



Cabinet Office

Government Soft Landings

Section 2 - GSL Lead and GSL Champion



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2.0 The Government Soft Landings Lead and GSL Champions:

The key roles of the Government Soft Landing Lead and the Government Soft Landings Champions is to ensure that the GSL process is applied to all central government projects through challenging and ensuring that briefing and design take account of the business and end user requirements, and that the asset will be operationally efficient and effective. The GSL guidance documents will provide information on how to ensure that performance requirements are being translated into targets that are assessed during the project and post completion. The GSL champion has a particular interest in the ongoing operation and use of the asset post completion.

2.1 The GSL Lead

Each department is to identify a senior Lead for Government Soft Landings. The Government Soft Landings Lead is to ensure that the following are addressed:

- That Government Soft Landings policy is adhered to for each new build or major refurbishment project
- That each department project has a Government Soft Landing Champion identified
- Attendance at the GSL Stewardship Group to share experience and to identify the business benefits of GSL by means of written reports

2.2 The GSL Champion

The GSL Champions are to ensure the following are undertaken by working alongside the Project Manager;

- That the strategy/brief identifies the required social (functionality and effectiveness), environmental and economic (cost) outcomes and appropriate measures.

- That a project meets client needs and is maintainable.
- Provide a pro-active voice for end users and facilities management team.
- Where appropriate challenge design criteria and proposals to ensure that the project is maintainable and cost effective in use.
- Ensure that assets are built/refurbished to optimise operation processes, maintenance and operational cost.
- Ensure that operational budget is set early in the design process and changes to design are reviewed for operational running cost impact.
- Develop Operational Strategies.
- Support in the delivery of the areas of facilities management and commissioning, testing and handover. Support the aftercare process. Support the Post Occupancy Evaluation (POE) process.
- POE is embedded into the project .
- Where appropriate ensure that BIM data feeds into Computer Aided Facilities Management (CAFM) systems to enable a fully populated asset register. Otherwise ensure that construction project data is available to create the asset register.
- Ensure that properties are registered on e-PIMS and obtain unique property reference.
- Maintain continuity of involvement with the project from strategy through to operation.
- That post occupancy evaluation and monitoring are undertaken to compare actual performance against actual performance and support the assessment of any differences between the two sets of information.
- Record POE reports as lessons learnt feedback for future projects (this will be stored on the Asset Information Model when working with a BIM enabled project).

These activities reflect what the government client should be doing. This should not be an additional cost or contractual role to the project. Most of the skills required should already exist from within the client side Estates/FM /Asset Management functions. Where the department does not employ either asset management personnel or a departmental project manager, the role of GSL Champion may need to be allocated to a private sector project management team member.

The skills required for the GSL Champion are shown below:

- Understanding of operational aspects of building management, e.g., Facili-

ties Management and the needs of the users

- In the case of infrastructure understanding operational aspects of asset and end use
- Have understanding of the operational costs of existing estate and set benchmarks for operational costs of project
- Ability to identify and engage with project end users to support identification of KPIs against the process aspects of GSL eg measuring and reporting on the performance of the Commissioning, Training and Handover team and also on the performance of the Facilities Management Provider.
- Ability to communicate with a range of users and occupiers, visitors and facilities managers at a range of organisational levels so that end performance requirements are communicated throughout the process.
- Understanding of building operational and asset management systems, e.g., Building Management System (BMS), CAFM and their use in identifying how actual building use (occupancy hours, temperatures) may differ from the original intended use against which the building was designed.
- Ability to relate the performance of building with changes that may have occurred in its use
- Act as focal point for the end users and operational budget holders of the establishment
- Basic understanding of construction and design process
- Ability to identify operational outputs/outcomes of the project and develop these into new requirements for future projects
- Have understanding of requirements and output of the POE which is conducted for three years after building occupation
- For POE have knowledge of the outline principles of energy assessment methods, carbon dioxide emission calculations and how to undertake a survey. Training may need to be provided for GSL Champions on the energy assessment method adopted by their department
- For POE have understanding of how to conduct the departments chosen user satisfaction surveys to measure how well the building has enabled the management team to deliver the required social performance outcomes and functionality and effectiveness
- For POE have understanding of the departments cost reporting methods to record the capital cost of construction and record the annual operating cost for a period of three years after building occupation

Specific activities that the GSL Champion needs to coordinate with regard to the

focus areas are shown below. Most of these requirements are contained within the terms of appointment of the design/construction team and the Facilities Management Provider and the role of the GSL Champion is to emphasise and monitor their performance.

2.3 Functionality and Effectiveness (the Social part of sustainability and a POE measure)

A. Work with the project team at briefing stage to identify key occupier and building functionality issues, this will relate to the departments chosen method of measurement but examples might be;

- How well the building/asset enables the users and facilities/asset management team to achieve the required functional outcomes; e.g., improved educational outcomes, shorter in-patient stays.
- Comfort; temperature, air quality, lighting, noise and control.
- Workplace facilities; e.g., meeting rooms, conference facilities, desk space, furniture, storage.
- Amenity; e.g., access and egress, catering, washrooms, cleanliness, social interaction, reception / visitors, health and well-being.
- Impression and Impact; effective use of space, productivity, look and feel.
- Maintenance; access and replacement provisions.
- Durability and Reliability; need for repair and replacement.
- Health and Safety; users and operators.

Work with the design team to ensure that the above is translated into a set of requirements that is conveyed into the brief and that the relative importance of these is understood and considered during the various stages of design and during Value Management / Value Engineering.

B. If needed propose an occupant survey to identify baseline measures for the above.

C. In line with the items in A and B develop a POE survey method.

D. Develop a POE plan that considers how to optimise building performance against key requirements identified in the brief.

E. Work with construction team, operators and users following post occupancy evaluation to identify how any required performance improvements will be delivered and implemented.

2.4 Environment (the Environmental part of sustainability and a POE measure)

A. Identify and work with department representatives to identify key aspects of environmental performance needed for the asset, e.g., water and energy consumption, waste production and carbon dioxide emissions. This will reflect departmental targets and legislated targets.

B. Where there is an existing facility they need to work with the occupiers to identify target figures for A.

C. Work with the project manager to obtain the data needed and provide this in a format that can support an environmental plan to be developed. Typical data needed for a plan would include targets for; energy consumption, water consumption, carbon dioxide emissions and waste production.

D. Work with team to develop the aspects of the POE specific to the environmental objectives. This will reflect the POE measures adopted by the department.

E. Work with end users and design team to identify how the environmental performance of the building can be assessed. Again this will reflect departmental methods.

F. Work with the department sustainability team and future operator to identify waste management strategy that needs to be co-ordinated with design team.

G. In conjunction with operators and the design team establish end-user functionality needs that impact on the environmental performance of the building.

H. Work with operators and users following post occupancy evaluation to identify how performance improvements will be delivered and implemented.

2.5 Cost (the Economic part of sustainability and a POE measure)

A. Identify and work with department representatives to identify key aspects of cost performance needed for the asset, i.e., how much data is required about capital cost and operational cost. This will reflect departmental targets and reporting requirements to central government. Capital cost figures will be provided by the Project Manager and the construction team at the end of the project. The metrics to be used and the level of detail required will reflect the existing analysis and reporting methods of the department.

B. Where there is an existing facility work with the operators to identify target cost figures for A especially with regard to operating cost. Use existing portfolio to assess baseline and set benchmarks.

C. Work with the project manager to obtain the cost data needed and provide this in a format that can support capital cost and operational cost targets to be developed.

D. Review the predicted whole life costs produced by the design and construction team.

E. Work with team to develop the aspects of the POE specific to the cost objectives. This will reflect the cost reporting POE measures adopted by the department in terms of metrics and detail.

F. Work with end users and design team to identify how the performance of the building can be assessed. Again this will reflect departmental methods.

G. In conjunction with operators and the design team, establish end-user functionality needs and environment needs that impact on the operational cost performance of the building.

H. Work with operators and users following post occupancy evaluation to identify how both capital cost and on-going operational cost performance improvements will be delivered and implemented.

2.6 Facilities Management

A. Work with FM team to ensure that the Facilities Management Plan is developed in time for design proposals and budget setting ensuring that this takes account of existing government FM policy.

B. The Facilities Management Plan should consider the following; operational management strategy, operational budget, service level requirements and sourcing strategy.

C. Support the design team in assessing and co-ordinating in-use cost proposals against the Facilities Management Plan referred to in item A above.

D. Work to identify key parties who will set the Facilities Management Plan and who need to be involved in the progression of the design.

E. Ensure that the procurement process for the service providers has been considered in time for an effective and smooth mobilisation process so that transition to operation is straightforward and enables timely commissioning, training and hand-over to building operators/FM suppliers. Liaise with project team, occupiers and facilities managers to ensure that this is being achieved.

F. Work with end user and sponsor to ensure that operational expenditure budget is approved as the project progresses

G. Work with Government Procurement Service FM to identify sourcing options and develop sourcing strategy for FM suppliers.

- H.** Identify with the operators, sponsor and end users any supplier engagement that should be undertaken and when this should take place during the project.
- I.** Ensure that the FM Provider develops an FM mobilisation plan and where operation and construction activities are interdependent ensure that they are integrated through the Project Manager into the project plan.
- J.** Ensure that operational aspects of performance are reviewed using Key Performance Indicators, e.g., is the operational model as designed and provided meeting the brief, is maintenance being conducted effectively, are complaints dealt with effectively through the Help-desk, is the operation of the asset properly understood, are the FM staff suitably competent? Conduct operational cost tracking against budget and industry benchmark.
- K.** At the time of the KPI review establish from the Functionality and Effectiveness POE if the facility as designed is effective from a technical, functional, reliability perspective, is component replacement as predicted and is the frequency of maintenance activity as expected?
- L.** From the results of the KPI review process, identify with FM Service Provider how to optimise FM service provision for example by variations to service.
- M.** Ensure that the POE reporting process identifies design/workmanship/product quality issues that are to be recorded on the Functionality and Effectiveness POE.

2.7 Commissioning, Training and Handover (CTH)

- A.** Ensure that the CTH process is embedded into the contractor and consultant procurement specification.
- B.** The contractor and consultants should work with the Project Manager in the development of a CTH plan such that the following are considered; end users and operators training, handover programmes, phased occupation, occupier and user guides, asset register format. This programme should identify the post occupancy plan and programme for aftercare and seasonal commissioning.
- C.** Ensure that the key requirements, roles, responsibilities, inputs, outputs and timeline are embedded into supplier specifications and procurement documents.
- D.** Arrange for information for the asset register to be issued for the project at an appropriate and agreed time prior to practical completion and closed out at an agreed time immediately after practical completion.
- E.** Work with department to ensure that project specific asset register / structure / format is defined <http://www.bimtaskgroup.org/bim4water/> and link this into the FM plan and ensure that this is considered within the Computer Aided Facilities

Management (CAFM) system.

- F.** Ensure that maintenance access and replacement requirements are considered in design in conjunction with operator / end user and then evaluated as part of the post occupancy evaluation for functionality and effectiveness.
- G.** Approve and format the CTH plan prior to issue and approval.
- H.** Ensure that CTH performance is reviewed using Key Performance Indicators, e.g., was the CTH plan produced effectively and shared with the Client operations team, were the pre-commissioning checks, balancing and regulating, commissioning, testing, certification and setting to work conducted effectively and timeously and was data conveyed to the Client operations team?
- I.** At the time of the KPI review establish from the Functionality and Effectiveness POE if the facility as designed is effective from a technical, functional, reliability perspective, is component replacement as predicted and is the frequency of maintenance activity as expected?
- J.** From the results of the KPI review process, identify with the FM Service Provider how to optimise FM service provision for example by variations to service.
- K.** Ensure that the POE reporting process identifies design/workmanship/product quality issues that are to be recorded on the Functionality and Effectiveness POE.
- L.** Ensure that the operating and maintenance instructions are conveyed to the client and the operator.
- M.** Ensure that where controlled are provided for the users to adjust their working environment that the controls are user friendly and can be readily understood.

2.8. Aftercare

- A.** Develop the aftercare plan in conjunction with the Project Manager.
- B.** Implement and manage the project aftercare plan during the mobilisation and occupancy phase.

As knowledge about the role of the GSL Champion emerges, the role will be developed further with input from the GSL Stewardship Group.

2.9 GSL Stewardship Group

The GSL Stewardship Group will consist of the nominated department GSL Leads. Terms of reference for this group will be developed, but the key role is to ensure that ownership and development of GSL going forward is maintained by the departments. Ongoing development of the GSL guidance documents and GSL role will be developed through until the mandate in 2016. The GSL Stewardship Group will share experience and individually produce written reports of benefits realised supported by estimates of savings where possible. The GSL Stewardship group will be asked to identify any training needs for themselves and GSL Champions and to consider cost-effective methods of providing and perhaps sharing that training.

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

