

INSTITUTION OF FIRE ENGINEERS

BUSINESS PLAN 2008

OBJECT

To encourage and improve the science and practice of Fire Engineering, Fire Prevention and Fire Extinction and all operations and expedients connected therewith, and to give an impulse to ideas likely to be useful in connection with or in relation to such science and practice to the members of the Institution and to the community at large.

VISION

Our vision is to establish an international platform that

- Is inclusive of all fire professionals*
- Sets and maintains professional standards*
- Provides personal value and opportunity to members*
 - Facilitates a global learning network*
 - Has technical, regulatory and social influence*
- Is recognised as an independent voice for the profession*

And through all of this, work towards a society safe from fire.

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
SP1	Develop the risk management review work into a risk management policy and procedure that is integrated with business and financial planning, in time to be applied to the business planning process for the 2009 business plan.	Chair	<ul style="list-style-type: none"> • A full risk management policy • A revised strategic planning policy • A revised business planning and risk management timetable. 			2
SP2	Include the risk reduction activities for the identified primary and secondary risks in the 2008 business plan and allocate to portfolio holders.	Chair	All risk reduction actions to be included in the plan, or in a managerial action plan			1
SP3	Develop and deliver a consultation process to obtain the views, contributions and sign up of key elements of the fire engineering profession on which to base a long term strategic goals for the fire engineering profession to be completed before end of July 2008.	Chair & IP & IPE	<ul style="list-style-type: none"> • A widely circulated consultation process. • responses from partners that allow a consensus to be developed • Clear long term strategic goals for the profession 			1
SP4	Develop a vision and a strategic plan for the Institution based on a long term strategic goals for the fire engineering profession that can be launched as part of the celebrations of the Institution's 90 th anniversary October 2008.	Chair & IP & IPE	<ul style="list-style-type: none"> • A top level plan that is widely promoted with our partners and id supported by the membership and our strategic partners • Extensively promoted vision for the profession with a plan to support achievement of the strategic goals. 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
SP5	Build on the ongoing work to move the work of Board members to a more strategic level, by the use of business planning, action plans and performance management.	Chair and C.E.O.	<ul style="list-style-type: none"> • Clearer links between staff and all portfolio holders • Board agendas that are reduced in length and volume • Day to day managerial issues removed from agenda. 			2
SP6	Develop a framework for the key stakeholders, partnerships and other relationships that have been identified by the work of the GA. The framework will take account of international diversity and local needs, with the priority to be in terms of the long term strategic goals for the profession. The draft framework to be developed on successful completion of SP4	Chair and C.E.O.	<ul style="list-style-type: none"> • An international framework that engages and builds on the work of local branches • A clear picture of the value and outcomes from international partnerships • a plan for developing partnerships further 			1
SP7	Lead the development of a clear plan for engaging with the employers and other key stakeholders professional development of members of the UK F&RS to be in development in time for the 2009 examination timetable	Chair & AS & CS with representation of employers	<ul style="list-style-type: none"> • Clear short, medium and long term developments that will support the IPDS within UK F&RS • Communication of the model for adoption/adoption to local circumstances 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
SP8	Produce an overarching strategy for external quality assurance for the Institution's key business activities, polices and processes, to allow prioritisation of QA activities and to have commenced priority issues before end 2008.	Chair	<ul style="list-style-type: none"> • A scoping paper to board that sets out business areas and QA options • A decision on priorities to be pursued • a pre audit assessment of priority area • An action plan to commence QA in priority area. 			2
SP9	Develop and lead the arrangements for marking the Institution's 90 th anniversary year, tht will run from 31 October 2008 for twelve months.	Chair & IPE/IP	<ul style="list-style-type: none"> • An agreed programme of activities and events. • High visibility of the IFE in the international fire Community 			1
SP10	Improved liaison between portfolio holders on progress and routine business, by July 2008 meeting	Chair & all portfolio holders	<ul style="list-style-type: none"> • a policy and procedure for routine cross portfolio communication 			3
F1	Simplify and improve the budget coding system and budget reporting to management and the board to provide clearer indications of financial viability of key business activities. The system to be approved for implementation no later than the April 08 Board meeting	V Chair and Treasurer	<ul style="list-style-type: none"> • A revised coding system to be agreed by the Board • the coding to be implemented 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
F2	Carry out an assessment of the key areas of business activity and identify the priority for review, to allow review to be conducted before July 2008 Board meeting	V Chair and Treasurer	<ul style="list-style-type: none"> • A list of priorities for review to be considered by the Board by April 2008. • A completed review by July 2008. • Further reviews to be undertaken dependent on outcomes of priority listing. 			1
F3	Provide a format for proposed business case and lead a review of each portfolio to examine potential for increasing income from existing or new business, with each portfolio holder to report by April 2008 to allow board to assess viability.	V Chair and Treasurer	<ul style="list-style-type: none"> • A format for business cases that effectively assesses income and expenditure associated with identified activity • a review of each portfolio to identify income generation schemes with greatest potential for contribution to net income. 			2
F3	Implement the decision of the board on the financial reserves policy, before April 2008.	Vice Chair and Treasurer	<ul style="list-style-type: none"> • Clearly established reserves in accordance with the decision of the board in November 2007. • Funds invested for appropriately for short, medium and long term • Returns on investments being maximised • improved reporting on performance of investments to be implemented • 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
F4	Review the working arrangements and progress of the Audit Committee.	Vice Chair & Treasurer	<ul style="list-style-type: none"> Review of documented policies and procedures by mid year. Report before July 08 board meeting, to allow 2008/09 Audit committee to implement any changes. 			3
F5	Develop a more systematic, timetabled and business based approach to reviewing all fees and charges. To be available in sufficient time to determine and implement 2009 fee levels. (July 2008)	Vice Chair & Treasurer	<ul style="list-style-type: none"> A time table for board decisions on fees and charges An assessment of business viability to be included for each element of fees Fees that more closely reflect the cost of providing the service or product. 			2
G1	Carry out a detailed review of staffing and shared services to form the basis of a new staff structure that more closely meets the demands and business development areas. Review and restructure to be agreed for implementation no later than the commencement of a new agreement on shared services, scheduled for September 2008.	C.E.O.	<ul style="list-style-type: none"> A staffing review document that provides for all routine administration to be in house, or with shared services Recommendations for revised structure and shared services input Staff costing and resource proposals 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
G2	Update and re issue General Assembly framework document subject to agreement by Board and GA in January 08. To be available to manage July 2008 meeting of GA.	C.E.O.	<ul style="list-style-type: none"> Revised governance guidance available to all members of GA and published on web site 			2
G3	Review and validate contents of Directors Handbook making updates and corrections as required	C.E.O.	<ul style="list-style-type: none"> Updated version to be available by April 2008 Board meeting 			2
G4	Develop structured staff development and appraisal mechanisms, linked to targets and outcomes based on business planning and incentives for staff linked to team performance	C.E.O.	<ul style="list-style-type: none"> Scheme to be established by mid year and implemented by end of year. 			1
G5	Scope the development of a marketing function for the organisation to take account of promoting conferences, publications, membership and registration	C.E.O.	<ul style="list-style-type: none"> Scoping paper to board by July 2008. 			1
G6	Improve the reporting of membership figures and the progress of renewals, linked to financial reporting of income from this business critical area. First reports to be to April 08 Board	C.E.O.	<ul style="list-style-type: none"> A reporting mechanism Regular timetabled reports to the Board 			1
G7	Accountancy role to be brought into shared services and clearly identified roles for shared services and audit. To be effective for 2007 Audit and report to membership.	C.E.O. & Treasurer	<ul style="list-style-type: none"> A specification and timetable for end of year accountancy work successful delivery of audit of 2007 accounts An audit clear of a management letter from auditor. 			1

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G8	Arrange and deliver staff development training in risk management, business planning and business development	C.E.O. & Chair	<ul style="list-style-type: none"> • A programme of staff development seminars • greater involvement and understanding of the IFE's long term goals and priorities 			2
G9	To scope and produce a business case for the delivery of the IFE AGM at an international venue, taking account of UK law and Charity commission guidance. Business case to be available for 2008 AGM & GA Meeting	C.E.O.	<ul style="list-style-type: none"> • demonstrate the meeting of UK company law and Charity Commission guidance • A clear financial business case • membership survey asking for support for an international venue for AGM 			2
AS 1	Establish and develop working links between Universities with fire engineering courses and employers of fire engineers, facilitated by the Institution, by means of an educational network. The network to hold its first meeting before the end of the 2007/08 academic year.	Academic standards & ECD	<ul style="list-style-type: none"> • agreement from Universities and major employers to be involved • a framework for network meetings • a list of members to the network • a plan of activity for the network 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
AS2	To support the quality assurance strategy by investigating the options for external QA for examinations to be investigated before the commencement of the 2009 examinations preparation process.	Academic standards	<ul style="list-style-type: none"> • a paper setting out the value of gaining recognition by QCA • an assessment of the actions needed to achieve recognition • an action plan to deliver QCA approval if considered appropriate 			2
AS 3	Further develop the accreditation system and qualifications of team of assessors.	Academic Standards	<ul style="list-style-type: none"> • reviewed arrangements brought to Board for approval • Action plan for recruiting, retaining and developing team of assessors. • 			2
AS 4	Continue to promote the Eng Tech and initiative within the UK Fire and Rescue Centre	Chair and Academic standards	<ul style="list-style-type: none"> • Increased number of members from F&RS and more F&RS signed up as Affiliate members. 			1
AS 5	Building on the two pilots, continue to develop and promote the examinations initiatives within the UK Fire and Rescue Centre aiming to achieve significant numbers of F&RS engaged in time for 2009 examinations	Chair and Academic standards	<ul style="list-style-type: none"> • increases in number of examination candidates • increased number of F&RS involved with IFE • framework for international application 			1

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
AS6	Review existing arrangements for and IFE involvement in allocation of Fire Research & Training Trust funding	Academic Standards	<ul style="list-style-type: none"> Revised agreement with FSR&TT 			3
AS7	Investigate the feasibility of providing electronic learning packages via web based technology and produce a feasibility report to the board by third quarter of 2008.	Academic Standards	<ul style="list-style-type: none"> A feasibility study some indication of investment required assessment of membership / potential members take up 			3
AS8	Investigate feasibility of providing member access to electronic reference databases, and report to Board on costs & benefits associated, by end second quarter 2008.	Academic Standards	<ul style="list-style-type: none"> A feasibility study some indication of investment required assessment of membership / potential members take up 			3
CS1	Develop a quality assurance policy & process for the devolvement of membership application processing with the larger international (Non UK) branches to enable trails to commence and be concluded within 2008.	Comp' Standards	<ul style="list-style-type: none"> Agreed policy approved by Board processes including quality assurance checks for consistency with UK standards implementation plan, including training of local membership assessors 			2
CS2	Develop a reciprocal arrangement with CFO designate for Canada and other international comparable arrangements	Comp' Standards	<ul style="list-style-type: none"> A statement of reciprocity and agreed criteria against membership 			2

Business Case Reference Number	Brief Summary of objective	Director	Anticipated Outcomes	First Review July 2008	Final Review Autumn 2008	Priority
CS3	Produce proposals for membership recruitment, retention, development and engagement that will generate increased membership and increased involvement in professional body activities. Proposals to be agreed by Board by July 2008.	Comp' Standards	<ul style="list-style-type: none"> a framework that will enable all portfolio holder, the GA, UK Forum and branches to play their part in developing the levels of membership of the Institution 			1
CS4	In line with the wider QA strategy, scope the option of third party certification for elements of the risk assessors /auditors registers. Scoping study to be completed by mid 2008, with implementation to commence in third quarter of 2008, if appropriate.	Comp' standards	<ul style="list-style-type: none"> Scoping study Implementation action plan 			2
ECD1	Within the first quarter of the year, establish replacement structures for ECD that facilitate across IFE working	ECD	<ul style="list-style-type: none"> New working arrangements agreed by existing ECD Board and IFE Board 			1
ECD2	Within the first quarter of the year, agree the constituent representative steering body and remit for EC registrants	ECD	<ul style="list-style-type: none"> Revised constitutional arrangements agreed by ECD Board and IFE Board 			1
ECD3	Agree deliverables offered to EC registrants to be identified and agreed by April 2008	ECD	<ul style="list-style-type: none"> Wider range of services to member marketing framework to promote value to members 			1

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ECD4	Develop more proactive recruitment drive to increase members of EC registrants group, particularly at Eng Tech level	ECD & Academic Standards	<ul style="list-style-type: none"> Increased membership ECD improved awareness of value and process of means of registration amongst none registered members and the wider fire profession 			1
ECD5	Increase the number of refereed articles by ECD members in the Fire Safety Technology and Management publication with the aim of getting at least one refereed paper in each of the four quarterly issues per year.	ECD	<ul style="list-style-type: none"> Increased number of refereed articles under IFE headings 			2
ECD6	Promote the "expertise" matrix of members, to improve the range of support and contributions to Institution activities.	ECD	<ul style="list-style-type: none"> increased involvement of experts in Institution activity, particularly in technical services 			3
ECD7	In the final quarter of 2008, investigate and report on options for agreements with international professional bodies such as HKIE, NFPA, SFPE		<ul style="list-style-type: none"> Options paper to board by end of 2008/ early 2009. 			1
FP1	Develop and promote IFE policy positions to the membership and the wider fire profession. Regular publication of articles outlining IFE policy to be included in FRM	Fire policy	<ul style="list-style-type: none"> Wider promotion of the outcome of the consultation exercise on government fire policy 			1
FP2	Encourage greater involvement of the membership in responding to consultation documents and reporting the Institution's response to the membership.	Fire Policy & Tech Standards	<ul style="list-style-type: none"> Increased membership involvement in shaping the view of the IFE. 			2

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FP3	Identify potential areas for policy research to support policy decisions. Producing proposals for development by July 2008 for implementation in second half of year, or 2009, dependent on financial impact.	Fire Policy & Tech Standards	<ul style="list-style-type: none"> proposals for Board to consider Research options scoped out with proposals for delivery. 			2
FP4	Develop positions on impact of fire on climate change and promote discussion within the profession and the wider public debate	Fire Policy	<ul style="list-style-type: none"> policy position communications strategy 			1
MC1	Gain Branch assistance in consolidation of membership data to update email addresses, to improve the level of membership with access to the email newsletter. Branch consolidation exercise to be prepared for approval by April 08 and completed by October 2008.	MC	<ul style="list-style-type: none"> A structured communication process with branches to obtain updates increased numbers of members in email contact 			1
MC2	Develop a multi media approach for recruitment of members, useful for use by local branches.	MC	<ul style="list-style-type: none"> a multi media package to be developed and trailed 			2
MC3	Develop a business case for advertising on the e mail newsletter	MC	<ul style="list-style-type: none"> Business case to Board for decision 			3
MC4	Run a competition to "name" the email newsletter	MC	<ul style="list-style-type: none"> A successful competition A suitable name for the publication 			3
MC5	Improve quality and frequency of e mail newsletter, by moving to monthly and by including more photographic content and a summary on links	MC	<ul style="list-style-type: none"> improved frequency of news letter and improved appearance and feedback from members 			1

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MC6	Develop a structured means of encouraging member content for inclusion in the newsletter	MC	<ul style="list-style-type: none"> the present one way communication moving to two way communication Some content to be member or branch supplied. 			2
MC7	Develop a policy & procedure for logging and promoting branch events via the electronic newsletter to enable wider access and improved attendance at branch events	MC	<ul style="list-style-type: none"> policy and working procedure to be in place communication to branches and encouragement to use improved attendance at branch events link to CPD accreditation 			2
Pub1	Set targets for book sales for both IFSTA and non IFSTA publications and monitor achievement. Targets to be agreed by April 08, monitoring to be in place from July onwards	Publication	<ul style="list-style-type: none"> targets to be proposed and agreed by board monitoring system to be established increased income from book sales 			1
Pubs2	Reduce costs of journal (FRM) by 10%	Publication	<ul style="list-style-type: none"> Reduced costs to Institution 			1
Pubs3	Set targets to increase the number of articles of international interest in each edition of FRM by April 08	Publication	<ul style="list-style-type: none"> a proposed target per monthly issue monitoring and reporting on achievement 			1
Pubs 4	Establish a mechanism for reviewing and including, where appropriate articles from other journals in FRM	Publication	<ul style="list-style-type: none"> improved technical content from a wider range of sources 			3

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T1	Extend geographic frontiers of TSAG to incorporate the International Technical Network (ITN) to make it available to branches, from July 2008	Tech Standards	<ul style="list-style-type: none"> proposals agreed by board on operation wider participation in technical discussion 			1
T2	Provide an Institution response to the questions appearing in the ITN forum.	Tech Standards	<ul style="list-style-type: none"> Responses to specifics agreed by IFE 			1
T3	Develop improved relationship between ITN and branches to improve participation	Tech Standards	<ul style="list-style-type: none"> greater involvement of international branches 			3
T4	Develop a professional response procedure	Tech Standards	<ul style="list-style-type: none"> 			2
GA1	Resolve the GA representation at Board level	GA	<ul style="list-style-type: none"> two and only two members of GA to be on the Board separation of functions 			1
GA 2	Recruitment, retention, development and engagement of students	GA	<ul style="list-style-type: none"> specific proposals on how to recruit more students, move them from the initial grade to a grade more in line with their professional standing or be active in developing through examinations and other professional development 			2
GA3	Focus the style of the GA to allow the development of the contribution to the Institution of the GA members.	GA	<ul style="list-style-type: none"> closer working using the board's agreed business planning system to focus on priorities 			2
GA4	Develop volunteer's framework to recruit volunteers for professional review work.	GA	<ul style="list-style-type: none"> a structured approach to engaging members in peer 			2

Summary of work load and portfolio holder contacts

Portfolio	Holder @ January 2008	Objectives
Strategic, Risk & Business Planning	Mr John Judd	10
Finance and finance planning	Mr Peter Holland	5
Governance and Management	C.E.O./ Interim General Manager	9
Academic Standards	Dr Jim Marsden	8
Competency Standards	Mr Paul Richardson	4
ECD Assurance	Mr John Woodcock	7
Fire Policy	Professor David Charters	4
Membership Communication	HG Tay & William Stewart	7
Publications	Mr Peter Holland	4
Technical	Mr Colin Todd	4
General Assembly Business Planning Liaison	Mr Russ James	4
Total		66

Priority

- 1 Essential to the stability or continuity of the organisation, or some other external imperative
- 2 Really important but not essential to business
- 3 Whilst very important, could be deferred in the case of work load issues.