

Trustee Recruitment Pack
February 2025



07P1



Fire Fighters
Charity



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Strategic overview

For more than 80 years, Fire Fighters Charity has stood side-by-side with the UK's fire and rescue services community, as a trusted source of clinical care and support, an independent shoulder to lean on, and an enabler for positive health and wellbeing change.

While our purpose remains the same today as it was when we were founded in 1943 – to help members of the fire and rescue services community to live healthier and happier lives – our charity has evolved over the decades, as has the priority of needs and preferences of those we are here to support.

Today we are a charitable provider of health and wellbeing services, specialising in care and support for the fire and rescue services community, who face unique challenges and impacts arising from their roles.

We currently reach c10,000 people each year by providing exceptional physical and psychological care, wellbeing support, practical support and information and advice – whether in-person in one of our three state-of-the-art centres across the UK, or digitally.

With this solid foundation, we are focused on growing and evolving further and have a new strategic plan for 2024/25 – 2027/28. Despite the clear and considerable challenges that we and many other charities have faced over the past few years, we continue to move forward and work to rise to meet surging demand for our care and support in the context of the prevailing economic conditions which erode the value of every pound we raise or generate. We are in a good financial position, but we have chosen to pivot our underlying funding model so that we can scale our services, deepen the impact of those services, and play a prominent and unique role within the fire sector.

Over the next few years, we are focused on further developing and improving our offering, increasing and diversifying our income, building further engagement, relationships and partnerships, and improving our ways of working.

Across our c200 colleagues and together with the support of a dedicated volunteer network across the UK, we are determined to be there for all those who need our care and support, in the ways that are most relevant and impactful for them.



A note from our Chair, John Baines

Every member of the fire family deserves expert, personalised care and support, and to be valued and recognised for their contribution to society.

At Fire Fighters Charity, we're a passionate, committed and diverse team of c200 staff and many hundreds of volunteers, here for past and present employees of fire services, their families and other eligible service users across the UK.

Our vital work, which is increasingly preventative, has never been more needed than now. That's why we are ambitious to broaden our reach and deepen our impact so that many more members of the fire and rescue community and their families will lead healthy and happy lives during and after service.

Our strategic objectives are to scale our services to reach more service users, pivot our funding model and retain the quality of our care and support within the prevailing economic pressures and in the context of the current strategic drivers across the fire, healthcare and charity sectors. In achieving this, it is essential we continue to evolve the expertise and strategic leadership of our trustees, who ensure Fire Fighters Charity, and the impact we have, remains relevant and sustainable.

We need a Board of Trustees that brings diversity of thought, experience and skills to our decision making. We are recruiting a number of new trustees to our Board, particularly individuals with a background and skills in clinical psychological care, finance, fundraising and/or marketing and communications, digital, data and technology, and more generally in the charity sector, to join our talented and collegiate team.

Our Board, together with our dynamic and developing Senior Leadership Team take pride in the quality of our services, our relationships and partnerships, and the rich history of our charity and the fire sector more generally. For us, it is a pleasure to apply our skills and expertise to this compelling cause, and an organisation that can mean the difference between darkness and light, despair and hope, and to be able to see firsthand the relief, respite, wellbeing and happiness our services can bring.

Our teams of staff and volunteers, right across the UK, are ambitious, dynamic and committed; we invite you to consider joining us on our journey.

We would like to increasingly have the charity reflect and understand the communities we are here to serve so we particularly welcome applications from those from ethnically diverse communities who are traditionally underrepresented in charity sector trustee roles.



What we do

Clinical care

- We provide 1:1 psychological therapy and other individual and group psychological care services, online and in person
- We provide physical rehabilitation for those who have sustained an injury, are coping with an illness or who have an exercise or fitness-based need.
- We provide residential nursing care 24/7 for those who need convalescence or support with long term health conditions.
- Through our Crisis Line, launched in November 2023, we provide clinical psychological care to those who are experiencing suicidal thoughts 24/7, 365 days/year, free of charge and without judgment.

Wellbeing support

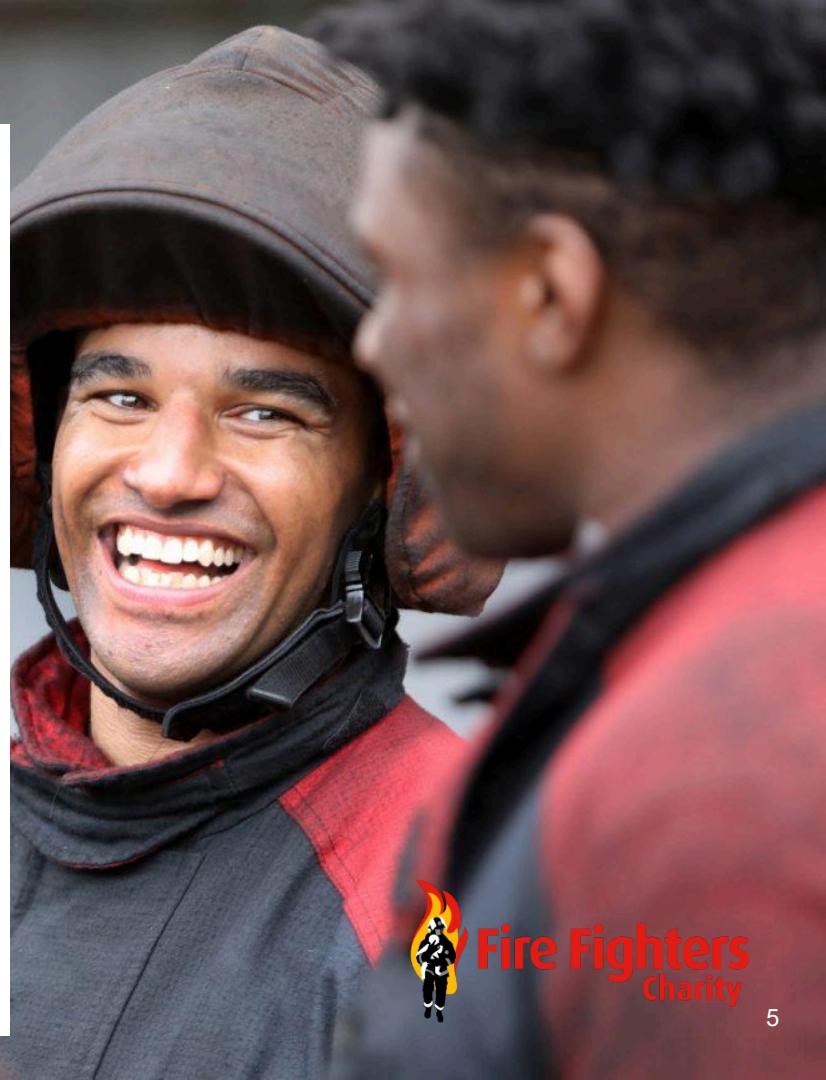
- We offer a broad range of preventative and reactive wellbeing services through week-long residential programmes, online and by telephone.
- Our Wellness Workshops are delivered directly to employees of fire and rescue services across the UK.
- Our telephone befriending service, delivered by volunteer-led community groups, enables friendship, kinship and togetherness for retired service users.
- Targeted programmes are available for families, children and women across our three centres throughout the year.

Practical support

- Our welfare offering includes financial assistance to alleviate hardship or to fund equipment and support home adaptations required due to injury, disability or illness arising from service.

Information and advice

- We provide information, advice and support with debt management, social care needs, accessing welfare benefits and statutory funding.
- We also provide a suite of online resources and courses covering a broad range of topics across mental, physical and social health and wellbeing.



Our reach & impact – 2023/24

9,635

individuals across the UK accessed or benefitted from at least one or more of our services or programmes.

239,850

people visited our website to access a wide range of health and wellbeing resources and content.

6,888

video support sessions were delivered online to individuals across all areas of the UK.

516

individuals received welfare support from our dedicated Welfare Team.

640

telephone befriending calls were made by 14 volunteers.

3,934

individuals attended one of our centres for care, support, advice or a recuperative break.

9,720

people had become members of My Fire Fighters Charity, where they access information, advice and online courses to improve their health and wellbeing.

45

children were supported through our partnership with the Children's Burns Trust.

442

people attended one of our 7 HOPE Programme online mental health courses.

430

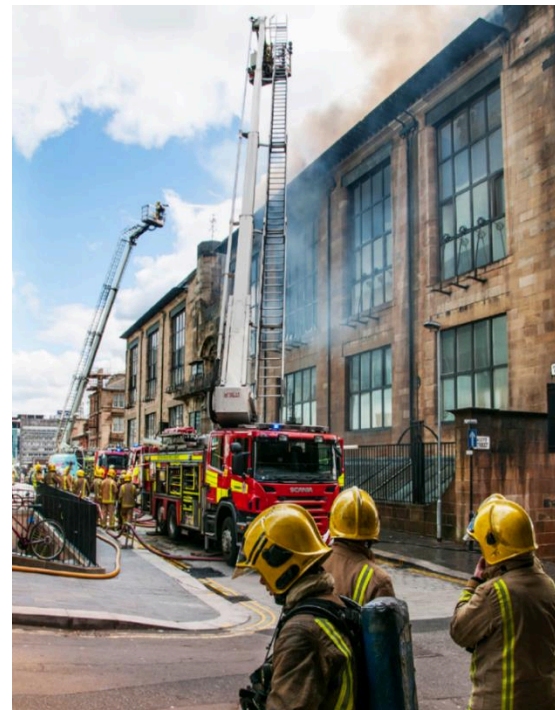
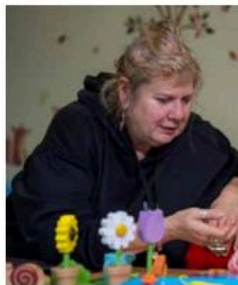
individuals attended one of our 145 Living Well Group meetings throughout the year.

300

wellness workshops were delivered to 32 different fire and rescue services.

9

dedicated child and family weeks were run at Harcombe House.



Our values and behaviours

Equity

- Fairness – we treat each other fairly and create a socially just organisation.
- Inclusive – we create an environment where each individual can be their unique self.
- Value – we value one another and ourselves.

Trust

- Integrity – we are truthful and honest and extend trust to all.
- Respect – we demonstrate respect for all and the contribution that we each make to the organisation.
- Openness – we are approachable, genuine and authentic. We seek and encourage engagement and feedback.

Kindness

- Supportive – we support each other and all our stakeholders.
- Care – we create a positive environment for all.
- Appreciative – we recognise the value of every individual.

Professionalism

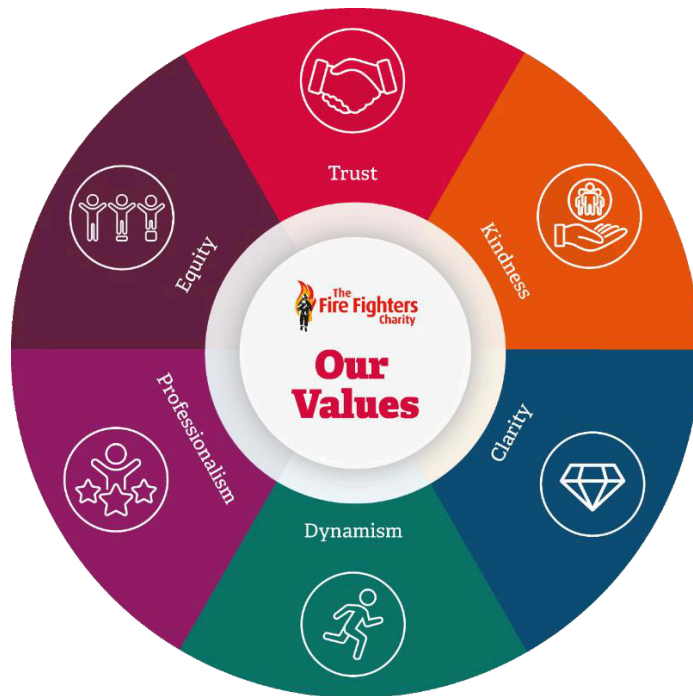
- Proud – we take pride in who we are and everything we do.
- Deliver – we strive for excellence in all things and at all levels, both in service to others and to ourselves.
- Assured – we do the right thing, in the right way at the right time.

Dynamism

- Ambition – we motivate ourselves and each other to succeed and recognise success.
- Future orientated – we greet each day with purpose, founded on an understanding of our future direction.
- Collaboration – we connect with teams and individuals, openly and frequently.

Clarity

- Purpose – we are united and clear in our vision and our purpose. We know where we fit and all work towards our common goals.
- Communication – we communicate in a relevant and appropriate way to keep all our stakeholders informed and engaged. We actively listen and hear to give everyone a voice.
- Shared Values – we are clear what is expected of us and how we deliver. We live and uphold our shared values and behaviours.



Information about our governance

- Fire Fighters Charity is a company limited by guarantee and a charity registered in England and Wales, Scotland. Our trustees are also the legal directors of the company.
- The charity also became a registered charity in the Isle of Man in 2024 and is also a registered company under the Isle of Man foreign companies act.
- The charity has a wholly-owned trading subsidiary and a dormant subsidiary undertaking; two trustees are typically included as directors of the trading company.
- Our Articles of Association set out a requirement that the majority of trustees should have experience linked to the fire service. There can be up to 15 trustees on the Board. Currently, there are 11 trustees, with 3 of these being individuals with experience outside the fire service.
- We have a two-tier company structure, meaning the Board of Trustees is elected by Company Members. There are up to 48 Company Members from across the UK who have a direct association with the fire services community. Trustees are also Company Members and are in addition to the 48 Company Members appointed from the fire services community.
- Trustees are co-opted onto the Board of Trustees of Fire Fighters Charity until our Annual General Meeting, held in November each year, when trustees are formally elected.
- There are several sub-committees of the Board, each of which meet remotely approximately quarterly.

Responsibilities



Statutory duties of trustees:

- Ensure the charity and its subsidiaries comply with the charity's governing document (Articles of Association), charity law, company law and any other relevant legislation or regulations.
- Ensure the charity pursues its objects as defined in its governing document.
- Ensure the charity applies its resources exclusively in pursuance of its objectives.
- Ensure the effective and efficient administration of the organisation, contribute actively to the board of trustees by giving strategic direction to Fire Fighters Charity, setting overall policy, defining goals, setting targets, and evaluating performance against these.
- Ensure the financial stability of the charity - protect and manage the charity, ensuring the proper investment of the charity's funds.
- Safeguard the good name and values of Fire Fighters Charity and its subsidiaries.

Principal trustee responsibilities:

- In addition to these statutory duties, trustees should use any specific skills, knowledge or experience they have to help the Board make appropriate and timely decisions, for example by scrutinising performance information, leading discussions and dialogue about key issues, providing advice and steer, evaluating or offering advice on areas where a trustee may have particular expertise.
- We are looking for individuals with strong personal commitment to Fire Fighters Charity's work and objectives, and a desire to develop and promote the charity so that we can extend our reach and grow our impact.

General criteria

General essential criteria:

- Experience of operating at a senior strategic leadership level within an organisation
- Strategic planning acumen
- Strong relationship and influencing skills, with the ability to challenge constructively
- Solid financial skills
- Demonstrable experience of mentoring or coaching others

General desirable criteria:

- Experience of charitable trusteeship, ideally of an organisation of similar breadth and scope
- Experience of working or volunteering at a senior level in the charity sector



Specific criteria

A background and skills in clinical psychological care, including one or more of:

- Healthcare provision experience at a senior management level
- Experience of working as a senior clinician within the psychology, counselling or psychotherapy fields (or supervising psychologists, counsellors or psychotherapists)
- In-depth knowledge of clinical guidelines, standards, risk management, ethical frameworks and best practice
- Regulated professional i.e. HCPC, BPS, BACP (Senior Accredited Member), UKCP – as appropriate (or NMC registered as a Mental Health Nurse but from the charity sector or private practice)
- Familiarity with CQC governance frameworks
- Adult safeguarding knowledge and experience
- Knowledge of service user design
- Experience of working within a charitable health and wellbeing provider, including armed forces or mental health charities and/or within adult hospice care

A background and skills in finance, including one or more of:

- Strategic financial leadership at a senior management or partner level
- Qualified accountant
- Experience of advising and assuring a board regarding its legal accountability for the management of finances of a charity and its subsidiary undertakings
- Knowledge and experience of charity finance, SORP, FRS and other financial and compliance requirements relevant to Fire Fighters Charity
- Strong commercial acumen, possibly rooted in experience of working in large, private sector organisations and/or private healthcare provision, hospitality, insurance or the armed forces
- Understanding of business model design

A background and skills in fundraising and/or marketing and communications, including one or more of:

- Fundraising and engagement leadership at a senior management level
- A substantial background as a senior charity fundraiser with a sound understanding and experience of voluntary income generation at both strategic and operational levels
- Knowledge and experience of the overall governance, regulatory and compliance requirements of a charity's fundraising and communications activities
- Knowledge and experience of brand development and/or digital audience engagement
- Ability to provide and cultivate networks, build relationships and develop partnerships

A background and skills in digital, data and technology (DDaT), including one or more of:

- DDaT leadership at a senior management level
- A substantial background as a technology leader (CTO/CIO) at both strategic and operational levels
- Knowledge and experience of the overall governance, regulatory and compliance requirements of a charity's DDaT activities
- Knowledge and experience of digital innovation
- Ability to provide and cultivate networks, build relationships and develop partnerships

Remit, tenure and commitment

Remit:

- All members of the Board share collective responsibility for providing oversight, governance and leadership to the charity.
- Details about the duties and responsibilities of Trusteeship can be found [here](#).
- In addition to shared Board responsibilities, we are looking for candidates with specialised experience in clinical psychological care, finance, fundraising and/or marketing and communications, digital, data and technology, and more generally in the charity sector.

Tenure:

- In accordance with Fire Fighters Charity's Articles of Association, each trustee should commit to serving an initial 4-year term (eligible for re-appointment, the maximum term being of 8 years).

Time commitment:

- There are typically four Board meetings held in person (usually in London) each year in addition to our Annual General Meeting which takes place each November.
- Trustees are also expected to join one of the sub-committees of the Board and working groups, including potentially to chair one as the need arises, and to represent the charity at various events and meeting with key stakeholders.
- The charity also has a wholly-owned trading subsidiary with a Board that trustees may join.
- Sub-committees of the Board of Trustees leverage the skills of trustees and facilitate effectiveness and efficiency in decision making. There are several sub-committees covering quality & impact, governance & risk, finance, engagement and fundraising, people and innovation. Each sub-committee meets remotely approximately once per quarter.
- The total time commitment for a trustee amounts to an average of 1 day per month.

Ongoing training of trustees is determined by the Board and individual trustee needs assessments.

All trustees give their time voluntarily and receive no financial benefits from the charity.

How to apply

If you would like to apply for one of our trustee roles, please write to us at companysecretary@firefighterscharity.org.uk with your cv and a supporting statement setting out the reasons for your interest and demonstrating how you meet the criteria outlined on pages 10-11 of this pack.

If you have any questions or would like an informal conversation, please email john.baines@firefighterscharity.org.uk.

We are looking forward to hearing from you!



Fire Fighters Charity

Royal Patron: His Majesty The King

Fire Fighters Charity, Registered charity in England and Wales
(1093387), Scotland (SC040096) and Isle of Man (1363)

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www.firefighterscharity.org.uk