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APPLICATION PACK

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TRUSTEE



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## CONTENTS

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|   |       |
|---|-------|
| Welcome from our Chair of the Board of Trustees | 3     |
| Welcome from our Chief Executive                | 4     |
| Our Values                                      | 5     |
| Strategic Plan 2020 – 2025                      | 6-8   |
| Governance                                      | 9     |
| Role Descriptions                               | 10-13 |
| How to Apply                                    | 14    |

## Welcome from our Chair of the Board of Trustees, **John Baines**

Thank you for your interest in the role of Trustee.

The Fire Fighters Charity was founded in 1943 and is more relevant and necessary than ever for fire and rescue service personnel and their families. Our long history, tradition and understanding still guides our passion for helping those in the fire services community in times of need; timely help and support delivered with professionalism and kindness.

We are seeking Trustees with the necessary skills and qualities to complement our Trustee Board. We have an engaged and strong team, leading the strategic direction of our Charity, through sound governance. We are also proud of what we do and how we do it and are committed to continuous improvement.

We hope that having read through the information provided you too will feel inspired to become part of our Charity.

I look forward to receiving your application.

John Baines  
Chair of the Board of Trustees





## Welcome from our Chief Executive, Dr Jill Tolfrey

I am delighted that you are interested in joining the Fire Fighters Charity as a Trustee. I hope you find the information pack informative and comprehensive. It is an exciting time for our Charity. Despite the challenges of working through a pandemic, we have successfully completed the first two years of our strategic plan for 2020-2025. Circumstance has enabled us to progress with our transformative change programme, ensuring that we engage with more of our beneficiaries and stakeholders and that our services continue to be fit for purpose, evidence based and even more relevant in this changing and changed world.

We work closely with the UK Fire and Rescue Service, providing high quality support, working in partnership to improve health and wellbeing, supporting physical, mental, and social health. Our support is available from the moment of joining the fire and rescue service throughout careers, into retirement and beyond. As key workers our fire services community are subject to many challenges and the Fire Fighters Charity provides a wide range of support to the workforce and their dependants.

Our strategic plan sees the Charity moving forward into proactive support delivering health promotion, developing health literacy, and preventing poor well-being, actively engaging in digital health support and developing our evidence base, whilst retaining our longstanding and highly valued face to face support, delivered in our 3 centres, in response to health needs and supporting recovery. Our aspiration is that all our beneficiaries see the Charity as that third space – home – work – Charity. A place of community and where all our people have an emotional relationship – a place to connect and mobilise around their health and wellbeing, maintaining engagement and a lifetime of connection to that third space. Our income is solely from voluntary donations, and as with all charities, we have been challenged by the pandemic and its impact on our ability to fundraise. We are a strong organisation; our resilience has seen us through this challenging period, and we are well on the way to achieving transformative change.

As part of this transformational change, we are looking to recruit new trustees from the fire services community. If you are someone who understands the day-to-day challenges of the workforce, perhaps an operational firefighter, or you work in the control or in one of the many other roles that are a fundamental part of fire and rescue service provision we would like to hear from you. In addition, we are looking to recruit a trustee who has a health and/or social care background. If you are someone who has expertise in the day-to-day challenges of promoting good health and wellbeing, and sustaining this throughout working life, into and beyond retirement we would also like to hear from you. With your knowledge and insight, of either the fire services community or health and/or social care you may be just the people we need to help lead the Charity as it supports the fire services community in achieving its best health and wellbeing.

If you feel able to work with us and support us on this journey, we would welcome your application. If you have never considered such a role before and would like an informal conversation prior to application, then do please get in touch by contacting Julie Dudman, PA to the Executive Team, who will arrange for you to speak with either John Baines, Chair of the Board of Trustees, or myself. Contact details can be found on the 'How to Apply' page.

Dr Jill Tolfrey MSc MCSP  
Chief Executive

To find out how we supported beneficiaries across the UK [click here](#)

## Our Values

Our values reflect who we want to be and how we want to do things.

At our Charity we all take a personal responsibility to remain credible, genuine, and consistent to these values.

These 6 values are our foundation and support our vision and ambition for the future.

### 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.

### Clarity

**Purpose:** We are united and clear in our vision and 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.

### 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.

### 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.

### 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.

**Collaborative:** We connect with teams and individuals, openly and frequently.





## Strategic Plan 2020-2025

We have identified four core portfolios of work for the five year period from 2020-2025:

### Inform and Prevent

We will inform our beneficiaries about health matters, equipping them with the skills, knowledge and confidence to maintain and improve their mental, physical and social health. By providing timely relevant information for our beneficiaries we will help prevent the impact of many common health risks and conditions.

### Outcomes

- Beneficiaries have engaged with the knowledge provided and continue to make positive changes in their health behaviour
- The Fire and Rescue Services regularly use the Charity as a tool to support positive health and wellbeing
- The Charity is an evidence led organisation and service delivery is influenced by research findings

### Objectives

- Pro-actively engage with the Fire Services Community on key health matters
- Provide access to a library of health & wellbeing information
- Undertake and utilise research to evidence our content and support
- Deliver Health & Wellbeing Conferences to showcase our capability and share our knowledge
- Work with FRS's to deliver health knowledge to their employees

### Respond and Recover

We will utilise a blend of digital, community and residential services to more effectively respond to beneficiaries who reach out for support. Earlier and easier access to expert help will provide faster outcomes for beneficiaries to recover and continued support will encourage sustained health and wellbeing.

#### Outcome

Digital, community and residential services have enabled earlier intervention and ongoing contact, resulting in improved recovery.

#### Objectives

- Expert practitioners identify the right solution in a timely way
- Provide support using digital solutions
- Increase support for beneficiaries closer to home
- The Charity's specialist residential centres provide time, space and expertise for those who need more focused support
- Work with external providers to deliver support

### Engage and Grow

We will engage and build stronger bonds with our beneficiaries and supporters, increase awareness and invest in lifelong associations. We will diversify and grow our income to provide the additional funds necessary to achieve our plan.

#### Outcomes

- Beneficiaries are aware and engaged with us, resulting in increased service usage
- Supporters are aware and engaged with us, resulting in increased income

#### Objectives

- Build an online community that makes us digitally accessible to beneficiaries and supporters
- Implement a membership scheme to support a life long association with our beneficiaries
- Proactively engage with beneficiaries on Fire Stations, ensuring regular contact through our volunteers
- Create and launch a mass participation event to bring together our fire service and public supporters
- Develop corporate partnerships to support our work
- Develop new direct ask campaigns across multiple digital channels which inspires our audiences to effortlessly donate and engage the way they want to with the causes





### Enhance, Enable and Empower

We will develop our culture, enhance our processes, technology and facilities and further enable and empower our people to drive the Charity forward.

#### Outcomes

- We are an inclusive, connected and engaged organisation where our values and behaviours are demonstrated
- Our people, skills and processes successfully deliver our strategy
- Our centres and locations support our strategic aspirations
- Our systems and tools enable collaboration, insight and data-driven decisions

#### Objectives

- Develop our culture, values and behaviours to create an engaged workforce and great experience for employees and volunteers
- Attract people with the right skills into the organisation; invest in the quality and quantity of our collective skills and knowledge
- Redesign business processes to remove waste activity, maximise effectiveness and efficiency, and add value for the intended customer
- Provide facilities that enable our delivery of services and maximises the use of space and resources
- Deploy systems and tools, which enable systematic data capture, flow, analysis and dissemination, enabling the development of insight and data-driven decisions
- Develop a secure, scalable and flexible IT infrastructure which supports digital change

## Governance

The Fire Fighters Charity is first and foremost a charity that exists to provide services to its beneficiaries. However, it is a company limited by guarantee which means that the Charity must be governed to comply with both company and charity law.

The Company does not have shares or shareholders. Instead, it has Company Members who exercise power with their voting rights, similar to shareholders. Members hold a formal role in the company framework and their appointment and powers must accord with legislation.

The constitution of the Company is found in the Articles of Association. The Articles set out what the Company can do and why it exists.

Overall the Charity has a maximum of 48 Company Members, excluding Trustees, who are also Company Members.

Our Trustee Board must consist of at least 8 and not more than 12 Trustees.

The majority of Trustees must have a direct association with the fire services community.

Trustees are asked to sign a declaration to confirm that they are eligible to be a Trustee.





## Role Descriptions

We are recruiting to the following roles:

- Trustee
- Lead Trustee for Clinical

## Trustee role description

### Purpose

Trustees are responsible for providing appropriate oversight, governance and strategic direction to the Charity in accordance with the governing document, legal and regulatory requirements.

### Main Duties and Responsibilities

#### Strategy

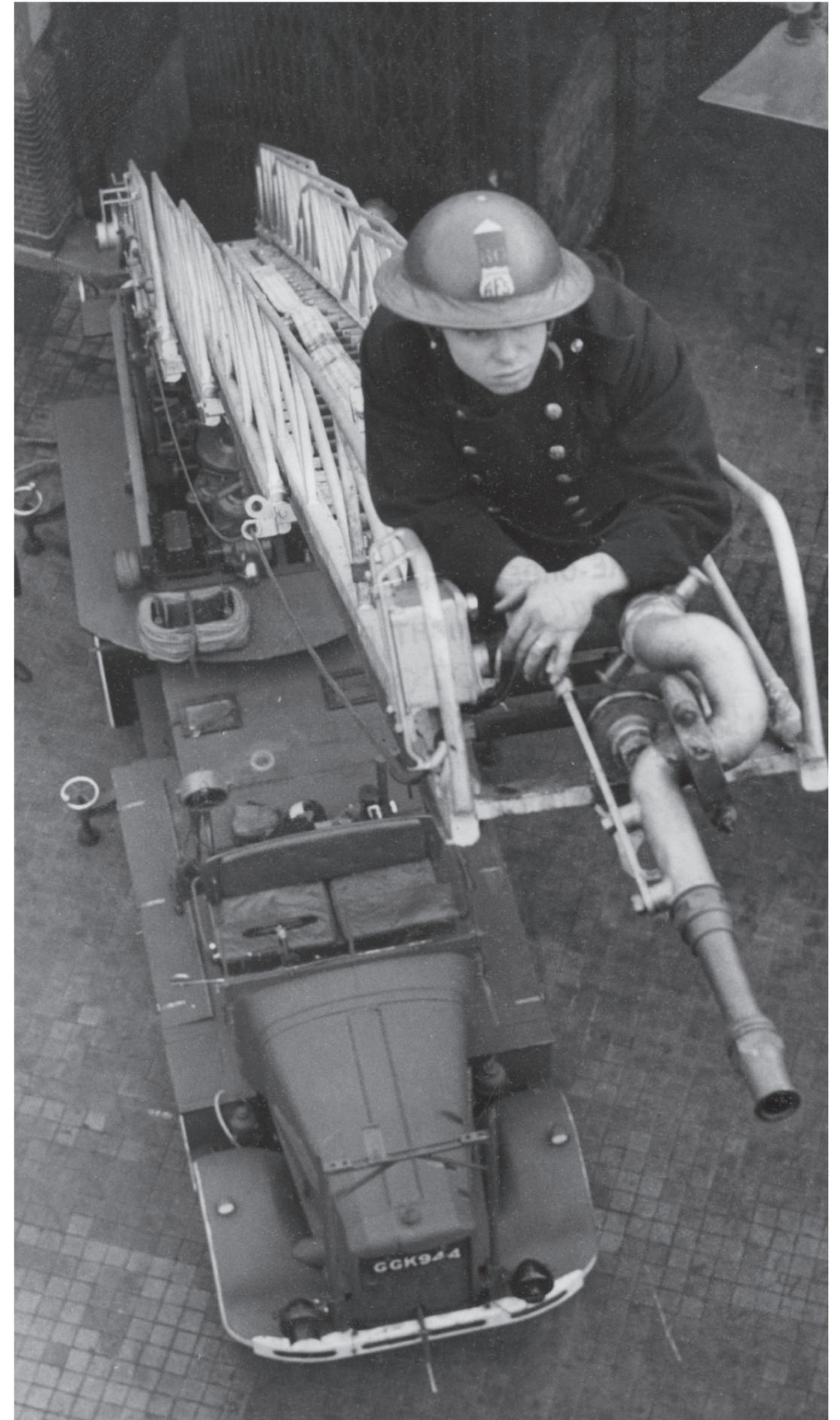
- develop the strategy by which the Charity aims to fulfil its charitable purpose
- ensure that clear objectives to deliver the agreed strategy to meet short, medium and long-term plans are established and regularly review performance against those objectives
- hold the chief executive to account for the effective management and delivery of the Charity's strategic aims and objectives
- ensure that strategies and actions approved by the Board of Trustees are implemented effectively, where appropriate, by the Chief Executive and the Senior Leadership Team
- promote and develop the Charity in order for it to grow and maintain its public benefit
- analyse, actively participate and contribute positively to the strategic development of long-term plans for the Charity and its beneficiaries
- contribute to and inform the vision of the Charity to capitalise on the freedoms it enjoys as a result of its status
- contribute to constructive debate regarding the strategic development of the Charity and any other material and significant issues facing the Charity
- safeguard the good name and reputation of the Charity
- build and maintain close relations between the Charity's various stakeholder groups to promote the effective operation of the Charity's activities
- represent the Charity at functions, meetings and in the wider media as required
- promote the Charity and its work to fulfil its charitable objects
- agree the Charity's values and ensuring that they are reflected in the conduct and activities of the Charity and those who work for it
- set the tone for the Charity through leadership, behaviour and performance.

**Compliance**

- a) work to achieve the purpose of the Charity and to pursue the charitable objects, as well as provide public benefit
- b) ensure that the Charity complies with its governing document, charity law and any other applicable legislation and regulations including safeguarding, fundraising and clinical and social care governance
- c) ensure the effective and efficient administration of the Charity and its resources, striving for good practice in governance
- d) manage the use of the Charity's resources to optimise impact and the delivery of the Charity's objects
- e) maintain the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the Charity
- f) ensure that financial controls are robust and that the board is kept fully informed through timely and relevant information
- g) identify and assess risks and opportunities for the Charity, determining which are appropriate or desirable, and establish effective risk management mechanisms in order to monitor these
- h) ensure that those working on behalf of the Charity, including third parties, fundraisers, etc. abide by the standards which the Charity sets and also by the relevant requirements of legislation
- i) participate in the appointment of the Chief Executive and other senior staff, as appropriate
- j) with the assistance of the company secretary, promote the highest standards of corporate governance in compliance with the Charity Governance Code and other regulatory requirements and good practice, where appropriate
- k) uphold the values of the Charity by example and ensure that by its actions the Charity promotes equality, diversity and inclusion for all its stakeholders.

**Performance Monitoring**

- a) ensure a fully effective and appropriate system for the recruitment, appointment and monitoring of the work and activities of the Chief Executive
- b) set challenging objectives for improving performance and monitoring performance against those targets
- c) pay due regard to ensure that any key performance indicators, for performance, fundraising or service delivery etc. are in alignment with the ethos of the Charity and desired culture.





**Board Activities**

- a) uphold the highest standards of integrity and probity
- b) participate fully in the work of the board, ensuring the collective responsibility of the Board of Trustees
- c) attend and possibly chair committees and ad hoc meetings of the main Board
- d) participate in a Board training and any other evaluation identified as an individual and as part of the Board or committee
- e) maintain the Trustees' commitment to board diversity, renewal and succession management in line with the Charity's governing document and/or current best practice
- f) maintain absolute confidentiality about all aspects of the Trustees' business, bearing in mind the overriding legal obligations placed upon Trustees.

**Person Specification**

- a) a commitment to the values and principles of the Charity
- b) strong business and financial acumen
- c) experience of committee work
- d) highly developed interpersonal and communication skills
- e) ability to understand complex strategic issues, critically assess, analyse and resolve difficult problems
- f) sound, independent judgement, courage, common sense and diplomacy
- g) politically astute, with the ability to grasp relevant issues and understand relationships between interested parties
- h) clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of Trustees
- i) sound knowledge of charity governance
- j) sufficient time and commitment to fulfil the role
- k) resilience
- l) ability to listen to and welcome alternative opinions and experiences
- m) flexibility in thinking
- n) a desire to implement the highest standards of governance
- o) empathy with the fire services community and their health and wellbeing.

## Lead Trustee for Clinical

The responsibilities of the lead trustee for Clinical are in addition to the legal duties placed on all trustees, and the responsibilities documented in the trustee role description.

### Purpose

The lead trustee for clinical provides additional assurance, specific support and guidance to the board on its strategic direction in respect of clinical and on its clinical responsibilities under any relevant legislation, regulation and ethical and professional standards.

### Person Specification

- a) Statutorily regulated Health / Social Care professional.
- b) Membership of an appropriate professional body / organisation.
- c) Proven track record of success in senior management/leadership within a health and / or care organisation.
- d) Evidence of knowledge and understanding of the determinants of health and well-being and the need for integrated health and care systems.
- e) Ability, through analysis and interpretation to locate the strategic vision of the Charity in the contemporary health and well-being environment.
- f) Evidence of knowledge, understanding and appreciation of the intrinsic links between mental, physical and social health.
- g) Evidence of understanding of clinical governance, corporate responsibility for services delivery and experience and understanding of the work of statutory regulators such as CQC.
- h) Knowledge of the difference between the roles of trustee and employee, and the ability to act as the primary interface between the board and the senior leadership team on clinical matters in order to support the work of the board.
- i) Knowledge to provide additional assurance to the board that good practice is embedded in relevant operational areas and legal duties are fulfilled.
- j) Skills to examine proposals / strategic plans and their potential impact on our beneficiaries with the ability to clearly convey information and findings to the board.
- k) Ability to offer constructive and robust challenge and interrogation of information presented relating to clinical activities.
- l) Ability to act as a sounding board for the senior leadership team on the Charity's clinical matters.
- m) Ability to actively participate as the lead trustee member of any beneficiary services sub-committee of the board and/or working group.
- n) Evidence of commitment to continuing professional development and currency of knowledge base in the clinical area.
- o) Ability to actively contribute to policies that concern beneficiaries.





## How to Apply

Please submit your CV, which should be no longer than two sides of A4, and include how you meet the requirements of the role and person specification. You should also submit an introductory letter stating why you are interested in both the role and The Fire Fighters Charity to either Julie Dudman, PA to the Executive Team, The Fire Fighters Charity, Belvedere, Basing View, Basingstoke, Hampshire, RG21 4HG or [companysecretary@firefighterscharity.org.uk](mailto:companysecretary@firefighterscharity.org.uk).

Please indicate on your introductory letter which trustee role you are applying for:

- Trustee
- Lead Trustee for Clinical

If you are applying for the Clinical Lead Trustee role, please refer to both the role description for the lead role and the Trustee role.

There is an opportunity for applicants to have an informal telephone discussion about the Charity and the trustee role should you wish to do so. Get in touch on either [jdudman@firefighterscharity.org.uk](mailto:jdudman@firefighterscharity.org.uk) or 01256 366598. This will not form part of the selection process.

Induction and training relevant to the role will be available.

In order to assess the success of our Equal Opportunities in Employment Policy please complete our Recruitment Monitoring Form. All information will be treated in confidence and will not be seen by anyone directly involved in the appointment to these roles. To access the form, [click here](#).

**Closing date for applications: Monday 19 September 2022 @ 9am.**

Applications will be shortlisted using the role description criteria. Those shortlisted will be invited to attend an interview on either 27 September 2022 or 28 September 2022. Interviews will be held in London.

Trustee roles are voluntary; out of pocket expenses are reimbursed.

The Fire Fighters Charity meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, and as listed in the Police Act 1997 (Criminal Records) Regulations 2002.

The voluntary position you are applying for is subject to an Enhanced Disclosure and Barring Services (DBS) check.

For further information about The Fire Fighters Charity, please visit our website [www.firefighterscharity.org.uk](http://www.firefighterscharity.org.uk)

Further information about becoming a Trustee can be found on the Charity Commission website [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk)

## Data Protection Act 2018

Information provided by you as part of your application will be used in the recruitment process. Any data about you will be held securely with access restricted to those directly involved in dealing with your application and in the recruitment process. Once this process is completed the data relating to unsuccessful applicants will be stored for a maximum of 1 year and then confidentially destroyed.

If you are successful, your application form will be retained and form the basis of your personal record. Information provided by you in the Recruitment Monitoring Form will be used to monitor The Fire Fighters Charity's policy on equal opportunities in employment.

Please see our [privacy policy](#) for further information.

