Government Soft Landings (GSL) – Home Nations Working Group (HNWG) Configurator

Key tasks by stage

This task based guidance is written for public-sector clients and should help the devolved home nations and their departments to develop a Government Soft Landings (GSL) implementation plan consistently for their programmes and projects.

The guidance builds upon BS 8536-1 and offers additional best practice related tasks which should be considered such as carbon and energy related activities.

Ref	Stage 0/1 Strategic Assessment / Outline Business Case Stage	Required (Check box as appropriate)
1.	Define the project's operational vision including measures of success	☐
2.	Identify the business-related activities and processes that the new, upgraded, repurposed, or refurbished built asset will be required to support	☐
3.	Establish value drivers / profile for the project and document them to inform decision-making and the expected benefits	☐
4.	Determine the required project outcomes including the required operational performance (strategic) of the bult asset from the high-level needs	☐
5.	Identify any relationship between the project and any programme / portfolio of which it is a part and any special operational requirements which may apply	☐
6.	Identify existing policies and standards that are relevant to the design, manufacture, construction and operation of the asset/facility (e.g., internal design standards, construction standards and asset/facilities management standards)	☐
7.	Undertake the security triage process following BS EN ISO19650-5 and, where required a security-minded approach	☐
8.	GSL roles, responsibilities and accountabilities clearly defined	☐
9.	Appointment of a GSL Project Champion(s)	☐
10.	Create a project GSL strategy and implementation plan	☐
11.	Establish the project's common data environment (CDE)	☐
12.	Feedback and assimilate lessons learnt from previous similar projects	☐
13.	Prepare a draft Energy Management Plan for the project	☐

14.	Prepare a project Carbon Strategy	☐
15.	Develop a project Facilities Management (FM) Strategy and draft implementation plan	☐
16.	Develop a project modern method of construction (MMC) / design standardization strategy	☐
17.	Establish an initial view of capital target cost e.g., elemental cost plan	☐
18.	Establish an initial view of operational expenditure	☐
19.	Determine an approach to project whole-life cost assessment	☐
20.	Identify the required operational performance outcomes (high-level) and performance benchmarks for use in establishing targets and the processes for measuring performance	☐
21.	Prepare a stakeholder categorisation study and impact analysis	☐
22.	Establish the project stages, decision points, criteria for progression and deliverables and provide this information to the project team to organize and plan its work	☐
23.	Prepare a project management schedule to show the relationship between the stages in the project, the main activities, target dates and other key milestones especially those that relate to commissioning, pre-handover, handover and operational readiness	☐
24.	Create a project risk and opportunity register	☐
25.	Define the information management strategy for the project using the UK BIM Framework. Determine the requirements and arrangements for the delivery of project information and asset information, in particular the phased handover of such information and data	☐
26.	Identify the extent of existing information covering the site or existing asset(s)	☐
27.	Identify the particular competences, skills, and experience that the operator, operations team or asset/facility manager, as appropriate, could contribute to design, manufacture and construction	☐
28.	Refer to and align with information requirements (see the ISO 19650 series)	☐
29.	Development of an operational and outcome focused brief	☐
30.	Establish Treasury five stage business case (where required)	☐

Ref	Stage 2 Final Business Case / Briefing	Required
31.	Prepare a project execution strategy	☒
32.	Establishment of the project's information requirements (e.g., OIR, PIR, AIR and EIR)	☐
33.	Based upon lessons learned, develop a lessons learned tracker	☐
34.	Stakeholder consultations – establish end user needs	☐
35.	Work with the Facilities Management (FM) department to develop the FM strategy and plan	☐
36.	Define the project aftercare and post occupancy evaluation strategy	☐
37.	Establish the required operational performance outcomes (detailed) including: • Environmental, social and economic performance • Security • Maintainability Or as per value toolkit capitals	☐
38.	Determine the post occupancy evaluation (POE) strategy for the project	☐
39.	Agree methods and associated measures for evaluating environmental, social, and economic performance, functionality and effectiveness	☐
40.	Devise a plan for recording energy and other environmental performance, user satisfaction, fine-tuning and evaluation of actual performance against required performance	☒
41.	Undertake information exchanges to explore and test and validate early concept designs including FM and operational strategy	☒
42.	Undertake soft landings "reality check" review meetings to verify the expected benefits and required operational performance targets will be achieved. This may include high-level simulation models	☒
43.	Prepare or update the environmental management plan	☐
44.	Determine how project information is to be transferred from the project information model (PIM) to the asset information model (AIM,) asset register and the owner's defined enterprise systems or equivalent	☐
45.	Prepare a plan for project commissioning, training, and handover	☐
46.	Service benefits monitoring plan developed	☐

47.	Update project cost estimates	☐
48.	Update the project risk register	☐
49.	GSL embedded in appointment documents and evaluation process	☐
Ref	**Stage 3** **Design and Construction Stage**	**Required**
51.	Building information modelling (BIM) enabled soft landings review meetings (regular stakeholder reviews) – reality checking	☐
52.	Implement information exchanges at key project gateways to evidence if plain language questions (PLQ), performance targets are forecast to be achieved	☐
53.	Review of the developed construction specifications and installation details to ensure that end-user needs, and targets can be achieved, and the facility effectively maintained	☐
54.	Confirm any unavoidable changes in design that might give rise to a change in the performance of the asset/facility	☐
55.	PIM development monitored	☐
56.	Ensure information models are updated as required in light of further design and operational information and data	☐
57.	Create early facility readiness and commissioning plans, including a schedule of pre-commissioning activities.	☐
58.	Update the project handover plan to include training requirements for the operator, operations team or facility manager, as appropriate, and end-users	☐
59.	Prepare a detailed move-in plan for people and equipment if appropriate	☐
60.	Update the project commissioning specification if appropriate	☐
61.	Identify any skills that end-users and other key stakeholders need to have acquired before attending commissioning demonstrations	☐
62.	Trial transfer of information containers from the project information model to the asset information model systems such as the asset registry or computer assisted facilities management (CAFM) solutions	☐
63.	Conduct dry runs with the FM teams to simulate and virtually walk through the operational phase	☐
64.	Energy management plan developed	☐
65.	Continue ongoing end-user and engagement, including project walkabouts	☐

66.	Planning for operational readiness in advance of the start-up of operations and the phasing in of asset/facilities management	☐
67.	Prepare forecasts of final capital and operational costs	☐
68.	Update project risk register	☐
Ref	**Stage 4** **Pre-handover**	**Required**
70.	As-built project information model delivered to client (appointing party)	☒
71.	Take receipt of digitised operation and maintenance manual	☐
72.	Building logbook in place	☐
73.	Information transferred from the project information model to client asset information model	☐
74.	Finalizing the plan for energy use and water consumption metering, where applicable	☐
75.	Verifying the commissioning information provided by suppliers in accordance with the methods identified in the commissioning specification	☐
76.	All commissioning logged and reviewed against targets	☐
77.	End-user orientation, familiarisation and training has been undertaken with the Facilities management and Estate team familiarization with key operating systems such as the BMS	☐
78.	Aftercare team appointed to manage interventions and provide solutions to problems identified in the normal operation of the asset/facility or as a result of post-implementation reviews and/or POE	☐
79.	Identify the approach to be taken to post-implementation review and/or POE, including the techniques and tools for these purposes	☐
80.	Prepare a forecast of outturn capital cost	☐
Ref	**Stage 5** **In use / Operational Stage**	**Required**
82.	In-use roles and responsibilities established	☐
83.	AIM curation strategy in place	☐
84.	Undertake aftercare walkabouts and review meetings/workshops instigated with aftercare and facilities management teams to determine any initial issues with end-users. Maintain records of issues that have arisen	☐
85.	Issue resolution planning undertaken	☐

86.	Post-implementation review and/or POE to establish if the asset/facility is performing as expected including measurement of actual operational performance against the required performance from environmental, social and economic perspectives based on information and data taken from reliable sources during the extended period of aftercare.	☐
87.	Fine tune / optimize engineering systems as required. Record and feedback fine tuning details	☐
88.	Qualitative health check and seasonal commissioning (where relevant)	☐
89.	Preparation of an advisory report by the operator, operations team or asset/facility covering the need for any corrective actions, the presentation of benchmarking data and the lessons learnt	☐
90.	Project end review – record and share lessons learned	☐
91.	Complete scheme / service benefits evaluation and report	☐
92.	The facility's log-book, handbooks and user guides updated as appropriate	☐
93.	Update the AIM	☐
94.	Project approval and sign-off	☐

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