Management

Summary

This category encourages the adoption of sustainable management practices in connection with design, construction, commissioning, handover and aftercare activities to ensure that robust sustainability objectives are set and followed through into the operation of the building. Issues in this section focus on embedding sustainability actions through the key stages of design, procurement and initial occupation from the initial project brief stage to the appropriate provision of aftercare.

Assessment issues

Man 01 Sustainability brief and design	4 credits
Man 02 Life cycle cost and service life planning	4 credits
Man 03 Responsible construction	6 credits + 1 exemplary
Man 04 Commissioning and handover	3 credits
Man 05 Aftercare	3 credits
Man 06 Building physics	3 credits

Man 01 Sustainability brief and design

(all buildings)

Aim

To recognise and encourage an integrated design process that optimises building performance resulting from robust stakeholder engagement.

Overview

Assessment type	Credits available	Applicable assessment criteria
Fully fitted	4	All
Shell and core	4	All
Shell only	4	All
Residential: Fully fitted	4	All
Residential: Partially fitted	4	All
EU taxonomy	-	None

Minimum standards

Rating level	Credits
Excellent	Criterion 1 is achieved

Assessment type specific notes

Ref	Assessment type specific note
-	None

Building type specific notes

Ref	Building type specific note
-	None

Assessment criteria

This issue is split into four parts:

- Project planning – Sustainability brief - one credit
- Project planning – Project team consultation - one credit
- BREEAM AP – Concept design - one credit
- BREEAM AP – Monitoring progress - one credit

Project planning – Sustainability brief – One credit

1. A clear sustainability brief is developed prior to completion of the concept design stage (programhandlingsskedet), to include input from different relevant design team members and this information is shared with all relevant design team members. This clear briefing document sets out the particular ambitions for the project:
   - 1.a. Client requirements, e.g. internal environmental conditions required.
   - 1.b. Sustainability objectives and targets, including BREEAM SE performance targets and any wider business or project sustainability objectives.
   - 1.c. Timescales.
   - 1.d. List of consultees and professional appointments that may be required, e.g. suitably qualified acoustician (SQA) etc.
2. Constraints for the project, e.g. technical, legal, physical, environmental (see Definitions).

Project planning – Project team consultation – One credit

1. Achieve the credit for Project planning – Sustainability brief (criterion 1).
2. Prior to completion of the concept design stage (programhandlingsskedet), the project team (Client, Design Team and Principal Contractor (see Methodology M1 where not yet appointed)) meet specifically to discuss, identify and define the roles, responsibilities and contributions for each key phase of the project. When defining responsibilities, the following must be considered:
   - 2.a. Building user requirements.
   - 2.b. Provision of appropriate internal and external facilities (for future building occupants, visitors and users)
   - 2.c. Aims of the design and design strategy.
3. Particular installation and construction requirements and limitations.
4. Sustainability objectives for the project.
   - 4.a. Ecological protection measures (where required).
   - 4.b. Procurement and supply chain – responsible and ethical sourcing.
   - 4.c. Identifying and measuring project success in line with sustainability brief objectives.

4.d. Building manager's or occupiers' budget and technical expertise in maintaining any proposed systems.
4.e. Maintainability and adaptability of the proposals.
4.f. Requirements for the production of project and end user documentation.
4.g. Requirements for commissioning, training and aftercare support.

5. The project team demonstrate how the project delivery stakeholders' contributions and their input in the design process have influenced the following (see Definitions):
   5.a. Initial Sustainability Brief
   5.b. Project Execution Plan (see Definitions)
   5.c. Communication Strategy (see Definitions)
   5.d. Concept Design
   5.e. Final design (at post-construction)

BREEAM AP – Concept design – One credit

3. A BREEAM SE Advisory Professional (AP) has been appointed to facilitate the setting and achievement of BREEAM SE performance targets for the project. Their involvement must be early in the design process (see M2.2).
4. The defined BREEAM SE performance targets have been formally agreed (see Definitions) between the client and design or project team no later than the concept design stage (programhandlingsskede).

BREEAM AP – Monitoring progress – One credit

5. Achieve the credit for BREEAM AP – Concept design (criteria 5 to 6).
6. A BREEAM Advisory Professional (AP) has been appointed to monitor progress against the agreed BREEAM performance targets throughout the design process and formally report progress to the client and design team (see M2.2).
7. The BREEAM AP - Design must be actively involved during the concept design (programhandlingsskedet), developed design (systemhandlingsskedet) and technical design (bygghandlingsskedet) work stages. Reporting must be carried out during and prior to completion of each stage, as a minimum.

Checklists and tables

None

Methodology

M1: Project planning

The contractor's role is to comment on the practicality and buildability of (one or more) design solutions and their impact on programming, costs etc. BREEAM recognises that traditionally for some projects, the contractor for the works might not be appointed at the early stages of the project and therefore compliance with criterion 4 would not be possible. In these instances, criteria 1 to 4 will be met provided that a suitably experienced person with substantial construction or contracting experience in similar projects is involved prior to appointment of the contractor. A suitably experienced person could be a contractor appointed as a consultant for this stage or a construction project manager.

M2: BREEAM AP

M2.1: Change of BREEAM AP during the project

The BREEAM AP must keep records of targets, reasons behind decisions, any risks and opportunities identified, and any feedback or advice provided to the project team to fully document their involvement. Whilst it is generally preferable to retain the same individual throughout the project for continuity, this may not always be feasible. The credits may still be awarded where the individual performing the role changes, provided the ongoing involvement of an AP is maintained in accordance with the criteria and all previous records and information handed over to the new BREEAM AP.

M2.2: Early in the design process

The project team, including the client, agree performance targets early enough to enable a smooth process without posing unnecessary barriers to achievements of criteria at a later stage. This is to ensure the performance targets will have an influence throughout the project, including prior to planning approval.

M2.3: Scope of the BREEAM AP

The scope of the BREEAM AP includes, but is not limited to:

- Work with the project team, including the client, to consider the links between BREEAM issues and assist them in maximizing the project's overall performance against BREEAM, from their appointment and throughout Concept Design.
- Monitor progress against the agreed performance targets (see Definitions) throughout all stages after their appointment where decisions critically impact BREEAM performance.
- Proactively identify risks and opportunities related to the achievement of the agreed targets.

- Provide feedback to the project team as appropriate, to support them in taking corrective actions and achieving their agreed performance targets.
- Monitor and, where relevant, coordinate the generation of appropriate evidence by the project team.

Compliance notes

Ref	Terms	Description
Project planning		
CN1	Building users unknown	Where the building user is unknown, it is still possible to achieve the credit. The building user requirements must be assumed and considered by other project parties (e.g. client, design team, etc.) using their experience and judgement until such time as the occupier is known.
BREEAM AP – Concept design/Monitoring progress		
CN2	Assessing and awarding the available credits for an Advisory Professional	There is an additional credit for appointing a BREEAM Advisory Professional whose qualification (credential) includes Site during the construction and handover phase (see Man 03 Responsible construction). The aim of the credit in Man 03 Responsible construction is to encourage and reward contractors and project teams that appoint a suitably qualified BREEAM AP and therefore ensure continuation of the sustainability objectives during the construction phase, and that the constructed building meets the client's target BREEAM rating. Note: Where the BREEAM AP holds the AP Design qualification, they may perform the role at design *and* during the construction stage.
CN3	Retrospectively applying AP status	The AP status cannot be applied retrospectively. The purpose of using an AP on a project is that they can advise and steer the development from the outset to maximise its BREEAM and sustainability performance for the least cost/risk. If early AP appointment and involvement doesn't occur then the aims and criteria of this BREEAM issue are not being met.
CN4	Achieving the design credit on a post-construction stage assessment	Where a project will be undertaking a post-construction stage assessment only (with no interim assessment), to demonstrate that the criteria were met at the design stage a "BREEAM credit monitoring report" should be provided when the assessment is submitted, which shows that at the design stage of the project the building was still on target for the proposed BREEAM rating. This could be an excel document showing the issues that the design is on target for achieving with a short summary of how the BREEAM AP is steering the project for the correct rating. As long as the criteria are met and the correct information can be gathered for your evidence, a design stage certification is not required. The performance target must be achieved at post-construction where no design stage certification is available.
CN6	Assessment submitted prior to Technical Design	Where submission of the assessment takes place during the Developed Design stage, the credit may be awarded at design stage on the basis of a commitment to carry out the role for the Technical Design phase of the project. Full evidence will be required at post-construction.

Evidence

Criteria	Interim design stage	Final post-construction stage
Project planning		
1	A clear sustainability brief based on either a project-specific strategy or a company-wide strategy with a project-specific appendix.	No further actions required post-construction. No additional evidence is required other than that listed for the design stage.
3	List in a responsibility matrix (or equivalent) who will be responsible for each role and specific responsibilities at each assessment stage. Provide minutes of the key initial meetings to demonstrate that responsibilities were allocated and discussed at the appropriate project stage.	Updated responsibility matrix confirming who was responsible for each role and their specific responsibilities at each assessment stage.
4	Concise report or summary document, with supporting evidence where required, to demonstrate how the project delivery stakeholders influenced the initial project brief, the project execution plan, communication strategy, and the concept design.	Assessor site inspection report and photographic evidence to show examples of how the early stage project delivery stakeholder's input influenced the final design.
BREEAM AP		
5–10	The BREEAM AP appointment letter and verification of their AP status. Relevant section or clauses of the building specification or contract or other formal documentation to confirm BREEAM performance target. Project programme or evidence indicating the dates for the key project design stages. BREEAM AP progress reports for each work stage: Concept Design (programhandlingsskede), Developed Design (systemhandlingsskede) and Technical Design (bygghandlingsskede).	No further actions required post-construction. .

Definitions

BREEAM Advisory Professional (AP) – Design and/or Site
An individual trained and qualified by BRE as a specialist in built environment sustainability, environmental design and assessment. The role of the BREEAM AP is to facilitate the project team's efforts to successfully schedule activities, set priorities and negotiate the trade-offs required to achieve a target BREEAM rating when the design is formally assessed. Only qualified individuals who are members of BRE's associated membership scheme comply with the BREEAM requirements. This membership ensures an adequate level of competence is maintained through regular continuing professional development (CPD) in key relevant areas. For a list and contact details of BREEAM APs, visit: https://www.sgbc.se/utbildning/licensierade-assessorer-och-advisory-professionals-i-breeam-se/.
The assessor must ensure that the BREEAM AP qualification was valid at the time of appointment and maintained throughout their involvement in the relevant project stages. BREEAM AP Design (or Design and Site) can function as AP during the design phase. BREEAM AP Operations (US) are able to function during the in-use phase of BREEAM and are not compliant for this issue.

Communication strategy
The communication strategy is defined as a strategy that sets out when the project team will meet, how they will communicate effectively, and the protocols for issuing information between the various parties, both informally and at information exchanges. This does not have to be contained within standalone, specific communication strategy plan and may form part of another project procedural plan.

Constraints
Some projects may have limitations applied, such as certain size and height restrictions, limited by planning authorities. The project could also be in a conservation area or protected by historic building status. Other factors could be legal covenants, ecology or biodiversity protection laws, or flood risk considerations. Normal national or local construction standards are not considered to be constraints in this context.

Design team meetings

Design team meetings can be defined as those where fundamental decisions that influence or affect the building's proposed design and its construction in accordance with the design (and therefore the building's sustainability impacts and BREEAM performance), are discussed and made. Design team meetings can be conducted via conference calls. These meetings would typically include representatives from at least three of the parties listed below:

- Representatives of the client or developer
- The principal contractor
- The architect
- Structural engineers
- Building services engineers
- Cost consultants
- Environmental consultants
- Project management consultants.

Facilities management

Facilities management is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities. For the purposes of the assessment, the term 'agreed services' is taken to mean those relating to the maintenance and management of the building, its services and surroundings, including the interaction with related activities within, and users of, the building.

Key phases

The definition of key phases of project delivery includes the following:

- Concept design (programhandling)
- Developed design (systemhandling)
- Technical design (bygghandling)
- Construction
- Commissioning and handover
- In-use occupation.

Performance targets

BREEAM performance targets refer specifically to the BREEAM rating and minimum standards required. This does not necessarily include individual targeted BREEAM issues or credits, which may be traded over the course of the project as it evolves. In agreeing a BREEAM target, it is recommended that individual BREEAM issues, credits and criteria are targeted or prioritised. This is to ensure that the agreed target is achievable and achieved without potentially costly alterations to the design at a later stage. (Only the overall BREEAM rating is required to be targeted (e.g. Excellent) and not a specific percentage score.)

Project delivery stakeholders
The project delivery stakeholders include the client, the building occupier (where known), the design team and the principal contractor. See also M1.

Project execution plan
The project execution plan is defined as a plan produced in collaboration between the project lead and lead designer, with contributions from other designers and members of the project team. The project execution plan sets out the processes and protocols to be used to develop the design. It is sometimes referred to as a 'project quality plan'. This does not have to be contained within standalone, specific project execution plan and may form part of another project procedural plan.

Project team
The project team includes the client, the design team, and the principal contractor.

Additional information

None.