



Cabinet Office

Government Soft Landings

Section 8 - Planning for Aftercare



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8.0. Planning for Aftercare

8.1 Overview

The Project Manager has the responsibility of organising and reviewing the project specific Aftercare Plan, established and approved prior to commencement of detailed design and construction and further approved by the Project Sponsor prior to implementation.

The GSL Champion has the responsibility to implement and manage the Plan through the In-Use occupancy phase.

8.2 Introduction

Aftercare is a term to describe how to support the asset to meet its optimum performance and support the end operators and users in providing an environment that supports the required performance. Aftercare starts when the project passes from its final construction phase and into full time occupancy. The strategy and guiding principles for aftercare need to be established early in the project and should evolve as a key part of detailed design.

Aftercare requirements and any plans to support it need to be project specific.

Responsibility for development of the Aftercare Plan sits with the Project Manager, working in conjunction with the GSL Champion. It should be completed and issued during Stage 3 Definition. This allows for the Aftercare requirements to be embedded into the Consultant, Contractor and Supplier procurement process. As a minimum, this should be a commitment to attend a series of optimisation and evaluation workshops post completion.

Any need for attendance on site, post completion of the build phase will be specified by the Project Manager as part of the Aftercare Plan, signed off by the Project

Sponsor in conjunction with the GSL Champion.

If specialist support in managing Post Occupancy Evaluation (POE) Surveys is needed this should be identified during Stage 3 Definition and aligned to the Consultant and Contractor briefs.

Implementation of the Aftercare Plan is to be managed by the Soft Landings Champion. The stages of Aftercare during occupancy are described later in this document. For up to three years post completion there should be an on-going relationship between the designers, contractors, users and operators to monitor the actual performance. This is dependent on the scope and complexity of the project and is subject to review by the Project Manager and GSL Champion and approval by the Project Sponsor. All of this needs to be captured in the initial brief for the Aftercare Plan.

The Aftercare Plan generally links in to the Functionality and Effectiveness Measure and more specifically to the Commissioning, Training and Handover (CTH) Process; this is designed to ensure that users and operators know how to work with the asset so that optimum performance is reached as soon as possible.

8.3 Ownership of the Aftercare Plan

Development and approval of the plan from concept through to implementation is the responsibility of the Project Manager, working in conjunction with the GSL Champion.

As the buildings are occupied, the responsibility for implementation transfers to the GSL Champion.

8.4 Aftercare Design Objectives

The process of aftercare should support the operators, users and maintainers to achieve optimum designed performance. To achieve this, the following areas must be addressed:

1. Provide point of communication for occupiers, facilities management and end users to access support on issues that arise during the building use as a result of operation, specification or construction issues.
2. Ensure timely and professional close out of defects arising from construction and identified post completion so that the CTH Plan is completed.
3. Manage any final commissioning that is needed, seasonal commissioning, and building optimisation requirements in conjunction with the CTH Plan.
4. Manage and implement Post Occupancy Evaluation surveys ensuring that the Post Occupancy Evaluation Report is completed.
5. Provide feedback, to the Department GSL and the GSL Stewardship Group for future projects.

8.5 Design of POE to address occupancy Phases

Aftercare should be designed to cover for a three year post occupancy period, subject to scope and complexity of the project.

The Project Manager will need to assess the project specific requirements to decide whether this is:

- Three years post Practical Completion of the build phase;
- A series of interim Aftercare periods to suit a phased handover or partial completion processor;
- Three years from full occupancy of the facility.

Aftercare requirements are to be designed to suit the specific needs of the various phases that the project will undergo during the first 3 years of occupancy.

Most projects will have four phases post completion of the construction phase. Each of these phases and the activities to complete them must be addressed in the plan. Typical activities, considerations and typical outputs for each stage have been shown below.

Any affect of post construction activities on the original performance target must be assessed and recorded so that the original targets are be reviewed and adjusted accordingly.

a. Phase 1- Immediately post Practical Completion.

- Meet any outstanding contractual requirements and enable possession of the asset.
- There may still be on-going construction activities, e.g., delayed or post contract variations.
- Additional contracts that sit outside of the Main Contract. These could be fixtures, fittings and equipment, specialist fit-out, equipment and IT contracts.
- Provision for partial possession of the site to facilitate all or some of the above.
- Phased handovers and a series of contractual completions, especially refurbishment and remodelling contracts. Commissioning, Training and Handover requirements and Aftercare support. These should have been considered in the Aftercare Plan.
- Manage building/asset tours for occupiers.
- Liaise with Estates relocation team on occupancy dates for staff, early occupancy for specialist teams e.g. ICT.

b. Phase 2- Initial occupancy

- Establish when the building does actually become occupied and ensure the Aftercare supporting process is designed accordingly.
- Timing support to meet any phasing of occupancy.
- Phased or deferred occupation also needs to be considered by the CTH Plan. Building services and key equipment may not be fully optimised until the building is fully operational. Interim support may be needed during this period.
- Training and the provision of User Guides should be delivered through the CTH Plan. Additional support may still be required as Occupiers become familiar with the operation of the systems in a “live environment” and it will be during the initial weeks of occupancy when this requirement is most intense. Aftercare support should be structured to suit which may include residency or frequent visits from the Soft Landings Champion.
- Service support from key suppliers may need enhancing for an initial period, e.g., lifts, heating and ventilation, BMS controls and this should be considered.

With regard to the above, consider the scope and complexity of the project, the experience and familiarity of the Occupiers and the level of management support from the Facilities Management Team. Aftercare needs to be carefully co-ordinated with the FM provider so that their role does not become confused with any after-care provision.

c. Phase 3 - Years 0 – 1 occupancy – bedding in of the facility leading up to full occupancy

- Continued support is to be provided on how to use the facilities and inductions provided for new users.
- CTH issues should have been closed out. Defects should by now have been resolved and cleared.
- Issues that arise, defects or otherwise, are to be managed by the Facilities Management Teams.
- Warranty provisions should be incorporated into the maintenance contracts by default.
- Post Occupancy Evaluation surveys should be undertaken annually.

Linking into the Environmental Plan

By the end of Year One an Energy Assessment and Reporting Method survey is to have been completed. This survey will allow the assessment of the facilities plant and equipment - it may identify maintenance or warranty issues and also the identification of areas for improvement. The survey should identify any outstanding commissioning issues and any building in-use issues, e.g., where equipment is not being used or maintained as designed.

This process should also be informed by the CIBSE Building Users Log-Book (TM31).

Linking in to the Functionality and Effectiveness Plan

By the end of Year One an Occupancy Survey is to have been completed. This will check outcomes against the brief and performance targets established at the start of the project and will identify any corrective action that may be required. The GSL

Champion in conjunction with the design team can then make an informed decision as to how to proceed, using input from the original project team before they become too removed from the project.

The timing and format of these surveys needs to be agreed and signed off as part of the Aftercare Plan.

A Performance Report should be prepared, to assess the capability and performance of the project team in delivering the required performance outcomes set out at the start of the construction project.

d. Phase 4 - Years 1-3 – established occupancy

At this stage, there should be no outstanding design or commissioning issues to manage over and above the general requirements of facilities management. The Facilities Management Team should be managing the interface with the Occupiers.

It is expected to annually repeat the Energy Assessment and Reporting survey to assess energy performance of the assets operating under established, full occupancy conditions.

The Post Occupancy Evaluation survey should be repeated to close out the assessment of delivery of the Functionality and Effectiveness brief and identify any further improvements required to meet the needs of the Occupiers.

As with Phase 3, the timing and format of these surveys needs to be agreed and signed off by the Project Sponsor as part of the Aftercare Plan. The systems adopted need to reflect the scale and complexity of the project and the variety of stakeholders who use and manage the asset.

A Project Close-Out Report should be prepared and issued for signed off and approved by the Project Sponsor

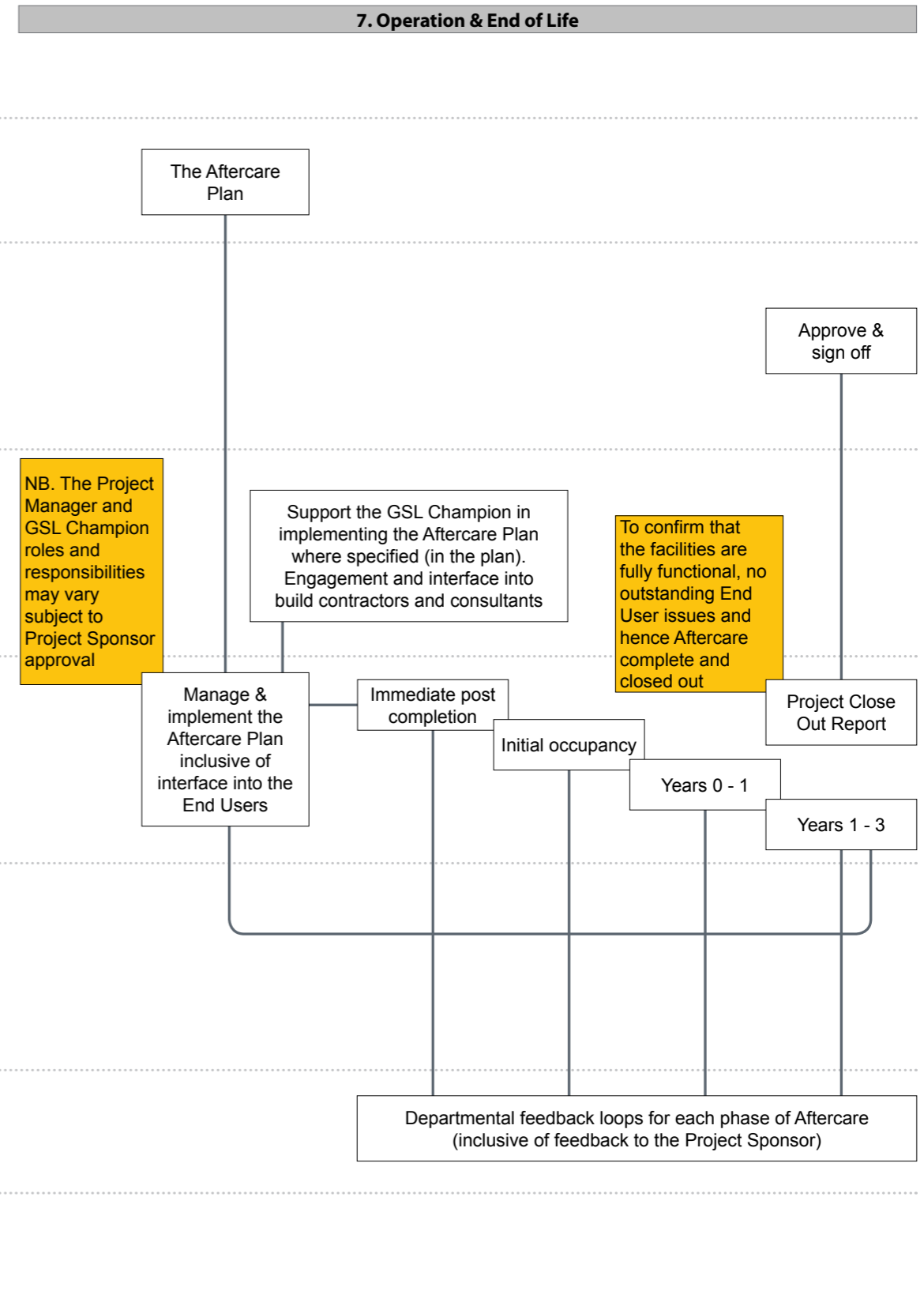
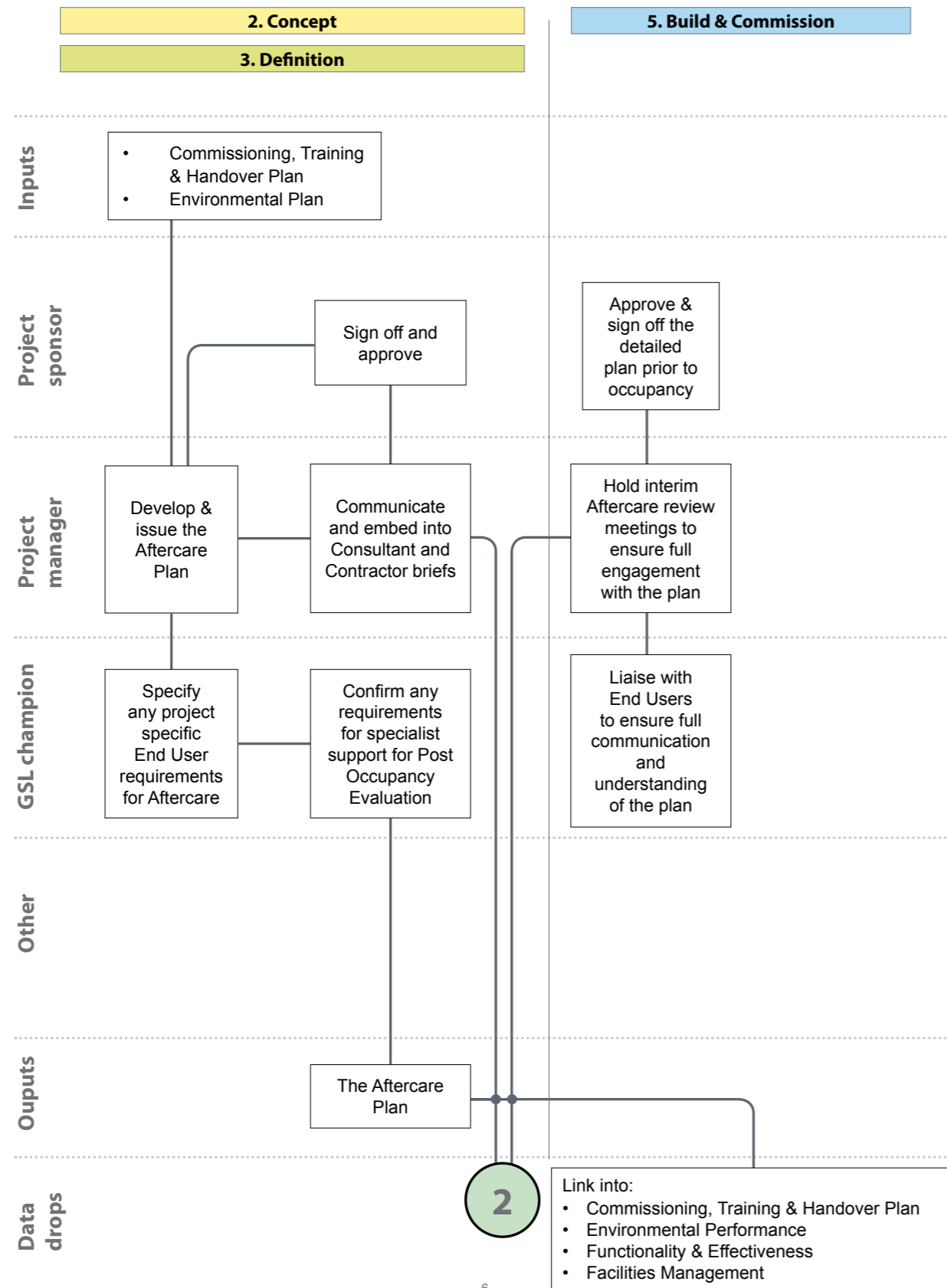
8.6 Post Contract Variations

During the three year post occupancy period, there may be the need to vary the use of the buildings from that envisaged in the initial brief. This may initiate variations to the assets. This would be managed as standard by the Estates and Property Teams, with the Project Sponsor and Soft Landings Champion informed as a minimum.

Such changes should be recorded in project database and the Asset Registers updated accordingly.

Departmental process, under the Portfolio Management Strategy, should dictate the activation level to re initiate the Government Soft Landings process; starting from Stage 1– Brief.

8.7 Process Map - Planning for Aftercare



Publication date: April 2013

This document is available for download at <http://www.bimtaskgroup.org/reports>

