

# 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

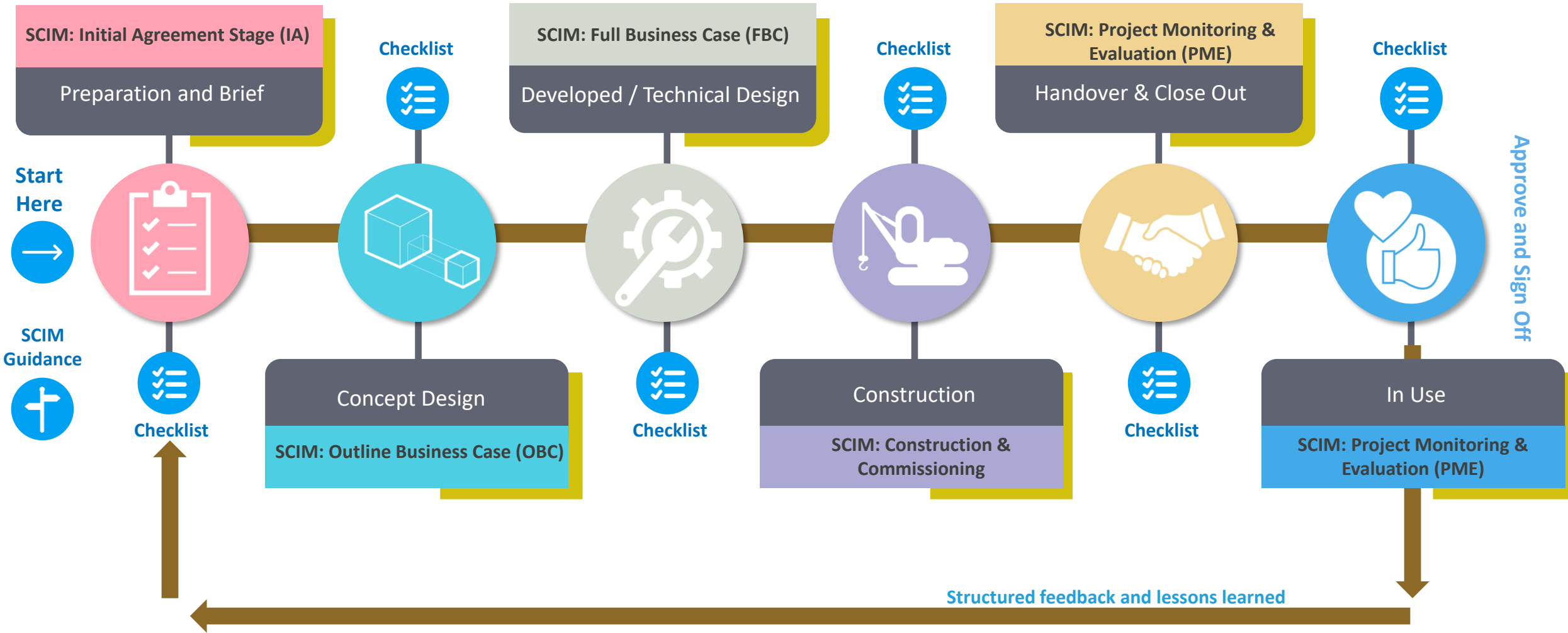


## Our purpose

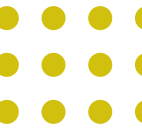
“ We provide national solutions to improve the health and wellbeing of the people of Scotland”



# Navigator



# Project Government Soft Landings (GSL) summary sheet:

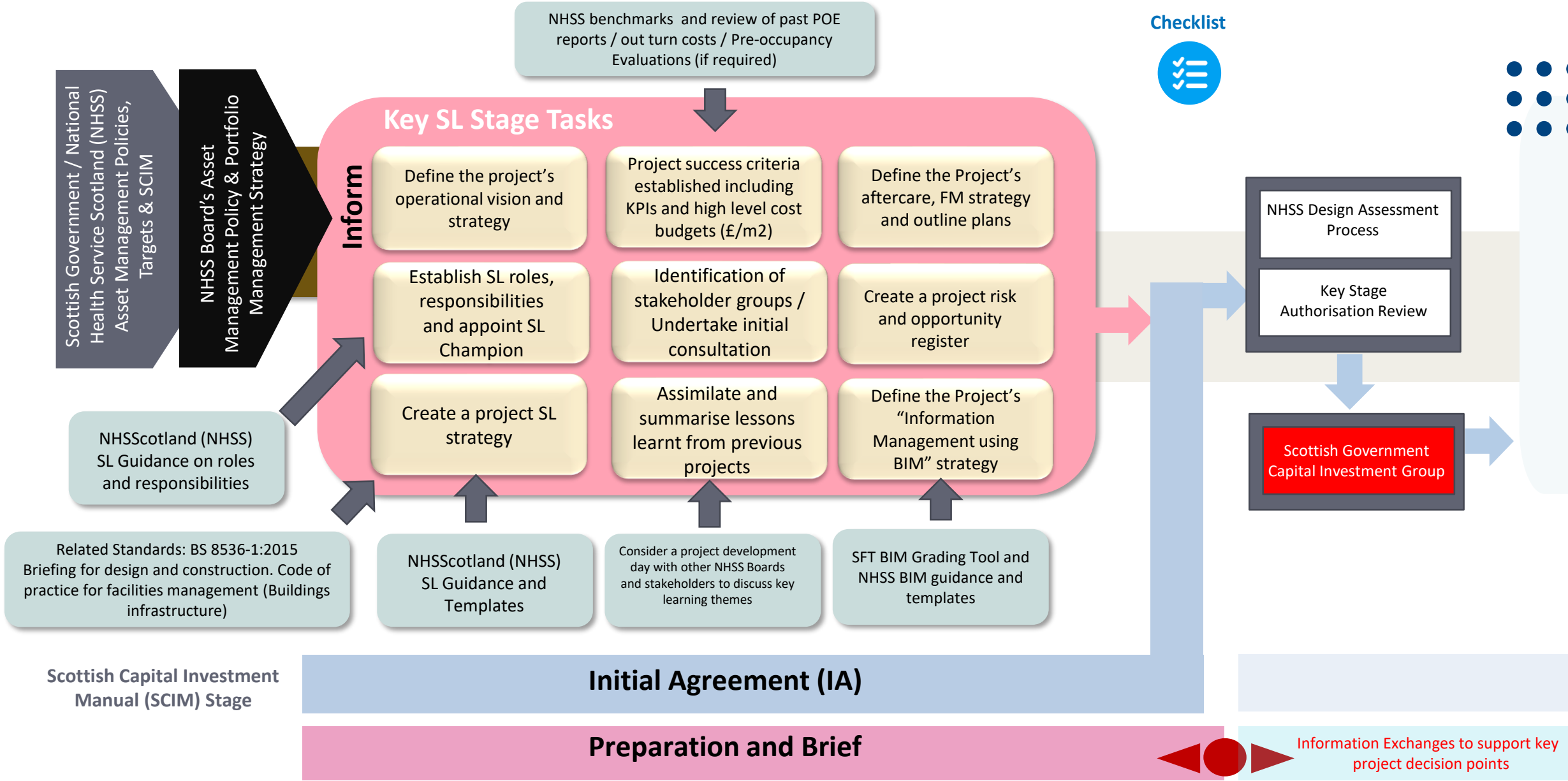


Name of project:

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](http://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 Stakeholder Impact Matrix
- NHSScotland Soft Landings PLQ Specimens

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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Alignment with BS8536-1

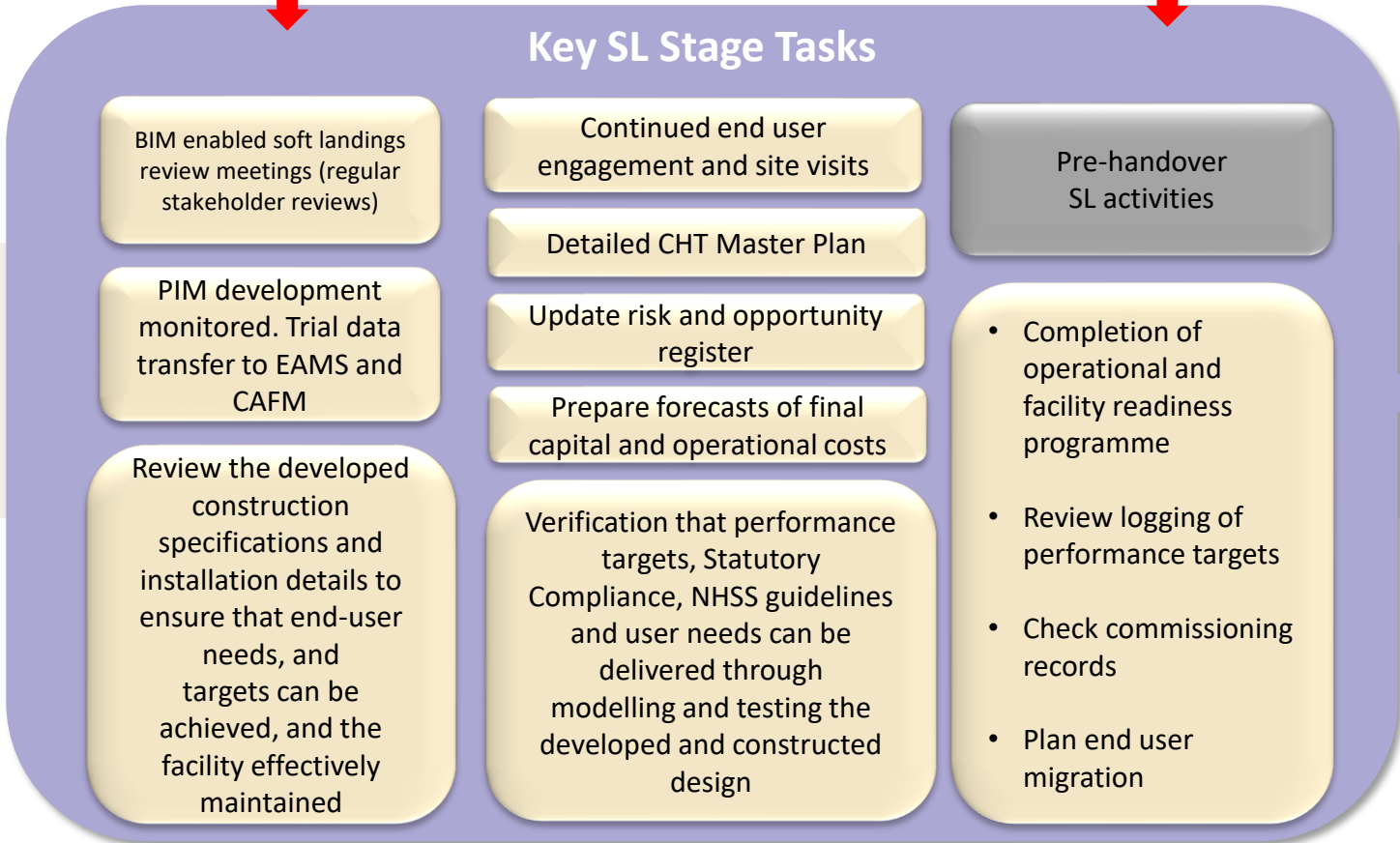
BS8536-1 Clauses 5.4 and 5.5

**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

Building log book and digital O&M in place

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

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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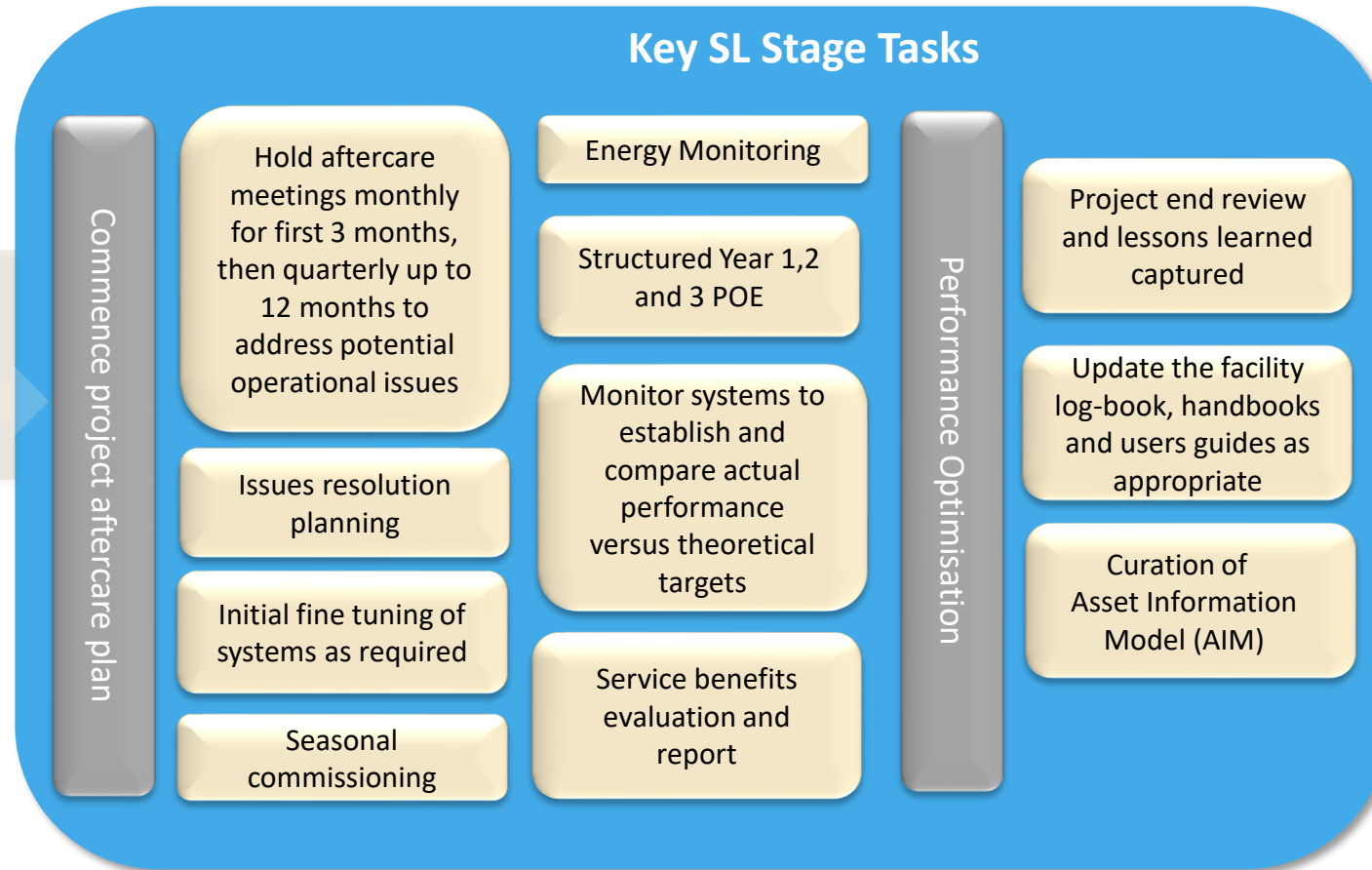
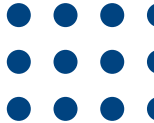
Alignment with BS8536-1

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



## Structured Feedback & Lessons Learned

**Approve & Sign-off**

## Project Monitoring & Evaluation (PME)

Information Exchanges to support key project decision points

**In Use**



## 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  
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### Alignment with BS8536-1

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

### Checklist

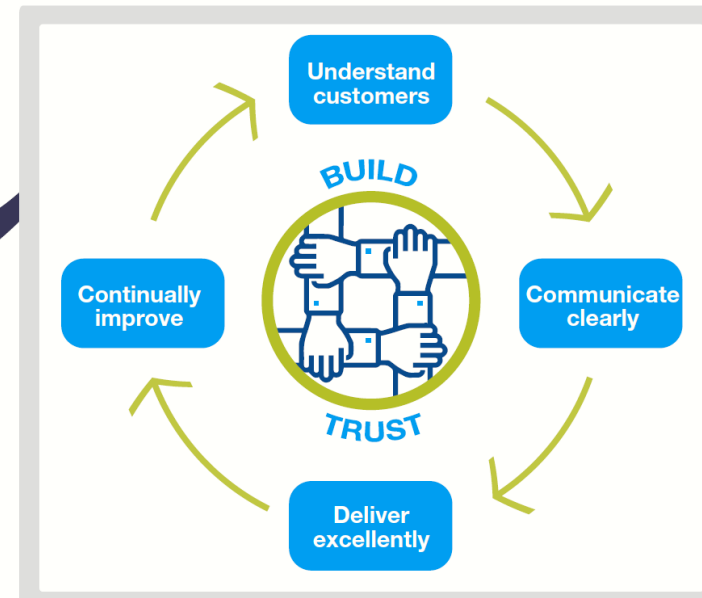
- Aftercare meetings held monthly for first 3 months, then quarterly up to 12 months to address and potential operational issues
- Issue resolution planning undertaken
- Fine tuning of systems undertaken
- Seasonal commissioning undertaken
- Energy monitoring undertaken
- Structured POE undertaken years 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](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.