

Governance

Governance in business is concerned with accountability and responsibilities. It describes how the organisation is directed and controlled. In particular, governance is concerned with organisation, management and policies. For this reason governance has particular importance for a function like facilities management which is seriously affected by on all of these areas.

Facilities management is frequently involved in the design and support of organisational units and structures, groupings, and co-ordinating mechanisms such as steering groups established within the organisation and in partnership with external bodies, for the management of change. This is a key part of the governance structure.

The roles and responsibilities established to manage business change and operational services, and the scope of the power and authority which they exercise is another key area and one which affects FM directly.

The policies, frameworks and boundaries established for making decisions about investment in business change, and the context and constraints within which facilities and business decisions are taken are of critical importance.

New FM service delivery models, with an increased outsourcing of the management function, make it important to exploit new ways of working effectively. The FM must be able to coordinate service delivery, possibly from a number of partners and providers, to achieve a seamless range of services. A proper governance framework is necessary to address the issues for all stakeholders.

Governance arrangements for the FM organisation must deal with issues such as the establishment and operation of best practice for the allocation and management of information and both physical and human resources.

The distribution of organisational responsibilities for managing FM change, and the relevant decision-making processes must also work effectively. These should be supported by appropriate FM policies, procedures and practices to ensure that the organisation derives maximum business benefit from its investments in facilities management.

The administration of the FM operation must meet business requirements for the effectiveness, efficiency, confidentiality, integrity, availability, compliance and reliability of its information and information-based services.

Effective standards and controls must be implemented for the design, development, implementation, maintenance, use, acquisition and management of facilities services and assets to support new ways of working.

The Institute of Directors (IOD) has a wealth of useful governance advice and information available for download at www.iod.com