



# Strategic Plan

October 2016



## Contents

1. Executive Summary .....	3
2. Manifesto .....	5
3. Vision, Mission, Goal and Values.....	6
Vision.....	6
Mission .....	6
Goal.....	6
Our Values .....	6
4. Strategic Plan.....	7
4.1 Delivery of BIM Level 2.....	7
4.2 How is the UK BIM Alliance going to enable the delivery of its strategies? .....	9
5. Strategies.....	10
Strategy 1. Awareness: Championing BIM Level 2 .....	10
Strategy 2. Education: Acting as a catalyst for change .....	11
Strategy 3. Case Study: Providing guidance to the industry.....	12
Strategy 4. Business Case: Making the case for BIM Level2 .....	12
Strategy 5. Optimisation: Fostering Innovation and Interoperability .....	13
Strategy 6. Governance: Establishing a viable enterprise .....	14
6. Road Map .....	15
7. Measurement & Metrics .....	16
7.1 Measuring success.....	16
7.2 The Metric goals .....	16
7.3 The Future.....	16

# 1. Executive Summary

The UK has established a global leadership position in digital transformation of the 'built environment' as a result of the initiative taken by the UK Government to drive adoption of what has become known as BIM Level 2 across its government departments. In Spring 2016 we reached a point where more focus and energy were required on and for the private sector. The UK BIM Alliance was set up through volunteers from across the built environment coming forward to find a way to ensure continued leadership in implementation of BIM Level 2 across the UK built environment sector, as the BIM Task Group focuses on defining BIM Level 3. The UK BIM Alliance aims to break down silos and enable collaboration across the sector to ensure common messaging and purpose.

The development of the UK BIM standards has created a unique implementation of BIM that is world leading in its scope and depth. The UK BIM Alliance will champion BIM Level 2 as an international solution to digital standardisation across the built environment as part of Digital Built Britain.

The purpose of the Alliance is to continue the implementation of BIM Level 2. We will increase adoption and implementation levels by; raising awareness in the industry; supporting the coordination of all BIM groups to deliver a consistent and powerful message; fostering innovation by supporting the creation of new tools to help the industry adopt BIM Level 2 faster; and championing great content that showcases BIM best practice.

This document needs to be read in conjunction with the prior document- "*BIM in the UK: Past, Present & Future*", which sets out the context for the Alliance. In this document, the Alliance puts forward its current collection of key strategic documents: Manifesto, Vision, Mission and Values, Strategic Plan, Road Map and Measurement & Metrics. These highlights its purpose, future governance and the strategies which we propose to employ to fully embed BIM Level 2. These strategies are by no means a solution in itself, but set the scene and structure for a concerted and collaborative effort across the Industry to achieve business as usual by the year 2020 for BIM

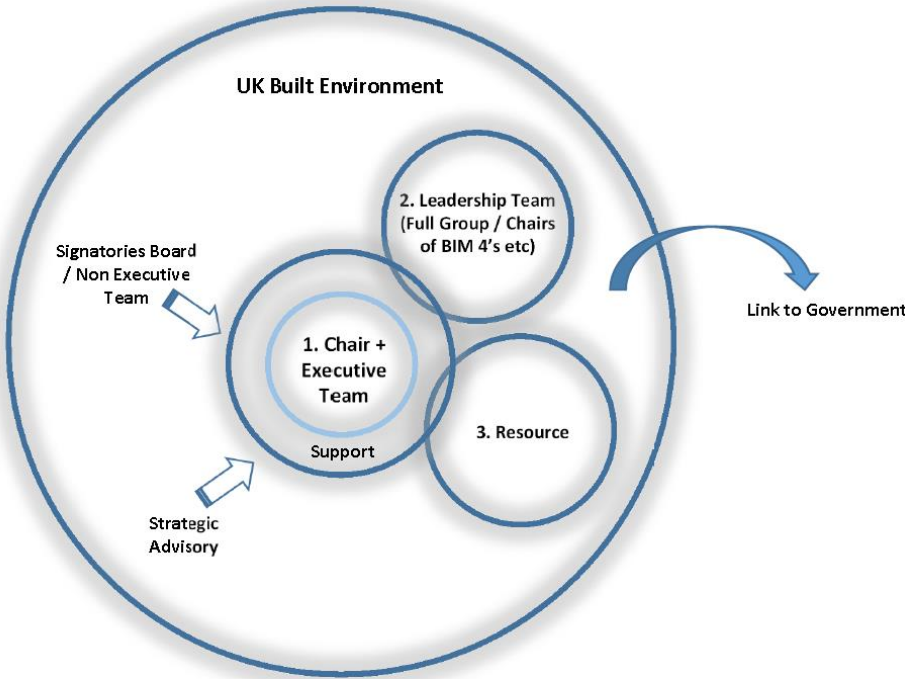
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Level 2. The key to success will be how well we all work together to make this happen.

The UK BIM Alliance Transition Team.

October 2016.

**UK BIM ALLIANCE – ORGANISATIONAL RELATIONSHIPS**



## 2. Manifesto

We seek to build an open, transparent and digitally empowered system for all stakeholders to understand and drive their built environment. From the need to build infrastructure as a platform for economic growth, to upgrading our ageing built assets to support our prosperity for the next century, we need to digitally transform our industry. Now is the time to take the opportunity for change, now is the time to invest.

We, the UK BIM Alliance, will represent and coordinate the digital transformation of our industry by supporting the implementation of BIM Level 2 across the entire Built Environment

Our representation is independent and transparent, supported by a network that is empowered to work in partnership with government, institutions and industry.

We invite any group, organisation or individual to join the Alliance and utilise the resources available to maximise the impact of the implementation of BIM Level 2.

We will provide the network and infrastructure required to implement and maintain an open system for feedback and development of BIM Level 2 processes and standards.

We will implement initiatives via projects that are independently funded and focused on achieving progressive outcomes in small, achievable steps.

## **3. Vision, Mission, Goal and Values**

### **Vision**

A digitally enabled UK built environment.

### **Mission**

To facilitate and ensure the adoption and implementation of BIM Level 2 as business as usual by 2020.

### **Goal**

To reach adoption levels of 75% for the supply and demand chain.

### **Our Values**

Innovative

Inclusive

Collaborative

Supportive

Transparent

Forward thinking

## 4. Strategic Plan

### 4.1 Delivery of BIM Level 2

Both the Supply Chain and Demand Chain are the key stakeholders in achieving BIM Level 2 maturity in the UK built environment. All of our activities will be focussed on ensuring that these stakeholders are capable of delivering a built environment for the future. The supply chain and the demand chain form the push and pull forces of BIM implementation. The supply chain provides services to asset owners and operators. The demand chain receives the services of the supply chain and is responsible for managing and operating the built environment and infrastructure.

We will undertake to facilitate the following activities to support the stakeholders through the necessary change;

- **Awareness**

Champion BIM Level 2 and the BIM level 2 mandate.

- **Education**

Direct a programme for change that targets those stakeholders with the most to gain.

- **Case Study**

Celebrate the successful implementation of BIM Level 2 on projects and on through the life cycle, examining the benefits achieved.

- **Business Case**

Demonstrate how the adoption of BIM Level 2 positively affects the bottom line, and the business outcomes.

- **Optimisation**

Support consolidation of existing and developing tools and supporting infrastructure, whilst encouraging new approaches, new ideas and the creation of new tools to help the industry optimise its use of BIM Level 2.

The strategies listed above and developed in further detail in this document will be periodically reviewed and adjusted to ensure continued forward momentum towards successful realisation of t our mission between different iterations (see Metrics and Measurement), and as the context around us evolves.

Having established the first iteration of our Strategy Plan within the present document, the Alliance will now turn its focus on the activities necessary to help bring these strategies to fruition.



## **4.2 How is the UK BIM Alliance going to enable the delivery of its strategies?**

To achieve the above strategies, the following governance and structure are in place, and will be further established over the next 12 months.

The UK BIM Alliance is chaired by Dr Anne Kemp, supported by volunteers within the Transition Team who have come forward from the BIM communities to help establish the structure and governance of the Alliance. The activities of the Chair and Transition Team are overseen and guided by the Leadership Team (comprising the chairs or their delegates of the BIM4 Groups, BIM Regions, Institutions, and signatory organisations), and the Strategic Advisory Group (comprising senior leaders across the industry). The long term structure and governance of the Alliance will be explored over the next 6 months with the signatories, Strategic Advisory Group and Leadership Team, and several options put forward and scrutinised, before a final decision is made, and the long term structure put into place by October 2017. This is to ensure that full consultation occurs, and the optimum structure and governance put into place to enable the Alliance to work for and on behalf of the industry as a whole.

In the meantime, the Alliance will press ahead with identifying and putting into play the first priority projects necessary to deliver its strategies over the next 12 months.

## 5. Strategies

### Strategy 1. Awareness: Championing BIM Level 2

<b>STRATEGY</b> 1.1	<b>Inform and encourage the Supply Chain [including contractors, suppliers &amp; designers]</b>  From recent surveys, it is clear that a significant proportion of the industry still doesn't know about BIM Level 2. It is time to remedy this problem by identifying the gaps in the industry and engaging with these stakeholders.
<b>STRATEGY</b> 1.2	<b>Inform and encourage the Demand Chain [including clients, procurers]</b>  Champion the value of BIM Level 2 and good information procurement practices to those who procure and authorise the activities of the built environment.
<b>STRATEGY</b> 1.3	<b>Inform and encourage industry influencers [including policy, regulators &amp; other 3rd parties]</b>  Engage with influencers (i.e. Professional Institutions, Government and Private Clients, Trade Associations, Advisory Consultancies,) who, whilst they may not actually procure or specify, have significant influence on the construction products, methods and processes.
<b>STRATEGY</b> 1.4	<b>Develop society wide awareness</b>  Engage new audiences outside of the construction industry by establishing a marketing plan. Issuing news about the developments will widen appeal to the new digitally-enabled built environment and attract young talents.

## Strategy 2. Education: Acting as a catalyst for change

<b>STRATEGY</b> 2.1	<b>Support accreditation, certification and endorsement vehicles</b>  Certification and quality standards are emerging to support BIM Level 2. Accreditation, certification and endorsement vehicles are part of the required support and the UK BIM Alliance will work with others to accelerate the development of practical solutions.
<b>STRATEGY</b> 2.2	<b>Identify &amp; support authoritative standards</b>  UK BIM Alliance will work with others to further develop standards, tools and processes to support the take up of BIM Level 2. The Alliance will also work with industry to develop understanding of how to achieve the benefits offered by BIM Level 2.
<b>STRATEGY</b> 2.3	<b>Support network collaboration between the different BIM organisations</b>  We will champion our collaborative network composed of the existing BIM Regions, BIM4 communities, and other interest groups, in order to provide a consistent and robust message to the industry. The UK BIM Alliance will support targeted conferences and networking events with the supply and demand chain.
<b>STRATEGY</b> 2.4	<b>Supporting lifelong learning</b>  The UK BIM Alliance will champion ongoing training, apprenticeships, and education throughout our working lives. We will encourage and support universities, training providers and accrediting organisations to ensure that high quality appropriate education is available.

### Strategy 3. Case Study: Providing guidance to the industry

<b>STRATEGY</b> 3.1	<b>Celebrate successful BIM Level 2 projects and draw out lessons learned</b>  Identify and report case studies that demonstrate the process of BIM Level 2 implementation - both the good and the bad. Encourage interest and feedback by providing access to project information and metrics where appropriate. Case studies will also feed into education and communications activities. UK BIM Alliance will actively encourage and support studies which elucidate lessons learned.
<b>STRATEGY</b> 3.2	<b>Provide guidance from case studies</b>  Identify, assemble and generate guidance that derives from case studies. Gather project documentation, critically assess and use learnings to support BIM Level 2 implementation.

### Strategy 4. Business Case: Making the case for BIM Level 2

<b>STRATEGY</b> 4.1	<b>Champion business cases for BIM Level 2</b>  Provide compelling evidence based on robust metrics to show the clear benefits of BIM Level 2. Address the need to demonstrate business cases for every tier of the supply and demand chain.
<b>STRATEGY</b> 4.2	<b>Champion the business case for digitisation</b>  Establish and communicate experiences from other industries and countries on the benefits of digitisation in the built environment to facilitate the change to an information economy.

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## Strategy 5. Optimisation: Fostering Innovation and Interoperability

<p><b>STRATEGY</b> <b>5.1</b></p>	<p><b>Support the rationalisation and alignment of existing BIM Level 2 Standards and Tools</b></p> <p>The UK BIM Alliance will collaboratively undertake a gap analysis of existing standards and tools, and where further effort is required to complete their delivery, e.g. guidance, classification, interoperability; will explore whether the Alliance can facilitate or assist in their completion, without interfering with due process or ownership.</p>
<p><b>STRATEGY</b> <b>5.2</b></p>	<p><b>Support creation of tools to help BIM Level 2 adoption</b></p> <p>New creative ideas are springing up to help the industry better understand and use BIM Level 2. The Alliance will propose new ideas, support the creation of these tools, advertise them, and encourage the industry to adopt them.</p>
<p><b>STRATEGY</b> <b>5.3</b></p>	<p><b>Support creation of tools to help BIM Level 2 project delivery</b></p> <p>We will champion projects that help better information technological processes. The Alliance will propose new ideas, support the creation of these applications and ensure interoperability, advertise them, and encourage the industry to adopt them.</p>
<p><b>STRATEGY</b> <b>5.4</b></p>	<p><b>Support creation of self-measuring BIM Level 2 capabilities</b></p> <p>Different tools are being created to help BIM Level 2 users to measure their maturity and performances against today's best standard of practice. The Alliance will support the creation of such tools, and help promote their wide use by the industry.</p>

## Strategy 6. Governance: Establishing a viable enterprise

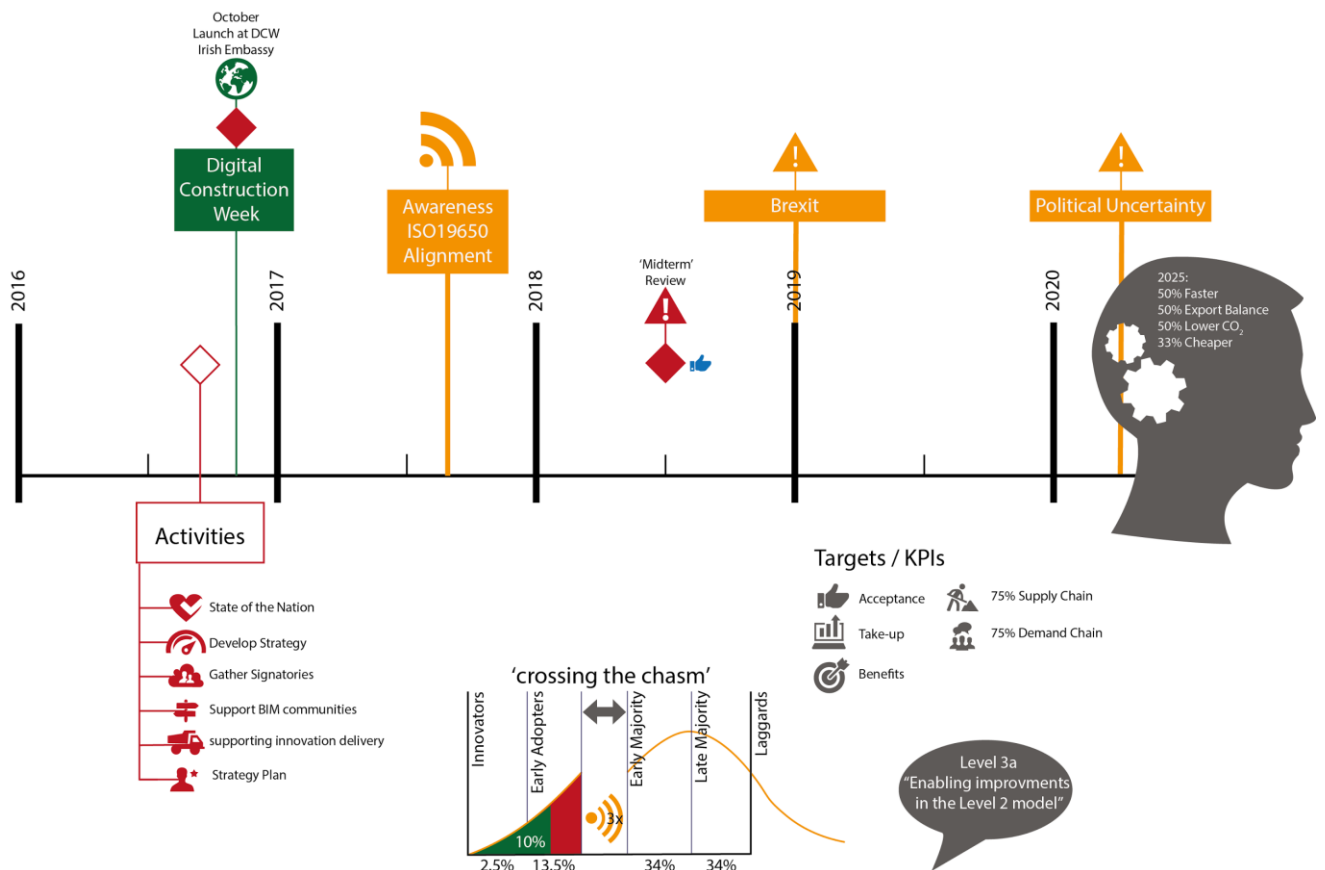
Strong Governance of the UK BIM Alliance will enable us to successfully deliver the strategies listed above from a structural, management and financial point of view. As described in section 4.2, the current Transition Team will develop a long term Governance for the Alliance to be in place by October 2017.

<b>STRATEGY</b> 6.1	<b>Effective Governance</b>  Demonstrate a transparent and robust governance structure. Maintain and develop the strategic plan. Provide clear and demonstrable deliverables. Engage with key stakeholders (initial funders and core members) to demonstrate an ongoing commitment to BIM Level 2 implementation.
<b>STRATEGY</b> 6.2	<b>Ongoing Resources and Funding</b>  Develop and maintain a group of forward thinking organisations and individuals who are prepared to commit time, money and information to support the UK BIM Alliance.
<b>STRATEGY</b> 6.3	<b>A Strong Brand</b>  Establish a recognisable brand and position within the industry.

# 6. Road Map

We have produced two graphics to show our predicted key milestones and an indicative matrix of our key activities. These will further develop as we move forward.

## The Future of Our BIM Journey ...a foundation for a digitally built Britain



## **7. Measurement & Metrics**

### **7.1 Measuring success**

To successfully assess the impact of the UK BIM Alliance, the right tools and the right measurements are needed. The UK BIM Alliance will champion maturity assessment methodologies that measure both the compliance with standards and the benefits of BIM implementation. The compliance aspect ensures adherence to the government mandate which will in turn ensure consistency across the supply and demand chains. Benefits measurement uses quantitative and qualitative methods to assess productivity.

### **7.2 The Metric goals**

The UK BIM Alliance's mission is to ensure that the UK built environment industry reaches BIM Level 2 maturity by 2020. The minimum targets that we will aim to achieve are:

- 75% Supply Chain
- 75% Demand Chain

### **7.3 The Future**

The UK BIM Alliance will develop a specification for BIM Level 2 maturity assessment tools that will be used to measure the success of our mission. We will do this by examining the standards, assessing existing support and maturity assessment tools and publishing our findings.

We will then develop and/or support an open source community-owned maturity assessment tool, or suite of tools, with industry. Our objective is to ensure an equal playing field across the built environment where BIM maturity is clearly communicated, in an open and transparent manner that enables a like for like comparison.