

The Institute of Fire Safety Managers

Established 1997



Business Planning Policy & Process

Version: 4

Summary:	This document gives details of the Institute of Fire Safety Managers (IFSM) business planning policy including the timeline & role responsibilities. It gives details of Council, expectations from Council members, its subgroups and the annual business plan and the impact to the quality management system.	
Target Audience:	Members, Staff and Council	
Next Review Date:	November 2026	
Approved by:	Management Team	Date of meeting: 27/11/23
Ratified by:	Council (email)	Date of meeting: 26/07/22
Date issued:	December 2020	

Business Planning of the Institute

The Institute is committed to its ruling Council delivering the business of the Institute via a structured business planning process which incorporates the main objectives of the organisation set out in the Memorandum and Articles of Association. The governance of Council is set out in the Memorandum and Articles of Association although at times, changes in this governance may be enacted and recorded in this policy document. This policy is enacted under the By-Laws of the Institute

The basis of business planning is via a formal Business Plan which sets out the objectives to be achieved for each year. The Business Plan will run from January to December each year and will be called the Annual Business Plan. This plan will be functional.

Subgroups

To facilitate the business planning process, there will be several subgroups with members of Council appointed to one or more of these groups. The subgroups will be: -

- a) Marketing and Publications
- b) Membership and Branches
- c) Accreditation
- d) Technical
- e) Skills, Competencies and Young Professionals and Educational

Time will be set aside on the day of a Council meeting for subgroups to meet. Additional subgroup meetings will be held online as organised by the chair of the subgroup.

Subgroup Chairs will be expected to report on their group's activities as a standing item on the Council agenda. The Business Development Manager will ensure that these are added to the agenda each time.

The Annual Business Plan

The Annual Business Plan will set out the objectives to be achieved for each year. The Chair, along with the Chair of the subgroups, will be responsible for producing the Annual Business Plan and thereafter to action and / or update as necessary during the Business Plan's current year.

The 3-yearly Business Plan (Fuzzy Plan)

The Management Team will also have responsibility for producing a 3-yearly Business Plan. Each year it will be reviewed and amended as required. Subgroup chairs will be consulted for their input. This plan will be a 'fuzzy plan' focusing on opportunities, threats, predictions, expectations and speculations of future trends both internally and externally that may affect the Institute. This plan will roll down eventually into the Annual Business Plan and may affect the aims and objectives of the functional plan.

Management of the Business Plan

It will be Councils overall responsibility to ensure that the objectives of the Business Plan are delivered. Subgroup Chairs will be responsible directly for the delivery of their nominated part of the Business Plan and will report progress at Council meetings.

The Management Teams is responsible for tracking the progress of the objectives of the Business Plan as well as ensuring that subgroup chairs are meeting their section's objectives within the Business Plan.

Business Plan Cycle

The business plan cycle will be: -

Late October - Council Meeting (Council sets the Business Plan for the forthcoming year)

April - Council Meeting (progress report of achievements to date)

October AGM - Council reports on achievements in the Business Plan for that year.

The Business Plan Process

Following the Annual General Meeting each year, Council will start the planning process. Chairs appointed to each subgroup will be responsible for setting their section of the Annual Business Plan in liaison with the Management Team.

The Annual Business Plan will be set out in sections reflecting the core activities of the Institute. Each section will list the activities and objectives that are predicted to be achieved within that section during the Annual Business Plan's current Annual year.

The Annual Business Plan will also form part of, as well inform, the budget planning process. Subgroups will ensure that any activities that they are responsible for have been costed and the estimates included into budgetary planning.

It will be Council's responsibility to ensure that there is a predictive element to the Business Plan and for that they should look to set out future objectives of the Institute in outline form at least three years in advance.

The Business Plan will be simple and achievable and be based on the core activities of the Institute.

The Management Team using the business plans will review and update the following as necessary to ensure the revised plans are incorporated into the scope and control of the quality management system. This will be done at least annually.

- a) Interested Parties Register – this is a list of all internal and external parties relevant to the Institute and the services it provides. Their requirements, needs and expectations taking into account the revised business plan should be considered and recorded, and controls given to ensure effective quality management.
- b) Legal register – this is a list of all statutory and regulatory requirements the Institute needs to adhere to as part of its current and planned business activities. These will be reviewed to ensure they are still correct, controls for compliance are adequate and in place and nothing additional needs to be added.
- c) Risk and Opportunities Register – this is a list of all internal and external risks and opportunities to the Institute. External risks and opportunities will include legislative changes, technological advances, competitors, market, cultural, social changes within the fire industry. Internal risks and opportunities look at the values, culture, knowledge and performance of the Institute. Within the register the likelihood and impact of each risk is considered to give an overall risk rating. If a risk has a rating of 10 or above, preventative actions, controls and / or contingency control measures must be put in place to reduce the risk to the Institute.
- d) Products, services and process register – this is a list of products and services provided by the Institute covered within the scope of the quality management system. Any new products or services identified in the business plan need to be added to this register and the corresponding process added. Likewise, any redundant / discontinued services should be removed.

New Development

Alongside the business planning procedure there may be a need to bring forward new ideas and opportunities as and when they present themselves. On these occasions a 'Development Form' should be used. The form is designed to guide the process through several controlled phases.

- a) **Phase one** gives Council members a platform to communicate their proposal. It asks them for enough detail for the concept to be understood, outlining the benefits, foreseen resources, a timeframe, and consideration of what impact to the Institute it may bring in both a negative and positive sense. This is then submitted to the Management team for processing.
- b) **Phase two** involves the Management Team using the information submitted to make an initial assessment. On receipt of the form, the Management team will enter details of the submission into the New Development log. An initial assessment will be made by using the information and their own internal process knowledge to assess the scope, scale, and impact of the proposed change and the expected benefits and potential risks. They will identify and consider all job roles, services, products, and processes that might be affected to agree the next step. The next step could be one of the following:
 - accept and the management team will implement
 - accept the idea but put it on hold
 - accept in principle but needs further investigation
 - accept in principle but should go to a subgroup to consider and possibly implement
 - accept in principle but should go to Council to accept.
 - reject

They will complete the section of the form and give feedback to the person who submitted it. Any proposal that impacts the Institute as a whole and effects membership will be passed to Council for consideration either by email if time critical or as an agenda item at the next Council Meeting.

- c) **Phase three** involves further investigation if required. If a new development proposal is accepted either by the Management Team or by Council there may be a need for further investigation, this can be held within the form or reference made in the form to other documentation. Further investigation could be carried out by a subgroup, staff or a nominated Council member, usually the person who submitted the form.
- d) **Phase four** would only be used on acceptance of the proposal. Its purpose is to structure the project and make it clear what tasks and responsibilities have been allocated to individuals or groups and when these need to be completed.

- e) **Phase five** is for the Management Team to use as a checklist to ensure they have put in place everything needed to ensure successful implementation. This process is further detailed in the Change Management section of Management Systems Processes.

Version Control

Change Record

Date	Author	Version	Page	Reason for Change
28/02/22	H Hilton	2	ALL	Formatted to house style, amended from 4 x Council meetings to 2 x Council meetings & updated business plan cycle to reflect this. Changed BSM to BM.
14/11/23	H Hilton	3	ALL	Document number change from PF003. Removal of attendance requirements & confidentiality statement and moved Council Policy. Addition of incorporating business plans process with quality management system process.
20/11/23	H Hilton	4	5	Addition of New Development Process

Reviewers/contributors

Name	Position	Version Reviewed & Date
HH	Business Manager	V2 28/02/22
HH RK DW	The Management Team	V3 14/11/23
HH RK DW	The Management Team	V4 27/11/23