

BS 8536:2010



BSI Standards Publication

Facility management briefing – Code of practice

bsi.

...making excellence a habit.
AVA Documents™
Document Sharing Hub

Publishing and copyright information

The BSI copyright notice displayed in this document indicates when the document was last issued.

© BSI 2010

ISBN 978 0 580 69742 5

ICS 03.080.99; 91.040.01

The following BSI references relate to the work on this standard:

Committee reference FMW/1

Draft for comment 10/30212806 DC

Publication history

First published October 2010

Amendments issued since publication

Date	Text affected
------	---------------

Contents

Foreword *ii*

0	Introduction	1
1	Scope	1
2	Normative references	2
3	Terms and definitions	2
4	Briefing	7
5	Feasibility study	13
6	Design development	14
7	Design changes	14
8	Operations and maintenance	15
9	As-built information	16

Annexes

Annex A (informative)	Facility management brief for a refurbished facility (examples)	19
Annex B (informative)	Facility management brief for a new facility (examples)	21
Annex C (informative)	Stakeholder identification	24
Annex D (informative)	Stakeholder impact analysis	25
Annex E (informative)	Design brief checklist	26
Annex F (informative)	Risk and opportunity assessment	28
Annex G (informative)	Environmental assessment	29

Bibliography 30

List of figures

Figure D.1 – Stakeholder impact/probability matrix	25
--	----

List of tables

Table F.1 – Risks and opportunities	28
Table G.1 – Categories and issues for consideration	29

Summary of pages

This document comprises a front cover, an inside front cover, pages i to ii, pages 1 to 32, an inside back cover and a back cover.

Foreword

Publishing information

This British Standard is published by BSI and came into effect on 31 October 2010. It was prepared by CB/70, *Facility Management Advisory Committee*, under the authority of Technical Committee FMW/1, *Facility Management*. A list of organizations represented on the latter committee can be obtained on request to its secretary.

Information about this document

The development of BS 8536 was sponsored by the Department for Business, Innovation and Skills as part of its ongoing commitment to supporting innovation in the UK.

This standard is a new addition to an existing set of standards connected with facility management. Facility management briefing focuses on those aspects of design that are concerned, amongst other things, with ensuring the operational success of a refurbished or new facility.

Presentational conventions

The provisions of this standard are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.

0 Introduction

Facility management briefing considers matters relating to the safe and correct operation of the facility, as confirmed by the owner in communication with the designer and as recorded in the design brief. For the purposes of this British Standard, the term designer covers either an individual engaged in design or a team, perhaps representing several disciplines. An integrated design team offers benefits in terms of collective design consideration and problem solving. The facility management brief may be prepared as a standalone document, but forms an integral part of the design brief.

Facility management briefing reinforces the importance of adopting a whole life view of a facility; not solely its design and refurbishment or construction. For the owner and/or operator of a facility, an objective might be to optimize operational cost over the whole life cycle. In this regard, the facility might need to sustain operations and support use over many decades in an environment in which pressure to reduce energy use and, by implication, carbon emissions could increase significantly.

Ensuring that design takes account of operational necessities is one critical factor. Design decisions have to be based on the correct information and data, and their impact on operational needs to be understood before they are committed to construction work and/or installation. Once the facility is operational, it is too late to comment on the suitability or effectiveness of the design. The principle of buildability is widely applied in design, however, the principle of operability is not necessarily considered in the same way.

This British Standard is intended to complement and strengthen existing briefing practices and procedures. In particular, the requirements of inclusive design and of managing design in construction have been written to anticipate implications for managing facilities and environments both effectively and inclusively when they become operational.

Usually, a facility manager is responsible for handling communication with the designer with regard to the operation of the facility. In some cases, a separate legal entity is responsible for operating the facility, as might occur when a public-private partnership has been formed to deliver a facility in order to provide a service, e.g. for health care, education and transportation, or where the operation is fully outsourced to a third party.

For the purpose of this British Standard, a distinction is drawn between refurbished and new facilities in offering examples of briefing documentation. Annex A and Annex B provide examples from facility management briefs covering refurbished and new facilities respectively. They provide examples of an approach that could be taken, but are not comprehensive or appropriate for every situation.

1 Scope

This British Standard gives recommendations for facility management briefing to ensure that design takes account of the expected performance of the facility in use.

It is applicable to the provision of documentation supporting this purpose during construction work and/or installation, testing and commissioning, handover and start-up of operations.

It is not applicable to the preparation of a project brief or to design development.

This British Standard is intended for use by individuals and organizations preparing or contributing to the preparation of a design brief, including owners refurbishing an existing facility, organizations procuring a new facility and designers.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

BS 8300:2009, *Design of buildings and their approaches to meet the needs of disabled people – Code of practice*

BS 9999:2008, *Code of practice for fire safety in the design, management and use of buildings*

BS EN 15221-1:2006, *Facility Management – Part 1: Terms and definitions*

BS ISO 15392:2008, *Sustainability in building construction – General principles*

BS ISO 9000:2005, *Quality management systems – Fundamentals and vocabulary*

3 Terms and definitions

For the purpose of this British Standard the following terms and definitions apply.

3.1 access

approach, entry, internal circulation or exit, including in cases of emergency

[from BS 8300:2009]

3.2 accessible

capable of being accessed and used by disabled people

[from BS 8300:2009]

3.3 activities

tasks that are needed to complete deliverables

3.4 adaptability

possibility of changing characteristics such as volume, function or space in order to meet new demands or needs

3.5 as-built information

expression of the design, its working detail, construction works and/or installations, functions, operations and maintenance needs of a facility in a form suitable for use in managing that facility

3.6 basis for design

information and data concerning the required function, form, layout, specification and operation of a facility amongst other matters

3.7 briefing plan

co-ordinated set of actions for preparing and developing briefing documentation

3.8 buildability

degree to which the design of a planned building assists its construction and utilization

3.9 building information model (BIM)

digital representation of the physical and functional characteristics of a building over its life cycle

NOTE A building information model might embody, for example, building geometry, spatial relationships, geographic information and the quantities and properties of building components.

3.10 carbon emissions

polluting carbon substances released into the atmosphere

3.11 carbon footprint

totality of greenhouse gas (GHG) emissions caused directly and indirectly by an individual, organization, event or product

3.12 carbon management

reducing the impact of carbon dioxide emissions (CO₂) on the planet as part of a global warming mitigation strategy based on carbon capture and storage

3.13 carbon metric

measure of the weight of carbon dioxide equivalent (CO₂-eq) emitted per square metre per annum (based on greenhouse gas emissions over a 100-year period) expressed as kgCO₂-eq/m²/annum per building type

3.14 construction work

activities of forming a construction works

[from BS ISO 15392:2008]

3.15 construction works

everything that is constructed or results from construction operations

[from BS ISO 15392:2008]

3.16 corporate social responsibility policy

statement of the measures taken by an organization to act as a good citizen and to further society's interests in a sustainable future

3.17 deliverable

product or service as an outcome of a process

3.18 design brief

statement that describes the purpose and required functions and performance of a facility, product or service; also a stage in the design phase

NOTE Objectives and needs of an owner expressed in terms that a designer can use to prepare a design. The RIBA Plan of Work [1] incorporates Stage B Design brief.

3.19 design development

transitional phase where the basis of the design progresses towards the production of detailed design information

- 3.20 environmental policy**
statement of the measures taken by an organization to minimize the impact of its activities on the environment
- 3.21 external envelope**
roof and façade including openings
- 3.22 external stakeholders**
individuals or groups outside an organization having an interest in the activities of that organization
- 3.23 facility**
tangible asset that supports an organization
[from BS EN 15221-1:2006]
- 3.24 facility handbook**
organized collection of documentation covering the operation of a facility
- 3.25 facility management**
integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities
[from BS EN 15221-1:2006]
- 3.26 facility service**
support provision to the primary activities of an organization, delivered by an internal or external provider
NOTE Facility services are services related to space and infrastructure and to people and organization [from BS EN 15221-1:2006].
- 3.27 feasibility study**
means for establishing the economic viability, performance and acceptability of the design and other measurable parameters of a facility
- 3.28 functional brief**
interpretation of the statement of needs in the form of recommendations (provisions) for the design of the facility
- 3.29 gateway**
key assurance or decision point in a process
- 3.30 handover**
act of passing responsibility for, and control over, a facility to the owner or operator following testing and commissioning
- 3.31 impact**
any change that may be adverse or beneficial
[from BS ISO 15392:2008]
- 3.32 inclusive design**
design that seeks to include everyone irrespective of needs, circumstances or identity
- 3.33 initial investment costs (upfront costs)**
costs that occur before taking a facility into use, e.g. planning, design, construction and legal cost and cost of incentives such as rent free periods

- 3.34 installation**
system or items of plant and equipment having the function of a facility or part thereof; also the act of installing
- 3.35 internal stakeholders**
individuals or groups within an organization
- 3.36 logistics**
services concerned with the transport and storage of goods and information
- 3.37 occupants**
users who spend a significant proportion of their time in or about a facility
- 3.38 operability**
capable of being put into practice or use
- 3.39 operational carbon**
weight of carbon dioxide equivalent (CO₂-eq) attributable to the operational phase of a facility
- 3.40 operational strategy**
overall approach to managing the production or use of a facility
- 3.41 operational phase**
use or occupancy phase in the life cycle of a facility
- 3.42 operator**
organization responsible for the day-to-day operation of a facility
- 3.43 outcome**
end-result of a process, such as the delivery of a product or service
- 3.44 owner**
individual or organization owning or procuring a facility
NOTE This can refer to both existing and prospective owners.
- 3.45 performance**
ability to fulfil required functions under intended use conditions or behaviour when in use
[from BS ISO 15392:2008]
- 3.46 planned preventive maintenance (PPM)**
programme of work required to keep a facility in a safe and correct operational state
- 3.47 primary activities**
activities that constitute the distinctive and indispensable competencies of an organization in its value chain
NOTE The distinction between the primary activities and support services is decided by each organization individually; this distinction has to be continuously updated [from BS EN 15221-1:2006].
- 3.48 primary processes**
processes, identified by an organization, as essential to the provision of a service or product in its value chain, direct to its customers
- 3.49 process**
set of interrelated or interacting activities, which transforms inputs into outputs
[from BS ISO 9000:2005]

- 3.50 project brief**
summary of the requirements for the definition of a project, including the development of its design
- 3.51 project execution plan**
statement of the intentions and arrangements for the implementation of a project, i.e. its construction work, and supporting activities and processes
- 3.52 project execution strategy**
high-level statement of the intentions and arrangements for a project
- 3.53 provisions**
functional, operational and user requirements (demands and/or preferences) in relation to a facility
- 3.54 quality**
degree to which a set of inherent characteristics fulfils requirements
[from BS ISO 9000:2005]
- 3.55 scope of work**
design, construction work and/or installation, testing and commissioning, handover and start-up activities necessary to deliver an operational facility
- 3.56 shell and core building**
base building elements such as structure, envelope and fit-out of common areas
- 3.57 space (accommodation)**
services for the provision of accommodation like design, build, acquisition or renting of space, but also the administration and management of space and its disposal
- 3.58 support processes**
all activities not classified as primary are non-core activities
- 3.59 service level**
performance, measurement and conditions for delivery of a service
- 3.60 stakeholder**
individual or group with an interest in an organization, facility or project
- 3.61 stakeholder impact analysis**
method for evaluating the influence that stakeholders possess in regard to an organization, facility or project
- 3.62 statement of needs**
expression of the objectives and needs of an individual or organization and the extent to which they are likely to be satisfied by a facility
- 3.63 steady state**
stable operation and use
- 3.64 sustainability**
enduring, balanced approach to economic activity, environmental responsibility and social progress
[from BS 9999:2008]
- 3.65 technical solution**
design of the structure, fabric, building services installations or fit-out of a facility

4 Briefing

COMMENTARY ON CLAUSE 4

Briefing is the process of communicating the objectives and needs of an owner, or prospective owner, of a facility to a designer in order to prepare a design for that facility. This process includes clarification and confirmation of the owner's intentions and documenting the consequent provisions for the facility to inform decision-making primarily in design, but also in construction work and/or installation, testing and commissioning, handover and start-up of operations. A number of stages are envisaged for preparing and applying the brief during design and in later phases.

4.1 Briefing plan

4.1.1 General

A plan of the briefing process should be produced to support the preparation and development of briefing documentation. The plan may take the form of a flowchart and, in such cases, should use a recognized convention for showing inputs, activities, outputs and other concepts.

The briefing plan should identify:

- a) stages and gateways in the process;
- b) criteria for decision-making;
- c) activities within stages and their sequence;
- d) sources of information and data to be used in activities;
- e) individuals and organizations to be involved in activities and their roles;
- f) other stakeholders who might be involved or consulted; and
- g) deliverables at each stage and gateway and the form they are to take.

4.1.2 Primary deliverables

As a minimum recommendation, deliverables in the briefing process should include a statement of needs (see 4.4) and a functional brief (see 4.5).

NOTE A statement of needs embodies the owner's objectives and the extent to which they are likely to be satisfied by the facility. A functional brief is the interpretation of the statement of needs in the form of defined scope of work as a basis for design.

4.2 Stakeholders

4.2.1 General

Internal and external stakeholders should be identified at the start of the briefing process and their interest in the facility should be assessed and documented. The extent to which this information may be communicated with third parties should be determined in advance. A communication plan should be prepared to assist with this task.

NOTE 1 Attention is drawn to statutory duties relating to consultation, such as those arising in connection with planning and equalities legislation.

Responsibility for taking account of the interests of users of the facility, as well as stakeholders in general, should be determined and made explicit. Account should be taken of the procurement method and contractual arrangements and how these might impact on responsibility for ensuring that design decisions affecting construction work and/or installation, testing and commissioning, handover and start-up of operations are based on the correct information and data.

NOTE 2 Attention is drawn to the Construction (Design and Management) Regulations 2007 [2] in respect of the requirement to appoint a construction, design and management (CDM) co-ordinator.

NOTE 3 The appointment of other specialists may be necessary. Annex C offers an example of stakeholder identification.

4.2.2 Stakeholder impact analysis

A stakeholder impact analysis should be undertaken to determine how, and the extent to which, stakeholder interests might impact on the facility in terms of its design, construction work and/or installation, testing and commissioning, handover and start-up of operations. Where the facility already exists, account should be taken of its access audits and other reviews of the facility, including its immediate surroundings, for all users. Note should be made of any actions recommended from the owner to the designer to take account of specific stakeholder interests and rights in the facility.

NOTE Annex D offers an example of preliminary stakeholder impact analysis.

4.2.3 Updating the analysis

Further stakeholder identification, assessment and impact analysis should take place during design development and, prior to testing and commissioning, handover and start-up of operations, to provide an opportunity to act upon any change in stakeholders or their interests. If a communication plan has been prepared, it should be updated as changes in stakeholders or their interests become known.

4.3 Design brief

4.3.1 General

NOTE The design brief occupies a pivotal position in the process of realizing a facility over its whole life cycle.

The design brief should be capable of extending beyond the design phase into construction work and/or installation, testing and commissioning, handover and start-up of operations, and so it should be capable of informing decision-making in those phases and stages. Use of terms and definitions across the different phases and stages should be consistent.

4.3.2 Facility management brief

NOTE 1 The facility management brief can be one of a number of documents collectively referred to as the design brief. Other briefs might be prepared on different aspects of the facility, e.g. financial and legal matters, procurement and contractual arrangements.