



Incorporating Life (Building) Safety Managers
&
Fire Risk Managers

Fire Safety Management – The Way Forward

Our purpose

The Institute of Fire Safety Managers (IFSM) exists to advance fire safety management principles for the benefit of society. We support the development of fire safety equipment, training, guidance and legislation to achieve a world safe from fire.

Our vision

We seek to be an industry leader for all those delivering fire safety activities, regardless of discipline. To raise the awareness of fire safety at a local, national and international level, promoting fire prevention, fire protection and reducing the risk from fire as far as reasonably practicable.

Aims

1. We are respected for our professionalism, standards and technical competence.
2. We are recognised as a forward thinking Institute that actively contributes to the fire industry development.
3. Support and inform fire safety professionals in their roles and career development.
4. Encourage innovation.
5. Continue to develop the Institute organisation, structure and dedicated group of members and staff responsible for taking forward governance planning.

Aim 1.

We are respected for our professionalism, standards and technical competence.

The Institute has a professional registration system which is a service to which many of our members aspire, and they are proud to be a part of an established and learned organisation.

When a member commits to competence assessment by our assessors, they are clearly expressing their personal commitment to recognised professional standards which they are confident will support their career.

How will we achieve this?

We will continue to set and uphold professional standards, offering routes to recognised assessor competencies for all members who should be qualified. We will support the development of flexible pathways for the fire safety (building) managers, life safety manager and fire risk manager professionals, and help advance skills to meet existing and future demands and to provide support to employers and industry partners.

Set and maintain professional standards

- Offer internationally recognised professional accreditation of training courses and training centres.
- Maintain a professional registration system by:
 - a) Being simple to understand and assisting members to plan their career pathway.
 - b) To accommodate all levels of competency across the spectrum of assessor ability.
 - c) Providing mentoring opportunities within the fire safety sector.

Develop fire safety standards, precautions and industry skills

- Offer support and professional development opportunities by:
 - a) Advocating continued professional development (CPD), providing and recognising suitable learning opportunities.
 - b) Encouraging and enabling members to undertake and benefit from professional development activities.
- Supporting student and young professionals in the industry.
- Continue to contribute to development of standards, practices, guidance and legislation through participation in on-going representative bodies of government and professional partners in the communities.

Aim 2.

We are recognised as a forward thinking Institute that actively contributes to the fire industry development.

The IFSM is at the forefront of discussions with the fire sector partners to develop fire safety systems, registration procedures and legislation in a global context.

The Institute is an active member of a number of committees working alongside other professionals to work towards a collective unified accord.

- Fire Sector Federation.
- BAFE Executive Committee.
- Working Group 4.
- Working Group 8.
- International Fire Safety Standard Coalition.

We contribute to many consultation documents on behalf of the Institute about standards, procedures and guidance for the sector.

- Set an example of technical leadership in the quest to improve fire safety.
- Identify and address issues relative to fires in buildings of all types.
- Guidance on career pathways for fire safety professionals.

Promote and provide professional and technical leadership.

- Support research and development.
- Encourage special interest groups to form within the Institute.
- Provide an opportunity for members within new industry groups to engage and form informed forums.
- Equipping members with the latest information and guidance via a member's forum to promote rapid adaption to the ever changing sector.
- Consult with our members on technical matters, programmes and partnerships.

Aim 3.

Support and inform fire safety professionals in their roles and career development.

Career support to members

- Promote pathways through the tiered registration system.
- Provide guidance and technical support through meetings, workshops and advice.
- Use media to inform members of changes in the fire industry in an efficient manner.
- Aim to open branches in other countries.
- Opportunities for members to advance their personal grade in the Institute as their career path qualifications and experience changes.
- Review the structure of the IFSM to provide opportunities for members to gain experience on the Institute Council.
- Develop the website as an efficient platform to offer membership, explain what is on offer, provide up to date information.
- Provide a member portal to 'store' qualifications in a secure digital personal locker.
- Consider changes which occur in the sector for new roles and functions and research possible methods to cater for any new function groups and provide a 'home' for individual professionals.

Promote a diverse profession by:

- Supporting and advocating for wider networking programmes across geographies, sectors and special interest groups that encourage participation from all sectors of the fire safety communities across the world.

Aim 4.

Encourage innovation.

- We encourage industrial companies who have new innovations in fire safety precautions, equipment and maintenance methods to present to IFSM technical meetings and conferences throughout a planned programme of meetings annually.
- We consistently identify emerging roles in the sector and endeavour to encourage professionals to seek membership in order to provide them the opportunity to group with others in similar roles.
- Use technology to support and engage with members across the world.
- Provide inaugural guidance and support to new branches in order to promote a sound foundation for members in each country where a branch is opened.
- We regularly consult members to survey their observations and needs from the Institute to support their career pathway.

Aim 5.

Continue to develop the Institute organisation, structure and dedicated group of members and staff responsible for taking forward governance planning.

Sustainable growth

Our global ambition for sustainable growth requires a strong governance and operational model. Building an efficient, equitable, agile organisation that recognises diversity and provides value digitally and in real-time is necessary to meet our strategic mission.

How will we achieve this?

We will focus on building a streamlined business-like operation around value-adding services and offerings for members. These should be either core to our commitment to support members, or optional services which members can elect to adopt as either individuals or groups.

Digitalisation

Create a digital platform suitable for a global professional body to service its membership 365 days a year (24/7) wherever there is a connection to the internet, by:

- Continually improving our website and digital platforms to ensure members can access knowledge, information and services regardless of geography.
- Achieving a virtual organisational structure that will enable members to be empowered to support each other and our partners in order to serve society; and
- Ensuring that while every member gets global services, the membership (individuals, groups and Council) can also elect to access supplementary services to meet the evolving requirements of a 21st century professional Institute.

Deliver a financially sustainable organisation

- Deliver financial targets.
- Develop improved and sustainable revenue streams.
- Implement a successful reserves strategy.
- Identify and deliver key performance indicators.
- Achieve continuous process improvement across the organisation.
- Manage risk and maintain an up-to-date risk register.

Develop organisational capability

- Aspire to excellence in all operations with:
 - a) Consistent performance and development review processes for staff and volunteers.
 - b) Effective and resilient succession planning.
 - c) Contemporary operational procedures suitable for global scale and efficiency.

- Broaden our internal skills base beyond the technical to make activity more impactful
- Promote volunteer and member engagement, improving particularly.
 - a) Knowledge of and access to, volunteering opportunities for all members.
 - b) Recognition of the value that volunteers provide.
- Promote business-like management.
- Be recognised as an employer of choice.

Strategic Outcomes & Actions

Strategic Outcomes:

- We continue to be recognised as a leader in setting professional standards and providing good practice guidance for fire safety and fire risk management.
- We are recognised as one of the leading registration bodies for fire industry professionals.
- The contribution of our knowledgeable and skilled membership to fire safety in society is acknowledged.
- Our student members benefit from enhanced and wider access to relevant education programmes.
- Our members become professionally qualified and competent.
- There is an increased and widened spectrum of organisational partnering within the fire sector.
- We demonstrate continued sustainable growth of membership, accreditation and partnerships.
- We have a positive impact on regulatory frameworks and guidance.
- We are recognised as providing rigorous but straightforward professional support and registration.
 - a) Process improvements and business-like thinking.
 - b) Flexible pathways to membership.
 - c) Professional development support.
 - d) Sustainable volunteer support.
- Consultations with our members on technical matters, research programmes and strategic partnerships positively affect the reputation of The IFSM.
- Volunteer engagement (geographical members groups and special interest groups) is better enabled, and their contributions are encouraged.
- Connections and engagement with our knowledgeable and skilled members are fostered and, as a result, they will adapt to (and influence) current and future challenges for fire risk management.
- We are consulted by governments and regulators on relevant policy matters.
- Our 'voice' is sought-after and cited in media and policy debates.
- Increased student and young professional enrolment is encouraged and enabled.
- Increased engagement amongst members in institutional elections, governance consultations and surveys of progress adding their voice and value to strategic decisions.
- Benefits for members which more closely meet their expectations and increased member satisfaction.
- Agreed budgets and other business key performance indicators are delivered.
- Our products and services are regarded as high quality and value for money

- Our offices are an environment where people can excel, with high staff and volunteer retention and satisfaction.
- There is long-term satisfaction within organisational partnerships.
- Clearly evidenced year-on-year improvement in member and volunteer satisfaction and retention.
- High levels of satisfaction from publication subscribers, students and event delegates.
- We deliver long-term financial sustainability, generating a surplus to re-invest in learned society activities and the delivery of our charitable mission.

Strategic Actions - Should be read in conjunction with the 2020 Business plan published in April by the Chairman.

1. **Membership** – A strategy is currently being developed and will complement this overall plan. It will comprise the outcomes identified in the agreed plan under the supervision of Adrian Simpson.
2. **Media & Website** – Currently being developed by a small task group under the supervision of Dave White which will encompass outcomes and provide a platform to improve the outreach to members and the efficient administrative and financial capability for staff.
3. **Structure of Council** – Restructured to harness enthusiasm, commitment and affect a balance of power to implement through functional groups:

Marketing & Publications, Membership & Branches, Technical, Accreditation, and Students & Young Professionals.

Management Team – Constituted from a small caucus of Council members and staff will be responsible for making the day-to-day decisions of management of the Institute. The Team (Chairman, President, Business Manager & Business Support Manager) will meet monthly via Zoom.
4. **Administration** – The Office must be recognisable to receive enquiries efficiently and be structured with appropriate support systems to promote stability and growth.
5. **Fire Engineers Register** – It will be established by consultation with existing fire engineers if a register is a viable proposition at this time.
6. **CPD Compliance** – The policy of requiring members to complete CPD records will continue and a system of sampling the content of individual records will be implemented in a structured way over the next five years:

2020 – The philosophy will be ‘sold’ to members and the sampling structure introduced through IFSM media. The CPD document will be revised to include sanctions and the administration planned to include tasks and remit for sampler. A budget provision will be included in the administrative function budget.

2021 – It is felt 100% of member CPD records who are registered on TFRAR can be sampled in 12 months.

2022-25 – The CPD will be reviewed and checked at joining of new members. Existing members 20% of the membership at different grades will be reviewed on a ‘rolling’ programme annually.

7. **Education & Training** – The question of the provision of ‘in house’ examinations has been discussed at length on many occasions and currently it is agreed to direct those who wish to take formal training should be directed to our accredited training providers. The Institute will continue to launch promotional initiatives to direct members and sector professionals to the courses which are supported by the Institute as appropriate levels of competency with a view that the courses supported once the delegate member has graduated from will serve as prior learning towards qualification.
8. **Specialism Training** - For groups which fall within ‘bubbles’ of a particular level will be explored to establish how these groups (ie Heritage Buildings, Construction) can be accommodated and assisted in their specialism. A strategic research paper should be developed to establish if specialism groups is wanted by members and the viability of assistance possible.
9. **Change of Name** - The name of the Institute has been considered regularly to confirm if there is a need for a change to reflect the variety of member disciplines in the membership base. To this end the IFSM holds a number of names covering areas of its influence and membership roles and functions in the fire sector.
10. **Incorporation** - With the influx of new disciplines and roles within the fire sector the Institute will investigate if it will be possible to incorporate (*eg possibly “Society of Building Safety”*) members of new disciplines with specific role related needs under the IFSM ‘umbrella’. Due regard must be taken to the restrictions appertaining by Companies House regulations.
11. **Income Generation** - Can be determined to be from three main categories:
 - a) Membership recruitment. Fees should continue to be affordable and joining up efficient and time saving.

- b) Sponsorship. An identified programme of events and projects should be determined for the year ahead which might benefit both the sponsor and the Institute. Each event or official position should have a benefit package prepared to offer to 'Preferred Companies'.
- c) Advertising. The Daedalus has an agreed level of advert which can be included and a scale of charges relative to the space allocated. Other advertising streams via member email forum, pop up posters, exhibition stand and for sponsors should be included in the annual plan.

12. **Daedalus Journal** - On-going review of the editorial structure, format, distribution method and value to the members must be undertaken regularly. Considerations to include into the forward plan might be:

- a) Whether production might be outsourced financially without compromising editorial control and quality.
- b) A part-time editor takes responsibility for content and variety of services offered and distribution.
- c) Confirm the member value factor is regularly established to determine if changes are necessary.
- d) Can the Journal be up scaled financially to further improve the service to members?

13. **Young Professionals, Students & Competencies** - Over a number of years many initiatives have been tried and some YP's recruited to Council. Special offers to nations where groups of students were given membership. The initiatives have not greatly benefitted the Institute in trying to offer career path support to those entering the fire sector as young members or new starters in more mature or ethnic groups. It is suggested the following projects are planned for implementation during mid to late **2021**:

- **Launch** the Research Scholarship with promotionally planned advertising and prolonged targeted media insertions to outreach to new entrants and YP's into the sector.
- **Contact** fire service members who would benefit from career path support through our professional services. Benefits to a F&RS applicant particularly in the operational departments should be identified prior to contact to highlight potential value.

- **Freshers** During late summer a formulated project plan should be directed at Universities which offer fire related courses. Freshers weeks in **2021-22** can be a time when needs of university students might practically be identified. Financial investment in a project plan will be essential and presenters should reflect a younger persona.
- **Education and Trainers** Members who carry out training roles in engineering companies or colleges and training providers should be specifically targeted to explain how the IFSM can support new starters and the benefits they will be introduced to during the 'on offer' services.

14. **Staffing Strategy & Administration of IFSM House** - With the appointment of the new Business Manager (BM) it will be an appropriate time to review the structure and organisation of the office.

The principal factors should all be encompassed within a plan which identifies potential:

STAFF GROWTH; TRAINING NEEDS → REWARDS:

- a) Predicted model year on year of recruitment membership trends.
- b) Membership by group statistics.
- c) Time and task study for the current office environment for our existing staff and those recently appointed and partime post advertised (pending interviews).
- d) Examine work practices to adopt the most time and financially efficient.
- e) Aim to produce an annual report of membership trends which is proactive as an on-going tool to identify needs.
- f) Review present premises – use needs – budgetary costs analysis.

15. **Financial Policy:**

- **Budgetary control planning and process**
 - a) Strategy for surplus funds after budget commitments are met each year.
 - b) Salaries, staff on costs and premises.

- c) Reserve funds.
- d) Longer term financial for additional staff and improved premises.

- **Budget Cycle**

- a) Prepare an annual budget.
- b) Corporate planning budget which identifies on a year by year basis over the term of the strategic plan finances anticipated as income to allow available surplus funds to be utilised to the advantage of the Institute whilst preserving outgoings on wages, rent and expenses.

- **Contingency Plan** - Reserves at the end of the 5 year period is suggested to be £150,000.

- **Financial Year End** – Will be repositioned to December each year. This will necessitate an 11 month accounting year initially in **2020**.

16. **Survey** - A survey in 2018 was carried out entitled “Fire Risk Assessment – Qualifications, Training and Skills”. The resulting report in consultation with stakeholders associated with IFSM and a member’s questionnaire delivered via an online survey. The experience gained along with information submitted by members and the many developments since in the sector lead to the decision to commission a new survey during the early part of the plan **2021-22**.

- **Survey Planning:** An interim report should be prepared for Council decision.
 - a) Remit for the survey.
 - b) Method of distribution.
 - c) Survey method/format to be determined.
 - d) Nominate a lead member from Council to oversee project.
 - e) Costings.
 - f) Survey contractor.
 - g) Advertising to members prior to launch.
 - h) Consider if there is merit in survey non-members in the target groups (e.g. YP, F&RS, students) to gain information about their aspirations.

- **Survey Content Topics to be gathered:**
 - a) Member profiles to be determined.
 - b) Activities – How do members maintain their knowledge base?
 - c) Recruitment.
 - d) Wants – How can the Institute provide additional benefit?
 - e) Work sector – Their role and employment status.
 - f) Registers – A member appears on.

17. **Election to Council** – To encourage an opportunity for inclusiveness it has been agreed to implement a new method of recruiting new members to serve on the Council. A guidance document has been agreed and included in the governance ‘golden file’. The new procedure will be launched after a period of advertising in social media and Daedalus in early spring (**March 2021**) with applicants submitting their applications in **August 2021**. Prior to applications the following tasks will necessarily be prepared by staff:

- a) Application forms and appropriate guidance documents for use by applicants.
- b) Flowchart of procedure relative to schedule of dates for actions.
- c) Existing Council members will also be required to make an application and mission statement in the same way as new applicants.