



SPECIAL RECOGNITION

IMPACT REPORT 2019/20

MISSION ACCOMPLISHED



CHIEF EXECUTIVE DR JILL TOLFREY LOOKS BACK ON 2019/20

As I write this, reflecting on 2019/20 – the concluding year of our 2017-20 Strategic Plan – I do so at a time when the country is facing the prospect of a second wave of coronavirus. The position we find ourselves in today is therefore markedly different from that which we envisaged at the end of 19/20. Our services and income generation activities have been turned upside down during 2020, requiring us to innovate to continue to support our beneficiaries and campaign to offset the dramatic drop in fundraising income brought about by the cancellation of events.

However, while reflecting on 2019/20 is inevitably bitter sweet for us all as a result of the pandemic, we mustn't let the impact of the coronavirus take away from the achievements of our teams and supporters during a year that saw us sign off on the 2017-20 plan as mission accomplished, with a Royal seal of approval to boot.

I am incredibly proud of all that we achieved during the year, not least with the completion of



the refurbishment of Harcombe House and the unique, integrated psychological, physical and social support offered to over 1,000 beneficiaries across its new, purpose-built spaces. This was recognised by His Royal Highness The Duke of Cambridge in September 2019 when he toured the building, meeting with beneficiaries and employees. A shining endorsement of the deserved high regard in which our services are held by fire and rescue services, and across the wider blue light community, The Duke's visit – on 999 Day – was also a fitting tribute to the hard work put in by the team at Harcombe House to transform it into a centre fit for the future.

However, Harcombe's redevelopment wasn't the only success story of the year. As you will see on the pages to follow, there was much to celebrate, including the development and launch of new digital support services which have meant that we have been able to continue to support people throughout 2020 while our centres have been closed. This move to embrace digital solutions has long been a part of our planning and ambition, allowing us to make our services accessible to more people and to ultimately support greater numbers of those in need. The fact that these solutions have provided a lifeline for many during times of social isolation this year, has only served to reinforce our commitment to investing in such services for the wellbeing of our community.

Elsewhere, I was delighted that our Nursing Teams gained deserved recognition by the Care Quality Commission, which awarded it an 'Outstanding' rating upon inspection. While no surprise to me or to any of my colleagues across the Charity, the award rightly recognises the



incredible hard work, commitment and dedication of our fantastic team of nurses at Jubilee House.

Regarding fundraising, 2019/20 saw some incredible achievements, not least with our National Car Wash League competition raising almost a quarter of a million pounds. Of course, our lifeblood as a charity comes from your continued support through regular donations and I am pleased to report that we welcome over 2,000 new regular donors to the Charity over the course of the year.

The support of our donors and fundraisers, coupled with the hard work of our teams, has meant that we can sign off on the 2017-20 Strategic Plan with our heads held high. We have delivered on the objectives we set out,

improving our mental health support services; increasing access to advice, information and support; building strong and connected communities and enhancing our existing support programmes.

Of course, such success would, under normal circumstances, provide us with the launchpad we need to propel us into day one of our next strategic plan. However, Covid-19 has inevitably impacted our ability to launch into our forward plans with the momentum that we would have liked, and which 2019/20's success deserved. Nevertheless, we are in a good position to ride the storm thanks to the progress we have made and I am confident that, regardless of events

outside of our control, we will continue to move forward with vision and purpose and, crucially, we will continue to offer the high levels of mental health, physical health and social wellbeing support that our beneficiaries deserve.

Dr Jill Tolfrey
Chief Executive

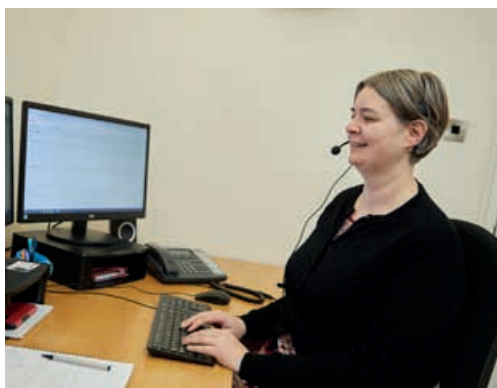
2019/20 AT A GLANCE

HIGHLIGHTS FROM A YEAR OF INNOVATION AND ENHANCEMENT

2019/20 began with the expansion of our mental health support services and ended with a global pandemic temporarily closing our centres. Here are some of the highlights from an extraordinary year supporting our beneficiaries.

Practitioner Led Assessment Service developed

Our 0800 Support Line number was transferred to a new practitioner led assessment team in 2019, meaning that all incoming enquiries about support – and their initial assessment – are now handled by health and social care practitioners. This allows us to have early conversations with our beneficiaries, helping us to ascertain what support may be suitable to meet their need and providing them with tailored advice, information and signposting as required.



Digital Rehabilitation accelerated

With the ambition to provide more people with access to the support they need, we piloted a new digital rehabilitation service in 2019. Investing in a web-based platform for digital healthcare consultation called Attend Anywhere, we have subsequently been able to offer a more responsive and flexible service to the fire services community. The new system allows us to bring our rehabilitation service into people's homes and in 2019/20 an initial 74 consultations were successfully carried out. This paved the way for the more extensive use of Attend Anywhere in the latter part of 2019/20 and throughout the coronavirus pandemic. Indeed, over the six-month period of the initial coronavirus lockdown, the new system facilitated 1,000 consultations, proving its value as a digital solution to support beneficiaries across the UK.



Child and Family Programme

Four successful child and family weeks were run at Harcombe House over the course of the year. New sessions were introduced to these weeks including bushcraft and self-care sessions for parents. Feedback from attendees at the inclusive weeks was universally positive. London Firefighter Dan Bills, whose son, Josh, has autism said of the programme: "You're always worried about what other people might be looking at or thinking, but you can come here and know no one is discriminating or looking at anyone differently. You can come here and completely relax."

'Outstanding' Nursing Services

Having successfully applied to increase the number of nursing bedrooms at Jubilee House earlier in the year, our Nursing Team rounded

off 2019 with an 'Outstanding' rating following an inspection from the Care Quality Commission: "People who stayed here received extremely high-quality, personalised support from an exceptionally well-led service," the inspector wrote in her report. "People said the service was 'life changing' and 'amazing' in successfully helping them to learn skills to manage their conditions, as well as enjoying a very fulfilling and sociable short break.... The service was exceptional at helping people achieve positive outcomes and building confidence and independence."

The nursing team also ran four successful themed weeks over the course of the year, which included weeks focused on meeting the needs of carers and those living with Parkinson's disease.



Psychological Support Numbers Increase

This year we once again saw an increase in the number of beneficiaries approaching us for psychological support. Many of those supported benefited from a stay at Harcombe House following its refurbishment. Indeed, development of the Harcombe House programme enabled us to offer beneficiaries more choice in regard to the type of support they received, especially for those who would previously have been supported through a non-intervention recuperation break. In total, 1,027 beneficiaries presenting with psychological, physical and/or social health needs benefited from a stay at Harcombe House in 2019/20.

Research helps shape agenda

During 2019 we carried out a piece of research with the New Economics Foundation (NEF) to evaluate social impact, using a case study approach. This looked at the intended and unintended consequences of our interventions, especially in terms of our welfare services and has helped to shape the way we support beneficiaries to ensure we can optimise our impact. We also funded and started research exploring the impact of retirement in operational Firefighters, the outcomes of this research will provide evidence to support the further development of our Living Well groups.



Welfare support numbers rise

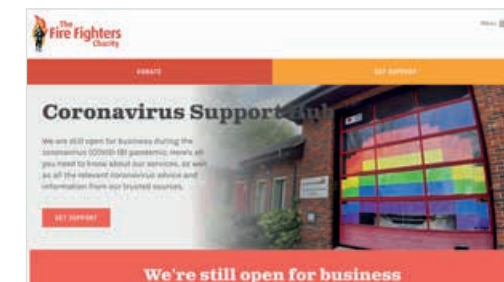
This year we supported 766 beneficiaries in need through our Welfare Support services, a marked 34% increase on the numbers supported over the course of 2018/19. In addition, the hard-working Welfare Team also supported a further 178 enquiries through one-off signposting calls, helping them to access the support they needed from other organisations when we were unable to directly support ourselves. In total, the Welfare team therefore supported the wellbeing of 950 beneficiaries over the course of the year.

Coronavirus closes our centres

On 17 March 2020, the decision was taken to temporarily close Harcombe House, Jubilee House and Marine Court following the introduction of Governmental restrictions in regard to social distancing and unnecessary travel in the wake of the coronavirus pandemic. However, while the centres doors were closed, we increased our efforts to support beneficiaries remotely via Attend Anywhere and the availability of relevant advice and information.

Coronavirus Support Hub launched

Pulling together the latest Governmental advice and information on the Covid-19 pandemic and creating a wealth of information specific to the fire services community, we published a dedicated Coronavirus Support Hub on our website to ensure our beneficiaries were fully informed throughout the pandemic.



ROYAL HOUSE

HARCOMBE HOUSE REFURBISHMENT OVERVIEW

The visit of His Royal Highness The Duke of Cambridge to Harcombe House in September 2019 marked the completion of the first phase of refurbishment at our Devon centre. Here, Estates and Facilities Lead, Richard Jenkins, recalls the key aspects of the 18-month project.

The aim for every aspect of the redevelopment project at Harcombe House was to provide a peaceful, relaxed environment for our beneficiaries. The project began in April 2018 with the modernisation of the bungalows accommodation and concluded with the refurbishment of the workshop, store and meeting space, transforming them into a well-appointed and flexible conference facility and games room.



Harcombe House is a Grade Two listed building and the outbuildings are graded by default, the whole refurbishment has therefore been designed and completed in a sympathetic way to create a modern and professional, but overall relaxed environment for our beneficiaries.

The bungalows were given a facelift with new kitchens and appliances, new windows, upgraded bathrooms, full decoration and new flooring. All of which created an open, spacious area for beneficiaries and their families to relax in. Following the refurbishment completion in October 2018, new lounge dining and bedroom furniture, were added in December 2019.

The house was the next area of the site to be tackled. Following the appointment of an architect, the intended use of the buildings and all spaces were clearly defined. Local contractors commenced work in January 2019. The smaller bedrooms on the top floor of the main house were converted into a modern, professional open plan office space for employees. This area was designed to support collaborative working and included digital spaces where Harcombe House's teams could interact with their colleagues across the charity, as well as with beneficiaries using video calling technology.

The bedrooms on the middle floor were next to be refurbished. A mixture of double, twin and single bedrooms were constructed and refurbished, all with spacious en-suite facilities which provide a relaxing space for beneficiaries to rest after a busy day with our practitioners on their bespoke activities. In addition, two flexible group spaces were created. These provide areas for beneficiaries to take part in group activities such as educational workshops or guided relaxation. Our purpose-designed art room provides a space where our beneficiaries can use creative expression to improve their mental wellbeing.

The ground floor was the final part of the house to be refurbished, with the modernisation of the dining facilities and reception. In addition, a large open space for employees was created for them to eat and take a break. Some of the ground floor rooms were also repurposed to create bespoke spaces for service delivery. To conclude the house refurbishment, the roof top garden was cleaned and cleared creating a peaceful environment for beneficiaries to relax and meet.



The house was completed in the winter of 2019 and was officially rededicated on 9 September by HRH The Duke of Cambridge.

The project moved onto the outbuildings in October 2019. Four areas that had not been fully utilised for a time were, again, redesigned with the aim of providing space for beneficiaries, their families and for employees to be able to support them in the best possible way.

Furze Cottage, which was not in use at the time, was redesigned to provide a space for families to meet and mingle, as well as private space for conversations with practitioners. The outside space of the cottage wasn't overlooked; there is a large decked area where beneficiaries can take in the views of the beautiful countryside.

The same flexible approach was applied to the space in the Stable Bar. Previously only used in the evenings by a few beneficiaries and rental guests, the multi-roomed area was transformed into a large open plan space split naturally into areas and finished in a contemporary way to give a rustic, relaxing feel. The space is now available for use all day and benefits from a large decking area which leads onto lawn.

The final parts of the refurbishment project saw the completion of the conference facility, games room and Mews Cottage. The conference and games facilities were created out of an old

workshop, meeting room and store. With work to the whole building including roof, windows, doors and structural works, a final space was created that provides a theatre-style conference facility for up to 60 people along with rest room facilities and a games room for use by beneficiaries and their families.

Mews Cottage was the next building to be renovated and was the last to be completed. The Cottage was previously used as a mixture of offices, toilets and storerooms, but has been turned into a space which can house volunteers and beneficiaries alike. The two twin bedrooms now share large shower rooms and provide a warm, comfortable environment for volunteers to relax after a hard day of volunteering their time and skills to support the Charity. The rest of the building has been dedicated to storage and workspace for the housekeeping team to utilise whilst co-ordinating the cleaning of the newly refurbished buildings.

The outside spaces were not forgotten during the redevelopment of the centre. A large, open and bespoke playground provides space for families with children of all ages. Sensory and accessible equipment has been installed along with new safety flooring and pathways which provides an environment where all can relax and have fun whilst enjoying the wide, open spaces that Harcombe House has to offer.

HELPING OUR HEROES

MEET A FEW OF THE PEOPLE WE SUPPORTED OVER THE COURSE OF 2019/20



Steven Tiller, former firefighter with Essex County FRS

Having been involved in a motorcycle accident just four months into his career as an on-call firefighter, Steven Tiller doesn't know if he'll ever return to the fire service. However, thanks to his time with us, his return to fitness is looking more likely than he ever thought possible.

"Coming to the Charity has changed my life forever," he told us. "Yes, they're returning you to physical health, but they're also returning your confidence. While at Marine Court I ran for the first time in a year, which was a very big moment for me. With injuries this bad, you doubt yourself because you don't want to move backwards. But they say, you've got this, move forwards."

"If I can go back to being a firefighter again, great, but at the moment I'm just happy to be working towards recovery. I feel free again, like I'm no longer a prisoner inside my own body."

Sherron Razey, wife to a retired Buckinghamshire firefighter

Eight years ago, Sherron Razey had an operation to fuse her ankle and has lived in constant pain ever since. However, time spent at Harcombe House opened her eyes to the possibility that pain didn't need to be part of her life.

"It was very emotional to open up about things I'd had buried all these years, but it turned out my ankle wasn't the stopping point I'd always thought it was," she said. "The team took time to explain things to me that I'd never considered, showed me exercises I could do to improve my muscles and balance, without causing further pain."

"They've completely changed my ethos on what I am able to do. By the time we left, I felt like a completely different person. It was like someone plugged me into an electric socket and recharged my batteries when I hadn't even realised just how long I'd been running on empty."



Cathy McBrion, wife to a retired Cheshire firefighter

Cathy McBrion was just 53 when she had a stroke at the wheel and life changed in seconds. Now she has become a familiar face at Jubilee House, somewhere she says has brought her out of her shell when her confidence was all but lost.

"It's inspirational, being here makes you feel like you're not alone and inspires you to talk or do things you might not normally. I was so confident before my stroke, but I'd been really struggling and couldn't stop thinking 'why me?'. But seeing people in a similar boat makes you stop worrying and feeling self-pity."

"I love the variety of activities available. We can tend to the gardens here because they're raised beds, and we play games and do baking. The hydro pool is my favourite, I just love to float and feel weightless, and I love the Alter G anti-gravity treadmill, feeling like I could walk forever. I just love it here."

Kieran Egan, firefighter, London Fire Brigade

When London firefighter Kieran Egan's son needed extensive surgery to remove tumours from his ears, we provided financial support so travel and accommodation could be one less thing to worry about.

"Before the Charity came through for us, we were stuck," he explained. "It wasn't just the cost of private treatment, but each visit would cost us around £100 what with fuel, parking, hotel fees and food. But then you told us you could send money towards our travel and hotel costs; it was an absolute blessing at a time when we were desperate."

"I don't know how to express my gratitude for what the Charity has done for my family. I'm on a firefighter's wage and my wife works part time while caring for our younger daughter as well. You took one stress away from a long line of stresses, which was massive for us. I could rely on the Charity while my family relied on me."

Danny Wheeler, firefighter, Royal Berkshire FRS

Reading firefighter Danny Wheeler spent years battling with the long-term effects of chronic pain on his physical and mental health. His decision to contact us is one, he says, saved his life.

"Being invited to Harcombe House changed everything for me," he said. "I talked more in the week I was with the Charity than I have in ten years. It was just brilliant and made me

understand the effects of chronic pain on my whole life and relationships."

"The level of care we were shown was exemplary. I realised that maintaining your physical and social health is just as important as maintaining your mind; without all three in your life, it doesn't work. They gave me an individual plan of exercises to help ease pain, which was so refreshing."

"Sometimes you have to hit rock bottom in order to be able to admit you need help. But since leaving Harcombe, everything has just been upwards."



Roger Pugh, retired South Wales firefighter

For Roger Pugh, our Aberdare Living Well Group provides a much-needed source of friendship and community, helping to combat the loneliness he feels after the loss of his wife seven years ago.

"I find it difficult to explain what life was like after her," he says. "Everything we'd ever planned was suddenly gone, because one day she just wasn't there anymore."

When we opened our first retirement group in Aberdare, Roger went along. And he's now become a familiar face at each of the monthly meetings.

"The groups give you something to look forward to each month," he says. "We talk about the old days, having a laugh and a joke, or listening to lectures with a serious side. Many of us are former colleagues, so it's great to catch up. I spent 21 happy years in the fire service and I've never broken my ties. The groups make you feel like you still belong."

RAISING THE BAR

HIGHLIGHTS FROM A SUCCESSFUL YEAR OF FUNDRAISING

As ever, 2019/20 saw some incredible fundraising achievements and continued support from thousands of supporters, corporate partners and trusts across the UK. Here are just a few of the highlights.

The year in numbers

£140,165: amount raised during our Christmas 2019 fundraising campaign
£70,322: amount raised in our January Recycling Competition
£251,322: National car wash year total
£190,000: Annual value of the 2,000 new regular donors recruited
4,000: Number of regular donors who agreed to uplift their donations
2,600: New players recruited to The Fire Fighters Lottery
£120,000: Donated by generous individuals through our website
£36,000: Amount raised through Facebook Fundraisers

Formidable Festive Fundraising

Teams, stations and individuals across the country once again pulled out all the stops in the build up to Christmas 2019, running engine pulls, Santa's grottos, bucket collections, sleigh rides and a host of other festive fundraising events to raise £140,165 during the month of December alone. This was over £11,000 more than the same period in 2018. The station that raised the most was crowned National Champions and this year that prestigious title went to Preston Circus Fire Station in East Sussex which raised £11,225.

January recycling success

The New Year kicked off with our annual, month-long textile recycling competition between fire stations across the UK. Together, the 889 competing stations collected a massive 319 tonnes of textiles, which raised £70,322 and saved a huge volume of unwanted clothing from ending up in landfill. This success in January carried through the year, with our recycling partners – led by D. Robinson & Co. Ltd helping us to increase the number of recycling banks on fire stations, from 890 in 2018/19 to 950 by March 2020. In total, these banks generated an annual income in excess of £650,000 and work continues with all our recycling partners to target £1m a year by 2025.



National Car Wash scrubs up well

Our National Car Wash League, in association with Autoglym, once again saw stations across all corners of the UK filling buckets and sponging down cars to raise huge sums for the Charity. The format of the event was also slightly tweaked in 2019, with the competition split into two six-monthly slots, with prizes offered for both, rather than a single annual competition. However, the coronavirus pandemic meant that all elements of competition were removed, with stations encouraged to raise whatever they could, together, to help combat the national downturn in fundraising. Despite social distancing restrictions limiting many services' ability to hold car washes over the last few months of the year, the National Car Wash managed to raise an astonishing £251,322 in 2019/20.



CORPORATE SUPPORT REACHES NEW HEIGHTS

We were privileged to have been supported by some fantastic corporate partners over the course of 2019/20. Working at a national and regional level, our corporate supporters have helped to generate income and raised awareness of the Charity across their customer base and through their local communities. Corporate highlights from the year included:

- **Elvis and Kresse** once again donated 50% of the profits from its Fire Hose Collection to the Charity, meaning that the luxury accessory manufacturer contributed over £72,000 to supporting the health and wellbeing of the fire services community.
- **Autoglym** continued its support of our National Car Wash League, donating car shampoo to every participating fire station across the UK and a money-can't-buy prize for the League Champions.

Other corporate partners, companies and organisations who kindly supported us in 2019/20 included:

Aspray
 ASTCO
 Beaumont's Recycling
 D. Robinson & Co. Ltd
 Clyde Recycling
 The Co-Op
 Elm Tree Textiles
 Emergency One
 Fire Risk Assessments
 Groundwork UK
 The Ivy Springfields
 LMB
 Masons Gin
 Midland HR
 Paul's Hill Wind Farm
 Roberts Recycling
 Sainsbury's
 The Telegraph
 VPR Clothing
 William Wood Watches

New regular donors recruited

Every year, we continue to recruit new regular donors and over the course of 2019/20 we were delighted to welcome just under 2,000 people to the Charity, each of whom committed to donating to us on a regular monthly basis. In total, their donations – with Gift Aid – are worth £190k a year.

New donors from the fire service community accounted for 80% of this figure and, while new donors represent entirely new income, around 4,000 of our existing fire service community regular donors kindly agreed to increase their donations during 2019/20. This is now generating an additional £56k each year, with the Gift Aid.

Public lottery boost

Of the 2,600 new players we welcomed to The Fire Fighters Lottery in 2019/20, 83% were members of the general public. Meanwhile, 375 lucky winners won prize money totalling over £309,000.

Since its launch in 2002 The Fire Fighters Lottery has raised a massive £17,082,339 for the Charity and our 7,102 winners who have together won £4,864,703.

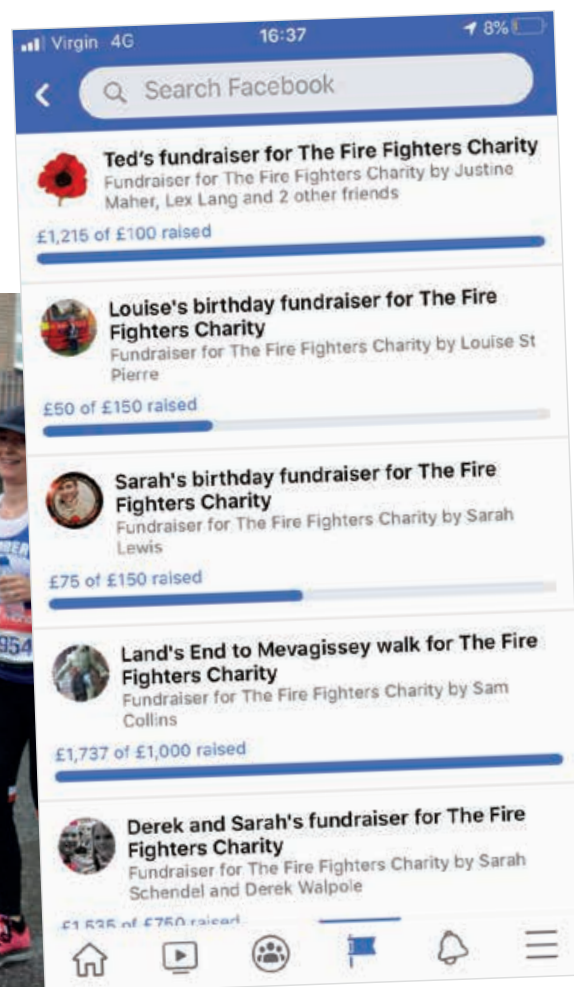


Facebook Fundraising flourishing

Many more people opted to run Facebook Fundraisers on our behalf this year instead of asking for birthday presents or gifts for other occasions. This simple social media-driven fundraising tool helped our generous Facebook followers to raise over £36,000 for us.

London Marathoners top £60K

We are enormously grateful to the 36 runners who took part in the London Marathon 2019 and raised an outstanding £60,185 for us by completing the gruelling 26.2 miles around the streets of the Capital.



GRANTS FROM TRUSTS AND FOUNDATIONS

We were privileged to have been supported throughout 2019/20 with some fantastic grants from trusts and foundations. Their continued support has enabled us to invest in the development of our facilities and programmes. Here are a few highlights from the year.

- **The CSIS Charity Fund** IMAGE CSIS linked to the Civil Service Insurance Society (CSIS) has very kindly supported us over the last three years. In 2019/20 we were fortunate to receive funding towards our psychological service, the development of the Living Well Groups and towards our on-going costs. In total this amounted to a staggering £40,000. We are extremely thankful for the Fund's amazing support and the relationship we have with them.
- **The Wimbledon Foundation** is the charity of The All England Lawn Tennis Club and The Championships. We have received support over several years, in appreciation of the working relationship that the All England Club has with the London Fire Brigade – who provide volunteer stewards during the two weeks of The Championships. We received an amazing donation of £20,000 in December 2019 since then our relationship with the Foundation has developed further.
- **The Boundless Foundation**, part of the CSMA, donated £2,000 in recognition of the work we do, to celebrate Public Service Day. The donation was towards our on-going costs.

Other trusts who kindly donated to us in 2019/20 included:

Chatsworth House Trust
 Crane Fund for Women & Children
 Davis-Rubens Charitable Trust
 The Helianthus Charitable Trust
 The Hugh Fraser Foundation
 The Hull and East Riding Charitable Trust
 The Isabel Blackman Foundation
 John James Bristol Foundation
 The J Reginald Corah Foundation Fund
 The Lord Belstead Charitable Trust
 The Lord Faringdon Charitable Trust
 Maud Elkington Charitable Trust
 Margaret Giffen Charitable Trust
 The Norman Family Charitable Trust
 P F Charitable Trust
 The Privy Purse Charitable Trust
 Reuben Foundation
 Sharegift
 Thoresby Charitable Trust
 The Walker Trust
 The Zochonis Charitable Trust

BUILDING FOR TOMORROW

CHAIR OF THE FIRE FIGHTERS CHARITY BOARD OF TRUSTEES, ANDREW LYNCH, ON HOW 2019/20 WILL DRIVE US FORWARD, DESPITE THE CHALLENGES FACED BY THE CORONAVIRUS PANDEMIC

Back in 2017, at the launch of our 2017-20 Strategic Plan, I asked for the support of the whole fire services community in helping to ensure that we overturned a deficit budget to become a robust charity with a sustainable, long term future by 2020. Today, at the conclusion of that plan, I am proud to say that – with your unrelenting support – we have achieved that goal, and so much more.

Over the intervening three years we have become a charity that until recently has been generating £9.9m in fundraised income, which has in turn allowed us to invest more in delivering enhanced services to our beneficiaries, as you will see outlined in the finance section of this report.

Our Strategic Plan also set out four key goals; to increase mental health support; to increase access to advice, information and support; to build strong, healthy and connected communities and to enhance our physical activity and rehabilitation programmes.

The Charity's incredible team of employees and volunteers has delivered on all four of these objectives, going over and beyond their initial scope in the process. As you will have read throughout this Impact Report, we have been able to connect with more people, deliver enhanced

services – especially in the field of mental health – and improve access to health and wellbeing advice and information. Amongst other highlights, we have been hugely encouraged by the fantastic support shown to us by those running and supporting fundraising committees within fire and rescue services across the UK. Working closely with our income generating teams, newly formed and developing committees have this year proved hugely successful in supporting fundraising, encouraging more people to get involved and raising awareness of the ways in which we can support personnel across their services.

Of course, as I write this our vision of the future is somewhat clouded by the coronavirus crisis in which we all find ourselves. Like so many other organisations, every aspect of our day to day operations has been impacted in some way by the pandemic. Our work as a charity is based upon our ability to deliver services and generate the income, we need to fund them, but 2020 has forced us to innovate and explore new ways to do both. We have, for example, had to adapt at speed in order to deliver support through



digital means to those who need it, accelerating the pace of change and realising some of our ambitions sooner than anticipated. We have asked our supporters, meanwhile, to dig deep in order to prop up the inevitable downturn in funding that resulted from the cancellation of mass participation and close contact events.

It is hard to see beyond our immediate future and the daily uncertainties around the national fight against coronavirus. However, I want to reassure you that we are working tirelessly to deliver support to all those who need it and to ensure that we continue to move forward as an organisation. The Board of Trustees has in fact signed off on an ambitious Strategic Plan for the next five years that will transform our charity into a stronger and more influential organisation, helping many more people and affecting life-enhancing change across the entire fire services community by 2025.

The groundwork for this step change has been laid through the successful completion of our 2017-20 Strategic Plan and the forward-thinking investments we have made to secure a long-term future for The Fire Fighters Charity. The coronavirus pandemic is therefore a challenge that, while significant for us all today, will be one that I am fully confident we will overcome and move forward positively from.

So today, just as I did back in 2017, I'd like to ask you to once again get behind us, to help us through this short-term storm and to come with us on a journey that will redefine the way we support every member of the fire services community into the future. As has always been the case, we can't do what we do without you, so thank you once again for your incredible support. Now, let's work together over the next few years to ensure that no one in need of The Fire Fighters Charity's support goes without it.

A handwritten signature in black ink, appearing to be 'A. Lynch'.

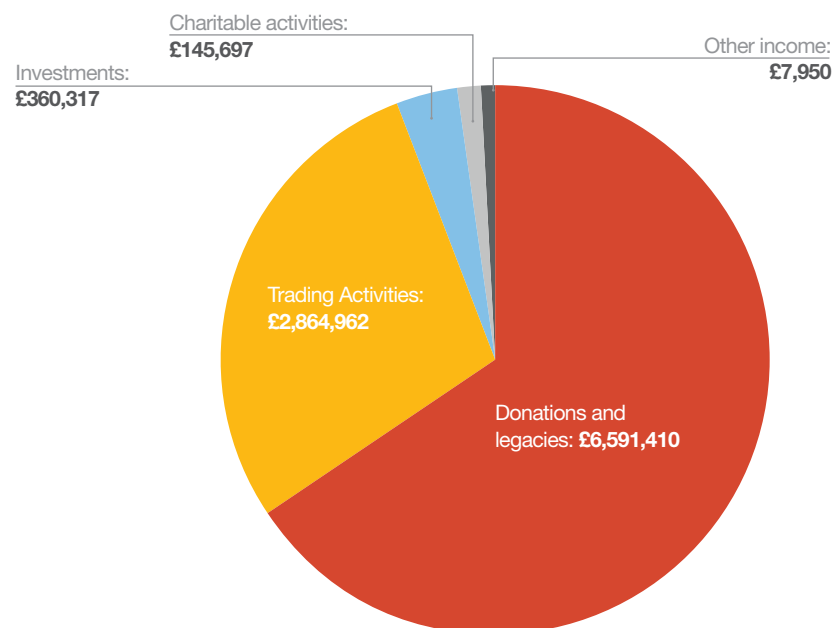
Andrew Lynch
Chair of the Board of Trustees

STRATEGIC PLAN 2020-2025

You can find out more about our new Strategic Plan and how you can get involved by visiting: www.firefighterscharity.org.uk/strategicplan2025

OUR FINANCES

INCOME



Total incoming resources of £9,970,336 were generated during the year, an increase of £20k on the £9,950,988 raised in 2018/19.

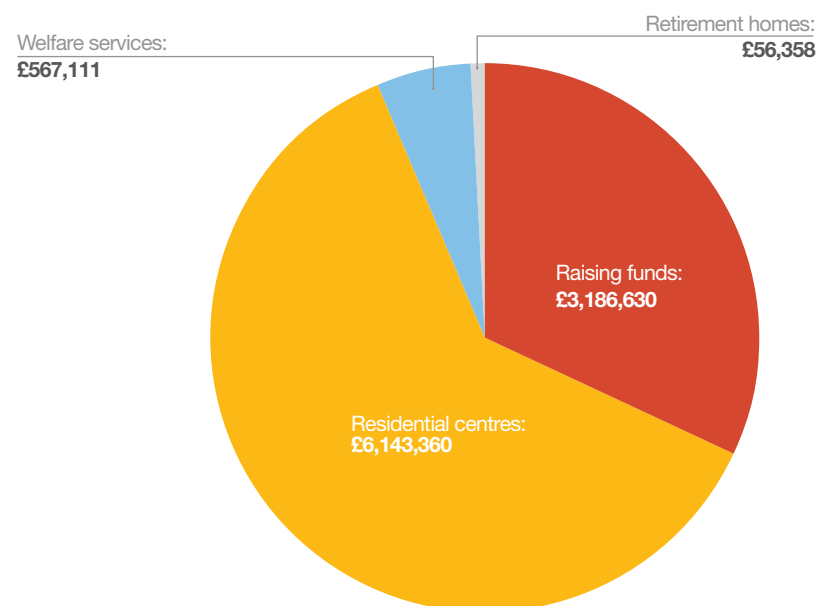
Donations and legacies raised were £6,591,410, which was £79k less than 2018/19. There were no significant increases or decreases in income within any of the income activities included within donations and legacies. Regular gifts were up £40k whereas one-off gifts were down £120k, grants and legacies were comparable in total to 2018/19. Included within grants was the second and final year of funding for the Harcombe House development from the Government LIBOR fund, funding amounted to £763k in 2019/20.

Income from other trading activities grew by £100k to £2,864,962. The promotion of the Charity Lottery outside of the beneficiary base continued to be a success in 2019/20 with total lottery income increasing by £105k to £1,457,684, an 8% increase.

Looking ahead:

Securing enough income to fund the delivery of our services to our community through 2020/21 will be challenging as we move through the uncertainty of the social and economic impact of Covid 19. We will continue to promote regular giving and appeal to the public with a new focus on virtual events, ensuring people can give online and easily through the range of digital platforms.

EXPENDITURE



Total expenditure for the year was £9,953,459 compared with £8,986,269 for last year, an 11% or £967k increase.

Expenditure on charitable activities increased by £649k to £6,766,829. Expenditure at our residential centres increased by £538k, this was predominantly due to an increase in employee costs supporting services across the three centres and in particular mental health provision following the redevelopment at Harcombe House. There was also a further increase this year in expenditure on solutions provided to individuals by the welfare services team, with an 8% increase in this expenditure.

Expenditure on raising funds increased by £319k in 2019/20 to £3,186,630. This 11% increase has supported the continued development of committed giving and community fundraising through both additional employees and in particular investment in lottery sign-ups from the public, which will also support future years' income.



Keep in touch

Support Line: 0800 389 8820

Customer Care: 01256 366566

Email: customer care@firefighterscharity.org.uk



The Fire Fighters Charity



@firefighters999



thefirefighterscharity

Address: The Fire Fighters Charity, Level 6 Belvedere House, Basing View, Basingstoke, RG21 4HG