to digital transformation, so you have the processes in place to capitalize on opportunities across sustainability, safety, the Internet of Things, and more.

Innovation

- **Innovation management:** [BS ISO 56002](#) gives best practices for adopting, embedding, and validating innovation. It supports you with streamlining processes, innovating at scale (beyond single projects and uses), and using innovation to develop new business opportunities that drive growth

Resilience

- **Resilience principles:** [BS 65000](#) helps you embed resilience principles within business
- **Business continuity:** [BS EN ISO 22301](#) helps you implement best-practice systems that enable you to continue operating during disruptions

Sustainability

- **Net zero:** The [Net Zero Barometer Report](#) surveyed 1,000 UK decision makers about their plans to achieve the 2050 net zero target, along with the challenges they face. Use it to benchmark your current state against peers and identify pitfalls you may not have considered yet
- **Energy efficiency:** The new [Building Performance Evaluation](#) standard in development (BS 40101) is about gaining a true picture of a building's energy use. It also identifies the performance parameters and expertise needed to conduct energy performance evaluations
- **Waste reduction:** The [BS 8895](#) series of standards provides a practical framework for designing out material waste at early project stages. It covers new builds and refurbishments, helping reduce both waste and costs

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Value

Procurement models are evolving, with a growing focus on value and whole-life performance. These resources will help you adapt your approach to tendering, delivery, and performance evaluation – so you're positioned to meet client demands and provide value in the right way.

New procurement models

- **Value-based procurement:** The Construction Innovation Hub's [Value Toolkit](#) helps you navigate the steps involved in value-based decision making, shedding light on clients' evaluation criteria
- **Government procurement:** The Government's [Construction Playbook](#), published in December 2020, has updated guidance on procurement for public works projects and programmes
- **Construction procurement:** The [BS ISO 10845](#) series and [BS 8534](#) outline procurement process best practices across the supply chain

Delivering value

- **Value management:** [BS EN 12973](#) explains how to deploy value management approaches, including embedding new thinking and ways of working within the business' culture
- **Whole-life performance:** [BS ISO 15686-5](#) helps with lifecycle costing for buildings and other constructed assets. [PAS 2080](#), which is available and the new version under development, will also help with whole-life carbon management when delivering infrastructure assets and programmes of work
- **Soft landings:** There are many resources to assist with performance optimization throughout the project lifecycle – and the transition from design and construction to operations. [BS 8536](#) helps you incorporate soft landing principles into your processes. [BSRIA has a series of guides](#) on using soft landings to improve performance for new build and refurbishment projects. The [UK BIM Framework's guide to soft landings](#) provides advice specific to public sector projects.

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Partnership

An effective built environment requires positive relationships with clients and throughout the supply chain. The more we move from transactions to collaborative working, the more value we can create for individual businesses, the sector, and the communities we work in.

These resources are useful for fostering stronger partnerships with clients, suppliers, and peers.

- **Shared risk:** Integrated project insurance (IPI) is a new procurement model that promotes collaboration. With the IPI model, stakeholders are considered a single entity for the purpose of sharing risks and liabilities. The entity also has a project bank account. The model has been used successfully in several pilots. This [Constructing Excellence case study](#) illustrates how it works.
- **Relationship management:** [BS ISO 44001](#) outlines a best-practice collaborative business relationship management system, so you can embed efficient processes into your approach



Conclusion

These resources give you a practical starting point creating your own roadmap to recovery – one that aligns with the Construction Leadership Council's strategy for the built environment.

How can you make the most of this guidance?

Use the resources to do an informal benchmark of your business' current state in each area. Then you can home in on relevant support to help fill the gaps, whether it is implementing certain standards, securing training, or collaborating with the many construction and built environment organizations mentioned in this guide.

BSI is here to help in a variety of ways. We provide [standards](#) (which you can get individually or through [British Standards Online](#)), as well as other [resources for the built environment](#) including training and assurance. and [managing during COVID-19](#). We also provide [advice, reassurance, support](#) – across the standards process through to consulting on good practices and implementing solutions.

And as conditions change, stay up to date on the [CLC's Roadmap to Recovery](#) – so, you continue directing efforts in a way that maximizes resilience and value for the business.



About BSI

BSI is the business improvement company that enables organizations to turn standards of best practice into habits of excellence. For over a century, BSI has championed what good looks like and driven best practice in organizations around the world. Working with 84,000 clients across 195 countries, it is a truly international business with skills and experience across several sectors including aerospace, automotive, built environment, food, and healthcare. Through its expertise in Standards Development and Knowledge Solutions, Assurance, Regulatory Services and Consulting Services, BSI improves business performance to help clients grow sustainably, manage risk, and be more resilient and trusted.

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