



The  
**Fire Fighters**  
Charity

# New Horizons

OUR STRATEGIC PLAN 2020-2025

Innovative health and wellbeing for the fire services community

# Our vision for tomorrow

We will be known as the UK fire service community's go to provider of mental, physical and social health support. Recognised for our caring, professional and proactive approaches, we will deliver proven interventions through innovative means. Blending face-to-face expertise with digital services, we will help the entire community to live healthier, deliver personalised support to thousands and reach every corner of the UK.

## Introduction from our *Chief Executive*

I'm delighted to introduce our new Strategic Plan for the coming five-year period. It is, I believe, an exciting plan that will take the Charity in innovative new directions, while also building on what we currently do well, in order to ultimately make a life changing difference to markedly more deserving people across the UK's fire services community.

So what is in it and what can you expect?

At the heart of this plan is a desire to expand the reach of the Charity and to show our beneficiaries that the support we offer expands beyond our three centres and into local communities and homes. I believe that The Fire Fighters Charity should be a charity for every member of the fire services community, regardless of where you live or the circumstances in which you find yourself. Indeed, the support we offer should be accessible to you all, so this plan sets out how we will remove barriers that may previously have held you back from reaching out to us for support, in order to provide services that you and every member of our community can easily access.

Through investment in innovative new digital technologies; the development of community-based initiatives; the dissemination of health and wellbeing content and resources; close partnership working with fire and rescue services and organisations which complement our work; and major campaigns to raise awareness of

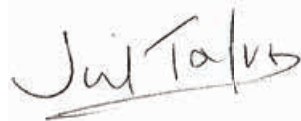
who we are, what we do and how we can help, we are confident that we can transform our Charity into the nationwide provider of health and wellbeing support to the fire services community.

In other words, by 2025, we will be the first organisation that you, your fire and rescue service and everyone else across the fire service community will think of and turn to when you need health and wellbeing support.

The following pages outline how we will achieve these ambitions, dividing the challenging work ahead of us into four core areas. We will update you regularly on progress across each of these areas over the months and years ahead and publicise all the many ways you can get involved and support us along the way.

In the meantime, if you have any questions about any aspect of this plan or how you can get involved, please do get in touch through the details on the back page of this leaflet.

Kind regards,



Dr Jill Tolfrey  
Chief Executive



## Inform *and* Prevent

### Learning for wellbeing

Through the Inform and Prevent Portfolio and its associated projects we will **inform** you, our beneficiaries, of relevant health matters, equipping you with the skills, knowledge and confidence you need to maintain and improve your mental, physical and social health and wellbeing. By providing you with timely and relevant information we will help **prevent** common health risks and conditions from impacting your life.

#### By 2025 we will...

- be measuring how you have engaged with the information and resources we have provided and be able to evidence how this has empowered you to make positive changes to your health behaviours
- be working regularly with fire and rescue services as a provider to support and deliver positive health and wellbeing messages and activities to engaged personnel
- be a research-led organisation with our service delivery influenced and evidenced by research findings.

#### To achieve this, we will:

- pro-actively campaign to raise awareness of key health matters across the fire services community, empowering individuals to make positive lifestyle choices.
- develop a dynamic multimedia library of health and wellbeing information, accessible to all and used as a point of reference by fire and rescue services, groups and individuals across the community.
- gain fresh insight into the health and wellbeing challenges facing the fire services community, through undertaking and utilising sector-leading research to evidence and inform the development of our content and the services we provide.
- bring fire service experts, decision makers and influencers together through a programme of health and wellbeing conferences, showcasing our capability, insight and experience.
- work with fire and rescue services to support the development and assist in the delivery of employee knowledge and understanding of important health and wellbeing issues.





## Respond *and* Recover

### Right support, right results

Through the Respond and Recover Portfolio and its associated projects we will utilise a blend of digital, community and residential services to more effectively **respond** to those of you who reach out to us for support. Earlier and easier access to expert help will provide you with faster outcomes as you **recover** and continued support will encourage sustained health and wellbeing.

#### By 2025 we will...

- be delivering high quality digital, community and residential services that are timely, responsive and tailored to meet your needs
- be able to evidence how our digital, community and residential services have improved recovery, enhanced lives and empowered those we support to make positive changes in their health behaviours.

#### To achieve this, we will...

- be working in partnership with those we support to identify solutions to meet need, providing timely and responsive support, personalised to meet individual need
- reach every corner of the UK by utilising digital and mobile technology to assess need and deliver support wherever appropriate
- bring The Fire Fighters Charity to individual neighbourhoods by providing community-based support closer to individuals' homes
- use our specialist residential centres, to provide time, space and expertise for those who need more focused support
- partner with external providers to further expand the diversity of support we deliver, allowing us to support more people in more varied ways.

## Engage *and* Grow

### Building support through engagement

Through the Engage and Grow Portfolio and its associated projects we will **engage** and build stronger bonds with a growing number of beneficiaries and supporters, increase awareness amongst the fire services community and invest in lifelong associations. We will diversify and **grow** our income to provide the additional funds necessary to achieve our plan.

#### By 2025 we will...

- see increased service usage, directly attributable to higher levels of awareness and engagement in the workforce, with those of you who are retired and with families in our community
- know that you, our supporters and beneficiaries, have become more engaged year on year, through evidence, including an annual Supporter Engagement Survey
- have inspired funders with our new model of health and wellbeing provision resulting in increasing levels of income annually, from a significantly expanded supporter base, new activity and high value, multi-year partnerships.

#### To achieve this, we will...

- launch an accessible online community and accompanying app that brings us closer to those we support and those who support us, enabling high levels of personalised engagement and social interaction
- develop digital campaigns in all income streams that inspire audiences and encourage effortless donations with a test and learn attitude, reducing risk and raising more money
- proactively engage with all of you who work in fire stations across the UK, ensuring regular contact through our network of loyal volunteers
- uplift our income by targeting high value funding opportunities in corporate, trusts and philanthropy and developing multi-year partnerships
- build life-long associations through inspiring donor journeys that offer our supporters opportunities to engage in many ways, including considering leaving a Gift in their Will.





## Enhance, Enable *and* Empower

### United and powered by our people

Through the Enhance, Enable and Empower Portfolio and its associated projects we will develop our culture, **enhance** our processes, technology and facilities and further **enable** and **empower** our people to drive us forward.

#### By 2025 we will...

- be an inclusive, connected and engaged organisation where positive values and behaviours are demonstrated
- have the people, skills and processes to successfully deliver our strategy
- have developed our facilities to support our strategic aspirations
- have the systems and tools we need to enable collaboration, insight and data-driven decision making.

#### To achieve this, we will

- develop our culture, values and behaviours to nurture an engaged workforce and great experience for our people
- attract people with the right skills into the organisation and invest in the quality and quantity of the collective skills and knowledge of all our people
- provide facilities that enhance the delivery of our services and maximises the use of space and resources
- redesign our business processes to remove waste activity, maximise effectiveness and efficiency, and add value to the organisation
- develop a secure, scalable and flexible IT infrastructure which supports digital change
- deploy systems and tools, which enable systematic data capture, flow, analysis and dissemination, enabling the development of insight and data-driven decision making.

## What will success look like?

#### By the end of this five year strategic plan:

- we will have worked in partnership with at least 35% of the fire and rescue services in the provision of health and wellness coaching.
- we will have three years of evidence on which to evaluate the immediate and long-term sustainable health and wellbeing impact of our services.
- our online community “My Fire Fighters Charity” will have over 100,000 users and donors registered.
- we will be able to evidence, through our online community and our Services teams, how our health and wellbeing content and provision is changing lives.
- each fire station will have access to a known volunteer. Recruitment of these volunteers will have started in Year 2, with up to 400 in place by 2025.
- we will be running at least 10 family support weeks per year in recognition of the implicit support given to firefighters by their families.
- we will have increased the number of on call firefighters we support by 50%, recognising the fact that the needs of on-call staff are specific to the nature of their roles.
- we will have 40 Living Well Groups in place, supporting the retired fire services community and enabling those of you who have retired to come together for camaraderie. This will build on our capacity to support people both digitally, without geographical boundaries, and in local communities.
- we will be carrying out an annual needs analysis and we will be using this information to inform our programme and content development.
- we will be able to evidence a 20% growth in activity levels in regards to reaching out to more of those in need of support from the devolved nations. We will have developed a wider portfolio of services to meet the needs of these harder to reach groups and support their health and social care needs.
- at least 5,000 people will have engaged with our health and wellbeing campaigns and there is evidence that the information and resources provided is increasing knowledge and influencing attitudes and health behaviours.
- there is a steady growth in the number of you being supported by digital, residential and community solutions, with at least 10,000 individuals being supported.
- we will have steady and consistent growth in the number of people on our database who have opted into receive our communications. We will be continuing to engage them with health and wellbeing content and with information on supporting our fundraising efforts.
- we will see steady levels of growth in activity across all our digital platforms, enabling us to continue to learn through testing, about what you like to engage with.
- we will have raised our profile and engaged with the public to increase their understanding of the important role and impact that The Fire Fighters Charity has in serving and supporting the fire services community.



The  
**Fire Fighters**  
Charity

# How to find out *more*

If you have any questions about our new Strategic Plan or the four portfolios of work, here's how you can find out more...

1. Email us at [info@firefighterscharity.org.uk](mailto:info@firefighterscharity.org.uk)
2. Use the contact form on our website at:  
[www.firefighterscharity.org.uk/strategicplan2025](http://www.firefighterscharity.org.uk/strategicplan2025)
3. Sign up to our email updates via our website

Registered office: The Fire Fighters Charity, Level 6, Belvedere,  
Basing View, Basingstoke, Hampshire, RG21 4HG  
Charity registered in England and Wales (1093387) and Scotland (SC040096)

Royal Patron: Her Majesty The Queen