

Welcome to the Government Soft Landings (GSL) NHSScotland Interactive Navigator

The need to improve the value offered by our construction activities has been a key objective of NHSScotland (NHSS) with the specific goal **“to align interests between those who design and construct our assets and those who subsequently use it.”**

GSL is a key element of the NHSS process of briefing design, construction and handover process, to maintain a ‘golden thread’ of the facility’s purpose and also enables structured monitoring of performance standards during delivery and facility operation. This interactive process map will help you practically apply GSL on your project and is aligned with our values and our purpose.

Our values

Care and compassion
Dignity and respect
Openness, honesty and responsibility
Quality and teamwork

Great values
underpin
great delivery.

Start

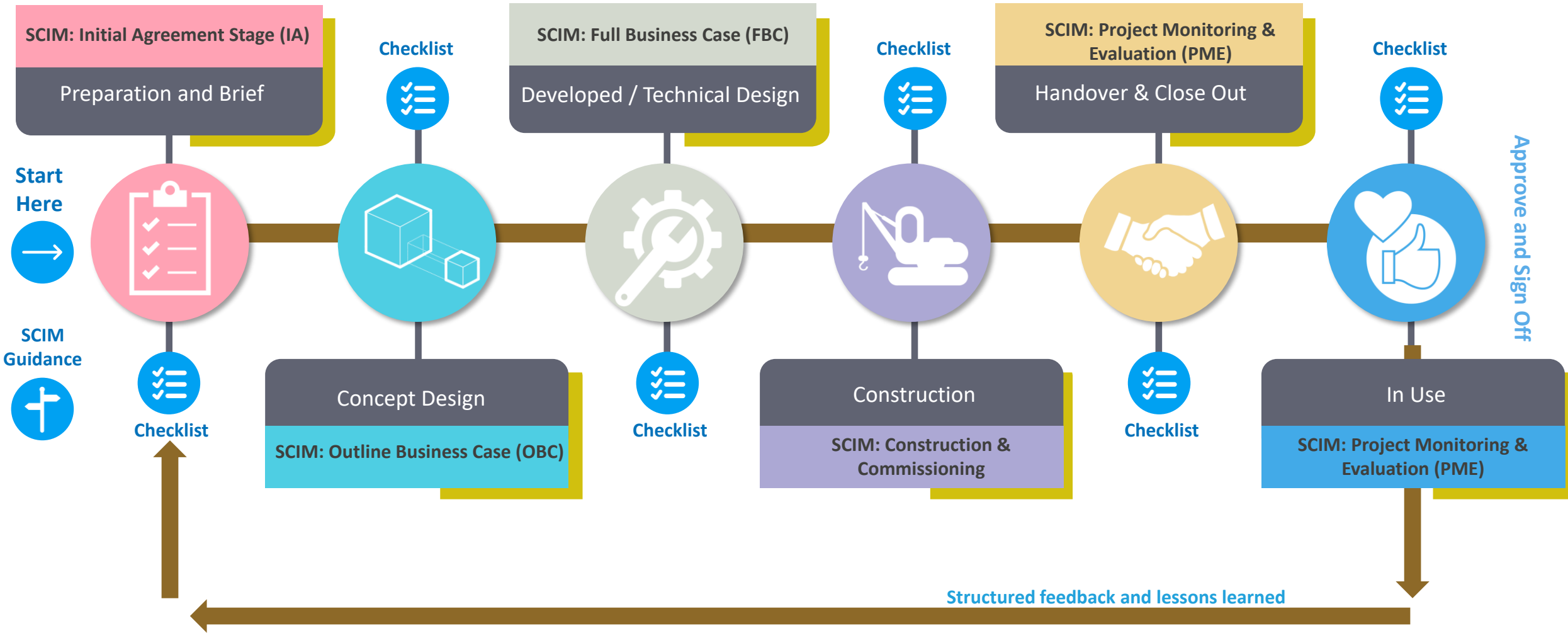


Our purpose

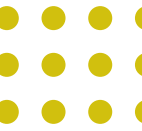
“ We provide national solutions to improve the health and wellbeing of the people of Scotland”



Navigator



Project Government Soft Landings (GSL) summary sheet:

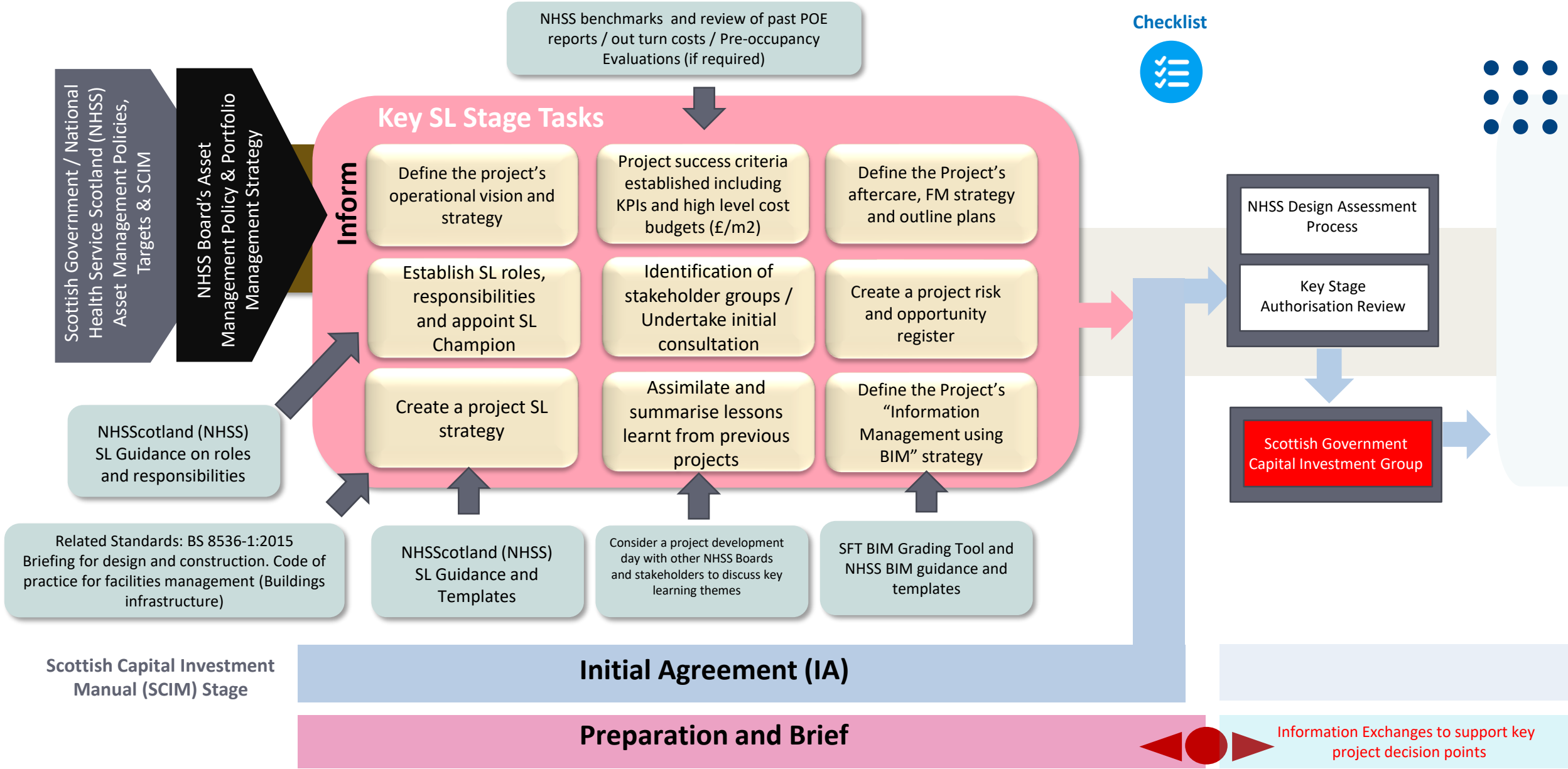


Name of project:

Name of site / location:

Soft Landings Champion (name):

	Initial Agreement (IA)	Outline Business Case (OBC)	Full Business Case (FBC)	Construction & Commissioning	Project Monitoring & Evaluation (PME)
SL progress (RAG)					
Sign off - stage SL completion					
Date completed					
Notes:					



Initial Agreement (IA)

Preparation and Brief

Stage Objectives

Drives clarity about operational objectives and outcomes.

Soft landings roles and responsibilities clearly defined and appointment of a SL Champion.

Enablement of end user involvement at an early stage and throughout the project.

Lessons learned reviewed from previous projects.

Related NHSS Templates

- NHSScotland Soft Landings Guidance
- NHSScotland Soft Landings Delivery Plan Template
- NHSScotland Soft Landings Lessons Learned Register
- NHSScotland Stakeholder Impact Matrix
- NHSScotland Soft Landings PLQ Specimens

Alignment with BS8536-1

BS8536-1 Clauses 5.1 and 5.2

Checklist

- The project’s operational vision and strategy has been defined
- SL roles, responsibilities established
- SL Champion appointed
- SL project strategy created
- Project success criteria established
- Stakeholder groups identified
- Initial stakeholder group consultation
- Lesson learned from previous projects assimilated
- Project aftercare, FM strategy and outline plans defined
- Project risk and opportunity register created
- The Project’s “Information Management using BIM” strategy defined

Common Data Environment (CDE)
Established

Built Asset
Security Strategy

Elemental
Cost Plan

End user requirements
Captured for detailed brief

Checklist



Key SL Stage Tasks

Create SL Delivery Plan /
Lessons learned register
and Identify key gateway
review points

Establish Security
Targets

Establish Economic
Targets

Detailed
operational
and
outcome
focused
brief

Develop the aftercare and
FM Plans:
Operational proposal
Service Delivery Model
Operational Budget

Establish target
monitoring plan

BIMs / Simulation to
test any early
concept designs

Establish Social,
Functional &
Effectiveness
Performance Targets

Establish
Environmental
Performance Targets

Develop POE and
Services Benefits
Monitoring Plan
(outline)

NHSS
BIM Guidance
and Templates

AEDET Refresh

eSight M&T
CIBSE Guidance
SG Plans and
Route Maps

www.sustainabilityaction.scot.nhs.uk
Website *

Environmental
Impact
Assessment and
Management Plan

SCIM: Project
Monitoring
& Service Benefits
Evaluation

NHSS Design Assessment
Process

Key Stage
Authorisation Review

Scottish Government
Capital Investment Group

Outline Business Case (OBC)

Concept Design

Information Exchanges to
support key project
decision points

Concept Design

Stage Objectives

Establishment of SMART success and performance targets which can be tested during design and construction stages.

Early establishment of aftercare, FM strategy and benefits monitoring plan.

Related NHSS Templates

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- NHSScotland Soft Landings Delivery Plan Template
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Alignment with BS8536-1

BS8536-1 Clause 5.3

Checklist

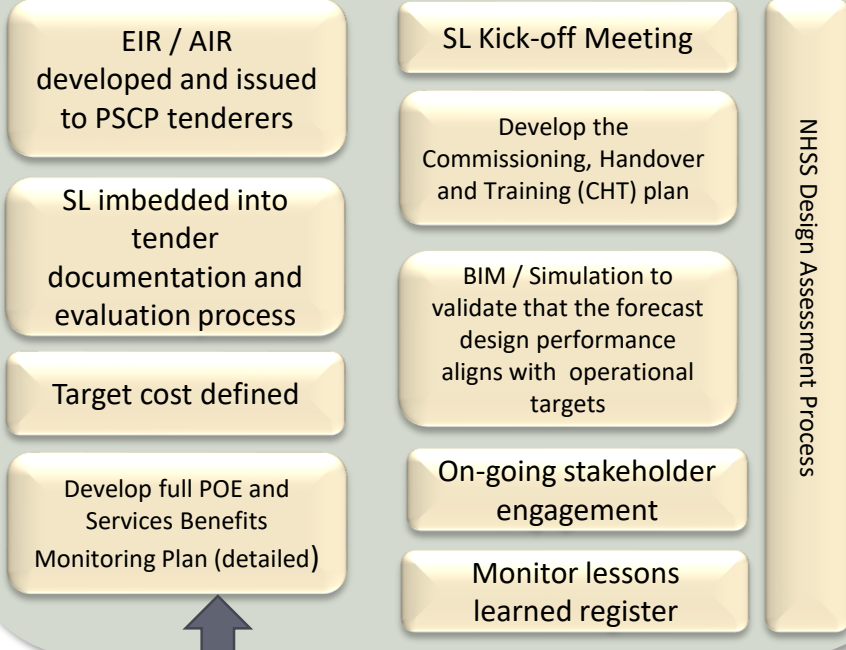
- The project’s SL Delivery Plan, Lessons learned register have been created
- Key gateway review points identified
- Aftercare, FM Plans: Operational proposal Service Delivery Model, Operational Budget developed
- Social, Functional & Effectiveness Performance targets established
- Security targets established
- Environmental performance targets established
- Economic targets established
- Target monitoring plan established
- BIMs / Simulation undertaken to test any early concept designs
- POE and Services Benefits Monitoring Plan (Outline) developed

NHSS
BIM Templates

Checklist



Key SL Stage Tasks



Market testing of cost plan (circa 80%) + real prelims, real risk register priced

SCIM: Project Monitoring & Service Benefits Evaluation

Key Stage
Authorisation Review

Scottish Government
Capital Investment Group

The Approved Health
Portfolio Control
Document

Full Business Case (FBC)



Developed / Technical Design



Information Exchanges to support key project decision points

Developed / Technical Design

Stage Objectives

Identify and build in the project specific SL needs into the tender and procurement process.

User needs clearly defined.

Related NHSS Templates

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- NHSScotland Soft Landings PLQ Specimens

Alignment with BS8536-1

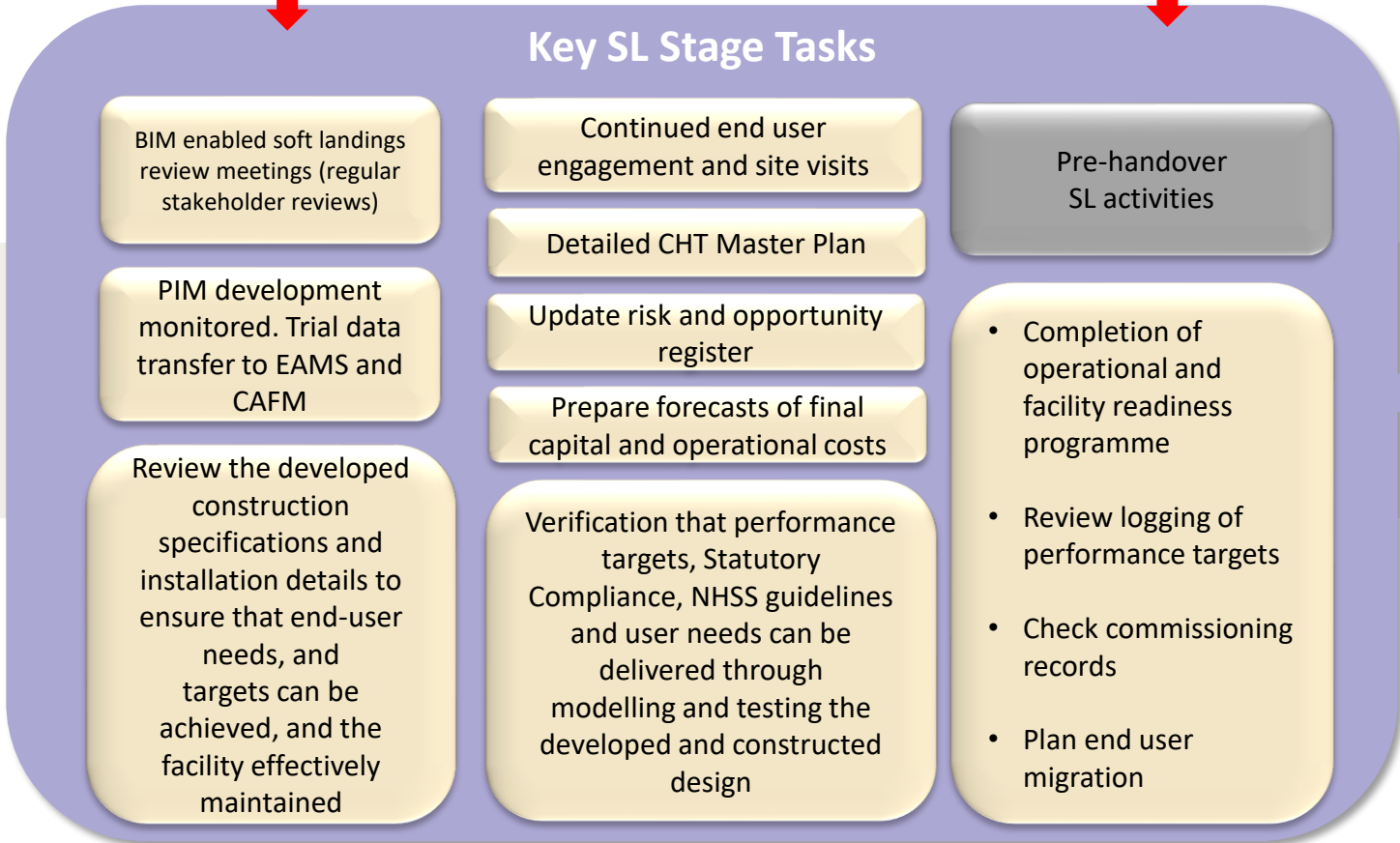
BS8536-1 Clauses 5.4 and 5.5

Checklist

- Project EIR / AIR have been developed and issued to PSCP tenderers
- SL has been imbedded into tender documentation and evaluation process
- SL kick-off meeting undertaken
- Full POE and Services Benefits Monitoring Plan (detailed) has been developed
- The Commissioning, Handover and Training (CHT) plan has been developed
- BIM / Simulation has been undertaken to validate that the forecast design performance aligns with operational targets
- Stakeholder engagement is on-going
- Lessons learned register is being monitored



Key Stage Authorisation Review the number and timing to be determined on a project basis



Scottish Government Capital Investment Group

Key Stage Authorisation Review

FM and Aftercare Teams Mobilisation

Construction & Commissioning

Construction

Information Exchanges to support key project decision points

Construction

Stage Objective

A design and a constructed capital works which has been tested to ensure that it will meet performance targets, SG/NHSS requirements and will meet the end-users' needs.

Well considered and effective commissioning and pre-handover activities.

Related NHSS Templates

- NHSScotland Soft Landings Guidance
- NHSScotland Soft Landings Delivery Plan Template
- NHSScotland Soft Landings Lessons Learned Register
- NHSScotland Stakeholder Impact Matrix
- NHSScotland Soft Landings Post Occupancy Evaluation Template

Alignment with BS8536-1

BS8536-1 Clauses 5.5 and 5.6

Checklist

- BIM enabled soft landings review meetings (regular stakeholder reviews) are being undertaken
 - The PIM development is being monitored. Trial data transfer to EAMS and CAFM has been undertaken
 - The developed construction specifications and installation details have been reviewed to ensure that end-user needs, and targets can be achieved, and the facility effectively maintained
 - End user engagement and site visits is on-going
 - Detailed CHT Master Plan developed, Risk and opportunity register updated
 - Forecast of final capital and operational costs prepared
 - Verification that performance targets, Statutory Compliance, NHSS guidelines and user needs can be delivered through modelling and testing the developed and constructed design
- Pre-handover SL activities:
 - Operational and facility readiness programme completed
 - Logging of performance targets reviewed
 - Commissioning records checked
 - End user migration planned



Key SL Stage Tasks

“As-built” project information model delivered as per the EIR / MIDP

All commissioning logged and reviewed against targets

Data transfer from PIM to EAMS and CAFM

Commissioning and performance report

End-user orientation, familiarisation and training undertaken with the Estate Teams

Building log book and digital O&M in place

In-use roles and responsibilities established

Aftercare team in place with clear delivery plan

Project Monitoring & Evaluation (PME)



Handover and Close Out



Information Exchanges to support key project decision points

Project Monitoring & Evaluation (PME)

Handover and Close Out

Stage Objectives

The completed capital works are aligned with end users needs.

An accurate “As-built” PIM is in place and data effectively transferred to the Board’s asset management systems.

Estates and operational stakeholders trained and familiar with the completed capital works.

Related NHSS Templates

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- NHSScotland Soft Landings Delivery Plan Template
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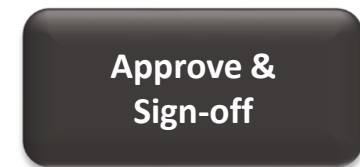
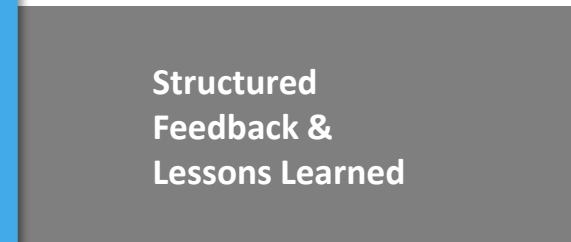
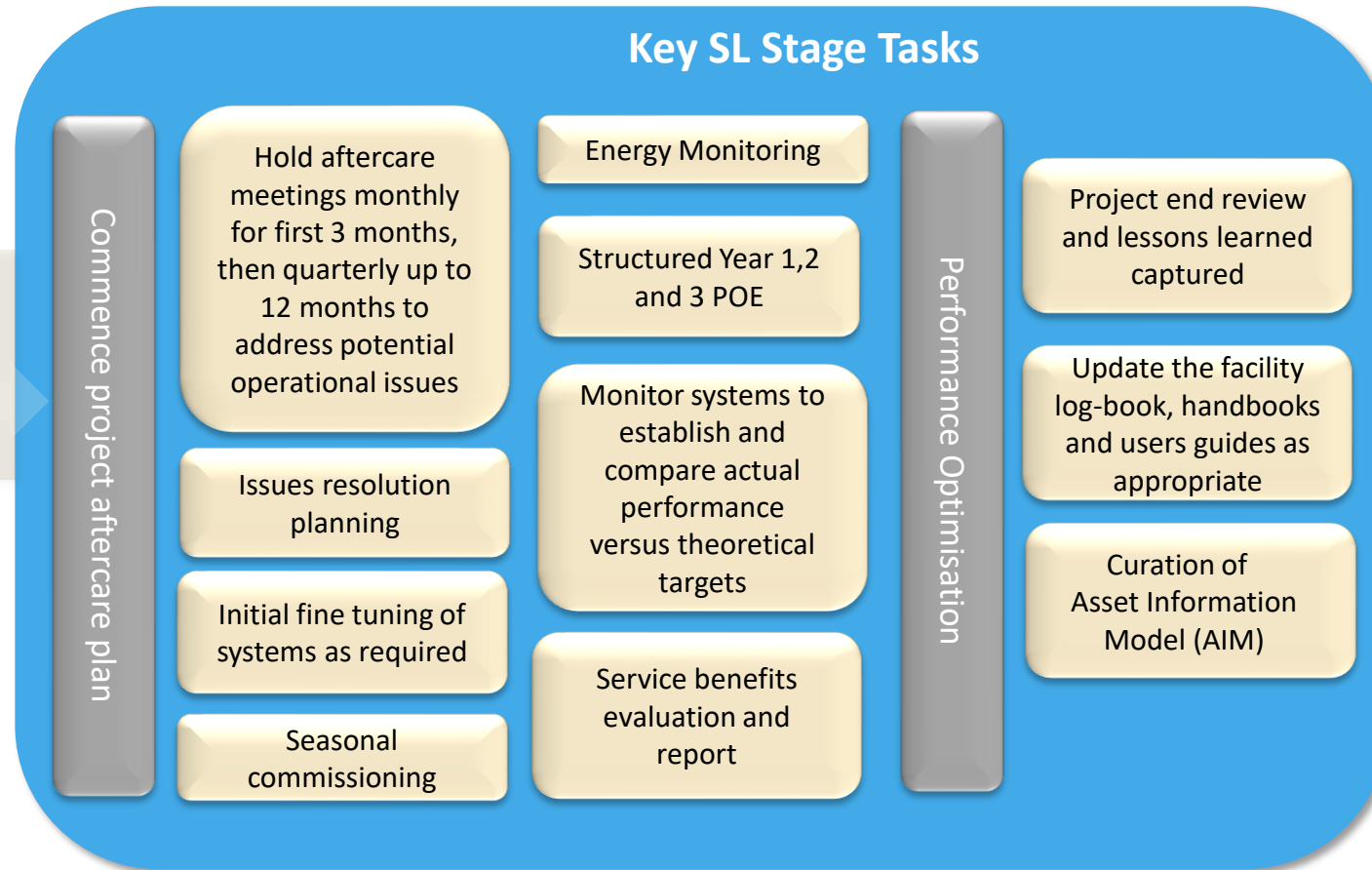
Alignment with BS8536-1

BS 8536-1 stage: 6 Handover and Close-out

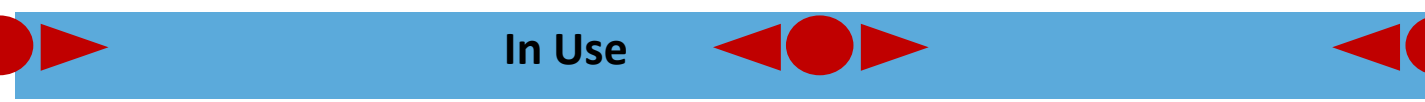
BS 8536-1 clause: 5.7

Checklist

- The “As-built” project information model has been delivered as per the EIR / MIDP
- Data has been transferred from PIM to EAMS and CAFM
- End-user orientation, familiarisation and training has been undertaken with the Facilities management and Estate teams
- All commissioning logged and reviewed against targets
- Commissioning and performance report created
- Building log book and digital O&M in place
- In-use roles and responsibilities established
- Aftercare team In place with clear delivery plan



Information Exchanges to support key project decision points



In Use

Stage Objectives

The primary objectives at this stage is to ensure that:
 The capital works performs according to the brief and meets SG/NHSS requirements.
 The aftercare period is implemented and supported.
 The performance of the capital works are monitored and evaluated via POE and other methodology.
 Processes are in place for the AIM to be maintained.
 Lessons learned are captured and shared with other NHSS Boards.

Related NHSS Templates

NHSScotland Soft Landings Guidance
 NHSScotland Soft Landings Delivery Plan Template
 NHSScotland Soft Landings Lessons Learned Register
 NHSScotland Stakeholder Impact Matrix
 NHSScotland Soft Landings Post Occupancy Evaluation Template

Alignment with BS8536-1

BS 8536-1 stage: 7 Operation and End of life
 BS 8536-1 clause: 5.8

Checklist

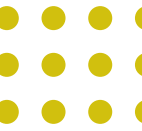
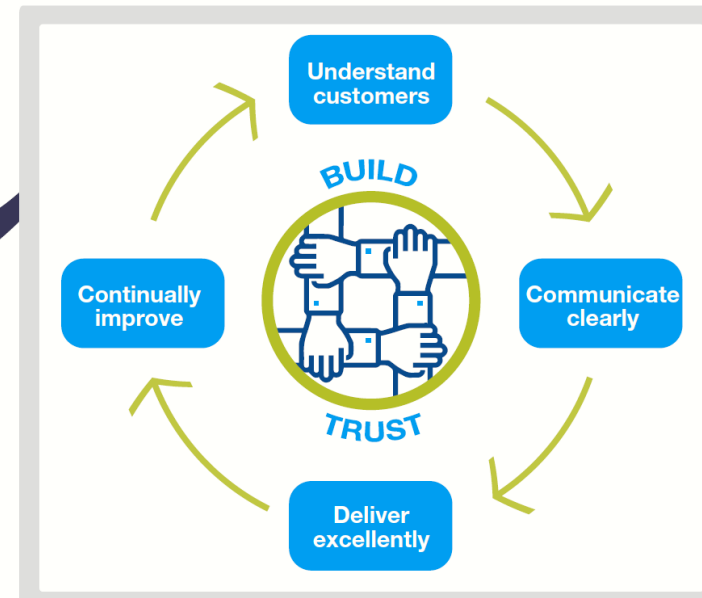
- Aftercare meetings held monthly for first 3 months, then quarterly up to 12 months to address and potential operational issues
- Issue resolution planning undertaken
- Fine tuning of systems undertaken
- Seasonal commissioning undertaken
- Energy monitoring undertaken
- Structured POE undertaken years 1,2 and 3
- Systems monitored to establish and compare actual performance versus theoretical targets
- Service benefits evaluation and report undertaken
- Project end review and lessons learned captured
- The facility's log-book, handbooks and users guides updated as appropriate
- Asset Information Model (AIM) curated
- Project approval and sign-off

Government Soft Landings

Customers at the heart

Our primary goal is to build and maintain trust so that stakeholders and customers can be confident that we are delivering what they need us to.

All our services produce an annual customer action plan and we are introducing new standards to ensure every part of NSS is proactively engaging with customers in everything we do.



Summary



Government Soft Landings (GSL) can play an important role in enabling a smooth transition from construction to operation. It also helps clients to assure the performance of an asset and inform future project performance setting.

The development of this National Health Service Scotland (NHSS) interactive process map has been supported by the Construction Innovation Hub (CIH) and the Centre for Digital Built Britain (CDBB) in order to provide a specimen departmental GSL approach.

The NHSS GSL process map provides a framework and reference for other departments to create their own specific plan which responds to their unique business procedures and the GSL principles.

The Government Soft Landings Revised guidance for the public sector on applying BS8536 parts 1 and 2 updated for ISO 19650 which form part of the UK BIM Framework can be downloaded at:

https://ukbimframework.org/wp-content/uploads/2019/11/GSL_Report_PrintVersion.pdf

CDBB, together with the Manufacturing Technology Centre (MTC) and BRE (Building Research Establishment) forms part of the Construction Innovation Hub, a £72 million Government-backed R&D initiative, funded by UK Research and Innovation's Industrial Strategy Challenge Fund. The Hub aims to change the way buildings and infrastructure are designed, manufactured, integrated and connected within our built environment.