



THE INSTITUTION OF FIRE ENGINEERS  
FOUNDED 1918 • INCORPORATED 1924

The Institution of Fire Engineers

# Our Strategy 2020 – 2024



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## Forward

The Institution of Fire Engineers celebrated its centenary in 2018. This was a chance to celebrate the contribution that the Institution has made to the enduring challenge presented by fire. It was also an opportunity to reflect upon the founding principles on which the charity was established in 1918. The intention expressed then was:

*“To promote, encourage, and improve the science and practice of Fire Extinction, Fire Prevention and Fire Engineering 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”*

The sentiment of this statement remains true as the Institution enters its second centenary from a position of being the leading internationally recognised professional body for fire.

To make sense of the multitude of drivers and experiences that relentlessly shape the fire landscape, it is essential that the Institution can develop further so that it possesses the agility, adaptability and responsiveness necessary to cope with the ever-increasing pace of change in the world we strive to help protect.

We are clear on our vision, as set out in this document. To achieve this it requires strong leadership, committed staff and an invaluable contribution from our members. This will allow us to be focussed on our mission, while operating within our organisational values.

I commend this strategy and look forward to leading the Board of Trustees and working with the Institution’s International Headquarters employees and members to deliver on our ambitious plans linked to our six strategic areas of focus.

**Grant Lupton**

**Chair of the Board of Trustees**



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## Introduction

In keeping with the spirit of our original expressed intentions back in 1918 we are clear in our vision to **enable fire professionals to make the world safer from fire**. We retain our core mission from our founding principles to **promote, encourage and improve the science, practice and professionalism of fire engineering**.

Our vision and mission statements are central to all that we strive to achieve.

### Our Vision

**‘Enabling fire professionals to make the world safer from fire’**

### Our Mission

**‘To promote, encourage and improve the science, practice and professionalism of fire engineering’**

As an organisation we are proud of our core values that support our mission.

### Our Values

#### **Inclusivity**

We bring together members and stakeholders across geographic, political and cultural boundaries.

#### **Professionalism**

We recognise the need for professionalism in all that we do and we harness expertise to be an international technical centre of excellence.

#### **Benefit**

We are determined that our activities add value to individuals, organisations and society through our services.

#### **Learning**

We are committed to the promotion of fire related knowledge.

#### **Responsibility**

We are a charity that works responsibly with other stakeholders.

#### **Independence**

We are apolitical and our technical independence is a core strength.

#### **Openness**

We are an institution for our members and for wider society and all our activities are in the public domain

## Strategic areas of focus



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Our strategy for the period 2014-2018 established six very clear strategic priorities that continue to be core to this updated strategy. These strategic areas of focus directly drive our portfolio of activities contained in our operational plans.

### Facilitating Awareness

Through an international network of members, branches and special interest groups we will share knowledge, awareness and technical perspectives of fire safety issues and developments

### Fostering Professionalism

We will establish and maintain pathways and recognised standards for fire professionalism and competency.

### Increasing Knowledge

Through our membership, recognitions and qualifications we aim to increase knowledge in the science, practice and professionalism of fire engineering.

### Providing Independent Leadership

We will confidently promote the value and services provided by the IFE through our own independent and non-political leadership.

### Promoting the IFE

Increasing the standing of the Institution and significance of membership through promotion.

### Developing the Organisation

We will ensure the IFE continuously improves, remains relevant and provides value to our members and wider society through continuous development.



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## Governance and structure

### Trustees

Our charity trustees are a blend of elected members of the Institution along with some who are directly appointed. Trustees include representatives of the International General Assembly and the Institution's Engineering Council registrants. Their prime duty is to act in the best interest of the charity.

### Board of Trustees

The governance model requires the trustees to act as a board to oversee the executive functions of the Institution. The Chief Executive is responsible for all executive functions.

### Trustee Portfolios

The trustees will hold portfolios recognising their area of expertise and will provide knowledge and experience to advise the CEO and the Board.

### Chair of the Board

The Chair of the Board is responsible for providing overall leadership to the trustees, ensuring the board of directors oversees decision making. The Chair also leads the Board executive, which is responsible for routine liaison with the CEO.

### Executive functions

Executive functions are authorised by the Board of Directors and conducted through the Chief Executive. Support is provided by IFE International HQ employees, contractors and member volunteers who are accountable to the Chief Executive.

### International President

The International President is appointed by the Board on an annual basis. During their year in office the International President is an ambassador for the Institution.

### International Headquarters

The International Headquarters is located in the UK, it coordinates and supports the operational activities of the Institution. It also provides the legal compliance and other assurance regimes essential to core business, as well as being the secretariat for the Board of Trustees.



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## International General Assembly

The International General Assembly enables representatives from all of the Institution's branches around the world to convene and provide a member voice into the Institution.

## International Branches

The Institution has branches in the UK and around the world. These form the local network and means of accessing CPD for our members. They provide a range of localised benefits to members including seminars, conferences and technical workshops.

## Member-led Forums

Member-led forums provide the technical and professional core of the Institution. The core forum is the Technical Strategic Advisory Group (TSAG), it provides detailed technical advice and guidance to the Institution. Special Interest Groups (SIGs) ensure that contemporary issues are considered by professionals on an international level.



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## Implementation

### Investing in the future

The immediate, medium and long-term landscape for the fire sector is characterised by an ever more complex world, increased social mobility and unprecedented technical developments. These factors will dominate the way in which the issue of fire in society is handled.

The Institution is committed to identifying new ways of supporting members to achieve our vision.

### Building Resilience

As the Institution develops its capabilities and capacity it will be increasingly important to ensure organisational resilience. Robust approaches to risk management and risk appetite are essential.

### Operational Planning

Our operational plan to support this strategy will consist of two elements. The first of these is our programme management approach to new developments, the second is our review of existing core business. The plan will be implemented by the CEO and will maintain the theme of “Programme for Change”.

# Measuring our achievements



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We have set eight high level targets that relate to each of our strategic areas of focus, alongside more specific performance targets within our operational plan. These form the basis of measuring our achievements at the strategic and operational levels

## High level targets

### 2020-2022

Over the first two years of this plan we aim to:

- ✓ Introduce a recognition scheme for volunteer members
- ✓ Introduce a new resourcing model to support our activities
- ✓ Introduce a UK Initiatives Programme
- ✓ Introduce an International Initiatives Programme
- ✓ Improve the effectiveness and efficiency of all core business units
- ✓ Implement a performance management framework
- ✓ Deliver the business plan for IFE Global Ltd to generate a surplus

### 2022-2024

From 2022 to 2024 we aim to:

- ✓ Increase membership by 25%
- ✓ Carry out a review of governance



## Version Control

Version	Date	Notes
0.1	010919	FIRST DRAFT SH
0.2	230919	SECOND DRAFT SH
0.3	230919	<u>update from SLT</u>
0.4	300919	FOURTH DRAFT LP
1.0	170720	Version 1 - LP