



## **Institute of Fire Safety Managers**

### **Business Planning - Policy**

#### **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.

The basis of this 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.

This policy is enacted under the By-Laws of the Institute

#### **Confidentiality Statement**

As with any business or organization, from time issues may be discussed within Council that will be of a confidential nature. This may relate to the Institute's business plan, financial planning, review of a member's professional status, discussions with other professional bodies, businesses, associate companies and those companies seeking accreditation. It is of the utmost importance when Council identifies an item as being of a confidential nature that, until the item has been resolved, it shall remain confidential.

Items considered to be of a confidential nature will be recorded at the end of the minutes of the meeting and circulated to members of Council only. Draft minutes of the meeting, once approved at the next meeting of Council, will be posted to the web site in accordance with policy but with the confidential item(s) redacted.

Until such time that the item has been fully discussed and agreed by Council, Council members will not enter into any communication by way of verbal, email, Facebook, Twitter or any other means that would impact on the confidentiality of the Institute's business.

## **Sub Groups**

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

- Marketing and Publications
- Membership and Branches
- Accreditation
- Technical
- Skills, Competencies and Young Professionals and Educational

A full day will be set aside for Council and Sub Group meetings. Some Sub Groups may 'meet' in between Council meetings via IT but there will be time set aside prior to each Council meeting for Sub Groups to meet should they wish (this decision will be taken by each Sub Group Chairman prior to the day and they should inform the Business Support Manager accordingly).

Sub Group meetings will start at 0930 and 2 hours will be allocated to these meetings with Council starting at 1130 hrs. Sub Group Chairmen will be expected to report on their group's activities as a standing item on the Council agenda. The Business Support Manager will ensure that these are added to the agenda each time.

## **Attendance of Council Members at Council Meetings**

Council meets 4 times per year. It is important that all Council members attend Council meetings so that there are the widest possible views and contributions made to the debate and decision-making process of the Institute.

Continuous contributions from Council members, including commitment, has been discussed and recorded in past minutes and it is necessary that Council members need to be fully engaged in the process of running the Institute.

There is an expectation of continuous commitment of Council members and it is also recognized that this is voluntary. The attendance at Council meetings is essential for a structured approach to running the Institute and the expectation is that those serving on Council attend all meetings during their term of office. It is also recognised that events in personal lives mean that there are occasions when attendance is impossible.

In view of this, any Council member who misses two consecutive Council meetings without due or reasonable cause will be asked to stand down from Council. This does not apply to any Council members who are ex officio e.g. Vice Presidents.

## **The Annual Business Plan**

The Annual Business Plan will set out the objectives to be achieved for each year. The President and Chairman, along with the Business Planning Group as well as Chairmen of the Sub Groups, will be responsible for producing the Annual Business Plan and afterwards for action and updating during the Business Plan's current year.

The Business Planning Group will deal with monitoring, controlling and managing the Annual Business Plan. Members of this group should be appointed by Council but it should be made up of those members with a 'role' i.e. Chairman, President, Immediate Past President, Hon Treasurer, Business Support Manager and Membership and Branches Secretary.

The Business Planning Group should be able to carry out a lot of its business via IT and at a distance but will meet as a group twice a year (or more frequently if required). Their meeting in November will finalise the Annual Business Plan and flesh out the next 3-yearly Business Plan.

The Business Planning Group will report to and take necessary instructions from Council in order to carry out its role.

The Business Planning Group will also have responsibility for producing a 3-yearly Business Plan. Each year it will be changed or topped up. Sub Group Chairmen will be consulted for their input. This plan will be a 'fuzzy plan' really focusing on predictions, expectations and speculations of future trends 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.

Following the Annual General Meeting each year, Council will start the planning process. Chairmen appointed to each Sub Group will be responsible for bringing their section of the Annual Business Plan in liaison with the President, Chairman and Business Planning Group.

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. Sub Groups 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. These future objectives will be listed in an appendix to the current Business Plan.

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

## **Business Plan Cycle**

The business plan cycle will be: -

- February – Council meeting and current Annual Business Plan starts.
- April – Business Planning Group meeting.
- May - Council meetings progress check with interim checks by the Business Planning Group.
- September Council meeting review of years achievements to date for production of report to members at October AGM.
- October AGM - Council reports on achievements in the Business Plan for that year.
- November - Business Planning Group meeting (pre-Council meeting).
- November - Council Meeting (Council sets the Business Plan for the forthcoming year).

## **Management of the Business Plan**

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

The Business Support Manager will be responsible for tracking the progress of the objectives of the Business Plan throughout the year as well as ensuring that Sub Group Chairmen are meeting their section's objectives within the Business Plan.