

AS ISO 41014:2022  
ISO 41014:2020



STANDARDS  
Australia



# Facility management — Development of a facility management strategy

Currently in review, click buy full version

AS ISO 41014:2022

This Australian Standard ® was prepared by MB-022, Facilities management. It was approved on behalf of the Council of Standards Australia on 4 April 2022.

This Standard was published on 14 April 2022.

The following are represented on Committee MB-022:

- Australasian Procurement and Construction Council (APCC)
- Facility Management Association of Australia
- Property Council of Australia
- Sustainability Victoria
- Sustainable Buildings Research Centre
- Tertiary Education Facilities Management Association

This Standard was issued in draft form for comment as DR AS ISO 41014:2022.

**Keeping Standards up-to-date**

Ensure you have the latest versions of our publications and keep up-to-date about Amendments, Rulings, Withdrawals, and new projects by visiting:

[www.standards.org.au](http://www.standards.org.au)

ISBN 978 1 76113 708 2

# Facility management — Development of a facility management strategy

First published as AS ISO 41014:2022.

## **COPYRIGHT**

© ISO 2022 — All rights reserved  
© Standards Australia Limited 2022

All rights are reserved. No part of this work may be reproduced or copied in any form or by any means, electronic or mechanical, including photocopying, without the written permission of the publisher, unless otherwise permitted under the Copyright Act 1968 (Cth).

## Preface

This Standard was prepared by the Standards Australia Committee MB-022, Facilities management.

The objective of this document is to provide guidelines for the development of a strategy for facility management (FM) when the FM organization —

- (a) intends to ensure alignment between FM requirements and the objectives, needs and constraints of the demand organization's core business;
- (b) wants to improve the usefulness and benefits provided by the facilities for the betterment of the demand organization and its core business;
- (c) aims to meet the needs of stakeholders and applicable provisions consistently; and
- (d) aims to be sustainable in a globally competitive environment.

This document is identical with, and has been reproduced from, ISO 41014:2020, *Facility management — Development of a facility management strategy*.

As this document has been reproduced from an International Standard, a full point substitutes for a comma when referring to a decimal marker.

Australian or Australian/New Zealand Standards that are identical adoptions of international normative references may be used interchangeably. Refer to the online catalogue for information on specific Standards.

The terms “normative” and “informative” are used in Standards to define the application of the appendices or annexes to which they apply. A “normative” appendix or annex is an integral part of a Standard, whereas an “informative” appendix or annex is only for information and guidance.

# Contents

|   |           |
|---|-----------|
| Preface .....   | ii        |
| Foreword .....  | vi        |
| Introduction .....  | vii       |
| <b>1 Scope</b> .....  | <b>1</b>  |
| <b>2 Normative references</b> .....                           | <b>1</b>  |
| <b>3 Terms, definitions and abbreviated terms</b> .....       | <b>1</b>  |
| 3.1 Terms related to facility management .....                | 1         |
| 3.2 Terms related to assets .....                             | 2         |
| 3.3 Terms related to people .....                             | 2         |
| 3.4 Terms related to sourcing .....                           | 3         |
| 3.5 Terms related to process .....                            | 3         |
| 3.6 Terms related to finance .....                            | 4         |
| 3.7 Terms related to general business .....                   | 4         |
| 3.8 Terms related to measurement .....                        | 5         |
| 3.9 Abbreviated terms .....                                   | 5         |
| <b>4 Understanding the demand organization</b> .....          | <b>6</b>  |
| 4.1 Organization .....  | 6         |
| 4.1.1 General .....   | 6         |
| 4.1.2 Structure .....   | 7         |
| 4.1.3 Human capital .....                                     | 7         |
| 4.1.4 Value system and organizational culture .....           | 7         |
| 4.1.5 Management style .....                                  | 7         |
| 4.2 Governance .....  | 8         |
| 4.2.1 General .....   | 8         |
| 4.2.2 Ownership and use .....                                 | 8         |
| 4.2.3 Leadership .....  | 8         |
| 4.2.4 Regulation and compliance .....                         | 8         |
| 4.2.5 Policy and procedures .....                             | 8         |
| 4.2.6 Maturity of activities, processes and systems .....     | 8         |
| 4.3 Context .....   | 9         |
| 4.3.1 General .....   | 9         |
| 4.3.2 Business strategy .....                                 | 9         |
| 4.3.3 Objectives, needs, constraints and value drivers .....  | 10        |
| 4.3.4 Measuring success .....                                 | 10        |
| 4.3.5 Performance metrics .....                               | 10        |
| 4.3.6 Markets and competitive analysis .....                  | 11        |
| 4.3.7 Relationship between core and non-core activities ..... | 11        |
| 4.3.8 Target operating model .....                            | 11        |
| 4.3.9 Current and planned non-core activities .....           | 11        |
| 4.3.10 Targets for improvement .....                          | 12        |
| 4.3.11 Information and communication technology .....         | 12        |
| 4.3.12 Information management .....                           | 12        |
| 4.4 Risk management .....                                     | 12        |
| 4.4.1 Threats and opportunities .....                         | 12        |
| 4.4.2 Continuity and recovery planning .....                  | 13        |
| 4.5 Strategic alignment .....                                 | 13        |
| <b>5 Developing FM requirements</b> .....                     | <b>14</b> |
| 5.1 Current and future interest in facilities .....           | 14        |
| 5.1.1 General .....   | 14        |
| 5.1.2 Nature of facilities .....                              | 14        |
| 5.1.3 Sustainable space provision .....                       | 18        |
| 5.2 Maturity of FM .....                                      | 18        |

|                     |   |           |
|---------------------|---|-----------|
| 5.2.1               | General   | 18        |
| 5.2.2               | Current competences   | 18        |
| 5.2.3               | Targets for improvement   | 18        |
| 5.3                 | Briefing for refurbished or new facilities                                    | 19        |
| 5.4                 | Stakeholders  | 20        |
| 5.4.1               | General   | 20        |
| 5.4.2               | Facility users  | 20        |
| 5.4.3               | Level of specification  | 20        |
| 5.5                 | Accessibility, inclusiveness and equalities                                   | 20        |
| 5.6                 | Functional requirements   | 21        |
| 5.7                 | Scope of services   | 21        |
| 5.7.1               | General   | 21        |
| 5.7.2               | Technical services  | 21        |
| 5.7.3               | Business support  | 21        |
| 5.7.4               | Integrator model  | 21        |
| 5.8                 | Service specifications  | 22        |
| 5.9                 | Outputs and targets   | 22        |
| 5.9.1               | General   | 22        |
| 5.9.2               | Environmental performance   | 23        |
| 5.9.3               | Social performance  | 23        |
| 5.9.4               | Economic performance  | 23        |
| 5.10                | Service levels  | 23        |
| 5.11                | Service delivery options  | 23        |
| 5.12                | Sourcing  | 24        |
| 5.12.1              | General   | 24        |
| 5.12.2              | Internal service provision  | 24        |
| 5.12.3              | External service provision  | 24        |
| 5.13                | Innovations in service delivery   | 25        |
| 5.14                | Market audit  | 25        |
| 5.15                | Verification and feedback   | 25        |
| <b>6</b>            | <b>Formulating the FM strategy</b>  | <b>25</b> |
| 6.1                 | Compiling the strategy  | 25        |
| 6.2                 | Format and content  | 26        |
| 6.3                 | Budgetary requirements  | 26        |
| 6.4                 | Procurement   | 26        |
| 6.5                 | Communication and feedback  | 28        |
| 6.6                 | Implementation plan   | 28        |
| <b>7</b>            | <b>Managing performance</b>   | <b>28</b> |
| 7.1                 | Monitoring and control of performance   | 28        |
| 7.2                 | Performance indicators  | 29        |
| 7.3                 | Performance measurement   | 29        |
| 7.4                 | Performance review  | 29        |
| 7.5                 | Corrective actions  | 29        |
| 7.6                 | Feedback and lessons learned  | 29        |
| <b>8</b>            | <b>Improving outcomes</b>   | <b>30</b> |
| 8.1                 | Applying lessons learned  | 30        |
| 8.2                 | Reassessing outputs and targets   | 30        |
| 8.3                 | Updating the FM strategy  | 30        |
| 8.4                 | Updating the FM policy  | 30        |
| <b>Annex A</b>      | <b>(informative) Examples of threats and opportunities</b>                    | <b>31</b> |
| <b>Annex B</b>      | <b>(informative) Examples of factors affecting business strategy</b>          | <b>33</b> |
| <b>Annex C</b>      | <b>(informative) Considerations when formalizing the FM strategy document</b> | <b>35</b> |
| <b>Annex D</b>      | <b>(informative) Example of an FM strategy</b>                                | <b>37</b> |
| <b>Bibliography</b> |   | <b>40</b> |

**Index** ..... **41**

Currently in preview, click buy full version

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 267, *Facility management*, in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 348, *Facility Management*, in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

# Introduction

## 0.1 General

Facility management (FM) integrates multiple disciplines in order to have an influence on the efficiency and productivity of economies of societies, communities and organizations, as well as the manner in which individuals interact with the built environment. FM affects the safety, well-being and quality of life of much of the world's societies and population through the services it manages and delivers (see ISO 41001).

NOTE 1 FM is defined as an organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business (see ISO 41011:2017, 3.1.1).

FM is of strategic importance because it directly supports a demand organization's core business strategy, enabling its objectives and plans to be realized through the management of facilities that are safe, reliable, efficient, cost effective and sustainable.

NOTE 2 A demand organization is an entity which has a need and the authority to incur costs to have requirements met (see ISO 41011:2017, 3.3.1.1), e.g. a facility owner, operator, owner-operator, tenant or, in some cases, a managing agent acting on behalf of an owner.

This document refers to the demand organization and to the organization responsible for FM and facility services. A distinction is necessary because of the variable nature in which FM is organized and where facility services are delivered through personnel within the demand organization, through external service providers or a combination of the two.

The guidance in this document applies principally to the organization responsible for FM. In situations where there is presently no formal FM organization a person (or body) should be appointed to take an active role in developing the strategy for FM.

ISO 41001 makes reference to a strategy for FM and sets this in the context of an FM management system.

The benefits of developing a strategy for FM include:

- improved understanding of the demand organization's objectives, needs and constraints and an appropriate approach to FM and facility services;
- reduced likelihood of a disconnect between the demand organization's objectives and needs and the means to support them;
- alignment between FM requirements and the demand organization's core business activities;
- improved efficiency in the management of FM in general and in the delivery of facility services in particular;
- consistent management practices from a methodology for developing a strategy for FM that is transparent, reproducible and measurable;
- a baseline for measuring improvement in the operational effectiveness of FM and its contribution to the core business of the demand organization;
- contribution to the cost-efficiency of the demand organization and, where applicable, its competitiveness;
- contribution to sustainability through the more efficient use of scarce resources.

This document is intended to fill a gap in the current provision of guidance to enable the most appropriate approach to FM and facility services to be determined. The aim is to promote awareness, competence development and expertise by providing strategic advice on the decisions affecting the management of facilities and/or the delivery of facility services.