

Organisational Information Requirements (OIR)

BIM for Housing Associations Asset Management in the 21st Century

June 2021

Introduction

Organisations rely on information and data to make decisions and to comply with regulatory requirements. Without access to reliable, good quality information and data, decisions cannot be made in an effective and timely fashion. Ineffective and untimely organisational decisions erode the effectiveness of the organisation and their purpose. Better decision making starts at the top of any organisation. ISO 19650 establishes a process for the organisation to understand how information flows in, through, and out of the organisation to improve decision making, quality of information, stakeholder engagement and user experience. This process starts with defining an organisation information requirement (OIR). In turn, this makes the organisation more efficient and effective in converting data and information into an output – decision, report, contract award, etc. This benefits asset users, stakeholders within the organisation and the wider public.

Purpose

This document will help you establish a process to define and map your OIR.

An OIR supports an organisation and its stakeholders to collaborate and understand what information is required for what purpose, thereby supporting decision making and reporting. The OIR is a high-level tool that integrates information across the organisation. The more detailed information requirements for an asset will form the

asset information requirements (AIR) and the project information requirements (PIR). The exchange information requirements (EIR) define the specific information to be provided by each party appointed by the client to undertake works associated with capital delivery or the ongoing operation of an asset.

Background

The OIR is established as part of the ISO 19650 processes. It is the first of three major resources specifying information requirements (OIR, AIR, PIR and EIR). The OIR explains broadly, what information is needed and why it is required. The OIR is a live resource. It should be part of ongoing discussions about how the organisation can improve information and data generation, consumption, and usage, known as the *information flow*. The OIR informs the AIR and PIR and these inform the EIR which can be seen in the figure below taken from ISO 19650 Guidance D.

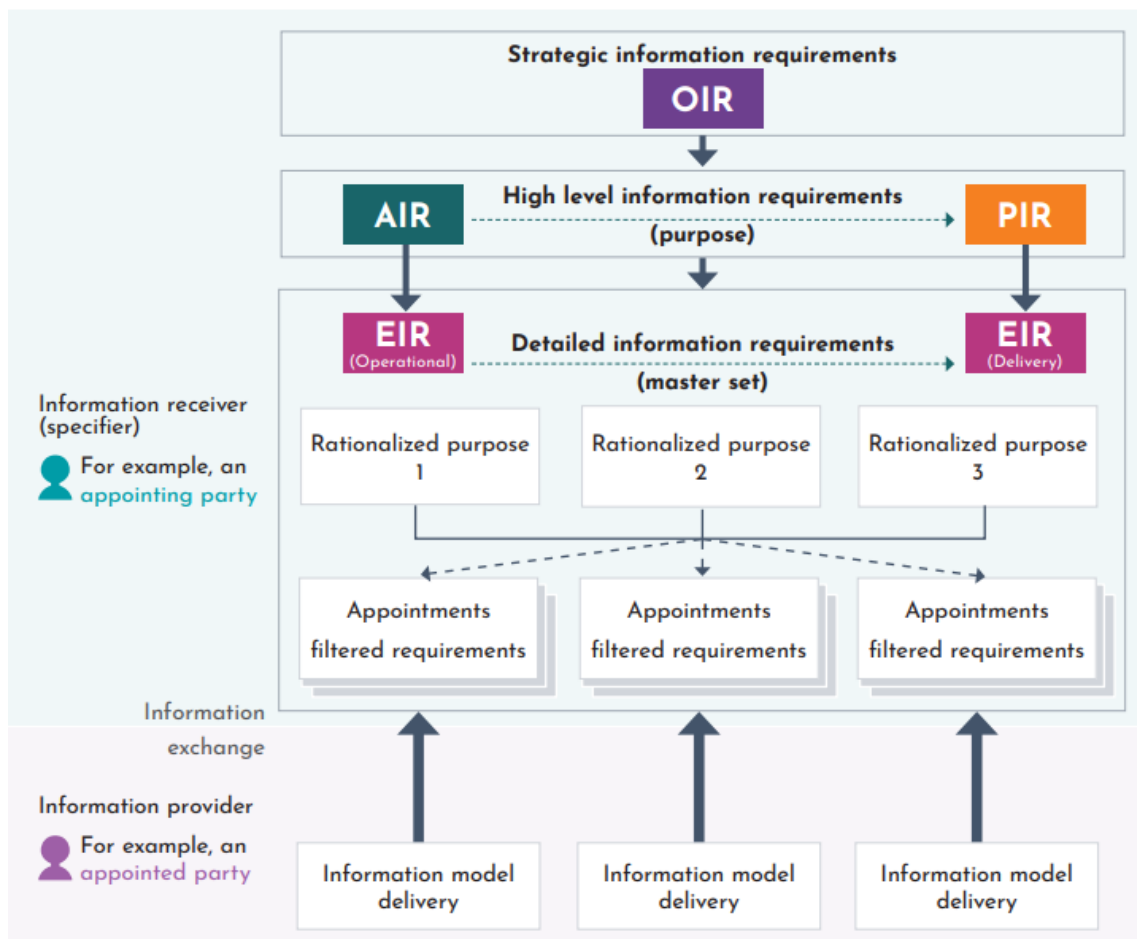


Figure 1: The four types of information requirements in the context of the breakdown of information requirements

Information flow can be simplified into three linear components:

1. **Information and data inputs:** material, facts, news, intelligence, knowledge, raw data that forms the basis of processing and production. They may also be new but could also be historical. These inputs form the basis for information processing and management.
2. **Information processing and production:** The processes and approach to federate, refine and present information and data in a meaningful way. This component will include consolidation, review, analysis, assessment, and deliberation. It is likely to involve more than one stakeholder and is achieved through sharing, collaboration, and discussion. The output of processing and production component is information outputs. Organisations typically have more groups and stakeholders than just project delivery teams, and usually have more than one project. Thus, this exercise can be repeated for each business unit, group, or section within an organisation to form a whole view of the organisation.
3. **Information outputs:** The outcomes from the information processing and production. These include reports, decisions, conclusions, and deliverables. Examples include legal, procurement, executive leadership team, the board, the public, asset users, head contractors, project teams, maintenance, corporate risk, marketing, and communications.

Understanding how information originates, flows, and then provides the basis for decisions within the organisation can give an indication of an organisation's efficiency. This OIR template will assist Housing Associations in understanding these three components and moving towards digital asset information management best practice in line with the ISO19650 requirements.

Section 1: Organisational Information

Organisation Details

Amend the below table to communicate the organisation Details. This list should be accurate and completed fully. A good place to start is with the organisational chart. The owner of this document should work with each of the entities below and articulate what the organisation's details are

Organisational Details	
Name	
Location(s) (lat/long)	Head Office and Operations <Lat> <Long> Maintenance Facility <Lat> <Long>

Contact Details	
Information Management Champion	<Name> <Phone> <Email>
Chief Information Officer	<Name> <Phone> <Email>

Date of Assessment DD/MM/YY	
Date of Issue	DD/MM/YY
Comments	<Additional comments>

Organisational Vision

The organisational vision is underpinned by the regulatory requirements set out, and continuous improvement of processes and technology solutions that enable us to guide and structure our most important decisions, activities and information management. These are based on sound intelligence and having consistent, reliable, and quality data to help us future proof our assets. The use of *information management using building information modelling* goes beyond the construction planning and design stages by supporting whole life carbon and cost modelling, project management and finally the management of assets. Capturing usable data within appropriated stages of this process is paramount for HA's to develop a consistent methodology. Having a standard and consistent approach to how we build, procure, and manage our future assets, whether new construction projects or the maintenance of existing buildings, will save us time and money and provide

clarity and transparency over performance and forward planning activities. There also is a requirement under ISO 19650-3 that there needs to be a focus on regulatory compliance as well as information grouped under strategic, tactical, or operational activities.

Section 2: Organisational Stakeholders

Internal Organisational Groups

Amend the below table to communicate all the internal groups within the organisation. This list should be exhaustive. A good place to start is with the organisational chart. The owner of this document should work with each of the entities below and articulate what the organisation's purpose is and which groups are accountable to which.

Internal Organisational Groups	Purpose of the Group	Reports To
Board	Insert purpose of the role of the group here.	Shareholders
Office of the CEO		Board
Legal		CEO
Marketing and Communications		
Development		
Technical		
Asset		
Maintenance		
Procurement		

Section 3: Functional groups information map

This section is to articulate the information flow within each group that is internal to the organisation. The owner of this document must work with the leader of each of the organisation's internal functional groups (identified in Section 2) to work out the:

- 1. information and data inputs:** material, statistics, information, communication, knowledge, raw data that forms the basis of processing and synthesis. These inputs can be sourced externally or internally to the organisation. They may also be new but could also be historical. These inputs form the basis for information processing and synthesis.
- 2. information processing and production:** the processes and approach to federate, refine and present information and data in a meaningful way. This component will include consolidation, evaluation, review, and discussion. It is likely to involve more than one stakeholder and be achieved through collaboration, sharing, interoperability, and discussion.
- 3. information outputs:** the outcomes of the information processing and production. These include reports, information trackers, decisions, approvals, and deliverables. This section is to be broken down into as many subsections as required by the complexity of the organisation.

An example is provided below for the Executive Leadership Team or Office of the CEO. A new subheading for each internal group should be created.

Executive Leadership Team (Example)

Information Outputs	Description	Process of Output	Inputs	Intended Audience	Frequency	Format/Delivery
Board Reports	Board reports covering a range of matters, project updates, investment strategies, performance data, risk and regulatory reporting, HR and people matters, etc.	Collation of inputs from each area lead, triage of issues from each area, formatting	Unformatted and just-in-time risk, project updates, asset data, HR data	10 members of the Advisory Board	quarterly	PDF via email
Authority to proceed	Project review and endorsement	Collection of project investment data, review of project information, RFI with project Director, development of a spreadsheet for stakeholders	Project Plans, memos, risk registers, project reports	Stakeholders	Quarterly for Stakeholders	Letter of support to Stakeholder

Section 4: Functional groups integration map

This section articulates how the previous sections will work together. For example, when a subgroup within the organisation hands information to another group within the organisation, this needs to be linked in the integration map. Figure 2 sets out an example (Board and the Office of the Chief Executive) linked together. The OIR document owner needs to seek clarification from team members if linkage is not clear.

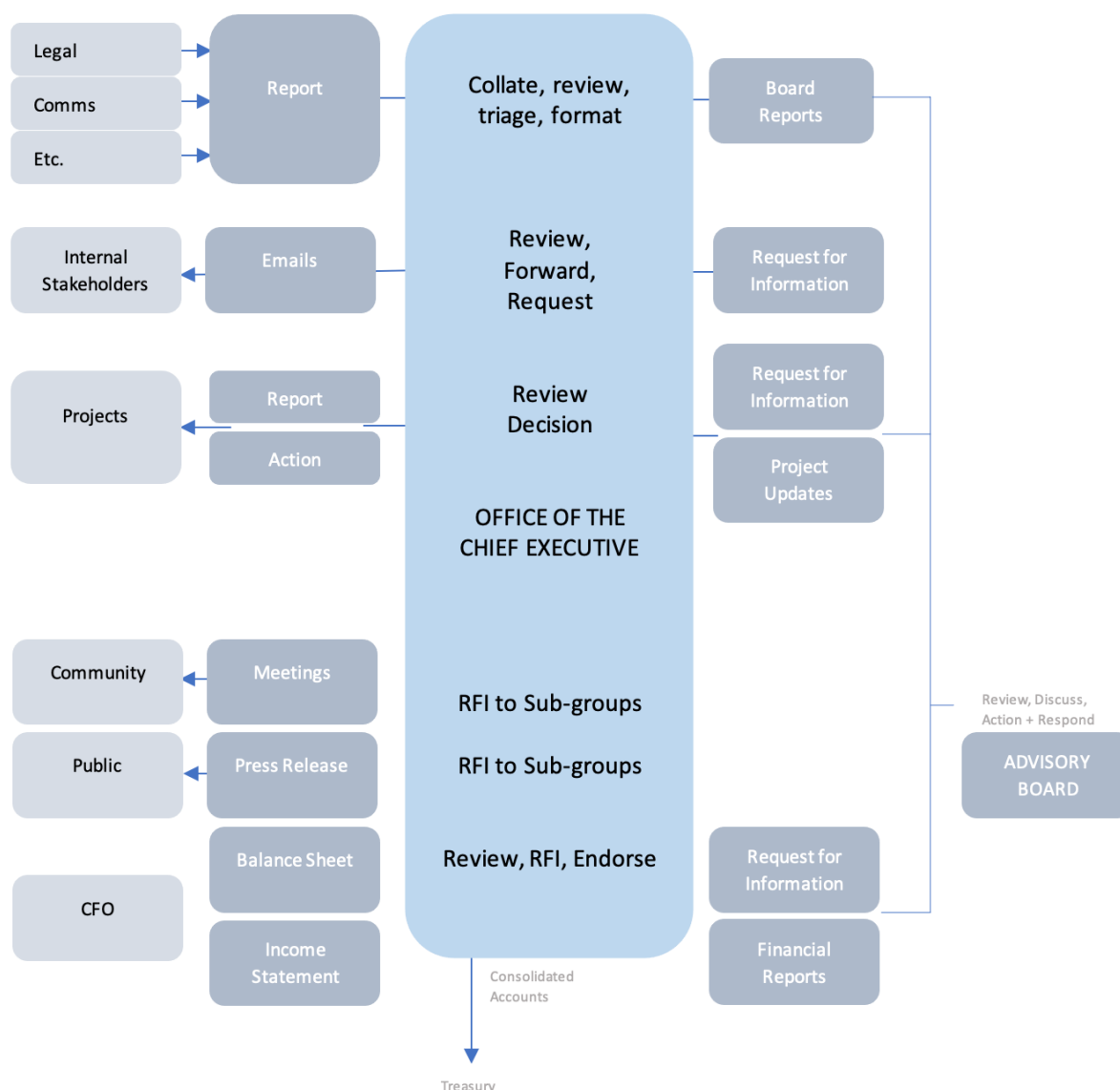


Figure 2 – Example of the Chief executive working with the board.

Section 5: Organisational Information Requirement types

A wide range of organizational activities, including asset management and facility management activities, can lead to the organizational information requirements (OIR). These can be grouped according to whether they are strategic, tactical, or operational. Doing so can help identify both the frequency at which information will be required and the types of stakeholders who require it. Organizational views on which activities belong to which group (strategic, tactical, operational) can differ, as shown below. Refer to Annex A ISO 19650-3 for more examples of organisational activities requiring information:

Strategic

- human resources, skills development, and competencies.
- interfacing with regulatory bodies.
- asset accounting, activity costing, forecasting.
- capital investment and life cycle costing.
- planning and budgeting.

Tactical

- demand management and customer expectation policy.
- innovation and change management.
- publication of asset information for use by the public.
- risk assessment and management; safety, health, and environmental management.

Operational

- asset operation or utilization.
- asset modifications, refurbishment, replacement, reuse/redeployment, disposal, recycling.
- spares, materials and purchasing.
- data, information, and knowledge management.
- contractor and supplier management.
- maintenance, inspection, condition, and performance monitoring.
- contingency planning and emergencies.
- energy efficiency and environmental aspects, for example renewable resources, recycling, waste management, air purity, hygiene.

Disclaimer

This document is part of the Toolkit *BIM for Housing Associations*. For more information about the project, to download the rest of the Toolkit and join the BIM4HAs Forum for support, please visit housing.org.uk/BIM4HAs or email BIM4HAs@ukbimalliance.org

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