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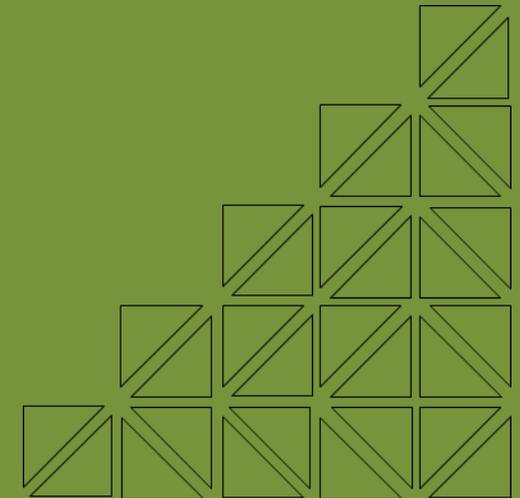
CPS

GOVERNMENT SOFT LANDINGS (GSL) FRAMEWORK

The Shared Estates Service (SES) Cluster: Project Control Framework

STD/BIM/P07

Guide to Government Soft Landings



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CONTENTS

- 1.0 Introduction**
- 2.0 When does GSL apply to a project?**
- 3.0 Who carried out GSL activities?**
- 4.0 What does GSL involve?**
- 5.0 Inception**
- 6.0 Options Appraisal**
- 7.0 Business Case**
- 8.0 Sustainability**
- 9.0 Delivery**
- 10.0 Post-handover activities**
- 11.0 The Estate Directorate GSL Champion**

GOVERNMENT SOFT LANDINGS FOR PROJECTS

1.1 Introduction

- 1.1 Government Soft Landings (GSL) is a process which aims at improving the performance of products delivered by construction projects and reducing their operation and maintenance costs. It a means of addressing what has been described as ‘the performance gap. That is, the gap between how a building or item of infrastructure was intended to function and how it functions when delivered. Examples of the performance gap include:
 - 1.1.1 A boiler costing more to run than anticipated because the operator staff were not trained and could adjust settings on the control panel.
 - 1.1.2 Maintenance costs of a prison kitchen being higher than anticipated because an unsuitable tiled floor was installed which chipped easily and was time consuming to repair.
- 1.2 GSL seeks to avoid these kinds of expensive and problematic issues. Many can be avoided by planned engagement with project stakeholders and clear communication such as provided by Digital Construction methods (e.g. Building Information Modelling). GSL offers a framework for this improved engagement.
- 1.3 The Cabinet Office has asked government departments to apply GSL to all new or significant refurbishment capital building projects it runs by 2016. But, of course, GSL applies to infrastructure and maintenance projects too. MoJ/Home Office/CPS Estate Directorate policy is for it apply to all projects in proportion to the size and importance of the project. Cabinet Office policy draws attention to five key requirements relating to GSL:
 - 1.3.1 GSL will be a key element of the design and construction process maintaining the ‘golden thread’ of the building purpose through to delivery and operation.
 - 1.3.2 Early engagement of end user and inclusion of a GSL champion to direct this engagement with the project team during the design/construction process is needed.
 - 1.3.3 There must be a commitment to aftercare post construction from design and construction team.
 - 1.3.4 Post Occupancy Evaluation (POE) and feedback to design/construction team and lessons learnt captured for future projects will become part of standard practice.
 - 1.3.5 Building Information Modelling (BIM) will provide a fully populated asset data set to feed into Computer Aided Facilities Management (CAFM) systems and modelling will enable planning modifications, this data will need to be maintained throughout the building life cycle.

- 1.4 This document is to be read in conjunction with the BIM2AIM suite of Digital Construction Standards which are mandatory for Estate Directorate projects and complement this framework policy and B-MAT BIM Maturity Tests as STD/BIM/P006. These digital standards can be located here: [Hyperlink to BIM2AIM Digital Construction Suite](#)
- 1.5 This document sets out how MoJ Estate Directorate should apply GSL to the projects it runs and offers advice and guidance on roles, responsibilities and timeframes.

2.0 When does GSL apply to a project?

- 2.1 GSL applies to all construction projects run by MoJ/Home Office/CPS Estate Directorate, regardless of size and importance. But it should be applied in proportion to the size, criticality and importance of the project. A low cost project which is not critical to the business partner and which is planned to complete quickly may not require GSL to be applied to a high degree of detail, nor extensive records kept. A high value project which is due to run for several months and will have a significant impact on the business partner will almost certainly need and benefit from more extensive application of GSL process which should be recorded on the appropriate record sheets.

3.0 Who carries out GSL activities?

- 3.1 Ideally, each project should appoint a GSL Champion and the Champion should come from the appropriate part of the MoJ/Home Office/CPS Estate Directorate property asset community, for example, a REM or an APAM. The GSL Champion is responsible for ensuring the five key GSL themes are addressed by the project team; keeping all relevant stakeholders are involved at relevant points in the project; recording key GSL activities and decisions; and storing the record stored in the appropriate place. However, the role of Champion can be held by anyone in the project team. The MoJ ED project sponsor will give instructions on who is to carry out the role on a project by project basis.
- 3.2 The GSL champion will provide guidance and assistance on completing GSL activities.

4.0 What does GSL involve?

- 4.1 Government soft landings requires the GSL champion to engage with relevant stakeholders at appropriate points during the life cycle of the project. There are four key points during the project where engagement should happen:
 - 4.1.1 Initiation (normally, during drafting of the business case but on occasion during drafting of mandate)
 - 4.1.2 Design (during development of designs)
 - 4.1.3 Construction / Assembly
 - 4.1.4 Pre-handover and handover (and, on occasion after delivery of the project)

- 4.2 Engagement can be on any relevant issue. But, **at a minimum**, it should cover the following areas:
 - 4.2.1 Functionality (what purpose we want the building or equipment to serve)
 - 4.2.2 Operating cost (generally, any staff needed to run the facility)
 - 4.2.3 Energy and environmental performance (water, fuel, SD issues)
 - 4.2.4 Facilities management (maintenance time and cost in particular)
 - 4.2.5 Training, commissioning and handover (everything that needs to be done to ensure end users can operate the building effectively from first day after handover)
- 4.3 Normally, benefits which derive from engagement should be recorded in measurable terms.
- 4.4 Almost certainly stakeholders will include:
 - 4.4.1 The end user of the project deliverable
 - 4.4.2 Designers
 - 4.4.3 Contractors
 - 4.4.4 Facilities Management (FM) Staff
- 4.5 Recording GSL activities
 - 4.5.1 GSL activities and outcomes should be recorded on the MoJ ED GSL record sheet. A copy is attached to this document as **Annex A** (STD/BIM/P07.1). Record soft landings activities and outcomes on the **Annex A** (STD/BIM/P07.1) evidence sheets and save the results in the appropriate folder on the client Common Data Environment.
- 4.6 The following section provides a stage by stage guide to GSL activities

5.0 Inception

- 5.1 Project Mandate. Where a project derives from a Strategic Outline Business Case (SOBC) and is commenced by a mandate flowing from the SOBC, the GSL champion should identify stakeholders, plan engagement and have completed the first round of engagement before proceeding with the project.
- 5.2 Where there is no Strategic Outline Business Case, The GSL champion should take the receipt of the project mandate as a prompt to decide who the relevant stakeholders are and draw up a plan for engagement. Where a project is run as the result of a task order, the task order itself can be taken as a prompt to begin the GSL process.

6.0 Options Appraisal

- 6.1 If an options appraisal is carried out, the GSL champion should ensure that appraisals contain information which addresses issues likely to be raised by a stakeholder. The appraisals should provide information likely to be relevant to the functional outcomes of the project and, where appropriate, environmental performance and energy efficiency, FM costs, and training and handover.
- 6.2 The GSL information generated by appraisals should feed into procurement strategy and briefing documentation provided to the consultants.

7.0 Business Case

- 7.1 The GSL champion should ensure that stakeholders have been consulted on the options in a business case before it is presented to the relevant governance board. He or she should also ensure that deliverables are identified in a way which allows them to be measured when the project is complete. This will allow a Post Occupancy Evaluation (POE) to be completed after delivery and the success of the project measured.
- 7.2 The business case is often the place to provide a baseline against which the anticipated deliverables of a project can be measured (and, eventually, the measures against which success should be measured at POE). This may involve a process of collecting current performance data relevant to the project in hand. Relevant data include:
 - 7.2.1 Operational costs and issues
 - 7.2.2 End-user perception
 - 7.2.3 FM costs and other FM data relating to issues such as downtime and cleanliness
 - 7.2.4 Sustainable development data
 - 7.2.5 Energy usage data
 - 7.2.6 Water usage data
 - 7.2.7 Temperature monitoring
 - 7.2.8 Noise data

8.0 Sustainability

- 8.1 Plainly, any issues relating to environmental performance must take account of MoJ ED sustainable development policy. Where appropriate, the GSL champion is responsible for engaging with the MoJ ED Sustainable Development team during the first round of stakeholder engagement.
- 8.2 Sustainability benefits should be detailed in the business case and an assessment of how far these targets were realised should be assessed at the end of the project. As part of the BREEAM requirement a TM22 system should be used where appropriate.

9.0 Delivery

- 9.1 **Project Brief**; the GSL champion should ensure that the anticipated benefits are set out in the project brief so that the project team knows what deliverables it is aiming at.
- 9.2 **Tender and Award of Contract**; where the FM provider is known from the outset of the project then they should be consulted as part of the tender exercise to enable accurate OPEX costs to be included in the tender.
- 9.3 **Handover Documents**; 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.
- 9.4 **Value Management, Derogations**; derogations and changes to the agreed scope of works should be put forward with a defined benefit. Value management decisions with no other defined benefits should be able to demonstrate a benefit in the whole life costing of the project. The GSL champion should ensure that all derogations are recorded on the GSL record sheet, giving the rationale for the change and the likely effect on anticipated benefits.
- 9.5 **User Training**; the GSL champion should ensure that there is an agreed plan for training and demonstrations for FM and end-users at the earliest possible point in the life of the project. Training should aim to ensure that the completed facility can be managed and operated efficiently and safely from the first day after handover.
- 9.6 **Handover**; a handover training plan should be drawn up by the constructor to outline which job functions and roles should be trained in the various aspects of the building. This will be submitted by the constructor with the tender documentation so that the tender can be assessed on quality of the finished project.
- 9.7 **Handover Documents**; the handover documents which are required at the end of each project are described in the Handover Procedure and the bespoke information requirements for any given project are provided in the Employers Information Requirements (EIR) STD/BIM/P005 and in the supplementary (Asset) Information Delivery Plan STD/BIM/P004. **If the project you are working on does not appear to have an EIR with a bespoke Information Delivery Plan (IDP) and data specification for the project, speak to the project sponsor to obtain a copy.**

10.0 Post-handover activities

- 10.1 **Aftercare.** In line with Cabinet Office guidance the project team should be prepared to offer an after-care service to end-users and FM providers.
- 10.2 **End-user perceptions of the project.** One useful means of capturing data relating to the performance of the newly delivered asset is for the end-user to start a performance log. The GSL Champion must consider whether a log is appropriate to the project and if so, agree who should maintain the log with the lead end-user and FM provider.
- 10.3 The type of monitoring and data capture to be carried out will be dependent on the project type. Some example monitoring areas can be seen below:

New Boiler/ heating plant.

- 10.3.1 TM22 energy monitoring system to capture energy consumption of the new plant.
- 10.3.2 A fault/ callout log of all downtime including length of time the system was non-operational, whether call out of maintenance contractor was needed and minor faults.
- 10.3.3 Faults which do not cause downtime should also be recorded for example if the plant is not providing heating or hot water to designed parameters.

A New Roof.

- 10.4.1 TM22 energy monitoring system to capture energy consumption of the building.
- 10.4.2 Physical faults including any leaks should be recorded along with time taken for fault to be rectified.
- 10.4.3 Any other incidents, this may include rooftop protests, severe weather events etc. this is important for example in the case of a roof top protest, was this a failed attempt? Was any damage caused during the protest?

10.5 Facilities Management Providers

- 10.5.1 Fault logging and down time can be obtained and reports can be produced from the call centre logs created by the CAFM contract provider.
- 10.5.2 This data is essential to the POE process in order to compare the actual performance against the design and against the performance of the previous building or system that was put in place.

10.6 Post Project Evaluation (POE)

10.6.1 Sometime after the project is handed over, MoJ ED will complete or commission a post project evaluation of the project. This will measure the extent to which the project delivered the benefits anticipated at the outset of the project. The POE will also identify any lessons learned and other issues which may require the attention of MoJ ED.

10.6.2 MoJ ED Technical Standards team will complete the POE or commission completion. Normally a POE will be completed no sooner than 12 months post occupancy. In exceptional circumstances a POE will be completed within 12 months. It is open to MoJ ED TS to commission follow up POEs.

11.0 The Estate Directorate GSL Champion

11.1 Please contact the ED GSL Champion if further advice / guidance on GSL policy and its application is required.

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