Government Soft Landings enabled by BIM

Who’s this really all about?
Construction customers are not getting the assets and outcomes they need?

Dropping the baton at key stages
What a Hard Landing looks like...

While this unit might be the designer’s dream come true...

... it’s a nightmare for the maintenance team!

A nice idea to have commuters waiting in natural daylight. However, if they can’t see their departure boards because of the sun then they’ll probably blame the idiotic hole in the roof when they miss their trains and connections...
A disjointed, uninformed design and construction process leads to an unhappy property asset user...

Meet Unhappy Humphrey...

The first day at our new office was horrendous as no one knew how to work the new security system so we were left standing outside.

The queues in my local train station run right across the entrance to the station, which is a nightmare to get through every morning on my way to work.

My new office came equipped with state of the art energy management technology so why are the energy bills three times more expensive than they would be without the new gadgets?

The wavy textured designer wall in our local community centre looked fantastic for a few months but they cannot clean it.

The toilets in our local library don’t flush if more than one is used in quick succession.

They can’t turn the lights OFF in my children’s school!
What a Soft Landing looks like...

The designers of the London 2012 Velodrome attribute the fact that they were able to create the fastest indoor cycle track in the world to the early consultation they conducted with Sir Chris Hoy and his team, who were recognised as the ultimate end users of the facility.

In 2005 Barclays new HQ in Canary Wharf won the BIFM customer services award, which was attributed to the fact that a facilities management specialist was engaged in the earliest stages of the design project and saw the work through to full occupation.
A streamlined, well-informed design and construction process leads to a happy property asset user...

Meet Happy Henry...

The new layout and the staffing of my local train station is so efficient that I never seem to queue.

My work space is so well designed it has helped improve productivity of the whole team.

We couldn’t really afford the expensive seats at the concert we went to but the sound quality was amazing and our view was unobstructed.

When I am working in our new office, I never have to look far for a power socket for my laptop and mobile phone charger as they are situated in convenient places.

The reception area in our local council is so well designed that you always feel like you are at the front of the queue.

The new signage at our local hospital helped me get to the maternity unit just in time to see my son being born.

The new storage system at work looks really classy and it’s so practical too – everything we need is right at our fingertips and visitors are always commenting on how nice it is to be in a well designed space.

UNCLASSIFIED
GSL policy – launched Sept 2012

Delivering alignment of design and construction with operation and asset management.

Based on the BSRIA Soft Landings Framework

Sustainable Development

• Sustainable development: the necessity of working to ensure that economic development - and all its supportive infrastructural needs including transport systems – is environmentally and socially sustainable: meeting the needs of the present in ways that do not compromise the ability of future generations to meet their own needs.

Zagreb Declaration for Healthy Cities. WHO 2008
Sustainable Development – Public spending

SOCIETY
- Customer needs.
- Staff needs.
- Process/Business needs
- Society needs

ENVIRONMENT
- Use of scarce resource.
- Waste.
- Pollution.
- Bio-diversity.

ECONOMY
- Construction cost
- Asset value
- Sale value
- Revenue Earnings
- Revenue Costs
- Cost and value to the taxpayer
GSL – A bit more of the process

Ensuring that the client identifies the high level outcomes that they require.
Making sure that the client works with the operations team and construction team to set performance targets related to the Economic, Social and Environment components of sustainable development.
Ensuring that the client requires and plans for performance evaluation in use.
Ensuring that the client plans for feeding back lessons learned to all parties, maintaining records of performance and setting updated benchmarks for performance.

Greater involvement with operators and users
Bringing them on board earlier, making operational plans, setting operational budgets.
Having operators as part of the review of project proposals
Identifying the role of the operator in delivering the required outcomes.

Handover and aftercare from the construction team with the operation team.
Initial Aftercare – first few weeks in use.
Extended Aftercare – years 1, 2 and 3
Conducting performance evaluation.
Recording performance and advisory reports.
Feedback to all parties.
Setting benchmarks.
Finding a GSL Champion on each project.

A public sector specialist who will become the GSL Champion when it is time to build or reconfigure a property/infrastructure asset.

**Vital Characteristics**

- **Essential**
  - Professionally accountable to the UK taxpayer
  - Official member of the GSL cross-government, cross-policy network
  - Has a full understanding of the asset’s history and future

- **Desirable**
  - Responsible for managing all data associated with the asset
  - Local knowledge of governance/infrastructure supporting the asset
  - Cultural understanding for communities that use the asset

- **Useful**
  - Expert understanding of industry benchmarking
  - Detailed understanding of industry and international best practice
  - Experience managing or working closely with the asset

Do you know someone who could undertake this role?
Finding your GSL Champion

The diagram below demonstrates that the GSL Champion will vary depending on the specific nature of the project and the sector of the industry you are operating in.
The GSL accountability landscape

- Construction company shareholders
- Head of construction company
- Construction project manager
- FM company shareholders
- Head of FM company
- FM delivery specialist
- GSL Champion
- Cross-Gov GSL Network
- HM Treasury/taxpayer
- Public sector asset owner
- Service or asset user
GSL timeline

2011
GSL Task Group Formed

2012
GSL Policy Approved

2013
GSL Guidance Documents Published

2014
PAS1192.3 Published

2015
Embedded in government departments

2016
Mandated for all Government Projects
More Information?

- www.bimtaskgroup.org/gsl/
GSL Department Guidance Documents

The attached draft documents are to be considered as work in progress.

The documents are attached for the purpose of giving guidance to government departments in implementing the Government Soft Landings approach and in conducting early adopter projects.

The principles of Government Soft Landings are reasonably intuitive however these documents should be of help to those who require a little more detail.

The early adopter experience and lessons learned will be used to develop and correct the content during 2013.

Government Soft Landings Executive Summary - PDF
Government Soft Landings Section 1 - Introduction - PDF
Government Soft Landings Section 2 - GSL Lead - GSL Champion - PDF
Government Soft Landings Section 3 - Functionality and Effectiveness - PDF
Government Soft Landings Section 4 - Capital Cost and Operating Cost - PDF
Government Soft Landings Section 5 - Environmental Management - PDF
Government Soft Landings Section 6 - Facilities Management - PDF
Government Soft Landings Section 7 - Commissioning, Training and Handover - PDF
Government Soft Landings Section 8 - Planning for Aftercare - PDF
Next steps for GSL

- GSL Stewardship Group meetings
- Post Occupancy Evaluation measures to be agreed
- GSL Champion Training
- Contractual linkage – Predicted v Actual Performance
- GSL for Infrastructure
Performance Evaluation

• The Green Construction Board are currently funding a review of the available performance evaluation measures.
  – Economic. Capital Cost and Operating Cost
GSL Champion Training

- A GSL Lead for each department has been identified.
- They will nominate GSL Champions on each new project.
- A learning outcomes framework is being prepared.
- It will be shared with the civil service training provider who will be asked to identify what and how training should be provided.
- The civil service training provider might involve external training providers.
Contractual Linkage of Target v Actual Performance

• Being reviewed by a task group.
• What are the contractual implications of implementing GSL?
• What are the implications of trying to hold construction teams responsible for failure to deliver to the required targets?
• Would it be more effective to incentivise performance?
GSL for infrastructure

• The ICE have accepted the challenge of assisting to modify the GSL guidance to reflect the needs of infrastructure projects