

---

## Overview

This standard covers overseeing the implementation and review of workplace and facilities services policies in line with the current legal requirements and the organisation's business plan, strategies, systems, procedures and policies including business efficiencies and sustainable practices.

It involves applying best practice procedures, professional and technical knowledge and being aware of the risks and opportunities involved in the workplace and facilities services process, and any areas where improvements can be made. Overseeing the implementation and review of policies requires an ability to understand the future direction of workplace and facilities services.

It is important that you know and understand your responsibilities under the current environmental and health and safety legislation, codes of practice and policies of the organisation.

This standard is applicable to those who deliver workplace and facilities services, this can be to an internal client (within your organisation) or to an external client, both are referred to as the "organisation" within this standard.

Managers at this level will be required to drive workplace and facilities services within the organisation.

This standard has links to the standards suite Facilities Management and the standards suite Management and Leadership managed by Instructus.

---

## Performance criteria

### You must be able to:

1. carry out your work in accordance with the current environmental and health and safety legislation, risk assessment requirements, codes of practice and policies of the organisation, including business efficiencies and sustainable practices
2. devise workplace and facilities services policies that meet the requirements of the overall business plan and the organisation's strategy
3. develop processes and procedures that reflect the organisation's workplace and facilities services policy and strategy
4. identify and adopt energy management strategies that are compatible with the organisation's objectives, systems, policies and procedures including business efficiencies and sustainable practice policies
5. inform those involved in, and affected by, workplace and facilities services how they fit within the organisation, and underpin this with the required information
6. oversee the implementation of workplace and facilities services processes and procedures
7. allocate roles within the organisation for implementing workplace and facilities services policies and the responsibilities for processes and procedures
8. allocate resources for the implementation of workplace and facilities services processes and procedures
9. identify the costs, priorities, risks and opportunities in delivering workplace and facilities services and assign objectives to people for managing these, together with associated resources
10. develop a framework for reviewing and reporting on the management of policies, processes and procedures in use for workplace and facilities services including business efficiencies and sustainable practices
11. regularly monitor workplace and facilities services policies, processes and procedures, making recommendations that identify best practice, risks, opportunities and areas for improvement
12. apply professional and technical knowledge to the development, monitoring and updating of policies and procedures
13. confirm that the organisation operates within the current legal requirements and social responsibilities

## Knowledge and understanding

### You need to know and understand:

1. your responsibilities under the current environmental and health and safety legislation, codes of practice and policies of the organisation, including business efficiencies and sustainable practices
2. the strategic objectives of the organisation and, where relevant, its core business
3. why it is important to have policies that reflect the organisation's mission and culture
4. the relevant legal imperatives for developing policies and procedures
5. the requirements of quality and other standards for having policies and procedures in place
6. the types of energy management requirements within the overall workplace and facilities services strategy and how to devise specific policies in line with and supportive of the organisation's business efficiencies and sustainable practice policies
7. how the delivery of workplace and facilities services can contribute to the organisation's overall business objectives
8. how policies and procedures inform an organisation's strategy
9. how to develop workplace and facilities services policies
10. the importance of developing, reviewing and improving policies
11. the current legal considerations for implementing policies and procedures, and to whom those that implement them are accountable
12. the responsibility of overseeing workplace and facilities services in accordance with the current legal requirements and social responsibilities
13. the processes and procedures for the implementation of the organisation's workplace and facilities services policy and procedures
14. the importance of policies and procedures in shaping the future direction of the organisation
15. the roles and responsibilities required to implement workplace and facilities services policies
16. the resources available and required to implement workplace and facilities services processes and procedures
17. how different functions, professional and technical, support each other in the delivery of workplace and facilities services
18. how to develop and use an evaluation framework to review workplace and facilities services policies, processes and procedures, including business efficiencies and sustainable practices
19. the techniques for monitoring and controlling workplace and facilities services processes and procedures
20. how to identify best practice, the risks and areas for improvement in

- 
- workplace and facilities services
21. the costs, risks and opportunities of the planned actions
  22. the responsibility for implementing workplace and facilities services policies in accordance with the current legal requirements and social responsibilities

## Glossary

### **Business efficiencies**

This relates to the sustainable management of resources such as water, energy efficiency and waste management in line with the organisation's business efficiencies policies which aim at improving operational efficiency. In business, efficiency refers to the production of goods or the offering of services by using the smallest amount of resources, such as capital, energy etc. Efficient businesses are able to create products, offer services and accomplish their overall goals with the minimum effort, expense or waste.

### **Operational performance**

An organisation's performance can be measured against a standard or prescribed indicator of effectiveness, efficiency, and environmental responsibility such as, time, productivity, waste reduction, and regulatory compliance.

### **Social responsibilities**

Social responsibilities refer to a type of self-regulatory business plan and the efforts made by a company to improve society and contribute towards sustainable development. It describes initiatives run by a business to evaluate and take responsibility for their impact on issues ranging from human rights to the environment. The business plan will focus on achieving economic, social and environmental benefits for all stakeholders involved (employees, consumers, investors and other groups). The purpose of it is to encourage businesses to conduct their companies in an ethical manner and work towards having a more positive impact on society through ensuring sustainable growth.

### **Sustainable practices**

Sustainable business practices are characterised by environmentally friendly practices initiated by an organisation for the purposes of becoming more sustainable. Organisations aim to reduce their environmental footprint through initiatives that cut down on waste, poor environmental stewardship and unethical environmental practices that offer a reduced level of sustainability within the organisation's policies and practices.

Sustainable business practices differ among industries and are often specific to the type of organisation and the product or service it produces or provides.

\* \*

### **\* \*Workplace and facilities services**

Workplace and facilities services is "the organisational 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." Workplace and facilities services professionals are responsible for services that enable and support business performance.

All organisations have responsibilities under the current health, safety and welfare regulations to ensure the daily health, safety and welfare of their employees. This includes ensuring provisions are made for:

### **Workplace and facilities services (soft services)**

- Soft services are ones that make the workplace more pleasant or secure to work in.

---

Examples of soft services are cleaning, catering, security.

**Facilities Management (hard services)**

- Hard services are ones that relate to the physical fabric of the building and cannot be removed. They ensure the safety and welfare of employees and generally are required by law.

Examples of hard services are plumbing, heating and lighting.

Hard services are covered in the Facilities Management suite

Developed by	Lantra
Version Number	3
Date Approved	30 Mar 2020
Indicative Review Date	30 Mar 2025
Validity	Current
Status	Original
Originating Organisation	Asset Skills
Original URN	ASTFM502
Relevant Occupations	Estates Manager, Property Manager, Workplace and Facilities Services Manager, Facilities Manager, Workplace Services Manager, Soft Services Manager, Asset Manager, Landlord, Head of Facilities
Suite	Workplace and Facilities Services
Keywords	facilities management; workplace services; business efficiency; sustainable practices