FIRE FIGHTERS CHARITY

England & Wales · Charity number 1093387

Details

Other names	FIRE SERVICES NATIONAL BENEVOLENT FUND
Status	Registered
Legal form	Charitable company
Company number	04480058
Registered	2002-08-12
Register	View on the Charity Commission register

Contact

Address	Fire Fighters Charity Marine Court Fitzalan Road Littlehampton West Sussex BN17 5NF
Phone	01903 736063
Email	administration@firefighterscharity.org.uk
Website	www.firefighterscharity.org.uk

Activities

Objects: The Objects of the Charity are (1) such charitable purposes as the Trustees shall in their absolute discretion determine (including, without limitation, the relief of poverty; the advancement of health or the saving of lives) for those persons having a direct or indirect association with the fire services community ('the beneficiary class') as defined in the Charity's rules and (2) the relief of Burns survivors by the provision only of rehabilitation, and advisory services as the Trustees shall in their absolute discretion determine.

Activities: The Charity provides services that enhance the quality of life of the fire services community through a range of support to meet their mental, physical and social needs.

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Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** NATIONAL AND OVERSEAS
- Isle Of Man
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£11,219,619	£12,318,707	£49,755,994	211
2024-03-31	£10,110,225	£11,732,501	£31,610,920	206
2023-03-31	£9,645,327	£11,935,714	£32,171,740	0
2022-03-31	£9,561,165	£9,838,926	£34,697,302	182
2021-03-31	£8,272,358	£8,743,323	£33,812,928	190

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Trustees

Name	Role	Appointed
JOHN MARTIN BAINES	Chair	2018-11-08
Aidan Patrick Jennings		2025-11-10
Anne Marie Louise Weatherill		2026-04-29
Deborah Christie		2025-07-31
GEORGE HOWAT WOOD		2018-11-08
John Andrew Buckley		2025-11-10
Karen Hillivi McHugh		2025-07-31
NEIL GIBBINS		2018-11-08
Peter John Connolly		2023-11-15
Roger Simon Thomas		2022-11-17
Ross Fraser Haggart		2021-11-17
SIMON GERALD ROUTH-JONES		2018-11-08
Sarah June O'Donnell		2025-11-10
Stephen Edward Jamieson		2025-07-31
Stephen Martin Julian Tolan		2020-11-18

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FIRE FIGHTERS CHARITY

England & Wales - Charity number 1093387

Accounts

Fire Fighters Charity



Annual Report and Accounts

2024/25

Fire Fighters Charity

Our vision

Every member of the fire services community lives well and feels valued and recognised.

Our purpose

We champion the fire services community and help its members with their health and wellbeing, during and after service.

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Message from our Chief Executive



Photo credit - David Easton

People who work in Fire and Rescue Services do far more than fight fires. They respond to floods, major disasters, terrorist incidents, chemical and radiological hazards, road traffic collisions, civil unrest, urban search and rescue, dangerous structures, and increasingly, medical emergencies such as cardiac arrests, alongside paramedics.

Working in the UK fire and rescue community brings unique health and wellbeing challenges. Firefighters, control operators and support staff run towards danger, often at great personal cost. Their work has profound physical, psychological, social and financial impacts on they and their families. Transition into retirement can be especially difficult, with many experiencing depression, isolation, loneliness and strained relationships. These challenges can last a lifetime and, tragically, this community continues to experience losses to suicide.

Although HMICFRS works with Services to ensure people working in Fire and Rescue are safe and well, significant gaps remain. Barriers such as stigma, fear of judgment and limited access to tailored support prevent many from receiving the timely healthcare and wellbeing support they need during and after service.

Thanks to your generosity, in 2024/25 we supported 10,267 people - a 7% increase on the previous year. Yet we know the need is far greater. As firefighter numbers decline under funding pressures, demand for our services is rising. Health and wellbeing needs are changing, and the complexity of that need is increasing, even as the fire sector grapples with the impacts of changing geopolitics and significant rises in major incidents resulting from the climate crisis, such as wildfires and flooding, and this is on top of the wider challenges with access to healthcare in the NHS and statutory sector.

I'm proud of the work my colleagues, our volunteers and our partners - including all Fire and Rescue Services across the UK - have done this past year to enable more people to access our care and support. We have all poured boundless energy and passion into being there when it matters most for those whose courage and sacrifice is boundless.

Yet we simply have not been able to rise to meet the demand for our care and support fast enough and as a charity, we recognise we need to do more. Our medium-term Strategic Plan sets out our ambition to double our reach by 2027/28 while remaining impact-led, cost-effective and true to our high standards of care. 2024/25 marked the first year of delivery against this plan, during which we restructured and improved the way we work to better meet demand.

Our services help individuals manage the health impacts of service, recover from illness or injury, stay fit for work, and adapt to life after retirement – often preventing loneliness, hardship and isolation. A feature of our work that I'm immensely proud of is conducting, collaborating and participating in research on health and wellbeing needs within the fire services community to influence and inform provision by the charity and others. This is all so that we can ensure services, resources and good practice are shared and adopted to meet the evolving needs of our fire family.

Our teams understand the unique challenges people in the fire services community face, and are ready, willing and able to help. Yet the external environment in which we operate continues to test us - economic conditions across the UK mean we are challenged to raise adequate funds for our service delivery, even as the value of every pound we raise is being eroded by inflation and rising costs.

In line with our Strategic Plan to 2027/28, and together with our supporters, my colleagues and our partners, we will work to increase our income relative to costs and improve our service delivery so we can help many thousands more people who need our care and support. This includes for example, working to broaden, strengthen and simplify our digital self-access tools so that we can alleviate the immediate needs of many thousands more individuals.

Thank you for everything you did to support the health and wellbeing of our fire family in 2024/25 – whether that was through your incredible fundraising efforts as individuals, teams, watches or stations, by playing our lottery, leaving a gift in your will or simply by choosing to holiday in one of our properties. Your kindness and support has enabled thousands of members of the fire services community to cope with the health and wellbeing challenges they have faced because of their service. They deserve this and so much more.



Sherine Wheeler
Chief Executive



Message from our Chair

The health and wellbeing of our fire services community lies at the heart of all that we do at the Fire Fighters Charity.

My heartfelt thanks to everyone in our extended family for your part in a very busy and successful year. This charity continues to respond to a growing need for our services, and it provides innovative, life-changing support carefully tailored to each and every individual's needs. It's about being there with the compassionate, competent, knowledgeable and personalised care, together with our support and resources, that will help people cope with the physical, emotional and social impacts of service.

Our Strategic Plan 2024/25 – 2027/28 charts a clear plan to scale our reach and be there for more individuals who need and deserve the care and support we provide. And our plan is working. We have temporarily changed the way we are organised so that we have the capability and capacity to accelerate delivery against our goals and we have made huge strides this past year in developing relationships and partnerships with a wide range of organisations so that we can collaborate to increase reach and deepen the impact of our work.

The responsibility is on us now to evolve and reposition this wonderful charity, so that more people who need our help can get it. We are working hard to become even more relevant and accessible than ever before, adapting our service offering and the way we communicate with our service users, supporters and the public.

I extend my thanks to all of our supporters, including our company members, life patrons and volunteers, who make our vital work possible through their generosity with time, money and energy to fundraise, donate, volunteer and raise awareness of our work. My sincere thanks also, on behalf of the Board of Trustees, to all the charity's staff for their incredible hard work and commitment over the past year, even as this was a period of transition and change.

Over the coming pages, you will see just how your support has enabled our talented and passionate teams to deliver services that are a lifeline to those who have served in fire.



John Baines
Chair of Board of Trustees

Our work in action: how we supported the fire services community in 2024/25

10,267
service users received our care and support, a 7% increase on 2023/24

Clinical care

2,139
individuals benefitted from physical care and support

1,339
individuals received psychological care and support

144
individuals supported by our nursing team at Jubilee House

5,180
clinical consultations delivered online

200
calls to our Crisis Line were handled by members of our community experiencing suicidal ideation - ensuring critical, compassionate support during moments of crisis

760
people visited our Suicide Prevention and Postvention online materials

Wellbeing support

1,913
individuals attended a centre on a Rest and Recharge stay

1,164
individuals tried our Mental Health Self-Assessment Tool to support their wellbeing and navigate to the best services for their needs

664
individuals attended our HOPE programme to combat stress and anxiety, a 50% increase on 2023/24

467
individuals attended one of our 163 Living Well Group meetings, an 8% increase on 2023/24

890
telephone befriending calls made by 21 volunteers, a 39% increase on last year's calls

334
Wellness Workshops delivered across the UK, attended by 1,235 individuals – a 25% increase on 2023/24

Practical support

451
individuals and families received advice and support from our welfare team

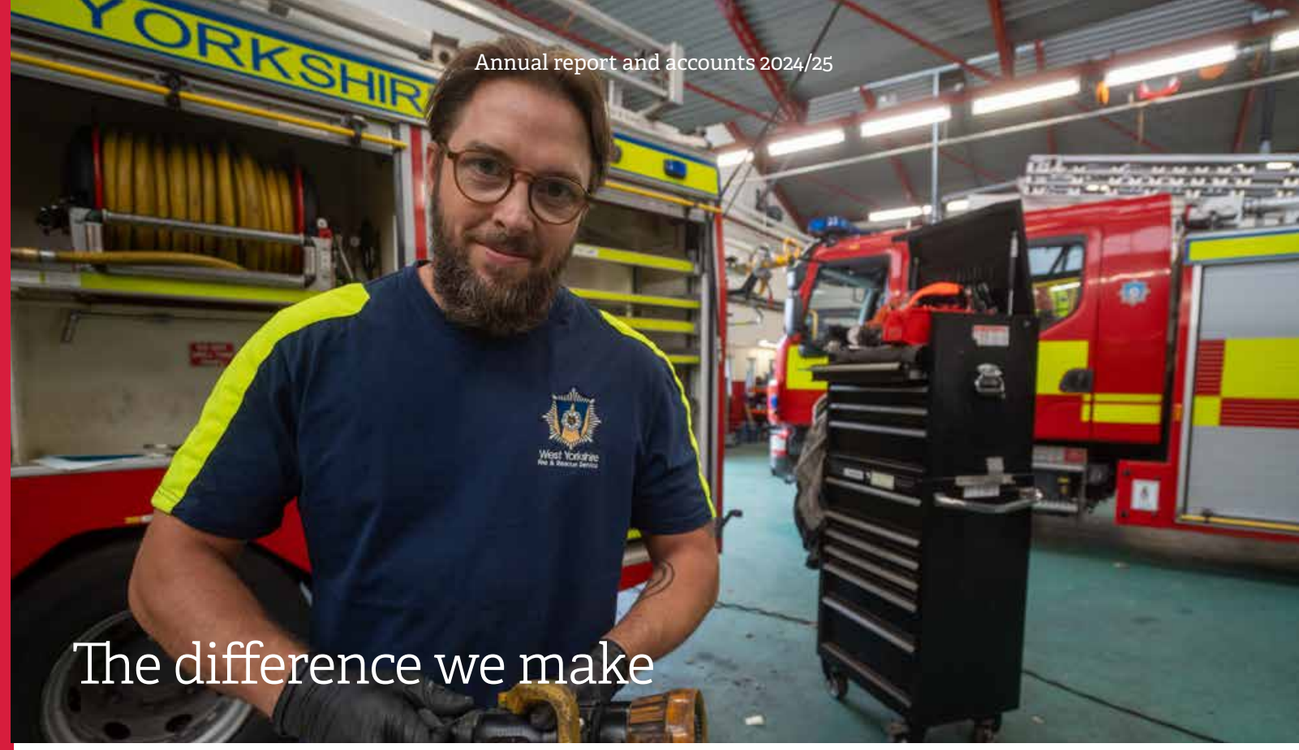
Information and advice

21,536
website visits to pages specifically providing health and wellbeing advice

9,516
web enquiries, emails and calls from people reaching out for support

Research

140
people joined our Service User Experience Panel, from across the fire services community



The difference we make

Everyone who has served their communities by working in the fire service deserves to live well and to feel valued and recognised for their contribution. There are many health and wellbeing challenges people face during and after a career in fire, be they firefighters, control room operators or support staff. Through our Strategic Plan 2024/25 – 2027/28, we are striving to improve and develop our services, so that we can reach many more people in the ways that are most relevant and accessible for them. We are working hard to increase and diversify our income relative to the costs we bear, to develop partnerships and relationships that will help us amplify our reach and impact and improving the ways we think and work as a charity.

Our goal at the end of 2027/28 is to be able to reach at least 20,000 people each year with our care and support, and to do so while improving our underlying financial performance.

Strategic priorities

We will achieve this by delivering against four strategic priorities:



Our Outcomes

We champion the fire service community and help its members with their health and wellbeing, during and after service, so that we'll have a society where every member of the fire service community lives well and feels valued and recognised.

Through our clinical care, wellbeing support, practical support, information and advice and research, our service users experience the following key outcomes:

Manage the impact of service:

Individuals and their families are able to manage the impacts of service and avoid poor or poorer health and wellbeing outcomes

Adapted to condition/injury/ illness: Individuals and their families are able to manage the impacts of a health condition or injury or illness

Access to timely care and support: Individuals and their families have access to the timely health care and wellbeing support they need

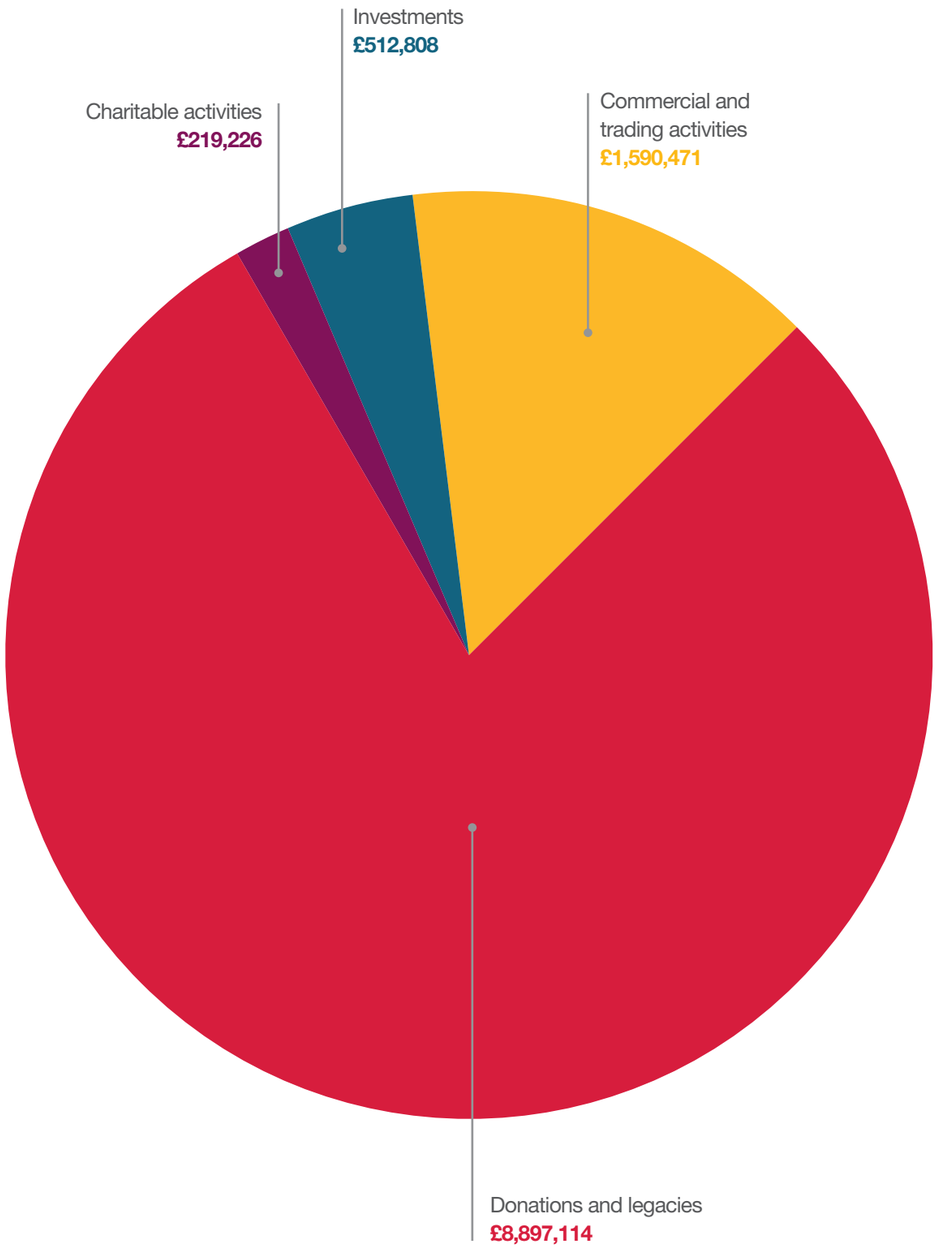
Fitness to work: Individuals and their families are well enough to work

Life after service: Individuals and their families adapt to life after service, avoiding loneliness, hardship and isolation

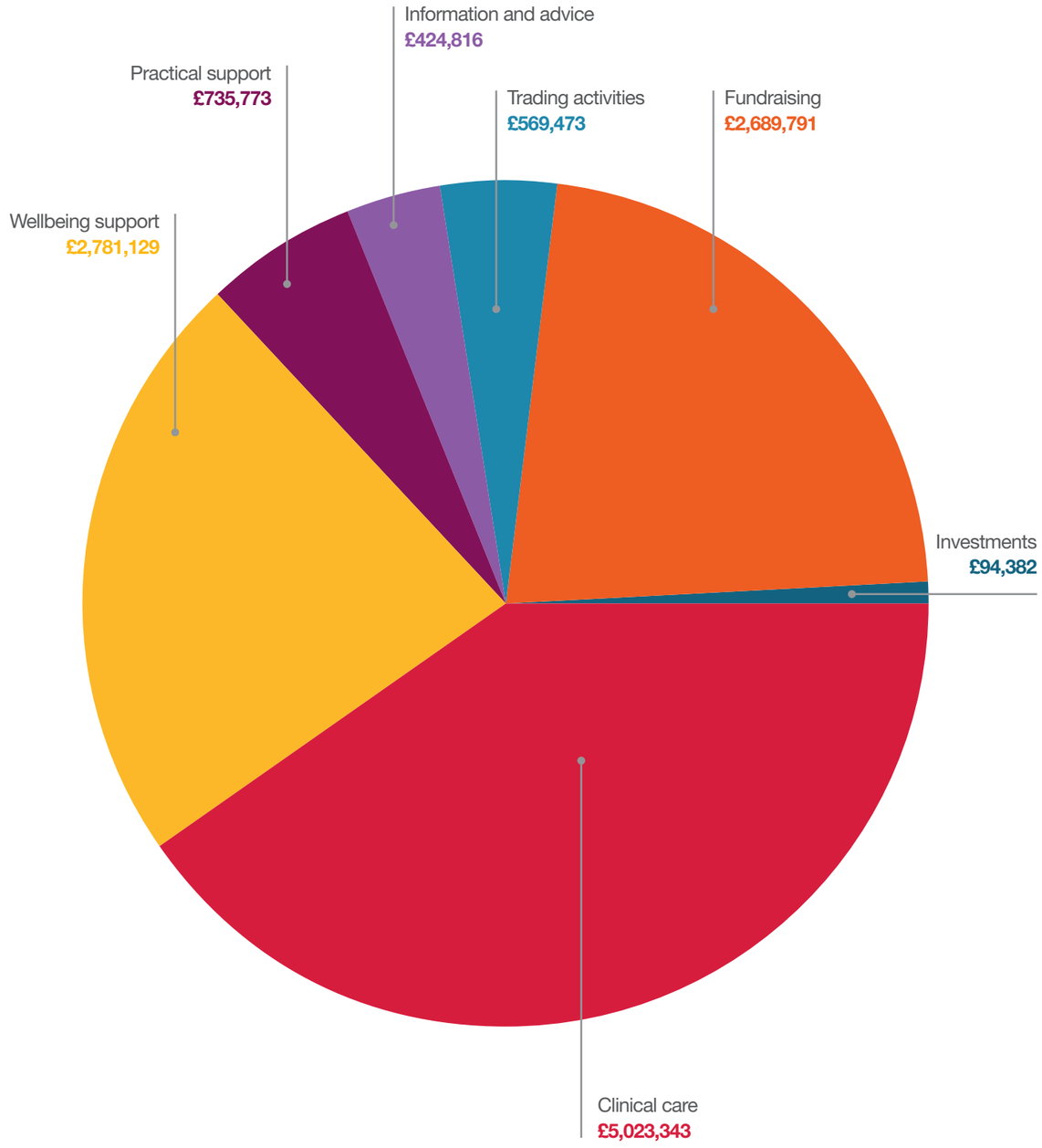
Valued and recognised: Individuals and their families feel appreciated and understood for their contribution to communities

Good practice is adopted: Conducting, collaborating and participating in research on needs in the fire service community mean we influence and inform services, resources and best practice to meet the evolving needs of our fire family

Our Income



Our Expenditure



Tailormade help for all



The impact of fire service life doesn't stop at the end of a shift – and neither does our support. Every day, we stand alongside the UK's fire services community, providing care and support that meets them where they are and helps them move forward. Whether they're recovering from injury, facing emotional strain, or navigating life after service, we tailor support to their individual needs – listening first, then acting with compassion and expertise.

Week in, week out we listen to the lived experiences of those in our fire family. Their insights, along with the input of colleagues across fire services, helps inform the continuous development of our services and to better reflect the evolving needs of the people we support.

One of the key ways we're ensuring this happens is through our Service User Experience Panel - a group of individuals from our fire services community who bring valuable experiences and perspectives, offering meaningful feedback that helps shape how we design and deliver support. Alongside the Panel's input, we continue to work closely with Fire and Rescue Services across the UK to ensure our services meet real-world needs and challenges.

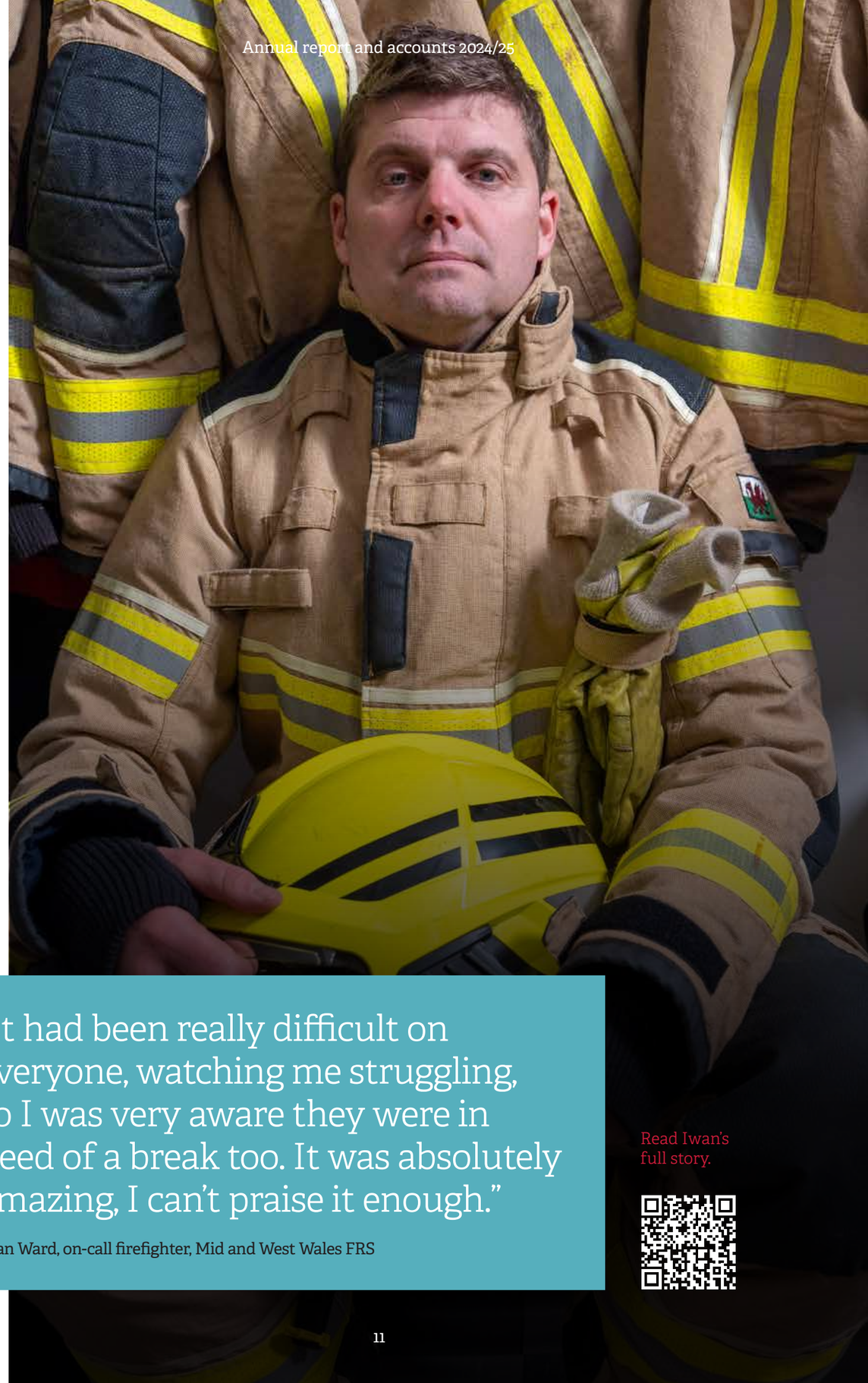
Our approach is built on delivering proactive, preventative care and holistic wellbeing support, while also being there to respond and support those managing injuries, illness and conditions. In 2023, we saw a marked increase in the complexity of the cases we're dealing with - highlighting a growing need for accessible, person-centred support that intervenes early and effectively.

Sharon Bailey, our Director of Services, explains:

"Over the course of the past year, we've responded to increasingly complex challenges presented by those we support. That's why it's more important than ever that we invest in services that don't just treat issues as they arise, but aim to both manage them as well as possible, and prevent them altogether, through early intervention.

"Our model of care is continually shaped by what we hear every day from our service users and from Fire and Rescue Services. These real-time insights are invaluable, helping us to refine and evolve our tailored approach across physical health, mental wellbeing, and practical support."

This year, we've also enhanced our understanding through wider sector collaboration. Having previously launched a joint research report with the National Fire Chiefs Council and Nottingham Trent University, looking into the health and wellbeing experiences of over 3,000 Fire and Rescue Service personnel, we have continued to explore further research to provide a broader context to the challenges our community faces and support the direction of our own services.



"It had been really difficult on everyone, watching me struggling, so I was very aware they were in need of a break too. It was absolutely amazing, I can't praise it enough."

Iwan Ward, on-call firefighter, Mid and West Wales FRS

Read Iwan's full story.



Support that works

Behind every call, message, or visit is someone seeking support they can trust. That's why we don't just deliver services – we build personal pathways to better health and wellbeing.

Clinical care

Wellbeing support

Practical support

Information & advice

Research

Because no two lives look the same, our support is always flexible, always tailored, and always rooted in a deep understanding of the fire services community. We offer specialist support built around the lives, needs and goals of the individuals and families we're here to help.

At the heart of this approach are five interconnected pillars of support:

- **Clinical care** - Supporting individuals with their mental health, physical health, and nursing needs, provided through one-to-one and group-based interventions both digitally and within the residential setting.
- **Wellbeing support** – Helping individuals improve their mental, emotional, and physical wellbeing, build their resilience, and develop effective self-care and coping strategies.
- **Practical support** – Supporting individuals through financial assistance, funding for essential aids and adaptations, and the provision of welfare-related advice.
- **Information and advice** – Empowering individuals with knowledge and information, guiding them to access the support they need to move forward.
- **Research** – Using research and insight to increase public awareness and understanding of the fire community, and guide the development of our services.

Together, these pillars form the foundation of everything we do, from in-person support at our centres, to digital services for those who need help closer to home.

As Sharon Bailey, our Director of Services, explains:

"Whether someone's recovering from injury, navigating a mental health challenge, or facing a period of uncertainty, we are here to support them through difficult times."

Throughout 2024/25, we supported thousands of individuals and families, delivering services that focus on prevention, early intervention, and lasting recovery and resilience. We have also been a source of support for those facing ongoing health challenges. As demand continues to grow, we remain committed to listening, learning and evolving – working with our research partners and service users to ensure our services continue to deliver meaningful, measurable impact for our fire family.

"I left with the confidence to return to full duties and a positive outlook on my future. I will be forever grateful."

Sophie Hodgson, firefighter, Hampshire and Isle of Wight FRS

Read Sophie's full story.

Clinical Care



Care for body and mind

When life's challenges become too much, our support is caring, compassionate and without judgement. From our 24/7 Crisis Line to residential Reset Programmes, we create safe spaces for people to feel heard, understood and supported as they build strength and resilience, one step at a time.

Supporting physical wellbeing

Through our centres and online, our in-person teams have supported our fire family's physical wellbeing in a wealth of ways over the course of the last year:

- **2,139** individuals benefitted from physical care and support.
- **5,180** digital consultations allowed service users across the UK to access real-time physical or psychological support at home or on their mobile devices.
- **1,341** individuals received physical support at one of our centres, which included dedicated weeks for those with particular health needs, notably individuals still affected by Covid and those experiencing joint issues. Our successful Kickstart Programme, for example, supported 54 attendees across nine programmes.
- **270** service users attended one of our centres as an Outpatient, accessing face-to-face support, with a total of 994 sessions throughout the year.

Crisis and mental health support

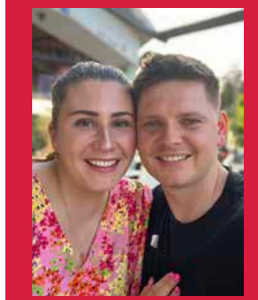
Whether providing a 24/7 lifeline for those at the lowest point of their lives, or running specialist residential weeks for people impacted by trauma, we've helped hundreds to build mental strength and resilience this year.

- Between April 2024 and March 2025, we received **200** calls to our Crisis Line, over half of which were from individuals experiencing suicidal thoughts or had a plan in place.
- **1,339** individuals received psychological care and support from our teams.
- **418** individuals attended a Reset Programme at one of our centres, giving each the chance to work through feelings of stress and anxiety.
- Dedicated weeks within the Programme focused on improving wellbeing and building resilience, and also supported individuals navigating the changes of menopause.
- The Suicide Prevention and Postvention landing page for our resources was viewed by **760** people.

Nursing care boost

Our dedicated nursing team at Jubilee House – rated Outstanding by CQC – works tirelessly to support service users, using their skills, experience and compassionate nature to ensure all those accessing the service receive the care they deserve.

- Throughout the year, we were delighted to support **144** individuals at Jubilee House with tailored residential nursing care. This support focused on helping them manage the impact of their illness or injury, improve or maintain their independence, and enhance their quality of life.
- Our support also enabled their carers to have valued timeout from their caring duties, allowing them the time and space to improve their physical and mental wellbeing.
- We also developed and adapted our FaME (Falls Management Exercise) Programme through 24 online weekly sessions and three residential weeks.
- In June 2024, the Wolfson Foundation awarded us a grant of £60,000 towards the refurbishment of our nursing rooms, allowing us to further improve the support we can offer to our service users.





A word from: Darcy Williams, Internal Communications Officer with Lancashire FRS

Darcy attended one of our Reset Programmes to find some balance in her life during a difficult time.

She said: "We all got on so well and have stayed in touch since. The type of conversations we had, both as a group and in the sessions, were so open. I felt more comfortable talking about women's health in that setting.

"The amount of times we all cried together… it just felt completely comfortable."

Meet the Team: Daisy Rubinstein, Psychological Therapist:

"Over the last year we have seen just how vital the crisis line is – it's been a lifeline for many, a vital connection – a confidential, immediate source of support in their darkest hours. Whilst the crisis line provides 'in the moment support', it also provides stability and ongoing support through a five-session Collaborative Approach to Managing Suicide (CAMS) support programme, tailored for people experiencing suicidal thoughts."



“You offered respite and financial aid after my daughter suffered a traumatic brain injury... the physios were amazing, they had a great understanding of neuro disability which is rare.”

Helen, Adam and Holly Martin, Cornwall

Read Helen’s full story.



Putting families first

Being part of the fire services community often means giving a lot – to colleagues, to communities, to the job. But behind every firefighter or control room operator is a family navigating those same pressures. That’s why our support doesn’t just centre on individuals – it’s designed to keep families strong, connected, and resilient through life’s toughest moments.

Families weeks

Over the past year, we’ve expanded and evolved our family support offering to better meet these needs. Our targeted Families Weeks, held throughout the year, are designed to provide a supportive break, targeted to specific needs.

- **Nine** families weeks were held across the year at Harcombe House, including two pre-school weeks, two single parent weeks and one young dependants week, attended by **79** adults and **84** children.
- Events for families during these weeks included music, arts and crafts, hands-on animal sessions and nature walks.

Rest and Recharge

Our Rest and Recharge stays at all three centres continue to provide opportunities for individuals, couples and families to rest and reconnect during challenging times, for example when dealing with unforeseen events or emergencies, or through a difficult period in their life.

- **1,913** individuals, including family members and carers, attended one of our centres on a Rest and Recharge stay or Family Week in 2024/25.
- This year we introduced a wider range of age-appropriate activities at Harcombe House – from gentle nature walks to arts and crafts, swims and bushcraft - ensuring everyone, from young children to older family members, gets the most out of their Rest and Recharge stay with us.

Online tools and resources

Our support also extends beyond centre stays. Throughout the year we continued to develop our online Family Hub, as well as providing accessible resources on wellbeing, grief support, and suicide postvention. These digital tools ensure families have access to the help they need - whenever and wherever they need it.

- **2,743** people visited the Family Hub on our website
- **415** people visited our grief support and guidance page on our website



A word from: Nikki Bridges, a wholetime and on-call firefighter with Hampshire and Isle of Wight FRS

Nikki shared how attending one of our weeks dedicated to single parents at Harcombe House was an incredible way of connecting her to like-minded others:

“The Family Week was amazing, we haven’t had those experiences before. Ruby’s 18 months old, so for her seeing alpacas for the first time and handling animals, crafts and painting… everything was so much fun.”



Meet the Team: Jason Stone, Welfare Caseworker:

“We’ve continued to develop and adapt our support for families over the last year and, in addition to our specific Family Weeks, we’ve also focused on providing more activities on Rest and Recharge stays during summer school holidays. This ensures there’s support available for families to enjoy a well-earned break – and we’ve already received fantastic feedback.”





Helping our retired community thrive from the start

Our support doesn't stop when life in the fire service ends. The transition into retirement brings a whole new set of challenges – and opportunities. We're here to make that transition smoother, more supported, and full of possibility. Through our care and support, as well as our commitment to combatting isolation and loneliness, we're helping retired members of the fire family to live well and feel recognised.

2024/25 saw us receive our second year of funding from the Wimbledon Foundation, helping us to grow and strengthen our retirement services. Their support is focused on three key areas: developing evidence-based pre-retirement coaching programmes, running residential support programmes and providing follow-up support after retirement.

In 2023/24, we launched the first two areas of work, and throughout 2024/25, we've continued to build on this foundation - reaching more people and using what we've learned to refine and improve the support we offer. This has included:

Online HOPE Programme for retirees

We piloted a retirement-specific HOPE (Help Overcome Problems Effectively) Programme, alongside the existing online wellbeing programmes we already offer, specifically to support those navigating the transition to, or with recent experience of, retirement. Completely flexible, the programmes are designed to fit into busy schedules – via PC, laptop, tablet, or phone.

- We had a total of **106** participants benefit from it throughout the year.
- Over **75%** of those surveyed post-course reported feeling ready for retirement, a significant increase from their initial confidence levels.

Residential weeks

We hosted five Transitions into Retirement programmes at our centres, offering a blend of workshops providing guidance, information and opportunities to share lived experiences to **35** attendees in total.

Wellness Workshops

Our online Wellbeing Workshops cover a number of key health and wellbeing topics, running throughout the year. We held several specifically focused on helping participants make the most of their retirement, with tips and advice to aid them with the transition. This year:

- We hosted **20** Pre-retirement Wellbeing Workshops. 10 of these were delivered directly to Fire and Rescue Services, and 10 were delivered via open access webinars, allowing us to extend our reach to individuals across the UK. In total, **117** individuals took part.

Living Well Groups

Our Living Well Groups have continued in fire stations and community sites across the UK, as well as online, all run by our dedicated team of volunteers.

- We now host **23** groups in total, supporting **487** individuals
- **Four** new groups have launched in the last year
- **207** meetings were held throughout the year

Telephone befriending

- Our **21** volunteer Telephone Befrienders continued to support our retired community with weekly calls, offering vital social connections and combatting loneliness or isolation.
- In 2024/25, our Telephone Befrienders made approximately **890** calls to retired service users.



A word from: John Evans, a Retired Sub Officer from Torquay

John attends our Harcombe House Living Well Group and said: "Joining this group has been a wonderful opportunity to reconnect with old colleagues, build new friendships, and meet other like-minded individuals. We are occasionally treated to insightful talks by speakers from local organisations, which have been incredibly informative and have added a lot of value to our gatherings."



Meet the Team: Clare Hannaford, Communities Development Lead:

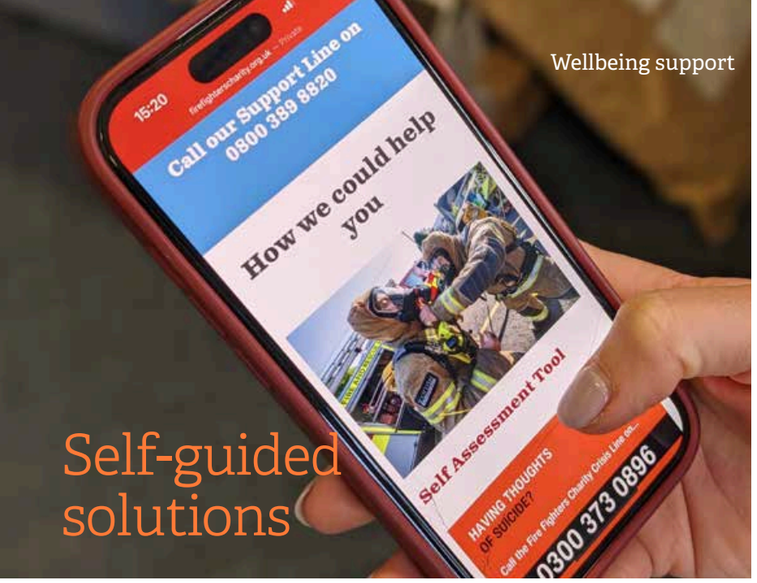
"Our Living Well Groups are a lifeline for retired members, helping them stay connected and supported throughout all stages of retirement. I recently spoke to someone who said, 'it felt so good to walk back into a fire station and be welcomed like family - not as a visitor, but as one of the team again.' That really captures what these groups mean to people."



"I wouldn't be where I am today without the nursing team. After spending 30 years in the fire service, helping other people and saving other people's lives, it's great to know that I can rely on someone else to help me now."

Ken Brown, retired firefighter, Cheshire FRS

Read Ken's full story.



Self-guided solutions

Support should never be out of reach. That's why we're growing our suite of digital wellbeing tools, helping individuals take charge of their health anytime, anywhere. Whether it's a self-assessment, online course or bitesize resource, our digital hub puts powerful support into the hands of our fire family. A highlight from this year was the launch of our new online mental health assessment tool to help people find the right support for them.

Self-assessment tool launch

Now available through our website, our new mental health self-assessment tool uses questions from validated psychological health assessment tools to help direct service users to the right type of support based on their needs.

- Launched in 2024/25, the new tool was used by **1,164** individuals over the course of the year.
- **27%** of those who used the tool reported they were experiencing moderate to severe depressive symptoms.
- The tool directs people to early intervention support that's right for them, such as our HOPE Programme and online courses in our Wellbeing Hub.

Online courses and bitesize resources

Available through our website, our broad range of online courses offers people support with issues such as anxiety, sleep, alcohol, menopause and gambling.

- Our online courses and bitesize resources were accessed **895** times in 2024/25.
- Our in-depth 'Find Out More' courses were accessed **401** times, with the majority of people using them to focus on anxiety and low mood topics.
- Our quick bitesize resources were accessed **317** times.
- Our full, multi-week courses were accessed **177** times over the course of the year.

HOPE Programme

Our online HOPE (Help Overcome Problems Effectively) Programme continued to be popular with service users across the UK in 2024/25, providing people with a virtual boost to their wellbeing during times of change or uncertainty, as well as those starting to struggle with their mental health.

- **664** people took part in a HOPE Programme online course in 2024/25, with 106 of them participating in courses focused on retirement.
- **74.5%** of those who took part were serving personnel and 10.3% were former serving personnel.
- Our outcome data showed positive impact on completion of the programme.



A word from:
Mark Westgate, a firefighter with Norfolk FRS

Mark went through a challenging time after losing his mum to cancer and three colleagues to suicide. He shared how our HOPE Programme helped him move forward: "Everyone was absolutely amazing, nothing was too much and their manner was always friendly and helpful. In fact, it wasn't until I spoke to the charity and started the HOPE Programme that I really realised the impact everything had had on me."



Meet the Team:
Joss Gaynor, Director of Impact & Service Partnerships

"Our growing range of digital health and wellbeing tools is about more than just providing support- it's about giving people the tools, information, and confidence to take control of their wellbeing in a way that works for them.

Whether it's through our self-assessment tool, online courses, or the self-directed HOPE Programme, we're helping people access the right support at the right time, wherever they are, and in a way that fits into their lives. It's about removing barriers and putting the power to improve wellbeing directly into people's hands."



Devon and Somerset Chief Fire Officer, Gavin Ellis

We're delighted to be working closely with Devon and Somerset Fire and Rescue Service, to promote more targeted use of our services – for example, through the delivery of focused wellness coaching sessions – as well as increased fundraising activity.

Speaking about this valuable relationship, Chief Fire Officer Gavin Ellis told us: "As a Fire and Rescue Service, we've always had a close affiliation with Fire Fighters Charity. Our new, more strategic approach to working together reflects a shared commitment to supporting the health and wellbeing of our fire services community. We're proud to deepen this relationship and help ensure our people can access timely, tailored support when they need it most."



Meet the Team:
Craig Williamson, Wellness and Behaviour Change Coach:

"Even as a small team, we are reaching Fire and Rescue Service staff right across the UK - no matter how remote - ensuring they still receive the help they need. For me personally, it means a lot to be able to support personnel directly to improve wellbeing, right there in their workplaces - especially when Fire and Rescue Services do so much fundraising for us."

Collaborating on workplace wellness

We are continuing to work closely with fire and rescue services to understand the specific needs of their teams, before tailoring our health and wellbeing workshops accordingly.

We know that stress and trauma can sadly be realities of working in the fire service, but tackling these issues early – while building resilience through preventative advice and information – is key.

Our Wellness and Behaviour Change team have continued to build strong, structured and effective working relationships with Fire and Rescue Services across the UK, in order to improve awareness and access to services, increase fundraising opportunities and get closer to our service users.

Wellness workshops

We've seen an increase in the number of Fire and Rescue Service personnel accessing wellness coaching workshops (up 25% from 23/24).

- **334** Wellness workshops were delivered across the UK. This includes **305** delivered directly to **33** different Fire and Rescue Services, as well as **29** open access workshops.
- **1,235** individuals attended at least one Wellness Coaching session, with total numbers of sessions attended reaching **3,048.**
- **96%** of attendees told us they were 'highly confident' or 'somewhat confident' to practice what they had learned after attending a Wellness Coaching session.

Feedback from attendees:

- "Interesting and assuring information shared with a good overall view of what menopause is, what it looks and feels like and what can you do about it."
- "I have recommended this training to my colleagues who are/will be approaching retirement in the not too distant future."
- "This was such a great workshop, thank you so much for your time and for bringing it to the Service. These certainly are the skills that every firefighter should have so they can look after their mind and stay as well as they possibly can."



Welfare in action

When life throws up unexpected challenges – financial hardship, illness, or long-term conditions – no one should feel they have to face them alone. Our Welfare team steps in with practical support and compassion, helping people weather tough times, offering tailored support to ease financial strain and meet urgent, everyday needs.

This year, our Welfare team has been a vital lifeline for 451 individuals and families, providing compassionate, practical support during some of their most challenging moments.

The cost-of-living crisis has continued to weigh heavily on our fire family. In 2024, we saw a sharp rise in people reaching out for help with everyday essentials - particularly around energy bills and food costs. According to the Office for National Statistics, 45% of adults in the UK reported an increase in their cost of living in July 2024, with more than one in 10 households struggling to pay for energy or to heat their homes.

In the last year alone, 130 people approached us with financial concerns. Our welfare caseworkers stepped in with tailored support to help ease the pressure. This included:

- Provision of food vouchers
- Financial support to pay utility costs
- Travel expenses
- Clothing requests
- Accommodation requests
- Debt support
- Advice and signposting to other organisations offering financial help
- Welfare benefits advice to help maximise income

But financial hardship isn't the only challenge people face. We have also seen an increase in the number of people living with long-term health conditions, which has seen our team helping with more vital property adaptations and mobility support, enabling people to stay safe and independent in their homes. This included:

- Bathroom adaptations
- External ramps to properties
- Wheelchairs
- Mobility scooters
- Rise and recline chairs
- Financial support with lifeline costs

Behind each of these requests is a real story - of someone doing their best to carry on, often after years of dedicated service. Thanks to the generosity of our supporters and the skill of our Welfare team, we've been able to stand alongside them and offer a helping hand when it's needed most.



A word from: Jon Arey, Crew Manager with West Yorkshire FRS

Jon received support and guidance from us when he moved house with his daughter and faced financial challenges.

He said: "Your support was life-saving – I literally didn't have food to put on the table."



Meet the Team: Carrie Pearce, Welfare Services Lead:

"Over the last year, we've seen a massive increase in the number of people living with long-term health conditions – many of which sadly have no cure. In response to this, we've increased our support through regular keep-in-touch calls and by guiding individuals towards statutory services and welfare benefits.

"This growing need reinforces just how vital early, preventative support is. The information and advice our charity provides can make all the difference in helping people understand the importance of early recognition and timely intervention."

Prioritising prevention

This year saw a significant increase in the number of people accessing our information and advice online, empowering them to feel more informed, confident and in control. We've also worked hard to ensure we connect people with the right support sooner, giving more people access to effective self-directed support to improve their health and wellbeing.



Website information and advice

With a diverse range of articles, online toolkits, resources and courses, our website – www.firefighterscharity.org.uk – remains a vital and trusted source of health and wellbeing information for the fire services community.

- Our website had over **221K** visits in 2024/25, with **21.5K** of those accessing pages providing trusted health and wellbeing advice.

Helping people get the support they need

To ensure we are helping people get the support they need we handle every enquiry that comes in to us through our website or Support Line with the utmost care, ensuring that each call is handled sensitively and that every individual is given access to the right help, information and advice for their needs.

In 2024/ 25 we responded to **9,516** web enquiries, emails and calls from people reaching out to us for help.

1,269 people received direct advice from us on how to navigate support for their health and wellbeing.

A word from: Matthew Handley, a firefighter with Merseyside Fire and Rescue Service:

"My fiancée was pregnant with our second baby when I called the charity. She had hyperemesis gravidarum (extreme morning sickness) and, having had it the first time, we were aware how bad it could be. For us, it was more the mental side really, knowing we could have eight more months of that severe sickness.

"The charity was so great, they sent me an email straight away with loads of options of where we could access support and signposting us to organisations which specialised in hyperemesis gravidarum. Knowing it's there in the future is so nice."



Meet the Team: Emma Smith, Assessment Practitioner Team Manager

"This year, our team has strengthened engagement with our service users - especially around information, advice, and signposting.

"By embedding online resources and signposting into many of our support plans, we're helping people stay well and manage challenges more effectively. We've had more contact, better understanding of the support we offer, and a lot of really positive feedback."



Driving innovation and impact

Understanding the real impact of service starts with listening. Our research is grounded in the lives of the people we support – helping us build services that respond to their reality, advocate for their needs, and shine a light on the challenges they face. We've invested in some key research projects to boost public awareness and understanding, and because those we support deserve to feel valued and recognised.

The importance of our research

The demands of fire service life are unique, and so are its pressures. Through our research we want to ensure that the support, resources, and practices available across the sector reflect a true understanding of those realities.

We're committed to asking better questions and listening more closely to build a clearer picture of what will really make a difference to the wellbeing of those working in fire.

We are focused on applied, collaborative research that improves practice, informs better support systems, and leads to meaningful, lasting change. Our role is to connect evidence with everyday practice.

Collaboration at the core

Everything we do in research is collaborative. We partner with services, practitioners, academic experts, and lived experience voices to make sure what we're learning reflects the complexity of the real world and is designed with practical application in mind. Together, we can create knowledge that leads directly to better tools, better support, and better outcomes.

Service User Experience Panel

We launched our Service User Experience Panel in April 2024, continuing to recruit members throughout the year. At the time of writing, the Panel now includes 140 members from across the fire services community.

Over this year, the panel has provided invaluable insight into the experiences, needs and preferences of those we support, helping us shape services that are truly responsive to need.

Their perspectives have informed decisions and shaped work such as the development of our self-assessment tool, service user communication from our intake and assessment services, regular giving initiatives and the early stage of the development of our service user participation strategy.

We are committed to building on this foundation, deepening our efforts to embed service user voice across everything we do. In the year ahead, we will continue to develop opportunities for meaningful participation, making sure that those we serve have a real say in the design and delivery of support.



Spotlight: Thriving Relationships project

This year we initiated a project, in collaboration with Nottingham Trent University, Relate at Family Action and Norfolk Fire and Rescue Service, to better understand how fire service life affects partner relationships. This research seeks to explore what helps members of the fire family build and sustain strong, healthy relationships and then to develop resources and tools to help their relationships thrive.

As the first stage, we launched a survey in March 2025, which received over 500 responses. The next stage will see a series of online focus groups take place, gathering further insight, before relevant tools and resources are developed in the coming year.

Ceri Sumner, Chief Fire Officer of Norfolk FRS, said of the partnership: "Norfolk Fire and Rescue Service are pleased to have established a partnership with experts in the field, Fire Fighters Charity and Relate, to develop and pilot the Thriving Relationships programme. It is our hope that the work started at our stations locally will have a significant impact on fire families nationally."

Carol Florin-White Relate, National Partnerships Director at Relate at Family Action, said: "We were thrilled to be approached by Fire Fighters Charity and Norfolk Fire and Rescue Service to provide support to front line and support staff and families. This is such an exciting opportunity to reach a new audience and to support firefighting personnel who put their own lives at risk to save others."

Looking Ahead

As we look to the future, our research agenda will continue to be guided by one question: What will make the biggest difference in practice?

We'll keep listening, learning, and working together—because we know that when research is grounded in real lives and real needs, it can do more than inform. It can transform.



Funded by our supporters

Every act of generosity fuels our mission. From lottery players to legacy givers, our supporters are the driving force behind our care. Every pound we raise is thanks to the generosity, passion and dedication of the people who believe in our cause. In 2024/25, our supporters came together to raise millions of pounds, helping us continue delivering life-changing care to thousands in our fire services community.

Donors and donations

Our regular donors are the lifeblood of our organisation, providing us with vital sustainable income that allows us to plan ahead and keep our services operating year-round. And this year – together with generous one-off donations from 4,833 people – they raised over £4.1million.

- **£2,300,287** was gifted to us by over **25,000** donors
- **£358,467** was raised from nearly **7,000** one-off donations, including **773** gifts made in memory of a loved one, totalling more than £126,000
- Over **20,000** players of Fire Fighters Lottery raised an incredible **£1,465,402**
- Our Lottery Superdraw raised more than **£48,000** from over **2,700** players

Lasting legacies

Gifts in wills are a powerful way to support future generations of the fire family. In 2024/25, 44 people left a lasting legacy to our charity:

- **£1.8million** was generously left to us through legacies
- **33** more people pledged to remember us in their will



A legacy to remember

Graham Gash was a firefighter right to his core. After beginning his career as a junior firefighter in Dover in 1974, he served 43 years with absolute dedication. Shaped early on by the Crypt restaurant fire there, he became known for his commitment to preparedness, leading exercises and training that kept colleagues at the highest standard.

His fingerprints are still present on many of the emergency response plans at Kent FRS and procedures they have developed. He was a true professional with an absolute dedication to duty. And it's that passion for the fire service that led him to leave a legacy to us when he died.

Graham's generosity has enabled the refurbishment of a Wing at Jubilee House in his memory, alongside other vital improvements around the charity.

The Wing offers a welcoming place to stay while individuals receive clinical care, wellbeing support and practical help – empowering them to manage the impact of service and adapt to injury, illness, or emotional strain.

His brother, Steve, told us: "I think it's so important to people at the sharp end, who served just like my brother, risking their lives for their communities… Once you have a family member in the fire service, you also become part of the fire family. I know he'd be proud."

The people behind the numbers

These incredible totals are made possible by the collective effort of thousands of individuals. In 2024/25, our fundraising family included:

- 26,209 regular donors
- 4,833 one-off donors
- 20,376 lottery players
- 610 Fire Family Fundraisers
- 635 teams of car washing volunteers
- 100 challenge event participants

Thank you…everyone!

Holidays with a difference

Our holiday rentals bring much more than sunshine and fresh air. Every booking helps fund our charitable work – and in 2024/25, more than **3,000** guests chose to stay at Harcombe House, Marine Court or Jubilee House.

- Our centres generated **£364,000** in rental income, delivering **£118,000** profit
- **486** breaks were booked at Harcombe House, an increase of 13% from 2023/24, **317** at Jubilee House (a 60% increase on the year before) and **234** at Marine Court (a 26% increase on 2023/24)
- We introduced availability of short weekend breaks
- Our in-house chefs prepared an impressive **33,640 meals** for guests



Shop sales boosts support

From t-shirts to children's toys, to ceremonial retirement gifts, our online shop continues to be a popular way for supporters to show their pride – and give back.

- **£216,000** in sales raised **£21,000** profit for the charity
- **3,282** orders were placed – a 2% increase on the previous year



Recycling challenges

The textile recycling market faced headwinds in 2024/25 due to global instability, cutting the price per tonne of clothing almost in half. But thanks to the incredible efforts of fire stations across the UK, we still raised a significant total:

- **£644,000** income from **1,153** clothing banks – a **£313,000** drop from the previous year
- Despite this, **5,078** tonnes of clothing were collected – **352 tonnes more** than in 2023/24
- The efforts of our communities to recycle with us resulted in **£589,000** being made availale for our charitable services



Powering Support

We work hard to generate income for our charitable services from the assets we are lucky to have in service of our charitable purpose. Hiring out our facilities to businesses for meetings and conferences, contracting rehabilitation programme delivery to other organisations, and even having local swim schools operate from our pools when they are not being used for our health and wellbeing provision, means we can maximise the funds we need to deliver our charitable services.

Rehabilitation programme sales

- **29** external clients accessed our residential, outpatient or recuperation programmes



- This generated **£67,000**, returning **£42,000** profit
- We continued developing our offer for future clients

Centre facility hire

- Meeting rooms, pools and gyms at our centres were hired out when not in use by our services
- This raised **£117,000**, with **£85,000** profit reinvested into the charity

The impact of this generosity

We don't receive direct Government funding. That means every one of the 10,267 people we supported this year was helped thanks to the people who donate, volunteer, or take on a challenge for us.

You make our work possible – and you change lives.

Thank you.

Fundraising, fundraisers and events

Across the length and breadth of the UK, our incredible supporters outdid themselves in 2024/25! They climbed mountains, ran marathons, broke world records and did everything from washing cars to baking cakes in support of Fire Fighters Charity. Together, they raised more than £2.1M through over 1,800 fundraising challenges or events. Here are a few of the highlights...









A 12-strong group from West Yorkshire's Killingbeck Fire Station took on the Great North Run in 2024 in full fire kit, raising more than **£8,800**.

Gavin Healeas was one of the firefighters who took part and said: "It was great to take part with all of my colleagues. Being a firefighter, it's a charity that's there for us, it's a major reassurance having it there."

Buckets at the ready

An incredible **635** car washes were held in 2024/25 by Fire and Rescue Services, raising more than **£466K**. As ever, our car washes were supported by our friends at Autoglym, who kindly donated car shampoo at every event for the sponge-wielding firefighters.

Presteigne Fire Station in rural Mid and West Wales raised thousands for us in 2024 through a number of fundraising events, including car washes, a raffle, open days and more – a shining example of the impact local communities can have.

Dougie Preece, one of the on-call firefighters based at the station, said: "We don't go many years without doing something. It means a lot to all of us to support the Fire Fighters Charity. We've had various crew members who've had support, so we know the difference these funds make."

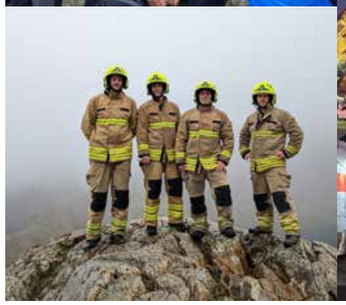


Fire Family Fundraiser fun

Last year **610** people held a Fire Family Fundraiser for us, together raising more than **£687K**. They took on an incredible array of inspirational events, from cake sales to physical challenges.











Rising to the challenge

Our incredible 2024 London Marathon runners raised more than £60,000 for us, with all those taking part in other major running, cycling and endurance events across the year bringing our central events total for the year to more than £115K.

















"I ran the London Marathon in full fire kit and a BA set for Fire Fighters Charity as I've had close friends affected by traumatic incidents and know the importance of the charity's support. I've previously been knocked mentally after attending traumatic incidents, and knowing there is support from the charity - should we need it - puts my mind at ease."

Miles Drobny,
London Marathon 2024



Funded by our partners

Yet again, we've had some incredibly generous support from corporate supporters, trusts, and foundations over the past year through donations, partnerships and events.

We're proud to celebrate the growth of our network of partnerships - including new and existing corporate supporters and generous grants - and the transformational impact their support continues to have on our service offering.

Thanks to the Wolfson Foundation

One particular highlight of the year was the generous £60,000 grant from the Wolfson Foundation, which enabled us to refurbish two nursing rooms at Jubilee House. Thanks to this investment, we transformed the space into a purpose-built facility designed entirely around the needs of those we support - enabling greater independence and helping individuals to achieve their health and wellbeing goals.

Paul Ramsbottom, Chief Executive of the Wolfson Foundation, said: "We were pleased to support Fire Fighters Charity in their work to improve the nursing rooms at Jubilee House in Cumbria. The care delivered there provides vital, person-centred support to members of the fire services community. These improvements ensure the facilities match the quality and compassion of the care itself."

Welcome Tuffking

We were also thrilled to welcome Tuffking as a new corporate partner in 2024. The firefighting footwear provider pledged to donate £1 from the sale of every pair of boots across four of its most popular ranges and sponsored a Healthy Joints Week at Marine Court - demonstrating their strong commitment to firefighter wellbeing.

Julian Bartholet, Tuffking's UK and European Sales Director, said: "We're delighted to be working directly with Fire Fighters Charity on this valuable partnership. We're passionate about championing the charity's work with Fire and Rescue Service personnel and look forward to raising funds and, crucially, awareness of its health and wellbeing support."



The main events

We were once again honoured to be chosen as the benefitting charity for a number of key events across the fire industry - raising over £35,000 – across the year. These included:

- Inclusive Companies, Inclusive Awards Event
- BT Tower Event
- Western Business Media, Fire Safety Matters Awards event
- Fire Magazine, Excellence in Fire Awards

Photo credit - David Easton

With thanks: Trusts and foundations

Thank you to the many trusts and foundations who generously donated to us over the past year, including:

- Wolfson Foundation
- Wimbledon Foundation
- The Zochonis Charitable Trust
- The National Lottery Community Fund
- The Orr Mackintosh Foundation
- The Geoff and Fiona Squires Foundation
- CSIS Charity Fund
- The Grace Trust
- Edith Murphy Foundation

With thanks: Corporate supporters

Our thanks as ever to the many companies and organisations who donated to or supported us in 2024/25, all in unique ways – from sponsorships through to Charity of the Year partnerships, sale of products, fundraising and more. Here are a few of them:

- Autoglym
- Elvis & Kresse
- Tuffking
- Western Business Media
- Oddballs

To join their ranks and make a difference to our fire family, get in touch for a chat. Our Corporate Partnerships Manager, Debbie Rushbrooke, can be reached on drushbrooke@firefighterscharity.org.uk



Powered by people

Behind every service we offer is a network of people giving their time, skill and heart. Our volunteers aren't just helping hands – they're lifelines, helping us reach more people, connect more deeply, and do more towards our charity's mission. From centres to community groups, their dedication powers so much of what we do.

Because every pound raised, and every hour volunteered, powers real care that helps the fire family stay strong, connected, and well.

We now have an incredible **1,438** volunteers offering their time to support us – with **1,153** of those providing key links in their local communities and helping us stay connected to Fire and Rescue Services across the UK as Station Reps.

- **90** new Station Reps recruited over the year
- **58** - the total number of volunteers supporting the delivery of our services – including Telephone Befrienders, Living Well Group Co-ordinators and HOPE Programme Facilitators – an increase of **16** over the course of the year
- **9** new centre-based volunteers recruited, including vital Visitor Service Volunteers.

Many of our volunteers bring with them a wealth of lived experience from careers in the fire service, offering invaluable insight and a shared camaraderie in their roles. Others, while not from a fire service background, are driven by a desire to make a real and lasting difference.

From welcoming visitors at our centres, supporting people in our Living Well Groups out in the community, to volunteering directly with Fire and Rescue Services and taking part in events, fundraising, and awareness campaigns - they play vital roles across every part of our work.

Every volunteer, no matter their background or role, is directly helping us to offer better support, and continue being there for those who need us most.



A word from:
Mike Harris, a retired firefighter

Mike, who's been volunteering as part of our Visitor Services team at Jubilee House, said: "I knew I needed to do something after retiring, I didn't just want to sit at home. I got in touch with the charity after seeing a post about volunteering opportunities online.

"The role is very varied but I think it's particularly valuable to be on hand when people arrive, especially people who are visiting for the first time, as they won't know where to be and may feel apprehensive. I thoroughly enjoy it - it's beneficial to the charity, but it's certainly beneficial to me as well."



Meet the Team:
Rebecca Webster, Organisational Development & People Partner:

"Our teams really appreciate support from volunteers and I love getting feedback from them, it's really special. Lots of them talk about the connections they've made and the enjoyment they've found through the roles.

"We've got a range of volunteering opportunities available now, whether it's at our centres or across the UK. Some include Visitor Services, gardening, telephone befriending, estates and facilities, plus lots more."



"I'm passionate about supporting the charity because I've seen the incredible difference it makes. My partner has received psychological support and found it so helpful, and many of my colleagues have too - they only have positive things to say. I truly believe in the connection between mind and body, and the charity's support is always all-encompassing."

Hannah Poole, Crew Manager, Company Member, Service Co-ordinator and Station Rep, Kent FRS



"I love spending time with all the families visiting Harcombe House on our Families Weeks, you can see how much the break away means to them - especially those going through challenging times. We're making a real difference to their lives."

Jason Stone, Welfare Caseworker



The heart behind the mission

Working for our charity is much more than a job for our staff, it's a passion to make a difference – and we are proud to celebrate their years of dedication to our cause.

Our team

We are proud to now have 210 employees, each one living our core values in their roles – especially inclusion. For many, this isn't just a workplace, it's a community where they feel supported, valued and empowered. Some staff have been with us for over 30 years – a testament to the culture we've built together. You can hear from two of them below.

Marking Mental Health Awareness Week

We came together to mark 2024's theme: 'Movement' and encouraged all our employees to look after their mental wellbeing and build resilience by taking 30 minutes out of one of their working days to do something they enjoy, from walks in the countryside to activities indoors, at our centres, or at home.

Our employees at Harcombe House, teamed up to cycle, walk, run or get active in their own way throughout the week - as a team, they travelled 50.84 miles (the equivalent of Harcombe to Tintagel). The team at Marine Court, meanwhile, spent five minutes every morning doing a Tai Chi routine.

Living our values

Our values aren't just words – they're reflected in real stories. A few of our colleagues have shared their experiences of feeling included and respected at work, which you can read at **www.firefighterscharity.org.uk/inclusion.**

You can also hear directly from our people in a short video, sharing what inspires them every day: **www.firefighterscharity.org.uk/meet-our-people.**



Sandra Harrison started in 1995 as Head Housekeeper and moved into the administration team in 2004. She recently celebrated her 30-year work anniversary in the position of Admin Team Leader at Jubilee House, before being appointed Centre Operations Manager. She shares:

"We are like a family here, we all look out for each other. My message to any employees just starting out with the charity would be, 'it's such a fantastic place to work. And just remember who you're looking out for, who you're doing it for. That's why we're here'."

Lucy Milton, Clinical Assistant at Jubilee House, works alongside the nursing team. She started as a housekeeper originally and is also celebrating 30 years working for us. She shares:

"I wouldn't want to do care anywhere else now. We spend quality time with our clients which is lovely, you get to know them. We make a huge difference to people's quality of life."



Trustees' Report and Financial Statements

The trustees are pleased to submit their Annual Report and audited financial statements for the year ended 31 March 2025.

The trustees are also the registered directors of the charitable company.

Structure and Governance

Legal and Administrative Information

Legal and administrative contact information is given on page 71 .

Legal Status

Fire Fighters Charity is a company limited by guarantee and a registered charity, incorporated in England. The guarantee requires each member to contribute an amount not exceeding £1 in the event of the charity being wound up. The charity is governed by its Articles of Association dated 21 November 2024.

Charitable Aims, Public Benefit and Provision of Services

The trustees have carefully considered the Aims of the charity and how it measures up to the Public Benefit test. The charity provides a range of services to the fire services community and the trustees are satisfied that there are identifiable benefits that meet the Public Benefit Summary Guidance from the Charity Commission.

Fire Fighters Charity is a national charity providing assistance to serving and retired members of the fire and rescue services community, including eligible dependants. The charity works to improve the health and wellbeing of its service users, so they can have access to the timely health care and wellbeing support they need, during and after service.

The charity supports its service users through online, telephone, community-based and residential health care and wellbeing. Support is personalised to meet each service user's unique physical, emotional and social wellbeing needs and is accessed through a confidential helpline on a self-referral basis.

Defined criteria are in place for all the charity's health care and wellbeing support services to ensure there is equity in access to the provision of services and charitable funds are used in line with need. The charity's services are articulated in an approved service delivery document and all service delivery is underpinned by a Clinical and Social Care Governance framework ensuring continuous improvement and high standards of care are maintained. Systems and processes underpin the wider clinical and social care governance framework to ensure quality in service provision. All services, and research activity are organised around a single definition of quality. This definition of quality is that the charity provides:

- Care and support that is effective, is safe and gives as positive an experience as possible by being caring, responsive and personalised.
- Our services are well-led, sustainable, and equitable, and achieved through working together and in partnership with our service users.

The support provided to service users by the charity is free of charge for identified need. This enables access to services for all prospective service users, irrespective of financial circumstances. Financial support to access the mainland for residential services can be provided to service users who reside on the UK islands.

Trustees receive data and research, against which the effectiveness of service provision can be measured (and to identify where future service development may be required). The charity commissions or undertakes research to understand the health and wellbeing needs of the fire community, and this evidence informs service delivery.

Online and telephone support

The charity provides digital support using a variety of apps and a secure remote consultation platform that allows confidential consultation and the provision of physiotherapy and exercise therapy in support of primarily physical problems. Alongside this the charity provides access to a wide variety of self-service web-based information and resources, webinars alongside direct online and telephone counselling for those service users needing mental health support. The charity also arranges quality assured face-to-face and online mental health support from external sources, providing easier access to support for service users in geographically and socially varied groups.

Residential services

The charity has three residential centres which offer a range of activities and programmes of support led by a multi-professional team which includes Chartered Physiotherapists, Exercise Therapists and Psychological Therapists. Residential support is available for service users recovering from injury or illness, for those encountering challenges with their mental health, and those who present with long term and degenerative conditions. Our centres also provide support for individuals, couples and families, who simply need the opportunity to take 'time out' and benefit from a period of rest. Facilities within each centre include a gymnasium / fitness room, leisure pool and hydrotherapy pool. Harcombe House also has specialist facilities for families and children. Residential stays are short term; service users spend an average of 4-7 days at a centre, however there is some flexibility in the length of a stay depending on individual need.

Residential support is underpinned by a philosophy of empowerment and recovery and is tailored to meet the needs of individuals, couples and families with the multi professional team working in partnership with service users to identify solutions to meet their mental health, physical health, and social wellbeing needs. Service users may engage in different levels of activity, ranging from a residential stay that focuses on rest and relaxation to participation in a programme of structured activity. Health and wellness coaching is embedded within the support provided at the centres, providing service users with up-to-date, evidence-based information to enable them to make informed choices around their wellbeing. Residential support may be 'front-ended' with online support which may also be in place to support sustained change following a residential stay.

Access to the most appropriate support is agreed in partnership with the service user following assessment of need and desired outcome. Admission criteria support decision making to ensure that access to support is equitable and inclusive, and the charity values are upheld. All support provided by the multi professional team is evidence based and adheres to best practice.

Nursing services are available at Jubilee House for service users with more complex needs who may require nursing or personal care. The charity's nursing services are regulated by the Care Quality Commission and delivered by a team of Registered Nurses and Clinical Assistants. A Nursing Services Lead (Registered Manager) oversees the delivery of this service. Currently the nursing provision continues to be rated as Outstanding.

Fire Fighters Charity also offers structured family programmes at Harcombe House at specific times during the year. These programmes support the family unit to manage challenges they are facing in life and provide families with the opportunity to relax, enjoy quality family time and meet other families who experience similar challenges. A range of appropriate activities is also available as part of these programmes, seeking to encourage greater social interaction, communication, increased confidence and improve wellbeing.

Practical support

The charity recognises that some service users may require support at home or when accessing services in their local communities. A small team of Welfare Caseworkers offer confidential, impartial advice and information on a wide range of issues that affect and impact upon everyday life. The team carry out face-to-face and telephone assessments to identify solutions to meet individual need.

Needs are assessed within a structured framework and against financial criteria. Statutory entitlements are fully considered and match funding opportunities with other organisations explored. Solutions can include the provision of equipment, assistance with home adaptations, or financial solutions to relieve crisis such as food poverty. Solutions provided in this way are largely short-term; long term support is only provided in exceptional circumstances and is subject to annual review. The team also provide telephone advice, signposting to other providers, or support to access local community groups or health / social care services.

Community-based and peer-led support

The charity also runs 'Living Well Groups'. These are community-based peer-led volunteer groups that focus on providing a longer term and sustainable way of keeping in touch and connected after service.

The charity also provides a telephone befriending service that involves fully trained volunteers engaging in regular 'telephone chats' with a matched service user with a view to reducing loneliness and social isolation.

Support provided directly to Fire and Rescue Services

Acknowledging the power of prevention and with the focus on improving the population health of our community, the charity also provides wellness and behaviour change coaching directly to members of the UK Fire and Rescue Services (UKFRS), through both digital and face-to-face delivery, supporting members of the workforce in the provision of health information and behaviour change to support mental, physical, and social health and wellbeing.

Trustee recruitment, appointment and training

The charity recruits trustees nationally in line with its Articles of Association, role description, and person specification. Board-approved procedures govern recruitment, selection, and induction.

When appointing a trustee, the process includes:

- Reviewing the skills audit to identify Board gaps and define recruitment needs.
- Advertising the vacancy and issuing application documents.
- Shortlisting candidates against role requirements.
- Interviewing shortlisted candidates before a panel comprising the Chair or Deputy Chair, one trustee, and two Company Members.

Procedures are regularly reviewed to ensure transparency, consistency, legal compliance, and effective skills assessment. New trustees receive a structured induction, and ongoing training is based on Board and individual needs. Vacancies arising outside the annual cycle may be filled until the next AGM.

All trustees give their time voluntarily and receive no financial benefits from the charity. Any expenses reclaimed are in line with Board approved policies and are set out in note 6 to the accounts.

Statement of trustees' responsibilities

The trustees (who are also directors of the Fire Fighters Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to the Auditor

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees has confirmed that they have taken all the steps that they ought to have taken as a trustee to make him or herself aware of any relevant audit information and to establish that it has been communicated to the auditor.

Charity and organisational structure

Fire Fighters Charity is a company limited by guarantee and is a charity registered in England, Wales and Scotland. The charity also became registered as a charity in the Isle of Man on 13 May 2024 and is also registered as a company under the Isle of Man foreign companies act. We are governed by our Articles of Association which were last reviewed in November 2024. The Articles permit up to 48 Company Members to be appointed from those 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. Our Company Members elect our Board of Trustees at our Annual General Meeting. Our trustees are also the legal directors of the company.

Our Board of Trustees consists of between 8 and 15 individuals, the majority of whom have a direct association with the fire services community. One quarter retire at each AGM and are eligible for re-election until they have served a maximum of 8 years, in all but exceptional cases.

The Board of Trustees met five times for scheduled Board meetings in 2024/25 and two times for strategy development meetings. In addition, to support effective governance and our work, five Board Sub-Committees, with the remit of Beneficiary Services, Finance and Audit, Staff and Governance, Engagement and Fundraising and Remuneration, operated during the year within a documented framework which includes where a delegated decision can be made.

The Board of Trustees has control over the charity and its property and funds. It directs the charity's operations and ensures compliance with our Articles of Association. Trustees agree and regularly review plans for achieving the charity's aims and the finances needed to support them.

Trustees appoint a Chief Executive who has full authority for the implementation of approved strategic plans and the daily running of the charity. The daily operations are being run with a (temporarily larger) Senior Leadership Team comprising the Chief Executive and eight Directors covering all areas of the organisation's work and the commercial and trading activities of the active trading subsidiary.

The charity wholly owns two subsidiary companies; Fire Fighters Trading Limited - which operates our successful textile recycling scheme, the sale of merchandise, holiday lettings, facility hire, centre-based B2B sales, and commercial rehabilitation services - and FSNBF Limited, a dormant company. The accounts of Fire Fighters Trading Limited are consolidated with the charity within the Group financial statements.

An annual pay review has been conducted for all employees that considers inflation, external benchmarking data and affordability. The results of the review are considered by the Remuneration Sub-Committee and a recommendation is made to the Board of Trustees.

The Chief Executive's salary is decided by the Board of Trustees prior to a vacancy being advertised and thereafter awarded in line with the outcome of the annual pay review. A decision to increase the Chief Executive's salary, must be recommended by the Remuneration Sub-Committee and then approved by the Board of Trustees. Any changes to the management structure at the level reporting directly to the Chief Executive requires the consideration and approval of the Staff and Governance Sub-Committee.

Employees

The Board of Trustees puts on record heartfelt gratitude to every member of staff across the charity, whose hard work, compassion, and resilience make a profound difference to the lives of those we are here to support every single day.

Volunteers

The charity's activities are supported by a large number of talented and enthusiastic volunteers who do so much, often behind the scenes, to help the charity and its service users. While there is no mechanism available to formally calculate the value of their contribution it is undoubtedly of great value to the charity. The charity's trustees wish to record their gratitude for the passion, professionalism and care that these individuals bring to their volunteering roles and activities.



Strategic Report

Activities and Performance

Objectives

The charity's primary role continues to be support for those in need in the fire service community. This includes service personnel, former service personnel, works firefighters, former works firefighters, volunteers in a Fire and Rescue Service, current and former charity employees, personnel in Fire Services Youth Schemes and any dependant of any of these categories (with the exception of volunteers in a Fire and Rescue Service).

Within the Articles of Association, the trustees are given the powers to deposit or invest the monies of the charity not immediately required for its operations, in any manner as may be thought fit. The trustees may also delegate the management of investments to a financial expert.

Recognised for our caring, professional, and proactive approaches and blending face-to-face expertise with digital, community and workplace-based services, our care and support enables people in the fire services community to live well and to be valued and recognised for their contribution to their communities, during and after their service.

2024/25 - Year in review

Progress with purpose

From new services and strengthened partnerships to smarter systems and strategic planning, 2024/25 was a year of impact, innovation and investment – all driven by our commitment to support the UK's fire services community for life.

At the start of 2024/25, we set ourselves some ambitious, long term goals: to improve and develop our services; to deepen relationships and engagement across our sector; to diversify income; and to lay strong operational foundations for the future. We are proud to say we have not only delivered on these promises - we have exceeded expectations in many areas.

Enhancing our support and services

We entered 2024/25 committed to improving our service model – refining intake and assessment, reducing wait times and building flexibility around the needs of those we support. This year, we:

- Helped 10,267 unique service users with our care and support.
  - As part of this, we delivered 5,180 healthcare consultations digitally, reaching people in all parts of the UK
  - We also saw a 14% increase in the number of those we supported with physical care (2,139 service users), reflecting the wider challenges with access in the NHS.
- Were there when it matters most, 24/7 and 365 days of the year, at the end of the phone for 200 people who called our Crisis Line, experiencing suicidal ideation.
- Enabled 1,164 service users to self-assess their wellbeing and navigate to the best service for their needs, thanks to our new online self-assessment tool.
- Delivered 27 targeted programme weeks and 9 Child and Family Weeks, reflecting a sharper focus on tailoring support.
- Piloted a new physical rehabilitation model, with improved clinical pathways.
- Developed and delivered our Responding to Trauma and Emotions Programme.
- Launched an improved version of our HOPE Programme, supporting those transitioning into retirement.
- Began mapping the end-to-end service user journey to improve access, experience and outcomes.

In line with our goals around service user voice, we also launched our new Service User Experience Panel and began shaping our participation framework, ensuring the voices of those we serve inform the services they receive. By the end of the year, we had recruited 140 members to the panel.

We also made meaningful progress in our impact and evaluation work - beginning the development of our Theory of Change and a new impact measurement framework, while enhancing data reporting to better visualise and understand our reach.

Deepening research and understanding

Continuing our drive to strengthen our research activity, we maintained momentum on sector-wide understanding of health and wellbeing. We also launched a Thriving Relationships research project in partnership with Norfolk Fire and Rescue Service and Relate at Family Action - a flagship initiative we committed to last year, now helping us understand and inform how we respond to the impact of fire service life on intimate relationships.

Growing engagement, partnerships and profile

We committed to expanding our influence and relationships across the sector - and this year saw that vision come to life. We:

- Strengthened connections with individual Fire and Rescue Services, aligning our work with their evolving needs.
- Launched an audience insight project, improved internal communications with Inside Shout!, and released a new season of our Shout! podcast.
- Supported major campaigns such as Bag it and Bank it and Thriving Relationships.
- Published our first Annual Report and Accounts, enhancing transparency and public trust.
- Continued collaborative work with partners including the NFCC, Blue Light Card Foundation and The Royal Foundation.

Our goal to revitalise our brand and communications took shape through a refreshed content strategy focused on storytelling and message cohesion - building greater awareness and connection across audiences.

Increasing and diversifying income

Despite economic pressures, we made real progress in growing and protecting our income streams. We:

- Developed a new fundraising strategy and invested in face-to-face acquisition, securing thousands of new supporters.
- Stewarded a £1.1million legacy gift and secured a £52,000 grant to refurbish nursing rooms at Jubilee House.
- Supported 1,838 regional fundraisers and gained new sponsors for three programme weeks.
- Continued to mitigate downward income pressures in the textile recycling market and built the foundations for new opportunities to generate commercial and trading income through our centres and services.
- Added 12 London Marathon Golden Bond places, further expanding our events profile.

Improving our effectiveness and efficiency

We said we would review our systems and business processes - and this year we made that promise real. We:

- Delivered a wide-reaching capital improvement programme across all three centres.
- Initiated work to reduce our carbon footprint through water, energy and offsetting measures.
- Developed a new annual budgeting process and three-year financial planning model.
- Significantly improved financial performance reporting and successfully retendered for external auditors.
- Undertook the first parts of a digital transformation, including the building of stronger data systems, improved WiFi and ongoing Salesforce development to support both fundraising and services.

We also began a supporter data cleanse, helping us better understand and communicate with our community - a crucial step toward smarter, more personalised engagement.

Investing in our people

Improving our internal culture and capacity was a key strategic priority. Over the year, we:

- Recruited 38 new staff members, helping us build capacity and capability.
- Reviewed key HR policies, including maternity, sickness, adoption and anti-harassment.
- Launched a centralised document hub, improving access to guidance and procedures.
- Reviewed our recruitment process for better brand consistency and candidate experience.

As a foundational year under our new Chief Executive, 2024/25 has laid the groundwork for everything to come. We moved with purpose, delivered with compassion and focused relentlessly on the needs of the fire services community - just as we said we would. The progress we've made this year is already shaping the year ahead.

The year ahead

Focused ambition, shared purpose

As we move into the second year of our strategic plan, 2025/26 will see us extend our reach, deepen our impact, and build stronger foundations - all to ensure the fire services community gets the right support, in the right way, at the right time.

Having put key building blocks in place in 2024/25, the year ahead will be about acceleration: scaling what works, testing new ideas and putting service user voice, data and evidence at the heart of everything we do. Guided by our Strategic Plan 2024/25 – 2027/28, we are focused on progress across four strategic priorities: delivering outstanding services, growing engagement and influence, increasing and diversifying income and building an organisation that's fit for the future.

Delivering outstanding services

We will continue to develop our services so they are even more effective, flexible and far-reaching - while maintaining the personal, compassionate approach that defines our support.

This year we will:

- Revise our service model to reach more people and respond more effectively to individual need.
- Continue to improve intake and assessment, ensuring timely and appropriate support.
- Upgrade key systems and workflows, reducing friction and increasing efficiency.
- Launch new self-directed digital services, offering accessible support wherever it's needed.
- Review our Crisis Line, ensuring we are able to help those at a point of crisis and understanding how this offer fits with counselling services.
- Roll out a comprehensive impact measurement framework, helping us demonstrate and enhance the difference we make.
- Grow our research collaborations, generating sector-leading insight that informs both our work and wider sector practice.
- Further embed service user involvement, ensuring those we exist to support are at the heart of our decision making.

Growing our engagement and influence

We want more people to know about our work, understand how to access it and feel part of our mission. This year we will:

- Launch a new communications strategy, built around consistent messaging, compelling stories and clearer calls to action.
- Continue to level up our website and social media channels to better connect with service users, supporters and partners.
- Deepen our understanding of the people we support and engage with, through further audience insight work.
- Develop our brand, creating stronger identity and recognition across the sector.
- Champion our work across the blue light community and media - strengthening our voice and reach.

Increasing and diversifying income

Our ability to grow our impact depends on the strength and sustainability of our income. In 2025/26, we will:

- Launch new fundraising campaigns that excite and inspire existing and new supporters.
- Strengthen our corporate partnerships and secure new high-value funding from trusts and foundations.
- Grow our capacity to harness data and insight to inform supporter engagement and guide fundraising activity.
- Explore new earned income streams from our centre facilities and services.
- Expand our commercial customer base and explore new opportunities through our recycling programme.
- Building an organisation fit for the future

Improving our ways of working

To deliver on our ambitions, we need the right people, systems and infrastructure in place. This year, we will:

- Continue our digital transformation, refining technology systems and improving WiFi connectivity across our centres.
- Build stronger data foundations, ensuring reliability and security.
- Strengthen our cyber security and data governance.
- Embed our new risk management framework and refresh procurement processes.
- Launch a new Diversity, Equity, Inclusion and Belonging (DEIB) strategy and Volunteering Strategy.
- Continue to invest in our staff's learning and development, while reviewing our workbase requirements.
- Track centre occupancy more effectively to ensure we are maximising use and value of our facilities.

2025/26 will be a year of movement, momentum and measurable progress - built on the achievements of last year and powered by the needs of our service users and the ambition of our people, supporters and partners. Together, we'll keep pushing forward, delivering support that transforms lives and making sure we are here for everyone across our fire services community, for life.

Financial Review

The consolidated accounts for the year are set out on pages 50 to 69 and should be read in conjunction with this section of the Trustees' report. A summary of the financial results and the work of the charity are set out below.

The net movement in funds for the year amounted to £15,318k. This is represented by: -

Incoming resources	£ 11,219,619
Resources expended	£ (12,318,707)
Net outgoing resources	**£ (1,099,088)**
Loss on investment assets	£ (74,571)
Gain on revaluation of fixed assets	£ 19,980,753
Actuarial loss on Defined Benefit Pension Scheme	£ (3,836)
Net movement in funds	**£ 18,803,258**

Capital expenditure

The investment in capital expenditure during the year amounted to £632k.

Incoming resources

The total incoming resources in 2024/25 totalled £11,220k; an increase of £1,109k on the amount achieved in 2023/24.

Regular giving raised a comparable amount of income to that of the prior year but lottery income fell. New sign-up was re-introduced towards the end of the year, the impact of which should be seen in subsequent years. Total income from regular giving and lottery was £3,768k, £193k below the amount raised in 2023/24. The income raised by these activities represented 36% of total income.

Donations increased by £32k to £2,716k, while legacy income achieved £2,236k in 2024/25; an increase of £1,511k on 2023/24 and representing 20% of total income. This included a substantial one-off legacy of £1,145k attributable to one legator.

Trading income decreased from £1,845k in 2023/24 to £1,586k in 2024/25, with recycling activities and holiday rental income generating the greatest share of this income.

While there has been good progress with increasing income this year, income has not increased at the rate targeted. To continue to support the thousands more service users that the current strategic direction has enabled, income will need to grow at a much faster pace over the coming years and we are both investing and carefully tracking progress to ensure voluntary income growth performance in line with targets.

Resources expended

Total expenditure for the year was £12,319k compared with £11,733k for the year before, a £586k increase.

The growth in expenditure was driven by an increase of £294k in investment used to support raising funds while charitable activities costs increased by £263k. The increase in the amount of funds used for raising funds this year supported a growth in income, increasing the return on investment for the year from 3.1:1 in 2024/25 to 3.3:1. The increase in charitable activities expenditure resulted in 73p of every pound spent in 2024/25 supporting service users, a marginal increase from 72p in 2023/24. While much of the increase in expenditure this year was driven by inflation and other associated costs challenges, the £8,965k (+3%) spent on charitable activities funded a 7% increase in the number of service users supported during the year.

Investments

The value of investments held at 31 March 2025 was £14,528k. In addition, cash balances of £1,037k were held to support normal cash flow requirements and planned cash outflows.

Investments are made up of investment property and investment funds. The investment property relates to 11 flats contained within the Marine Court complex in Littlehampton. These were reclassified as investment property due to no longer being needed for charitable activities and are commercially let outside of the charity's beneficiary base in order to maximise income we can use to fund our charitable health care and wellbeing services.

Investment funds achieved unrealised losses of £75k during the year, resulting in the total value of investments funds as of year-end being £12,218k. The total return of the investment fund for the year was 2.71%, which was below the benchmark for the fund of 5.77%. The investment fund is focused on total return and growth. Income received from listed investments was £378k. The fund incurs a management charge of 0.65%, which equates to £82k in 2024/25 (£87k in 2023/24).

The Investment Policy communicated to our investment managers remained unchanged from the previous year and focused on providing revenue for current operations and enhancing capital growth and income over the longer term, thereby enabling the charity to meet current and future objectives in accordance with the objects of the charity. The funds are invested in a Socially Responsible Investment Fund managed by the charity's investment managers in accordance with the charity's ethical policy.

Our approach to fundraising

Fire Fighters Charity sets out to fundraise in an open, honest, and respectful manner. We use multiple channels to fundraise from various audiences. When developing our fundraising campaigns, we assess the impact our fundraising could have on an individual and take actions to mitigate any negative impact. When running fundraising campaigns, we welcome feedback and use this to help shape future fundraising campaigns. We always treat donor data responsibly and are compliant with all UK data protection laws, including the UK GDPR and the Data Protection Act 2018. Our privacy policy is published on our website and gives details of the information we hold and how and why we process it.

We are registered with the Fundraising Regulator. When fundraising, the charity adheres to the Code of Fundraising Practice as set by The Fundraising Regulator. For our lottery and raffles, we are also licensed by the Gambling Commission. We routinely monitor and review our fundraising activities to ensure that we comply with regulations. Our fundraising team managers regularly monitor and review performance by attending our fundraising events and talks, providing feedback to our fundraisers. For the 2024/25 financial year, when conducting telephone fundraising the majority of calls were recorded and where they were, a sample of calls for each campaign were listened to in order to ensure quality. In respect of complying with the Code of Fundraising Practice, we have had no adjudications and have had no significant failures.

We record and investigate all fundraising complaints received and use this information to inform our fundraising strategy. For the financial year 2024/25 we received 15 complaints related to our fundraising activity compared to 11 the previous year.

We ensure that our fundraisers follow the Fundraising Regulator's policy on vulnerable people. We listen to our donors and take on board their feedback and change our behaviour accordingly. For example, we do not use telephone fundraising after 8pm as our supporters told us that they did not want to be called after this time. We also work in line with the best practice guidance from Institute of Fundraising, documented in their Guide "Treating donors fairly - fundraising with people in vulnerable circumstances". When working with an external agency we ensure that they have a vulnerable person policy in place and do not work with agencies that do not have this.

For our lottery and raffles, we also have a Social Responsibility Policy which is published on our website and regularly reviewed and updated as necessary. All fundraisers (internal and external) have a training session to understand this policy before they promote our lottery, and they have regular refresher sessions. We work with an External Lottery Manager who is independently audited for compliance with ISO/IEC 27001 for information security.

Without the generous support of donors, the charity could not provide the mental, physical, and social support to thousands of service users every year. We will therefore always set out to fundraise in an open, honest, and respectful manner.

Fire Fighters Trading Limited

2024/25 was a successful year for Fire Fighters Trading Limited despite some challenges in generating income as a result of prevailing economic conditions. Total income achieved for the year was £15k above budget at £1,164k, a decrease on 2022/23 of £245k.

A downturn in income generated from our recycling activities was largely caused by a 40% decline in the global price per tonne for textile recycling. We were able to mitigate this downturn in the second half of 2024/25 by growing the numbers of textile recycling sites across our community locations. In addition, our short-term rental properties at both Harcombe House and Jubilee House were challenged by an unexpected drop in demand early in the year. However, this recovered in the second half of the year. Both textile recycling and rental properties finished only marginally behind budget in 2024/25 despite these headwinds.

Most income streams performed better than budget for the year 2024/25 with rentals and recycling being the income streams down on budget. In both cases this was marginal.

Net profit for the year was £861k, down from £1,164k in 2022/23.The final half of the year saw a change in leadership to the trading team and a new strategy to stabilise and grow income for future years commenced.Despite the challenges faced by Fire Fighters Trading during the 2024/25 year, achieving a profit of more than £860k is a great achievement and is the result of the hard work of all the team. All the profits of the company are donated each year to the Fire Fighters Charity for the purpose of funding charitable service delivery.

Reserves and funds

The charity holds three categories of reserves:

Unrestricted reserves comprising:

- General funds – these are the accumulated unrestricted funds of the charity, which can be used for any purpose in line with our Articles of Association; these are also known as free reserves.
- Designated funds - these are created by ringfencing a certain value from unrestricted funds for specific purposes intended by the Board of Trustees. Funds are released once the purpose has been fulfilled or when the Board of Trustees is of the opinion that circumstances no longer warrant or benefit from the designation of those funds.

We have four designated funds at this time:

- o Fixed asset fund – this fund represents our long-term assets such as our three centres
- o Revaluation reserve – this fund is the component of equity that represents unrealised gains or losses from revaluing our fixed assets to their current market value at each year end (rather than holding them at historic cost).
- o Investment property – this fund represents the component of equity that relates to the property held by the charity to generate income for our charitable purpose

- o Strategic plan designation – in previous years, this fund represented a sum set aside by trustees to cover the net investment required for delivery of the strategic plan.

Restricted reserves comprising:

- Restricted funds – these are donations received which have been gifted based on the charity using the funds for a specific purpose as outlined by the donor.

Fire Fighters Charity's reserve policy specifies the principal risks which may require use of reserves and the level of free reserves that should be set aside to ensure they can be dealt with appropriately. The Reserves Policy aims to ensure that where setbacks may occur, the charity holds sufficient free reserves to ensure the continuity of service delivery and core operations.

Trustees review the Reserves Policy each year. To enable the charity to maintain services to service users the Board has identified that an amount equivalent to between 6 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, or both. At present the level of free reserves is £13.27m, equivalent to approximately 12 months of planned expenditure for 2025/26, this is closer to the higher threshold of the range indicated by the Reserves Policy. With annual expenditure likely to rise in the coming years at the same time as we strive to increase our reach through the provision of our health and wellbeing services, holding this level of free reserves enables future expenditure levels to increase while holding sufficient free reserves should any of the principal risks materialise.

At 31 March 2025 the reserves totalled £49,755,994. This is represented by:

Restricted funds	£	336,347
Designated funds (including revaluation reserve)	£	35,494,419
General funds	£	13,925,228
	£	**49,755,994**

As at 31 March 2025 the charity has a Defined Benefit Pension Scheme surplus of £176,658; the balance for the prior year of £843,000 has been reviewed and restated to £181,517 to more accurately reflect the likely realisable value of the pension asset were the fund to be closed in future. These funds are allocated to general funds.

Managing risk

Fire Fighters Charity is a highly regulated organisation that operates in a health and social care landscape that has increasingly been subject to material changes in recent years, and the charity engages in activities to generate funds in increasingly unpredictable and changeable economic conditions.

The Board of Trustees has ultimate responsibility for risk management within Fire Fighters Charity. The trustees do not seek to eliminate all risk but instead have set in place a management system for controlling risks and having appropriate and proportional governance oversight such that significant risks can be identified, assessed, mitigated and monitored.

The trustees are satisfied that appropriate internal control systems are in place. The following framework provides the trustees with assurance that systems are in place to manage risks:

- The Board of Trustees receives a quarterly Corporate Risk Register that is reviewed by them alongside regular reports on performance against the board-approved Strategic Plan 2024/25 – 2027/28, the annual directorate-level operating plans, the annual performance measures and targets, and agreed budgets. The Corporate Risk Register contemplates all significant compliance, financial, reputational, operational, governance and people-related risks and assesses them in accordance with the risk appetite that has been agreed.
- The Corporate Risk Register and movement in risks are presented at each Finance & Audit Committee meeting (at least quarterly) where acceptable and tolerable levels of risk exposure are subjected to regular monitoring, and mitigation measures and actions may be agreed to reduce emerging risks depending on scale, nature and proximity.
- Trustees also review the work of the Senior Leadership Team on the oversight and management of significant risks.
- The Senior Leadership Team itself meets monthly to review key strategic and operational risks and the Corporate Risk Register and to conduct horizon scanning to assess emerging and diminishing risks and to ensure that mitigating actions and controls agreed to be in place are on track and effective.

Our most significant risks are set out below:

Principal risks and uncertainties

Principal risk	Risk management (controls and actions)
Failure to achieve long-term financial sustainability.	We have exercised significant cost controls, improved our financial planning and put in place both an invest-to-grow and invest-to-save medium-term financial approach so that we can increase our income relative to our costs, even as we work to scale our reach. Financial performance is monitored monthly by the management team, quarterly by the Finance and Audit Committee and trustees, and a half-year review exercise is undertaken to reforecast progress against our intended changes to the underlying funding model. A refreshed fundraising strategy from January 2025 is delivering results in line with our plan.
Service users we are caring for or supporting or have previously cared for or supported: • come to harm because of our action or inaction. • cause harm to other service users, staff, volunteers or members of the public as a result of our action or inaction.	Risk assessments, policies, standard operating procedures, protocols for disease outbreak, clinical governance and standards are in place and staff receive regular training in support of upholding these. The Beneficiary Services Committee reviews our work to manage this risk quarterly and the Board of Trustees receives an update in this respect quarterly.
Staff and/or volunteers come to harm due to a significant health and safety and/or fire risk event arising due to our action or inaction.	Risk assessments, policies, standard operating procedures, protocols for disease outbreak, clinical governance and standards are in place and staff receive regular training in support of upholding these. The Staff and Governance Committee reviews our work to manage this risk quarterly and the Board of Trustees receives an update in this respect quarterly. Regular monitoring, reviews, training and maintenance of facilities is overseen by the management team to ensure we continue to safeguard our staff and volunteers from harms due to our action or inaction, and business continuity protocols are in place.
Failure to comply with laws, regulations and standards	The charity's activity is regulated by a number of organisations. Policies, procedures, guidance and training are in place to complement internal systems of control to ensure we continue to comply with the laws, regulations and standards we are subject to. Adherence is regularly reviewed and monitored by management and policies, procedures and guidance are updated periodically, most notably during the preceding year when a number of policies and controls were strengthened.
Failure to deliver change	The trustees and management team recognise the charity needs to adapt and change so that we can continue to be relevant, accessible and impactful for our service users. A recently developed medium-term strategic plan outlines the roadmap for delivery of our strategic priorities to 2027/28 such that we can markedly increase our reach and shift the underlying funding and cost models at the same time. Trustees and management regularly observe and review our capacity and capability to meet our goals, and to observe and maintain the wellbeing of our staff. Remedial action is taken in year to adjust planning where required.

Safeguarding

We will not tolerate the abuse of anyone in any of its forms and we are committed to safeguarding adults and children with care and support needs and ensuring that all our services are delivered within a safe and effective framework.

We respect the rights of all service users to live their chosen life with privacy, dignity, independence, choice and fulfilment. Responsibility for working preventatively, safeguarding and protecting service users' privacy, dignity and respect does not lie with one individual or group but with all our employees at every level. Safeguarding and respect are not additional elements of our service / care provision, but integral to the delivery of high-quality and safe and effective services.

We are committed to working collaboratively and in partnership with other agencies to ensure service users access their human right to live a life that is free from harm, neglect and exploitation.

Environmental statement

We recognise our responsibility to care for the environment and aim to minimise our environmental impact in all our activities. We understand the importance of environmental protection and are committed to operating our activities responsibly and in compliance with all legal requirements under our direct control and in this year, we've made some positive progress in our efforts to become a more environmentally sustainable charity.

We manage our greenhouse gas emissions and waste and target improvements in our environmental practices. To achieve this, we have:

- Developed our Environmental Policy and Statement.
- Implemented an industry recognised methodology (ISO 14001) to measure our environmental impact against activities in specific areas of our work.

- Documented, assessed and reviewed the environmental effects of our activities on the environment using the plan-do-check-act approach.
- Reduced our waste transferred to landfill with the introduction of 'zero to landfill' contracts for domestic waste at our centres.
- Commenced programmes to reduce our energy and water wastage.
- Promoted the use of reusable, renewable and recyclable, materials.
- Continued to work closely with external agencies such as the Environment Agency, Forestry Commission and RSPCA to promote a positive impact on the environment within the grounds of our centres.
- Improved our processes and activities to meet or exceed compliance with environmental legislation and/or best practice.
- Worked with our suppliers, visitors, and other stakeholders to reduce their environmental footprint.

This year we have collected more data to measure our impact on the environment; we then target where we can reduce our impact. Our Carbon Footprint for the year was 955.62 of Carbon Dioxide Equivalent (tCO2e) in 2024/25, compared to 1043.09 tCO2e in 2023/24 thanks to energy reduction measures; after offsetting using green energy procurement and energy generation, this reduced by 62.9% to 354.35 tCO2e for the year.

Auditors

A resolution to reappoint Haysmac LLP as auditor will be put to the Members at the Annual General Meeting.

On behalf of the Trustees



John Baines
Chair of the Board

23 October 2025

Company Registration Number: 4480058, Charity Registration Number: 1093387, Scottish Charity Registration Number: SC040096, Isle of Man Charity Registration Number: 1363, Isle of Man Company Registration Number: 006421F

Independent Auditor's Report

Independent Auditor's Report to the Trustees and Members of Fire Fighters Charity

Opinion

We have audited the financial statements of the Fire Fighters Charity (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for out audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

The specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of noncompliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities . This description forms part of our Auditor's Report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steve Harper (Senior Statutory Auditor)
For and on behalf of Haysmac LLP,
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

23 October 2025

Consolidated Statement of Financial Activities - incorporating an income and expenditure account

	Note	Unrestricted funds	Restricted funds	Total 2024/25	Restated total 2023/24
		£	£	£	£
Income from:					
Donations and legacies	1	8,602,547	294,567	8,897,114	7,477,184
Charitable activities	2	39,726	179,500	219,226	249,356
Investments	3	512,808	0	512,808	548,904
Commercial and trading activities	4	1,590,471	0	1,590,471	1,834,781
Total income		**10,745,552**	**474,067**	**11,219,619**	**10,110,225**
Expenditure on:					
Donations and legacies	5	2,689,791	0	2,689,791	2,426,700
Trading activities	5	569,473	0	569,473	532,247
Investment management	5	94,382	0	94,382	100,305
Generating funds		**3,353,646**	**0**	**3,353,646**	**3,059,252**
Expenditure on:					
Clinical care	5	4,647,327	376,016	5,023,343	4,831,774
Wellbeing support	5	2,731,333	49,796	2,781,129	2,751,351
Practical support	5	693,959	41,814	735,773	705,927
Information and advice	5	424,816	0	424,816	413,197
Charitable activities		**8,497,435**	**467,626**	**8,965,061**	**8,702,249**
Total expenditure		**11,851,081**	**467,626**	**12,318,707**	**11,761,501**
Net (expenditure)/income before investment gains and losses		**(1,105,529)**	**6,441**	**(1,099,088)**	**(1,651,276)**
Net (losses)/gains on investments	11	(74,571)	0	(74,571)	1,003,456
Net (expenditure)/income		**(1,180,100)**	**6,441**	**(1,173,659)**	**(647,820)**
Gains on revaluations of fixed assets		19,980,753	0	19,980,753	0
Actuarial gains/(losses) on Defined Benefit Pension Scheme	7	(3,836)	0	(3,836)	(3,707)
Net movement in funds		**18,796,817**	**6,441**	**18,803,258**	**(651,527)**
Total funds brought forward as previously reported		31,281,014	329,906	31,610,920	32,171,740
Prior year adjustment	22	(658,184)	0	(658,184)	(567,477)
Total funds brought forward as restated		**30,622,830**	**329,906**	**30,952,736**	**31,604,263**
Total funds carried forward	**16**	**49,419,647**	**336,347**	**49,755,994**	**30,952,736**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.
Fire Fighters Charity is a company limited by guarantee registered in England number: 4480058.

Consolidated Balance Sheet - company number 4480058

	Note	2024/25	Restated 2023/24
		£	£
Fixed assets			
Tangible assets	9	33,184,419	13,122,307
Investments	10	14,528,233	15,602,804
		47,712,652	28,725,111
Current assets			
Stocks	12	26,754	39,323
Debtors	13	1,882,691	1,470,027
Cash at bank and in hand		1,035,680	1,276,354
		2,945,125	2,785,704
Creditors: Amounts falling due within one year	14	(1,082,763)	(742,895)
Net current assets		**1,862,362**	**2,042,809**
Defined Benefit Pension Scheme	7	180,980	184,816
Net assets		**49,755,994**	**30,952,736**
Funds			
Restricted funds	16	336,347	329,906
Designated funds	16	35,494,419	17,440,903
General funds	16	13,925,228	13,181,927
Total funds		**49,755,994**	**30,952,736**

Approved and authorised for issue by the Charity Trustees on 23 October 2025 and signed on their behalf by



John Baines – Chair

Consolidated Cash Flow Statement

	Note	2024/25	2023/24
		£	£
Cashflows from operating activites:			
Net cash used in operating activties	19	(1,121,624)	(1,417,611)
Cash flows from investing activities:			
Dividends, interest and rents from investments	3	512,808	548,904
Purchase of tangible fixed assets	9	(631,858)	(168,779)
Sale of investments	10	1,000,000	1,000,000
Net cash generated by investing activities		**880,950**	**1,380,125**
Change in cash and cash equivalents in the year		**(240,674)**	**(37,486)**
Cash and cash equivalents at the beginning of the year		**1,276,354**	**1,313,840**
Cash and cash equivalents at the end of the year		**1,035,680**	**1,276,354**

Charity Statement of Financial Activities - incorporating an income and expenditure account

	Note	Unrestricted funds	Restricted funds	Total 2024/25	Restated total 2023/24
		£	£	£	£
Income from:					
Donations and gifts	1	8,602,547	294,567	8,897,114	7,477,184
Charitable activities	2	39,726	179,500	219,226	249,356
Investments	3	1,397,374	0	1,397,374	1,651,604
Total income		**10,039,647**	**474,067**	**10,513,714**	**9,378,144**
Expenditure on:					
Donations and legacies	5	2,675,954	0	2,675,954	2,415,022
Trading activities	5	360,934	0	360,934	339,884
Investment management	5	94,382	0	94,382	100,305
Generating funds		**3,131,270**	**0**	**3,131,270**	**2,855,211**
Expenditure on:					
Clinical care	5	4,380,007	376,016	4,756,023	4,600,050
Wellbeing	5	2,463,616	49,796	2,513,412	2,519,324
Practical support	5	691,423	41,814	733,237	704,278
Information and advice	5	421,114	0	421,114	411,294
Charitable activities		**7,956,160**	**467,626**	**8,423,786**	**8,234,946**
Total expenditure		**11,087,430**	**467,626**	**11,555,056**	**11,090,157**
Net (expenditure)/income before investment gains and losses		**(1,047,783)**	**6,441**	**(1,041,342)**	**(1,712,013)**
Net (losses)/gains on investments	10	(74,571)	0	(74,571)	1,003,456
Net (expenditure)/income		(1,122,354)	6,441	(1,115,913)	(708,557)
Gains/(losses) on revaluations of fixed assets		19,980,753	0	19,980,753	0
Actuarial gains/(losses) on Defined Benefit Pension Scheme	7	(3,836)	0	(3,836)	(3,707)
Net movement in funds		**18,854,563**	**6,441**	**18,861,004**	**(712,264)**
Total funds brought forward as previously reported		31,154,809	329,906	31,484,715	32,106,272
Prior year adjustment	22	(658,184)	0	(658,184)	(567,477)
Total funds brought forward as restated		**30,496,625**	**329,906**	**30,826,531**	**31,538,795**
Total funds carried forward	**16**	**49,351,188**	**336,347**	**49,687,535**	**30,826,531**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.
Fire Fighters Charity is a company limited by guarantee registered in England Number: 4480058.

Charity Balance Sheet - company number 4480058

	Note	2024/25	Restated 2023/24
		£	£
Fixed assets			
Tangible assets	9	33,184,419	13,122,307
Investments	10	14,528,233	15,602,804
Investments in group companies	11	4	4
		47,712,656	28,725,115
Current assets			
Stocks	12	11,034	11,724
Debtors	13	1,878,265	1,290,222
Cash at bank and in hand		794,149	1,194,592
		2,683,448	2,496,538
Creditors: Amounts falling due within one year	14	(889,549)	(579,938)
Net current assets		**1,793,899**	**1,916,600**
Defined Benefit Pension Scheme	7	180,980	184,816
Net assets		**49,687,535**	**30,826,531**
Funds			
Restricted funds	16	336,347	329,906
Designated funds	16	35,494,419	17,440,903
General funds	16	13,856,769	13,055,722
Total funds		**49,687,535**	**30,826,531**

Approved and authorised for issue by the Charity Trustees on 23 October 2025 and signed on their behalf by



John Baines – Chair

Charity Cash Flow Statement

	Note	2024/25	2023/24
		£	£
Cashflows from operating activites:			
Net cash used in operating activties	19	(2,165,959)	(2,510,821)
Cash flows from investing activites:			
Dividends, interest and rents from investments	3	512,538	548,669
Purchase of tangible fixed assets	9	(631,858)	(168,779)
Gift Aid payment from subsidiary	3	884,836	1,102,935
Sale of investments	10	1,000,000	1,000,000
Net cash generated by investing activities		**1,765,516**	**2,482,825**
Change in cash and cash equivalents in the year		**(400,443)**	**(27,996)**
Cash and cash equivalents at the beginning of the year		**1,194,592**	**1,222,588**
Cash and cash equivalents at the end of the year		**794,149**	**1,194,592**

Accounting policies

Basis of preparation

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice, comprising the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities issued in 2019; applicable to charities preparing their accounts in accordance with financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, except as otherwise described in the accounting policies.

Basis of consolidation

The consolidated financial statements incorporate the results of the charity and its subsidiary undertakings as detailed in note 4. The consolidated entity is referred to as 'the Group'. The group accounts consolidate the accounts of the charitable company and its subsidiary companies. Intra-group balances and transactions are eliminated on consolidation. The results of the subsidiary companies are consolidated on a line-by-line basis.

Going concern considerations

As required by the Charities Statement of Recommended Practice (FRS 102), we assess whether there are any uncertainties that may cast doubt over our ability to continue as a going concern. For this assessment, we have considered the period across the 2025/26 to 2027/28 financial plan which more than covers the minimum recommended period as required. Based on the financial modelling undertaken using base date from this financial plan, no materiality uncertainties have been identified regarding the charity's ability to continue as a going concern.

Income

Donations and gifts are recognised in the Statements of Financial Activities and Balance Sheets as soon as there is entitlement, probability of receipt and an ability to measure the value.

Income from legacies is recognised when the legacy has been received or when the charity has been notified of entitlement of the legacy prior to the year end and it is probable that the legacy will be received, defined when:

- there has been grant of probate,
- the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- any conditions attached to the legacy either are within the control of the charity or have been met.

Lottery income is recognised based on the number of tickets included in each monthly draw. Any tickets purchased for future draws are deferred until that draw takes place.

Grant income is recognised on notification when there is entitlement, likelihood of receipt is probable, and the amount can be measured.

Gift Aid receivable is included in income when there is a valid Gift Aid declaration and the donation has been received.

Incoming resources in the form of gifts in kind are included in the Statements of Financial Activities when they are seen as having a value in excess of £1,000. Assets given for use by the charity are recognised as incoming resources and within the relevant fixed asset category of the Balance Sheet when received. An amount equal to the donation's income recognised on gifts in kind and goods or services received free of charge is included within the most relevant category of expenditure to which the donation relates.

Income received in advance is included in deferred income.

Dividends are recognised in the Statements of Financial Activities and Balance Sheets when they are receivable.

Bank interest is included in the Statements of Financial Activities and Balance Sheets when receivable.

Income from trading activities

Income generated by properties held for investment is included in the Statement of Financial Activities in line with tenancy agreements.

Trading income is recognised as services or goods provided or despatched.

Expenditure

Expenditure is recognised on an accruals basis.

The value of purchase invoices not paid until after the year-end but relating to the year has been included in the Statements of Financial Activities and Balance Sheets.

Liabilities are recognised as soon as there is a legal or constructive liability committing the charity to pay out resources.

Charitable expenditure is allocated against the core beneficiary need areas supported by the charity.

Irrecoverable VAT is not separately analysed and is charged to the Statements of Financial Activities and Balance Sheets when the expenditure to which it relates is incurred and is allocated as part of the expenditure to which it relates.

Grants are paid and expensed as they are authorised, and the recipient is notified of the grant award and a legal or constructive obligation is created.

Expenditure, inclusive of any irrecoverable VAT, is accounted for on an accruals basis as liabilities are incurred. Where appropriate, costs are deferred so as to permit recognition in the same accounting period as related income.

Leases

Amounts due under operating leases are charged to the Statements of Financial Activities and Balance Sheets on a straight-line basis over the term of the lease.

Equipment purchased under finance leases is capitalised as if purchased outright with depreciation charged to the Statements of Financial Activities, interest is charged equally over the length of the lease.

Tangible fixed assets

The method of recognition of some tangible fixed assets has changed for the financial year 2024/25. Property is now held using the revaluation method and revalued annually with annual gains or losses held in the revaluation account within the Statement of Funds and Reserves. All other tangible fixed assets are valued using the cost method.

Tangible fixed assets held during the cost method are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposals.

Capitalisation and depreciation of tangible fixed assets held at cost

Expenditure on tangible fixed assets is capitalised if the cost of the asset, or a group of related assets, is £5,000 or more. The cost of tangible fixed assets is their purchase cost together with any incidental expenses of acquisition. Tangible fixed assets are stated at cost net of depreciation. All tangible fixed assets, other than freehold land and assets in progress are depreciated using the straight-line method over their estimated useful lives as follows:

Freehold and long-leasehold property	30-50 years
Building improvements	5-25 years
Furniture and equipment	3-10 years
Plant and machinery	5-7 years
Motor vehicles	4-7 years

Assets in the course of construction are not depreciated until brought into operational use. Any assets that are impaired in value are written down to their recoverable amount.

Apportionment of expenditure

Expenditure is apportioned under the guidance of Financial Reporting Standard 102 and analysed between costs of generating funds, charitable activities, and governance costs:

The method of apportionment is as follows:

1. Costs attributable solely to one activity are allocated to that activity
2. Costs that contribute directly to the output of more than one activity are apportioned on a reasonable, justifiable, and consistent basis,
3. Support and governance costs are apportioned on either a time allocated or employee number basis.

Stocks

Stocks are stated at the lower of cost and net realisable value. Net realisable value of stocks for re-sale is derived from the estimated selling prices of the stock less direct selling costs. Consumable stocks are valued at cost, unless it is anticipated that the stocks will not be used in the foreseeable future. In the latter case, the stocks are not valued.

Investments

Investments and investment gains and losses

Stocks and shares quoted on the London Stock Exchange are included in the Balance Sheets at their market value as at the year end date.

Investment management fees are charged as part of a managed fund and deducted before income is distributed. The fund incurs a management charge of 0.65%, this equated to £82k in 2024/25 (2023/24 £87k).

Investment properties are included in the Balance Sheets at their market value as at the year-end date. Any gains or losses on revaluation are recognised in the Statements of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Financial instruments

The charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Funds

Restricted funds are those funds received which have been donated based on of the charity using those funds for a specific purpose as outlined by the donor

Designated funds are created out of unrestricted funds for specific purposes. Funds are released once the purposes have been fulfilled or when the trustees are of the opinion that circumstances no longer warrant the designation of funds. The value and purpose of each designated fund can be found in note 16 to the accounts.

The revaluation reserve has been created to reflect the change in valuation of our charitable property on revaluation at year-end. This reserve was newly created in 2024/25 as the method of recognition for property changed to the revaluation method.

General funds are the accumulated unrestricted funds of the charity, which have not been designated for a specific purpose. There is a specific minimum amount the trustees require to be held as general funds; this is outlined in the reserves policy on page 44-45.

Liquid resources

Liquid resources are represented by monies held by the charity's investment managers for investment purposes. These funds are held as cash deposits.

Retirement benefits

For defined benefit scheme the amount charged to resources expended in respect of pension costs and other post-retirement benefits is the estimated regular cost of providing the benefits accrued in the year, adjusted to reflect variations from that cost. The interest cost and expected return on assets are included within resources expended.

Actuarial gains and losses arising from new valuations and from updating valuations to the Balance Sheet date are recognised in the Statements of Financial Activities and Balance Sheets as actuarial gains and losses on Defined Benefit Pension Scheme.

The defined benefit scheme is funded, with the assets held separately from the group in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every 3 years, and updated to reflect current conditions at each Balance Sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency. A pension scheme asset is recognised on the Balance Sheets only to the extent that the surplus may be recovered by reduced future contributions or to the extent that the trustees have agreed a refund from the scheme at the Balance Sheet date. A pension scheme liability is recognised to the extent that the group has a legal or constructive obligation to settle the liability.

For the defined pension contribution scheme the amount charged to Statements of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheets

Critical accounting judgements and sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements and estimate have had the most significant effect on amounts recognised in the financial statements.

Property Valuation

A change in accounting policy has been made in the financial year 2024/25 with property now being held using the revaluation method. Property is a significant financial asset to the charity and whilst every effort has been made using reputable surveyors to value the charity's property, there is an inherent uncertainty in valuing property of the scale and magnitude held by the charity.

Pension Asset Recognition

The scheme surplus is recognised as an asset at the quantitiy to which the Group has an unconditional right to a refund of any ultimate surplus from the scheme or has an unconditional right to the benefits of a surplus of the scheme. The pension asset has been recognised on the basis of the value of the overpayments made against the scheme in addition to the current value of the future benefit of employer contributions no longer required to be paid due to the surplus position of the scheme. This is a highly judgemental area of accounting and critical assumptions and estimates have been required which include the discount rate used to calculate the value of the future benefit of employer contributions and the likelihood of recoverability of overpayments if the scheme were to be closed at any point.

Legacy Pipeline Valuation

There is inherent uncertainty in the probate valuation of estates as a result of the nature of underlying assets and liabilities, the time that may elapse between probate and closure, and other contingencies that attend the estate. While this area does not meet the FRS 102 definition of a significant estimate, the measurement of legacies involves significant estimation uncertainty.

1 Income from donations and legacies

	2024/25			Restated 2023/24		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Donations	6,450,034	211,567	6,661,601	6,646,379	105,594	6,751,973
Legacies	2,152,513	83,000	2,235,513	716,211	9,000	725,211
	8,602,547	**294,567**	**8,897,114**	**7,362,590**	**114,594**	**7,477,184**

During the year, the decision was made to recognise income using categories that more accurately represent the income type. This has not affected total income but only classification of that income for disclosure purposes. This affects the prior year income disclosed in notes 1 to 3.

Income includes aggregated unconditional donations from 3 trustees (2023/24: 5 trustees) totalling £151 (2023/24: £182).

We are grateful to volunteers who assist our charity in a variety of roles including co-ordinating fundraising activities, raising awareness of our services and supporting beneficiaries through the provision of living well groups and telephone befriending. The aggregate time given by all volunteers in 2024/25 was more than 85,000 hours and such activity provides a significant contribution to the success of our charity. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of these volunteers is not recognised in the accounts.

2 Income from charitable activities

	2024/25			Restated 2023/24		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Centre-based service delivery	39,726	0	39,726	65,756	0	65,756
Crisis Line	0	179,500	179,500	0	183,600	183,600
	39,726	**179,500**	**219,226**	**65,756**	**183,600**	**249,356**

3 Income from investments

	2024/25	2023/24	Restated 2024/25	2023/24
	Group	Group	Charity	Charity
	£	£	£	£
Income from listed investments	378,096	422,125	378,096	422,125
Income from investment properties	113,150	111,395	113,150	111,395
Interest	21,562	15,384	21,292	15,149
Gift Aid payment from subsidiary	0	0	884,836	1,102,935
	512,808	**548,904**	**1,397,374**	**1,651,604**

In 2024/25, as in the prior year, all income from investments was unrestricted.

4 Income from trading activities

Fire Fighters Trading Limited is a wholly owned trading subsidiary and a company incorporated in England & Wales (company number 3816625).

The trading subsidiary pursues commercial ventures for the charity, some of which make use of the charity's rehabilitation, recuperation and other facilities, as well as selling products with the Fire Fighters Charity branding.

The non-charitable net income of the subsidiary is as follows:

	2024/25	2023/24
	£	£
Trading turnover	1,590,471	1,834,781
Cost of sales	(472,560)	(456,108)
Gross profit	**1,117,911**	**1,378,673**
Administrative expense	(315,308)	(239,832)
Other operating income	24,219	24,596
Operating profit	**826,822**	**1,163,437**
Other interest receivable	266	235
Profit before and after taxation	**827,088**	**1,163,672**

As at 31 March 2025, the company's net assets comprised current assets of £413,939 (2023/24: £341,321) and current liabilities of £345,475 (2023/24: £188,109). The profit is gifted to the charity.

The financial information for this company has been extracted from the company's financial statements for the year ended 31 March 2025.

The audit report on these financial statements was unqualified.

5 Analysis of expenditure

Group	Direct costs	Support costs	Total 2024/25	Restated Direct costs	Support costs	Total 2023/24
	£	£	£	£	£	£
Costs of generating:						
Donations and legacies	1,766,573	923,218	2,689,791	1,582,384	844,316	2,426,700
Trading activities	242,361	327,112	569,473	230,411	301,836	532,247
Investment management costs	94,382	0	94,382	100,305	0	100,305
	2,103,316	**1,250,330**	**3,353,646**	**1,913,100**	**1,146,152**	**3,059,252**
Costs of:						
Clinical care	4,180,456	842,887	5,023,343	3,972,555	859,219	4,831,774
Wellbeing support	2,299,144	481,985	2,781,129	2,212,369	538,982	2,751,351
Practical support	534,825	200,948	735,773	510,469	195,458	705,927
Information and advice	242,667	182,149	424,816	228,428	184,769	413,197
	7,257,092	**1,707,969**	**8,965,061**	**6,923,821**	**1,778,428**	**8,702,249**
Total Expenditure	**9,360,408**	**2,958,299**	**12,318,707**	**8,836,921**	**2,924,580**	**11,761,501**

Charity	Direct costs	Support costs	Total 2024/25	Restated Direct costs	Support costs	Total 2023/24
	£	£	£	£	£	£
Costs of generating:						
Donations and gifts	1,766,573	909,381	2,675,954	1,582,384	832,638	2,415,022
Trading activities	41,118	319,816	360,934	44,105	295,779	339,884
Investment management costs	94,382	0	94,382	100,305	0	100,305
	1,902,073	**1,229,197**	**3,131,270**	**1,726,794**	**1,128,417**	**2,855,211**
Costs of:						
Clinical care	3,916,810	839,213	4,756,023	3,743,238	856,812	4,600,050
Wellbeing support	2,035,497	477,915	2,513,412	1,982,687	536,637	2,519,324
Practical support	534,825	198,412	733,237	510,469	193,809	704,278
Information and advice	242,667	178,447	421,114	228,428	182,866	411,294
	6,729,799	**1,693,987**	**8,423,786**	**6,464,822**	**1,770,124**	**8,234,946**
Total Resources Expended	**8,631,872**	**2,923,184**	**11,555,056**	**8,191,616**	**2,898,541**	**11,090,157**

Included within the balances above are governance costs of £97,628 (2023/24: £78,195) and auditor's remuneration of £27,000 (2023/24: £22,675), of which the charity costs are £23,000 (2023/24: £19,850).

The cost of governance has increased in 2024/25 in order to support the current strategic plan which involves the additional costs of management time to deliver key activities.

Analysis of of support costs	2024/25	2023/24
	£	£
Staff costs	1,752,430	1,722,994
Office costs	505,929	443,162
Depreciation	20,367	23,988
VAT irrecoverable	116,786	127,466
Travel costs	58,495	63,900
Other costs	504,292	543,070
	2,958,299	**2,924,580**

6 Staff costs

	2024/25	2023/24
	£	£
Wages and salaries	5,770,826	5,350,027
Social security costs	548,206	504,772
Pension costs	562,412	517,279
	6,881,444	**6,372,078**

The number of employees whose emoluments amounted to over £60,000 in the year was as follows:

	2024/25	2023/24
£60,001 - £70,000	3	
£70,001 - £80,000	3	1
£80,001 - £90,000	3	2
£100,001 - £110,000		1
£120,001 - £130,000		1
£130,001 - £140,000	1	

The key management personnel of the Group are the Chief Executive and the Senior Leadership Team of the charity. They are also the key management personnel for the Fire Fighters Trading Limited. The Senior Leadership Team are detailed on page 71. The total employee benefits of the key management personnel of the Group and the charity were £589,650 (2023/24: £530,487).

During 2024/25, there has been a temporary increase in the number of individuals comprising the Senior Leadership Team in order to provide the capability and capacity required to deliver the medium term strategic plan to 2027/28.

The trustees were not paid or did not receive any other benefits from employment with the charity or its subsidiary in the year (2023/24: Nil). Travel, accommodation, and subsistence expenses totalling £3,558 (2023/24: £5,003) were reimbursed to 8 trustees (2023/24: 9).

There were no redundancy payments made in the year (2023/24: Nil) and two ex gratia payments of £28,467 (2023/24: Nil). The average number of staff employed during the year was 211 (2023/24: 206).

Numbers employed, calculated on a full-time equivalent basis, analysed by function were:

	2024/25	Restated 2023/24
Clinical Care	33	37
Wellbeing support	15	15
Practical support	5	5
Information and advice	2	3
Donations and legacies	14	12
Trading	1	1
Support	19	25
	89	**98**

7 Pension costs

During the year, the Charity identified and corrected errors relating to the accounting treatment of the Defined Benefit Pension Scheme in the previous two financial year (2022/2023 and 2023/24). Details of the corrections are disclosed in note 22.

	2024/25	2023/24
	£'000	£'000
Amounts recognised in the balance sheet		
Fair value of employer assets	1,685	1,716
Present value of funded liabilities	(747)	(873)
	938	**843**

	2024/25	2023/24
	£'000	£'000
Reconciliation of defined benefit obligation		
Opening defined benefit obligation	873	891
Current service cost	6	7
Interest cost	40	41
Contributions by members	2	2
Changes in assumptions	(107)	(3)
Estimated benefits paid	(67)	(65)
Closing defined benefit obligation	**747**	**873**
Reconciliation of fair value of employer assets		
Opening fair value of employer assets	1,716	1,647
Interest income	81	77
Contributions by members	2	2
Contributions by employer	0	0
Return of assets excl. amounts included in net interest	(47)	55
Benefits paid	(67)	(65)
Closing fair value of employer assets	**1,685**	**1,716**

The major categories of plan assets as a percentage of total plan assets

	2024/25	2023/24
Equities	52%	56%
Bonds	39%	30%
Property	8%	12%
Cash	1%	2%
Total	**100%**	**100%**

Principal actuarial assumptions

	2024/25	2023/24
Pension increase rate	2.80%	2.80%
Salary increase rate	4.30%	4.30%
Discount rate	5.80%	4.80%

As at the date of the most recent valuation, the duration of the Employer's funded liabilities is 12 years.

Mortality:
Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2023 model, with a 15% weighting of 2023 (and 2022) data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	21.6 years	22.5 years
Future pensioners*	22.1 years	26.6 years

* Figures assume members aged 45 as at the last formal valuation date.

Commutation:
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

The charity operates a defined benefit contribution scheme for which the charge in the year was £562k (2023/24: £543k). No amount was unpaid at the year end (2023/24: £46k).

8 Taxation

There was no taxation charge for the period. Taxable profits are dependent on the extent to which subsidiary company profits are distributed to the charity by way of Gift Aid.

9 Tangible assets

	2024/25			
	Property	Equipment	Vehicles	Total
	£	£	£	£
Cost:				
At 1st April 2024	16,255,126	4,344,084	81,893	20,681,103
Additions	19,121	612,737	0	631,858
Transfers	0	0	0	0
Disposals	0	0	0	0
Revaluations	19,980,753	0	0	19,980,753
At 31 March 2025	**36,255,000**	**4,956,821**	**81,893**	**41,293,714**
Depreciation:				
At 1st April 2024	4,421,158	3,082,939	54,699	7,558,796
Depreciation charge	318,957	223,104	8,438	550,499
Depreciation on disposals		0	0	0
Revaluations	0	0	0	0
At 31 March 2025	**4,740,115**	**3,306,043**	**63,137**	**8,109,295**
Net book value:				
At 31 March 2025	31,514,885	1,650,778	18,756	33,184,419
At 31 March 2024	11,833,968	1,261,145	27,194	13,122,307

The net book value at 31 March 2025 represents fixed assets used for:

	2024/25			
	Property	Equipment	Vehicles	Total
	£	£	£	£
Clinical and wellbeing support	28,993,694	1,588,834	18,755	30,601,283
Social health and wellbeing	2,509,564	10,451	0	2,520,015
Head office and other assets	11,627	51,494	0	63,121
	31,514,885	**1,650,779**	**18,755**	**33,184,419**

The net book value at 31 March 2024 represents fixed assets used for:

	2024/25			
	Property	Equipment	Vehicles	Total
	£	£	£	£
Clinical and wellbeing support	10,934,941	1,175,496	27,193	12,137,630
Social health and wellbeing	887,336	13,837	0	901,173
Head office and other assets	11,692	71,812	0	83,504
	11,833,969	**1,261,145**	**27,193**	**13,122,307**

10 Investments

	2024/25	2023/24
	£	£
Market value at 1 April 2024	15,602,804	15,523,364
Reclassification from fixed assets	0	75,984
	15,602,804	**15,599,348**
Disposal proceeds	(1,000,000)	(1,000,000)
Unrealised (loss)/gain on revaluation at 31 March 2025	(74,571)	1,003,456
	14,528,233	15,602,804
Market Value at 31 March 2025	14,528,233	15,602,804
Historical Cost at 31 March 2025	**7,631,841**	**8,199,557**

All investments are listed on recognised exchanges and no individual investment exceeds 5% of the total fund.

	2024/25	Restated 2023/24
	£	£
Analysis of investments:		
Unit trusts	12,218,233	13,292,804
Investment property	2,310,000	2,310,000
Market value at 31 March 2025	**14,528,233**	**15,602,804**

11 Investments in group companies

The charity holds shares in two wholly-owned subsidiary companies incorporated in England at a cost of £2 each. A summary of their activities and financial position is as follows:

	Turnover and other operating income	Net profit before tax	Net assets
	£	£	£
Fire Fighters Trading Limited	1,614,690	827,088	68,464
FSNBF Limited (dormant)	0	0	2

12 Stocks

	2024/25 Group	2023/24 Group	2024/25 Charity	2023/24 Charity
	£	£	£	£
Goods for resale	15,720	27,599	0	0
Consumables	11,034	11,724	11,034	11,724
	26,754	**39,323**	**11,034**	**11,724**

13 Debtors

	2024/25 Group £	2023/24 Group £	2024/25 Charity £	2023/24 Charity £
Trade debtors	134,457	183,293	0	0
Other debtors	2,354	43,390	2,354	43,390
Prepayments & accrued income	1,745,880	1,243,344	1,723,650	1,221,677
Amounts owed by subsidiaries	0	0	152,261	25,155
	1,882,691	**1,470,027**	**1,878,265**	**1,290,222**

14 Creditors

	2024/25 Group £	2023/24 Group £	2024/25 Charity £	2023/24 Charity £
Trade creditors	675,840	339,103	669,159	330,706
Other taxation & social security	110,116	158,333	93,244	87,246
Other creditors	54,789	95,347	16,463	93,592
Accruals and deferred income	242,018	150,112	110,683	68,394
Amounts owed to subsidiaries	0	0	0	0
	1,082,763	**742,895**	**889,549**	**579,938**

15 Deferred income

	As at 1 April 2024 £	Released in the year £	Deferred in the year £	As at 31 March 2025 £
Rental deposits	65,926	(65,926)	70,794	70,794
Lottery	15,492	(15,492)	13,468	13,468
Facility Hire	11,615	(11,615)	54,470	54,470
Rental leases	2,432	(2,432)	3,151	3,151
	95,465	**(95,465)**	**141,883**	**141,883**

The previous year deferred income was released in 2024/25.

Facility hire deferred income relates to invoices for facility hire that have been generated in advance of the facility hire occurring.

Rental leases deferred income relates to tenants at the investment properties who have paid rent in advance.

Lottery deferred income relates to payments made in advance of future lottery draws, which will be released when those draws occur.

16 Statement of funds

At 31 March 2025 the Group had funds analysed as follows:

	1 April 2024 Restated Balance b/fwd £	Income £	Expenditure	Transfers £	31 March 2025 Balance c/fwd £
Restricted funds:					
Charitable activities	329,906	474,067	(467,626)	0	336,347
Designated funds:					
Fixed asset fund	13,122,307	0	0	81,359	13,203,666
Revaluation reserve	0	0	0	19,980,753	19,980,753
Investment property	2,310,000	0	0	0	2,310,000
Strategic plan designation	2,008,596	0	0	(2,008,596)	0
Total designated funds	**17,440,903**	**0**	**0**	**18,053,516**	**35,494,419**
General funds:					
Free reserves	12,997,111	10,745,552	8,055,101	(18,053,516)	13,744,248
Pension fund surplus/(deficit)	184,816	0	(3,836)	0	180,980
Total general funds	**13,181,927**	**10,745,552**	**8,051,265**	**(18,053,516)**	**13,925,228**
Total funds	**30,952,736**	**11,219,619**	**7,583,639**	**0**	**49,755,994**

At 31 March 2025 the charity had funds analysed as follows:

	1 April 2024 Restated Balance b/fwd £	Income £	Expenditure	Transfers £	31 March 2025 Balance c/fwd £
Restricted funds:					
Charitable activities	329,906	474,067	(467,626)	0	336,347
Designated funds:					
Fixed asset fund	13,122,307	0	0	81,359	13,203,666
Revaluation reserve	0	0	0	19,980,753	19,980,753
Investment property	2,310,000	0	0	0	2,310,000
Strategic plan fund	2,008,596	0	0	(2,008,596)	0
Total designated funds	**17,440,903**	**0**	**0**	**18,053,516**	**35,494,419**
General funds:					
Free reserves	12,870,906	10,039,647	8,818,752	(18,053,516)	13,675,789
Pension fund surplus/(deficit)	184,816	0	(3,836)	0	180,980
Total general funds	**13,055,722**	**10,039,647**	**8,814,916**	**(18,053,516)**	**13,856,769**
Total funds	**30,826,531**	**10,513,714**	**8,347,290**	**0**	**49,687,535**

Charitable activities: This restricted fund represents gifts and grants that are to be spent in line with the wishes of the donors, the restrictions on which may include supporting beneficiaries from a defined geographical area or the purchase of equipment.
Fixed asset fund: This represents the net book value of fixed assets. Transfers represent fixed asset activity relating to other funds held.

Investment property fund: This fund represents property held by the charity which is being used for investment purposes.

Strategic plan designation: This fund was created to earmark specific funds to planned strategic plan deficits. The £2m balance at the end of March 2024 represented the planned deficit for 2024/25.

At 31 March 2024 the Group planned funds analysed as follows:

	1 April 2023 Balance b/fwd	Income	Expenditure	Transfers	31 March 2024 Balance c/fwd
	£	£		£	£
Restricted funds:					
Charitable activities	234,917	298,194	(203,205)	0	329,906
Designated funds:					
Fixed asset fund	13,594,116	0	0	(471,809)	13,122,307
Investment property	2,100,000	0	0	210,000	2,310,000
Strategic plan designation	2,809,613	0	0	(801,017)	2,008,596
Total designated funds	**18,503,729**	**0**	**0**	**(1,062,826)**	**17,440,903**
General funds:					
Free reserves	12,677,094	9,812,031	(10,554,840)	1,062,826	12,997,111
Pension fund surplus/(deficit)	188,523	0	(3,707)		184,816
Total general funds	**12,865,617**	**9,812,031**	**(10,558,547)**	**1,062,826**	**13,181,927**
Total funds	**31,604,263**	**10,110,225**	**(10,761,752)**	**0**	**30,952,736**

At 31 March 2024 the charity had funds analysed as follows:

	1 April 2023 Balance b/fwd	Income	Expenditure	Transfers	31 March 2024 Balance c/fwd
	£	£		£	£
Restricted funds:					
Charitable activities	234,917	298,194	(203,205)	0	329,906
Designated funds:					
Fixed asset fund	13,594,116	0	0	(471,809)	13,122,307
Investment property	2,100,000	0	0	210,000	2,310,000
Strategic plan designation	2,809,613	0	0	(801,017)	2,008,596
Total designated funds	**18,503,729**	**0**	**0**	**(1,062,826)**	**17,440,903**
General funds:					
Free reserves	12,611,626	9,079,950	(9,883,496)	1,062,826	12,870,906
Pension fund surplus/(deficit)	188,523	0	(3,707)	0	184,816
Total general funds	**12,800,149**	**9,079,950**	**(9,887,203)**	**1,062,826**	**13,055,722**
Total funds	**31,538,795**	**9,378,144**	**(10,090,408)**	**0**	**30,826,531**

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

As we move through a period of strategic change, the Board have identified the need for a more flexible reserves policy. The Board have identified that an amount equivalent to betwee 6 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs.

As at 31 March 2025 there were £13.0m of free reserves, which represented an amount approximately equivalent to 12 months of the budgeted expenditure for 2025/26.

17 Analysis of net assets by fund

At 31 March 2025 the Group had funds analysed as follows:

	Restricted funds	Designated funds	General funds	Total 2025
	£	£	£	£
Tangible fixed assets	0	33,184,419	0	33,184,419
Fixed asset investment	0	14,528,233	0	14,528,233
Net current assets	336,347	(12,218,233)	13,744,248	1,862,362
Long term liabilities (includes pension)	0	0	180,980	180,980
Total funds	**336,347**	**35,494,419**	**13,925,228**	**49,755,994**

At 31 March 2025 the charity had funds analysed as follows:

	Restricted funds	Designated funds	General funds	Total 2025
	£	£	£	£
Tangible fixed assets	0	33,184,419	0	33,184,419
Fixed asset investment	0	14,528,233	4	14,528,237
Net current assets	336,347	(12,218,233)	13,675,785	1,793,899
Long term liabilities (includes pension)	0	0	180,980	180,980
Total funds	**336,347**	**35,494,419**	**13,856,769**	**49,687,535**

At 31 March 2024 the Group had funds analysed as follows:

		Restated		
	Restricted funds	Designated funds	General funds	Total 2024
	£	£	£	£
Tangible fixed assets	0	13,122,307	0	13,122,307
Fixed asset investment	0	15,602,804	0	15,602,804
Net current assets	329,906	(11,284,208)	12,997,111	2,042,809
Long term liabilities (includes pension)	0	0	184,816	184,816
Total funds	**329,906**	**17,440,903**	**13,181,927**	**30,952,736**

At 31 March 2024 the charity had funds analysed as follows:

		Restated		
	Restricted funds	Designated funds	General funds	Total 2024
	£	£	£	£
Tangible fixed assets	0	13,122,307	0	13,122,307
Fixed asset investment	0	15,602,804	4	15,602,808
Net current assets	329,906	(11,284,208)	12,870,902	1,916,600
Long term liabilities (includes pension)	0	0	184,816	184,816
Total funds	**329,906**	**17,440,903**	**13,055,722**	**30,826,531**

18 Operating lease commitments

At 31 March 2025 the Group was committed to total payments in respect of operating leases which expire:

	2024/25	2023/24
	£	£
Land and buildings:		
Within one year	129,215	129,215
Within 2 to five years	0	172,287
Operating leases:		
Within one year	5,053	5,053
Within 2 to five years	0	0

19 Reconciliation of net income (expenditure) to net cash flow from operating activities

	2024/25 Group	Restated 2023/24 Group	2024/25 Charity	Restated 2023/24 Charity
	£	£		
Net (Expenditure)/Income	(1,173,659)	(647,820)	(1,115,913)	(708,557)
Depreciation	550,499	564,604	550,499	564,604
Losses/(Gains) on investments	74,571	(1,003,456)	74,571	(1,003,456)
Dividends, interest and rents from investments	(512,808)	(548,904)	(512,538)	(548,669)
Gift Aid payment from subsidiary	0	0	(884,836)	(1,102,935)
Decrease/(Increase) in stocks	12,569	18,710	690	(1,803)
(Increase)/decrease in debtors	(412,664)	134,899	(588,043)	227,851
Decrease/(Increase) in creditors	339,868	64,356	309,611	62,144
Net cash (used in) operating activities	**(1,121,624)**	**(1,417,611)**	**(2,165,959)**	**(2,510,821)**

20 Capital commitments

At 31 March 2025 the charity has capital commitments totalling £60,171. The amount outstanding at 31 March 2024 was £18,581.

21 Related party transactions

Donations totalling £151 have been received from 3 trustees (2023/24: £182 - 5 trustees).

During the year 2024/25 Fire Fighters Trading Limited made donations of £884,836 (2023/24: £1,102,935) to Fire Fighters Charity. In addition recharges of £263,298 (2023/24: £233,766) and management charges of £300,983 (2023/24: £227,310) were paid from Fire Fighters Trading Limited to Fire Fighters Charity. At 31 March 2025, there was a debtor balance of £152,261 in Fire Fighters Charity relating to Fire Fighters Trading Limited (2023/24: a debtor balance of £25,156).

22 Prior year adjustments

During the year, the charity identified and corrected errors relating to the accounting treatment of the Defined Benefit Pension Scheme in the previous two years (2022/23 and 2023/24). These adjustments have been made in accordance with the Charities SORP (FRS 102), specifically section 10 (Accounting Policies, Estimates and Errors) which required the prior year to be adjusted retrospectively.

The Defined Benefit Pension Scheme has been assessed with a scheme surplus being recognised as an asset at the quantity to which the Group has an unconditional right to a refund of any ultimate surplus from the scheme or has an unconditional right to the benefits of a surplus of the scheme. This value has been assessed as the value of future contributions to the scheme that the Charity are no longer required to pay due to the surplus position as well as the value of overpayments to the scheme.

The impact on this change in accounting estimate has been to reduce the value of the Defined Benefit Pension Scheme to £188,523 in the prior year 2023/23 and £184,816 in the prior year 2023/24. The impact of these adjustments on the prior year Schedule of Financial Activities is as below:

Effect on fund balances on the prior year adjustment

	Group General funds	Restricted funds	Designated funds	Total funds
	£	£	£	£
Balance brought forward at 1 April 2023	13,433,094	234,917	18,503,729	32,171,740
Revised reduction in value of pension fund	(567,477)	0	0	(567,477)
Balance brought forward as restated	**12,865,617**	**234,917**	**18,503,729**	**31,604,263**
Balance brought forward at 1 April 2024	13,840,111	329,906	17,440,903	31,610,920
Revised reduction in value of pension fund	(658,184)	0	-	(658,184)
Balance brought forward as restated	**13,181,927**	**329,906**	**17,440,903**	**30,952,736**

Changes to the Statement of Financial Activities

	Group Total expenditure	Actuarial gains/losses	Total adjustment
	£	£	£
Previously stated 31 March 2024	(11,732,501)	58,000	0
Removal of pension actuarial gains posting in 2023/24	(29,000)	0	(29,000)
Reduction in value of pension fund	0	(629,184)	(629,184)
Restated balances 31 March 2024	**(11,761,501)**	**(571,184)**	**(658,184)**

Changes to the Statement of Financial Position

	Group At 31 March 2024
	£
Defined Benefit Pension Scheme as previously stated	843,000
Revised reduction in value of pension fund	(658,184)
Restated balances	**184,816**

Effect on fund balances on the prior year adjustment

	Charity General funds	Restricted funds	Designated funds	Total funds
	£	£	£	£
Balance brought forward at 1 April 2023	13,367,626	234,917	18,503,729	32,106,272
Revised reduction in value of pension fund	(567,477)	0	0	(567,477)
Balance brought forward as restated	**12,800,149**	**234,917**	**18,503,729**	**31,538,795**
Balance brought forward at 1 April 2024	13,713,906	329,906	17,440,903	31,484,715
Revised reduction in value of pension fund	(658,184)	0	0	(658,184)
Balance brought forward as restated	**13,055,722**	**329,906**	**17,440,903**	**30,826,531**

Changes to the Statement of Financial Activities

	Charity Total expenditure	Actuarial gains/losses	Total adjustment
	£	£	£
Previously stated 31 March 2024	(11,061,157)	58,000	0
Removal of pension actuarial gains posting in 2023/24	(29,000)	0	(29,000)
Reduction in value of pension fund	0	(629,184)	(629,184)
Restated balances 31 March 2024	**(11,090,157)**	**(571,184)**	**(658,184)**

Changes to the Statement of Financial Position

	Charity At 31 March 2024
	£
Defined Benefit Pension Scheme as previously stated	843,000
Revised reduction in value of pension fund	(658,184)
Restated balances	**184,816**

Thanks to our Company Members and Life Patrons

Our sincere thanks goes to all our Company Members who have supported our work and the governance of our charity throughout 2024/25.

We also wish to thank our fantastic Life Patrons who have shown incredible support over the years:

- George Almond
- Andrew Best
- James Connor
- John Craig
- Peter Davies
- Christopher Deverill
- Arwel Fowler
- Alan Holmes
- Keith MacGillivray
- Graham Meldrum
- Barry Sadler
- Ken Seager
- Tommy Thom



"Having the charity there, if we ever need support, is amazing. I'd recommend it to anyone who's struggling."

Kat Jones, Prevention with Devon and Somerset FRS and formerly a firefighter with LFB.

Legal and administrative information

Patron:

His Majesty The King

Trustees:

John Baines, Chair
Neil Gibbins, Deputy Chair
Chris Bilby
Deborah Christie (appointed 31 July 2025)
Peter Connolly
Shantha Dickinson
Michael Graham
Ross Haggart
Chris Hirst (resigned 21 November 2024)
Steve Jamieson (appointed 31 July 2025)
Karen McHugh (appointed 31 July 2025)
Simon Routh-Jones
Roger Thomas
Steve Tolan
George Wood

Fire Fighters Charity is a company limited by guarantee.

Registered in England Number: 4480058
Charity Registration Number: 1093387
Scottish Charity Registration Number: SC040096
Isle of Man Charity Registration Number: 1363
Isle of Man Company Registration Number: 006421F

Senior Leadership Team:

Chief Executive
Jill Tolfrey (to 31 May 2024)
Sherine Wheeler (from 22 April 2024)

Director of Finance
Martin Smith (to 16 August 2024)
Steve Hollock (16 August to 4 October 2024)
Lizzie McGilveray (from 24 September 2024)

Director of People, Governance and Compliance
Christine Goonan (to 19 September 2025)

Director of People & Learning
Jo Gouldthorpe (from 8 September 2025)

Director of Services
Sharon Bailey

Director of Impact & Service Partnerships
Joss Gaynor

Interim Director of Engagement & Fundraising
Andrew Gould (to 13 November 2024)

Director of Fundraising
Ellie Rocks (from 5 November 2024)

Director of Engagement
Ashley Fryer (from 12 November 2024)

Director of Business Development, Estate & Facilities
Richard Jenkins (from 1 September 2024)

Director of Digital, Data & Technology
Mike Robinson (from 17 March 2025)

Headquarters and registered office:

Fire Fighters Charity
Belvedere, Basing View, Basingstoke, Hampshire, RG21 4HG

Tel: 01256 366566

Web: www.firefighterscharity.org.uk

Our Centres:

Marine Court, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Jubilee House, Eamont Park, Eamont Bridge, Penrith, Cumbria, CA10 2BN

Harcombe House, Chudleigh, Devon, TQ13 0DG

Retirement Homes:

Marine Court Flats, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Eamont Park Retirement Homes, Eamont Bridge, Penrith, Cumbria, CA10 2BN

Auditor:

HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG

Investment Managers:

Newton Investment Management Limited, 160 Queen Victoria Street, London, EC4V 4LA

Bankers:

Barclays Bank PLC, 4th Floor, Apex Plaza, Forbury Road, Reading, RG1 1AX

Custodians:

Bank of New York, 1 Canada Square, London, E14 5AL

Fire Fighters Charity

Patron: His Majesty The King.

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Fire Fighters Charity, Level 6 Belvedere, Basing View, Basingstoke, RG21 4HG, UK

FIRE FIGHTERS CHARITY

England & Wales - Charity number 1093387

Accounts

Fire Fighters Charity

Annual Report and Accounts

2023/24



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Our vision and purpose

Each day, people who work in our fire and rescue services make a significant contribution to the overall safety and security of their communities, and to our nation. But the health and wellbeing impacts of working in fire and rescue services can have a deep and lasting impact on emergency service personnel and their families.

OUR VISION

Imagine a fire and rescue services community in which everyone is healthy, happy, and fully supported. A community where every individual, whether a seasoned firefighter, a new recruit or a retiree, feels confident and well-equipped to handle the emotional and physical demands of the job, and of life. Our health and wellbeing care, support and advice is anchored by this goal.

Being healthy and happy, both on and off duty means the impacts of working in fire and rescue services on personnel and their families need to be managed, through specialised care, advice and support. After all, a healthy and happy fire and rescue services community means a safer, stronger society for us all.

OUR PURPOSE

The health and wellbeing of emergency service personnel is fundamental to the overall safety and security of our nation. Our firefighters and fire and rescue service workers must be at their best, ready to respond whenever we need them most.

Whether an individual is dealing with the immediate aftermath of a tough call or looking for long-term health strategies to keep fit and strong, our approach includes tailored programmes that address mental health, physical injuries, social wellbeing, and more.

We understand the unique pressures faced by fire and rescue service personnel of all ages and backgrounds. That's why we provide a range of health and wellbeing care, support and advice so that we are there for every member of our fire family, ready to help when needed most, and to intervene early, preventing issues from escalating.

A word from our Chair



Supporting the health and wellbeing of our fire services community lies at the heart of all that we do at the Fire Fighters Charity.

In 2023/24, we continued to evolve and adapt our service offering. The launch of our Crisis Line in November 2023 was a shining example of the way our services meet the needs of our community. This has been evident throughout our history and, as suicide sadly continues to impact far too many families and fire and rescue services across the UK, it is only right that we provide whatever support we can for people in crisis. While, of course, I wish no one would ever have to ring our Crisis Line, I have been heartened to hear how many people it has been able to help during the first few months of operation.

In April 2024 we bid farewell to our former Chief Executive, Jill Tolfrey, to whom I give the Board's enormous thanks, and with great excitement, we have welcomed Sherine Wheeler to the Fire Fighters Charity as our new Chief Executive. The Board is delighted that Sherine is here with us, leading the charity with ambition, clarity and focus through its next chapter.

I extend my thanks to all our supporters, who make our vital work possible. My thanks also, on behalf of the Board of Trustees, to all the charity's staff and volunteers for their incredible hard work and commitment over the past year. Over the coming pages, you will see just how our passionate team has been here for those who needed timely and accessible care, advice and support with their health and wellbeing in 2023/24, and the difference we have made.

With the continuing support and generosity of our donors, and by continuing to work and grow alongside our fire and rescue services across the UK, we are determined to reach many more who need our care, advice and support in the year ahead.



John Baines
Chair of Board of Trustees



A message from our Chief Executive

I'm honoured to welcome you to my first annual review as Chief Executive of the Fire Fighters Charity.

I extend my thanks to our Board of Trustees, Senior Leadership Team, and our wonderful staff and volunteers across the UK who have extended a warm and generous welcome and put their trust in me.

For over 80 years, we have been at the heart of fire and rescue service communities across the UK, working alongside Services to provide health and wellbeing care, advice, and support—a lifeline to thousands of fire family members.

What sets us apart is our understanding of the unique challenges faced by the fire and rescue services community. This enables our expert, independent, and confidential care to relieve the pressures emergency service workers face and alleviate the lasting impacts on their health, wellbeing, and families.

I'm proud of the high-quality services we provide and our teams who go above and beyond to ensure our fire family has access to the rehabilitation, recuperation, and rest they need through clinical physical, psychological, and nursing care. Our services extend to specialised health and social wellbeing coaching, tailored to various needs, such as women's health, new recruits, those transitioning into retirement, and the bereaved. We also provide practical support, information, and advice to help fire and rescue services community members live healthier and happier lives.

Our services, anchored in our knowledge and expertise in health and wellbeing make a lasting difference to many thousands each year. We hear firsthand the significant impact our work has had and know it can mean the difference between hope and despair.

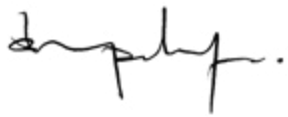
However, we face challenges. The economic and social conditions affecting the UK impact our work, with increasing demand for our services and evolving complexities of need. The cost-of-living crisis affects our supporters, staff, and volunteers, while global inflation erodes the value of funds we raise. Consequently, we have experienced downward pressure on our income as many people feel less able to give in these challenging times.

These factors highlight the need to broaden the charity's reach and become more impact-led, providing the most valuable services at the right times in ways that are most relevant for our service users. We must position our services appropriately alongside those provided by fire and rescue services across the UK.

In the years ahead, through renewed clarity, focus, and evidence-based approaches, we will improve and develop our services, working to prevent poor health and wellbeing outcomes as early as possible. We aim to be a relevant, accessible lifeline for the fire and rescue services community, providing the specialised care, support, and advice they need to live healthier and happier lives.

Our goals depend on growing our community of supporters and partners—individuals and organisations committed to valuing and supporting fire and rescue services personnel. We couldn't achieve anything without our dedicated staff, fantastic volunteers, amazing supporters and donors, incredible funders and partners, and friends across the Services and communities.

Exciting times lie ahead at the Fire Fighters Charity in 2024/25 and beyond—we are ambitious and full of energy to provide even more specialised care, support, and advice across the UK for all who need us.



Sherine Wheeler
Chief Executive



Saving lives and reaching further

Supporting more people in more accessible ways and reducing deaths by suicide, 2023/24 was a remarkable year for our Services teams.

Over the past few years, we've been working hard to reach more people in our fire services community by making our care, support, advice and information available in more ways than ever before. We want every member of our fire family to know we're here for them and to be able to access the support they need.

Backed by research

One significant part of this journey has been teaming up with Nottingham Trent University (NTU) and the National Fire Chiefs Council (NFCC). Together, we published the results of a major research project in 2023 to dive deep into the health and wellbeing of the UK's fire and rescue services sector.

The findings were sobering, revealing that many fire and rescue service personnel face issues like sleep disruption, stress, burnout, anxiety, and depression. Over the past year we've used this information to shape our resources and programmes, both online and in-person, to help tackle these challenges head-on.



BLUE LIGHT CARD FOUNDATION

THE AMBULANCE STAFF CHARITY

NFCC National Fire Chiefs Council

Rightsteps

Working in partnership

We're proud to collaborate with some amazing organisations to broaden our reach. Over the past year, with Blue Light Card Foundation (BLCF), we supplied health and wellbeing content for Blue Light Together, a platform dedicated to supporting the wellbeing of emergency services personnel.

With the cost of living crisis impacting us all, our partnership with PayPlan has provided much-needed financial advice and tools. Through Rightsteps, meanwhile, we continue to offer a variety of online courses to help our community stay informed and resilient. And our work with The Ambulance Staff Charity (TASC), NFCC and BLCF led to the launch of our 24/7 Crisis Line, ensuring that help is always available for those in crisis.

Workshop boost

Our Wellness and Behaviour Change Coaches have also continued working directly with fire and rescue services to deliver wellbeing workshops to staff, depending on their specific needs. Online, we've continued to help more beneficiaries to build resilience and overcome stress and anxiety through our Hope Programmes.



Fire Fighters Charity

The year in numbers

Over the course of 2023/24, we impacted the lives of thousands of people across the UK, in person, online, in local communities and within fire and rescue services. Through a diverse range of services, programmes, digital tools, resources and courses, we were able to make a positive difference to individuals, families and teams. Here are a few of the highlights.



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 seven HOPE Programme online mental health courses.

430
individuals attended one of our 145 Living Well Group meetings throughout the year.

Behind the numbers

We're improving the way we record, measure and observe our reach and impact. Having devised a new methodology for calculating our reach for 2023/24, these figures reflect a new approach that will help inform the future development of our service offering.

The numbers here only tell half the story. Read on to see our impact brought to life through the thoughts, feedback and first hand accounts of the health and wellbeing outcomes achieved through our care, support and advice.



300
wellness workshops were delivered to 32 different fire and rescue services.

9
dedicated child and family weeks were run at Harcombe House.



Crisis Line launched

No family should have to experience the devastating impact of suicide, our new Crisis Line means those feeling they are at the lowest point of their lives now have somewhere to turn.

In November 2023, at the Emergency Services Mental Health Symposium – an event organised and supported by The Royal Foundation and HRH The Prince of Wales – we proudly announced the launch of a new suicide crisis line for fire and rescue service personnel.

Funded in its first year by Blue Light Card Foundation (BLCF) and for a further two years by fire and rescue services, the 24/7 Fire Fighters Charity Crisis Line offers a vital point of contact for those in crisis.

Staffed by specially trained counsellors and complementing a suite of suicide prevention resources that we published in September 2023, the new Crisis Line reinforces our commitment to supporting those members of our fire family who may be feeling at the lowest point of their lives.

Speaking at the launch, HRH The Prince of Wales reiterated the importance of immediate and long-term support for emergency service personnel facing challenges to their mental health, commenting: "I strongly believe that we must do everything we can to ensure that you are not left to shoulder the burden of your roles alone, and that support is ready and available to you throughout the entirety of your careers, and not just during the tough times."

This initiative is more than just a helpline; it is a symbol of our unwavering dedication to the mental health and wellbeing of our fire services community.

Working alongside The Royal Foundation in this mission, together with other blue light organisations such as TASC and BLCF, ensures that we are part of a collective drive across the emergency services sector to better support the mental wellbeing of those who work to keep our communities safe and well. This holistic and joined-up approach to mental health support aims to create a resilient and thriving emergency services workforce, capable of facing the challenges of their roles with confidence and strength.

Through our Crisis Line, meanwhile, our aim is to ensure that no family has to suffer the devastating impact of suicide.



Resources

To access our suicide prevention resources visit **www.firefighterscharity.org.uk/how-we-can-help/suicide-prevention**

In numbers

- **88 people** called the Crisis Line between 1 November and 31 March, 2024
- **39%** of callers were experiencing suicidal feelings



“A lot of people, like me, never ask for help and push on through – but they need to.”

Gee’s story

For Hampshire and Isle of Wight firefighter Gee Smith, putting on ‘a front’ around his colleagues and friends became the norm when he began experiencing challenges with his mental health.

It wasn’t until all the stress and anxiety he’d been dealing with boiled over and started impacting how he lived his life that he recognised he needed help.

Fortunately, Gee did reach out to the Fire Fighters Charity and went on to stay at Harcombe House on our Reset Programme.

“I left there feeling hopeful,” says Gee. “The worry is a lot of people, especially anyone nearing retirement, may never ask for that help – but they need it.

“Year on year, the Fire Fighters Charity continues to help firefighters to heal and recover. The dedicated Crisis Line will provide a vital point of contact for firefighters when it’s most needed and perhaps most importantly it’s a number from an organisation that we all admire and trust.”

To read Gee’s full story, visit:
www.firefighterscharity.org.uk/gee-smith

Grace’s story

Please note: the following story contains references to suicide that may be upsetting to some readers.

Grace Moore remembers her firefighter dad, Andrew, as her biggest supporter and best friend.

Tragically, Andrew took his own life in February 2020, at the age of 50. He was working as a firefighter at the time with West Midlands FRS, and Grace says his death came as a huge shock, particularly to his colleagues.

She is now supporting our 24/7 Crisis Line and says: “I think this is a really valuable resource and I’m 100% sure that it will be incredibly impactful and hopefully save other families and firefighter colleagues going through this experience,” says Grace.

To read Grace’s full story, visit:
www.firefighterscharity.org.uk/grace-moore.



“Dad’s death came as a complete shock... I hope the crisis line saves others from a similar loss”

Specialist opportunities

One size never fits all, so over the last year we've offered a broad range of specific health and wellbeing weeks at our centres across the UK.

In 2023 we introduced a series of specialist weeks at our centres, allowing us to offer targeted programmes of activity and support for those with specific needs.

Support for the whole fire family

Sitting alongside our weekly centre-based support, these programmes further complement all that we now offer online and through our in-person workshops.

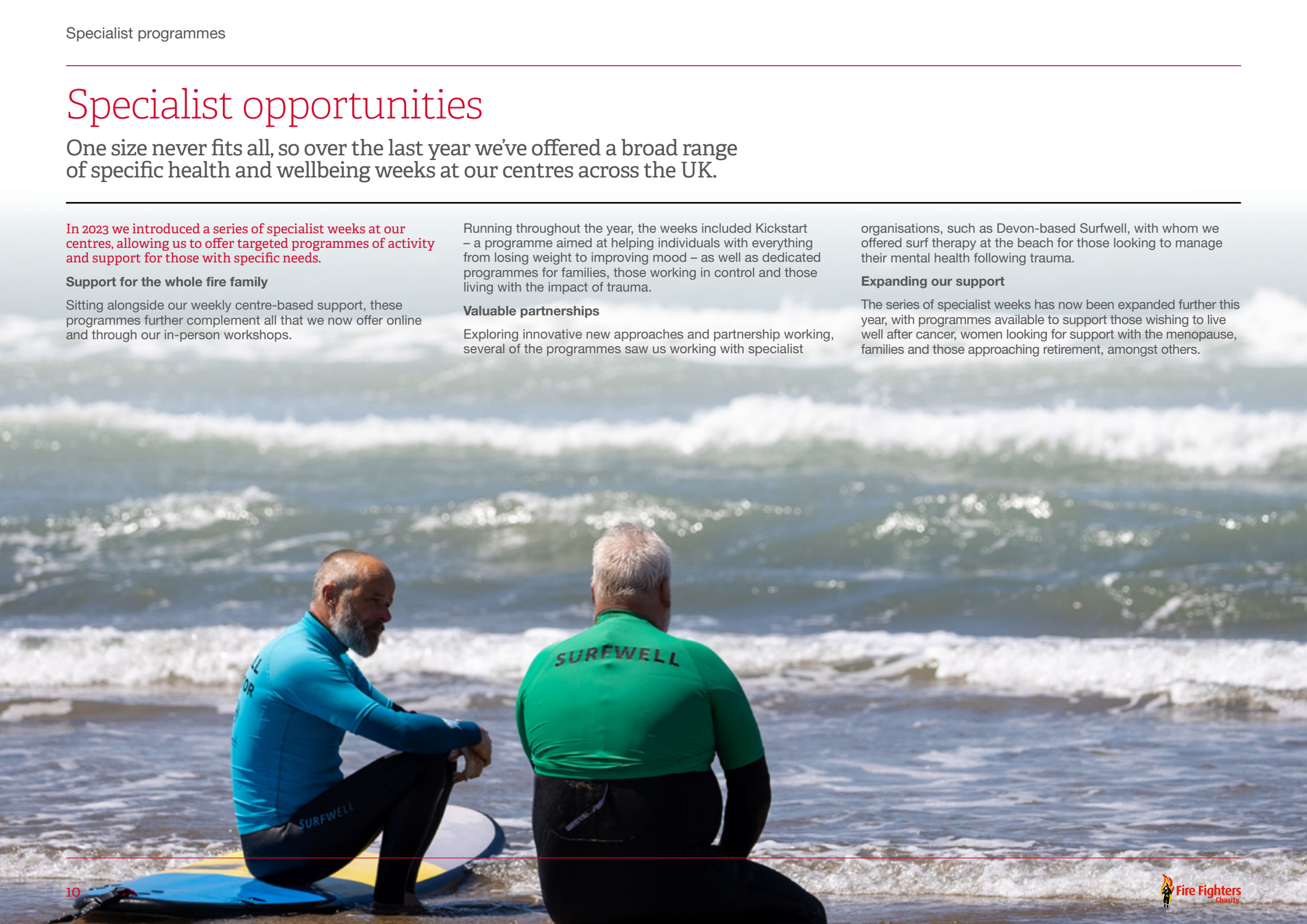
Running throughout the year, the weeks included Kickstart – a programme aimed at helping individuals with everything from losing weight to improving mood – as well as dedicated programmes for families, those working in control and those living with the impact of trauma.

Valuable partnerships

Exploring innovative new approaches and partnership working, several of the programmes saw us working with specialist organisations, such as Devon-based Surfwell, with whom we offered surf therapy at the beach for those looking to manage their mental health following trauma.

Expanding our support

The series of specialist weeks has now been expanded further this year, with programmes available to support those wishing to live well after cancer, women looking for support with the menopause, families and those approaching retirement, amongst others.



Surbjit's story

As part of our residential programmes series, we invited a group of female beneficiaries aged between 40 and 60 on a Women's Wellbeing Week at Jubilee House in March 2024.

One of those who attended was Surbjit Ghuman, who's married to an IT Support Officer with West Midlands FRS.

Surbjit says of the week: "It was really about taking care of ourselves. I got a lot out of the strengthening and conditioning. As women mature into their golden years, it's about looking after yourself, your muscle strength.

"The approach was non-judgemental, it was motivating. I was fearful of the unknown, but by the time I finished, I was hopping, skipping and having a go without any real fear."

To watch Surbjit's video, visit:
www.firefighterscharity.org.uk/surbjit-ghuman





Wayne's story

When Wayne Jackson, a firefighter with London Fire Brigade, attended one of our Child and Family Weeks, he says it was a welcome break for both him and his wife and proved particularly beneficial for their son Daniel, 7, who has autism, and daughter Millie, 8.

As part of the week, the families were invited to The Donkey Sanctuary in Sidmouth, an activity we were piloting that week. There, he says, they saw Daniel really interacting for the first time.

"Daniel is borderline ADHD, autistic and has dyspraxia, so he's got quite a full bag," says Wayne. "But seeing the animals and the sensory side of things when he was around them was brilliant. It was so unique. Watching him interacting with the donkey was amazing."

To read Wayne's full story, visit:
www.firefighterscharity.org.uk/wayne-jackson

Together for life

Being there for members of our fire family throughout their lives means we're here for those who have retired, as well as for families of all shapes and sizes... like we have been for Barry and the Wards.

Barry's story

When retired Lancashire firefighter, Barry Hornsby, suffered a stroke mid-way round the golf course, while only in his mid-50s, it led to some of the toughest months of his life.

Now, he's sharing how we helped his recovery and how he's slowly regaining some of his mobility again.

"The first time I was invited to Jubilee House was in January 2023 and it was amazing," says Barry.

"I was in the nursing group and I had some time with one of the physiotherapists. I couldn't walk at all at that point, certainly not unaided. The week was invaluable.

"I had obviously struggled to come to terms with what had happened, and had moments of feeling really sorry for myself, so I later got in touch with the charity again to see if there was any help I could have mentally too, and I was then invited to Harcombe House.

"It was so helpful. I was always that person that thought mental health support wasn't for me. I would often hear talks on it and switch off, I have to admit, but I can't stress how much I took out of my week there."

To read Barry's full story, visit: **www.firefighterscharity.org.uk/barry-hornsby**





Iwan's story

No-one can predict when a difficult shout will leave a lasting impact on you – and in turn, those closest to you. For Welsh on-call firefighter Iwan Ward, it came in 2023.

"We lost a little girl in a house fire," says Iwan. "When the incident happened, it was 9.30pm at night so my boys were still awake. Then as I came home in the morning, my kids were waking up, so that was tough – stepping back into that family life.

"I didn't know how to deal with it properly, and I was being distant from my wife and kids."

Having got in touch with us, the whole family visited Harcombe House on a rest and recharge stay, and Iwan says: "It had been really difficult on everyone, watching me struggling, so I was very aware they were in need of a break too. It was absolutely amazing, I can't praise it enough."

And Iwan's wife Anita says of the time away: "For the first time, for a long time, we were there as a family with no other distractions. It was just so relaxed and peaceful."

To watch Iwan and Anita's video interview, visit: **www.firefighterscharity.org.uk/iwan**

Year in review

Having evolved and adapted our services over the course of the pandemic and the cost-of-living crisis that followed, this year we brought our 2020-2025 Strategic Plan to an early close.

Our goal over this four-year period was to become the leading provider of mental, physical and social health support for the fire services community. We set out to move toward this goal through four portfolios of work across the charity:

Inform and prevent - supporting our beneficiaries with preventative care, support and advice to improve their health and wellbeing

Respond and recover - supporting our beneficiaries with recuperative care, support and advice to improve their health and wellbeing

Engage and grow - developing our relationships across the sector

Enhance, enable and empower - strengthening our foundations internally.

Looking at these four portfolios in turn, during 2023/24 we:

Inform and prevent:

- Pro-actively engaged with the fire services community on key health matters
- Developed a body of health and wellbeing information
- Used research to evidence our content and support
- Showcased our capability and shared our knowledge at health and wellbeing conferences
- Worked with fire and rescue services to deliver health knowledge to their employees

Respond and recover:

- We provided in-person and online care, support and advice, including in the community and through residential services, to help individuals recuperate/heal

Engage and grow:

- We continued to develop our online community, My Fire Fighters Charity, making us more digitally accessible to beneficiaries and supporters
- We proactively engaged with beneficiaries on fire stations in the community
- We reviewed and developed our fundraising activities
- We launched our Beneficiary Experience Panel to gain deeper insights into the needs and opinions of our beneficiaries

Enhance, enable and empower:

- We developed our culture, values and behaviours
- Improved some of our business processes
- Improved facilities in our centres
- Invested in our IT infrastructure



2024/25 – A look ahead



Led by our new Chief Executive, Sherine Wheeler, we have developed our strategic plan to 2027/28. Focusing on 2024/25, a foundational year for our future direction, we will:

Improve and develop services to the fire and rescue services community:

- We will deliver our hugely impactful collaborative project, Thriving Relationships, with Norfolk FRS and Relate to understand and improve the impact of the fire occupation on intimate relationships
- We will begin to improve our service model, ensuring we improve intake and assessment, reduce wait times and work more effectively, prioritising the needs and preferences of those to whom we provide care, support and advice
- We will begin a series of workstreams to further develop measurement and evaluation of our reach and impact, developing a theory of change, impact measurement framework and data visualisation dashboards so that we can understand and demonstrate the value and impact of our services
- We will develop our services further, refining focus and working to deliver preventative self-directed information, support and advice digitally to a wide audience
- We will continue research into the health and wellbeing of the UK's fire services community, continuing our work with Nottingham Trent University
- We will develop further health improvement awareness campaigns
- We will work with our new Beneficiary Experience Panel to better understand the needs of those we support today and develop our service user participation

Build engagement, relationships and partnerships:

- We will extend our partnership and relationship building and continue to work with key partners including the National Fire Chiefs Council, The Royal Foundation, The Ambulance Staff Charity and Blue Light Card Foundation to grow our reach.
- We will continue to work closely with fire and rescue services across the UK to understand the emerging needs of their workforces and to complement their occupational health and wellbeing provision
- We will transform and revitalise our brand, marketing and communications

Increase and diversify income:

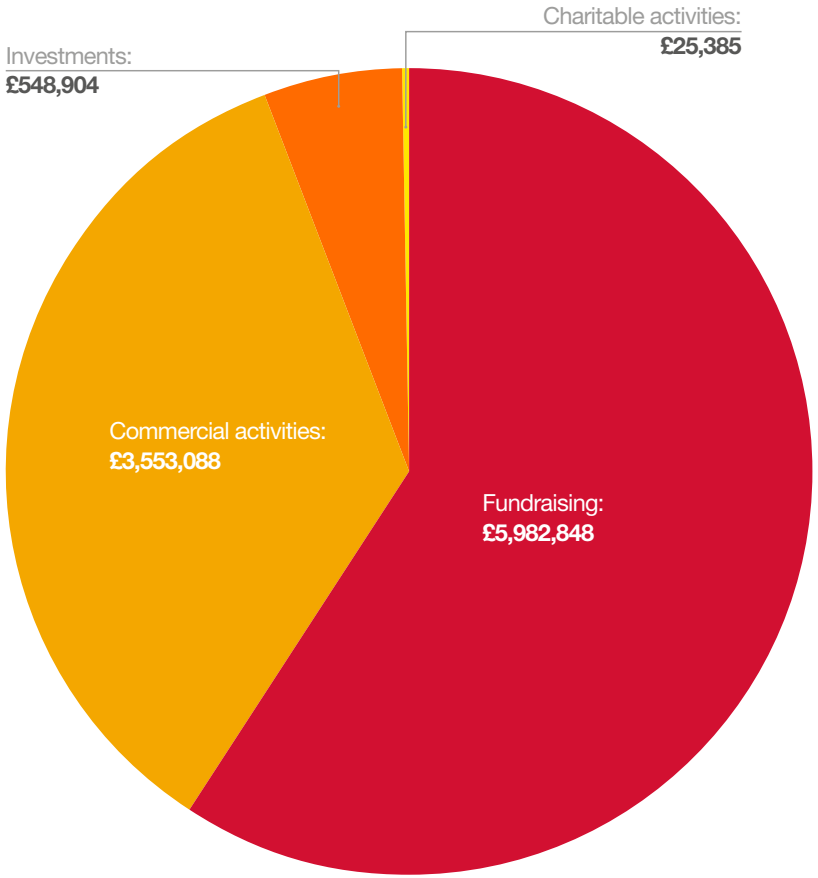
- We will transform and improve our fundraising propositions, creating long term value for our supporters
- Leveraging our specialised knowledge and understanding of the health and wellbeing needs of the fire and rescue services community, we will work to undertake contracts for service, working with other reputable charitable providers, the civil service, blue light organisations, fire and rescue services, the NHS and the private sector
- We will work to mitigate the downward pressure on income arising from within the textile recycling industry
- Our fundraising and income generation teams, meanwhile, will continue their great work to ensure we build on the success of recent years in generating the income we need to support a growing number of people.

Improve our effectiveness and efficiency:

- We will review key business processes to improve efficiency
- We will embark on a digital, data and technology transformation, a key enabler of our service delivery goals
- We will improve occupancy across our estate
- We will improve our employer brand and internal comms and engagement
- We will ensure we have the right capacity and capability to deliver our strategic goals

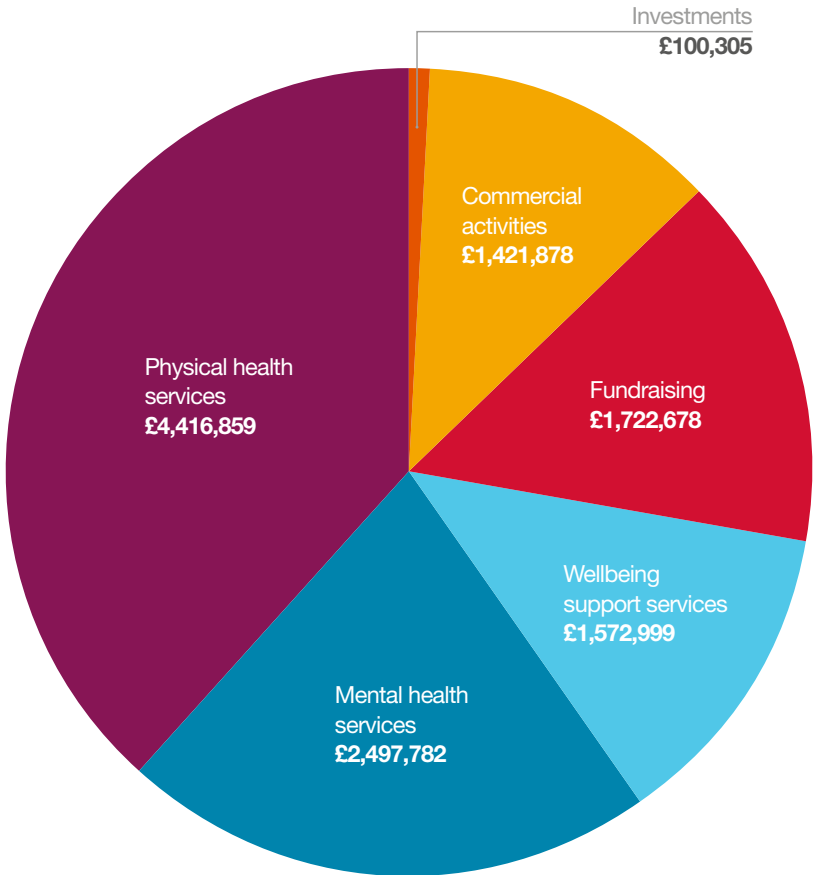
Our Income

An overview of the money we raised in 2023/24, with the help of our fire and rescue services community.



Our Expenditure

An overview of what we spent and where we spent it in 2023/24.



Community spirit

We are incredibly grateful to our fundraising supporters, from all those working in fire and rescue services across the UK, to retired personnel, families and members of the public, all of whom went above and beyond to raise just under £2.2m for us in 2023/24.

Your remarkable generosity allows us to continue making a lasting difference to members of our fire services community.

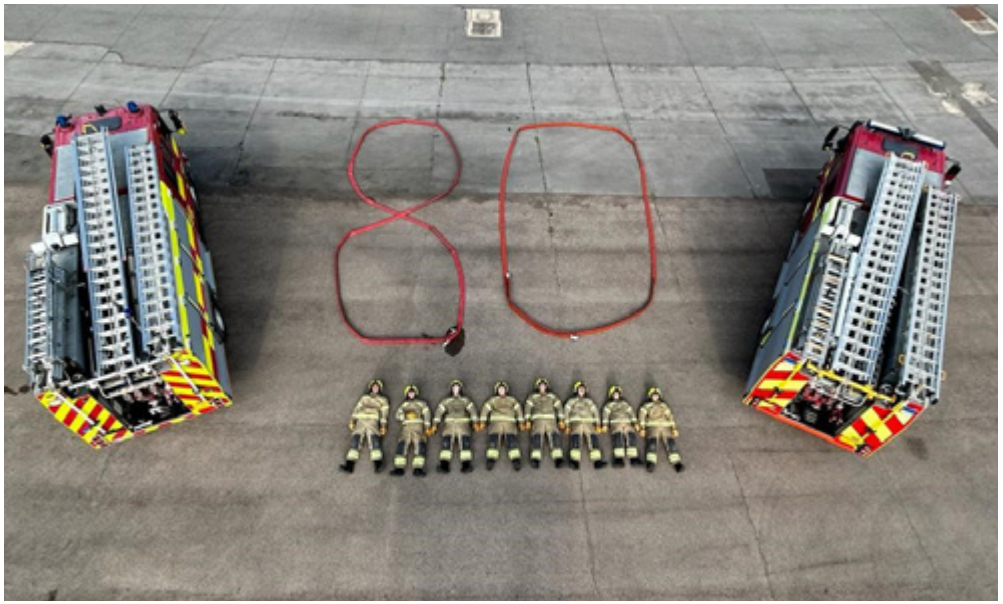
Year in numbers:

- **Car Washes:** **£373,936** raised across over **600** events
- **Christmas campaign:** **£211,954** raised
- **Open Days:** **£231,100** raised following **347** registrations
- **Fire Family Fundraiser campaign:** **£550,936** raised from **636** events and challenges

Here are a few of the many highlights from the year...

80th anniversary celebrations

We celebrated our 80th anniversary throughout 2023, with our dedicated supporters planning hikes, marathons, challenges, community celebrations, car washes and so much more. Thanks to all of those involved for helping to raise more than £80,000 throughout the year.



Moving tributes

A group from Hereford and Worcester FRS planned their 5th Phoenix Walking Challenge in memory of colleague Stu Crebbin, raising thousands – and taking their total to around £25,000 overall.

Meanwhile, colleagues from across West Midlands FRS paid tribute to Crew Commander Iain Hughes, who passed away while swimming the English Channel in aid of us and two other charities. They organised over 40 car washes and a swim relay, all of which raised over £80,00, of which we received a third.



Having a ball

Kent FRS organised a charity ball with over 200 guests in attendance, all of whom were treated to a raffle with some fantastic prizes donated. The event raised £8,000 for us overall.

And Clyde Recycling, our valued recycling partner in Scotland, organised a sports dinner for 80 people. With well-known footballers in attendance as speakers, the event raised over £11,000.



A Bonfire Night with a bang

North Yorkshire FRS once again organised an incredibly successful Bonfire Night event, raising £22,000 for us in 2023 – and taking their total raised since 2021 to an incredible £120,000.



Lotto funds raised

Several fire and rescue services run their own internal lotteries in aid of us, and in 2023/24 alone, we received generous donations from Essex FRS, South Yorkshire FRS and West Yorkshire FRS – the latter two donating over £20,000 each from the last few years' of donations.



Women in the Fire Service

In April 2023, an inspirational group of more than 130 women from across more than 20 fire and rescue services teamed up to climb Snowdon in aid of the charity, raising over £6,000 in the process.

Thanks to you



Those who gave to the charity on a monthly basis, played our lottery, gave one-off gifts across the year, or who played our raffles, contributed over £4.3m to our work.

Our income was boosted by the incredible volume of clothes that are donated and deposited in our 1,155 recycling banks across the country. In 2023/24, this raised £956,873 which took the total raised for us through textile recycling since 2009 to a staggering £7.2m.

Our corporate partners, Trusts and Foundations, meanwhile, gave us valuable income and opportunities in 2023/24, allowing us to realise our ambitions with specific projects and increase awareness of the charity amongst new audiences.

So much of our fundraising is also only possible thanks to the hard work and dedication of our volunteers, who commit time and energy into organising and running events all year round.

Thanks to you all – donors, supporters and volunteers – we're helping more individuals in our fire family than ever before.

Year in numbers:

- **Regular Giving: £2,334,000**
- **Individual Giving (one off donations): £291,000, of which 1,008 donations were in memory of someone special**
- **Fire Fighters Lottery: £1,678,000**
- **80th Anniversary Raffle: £52,000 raised from 4,085 players**
- **Recycling: £956,873**

With thanks: Corporate Supporters

A special thank you goes to all our generous corporate supporters who have donated to us over the last year. Here are a few of them:

- 3i group
- 3tc Software Ltd
- Autoglym
- Correctair Solutions
- Elvis & Kresse
- Frequentis UK Ltd
- Glastonbury Festival Events Ltd
- Helping Hoodies
- JMP Wilcox
- McCarthy Stone
- Motorola Solutions
- National Fire Savers Credit Union
- National Rail Tours
- Saab Public Safety Solutions
- SSS Public Safety

With thanks: Trusts and Foundations

Thank you to the Trusts and Foundations who generously donated to us over the last year, including the following:

- Edith Murphy Foundation
- Lord Leverhulme's Charitable Trust
- The A M Fenton Trust
- The Grace Trust
- The Grand Charity
- The Lord Faringdon Charitable Trust
- The Pilkington Charities Fund
- The Zochonis Charitable Trust
- Westfield Health Giving Back Committee
- Wimbledon Foundation

To see a full list of all the Corporates, Trusts and Foundations who donated to us in 2023/24, please follow the QR code:

Shared values

Our talented and dedicated staff are the beating heart of the Fire Fighters Charity. Here, a few of them share their experiences.

Sascha Wiltshire, Internal Communications & Engagement Manager

"I am incredibly proud to work for the Fire Fighters Charity, both in my role as Internal Communications and Engagement Manager, and as a Culture Champion. I feel as an organisation, we support an inclusive culture and are constantly working to ensure every employee feels valued and can truly be themselves. I have a condition called Right-Side Hemiplegia, which results in a weakness to my right side. Everyone at the charity has been incredibly supportive since I joined five years ago, and nobody makes me feel different or self-conscious. I know I can talk openly with the charity and raise any concerns, and they will do their best to help."





Craig Williamson, Wellness and Behaviour Change Coach

"I love working for the Fire Fighters Charity. I started as an Exercise Therapist at Marine Court, before becoming a Wellness and Behaviour Change Coach, so I've been with the charity almost seven years now and I feel I've been really supported to develop my professional skills over that time.

"Through both of my roles, I've been honoured to work directly with beneficiaries from all walks of life, all with unique challenges. It genuinely feels like our work makes a difference to people's lives, and I'm proud to be in that supportive position.

"I'm also one of our Culture Champions and key to our role is ensuring we embody the charity's core values. It's great to see these mirrored by my colleagues across other departments.



Andy Russell, Engagement Rep

"Before joining the Fire Fighters Charity as an Engagement Rep, I worked for 30 years as a firefighter – so I've seen and experienced the charity's support both from a beneficiary's perspective, and as an employee. I've received support myself, both during and after my service - as has my wife - and I've known a lot of former colleagues who have been helped. It's meant I'm really passionate about the work we do.

"No two people are the same, the charity treats everybody equally and that focus on equality, coupled with the kindness our teams practice every day, are values I always try to carry into my engagement work."



Thank you

We'd like to say a special thank you to all our wonderful volunteers, whether they're working in communities, at our centres, online or within fire and rescue services, without them none of our work would be possible.

Helping people, changing lives

Our volunteers are an integral part of our charity, sharing their time and skills to ensure we can continue offering our life-changing support. We thank all of them for their tireless work and dedication.

Here, we hear from a few of them about what it means to volunteer for us:



Laurie Wylie – Telephone Befriender:

"I'm a wholetime firefighter at Glasgow Airport and this is a small way of helping people in my time off. We can share experiences, even though they're years apart, and I find it really rewarding. I come off with a smile on my face."



Alison Marshall – volunteer in our Stables Café at Harcombe House:

"I'm retired and it's nice to feel connected still. I'm fortunate to have close friends and family, but it's sometimes nice to connect with people outside of your sphere. I really enjoy the role itself, the people I work with are lovely and really personable. I'd highly recommend it."



Paul 'Pongo' Watson – Visitor Services Volunteer at Marine Court:

"I essentially meet and greet beneficiaries at the start of their programme. Having received support myself previously, I can connect with them and it calms their nerves. It's also enjoyable for me, because it brings back that fire service camaraderie you can lose when you retire."



Andy Buttery – Living Well Group Co-ordinator:

"I really enjoy meeting everyone and each one can be so varied. My role involves organising the meetings and arranging a speaker. Then it's all about enjoying a get together – it's more about contact and chatting about old times than anything else."



Kayleigh McInnes, Station Rep with Scottish FRS:

"I just always knew I wanted to do something meaningful. I've really enjoyed the role and I'd encourage anyone to take on a volunteering role like I have. It was a brand new job for me and it's quite difficult to meet people and get to know them, but something like this can really help. It helps you, too. You're obviously doing a really good thing!"

Key stats from 2023/24

- over **1,200** volunteers contributed to our fundraising efforts
- **80** volunteers supported our community and centre-based activities



Trustees' Report and Financial Statements
2023/24



TRUSTEES' REPORT

The trustees are pleased to submit their Annual Report and audited financial statements for the year ended 31 March 2024.

Note: The trustees are also the registered directors of the charitable company.

Structure and Governance

Legal and Administrative Information

Legal and administrative contact information is given on page 46.

Legal Status

Fire Fighters Charity (known as "the Fire Fighters Charity") is a company limited by guarantee and a registered charity, incorporated in England. The guarantee requires each member to contribute an amount not exceeding £1 in the event of the charity being wound up. The charity is governed by its Articles of Association dated 8 November 2018.

Charitable Aims, Public Benefit and Provision of Services

The trustees have carefully considered the Aims of the charity and how it measures up to the Public Benefit test. The charity provides a range of services to the fire services community and the trustees are satisfied that there are identifiable benefits that meet the Public Benefit Summary Guidance from the Charity Commission.

The Fire Fighters Charity is a national charity providing assistance to serving and retired members of the fire and rescue service community, including eligible dependants. The charity works to improve the health and wellbeing of its beneficiaries, so they can live healthier and happier lives.

The charity supports its beneficiaries through digital, online, telephone, community based and residential services. Support is personalised to meet the beneficiary's unique mental health, physical health and social needs and is accessed through a confidential helpline on a self-referral basis. Once beneficiaries (or their advocates) have contacted the charity, practitioners will take the time to understand their needs and explore with them what support and solutions may be appropriate to address their needs.

Trustee Board defined criteria are in place for all the charity's beneficiary services to ensure there is equity in access to the provision of services and charitable funds are used where there is an identified need. The charity's services are articulated in an approved service delivery document and all service delivery is underpinned by a Clinical and Social Care Governance framework ensuring continuous improvement and high standards of care are maintained. Systems and processes underpin the wider clinical and social care governance framework to ensure quality in service provision. All services, and research activity are organised around a single definition of quality. This definition of quality is that the charity provides:

- Care and support that is effective, is safe and gives as positive an experience as possible by being caring, responsive and personalised.
- Our services are well-led, sustainable, and equitable, and achieved through working together and in partnership with our beneficiaries.

The support provided to beneficiaries by the charity is free of charge for identified need. This enables access to services for all beneficiaries, irrespective of financial circumstances. Financial support to access the mainland for residential services can be provided to beneficiaries who reside on the UK islands.

Trustees receive data and research, against which the effectiveness of service provision can be measured (and to identify where future service development may be required). The charity has commissioned research to understand the health and wellbeing needs of the fire community, and this evidence informs service delivery.

Digital/Online/Telephone Support
The charity provides digital support using a variety of apps and a secure remote consultation platform that allows confidential consultation and the provision of physiotherapy and exercise therapy in support of primarily physical problems. Alongside this the charity provides access to a wide variety of self-service web-based information and resources, webinars alongside direct online and telephone counselling for those beneficiaries needing mental health support. The charity also arranges quality assured face-to-face and online mental health support from external sources, providing easier access to support for beneficiaries in geographically and socially 'harder to reach' groups.

Residential Services
The charity has three residential centres which offer a range of activities and programmes of support led by a multi professional team which includes Chartered Physiotherapists, Exercise Therapists and Psychological Therapists. Residential support is available for beneficiaries recovering from injury or illness, for those with poor mental health, and those who present with long term and degenerative conditions. Our centres also provide support for individuals, couples and families, who simply need the opportunity to take 'time out' and benefit from a period of rest. Facilities within each centre include a gymnasium / fitness room, leisure pool and hydrotherapy pool. Harcombe House also has specialist facilities for families and children. Residential stays are short-term and on average beneficiaries spend 4-7 days at a centre, however there is some flexibility in the length of a stay depending on individual need.

Residential support is underpinned by a philosophy of empowerment and recovery and is tailored to meet the needs of individuals, couples and families with the multi professional team working in partnership with beneficiaries to identify solutions to meet their mental health, physical health, and social wellbeing needs. Beneficiaries may engage in different levels of activity, ranging from a residential stay that focuses on rest and relaxation to participation in a programme of structured activity. Health and wellness coaching is embedded within the support provided at the centres, providing beneficiaries with up-to-date, evidence-based information to enable them to make informed choices around their wellbeing. Residential support may be 'front-ended' with digital support which may also be in place to support sustained change following a residential stay.

Access to the most appropriate support is agreed in partnership with the beneficiary following assessment of need and desired outcome. Admission criteria support decision making to ensure that access to support is equitable and inclusive, and the charity values are upheld. All support provided by the multi professional team is evidence based and adheres to best practice.

Nursing services are available at Jubilee House for beneficiaries with more complex needs who may require nursing or personal care. The charity's nursing services are regulated by the Care Quality Commission and delivered by a team of Registered Nurses and Clinical Assistants. A Nursing Services Lead (Registered Manager) oversees the delivery of this service. Currently the nursing provision continues to be rated as Outstanding.

The charity also offers structured family programmes at Harcombe House at specific times during the year. These programmes support the family unit to manage challenges they are facing in life and provide families with the opportunity to relax, enjoy quality family time and meet other families who experience similar challenges. A range of appropriate activities is also available as part of these programmes, seeking to encourage greater social interaction, communication, increased confidence and improve wellbeing.

Community Based Support
The charity recognises that some beneficiaries may require support at home or when accessing services in their local communities. A small team of Welfare Caseworkers offer confidential, impartial advice and information on a wide range of issues that affect and impact upon everyday life. The team will carry out face-to-face and telephone assessments to identify solutions to meet individual need. Home visits are carried out where required by Welfare Caseworkers.

Needs are assessed within a structured framework and against financial criteria. Statutory entitlements are fully considered and match funding opportunities with other organisations explored. Solutions can include the provision of equipment, assistance with home adaptations, or financial solutions to relieve crisis such as food poverty. Solutions provided through the Welfare Service are largely short-term; long term support is only provided in exceptional circumstances and is subject to annual review. Where appropriate, beneficiaries are signposted on to external organisations.

Where appropriate, health and wellbeing support can be offered remotely. This support is personalised to meet an individual's need and may include telephone advice, signposting, or support to access local community groups or health / social care services. The charity also runs 'Living Well Groups'. These volunteer delivered groups focus on providing a longer term and sustainable way of keeping in touch and connected post retirement. The charity also provides a telephone befriending service that involves fully trained volunteers engaging in regular 'telephone chats' with a matched beneficiary, seeking to reduce loneliness and social isolation.

Support Provided Directly to Fire and Rescue Services
Acknowledging the power of prevention and with the focus on improving the population health of our community, the charity also provides wellness and behaviour change coaching direct to members of the UK Fire and Rescue Services (UKFRS), through both digital and face-to-face delivery, supporting members of the workforce in the provision of health information and behaviour change to support mental, physical, and social health and wellbeing.

Trustee Recruitment, Appointment and Training
The charity advertises the role of Trustee on a national basis with trustees appointed in line with the Articles of Association, role description and person specification. There are Board approved procedures for the recruitment, selection and induction of trustees. The process of appointment of a new trustee includes reviewing our skills audit to determine skills gaps within the Board of Trustees which informs the skills to be recruited, advertising the vacancy, issuing information and application documents, ascertaining a shortlist of applicants by using criteria based on the role requirements and interview by a panel including either the Chair or the Deputy Chair of the Board of Trustees, one other trustee and two Company Members. The recruitment and selection procedure are regularly

reviewed to enhance transparency and consistency, to meet legal requirements, and to ensure effective assessment of the skills required. New trustees are given an induction programme. Where a vacancy occurs outside of the annual recruitment process, trustees may be appointed to the vacancy until the next Annual General Meeting. 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. Any expenses reclaimed are in line with Board approved policies and are set out in note 7 to the accounts.

Statement of Trustees' Responsibilities
The trustees (who are also directors of the Fire Fighters Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of Information to the Auditor
The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees has confirmed that they have taken all the steps that they ought to have taken as a trustee to make him or herself aware of any relevant audit information and to establish that it has been communicated to the auditor.

Charity and Organisational Structure
Fire Fighters Charity is a company limited by guarantee and is a charity registered in England, Wales, Scotland. The charity also became registered as a charity in the Isle of Man on 13 May 2024 and is also registered as a company under the Isle of Man foreign companies act. We are governed by our Articles of Association which were last reviewed in 2018. The Articles permit up to 48 Company Members to be appointed from those 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. Our Company Members elect our Board of Trustees at our Annual General Meeting. Our trustees are also the legal directors of the company.

Our Board of Trustees consists of between 8 and 12 individuals, the majority of whom have a direct association with the fire services community. One quarter retire at each AGM and are eligible for re-election until they have served a maximum of 8 years, in all but exceptional cases.

The Board of Trustees met four times for scheduled meetings in 2023/24. In addition, to support effective governance and our work, five Board Sub-Committees, with the remit of Beneficiary Services, Finance and Audit, Staff and Governance, Engagement and Fundraising and Remuneration, operated during the year within a documented framework which includes where a devolved decision can be made. Between one and two Company Members participated in each of the Board Sub-Committees, other than the Remuneration Sub-Committee.

The Board of Trustees has control over the charity and its property and funds. It directs the charity's operations and ensures compliance with our Articles of Association. Trustees agree and regularly review plans for achieving the charity's aims and the finances needed to support them.

Trustees appoint a Chief Executive who has full authority for the implementation of approved strategic plans and the daily running of the charity. The daily operations are run with five Directors, responsible for Finance, Engagement and Fundraising, Beneficiary Services, Health Improvement and Influencing and Organisational Development and Corporate Governance.

The charity wholly owns two subsidiary companies; Fire Fighters Trading Limited - which provides trading and commercial services - and FSNBF Limited, a dormant company. The accounts of Fire Fighters Trading Limited are consolidated with the charity within the Group financial statements.

A pay review has been conducted for all employees that considers inflation, external benchmarking data and affordability. The results of the review are considered by the Remuneration Sub-Committee and a recommendation made to the Board of Trustees.

The Chief Executive's salary is decided by the Board of Trustees prior to a vacancy being advertised and thereafter awarded any increase given to all employees. A decision to increase the Chief Executive's salary, other than an increase awarded to all employees, must be recommended by the Remuneration Sub-Committee and then approved by the Board of Trustees. Any changes to the management structure at the level reporting directly to the Chief Executive requires the consideration and approval of the Staff and Governance Sub-Committee.

Charity Employees
The trustees place on record their grateful thanks to all the employees of the charity. In particular, the trustees wish to thank them for their devotion to their roles that ultimately exist to assist beneficiaries.

Volunteers
The charity's activities are supported by a large number of willing and enthusiastic volunteers who do so much, often behind the scenes, to help the charity and its beneficiaries. While there is no mechanism available to formally calculate the value of their contribution it is undoubtedly of great value to the charity. The charity's trustees wish to record their gratitude and admiration for this effort.

Strategic Report

Activities and Performance

Objectives

The charity's primary role continues to be support for those in need in the fire service community. This includes service personnel, former service personnel, works firefighters, former works firefighters, volunteers in a fire and rescue service, current and former charity employees, personnel in Fire Services Youth Schemes and any dependant of any of these categories (with the exception of volunteers in a fire and rescue service).

Within the Articles of Association, the trustees are given the powers to deposit or invest the monies of the charity not immediately required for its operations, in any manner as may be thought fit. The trustees may also delegate the management of investments to a financial expert.

At the Fire Fighters Charity, our vision is to 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, community and workplace based services, we will help the entire fire service community to live more healthily and seek to deliver personalised support to thousands and reach every corner of the UK.

Our strategic plan for 2020/21 to 2024/25 included four portfolios of work, each of which contain several projects that will shape and define the way we work and operate over the years to come. The objectives of these portfolios and projects are focused on these two core principles:

To expand our reach: We should be a charity for every member of the fire services community, regardless of where they live or the circumstances in which they find themselves. The support we offer should therefore be accessible to all, so this plan sets out how we will remove barriers and provide services that can include all members of our community.

To deliver more health and wellbeing services to more people: Before this plan, we supported around 5,000 people a year, but we want to reach many more. 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. It is our aspiration that the charity becomes an integral part of the lives of our beneficiaries – that third space – home – work – charity. That through our work beneficiaries feel an emotional connection with the charity and that we sustain a lifetime of connection and support with our beneficiaries.

Inform and Prevent

Through the Inform and Prevent Portfolio and its associated projects we committed to inform our beneficiaries about health matters, equipping them with the skills, knowledge, and confidence to maintain and improve their mental, physical and social health and wellbeing. By providing timely, relevant information for our beneficiaries we will help prevent the impact of many common health risks and conditions.

By 2025 we will

- be measuring how beneficiaries have engaged with the information and resources we have provided and be able to evidence how this has empowered them to make positive changes in their health behaviours.
- see the fire and rescue services regularly using us 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.

Respond and Recover

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 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.

By 2025 we will

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

Engage and Grow

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 with the workforce, with those who are retired and with families in our community.
- know that 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.

Enhance, Enable and Empower

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.

Measuring Success

2023/24 was the fourth year of our ambitious 5-year Strategic Plan and despite the external challenges faced during these years, tremendous progress has been made in pursuit of the vision that our beneficiaries will see us as that 'third space' – be that virtual or physical – a place of community and connection that enables them to mobilize around their health and wellbeing.

In line with the plan, our aim was to further enhance our support to the workforce, our families, and the retired community, increasing the number of individuals that we help to 10,000. We planned to do this through the implementation of several projects within each of the four portfolios outlined in this report, collectively enabling us to work towards achieving our aims by 2025. With a drive for activation of people to engage in health promotion and prevention of injury and illness, with a philosophy of recovery underpinning our critical response work.

The scale and pace of the success achieved during the first three years of the plan led to a decision to end the 5-year plan a year early and to start work on the next plan. So, 2023/24 was now the final year of this transformative plan and the outcomes targeted for it were:

- Launch a beneficiary panel and influencers programme to create more opportunities for people with personal experience of using our services, and all those in the wider fire family to share their views and experiences with us. Expanding our reach to more beneficiaries and making access to support easier
- Increase our reach with all of our audiences, building a sense of membership, longevity of relationship and relevance within each community.
- Build on the improving relationships and acknowledgement of the charity as a strategic, knowledgeable supporter of fire and rescue services in the provision of preventative and therapeutic health and wellbeing.
- Enhancing our diversity, equity and inclusion work, which will add value to our organisation and contribute to our employee engagement and wellbeing, as well as allowing everyone to make their best contribution.
- We will continue our work on measuring and reducing our impact on the environment.

The outcomes achieved in 2023/24 are outlined below.

2023/24 Priorities

Activity	Outcome
Launch a beneficiary panel and influencers programme	In 2023/24 we launched an Expert Beneficiary Panel, so that the views and experiences of those we have supported will inform and influence our organisational decision making.
Increasing our reach with all audiences	In 2023/24, we increased our reach to 9,635 individuals, a fraction under our target of 10,000. However, we diversified the way we provided care, support and advice, such that many individuals were able to access a wider range and multitude of services and through various means.
Build on the charity's improving relation-ships with the UK fire and rescue services community	In 2023/24 we worked with 32 fire and rescue services to ensure their workforces, past and present, are aware of our health and wellbeing provision, and are engaged with us, in particular so they can access preventative care and support in a timely way.
Enhancing our diversity, equity and inclusion	We've made significant strides in fostering a diverse, equitable and inclusive work environment by promoting our values and demonstrating the associated behaviours.
Measuring and reducing our impact on the environment	We reviewed and considered our environmental impact and how our working practices can be altered to be more sustainable. The out-comes of this work will inform a revised Environmental Sustainability Policy to be rolled out and implemented in 2024/25 which will be complemented by a new Travel Policy, changing the way we carry out our travel for work so that we can reduce our footprint.

Financial Review

The consolidated accounts for the year are set out on pages 22 to 46 and should be read in conjunction with this section of the Trustees' Report. A summary of the financial results and the work of the charity are set out below.

The net movement in funds for the year amounted to (£561k). This is represented by: -

Incoming resources	£10,110,225
Resources expended	(£11,732,501)
Net outgoing resources	**(£1,622,276)**
Gain on investment assets	£1,003,456
Actuarial gain on defined benefit pension scheme	£ 58,000
Net movement in funds	**(£560,820)**

Capital Expenditure

The investment in capital expenditure during the year amounted to £169k.

Incoming Resources

The total incoming resources in 2023/24 totalled £10,110k, an increase of £465k on the amount achieved in 2022/23.

For the first time in the four years of the current strategic plan, total income for the year exceeded the level achieved prior to Covid.

Regular giving raised a comparable amount of income to that of the prior year but lottery income fell, this was due to cost of living challenges making new sign-up activity less viable than previously and so this activity was paused. Total income from regular giving and lottery was £4,012k, £127k below the amount raised in 2022/23. The income raised by these activities represented 40% of total income.

Corporate and other donations accounted for most of the growth in income this year, with an increase of £395k to £5,982k in total. Legacy income achieved £725k in 2023/24, close to the £800k achieved in 2022/23. New funding obtained this year to support the launch of the new crisis line helped increase grant income for the year to just over £305k. Collectively income from these areas represented 36% of total incoming resources.

Trading income increased from £1,652k in 2022/23 to £1,835k in 2023/24, with recycling activities and holiday rental income generating the greatest share of this income.

While there has been good progress with increasing income this year, income has not increased at the rate targeted. To continue to support the thousands more beneficiaries that the current strategic direction has enabled, income will need to grow at a much faster pace over the coming years.

Resources Expended

Total expenditure for the year was £11,733k compared with £11,936k for the year before, a £203k decrease. Despite this small reduction in expenditure, the charity supported even more beneficiaries than in the previous year.

This decrease in expenditure was driven by a reduction of £537k in expenditure used to support raising funds whilst charitable activities expenditure increased by £334k. The lower amount of funds used for raising funds this year actually supported a growth in income, increasing the return on investment for the year from 2.6:1 in 2022/23 to 3.1:1. The reduction in raising funds expenditure coupled with an increase in charitable activities expenditure resulted in 72% of every pound spent in 2023/24 supporting beneficiaries, this was up from 68p in 2022/23. While much of the increase in expenditure this year was driven by inflation and other associated costs challenges, the c£8,488K (+4%) spent on charitable activities funded a 10% increase in the number of beneficiaries supported during the year.

Investments

The value of investments held at 31 March 2024 was £15,603k. In addition, cash balances of £1,276k were held to support normal cash flow requirements and planned cash outflows.

Investments are made up of investment property and investment funds. The investment property relates to 11 flats contained within the Marine Court complex in Littlehampton. These were reclassified as investment property due to no longer being needed for charitable activities, one of these flats was reclassified in 2023/24 resulting in an unrealised gain of £134k. These properties are commercially let outside of the charity's beneficiary base.

Investment funds achieved unrealised gains of £869k during the year, resulting in the total value of investments funds as of 31 March 2024 being £13,293k. The total return of the investment fund for the year was 9.64%, which was below the benchmark for the fund of 11.9%. The investment fund is focused on total return and growth. Income received from listed investments was £422k. The fund incurs a management charge of 0.65%, which equates to £87k in 2023/24 (£90k 2022/23).

The Investment Policy communicated to our investment managers remained unchanged from the previous year and focused on providing revenue for current operations and enhancing capital growth and income over the longer term, thereby enabling the charity to meet current and future objectives in accordance with the objects of the charity. The funds are invested in a Socially Responsible Investment Fund managed by the charity's investment managers in accordance with the charity's ethical policy.

Our Approach to Fundraising

The Fire Fighters Charity sets out to fundraise in an open, honest, and respectful manner. We use multiple channels to fundraise from various audiences. When developing our fundraising campaigns, we assess the impact our fundraising could have on an individual and take actions to mitigate any negative impact. When running fundraising campaigns, we welcome feedback and use this to help shape future fundraising campaigns. We always treat donor data responsibly and are compliant with all UK data protection laws, including the UK GDPR and the Data Protection Act 2018. Our privacy policy is published on our website and gives details of the information we hold and how and why we process it.

We are registered with the Fundraising Regulator. When fundraising, the charity adheres to the Code of Fundraising Practice as set by The Fundraising Regulator. For our lottery and raffles, we are also licensed by the Gambling Commission. We routinely monitor and review our fundraising activities to ensure that we comply with regulations. Our fundraising team managers regularly monitor and review performance by attending our fundraising events and talks, providing feedback to our fundraisers. For the 2023/24 business year, when conducting telephone fundraising the majority of calls were recorded and when they were, a sample of calls for each campaign were listened to in order to ensure quality. In respect of complying with the Code of Fundraising Practice, we have had no adjudications and have had no significant failures.

We record and investigate all fundraising complaints received and use this information to inform our fundraising strategy. For the financial year 2023/24, we received 11 complaints related to our fundraising activity compared to 14 the previous year.

We ensure that our fundraisers follow the Fundraising Regulator's policy on vulnerable people. We listen to our donors and take on board their feedback and change our behaviour accordingly. For example, we do not use telephone fundraising after 8pm as our supporters told us that they did not want to be called after this time. We also work in line with the best practice guidance from Institute of Fundraising, documented in their Guide "Treating donors fairly - fundraising with people in vulnerable circumstances". When working with an external agency we ensure that they have a vulnerable person policy in place and do not work with agencies that do not have this.

For our lottery and raffles, we also have a Social Responsibility Policy which is published on our website and regularly reviewed and updated as necessary. All fundraisers (internal and external) have a training session to understand this policy before they promote our lottery, and they have regular refresher sessions. We work with an External Lottery Manager who is independently audited for compliance with ISO/IEC 27001 for information security.

Without the generous support of donors, the charity could not provide the mental, physical, and social support to thousands of beneficiaries every year. We will therefore always set out to fundraise in an open, honest, and respectful manner.

Fire Fighters Trading Limited

2023/24 was a successful year for Fire Fighters Trading Limited, with both turnover and profit exceeding the amounts achieved in 2022/23. Turnover grew to £1,835k, an increase of £183k or 11%, and profit grew to £1,164k, an increase of £36k or 3.3%. The smaller growth in profits compared with turnover was disappointing, primarily as a result of the general increase in expenditure due to inflation and also the development of a new café at Harcombe House, which generated £46k of new income in the year but did not directly contribute to a growth in profits.

Following a change in strategy for the promotion of rental holidays, 2023/24 achieved tremendous growth, increasing income by £132k or 54% to £376k. This was achieved from partnering with an online holiday platform, the direct cost of which increased by £54k this year.

Recycling activities had another successful year, increasing income in the year from £921k in 2022/23 to £957k. This total fell just short of the ambitious plan to achieve £1m of income in a single year. The final total for the year was impacted by a reduction in the price obtained for clothing during February and March, this was due to the impact of rising costs across the recycling industry in relation to global issues.

Achieving a profit of more than £1m for the third year in a row was an outstanding achievement and is the result of the hard work of all the team. All the profits of the company are donated each year to the Fire Fighters Charity.

Reserves Policy

The Reserves Policy aims to ensure that where setbacks occur, the charity holds sufficient reserves to ensure the continuity of services to beneficiaries. It also, where opportunities exist, allows the board to identify and allocate additional reserves to support its strategic direction. It does this in the following way:

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

To enable the charity to maintain services to beneficiaries the board have identified that an amount equivalent to between 9 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, this reserves also ensure that trustees can allocate additional appropriate funds when needed to support urgent beneficiary need.

Alongside this, the Board will continually review the total amount of available reserves and wherever possible look to provide additional designated funds to further support the implementation of current and future strategic plans. When needed, it will also take appropriate and timely action to manage any risks associated with any shortfall in funds compared with the minimum targeted level of free reserves.

The 2024/25 budget which supports the strategic plan, requires funding of £2m from reserves, the Board have designated this amount to the strategic fund, this allowed the management team to confidently progress with plans to deliver the outcomes targeted. With the scale and breadth of support provided and the number of beneficiaries supported continuing to increase, annual expenditure is projected to increase too. At present the level of free reserves is equivalent to approximately 12 months of planned expenditure for 24/25, this is in line with the higher end of the free reserves target set by the reserves policy. With annual expenditure likely to rise in the coming years holding an amount equivalent to the higher level enables future expenditure levels to increase while remaining within the boundaries set by this policy.

At 31 March 2024 the reserves totalled £31,610,920. This is represented by:

Restricted Funds	£329,906
Designated Funds	£17,440,903
General Funds	£13,840,111
	£31,610,920

As at 31 March 2024 the charity has a defined benefit pension scheme surplus of £843,000. These funds are allocated to general funds.

Risk Management

There is a Board approved Operating Procedure for Risk Management. Processes are in place to enable trustees to examine major strategic and operational risks. Risk management is part of the working lives of staff and volunteers and is an integral part of performance management. Risk assessment has been introduced as part of many policies and procedures. Strategic risk registers are reviewed by the Finance and Audit Committee at each meeting and the full board annually. The trustees confirm that the major risks that they have identified to which the charity is exposed have been reviewed, and systems and procedures have been established to manage those risks. The top strategic risks we are currently proactively managing are: the risk of failure to achieve long-term financial sustainability, the risk of beneficiaries we are caring for or supporting or have previously cared for or supported coming to harm because of our action or inaction and finally, the risk of our staff and volunteers coming to harm due to a significant health and safety and/or fire risk event arising due to our action or inaction.

Safeguarding

We will not tolerate the abuse of anyone in any of its forms and we are committed to safeguarding adults and children with care and support needs and ensuring that all our services are delivered

within a safe and effective framework.

We respect the rights of all service users to live their chosen life with privacy, dignity, independence, choice and fulfilment. Responsibility for working preventatively, safeguarding and protecting service users' privacy, dignity and respect does not lie with one individual or group but with all our employees at every level. Safeguarding and respect are not additional elements of our service / care provision, but integral to the delivery of high-quality and safe and effective services.

We are committed to working collaboratively and in partnership with other agencies to ensure service users access their human right to live a life that is free from harm, neglect and exploitation.

Environmental Statement

We recognise our responsibility to care for the environment and aim to minimise our environmental impact in all our activities. We understand the importance of environmental protection and are committed to operating our activities responsibly and in compliance with all legal requirements under our direct control and in this year, we've made some positive progress in our efforts to become a more environmentally sustainable charity.

We manage our greenhouse gas emissions and waste and target improvements in our environmental practices. To achieve this, we have:

- Developed our Environmental Policy and Statement.
- Implemented an industry recognised methodology (ISO 14001) to measure our environmental impact against activities in specific areas of our work.
- Documented, assessed and reviewed the environmental effects of our activities on the environment using the plan-do-check-act approach.
- Reduced our waste transferred to landfill with the introduction of 'zero to landfill' contracts for domestic waste at our centres.
- Commenced programmes to reduce our energy and water wastage.
- Promoted the use of reusable, renewable and recyclable, materials.
- Continued to work closely with external agencies such as the Environment Agency, Forestry Commission and RSPCA to promote a positive impact on the environment within the grounds of our centres.
- Improved our processes and activities to meet or exceed compliance with environmental legislation and/or best practice.
- Worked with our suppliers, visitors, and other stakeholders to reduce their environmental footprint.

This year we have collected more data to measure our impact on the environment; we then target where we can reduce our impact. Our Carbon Footprint for the year was 1043.09 tonnes of Carbon Dioxide Equivalent (tCO2e); after offsetting green energy procurement and energy generation, this reduced by 60.79% to 409.02 tCO2e for the year.

Future Plans

2024/25 will be a foundational year for our future direction, having developed a new strategic plan to 2027/28. Over the course of the year we will focus on four key areas of work:

1. Improving and developing our services for the fire and rescue services community, to include:
   - delivering resources and tools – in partnership with Norfolk FRS and Relate – to improve the impact of the fire occupation on intimate relationships
   - improving our service model
   - enhancing our use of data and impact measurement methodologies
   - reaching a wider audience with preventative, self-directed support
   - continuing our extensive research programme into the health and wellbeing of the fire services community
2. Building engagement, relationships and partnerships, to include:
   - Continuing to work with key partners including NFCC, The Royal Foundation, TASC and BLCF
   - Working closely with FRSs across the UK
   - Transforming and revitalising our brand, marketing and communications
3. Increasing and diversifying our income, to include:
   - Improving our fundraising propositions
   - Undertaking contracts for service provision, leveraging our expertise and working with reputable charitable providers to do so
4. Improving our effectiveness and efficiency, to include:
   - Reviewing key business processes, taking savings out of our cost base
   - Embarking on a digital, data and technology transformation
   - Improving occupancy across our estate
   - Ensuring we have the right capacity and capability to deliver our strategic goals

A resolution to reappoint James Cowper Kreston Audit, Chartered Accountants as auditor will be put to the Members at the annual general meeting.



On behalf of the Board of Trustees
John Baines
Chair of the Board
24 October, 2024

Company Registration Number: 4480058, Charity Registration Number: 1093387,
Scottish Charity Registration Number: SC040096, Isle of Man Charity Registration Number: 1363,
Isle of Man Company Registration Number: 006421F

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Trustees and Members of Fire Fighters Charity

Opinion

We have audited the financial statements of the Fire Fighters Charity (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Group's and

the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

The specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of noncompliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alexander Peal BSc (Hons) FCA DChA (Senior Statutory Auditor)
for and on behalf of
James Cowper Kreston Audit

Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Date: 24 October 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2024	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2024	Total to 31 March 2023
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	5,684,654	298,194	5,982,848	5,587,480
Other trading activities	2	3,553,088	-	3,553,088	3,483,655
Investments	4	548,904	-	548,904	443,719
Charitable activities		25,385	-	25,385	130,473
Other income		-	-	-	-
TOTAL INCOME		**9,812,031**	**298,194**	**10,110,225**	**9,645,327**
EXPENDITURE ON:					
Raising funds	5	3,244,861	-	3,244,861	3,782,272
Charitable activities:					
Physical Health	5	4,351,009	65,850	4,416,859	4,411,911
Mental Health	5	2,406,647	91,135	2,497,782	2,920,094
Social Health and Wellbeing	5/6	1,526,779	46,220	1,572,999	816,665
Other expenditure		-	-	-	4,772
Total expenditure on charitable activities		8,284,435	203,205	8,487,640	8,153,442
TOTAL EXPENDITURE		**11,529,296**	**203,205**	**11,732,501**	**11,935,714**
Net (expenditure)/income before investment gains and losses		(1,717,265)	94,989	(1,622,276)	(2,290,387)
Net gains/(losses) on investments	11	1,003,456	-	1,003,456	(498,175)
NET INCOME/(EXPENDITURE)		**(713,809)**	**94,989**	**(618,820)**	**(2,788,562)**
Transfers between funds		-	-	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	58,000	-	58,000	263,000
NET MOVEMENT IN FUNDS		**(655,809)**	**94,989**	**(560,820)**	**(2,525,562)**
RECONCILIATION OF FUNDS					
Total funds brought forward		31,936,823	234,917	32,171,740	34,697,302
TOTAL FUNDS CARRIED FORWARD		**31,281,014**	**329,906**	**31,610,920**	**32,171,740**

CHARITY STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2024	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2024	Total to 31 March 2023
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	5,684,654	298,194	5,982,848	5,587,480
Other trading activities	2	1,718,307	-	1,718,307	1,831,951
Investments	4	1,651,604	-	1,651,604	2,040,984
Charitable activities		25,385	-	25,385	130,473
Other income		-	-	-	-
TOTAL INCOME		**9,079,950**	**298,194**	**9,378,144**	**9,590,888**
EXPENDITURE ON:					
Raising funds	5	2,642,437	-	2,642,437	3,252,410
Charitable activities:					
Physical Health	5	4,321,771	65,850	4,387,621	4,411,910
Mental Health	5	2,402,536	91,135	2,493,671	2,920,094
Social Health and Wellbeing	5/6	1,491,208	46,220	1,537,428	816,665
Other expenditure		-	-	-	4,772
Total expenditure on charitable activities		8,215,515	203,205	8,418,720	8,153,441
TOTAL EXPENDITURE		**10,857,952**	**203,205**	**11,061,157**	**11,405,851**
Net (expenditure)/income before investment gains and losses		(1,778,002)	94,989	(1,683,013)	(1,814,963)
Net gains/(losses) on investments	11	1,003,456	-	1,003,456	(498,175)
NET (EXPENDITURE)/INCOME		**(774,546)**	**94,989**	**(679,557)**	**(2,313,138)**
Transfers between funds		-	-	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	58,000	-	58,000	263,000
NET MOVEMENT IN FUNDS		**(716,546)**	**94,989**	**(621,557)**	**(2,050,138)**
RECONCILIATION OF FUNDS					
Total funds brought forward		31,871,355	234,917	32,106,272	34,156,410
TOTAL FUNDS CARRIED FORWARD		**31,154,809**	**329,906**	**31,484,715**	**32,106,272**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

BALANCE SHEETS

As at 31 March 2024

	Note	Group 2023/24	Charity 2023/24	Group 2022/23	Charity 2022/23
		£	£	£	£
FIXED ASSETS					
Tangible assets	10	13,122,307	13,122,307	13,594,116	13,594,116
Investments	11	15,602,804	15,602,804	15,523,364	15,523,364
Investments in group companies	12	-	4	-	4
		28,725,111	28,725,115	29,117,480	29,117,484
CURRENT ASSETS					
Stocks	13	39,323	11,724	58,033	9,921
Debtors	14	1,470,027	1,290,222	1,604,926	1,518,073
Cash at bank and in hand	21	1,276,354	1,194,592	1,313,840	1,222,588
		2,785,704	2,496,538	2,976,799	2,750,582
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	15	**(742,895)**	**(579,938)**	**(678,539)**	**(517,794)**
NET CURRENT ASSETS		**2,042,809**	**1,916,600**	**2,298,260**	**2,232,788**
TOTAL ASSETS LESS CURRENT LIABILITIES		**30,767,920**	**30,641,715**	**31,415,740**	**31,350,272**
Defined Benefit Pension Scheme	8	843,000	843,000	756,000	756,000
NET ASSETS		**31,610,920**	**31,484,715**	**32,171,740**	**32,106,272**
FINANCED BY:					
Restricted funds	16	329,906	329,906	234,917	234,917
Designated funds	16	17,440,903	17,440,903	18,503,729	18,503,729
General funds	16	13,840,111	13,713,906	13,433,094	13,367,626
		31,610,920	**31,484,715**	**32,171,740**	**32,106,272**

Approved and authorised for issue by the Charity trustees on 24 July 2024 and signed on their behalf by:-



John Baines – Chair

CONSOLIDATED CASH FLOW STATEMENT

Year ended 31 March 2024

	Note	2023/24	2022/23
		£	£
NET CASH USED IN OPERATING ACTIVITIES	**20**	**(1,417,611)**	**(2,241,045)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interest, and rents from investments	4	548,904	443,719
Purchase of property, plant and equipment	10	(168,779)	(377,211)
Proceeds from sale of equipment			-
Disposal of property, plant, vehicles and equipment		-	-
Proceeds from sale of investments	11	1,000,000	1,000,000
NET CASH GENERATED BY INVESTING ACTIVITIES		**1,380,125**	**1,066,508**
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		**(37,486)**	**(1,174,537)**
Cash equivalents at the beginning of the reporting period		1,313,840	2,488,377
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21	**1,276,354**	**1,313,840**

CHARITY CASH FLOW STATEMENT

Year ended 31 March 2024

	Note	2023/24	2022/23
		£	£
NET CASH USED IN OPERATING ACTIVITIES	**20**	**(2,510,821)**	**(3,478,680)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interest and rents from investments	4	548,669	438,371
Purchase of property, plant and equipment	10	(168,779)	(377,211)
Gift Aid payment from subsidiary - Fire Fighters Trading Limited	4	1,102,935	1,602,613
Proceeds from sale of equipment			-
Disposal of property, vehicles, plant and equipment		-	-
Proceeds from sale of Investments	11	1,000,000	1,000,000
NET CASH GENERATED BY INVESTING ACTIVITIES		**2,482,825**	**2,663,773**
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		**(27,996)**	**(814,907)**
Cash equivalents at the beginning of the reporting period		1,222,588	2,037,495
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21	**1,194,592**	**1,222,588**

Notes To The Financial Statements

PRINCIPAL ACCOUNTING POLICIES

The Statements of Financial Activities and Balance Sheets have been prepared in accordance with applicable accounting standards under the historical cost convention, except for investments, which are stated at market value.

The Statements of Financial Activities and Balance Sheets reflect the requirements of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP), issued in 2019 (which is applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland [FRS102]) and the Companies Act 2006.

The Fire Fighters Charity constitutes a public benefit entity as defined by FRS 102.

DONATIONS

Donations and gifts are recognised in the Statements of Financial Activities and Balance Sheets as soon as there is entitlement, probability of receipt and an ability to measure the value.

LEGACIES

Income from legacies is recognised when the legacy has been received or when the charity has been notified of entitlement of the legacy prior to the year end and it is probable that the legacy will be received, defined when:

- there has been grant of probate,
- the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- any conditions attached to the legacy either are within the control of the charity or have been met.

LOTTERY INCOME

Lottery income is recognised based on the number of tickets included in each monthly draw. Any tickets purchased for future draws are deferred until that draw takes place.

CENTRES' INCOME

This represents ancillary income generated at the charity's rehabilitation and recuperation centres and is recognised on receipt.

GRANTS RECEIVABLE

Grants are recognised on notification when there is entitlement, likelihood of receipt is probable, and the amount can be measured.

DEFERRED INCOMING RESOURCES

Income received in advance is included in deferred income.

GIFTS IN KIND

Incoming resources in the form of gifts in kind are included in the Statements of Financial Activities when they are seen as having a value in excess of £1,000. Assets given for use by the charity are recognised as incoming resources and within the relevant fixed asset category of the Balance Sheet when received.

An amount equal to the donation's income recognised on gifts in kind and goods or services received free of charge is included within the most relevant category of expenditure to which the donation relates.

INVESTMENT INCOME
Dividends are recognised in the Statements of Financial Activities and Balance Sheets when they are receivable.

Bank interest is included in the Statements of Financial Activities and Balance Sheets when receivable.

Income generated by properties held for investment is included in the Statement of Financial Activities in line with tenancy agreements.

TRADING INCOME
Trading income is recognised as services or goods provided or despatched.

EXPENDITURE
The value of purchase invoices not paid until after the year-end but relating to the year has been included in the Statements of Financial Activities and Balance Sheets.

Liabilities are recognised as soon as there is a legal or constructive liability committing the charity to pay out resources.

Charitable expenditure is allocated against the core beneficiary need areas supported by the charity.

IRRECOVERABLE VAT
Irrecoverable VAT is not separately analysed and is charged to the Statements of Financial Activities and Balance Sheets when the expenditure to which it relates is incurred and is allocated as part of the expenditure to which it relates.

GRANTS
Grants are paid and expensed as they are authorised, and the recipient is notified of the grant award and a legal or constructive obligation is created.

FUNDRAISING COSTS
Expenditure, inclusive of any irrecoverable VAT, is accounted for on an accruals basis as liabilities are incurred. Where appropriate, costs are deferred so as to permit recognition in the same accounting period as related income.

INVESTMENTS AND INVESTMENT GAINS AND LOSSES
Stocks and shares quoted on the London Stock Exchange are included in the Balance Sheets at their market value as at the year end date.

Investment management fees are charged as part of a managed fund and deducted before income is distributed. The fund incurs a management charge of 0.65%, this equated to £87k in 2023/24 (2022/23: £90k).

Investment properties are included in the Balance Sheets at their market value as at the year end date. Any gains or losses on revaluation are recognised in the Statements of Financial Activities.

BASIS OF CONSOLIDATION
The group accounts consolidate the accounts of the charitable company and its subsidiary companies. Intra-group balances and transactions are eliminated on consolidation. The results of the subsidiary companies are consolidated on a line-by-line basis.

CAPITALISATION AND DEPRECIATION OF TANGIBLE FIXED ASSETS
Expenditure on tangible fixed assets is capitalised if the cost of the asset, or a group of related assets, is £5,000 or more. The cost of tangible fixed assets is their purchase cost together with any incidental expenses of acquisition. Tangible fixed assets are stated at cost net of depreciation. All tangible fixed assets, other than freehold land and assets in progress are depreciated using the straight-line method over their estimated useful lives as follows:

Freehold and long-leasehold property	30-50 years
Building improvements	5-25 years
Furniture and equipment	3-10 years
Plant and machinery	5-7 years
Motor vehicles	4-7 years

Assets in the course of construction are not depreciated until brought into operational use. Any assets that are impaired in value are written down to their recoverable amount.

STOCKS
Stocks are stated at the lower of cost and net realisable value. Net realisable value of stocks for re-sale is derived from the estimated selling prices of the stock less direct selling costs. Consumable stocks are valued at cost, unless it is anticipated that the stocks will not be used in the foreseeable future. In the latter case, the stocks are not valued.

DEBTORS
Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount repaid net of any trade discounts due.

CASH AT BANK AND IN HAND
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

CREDITORS AND PROVISIONS
Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

FINANCIAL INSTRUMENTS
The charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

LEASES
Amounts due under operating leases are charged to the Statements of Financial Activities and Balance Sheets on a straight-line basis over the term of the lease.

Equipment purchased under finance leases is capitalised as if purchased outright with depreciation charged to the Statements of Financial Activities, interest is charged equally over the length of the lease.

APPORTIONMENT OF EXPENDITURE
Expenditure is apportioned under the guidance of Financial Reporting Standard 102 and analysed between costs of generating funds, charitable activities, and governance costs:

The method of apportionment is as follows:

1. Costs attributable solely to one activity are allocated to that activity
2. Costs that contribute directly to the output of more than one activity are apportioned on a reasonable, justifiable, and consistent basis,
3. Support and governance costs are apportioned based on the following criteria:

General Management	Time allocated
Marketing	Time allocated
Head Office	Time allocated
Finance	Time allocated
Trustees	Total number of employees
Legal & Governance	Total number of employees
Technology	Total number of employees
HR	Total number of employees

FUNDS
Restricted funds are those funds received which have been donated based on the charity using those funds for a specific purpose as outlined by the donor.

Designated funds are created out of unrestricted funds for specific purposes. Funds are released once the purposes have been fulfilled or when the trustees are of the opinion that circumstances no longer warrant the designation of funds. The value and purpose of each designated fund can be found in note 16 to the accounts.

General funds are the accumulated unrestricted funds of the charity, which have not been designated for a specific purpose. There is a specific minimum amount the trustees require to be held as general funds; this is outlined in the reserves policy on page 42.

RETIREMENT BENEFITS
For the defined benefit scheme the amount charged to resources expended in respect of pension costs and other post-retirement benefits is the estimated regular cost of providing the benefits accrued in the year, adjusted to reflect variations from that cost. The interest cost and expected return on assets are included within resources expended.

Actuarial gains and losses arising from new valuations and from updating valuations to the Balance Sheet date are recognised in the Statements of Financial Activities and Balance Sheets as actuarial gains and losses on defined benefit pension scheme.

The defined benefit scheme is funded, with the assets held separately from the group in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every 3 years, and updated to reflect current conditions at each Balance Sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency. A pension scheme asset is recognised on the Balance Sheets only to the extent that the surplus may be recovered by reduced future contributions or to the extent that the trustees have agreed a refund from the scheme at the Balance Sheet date. A pension scheme liability is recognised to the extent that the group has a legal or constructive obligation to settle the liability.

For the defined pension contribution scheme the amount charged to Statements of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheets.

LIQUID RESOURCES
Liquid resources are represented by monies held by the charity's investment managers for investment purposes. These funds are held as cash deposits.

JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY
The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

TANGIBLE FIXED ASSETS
Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

GOING CONCERN
The trustees are of the opinion that there are no material uncertainties about the charity's ability to continue as a going concern.

1 DONATIONS AND LEGACIES

GROUP AND CHARITY	Unrestricted Funds	Restricted Funds	**Total Funds 2023/24**	Total Funds 2022/23
	£	£	**£**	£
Regular giving donations	2,334,017	-	**2,334,017**	2,317,384
Corporate and other donations	2,560,697	1,294	**2,561,991**	2,294,705
Gifts in kind	56,200	-	**56,200**	12,577
Legacies receivable	716,211	9,000	**725,211**	843,657
Grants	17,529	287,900	**305,429**	119,157
	5,684,654	298,194	**5,982,848**	5,587,480

In 2022/23, the income from donations and legacies was £5,587,480 of which £5,471,744 was unrestricted and £115,736 was restricted.

Income includes aggregated unconditional donations from 5 trustees (2022/23: 3 trustees) totalling £182 (2022/23: £162).

We are grateful to volunteers who assist our charity in a variety of roles including co-ordinating fundraising activities, raising awareness of our services and supporting beneficiaries through the provision of living well groups and telephone befriending. The aggregate time given by all volunteers in 2023/24 was more than 85,000 hours and such activity provides a significant contribution to the success of our charity. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of these volunteers is not recognised in the accounts.

2 OTHER TRADING ACTIVITIES

	Group 2023/24	Charity 2023/24	Group 2022/23	Charity 2022/23
	£	£	£	£
Lottery	1,677,936	1,677,936	1,821,991	1,821,991
Centres income	40,371	40,371	9,960	9,960
Trading income	1,834,781	-	1,651,704	-
	3,553,088	1,718,307	3,483,655	1,831,951

£15,492 of lottery income has been deferred as it relates to draws that have not yet taken place. £17,507 was released to income in the current year from amounts deferred in 2022/23.

In 2023/24 and 2022/23 all the income from other trading activities was unrestricted.

3 NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES

The wholly owned trading subsidiary, Fire Fighters Trading Limited, a company incorporated in England & Wales (company number 3816625), undertakes selling products branded with the Fire Fighters Charity logo and non-charitable trading activities held at the charity's rehabilitation and recuperation centres.

The non-charitable net income of the subsidiary is as follows:

	2023/24	2022/23
	£	£
Trading turnover	1,834,781	1,651,704
Cost of sales	(456,108)	(313,653)
Gross profit	1,378,673	1,338,051
Administrative expenses	(239,832)	(230,914)
Other operating income	24,596	14,706
Operating profit	1,163,437	1,121,843
Other interest receivable	235	5,348
Profit before and after taxation	1,163,672	1,127,191

As at 31 March 2024, the company's net assets comprised current assets of £341,321 (2022/23: £348,776) and current liabilities of £188,109 (2022/23: £283,303). The profit is gifted to the charity.

The financial information for this company has been extracted from the company's financial statements for the year ended 31 March 2024. The audit report on these financial statements was unqualified.

4 INCOME FROM INVESTMENTS

	Group 2023/24	Charity 2023/24	Group 2022/23	Charity 2022/23
	£	£	£	£
Income from listed investments	422,125	422,125	424,963	424,963
Income from investment properties	111,395	111,395	-	-
Bank interest	15,384	15,149	18,756	13,408
Gift Aid payment from subsidiary - Fire Fighters Trading Limited	-	1,102,935	-	1,602,613
	548,904	1,651,604	443,719	2,040,984

In 2022/23 and 2023/24 all the income from investments was unrestricted.

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES

GROUP	Direct Costs £	Support Costs £	**Total 2023/24 £**	Direct Costs £	Support Costs £	**Total 2022/23 £**
COST OF RAISING FUNDS						
Raising funds	1,081,418	641,260	**1,722,678**	1,206,948	715,596	**1,922,544**
Fundraising trading costs	1,081,130	340,748	**1,421,878**	1,434,726	335,326	**1,770,052**
Investment management costs	100,305	-	**100,305**	89,676	-	**89,676**
	2,262,853	982,008	**3,244,861**	2,731,350	1,050,922	**3,782,272**
COST OF CHARITABLE ACTIVITIES						
Physical Health	3,462,063	954,796	**4,416,859**	3,361,970	1,049,941	**4,411,911**
Mental Health	1,781,182	716,600	**2,497,782**	2,280,284	639,810	**2,920,094**
Social Health and Wellbeing	1,301,823	271,176	**1,572,999**	597,465	219,200	**816,665**
Other expenditure	-	-	-	4,772	-	**4,772**
	6,545,068	1,942,572	**8,487,640**	6,244,491	1,908,951	**8,153,442**
Total Resources Expended	8,807,921	2,924,580	**11,732,501**	8,975,841	2,959,873	**11,935,714**

CHARITY	Direct Costs £	Support Costs £	**Total 2023/24 £**	Direct Costs £	Support Costs £	**Total 2022/23 £**
COST OF RAISING FUNDS						
Costs of generating voluntary income	1,081,418	641,260	**1,722,678**	1,206,948	715,596	**1,922,544**
Fundraising trading costs	478,706	340,748	**819,454**	904,865	335,325	**1,240,190**
Investment Management Charges	100,305	-	**100,305**	89,676	-	**89,676**
	1,660,429	982,008	**2,642,437**	2,201,489	1,050,921	**3,252,410**

COST OF CHARITABLE ACTIVITIES	Direct Costs £	Support Costs £	**Total 2023/24 £**	Direct Costs £	Support Costs £	**Total 2022/23 £**
Physical Health	3,432,825	954,796	**4,387,621**	3,361,969	1,049,941	**4,411,910**
Mental Health	1,777,071	716,600	**2,493,671**	2,280,284	639,810	**2,920,094**
Social Health and Wellbeing	1,266,252	271,176	**1,537,428**	597,465	219,200	**816,665**
Other expenditure	-	-	-	4,772	-	**4,772**
	6,476,148	1,942,572	**8,418,720**	6,244,490	1,908,951	**8,153,441**
Total Resources Expended	8,136,577	2,924,580	**11,061,157**	8,445,979	2,959,872	**11,405,851**

Included with the costs above are:

	2023/24 £	2022/23 £
Depreciation	564,604	619,077
Operating leases – land and buildings	112,391	112,391
Operating leases – other	5,053	5,053
Auditor's remuneration (charity only: £19,850 (2022/23: £19,700))	22,675	23,100
Governance costs	78,195	44,089

ANALYSIS OF SUPPORT COSTS GROUP AND CHARITY	2023/24 £	2022/23 £
Staff costs	1,722,994	1,555,330
Office costs	443,162	487,481
Depreciation	23,988	66,938
VAT irrecoverable	127,466	178,648
Volunteer costs	-	6,320
Travel costs	63,900	39,959
Other costs	543,070	577,091
	2,924,580	2,911,767

Support costs, including governance costs, are allocated between activities on the basis set out on page 36.

In 2022/23, the expenditure on charitable activities was £8,153,442 of which £8,036,106 was unrestricted and £117,336 was restricted.

In 2022/23, the expenditure on raising funds was £3,782,272, which was all unrestricted.

6 SOCIAL HEALTH AND WELLBEING

GROUP AND CHARITY	2023/24 £	2022/23 £
One-off solutions	202,986	247,229
Islander travel	1,545	602
Wreaths	-	458
Other direct costs	363,663	349,177
	568,194	597,466
Administration costs	251,294	219,200
	819,488	816,666

All grant payments are made to individuals and no grant funding from third parties has been received in relation to them.

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

GROUP AND CHARITY	2023/24 £	2022/23 £
Wages and salaries	5,350,027	5,141,391
Social security costs	504,772	489,795
Pension costs	517,279	516,596
	6,372,078	6,147,782

The number of employees whose emoluments amounted to over £60,000 in the year was as follows:

	2023/24 Number	2022/23 Number
£70,001 - £80,000	1	3
£80,001 - £90,000	2	1
£100,001 - £110,000	1	
£120,001 - £130,000	1	1

During the year, pension contributions of £45,358 (2022/23: £44,032) were paid in respect of the above employees to defined contribution pension scheme.

The key management personnel of the Group are the Senior Leadership Team of the Charity. They are also the key management personnel for the Fire Fighters Trading Limited. The Senior Leadership Team are detailed on page 46.. The total employee benefits of the key management personnel of the Group and the charity were £530,487 (2022/23: £519,208).

The trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2022/23: Nil). Travel, accommodation, and subsistence expenses totalling £5,003 (2022/23: £3,207) were reimbursed to 9 trustees (2022/23: 8).

There were no redundancy payments made in the year (2022/23: £9,633 to 2 employees). No ex gratia payments were paid during the year (2022/23: Nil).

The average number of staff employed during the year was 206 (2022/23: 203).

Numbers employed, calculated on a full-time equivalent basis, analysed by function were:

	2023/24 Number	2022/23 Number
Charitable activities:		
Physical Health	27	26
Mental Health	20	22
Social Health & Wellbeing	13	16
Costs of generating funds	13	17
Support	25	24
	98	105

8 PENSION COSTS

	2023/24 £'000	2022/23 £'000
AMOUNTS RECOGNISED IN THE BALANCE SHEETS		
Fair value of employer assets	1,716	1,647
Present value of funded liabilities	(873)	(891)
	843	756
RECONCILIATION OF DEFINED BENEFIT OBLIGATION		
Opening defined benefit obligation	891	1,278
Current service cost	7	13
Interest cost	41	34
Contributions by members	2	2
Changes in assumptions	(3)	(361)
Estimated benefits paid	(65)	(75)
Closing defined benefit obligation	873	891

8 PENSION COSTS (continued)

RECONCILIATION OF FAIR VALUE OF EMPLOYER ASSETS

Opening fair value of employer assets	1,647	1,765
Interest income	77	47
Contributions by members	2	2
Contributions by the employer	-	6
Return on assets excl. amounts included in net interest	55	(98)
Benefits paid	(65)	(75)
Closing fair value of employer assets	1,716	1,647

THE MAJOR CATEGORIES OF PLAN ASSETS AS A PERCENTAGE OF TOTAL PLAN ASSETS

	2023/24	2022/23
Equities	56%	52%
Bonds	30%	32%
Property	12%	14%
Cash	2%	2%
Tota	100%	100%

PRINCIPAL ACTUARIAL ASSUMPTIONS

	2023/24	2022/23
Pension increase rate	2.80%	3.00%
Salary increase rate	4.30%	4.50%
Discount rate	4.80%	4.75%

As at the date of the most recent valuation, the duration of the Employer's funded liabilities is 12 years.

MORTALITY

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2022 model, with a 25% weighting of 2022 data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. Based on these assumptions, the average future like expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	21.7 years	22.5 years
Future pensioners*	22.2 years	26.6 years

* Figures assume members aged 45 as at the last formal valuation date.

COMMUTATION

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

The charity operates a defined benefit contribution scheme for which the charge in the year was £543k (2022/23: £523k). £46k was unpaid at the year-end (2022/23: £44k).

9 TAXATION

There was no taxation charge for the period. Taxable profits are dependent on the extent to which subsidiary company profits are distributed to the charity by way of Gift Aid.

10 FIXED ASSETS

	Freehold property £	Assets in the course of construction £	Fixtures, fittings & equipment £	Motor vehicles £	**Total £**
GROUP AND CHARITY COST					
At 1 April 2023	16,360,028	-	4,210,488	49,737	**20,620,253**
Additions	3,027	-	165,752	-	**168,779**
Transfers	-	-	(32,156)	32,156	**-**
Disposals	-	-	-	-	**-**
Reclassification to investments	(107,929)	-	-	-	**(107,929)**
At 31 March 2024	16,255,126	-	4,344,084	81,893	**20,681,103**
DEPRECIATION					
At 1 April 2023	4,133,316	-	2,868,284	24,537	**7,026,137**
Charge	319,787	-	234,204	10,613	**564,604**
Disposals	-	-	(19,549)	19,549	**-**
Reclassification to investments	(31,945)	-	-	-	**(31,945)**
At 31 March 2024	4,421,158	-	3,082,939	54,699	**7,558,796**
NET BOOK VALUE					
At 31 March 2024	11,833,968	-	1,261,145	27,194	**13,122,307**
At 31 March 2023	12,226,712	-	1,342,204	25,200	**13,594,116**

The net book value at 31 March 2024 represents fixed assets used for:

DIRECT CHARITABLE ACTIVITIES

	Freehold property £	Assets in the course of construction	Fixtures, fittings & equipment £	Motor vehicles £	**Total £**
Physical & Mental Health	10,934,941	-	1,175,496	27,193	**12,137,630**
Social Health & Wellbeing	887,336	-	13,837	-	**901,173**
	11,822,277	-	1,189,333	27,193	**13,038,803**
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	11,692	-	71,812	-	**83,504**
	11,833,969	-	1,261,145	27,193	**13,122,307**

The net book value at 31 March 2023 represents fixed assets used for:

	Freehold property £	Assets in the course of construction	Fixtures, fittings & equipment £	Motor vehicles £	**Total £**
DIRECT CHARITABLE ACTIVITIES					
Physical & Mental Health	11,237,911	-	1,258,728	25,200	**12,521,839**
Social Health & Wellbeing	972,936	-	17,833	-	**990,769**
	12,210,847	-	1,276,561	25,200	**13,512,608**
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	15,865		65,643	-	**81,508**
	12,226,712	-	1,342,204	25,200	**13,594,116**

11 FIXED ASSET INVESTMENTS GROUP AND CHARITY

	2023/24 £	2022/23 £
Market value at 1 April 2023	15,523,364	17,021,539
Reclassification from fixed assets	75,984	-
	15,599,348	17,021,539
Disposal proceeds	(1,000,000)	(1,000,000)
Unrealised (loss)/gain on revaluation at 31 March 2024	1,003,456	(498,175)
Market value at 31 March 2024	15,602,804	15,523,364
Historical cost as at 31 March 2024	**8,199,557**	**8,776,183**

All investments are listed on recognised exchanges and no individual investment exceeds 5% of the total fund.

ANALYSIS OF INVESTMENTS	£	£
Unit trusts	13,292,805	13,423,364
Investment Property	2,310,000	2,100,000
Market value at 31 March 2024	15,602,805	15,523,364

12 INVESTMENTS IN GROUP COMPANIES

The charity holds shares in two wholly-owned subsidiary companies incorporated in England at a cost of £2 each. A summary of their activities and financial position is as follows:

	Turnover and other operating income £	Net profit before tax £	Net assets £
Fire Fighters Trading Limited (Undertakes non-charitable trading activities to raise funds for the charity parent undertaking.)	1,859,377	1,163,672	126,212
FSNBF Limited (Dormant)	-	-	2

13 STOCKS

	Group 2023/24 £	Charity 2023/24 £	Group 2022/23 £	Charity 2022/23 £
Goods for resale	27,599	-	48,112	-
Consumables	11,724	11,724	9,921	9,921
	39,323	11,724	58,033	9,921

14 DEBTORS

	Group 2023/24 £	Charity 2023/24 £	Group 2022/23 £	Charity 2022/23 £
Trade debtors	183,293	-	191,924	2,000
Other debtors	43,390	43,390	46,975	46,975
Prepayments & accrued income	1,243,344	1,221,677	1,366,027	1,346,542
Amounts owed by subsidiary undertakings	-	25,155	-	122,556
	1,470,027	1,290,222	1,604,926	1,518,073

15 CREDITORS – amounts falling due within one year

	Group 2023/24 £	Charity 2023/24 £	Group 2022/23 £	Charity 2022/23 £
Trade creditors	339,103	330,706	199,491	197,549
Other taxation & social security	158,333	87,246	191,242	119,370
Other creditors	95,347	93,592	91,107	91,107
Accruals and deferred income	150,112	68,394	196,699	109,768
Amounts owed to subsidiary	-	-	-	-
	742,895	579,938	678,539	517,794

16 STATEMENT OF FUNDS – Year ended 31 March 2024

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	234,917	298,194	(203,205)	-	329,906
Unrestricted Funds: Designated Funds					
Fixed asset fund	13,594,116	-	-	(471,809)	13,122,307
Investment Property	2,100,000	-	-	210,000	2,310,000
Strategic Plan fund	2,809,613	-	-	(801,017)	2,008,596
Total Designated Funds	**18,503,729**	**-**	**-**	**(1,062,826)**	**17,440,903**
General Funds					
Free reserves	12,677,094	9,812,031	(10,554,840)	1,062,826	12,997,111
Pension fund surplus/(deficit)	756,000	-	87,000	-	843,000
Total General Funds	**13,433,094**	**9,812,031**	**(10,467,840)**	**1,062,826**	**13,840,111**
Total Funds	**32,171,740**	**10,110,225**	**(10,671,045)**	**-**	**31,610,920**

CHARITY	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	234,917	298,194	(203,205)	-	329,906
Unrestricted Funds: Designated Funds					
Fixed asset fund	13,594,116	-	-	(471,809)	13,122,307
Investment Property	2,100,000	-	-	210,000	2,310,000
Strategic plan fund	2,809,613	-	-	(801,017)	2,008,596
Total Designated Funds	**18,503,729**	**-**	**-**	**(1,062,826)**	**17,440,903**
General Funds					
Free reserves	12,611,626	9,079,950	(9,883,496)	1,062,826	12,870,906
Pension fund surplus/(deficit)	756,000	-	87,000	-	843,000
Total General Funds	**13,367,626**	**9,079,950**	**(9,796,496)**	**1,062,826**	**13,713,906**
Total Funds	**32,106,272**	**9,378,144**	**(9,999,701)**	**-**	**31,484,715**

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

To enable the charity to maintain services to beneficiaries the Board have identified that an amount equivalent to between 9 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, this reserves also ensure that trustees can allocate additional appropriate funds when needed to support urgent beneficiary need.

As at 31st March 2024 there were £13.0m of free reserves, which represented an amount approximately equivalent to 12 months of the budgeted expenditure for 2024/25.

To support the previous strategic plan, which ended in March 2024, the Board had designated funds to a strategic plan fund. The funds remaining at the end of 2023/24 have been replaced by a new designation of £2m, which supports the planned deficit for the first year of the new 4 year strategic plan.

16 STATEMENT OF FUNDS – Year ended 31 March 2023

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	236,517	115,736	(117,336)	-	234,917
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	13,840,754	-	-	(246,638)	13,594,116
Investment Property	2,100,000	-	-	-	2,100,000
Strategic plan des'n	4,600,000			(1,790,387)	2,809,613
Total Designated Funds	**20,540,754**	**-**	**-**	**(2,037,025)**	**18,503,739**
General Funds					
Free reserves	13,433,031	9,529,591	(12,322,553)	2,037,025	12,677,094
Pension fund surplus/(deficit)	487,000	-	269,000	-	756,000
Total General Funds	**13,920,031**	**9,529,591**	**(12,053,553)**	**2,037,025**	**13,433,094**
Total Funds	**34,697,302**	**9,645,327**	**(12,170,889)**	**-**	**32,171,740**

CHARITY	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	236,517	115,736	(117,336)	-	234,917
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	13,840,754	-	-	(246,638)	13,594,116
Investment Property	2,100,000	-	-	-	2,100,000
Strategic plan des'n	4,600,000			(1,790,387)	2,809,613
Total Designated Funds	**20,540,754**	**-**	**-**	**(2,037,025)**	**18,503,729**
General Funds					
Free reserves	12,892,139	9,475,152	(11,792,690)	2,037,025	12,611,626
Pension fund surplus/(deficit)	487,000	-	269,000	-	756,000
Total General Funds	**13,379,139**	**9,475,152**	**(11,523,690)**	**2,037,025**	**13,367,626**
Total Funds	**34,156,410**	**9,590,888**	**(11,641,026)**	**-**	**32,106,272**

Charitable Activities - This restricted fund represents gifts and grants that are to be spent in line with the wishes of the donors, the restrictions on which may include supporting beneficiaries from a defined geographical area or the purchase of equipment.

Fixed asset fund - This represents the net book value of fixed assets. Transfers represent fixed asset activity relating to other funds held.

Investment Property Fund –This fund represents property held by the charity which is being used for investment purposes.

Strategic Plan Designation - This fund was created to earmark specific funds to planned strategic plan deficits. The £2m balance at the end of March 2024 represents the budgeted deficit for 2024/25.

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2024

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2023/24 Total £
Tangible Fixed Assets	-	13,122,307	-	13,122,307
Fixed Asset Investments	-	15,602,804	-	15,602,804
Net Current Assets	329,906	(11,284,208)	12,997,111	2,042,809
Long term assets (includes pension asset)	-	-	843,000	843,000
Net Assets	**329,906**	**17,440,903**	**13,840,111**	**31,610,920**

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2023/24 Total £
Tangible Fixed Assets	-	13,122,307	-	13,122,307
Fixed Asset Investments	-	15,602,804	4	15,602,808
Net Current Assets	329,906	(11,284,208)	12,870,902	1,916,600
Long term assets (includes pension asset)	-	-	843,000	843,000
Net Assets	**329,906**	**17,440,903**	**13,713,906**	**31,484,715**

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2023

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2022/23 Total £
Tangible Fixed Assets	-	13,594,116	-	13,594,116
Fixed Asset Investments	-	15,523,364	-	15,523,364
Net Current Assets	234,917	(10,613,751)	12,677,094	2,298,260
Long term liabilities (includes pension liability)		-	756,000	756,000
Net Assets	**234,917**	**18,503,729**	**13,433,094**	**32,171,740**

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2022/23 Total £
Tangible Fixed Assets	-	13,594,116	-	13,594,116
Fixed Asset Investments	-	15,523,364	4	15,523,368
Net Current Assets	234,917	(10,613,751)	12,611,622	2,232,788
Long term liabilities (includes pension liability)	-	-	756,000	756,000
Net Assets	**234,917**	**18,503,729**	**13,367,626**	**32,106,272**

18 DEFERRED INCOME

	As at 1 April 2023 £	Released in the Year £	Deferred in the Year £	As at 31 March 2024 £
Hotel Ledger	66,547	(66,547)	65,926	65,926
Lottery	17,507	(17,507)	15,492	15,492
Facility Hire	16,384	(16,384)	11,615	11,615
Rental properties	4,585	(4,585)	2,432	2,432
Total	**105,023**	**(105,023)**	**95,465**	**95,465**

The previous year deferred income was released in 2023/24.

Hotel Ledger deferred income relates to rental accommodation paid for in advance, which will be released when the rental occurs.

Facility hire deferred income relates to invoices for facility hire that have been generated in advance of the facility hire occurring.

Rental properties deferred income relates to tenants at the investment properties who have paid rent in advance.

Lottery deferred income relates to payments made in advance of future lottery draws, which will be released when those draws occur.

19 COMMITMENTS – GROUP AND CHARITY

	As at 31 March 2024 £	As at 31 March 2023 £
OPERATING LEASES – LAND AND BUILDINGS		
At 31 March 2024 the Group was committed to total payments in respect of operating leases which expire:		
After more than five years	-	-
Between two and five years	172,287	-
Within 12 months	129,215	112,391
OPERATING LEASES – OTHER		
Between two and five years	-	-
Within 12 months	5,053	5,053

20 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	Group 2023/24 £	Charity 2023/24 £	Group 2022/23 £	Charity 2022/23 £
Net expenditure	(618,820)	(679,557)	(2,788,562)	(2,313,138)
Losses/(gains) on investments	(1,003,456)	(1,003,456)	498,175	498,175
Dividends, interest and rent from investment properties	(548,904)	(548,669)	(443,719)	(438,371)
Gift Aid payment from subsidiary	-	(1,102,935)	-	(1,602,613)
Movement in defined benefit pension	(29,000)	(29,000)	(6,000)	(6,000)
	(2,200,180)	(3,363,617)	(2,740,106)	(3,861,947)
Depreciation	564,604	564,604	619,077	619,077
Decrease/(increase) in stocks	18,710	(1,803)	(3,861)	(2,851)
Decrease/(increase) in debtors	134,899	227,851	(74,984)	(144,341)
(Decrease)/increase in creditors	64,356	62,144	(45,943)	(93,390)
Loss/(profit) on the sale of fixed assets	-	-	4,772	4,772
NET CASH OUTFLOW FROM OPERATING ACTIVITIES	**(1,417,611)**	**(2,510,821)**	**(2,241,045)**	**(3,478,680)**

21 ANALYSIS OF CHANGES IN NET CASH

GROUP	1 April 2023 £	Cash flows £	31 March 2024 £
Cash at bank and in hand	1,313,840	(37,486)	1,276,354
	1,313,840	(37,486)	1,276,354

CHARITY	1 April 2023 £	Cash flows £	31 March 2024 £
Cash at bank and in hand	1,222,588	(27,996)	1,194,592
	1,222,588	(27,996)	1,194,592

22 CAPITAL COMMITMENTS

At 31 March 2024 the charity had capital commitments totalling £18,581. The amount outstanding at 31 March 2023 was £17,291.

23 RELATED PARTY TRANSACTIONS

The charity has taken advantage of the exemption in Financial Reporting Standard 102 from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared.

Donations totalling £182 have been received from 5 trustees (2022/23: £162 - 3 trustees).

THANKS TO OUR COMPANY MEMBERS AND LIFE PATRONS

Our Company Members play a key role in the governance of our charity.

We thank all of those who have taken on this valuable role throughout 2023/24.

We also extend our heartfelt thanks to our Life Patrons who continue to show great dedication to our charity, through years of support and awareness raising:

- George Almond
- Andrew Best
- James Connor
- John Craig
- Peter Davies
- Christopher Deverill
- Arwel Fowler
- Alan Holmes
- Keith MacGillivray
- Graham Meldrum
- Barry Sadler
- Ken Seager
- Tommy Thom
- David Woods

LEGAL AND ADMINISTRATIVE INFORMATION

PATRON:
His Majesty the King

TRUSTEES:
- John Baines, Chair
- Neil Gibbins, Deputy Chair
- Chris Bilby
- Peter Connolly (appointed 15 November 2023)
- Shantha Dickinson
- Graham Floyd (resigned 15 November 2023)
- Michael Graham
- Ross Haggart
- Chris Hirst
- Simon Routh-Jones
- Roger Thomas
- Steve Tolan
- George Wood

Fire Fighters Charity is a company limited by guarantee.
Registered in England Number: 4480058
Charity Registration Number: 1093387
Scottish Charity Registration Number: SC040096
Isle of Man Charity Registration Number: 1363
Isle of Man Company Registration Number: 006421F

SENIOR LEADERSHIP TEAM:

Chief Executive
Jill Tolfrey (to 31 May 2024)
Sherine Wheeler (from 22 April 2024)

Finance Director
Martin Smith (to 16 August 2024)

Interim Director of Finance
Steve Hollock (16 August to 4 October 2024)

Director of Finance
Lizzie McGilveray (from 24 September 2024)

Director of People, Governance and Compliance
Christine Goonan

Director of Services
Sharon Bailey

Director of Impact and Service Partnerships
Joss Gaynor

Interim Director of Engagement & Fundraising
Andrew Gould (appointed 6 December 2023)

Director of Business Development, Estates and Facilities
Richard Jenkins (from 1 September 2024)

Company Secretary
Christine Goonan

HEADQUARTERS AND REGISTERED OFFICE:

FIRE FIGHTERS CHARITY
Belvedere, Basing View, Basingstoke, Hampshire, RG21 4HG

Tel: 01256 366566
Fax: 01256 366599
Web: **www.firefighterscharity.org.uk**

OUR CENTRES:
Marine Court, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Jubilee House, Eamont Park, Eamont Bridge, Penrith, Cumbria, CA10 2BN

Harcombe House, Chudleigh, Devon, TQ13 0DG

RETIREMENT HOMES:
Marine Court Flats, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Eamont Park Retirement Homes, Eamont Bridge, Penrith, Cumbria, CA10 2BN

AUDITOR:
James Cowper Kreston Audit, 2 Communications Road, Greenham Business Park, Greenham, Newbury, RG19 6AB

INVESTMENT MANAGERS:
Newton Investment Management Limited, 160 Queen Victoria Street, London, EC4V 4LA

BANKERS:
Barclays Bank PLC, 4th Floor, Apex Plaza, Forbury Road, Reading, RG1 1AX

CUSTODIANS:
Bank of New York, 1 Canada Square, London, E14 5AL



"I genuinely don't know what I'd have done without the charity, I've come so far with your help."

Lauren Gillingham, wife of West Yorkshire firefighter.



Patron: His Majesty The King.

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Fire Fighters Charity, Level 6 Belvedere, Basing View, Basingstoke, RG21 4HG, UK

FIRE FIGHTERS CHARITY

England & Wales - Charity number 1093387

Accounts

Fire Fighters Charity

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

31 March 2023

Company Registration Number: 4480058

Charity Registration Number: 1093387

Scottish Charity Registration Number: SC040096

Fire Fighters Charity
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Fire Fighters Charity
LEGAL AND ADMINISTRATIVE INFORMATION

PATRON
Her Majesty the Queen (until September 2022)

TRUSTEES:

John Baines, Chair
Neil Gibbins, Deputy Chair
Chris Bilby
Shantha Dickinson (appointed 17 November 2022)
Graham Floyd
Michael Graham
Ross Haggart
Robert A Hickmott (resigned 16 November 2022)
Christopher Hirst
Simon Routh-Jones
Roger Thomas (appointed 17 November 2022)
Steve Tolan
George Wood

Fire Fighters Charity is a company limited by guarantee.
Registered in England Number 4480058
Charity Registration No 1093387
Scottish Charity Registration No SC040096

STRATEGIC LEADERSHIP TEAM:

Chief Executive
Jill Tolfrey

Finance Director
Martin Smith

Director of Organisational Development & Corporate Governance
Christine Goonan

Director of Beneficiary Services
Sharon Bailey

Director of Health Improvement & Influencing
Joss Gaynor (appointed 8 August 2022)

Director of Engagement & Fundraising
Ruth Powell (resigned 20 February 2023)

Company Secretary
Christine Goonan

HEADQUARTERS AND REGISTERED OFFICE:
FIRE FIGHTERS CHARITY
Belvedere, Basing View
Basingstoke, Hampshire, RG21 4HG
Tel: 01256 366566
Fax: 01256 366599
Web: www.firefighterscharity.org.uk

RESIDENTIAL CENTRES:
Ronnie Green Wing, Marine Court, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Jubilee House, Eamont Park, Eamont Bridge, Penrith, Cumbria, CA10 2BN

Harcombe House, Chudleigh, Devon, TQ13 0DG

AUDITOR:
James Cowper Kreston Audit,
2 Communications Road
Greenham Business Park, Greenham,
Newbury, RG19 6AB

INVESTMENT MANAGERS:
Newton Investment Management Limited,
160 Queen Victoria Street, London, EC4V 4LA

BANKERS:
Barclays Bank PLC, 4th Floor, Apex Plaza,
Forbury Road, Reading, RG1 1AX

CUSTODIANS:
Bank of New York, 1 Canada Square, London, E14 5AL

The Trustees are pleased to submit their Annual Report and audited financial statements for the year ended 31 March 2023.

Note: The Trustees are also the registered Directors of the charitable company.

Structure and Governance

Legal and Administrative Information

The Charity was saddened by the loss in September 2022 of our Patron Her Majesty Queen Elizabeth II. We recognise how fortunate we were to have benefited from her patronage throughout 69 years of her 70 year reign, and we will hope to achieve similar Royal Patronage in the future.

Legal and administrative contact information is given on page 2.

Legal Status

Fire Fighters Charity (known as "the Fire Fighters Charity") is a company limited by guarantee and a registered Charity, incorporated in England. The guarantee requires each member to contribute an amount not exceeding £1 in the event of the Charity being wound up. The Charity is governed by its Articles of Association dated 8 November 2018.

Charitable Aims, Public Benefit and Provision of Services

The Trustees have carefully considered the Aims of the Charity and how it measures up to the Public Benefit test. The Charity provides a range of services to the Fire Services Community and the Trustees are satisfied that there are identifiable benefits that meet the Public Benefit Summary Guidance from the Charity Commission.

The Fire Fighters Charity is a national Charity providing assistance and support to serving and retired members of the fire and rescue service community, including eligible dependants. The Charity works to enhance quality of life and make a positive difference to the lives of beneficiaries.

The Charity supports its beneficiaries through digital, online, telephone, community based and residential services. Support is personalised to meet the beneficiary's unique mental health, physical health and social needs and is accessed through either a confidential helpline or web form as a self-referral or via an advocate. Once beneficiaries (or their advocates) have contacted the Charity, practitioners will take the time to understand their needs and explore with them what support and solutions may be appropriate to address their needs.

Trustee Board defined criteria are in place for all the Charity's beneficiary services to ensure there is both ease and equity in access to the provision of services and charitable funds are used where there is an identified need. The Charity's services are articulated in a Board approved service delivery document and all service delivery is underpinned by a Clinical and Social Care Governance framework ensuring continuous improvement and high standards of care are maintained. Systems and processes underpin the wider clinical and social care governance framework to ensure quality in service provision. All services, and research activity are organised around a single definition of quality: That the Charity provides:

- Support that is effective, is safe and gives as positive an experience as possible by being caring, responsive and personalised.
- Our services are well-led, sustainable, and equitable, and achieved through working together and in partnership with our beneficiaries.

The support provided to beneficiaries by the Charity is free of charge for identified need. This enables access to services for all beneficiaries, irrespective of financial circumstances. Financial support to

access the mainland for residential services can be provided to beneficiaries who reside on the UK islands.

Trustees receive qualitative and quantitative data to evidence the effectiveness of service provision and to identify where future service development may be required. The Charity has commissioned research to understand the health and wellbeing needs of the fire community, and this evidence informs service delivery.

Digital/Online/Telephone Support

The Charity provides digital support using a variety of Apps and a secure remote consultation platform that allows confidential consultation and the provision of physiotherapy and exercise therapy in support of primarily physical problems. Alongside this the Charity provides access to a wide variety of self-service web-based information, resources and webinars alongside direct online and telephone counselling for those beneficiaries needing mental health support. The Charity continues to develop a wide range of resources to support improved health literacy and empower positive decision making around health and wellbeing. The Charity also purchases quality assured face to face and online mental health support from external sources, providing easier access to support for beneficiaries in geographically and socially 'harder to reach' groups.

Residential Services

The Charity has three residential centres which offer a range of activities and programmes of support led by a multi professional team which includes Chartered Physiotherapists, Exercise Therapists and Psychological Therapists. Residential support is available for beneficiaries recovering from injury or illness, for those with poor mental health, and those who present with long term and degenerative conditions. Our Harcombe House centre also provides support for individuals, couples and families, some of whom may simply need the opportunity to take 'time out', others may engage in more formal programmes of support. Facilities within each Centre include a gymnasium / fitness room, leisure pool and hydrotherapy pool. Harcombe House also has specialist facilities for families and children. Residential stays are short term and on average beneficiaries spend 4-7 days at a Centre, however there is some flexibility in the length of a stay depending on individual need.

Residential support is underpinned by a philosophy of empowerment and recovery and is tailored to meet the needs of individuals, couples and families with the multi professional team working in partnership with beneficiaries to identify solutions to meet their mental health, physical health, and social wellbeing needs. Beneficiaries may engage in different levels of activity, ranging from a residential stay that focuses on rest and relaxation to participation in a programme of structured activity. Health and wellness coaching is embedded within the support provided at the Centres, providing beneficiaries with up-to-date, evidence-based information to enable them to make informed choices around their wellbeing. Residential support may be 'front-ended' with digital support to maximise the benefit of the residential stay, and digital support may also be in place to promote sustained change following a residential stay.

Access to the most appropriate support is agreed in partnership with the beneficiary following assessment of need and desired outcome. Admission criteria support decision making to ensure that access to support is equitable and inclusive, and the Charity values are upheld. All support provided by the multi professional team is evidence based and adheres to best practice.

Nursing services are available at Jubilee House for beneficiaries with more complex needs who may require nursing or personal care. The Charity's nursing services are regulated by the Care Quality Commission and delivered by a team of Registered Nurses and Clinical Assistants. A Nursing Services Lead (Registered Manager) oversees the delivery of this service. Currently the nursing provision continues to be rated as Outstanding.

The Charity also offers structured child and family programmes at Harcombe House at specific times during the year (school holidays). These programmes support the family unit to manage challenges

they are facing in life and provide families with the opportunity to relax, enjoy quality family time and meet other families who experience similar challenges. A range of appropriate activities is also available as part of these programmes, seeking to encourage greater social interaction, communication, increased confidence and improve wellbeing.

Children's Burns Weekends

The Charity also supports both the Northern and Southern NHS Burns Trusts by providing facilities for a supported weekend break for families with children who are recovering from burn injury. These weekends are highly praised for their positive impact on those attending.

Community Based Support

The Charity recognises that some beneficiaries may require support at home to access services in their local communities. A small team of Welfare Caseworkers offer confidential, impartial advice and information on a wide range of issues that affect and impact upon everyday life. The team will carry out face to face and telephone assessments to identify solutions to meet individual need. Home visits are carried out where required by Welfare Caseworkers or approved volunteers.

Needs are assessed within a structured framework and against financial criteria. Statutory entitlements are fully considered and match funding opportunities with other organisations explored. Solutions can include the provision of equipment, assistance with home adaptations, or financial solutions to relieve crisis such as food poverty. Solutions provided through the Welfare Service are largely short term; long term support is only provided in exceptional circumstances and is subject to annual review. Where appropriate, beneficiaries are signposted on to external organisations.

Where appropriate, health and wellbeing support can be offered remotely. This support is personalised to meet an individual's need and may include telephone advice or consultation through video conferencing, signposting, or support to access local community groups or health / social care services. The Charity also runs 'Living Well Groups'. These groups are delivered by volunteers with support from the Charity and focus on providing a longer term and sustainable way of keeping in touch and connected post-retirement. The groups are well evaluated and act to reduce social isolation and loneliness within our retired population. The Charity also provides a telephone befriending service that involves fully trained volunteers engaging in regular 'telephone chats' with a matched beneficiary, again working to reduce loneliness and social isolation.

Support Provided Directly to Fire and Rescue Services

Acknowledging the power of prevention and with the focus on improving the population health of our community, the Charity also provides wellness and behaviour change coaching direct to members of the UK Fire and Rescue Services (UKFRS), through both digital and face to face delivery, supporting members of the workforce in the development of health literacy and engaging in healthy behaviours to support mental, physical, and social health and wellbeing.

Trustee Recruitment, Appointment and Training

The Charity advertises the role of Trustee on a national basis with Trustees appointed in line with the Articles of Association, role description and person specification. There are Board approved procedures for the recruitment, selection and induction of Trustees. The process of appointment of a new Trustee includes reviewing our skills audit to determine skills gaps within the Board of Trustees which informs the recruitment focus, advertising the vacancy, issuing information and application documents, ascertaining a shortlist of applicants by using criteria based on the role requirements and interview by a panel including either the Chair or the Deputy Chair of the Board of Trustees, one other Trustee and two Company Members. The recruitment and selection procedure are regularly reviewed to enhance equity, transparency and consistency, to meet legal requirements, and to ensure effective assessment

of the skills required. New Trustees are given an induction programme. Where a vacancy occurs outside of the annual recruitment process, Trustees may appoint to the vacancy until the next Annual General Meeting. 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. Any expenses reclaimed are in line with Board approved policies and are set out in note 7 to the accounts.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Fire Fighters Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of Information to the Auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as a Trustee to make him or herself aware of any relevant audit information and to establish that it has been communicated to the auditor.

Charity and Organisational Structure

Fire Fighters Charity is a company limited by guarantee and is a charity registered in England, Wales, and Scotland. We are governed by our Articles of Association which were last reviewed in 2018. The Articles permit up to 48 Company Members to be appointed from those 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. Our Company Members elect our Board of Trustees at our Annual General Meeting. Our Trustees are also the legal directors of the company.

Our Trustee Board consists of between 8 and 12 individuals, the majority of whom have a direct association with the fire services community. One quarter retire at each AGM and are eligible for re-election until they have served a maximum of 8 years, in all but exceptional cases.

The Board of Trustees met 4 times for scheduled meetings in 2022-23. In addition, to support effective governance and our work, 4 Board sub committees, with the remit of Beneficiary Services, Finance and Audit, Staff and Governance, and Engagement and Fundraising operated during the year within a documented framework which includes where a devolved decision can be made. A Company Member participated in all four of the Board sub committees.

The Board of Trustees has control over the Charity and its property and funds. It directs the Charity's operations and ensures compliance with our Articles of Association. Trustees agree and regularly review plans for achieving the Charity's aims and the finances needed to support them.

Trustees appoint a Chief Executive who has full authority for the implementation of approved strategic plans and the daily running of the Charity. The daily operations are run with five Directors, responsible for Finance, Engagement & Fundraising (vacant from February 2023), Beneficiary Services, Health Improvement & Influencing and Organisational Development and Corporate Governance.

The Charity wholly owns two subsidiary companies; Fire Fighters Trading Limited - which provides trading and commercial services - and FSNBF Limited, a dormant company. The accounts of Fire Fighters Trading Limited are consolidated with the Charity within the Group financial statements.

An annual pay review is conducted for all employees that considers inflation, external benchmarking data and affordability. The results of the review are considered by the Staff and Governance Committee and a recommendation made to the Board of Trustees.

The Chief Executive's salary is decided by the Trustee Board prior to a vacancy being advertised and thereafter awarded any increase given to all employees. In addition, the salary is reviewed annually by the Chair of the Trustee Board. A decision to increase the Chief Executive's salary, other than an increase awarded to all employees, must be recommended by the Chair and then approved by the Staff and Governance sub-committee, in order for the increase to be implemented. Any changes to the management structure at the level reporting directly to the Chief Executive requires the consideration and approval of the Staff and Governance sub-committee.

Charity Staff

The Trustees place on record their grateful thanks to all the staff of the Charity. In particular, the Trustees wish to thank them for their devotion to their roles that ultimately exist to assist beneficiaries, and for their continued understanding as the Charity emerged from the ongoing challenges of the Covid 19 pandemic.

Volunteers

The Charity's activities are supported by a large number of willing and enthusiastic volunteers who do so much, often behind the scenes, to help the Charity and its beneficiaries. While there is no mechanism available to formally calculate the value of their contribution it is undoubtedly of great value to the Charity. The Charity's Trustees wish to record their gratitude and admiration for this effort.

Strategic Report

Activities and Performance

Objectives

The Charity's primary role continues to be support for those in need in the fire service community. This includes service personnel, former service personnel, works firefighters, former works firefighters, volunteers in a Fire and Rescue service, current and former Charity employees, personnel in Fire Services Youth Schemes and any dependant of any of these categories (with the exception of volunteers in a Fire and Rescue service).

Within the Articles of Association, the Trustees are given the powers to deposit or invest the monies of the Charity not immediately required for its operations, in any manner as may be thought fit. The Trustees may also delegate the management of investments to a financial expert.

At the Fire Fighters Charity, our vision is to 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, community and workplace based services, we will help the entire fire service community to live more healthily and seek to deliver personalised support to thousands and reach every corner of the UK.

Our strategic plan for 2020-21 to 2024-25 includes four portfolios of work, each of which contain several projects that will shape and define the way we work and operate over the years to come. The objectives of these portfolios and projects are focused on these two core principles:

To expand our reach: We should be a charity for every member of the fire services community, regardless of where they live or the circumstances in which they find themselves. The support we offer should therefore be accessible to all, so this plan sets out how we will remove barriers and provide services that can include all members of our community.

To deliver more health and wellbeing services to more people: Before this plan, we supported around 5,000 people a year, but we want to reach many more. 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. It is our aspiration that the Charity becomes an integral part of the lives of our beneficiaries – that third space – home – work – Charity. That through our work beneficiaries feel an emotional connection with the Charity and that we sustain a lifetime of connection and support with our beneficiaries.

Inform and Prevent

Through the Inform and Prevent Portfolio and its associated projects 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 and wellbeing. By providing timely, relevant information for our beneficiaries we will help prevent the impact of many common health risks and conditions.

By 2025 we will

- be measuring how beneficiaries have engaged with the information and resources we have provided and be able to evidence how this has empowered them to make positive changes in their health behaviours.

- see the fire and rescue services regularly using us 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.

Respond and Recover

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 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.

By 2025 we will

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

Engage and Grow

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 with the workforce, with those who are retired and with families in our community.
- know that 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.

Enhance, Enable and Empower

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.

Measuring Success

2022-23 was the third year of our ambitious 5-year Strategic Plan and despite the external challenges faced in the first two years, we looked forward to building on our success in those years and holding to

the vision that our beneficiaries will see us that 'third space' – be that virtual or physical – a place of community and connection that enables them to mobilize around their health and wellbeing.

In line with the plan, our aim was to further enhance our support to the workforce, our families, and the retired community, increasing the number of individuals that we help to 8,000. We planned to do this through the implementation of several projects within each of the four portfolios outlined in this report, collectively enabling us to work towards achieving our aims by 2025. With a drive for activation of people to engage in health promotion and prevention of injury and illness, with a philosophy of recovery underpinning our critical response work. Our targeted outcomes for 2022-23 were:

- Driving forward our wellness coaching and learning opportunities
- Expanding our reach to more beneficiaries and making access to support easier
- Increasing our critical response provision, particularly in response to mental health
- Developing our volunteering opportunities

The outcomes achieved in 2022/23 are outlined below.

22/23 Priorities

Target Outcome	Actual Outcome
Driving forward our wellness coaching and learning opportunities	222 wellness workshops have been delivered across 17 different Fire and Rescue Services to 1753 beneficiary attendees, up from 400 the year before. A wellbeing webinar series was delivered generating 522 registrations. Utilising a knowledge confidence metric, 80% of poll participants felt that they had an increased knowledge or confidence of the wellbeing subject from attending the webinars. For beneficiaries challenged by 'kick starting' positive health and wellbeing activity, specialist residential 'health coaching' weeks were delivered to meet the needs of 28 beneficiaries from 17 fire and rescue services, positive improvements were seen across both physical and mental wellbeing.
Expanding our reach to more beneficiaries and making access to support easier	Overall, 22/23 was a very successful year in respect to expanding our reach. In just three years we have exceeded our 5-year plan's ambitious target of supporting 10,000 beneficiaries, reaching 10,367 in 22/23, this was a 74% increase in the last year alone. Within this growth we also exceeded our target of supporting 800 beneficiaries from Scotland, Wales and Northern Ireland, a total of 2,200 beneficiaries were helped, representing 21% of the total number of beneficiaries supported this year. Access to support is now available via our website or via telephone meaning that beneficiaries may make contact at a time and in a manner that best suits them. We have reviewed and established a blueprint for improving the whole beneficiary experience from the time of first contact, ensuring the right support from the right people at the right time, working to maintain a lifetime of connection with our beneficiaries, ensuring there is support throughout the whole career and beyond.

	In response to the increasing demand for support, especially for mental health, and the complexity of need, we have established partnerships with external providers who deliver quality assured support in our name and on our behalf. Some of this support is digital, thereby increasing speed of access, some face to face services are more locally provided for the beneficiary, thereby supporting ease of access. This year we have also more than doubled both the number of our living well groups for the retired and our family support weeks, with more growth planned for the new year. Families were also supported by the launch of our own Fire Service related children's book – designed to support families talk about concerns their children may have around working in the fire and rescue service– a focus on emotional literacy development. In total over 10,000 books were given away to families. Evaluation is very positive and identified that 50% of families said their children had expressed worry about what was happening at work and this book had provided an opportunity to share concerns and talk.
Increasing our critical response provision, particularly in response to mental health	In direct response to concerns raise by beneficiaries about the difficulties being experienced by their older children. especially those transitioning from school to other activity post pandemic, we now provide, through a quality assured third party, mental health support for young people aged 16-17years. Alongside this development, our behaviour change and wellness coaches have been developing Trauma Impact Prevention Technique training – these techniques are useful for individuals to implement in limiting the mental health impact of an incident. These skills illustrate the 'cross over' between prevention of poor health and their use in limiting the longer term impact of trauma when supporting post event. In response to the increased incidence of fire personnel taking their own lives, we have commissioned the development of a fire specific suicide prevention and postvention framework and this will be supported by a 24/7 crisis line that will provide not only a voice at the end of the phone but engage the caller in a series of support interventions moving the caller to safety and providing an ongoing programme of support. We have also commissioned alongside the National Fire Chiefs Council and funded by the Home Office a sector wide mapping of the health and wellbeing needs of the fire sector, seeking to identify the gaps in provision, and how the workforce can best be supported throughout their careers, recognising the unique mental health challenges of each career transition as well as the impact of life events. This work will provide further evidence on which we will base our support.
Developing our volunteering opportunities	We have recruited volunteers to support various activities at our centres and been successful in the recruitment of volunteers to run our increased number of living well groups. Our newly established 'Fire Friends' befriending line is also volunteer run and we have established training programmes for all our volunteers. We remain reliant on our 'in service' volunteers who undertake community fundraising activities for us and overall, some 1323 volunteers support our work.

Financial Review

The consolidated accounts for the year are set out on pages 22 to 47 and should be read in conjunction with this section of the Trustees' report. A summary of the financial results and the work of the Charity are set out below.

The net movement in funds for the year amounted to (£2,525,562). This is represented by: -

Incoming resources	£ 9,645,327
Resources expended	£ (11,935,714)
Net outgoing resources	**£ (2,290,387)**
Loss on investment assets	£ (498,175)
Actuarial gain on defined benefit pension scheme	£ 263,000
	£ (2,525,562)

Capital Expenditure

The investment in capital expenditure during the year amounted to £377,211.

Incoming Resources

The total incoming resources in 2022/23 totalled £9,645,327 an increase of £84k on the amount achieved in 2021/22.

The target for 2022/23 was for income to continue to grow and to surpass the £10m income total that had been generated in the two years prior to COVID, unfortunately this did not happen. New economic challenges for donors linked to rising inflation, interest rates and energy costs created a difficult fundraising market.

Regular giving and lottery activities raised a comparable amount of income to that of the prior year with additional lottery income off setting a fall in regular giving. In total income from Regular Giving and Lottery was £4.1m, which was 43% of total incoming resources.

Corporate and other donations income continued to recover following the decline linked to Covid, income in the year reached £2.3m, an increase of £0.3m compared with 2021/22. Legacy income, which exceeded expectation in 2021/22, returned to a more expected level in 2022/23 of £0.8m, a fall of £0.3m. Collectively income from these areas, which represent 33% of total incoming resources, were also comparable to the prior year.

Trading income increased from £1.5m in 2021/22 to £1.7m in 2022/23, recycling activities accounted for most of the increase, reaching a record £921k for the year, an increase of £123k

While there has been good progress with increasing income in many areas, overall, income has not increased as targeted. To continue to support the thousands more beneficiaries that the current strategic direction has enabled, income will need to grow at a much faster pace over the coming years.

Resources Expended

Total expenditure for the year was £11,935,714 compared with £9,838,926 for the year before, a £2.1m or 21% increase, which was used to great effect to increase the scale and pace of the implementation of the strategic plan.

£1.7m (83%) of the additional expenditure was spent on Charitable activities, with approximately £0.8m extra funds spent on each of our Physical and Mental Health solutions. In total, charitable activities expenditure increased by 27% and this funded a 74% increase in the number of beneficiaries supported,

increasing from 5,955 in 2021/22 to 10,367 in 2022/23. In 2022/23 68p of every £1 spent was on charitable activities, an increase from the 65p spent in 2021/22.

Investments

The value of investments held at 31 March 2023 was £15,523,364. In addition, cash balances of £1,313,840 were held to support normal cash flow requirements and planned cash outflows.

Investments are made up of investment property and investment funds The investment property relates to 10 flats contained within the Marine Court complex in Littlehampton, in March 2018 these were reclassified as investment property due to no longer being needed for charitable activities. These properties are commercially let outside of the Charity's beneficiary base.

Investment funds achieved unrealised losses of £498k during the year, resulting in the total value of investments funds as of 31 March being £15,523k. The total return of the investment fund for the year was 0.89%, which was a positive performance compared with a benchmark of -2.44%. The investment fund is focused on total return and growth. Income received from listed investments was £424k. The fund incurs a management charge of 0.65%, this equated to approximately £90k in 2022-23 (£97k 2021-22).

The investment policy communicated to our investment managers remained unchanged from the previous year and focused on providing revenue for current operations and enhancing capital growth and income over the longer term, thereby enabling the Charity to meet current and future objectives in accordance with the objects of the Charity. The funds are invested in a Socially Responsible Investment Fund managed by the Charity's investment managers in accordance with the Charity's ethical policy.

Our Approach to Fundraising

The Fire Fighters Charity sets out to fundraise in an open, honest, and respectful manner. We use multiple channels to fundraise from various audiences. When developing our fundraising campaigns, we assess the impact our fundraising could have on an individual and take actions to mitigate any negative impact. When running fundraising campaigns, we welcome feedback and use this to help shape future fundraising campaigns. We always treat donor data responsibly and are compliant with all UK data protection laws. Our privacy policy is published on our website and gives details of the information we hold and how and why we process it.

We are registered with the Fundraising Regulator. When fundraising, the Charity adheres to the Code of Fundraising Practice as set by The Fundraising Regulator. For our lottery and raffles, we are also licensed by the Gambling Commission. We routinely monitor and review our fundraising activities to ensure that we comply with regulations. Our fundraising team managers regularly monitor and review performance by attending our fundraising events and talks, providing feedback to our fundraisers. For the 2022/23 business year, when conducting telephone fundraising the majority of calls were recorded and where they were, a sample of calls for each campaign were listened to. For our external face to face lottery agency, we make welcome calls to new supporters, have regular catch ups with team leaders and their managers, as well monitoring all feedback from donors about their experience. In respect of complying with the Code of Fundraising Practice, we have had no adjudications and have had no significant failures.

We record and investigate all fundraising complaints received and use this information to inform our fundraising strategy. For the financial year 22/23 we received 14 complaints related to our fundraising activity compared to 28 the previous year.

We ensure that our fundraisers follow the Fundraising Regulator's policy on vulnerable people. We listen to our donors and take on board their feedback and change our behaviour accordingly. For example, we do not use telephone fundraising after 8pm as our supporters told us that they did not want to be called after this time. We also work in line with the best practice guidance from Institute of

Fundraising, documented in their Guide "Treating donors fairly - fundraising with people in vulnerable circumstances". When working with an external agency we ensure that they have a vulnerable person policy in place and do not work with agencies that do not have this. For our lottery and raffles, we also have a Social Responsibility Policy which is published on our website. All fundraisers (internal and external) have a training session to understand this policy before they promote our lottery, and they have regular refresher sessions.

Without the generous support of donors, the Charity could not provide the mental, physical, and social support to thousands of beneficiaries every year. We will therefore always set out to fundraise in an open, honest, and respectful manner.

Fire Fighters Trading Limited

2021/22 had exceeded all expectations by breaking the £1m profit barrier. 2022/23 consolidated that success and in addition increased turnover by 10% and profits by £98k to £1,127k.

Recycling activities had another successful year, increasing income in the year from £799k in 2021/22 to £921k, the prior year had been impacted by a reduced price per tonne for part of the year and so some of this growth was price related. £921k was £277k higher than the pre-covid level of income achieved in 2019/20, an increase of 43%.

2021/22 was a return to normal levels of income and activity for centre generated income following Covid, this income source had been the most affected by Covid related Government restrictions and guidance. 2022/23 achieved mixed results, with total income of £499k being just £17k higher than the amount achieved in 2021/22. Rental activity, which had benefited last year from the increase in demand for UK based holidays, did not sustain the success and income fell by £83k to £244k. Other income activities off-set this fall, with facility hire up £55k and catering activities up £29k.

Merchandise activities had a disrupted year with business operations transferring from Basingstoke to Littlehampton. Despite the challenges of such a move, income for the year increased to £221k from £206k, an increase of 7%.

Achieving a profit of more than £1m for the second year in a row is an outstanding achievement and is the result of the hard work of all the team. All the profits of the company continue to be donated each year to the Fire Fighters Charity. Looking forward, all three of these activities have the potential to grow further, recycling in particular is targeting a landmark figure of £1m turnover for the year, overall, the aim for 2023/24 an increase in profit of 13%.

Reserves Policy

The reserves policy aims to ensure that where setbacks occur, the Charity holds sufficient reserves to ensure the continuity of services to beneficiaries. It also, where opportunities exist, allows the board to identify and allocate additional reserves to support its strategic direction. It does this in the following way:

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

To enable the Charity to maintain services to beneficiaries the board have identified that an amount equivalent to between 9 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, these reserves also ensure that Trustees can allocate additional appropriate funds when needed to support urgent beneficiary need.

Alongside this, the board will continually review the total amount of available reserves and wherever possible look to provide additional designated funds to further support the implementation of current

and future strategic plans. When needed, it will also take appropriate and timely action to manage any risks associated with any shortfall in funds compared with the minimum targeted level of free reserves.

To support the ambitious aims of the strategic plan the board designated £4.6m to the strategic fund, this allowed the management team to confidently progress with plans to deliver the outcomes targeted. During the year £1.8m was allocated against this fund reducing the balance to £2.8m. With the scale of both the breadth of support provided and the number of beneficiaries supported increasing, annual expenditure is projected to increase too. At present the level of free reserves is equivalent to just over 12 months planned expenditure for 23/24, which is in line with the higher end of the free reserves target set by the policy. With annual expenditure likely to rise in the coming years holding an amount equivalent to the higher level enables future expenditure levels to increase while remaining within the boundaries set by this policy. The free reserves position in conjunction with any remaining balance on the strategic fund at the end of the year will support the development of the next strategic plan, which will be developed during 23/24.

At 31 March 2023 the reserves totalled £32,171,740. This is represented by:

Restricted Funds	£	234,917
Designated Funds	£	18,503,729
General Funds	£	13,433,094
	£	32,171,740

As at 31 March 2023 the Charity has a defined benefit pension scheme surplus of £756,000. These funds are allocated to general funds.

Risk Management

There is a Board approved Operating Procedure for Risk Management. Processes are in place to enable Trustees to examine major strategic and operational risks. Risk Management is part of the working lives of staff and volunteers and is an integral part of performance management. Risk assessment has been introduced as part of many policies and procedures. Strategic risk registers are reviewed by the Finance and Audit Committee at each meeting and the full board annually. The Trustees confirm that the major risks that they have identified to which the Charity is exposed have been reviewed, and systems and procedures have been established to manage those risks. The current strategic risks identified include the challenge to secure new funds from fire service, public and corporate donors to deliver our strategic plan, whether our engagement with our beneficiary population will be sufficient and/or effective enough, that we fail to provide easily accessible support for all our beneficiary population, that our centres do not fully utilise the resources provided, that we do not achieve sufficient credibility to be the lead provider of health and wellbeing support for our beneficiary population and the impact of the 'cost of living crisis' on; employees, business costs, beneficiary welfare, supporter donations and tenants, which cumulatively impacts the charity's capability and effectiveness.

Safeguarding

We will not tolerate the abuse of adults in any of its forms and we are committed to safeguarding adults with care and support needs and ensuring that all our services are delivered within a safe and effective framework.

We respect the rights of all service users to live their chosen life with privacy, dignity, independence, choice and fulfilment. Responsibility for working preventatively, safeguarding and protecting service users' privacy, dignity and respect does not lie with one individual or group but with all our employees at every level. Safeguarding and respect are not additional elements of our service / care provision, but integral to the delivery of high-quality and safe and effective services.

We are committed to working collaboratively and in partnership with other agencies to ensure service users access their human right to live a life that is free from harm, neglect and exploitation.

Environmental Statement

We understand our moral and legal obligations to reduce our impact on the environment and have implemented an industry recognised methodology (ISO 14001) to measure our environmental impact against activities in specific areas of our Charity. These include properties, fundraising and trading.

We are continuing development of our Environmental Management System which is a tool to measure our impact on the environment. The impact scores are recorded and allows for specific areas to be targeted to aid in the reduction of our carbon footprint, e.g. alteration to delivery processes for our catering supplies, reducing the number of journeys made and reducing our delivery emissions impact. For example in the area of digital sustainability, we can estimate that each 'click' creates 2.67g of CO2e. The same tool allows us to evaluate and state that the amount of energy created by the solar panels at our centres enables the carbon offsetting of 32, full time home workers.

We procure our electricity from renewable sources and also purchase UN carbon offset natural gas, by doing this, we were able to reduce our energy carbon footprint by 72.7%. We have also developed an environmental legal register which outlines the different areas of legislation we much comply with.

Our Head of Estates and Facilities and Estates and Facilities Managers have all achieved the accredited standard in the NEBOSH Environmental Management Certificate, which is a globally recognised qualification.

Harcombe House, our 300-acre site at in Devon, uses re-claimed rainwater for much of the maintenance required to keep the grounds in a well-kept state. In addition, petrol vehicles used around the grounds have been changed for electric powered buggies. We also works closely with the RSPCA to monitor and care for the wildlife in the grounds, ensuring that they have suitable surroundings to thrive. We have developed links with the Forestry Commission, whose land borders ours, to ensure the acres of woodland that covers both properties are well maintained, safe and promote the growth of wildflowers across both areas.

We continue to work closely with the Environment Agency at both Harcombe House and Jubilee House in Cumbria. Both properties have either a river running through the land or bordering it.

We offer our employees flexible working arrangements where possible, and meetings are held via video conferencing where appropriate; one benefit of both is the reduction of travel.

All our sites recycle, and we encourage our guests to consider recycling by providing collection facilities for different waste products. For the second year in a row, over 80% of our waste generated at our centres was diverted from landfill and recycled.

We have implemented a very successful clothing recycling scheme across the UK, helping to reduce the amount of material that goes to landfill while at the same time generating valuable income which helps fund our support of beneficiaries. Since 2009 the campaign has recycled over 35,500 tonnes of clothing, generating in excess of £6.2M of income.

The environment is important to our employees, volunteers, beneficiaries, supporters and funders. Our work to understand and improve our impact on the environment will in turn help attract and retain those who are aligned to our ethics.

Future Plans

2023/24 will be the fourth and now final year of our ambitious 5-year Strategic Plan. Despite the external challenges faced in the first three years, we have done incredibly well to deliver on that ambition, transforming our services and supporting over 10,000 beneficiaries in the last year. Having achieved

our major goals faster than planned and due to the external environment having changed so much in the last few years, it has been decided to finish the plan a year early. This now final year will be used to consolidate the progress made and most importantly consolidating the repositioning the Charity as:

- That third space for our beneficiaries – home – work – Charity
- A strategic partner for fire and rescue services
- A critical friend/partner for the National Fire Chiefs Council
- A recognised 'thought leader' in the health and wellbeing of the UKFRS and potential partner/collaborator within for the ESRC funded centre of excellence for fire related research
- An organisation fit for the future.

Auditors

A resolution to reappoint James Cowper Kreston Audit, Chartered Accountants as auditor will be put to the Members at the annual general meeting.

On behalf of the Trustees



John Baines
Chair of the Board
26 July 2023

Company Registration Number: 4480058

Charity Registration Number: 1093387

Scottish Charity Registration Number: SC040096

Independent Auditor's Report to the Trustees and Members of Fire Fighters Charity

We have audited the financial statements of The Fire Fighters Charity (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 set out on pages 22 to 48. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's and parent charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information
The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If based on the work we have performed,

we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees
As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due

to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance and the entity's solicitors (or inhouse legal team) around actual and potential litigation and claims;
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and revieing accounting estimates for bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Use of our report
This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alexander Peal BSc (Hons) FCA DChA (Senior Statutory Auditor)
for and on behalf of
James Cowper Kreston Audit

Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Date: 15 August 2023

Fire Fighters Charity

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2023 Company Registration Number: 4480058

	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2023	Total to 31 March 2022
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	5,471,744	115,736	5,587,480	5,819,556
Other trading activities	2	3,483,655	-	3,483,655	3,201,254
Investments	4	443,719	-	443,719	404,060
Charitable activities		130,473	-	130,473	130,854
Other income		-	-	-	5,441
TOTAL INCOME		9,529,591	115,736	9,645,327	9,561,165
EXPENDITURE ON:					
Raising funds	5	3,782,272	-	3,782,272	3,422,305
Charitable activities:					
Physical Health	5	4,400,027	11,884	4,411,911	3,612,210
Mental Health	5	2,864,642	55,452	2,920,094	2,169,651
Social Health and Wellbeing	5/6	766,665	50,000	816,665	634,760
Other expenditure		4,772	-	4,772	-
Total expenditure on charitable activities		8,036,106	117,336	8,153,442	6,416,621
TOTAL EXPENDITURE		11,818,378	117,336	11,935,714	9,838,926
Net (expenditure)/income before investment gains and losses		(2,288,787)	(1,600)	(2,290,387)	(277,761)
Net gains/(losses) on investments	11	(498,175)	-	(498,175)	1,119,135
NET INCOME/(EXPENDITURE)		(2,786,962)	(1,600)	(2,788,562)	841,374
Transfers between funds		-	-	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	263,000	-	263,000	43,000
NET MOVEMENT IN FUNDS		**(2,523,962)**	**(1,600)**	**(2,525,562)**	**884,374**
RECONCILIATION OF FUNDS					
Total funds brought forward		34,460,785	236,517	34,697,302	33,812,928
TOTAL FUNDS CARRIED FORWARD		**31,936,823**	**234,917**	**32,171,740**	**34,697,302**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

Fire Fighters Charity

CHARITY STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2023 Company Registration Number: 4480058

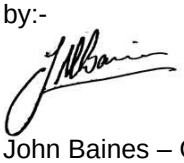
	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2023	Total to 31 March 2022
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	5,471,744	115,736	5,587,480	5,819,556
Other trading activities	2	1,831,951	-	1,831,951	1,703,987
Investments	4	2,040,984	-	2,040,984	1,120,485
Charitable activities		130,473	-	130,473	130,855
Other income		-	-	-	5,441
TOTAL INCOME		9,475,152	115,736	9,590,888	8,780,324
EXPENDITURE ON:					
Raising funds	5	3,252,410	-	3,252,410	2,953,147
Charitable activities:					
Physical Health	5	4,400,026	11,884	4,411,910	3,612,210
Mental Health	5	2,864,642	55,452	2,920,094	2,169,651
Social Health and Wellbeing	5/6	766,665	50,000	816,665	634,760
Other expenditure		4,772	-	4,772	-
Total expenditure on charitable activities		8,036,105	117,336	8,153,441	6,416,621
TOTAL EXPENDITURE		11,288,515	117,336	11,405,851	9,369,768
Net (expenditure)/income before investment gains and losses		(1,813,363)	(1,600)	(1,814,963)	(589,444)
Net gains/(losses) on investments	11	(498,175)	-	(498,175)	1,119,135
NET (EXPENDITURE)/INCOME		(2,311,538)	(1,600)	(2,313,138)	529,691
Transfers between funds		-	-	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	263,000	-	263,000	43,000
NET MOVEMENT IN FUNDS		**(2,048,538)**	**(1,600)**	**(2,050,138)**	**572,691**
RECONCILIATION OF FUNDS					
Total funds brought forward		33,919,893	236,517	34,156,410	33,583,719
TOTAL FUNDS CARRIED FORWARD		**31,871,355**	**234,917**	**32,106,272**	**34,156,410**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

Fire Fighters Charity
BALANCE SHEETS
As at 31 March 2023 Company Registration Number: 4480058

	Note	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
FIXED ASSETS					
Tangible assets	10	13,594,116	13,594,116	13,840,754	13,840,754
Investments	11	15,523,364	15,523,364	17,021,539	17,021,539
Investments in group companies	12	-	4	-	4
		29,117,480	29,117,484	30,862,293	30,862,297
CURRENT ASSETS					
Stocks	13	58,033	9,921	54,172	7,070
Debtors	14	1,604,926	1,518,073	1,529,942	1,373,732
Cash at bank and in hand	21	1,313,840	1,222,588	2,488,377	2,037,495
		2,976,799	2,750,582	4,072,491	3,418,297
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	15	(678,539)	(517,794)	(724,482)	(611,184)
NET CURRENT ASSETS		2,298,260	2,232,788	3,348,009	2,807,113
TOTAL ASSETS LESS CURRENT LIABILITIES		31,415,740	31,350,272	34,210,302	33,669,410
Defined Benefit Pension scheme	8	756,000	756,000	487,000	487,000
NET ASSETS		32,171,740	32,106,272	34,697,302	34,156,410
FINANCED BY:					
Restricted funds	16	234,917	234,917	236,517	236,517
Designated funds	16	18,503,729	18,503,729	20,540,754	20,540,754
General funds	16	13,433,094	13,367,626	13,920,031	13,379,139
		32,171,740	32,106,272	34,697,302	34,156,410

Approved and authorised for issue by the Charity Trustees on 26 July 2023 and signed on their behalf by:-



John Baines – Chair

Fire Fighters Charity
CONSOLIDATED CASH FLOW STATEMENT
Year ended 31 March 2023

	Note		2023		2022
		£	£	£	£
NET CASH INFLOW PROVIDED BY OPERATING ACTIVITIES	20		(2,241,045)		(147,833)
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividends, interest, and rents from investments	4	443,719		404,060	
Purchase of property, plant and equipment	10	(377,211)		(121,365)	
Proceeds from sale of equipment				5,441	
Disposal of property, plant, vehicles and equipment		-		-	
Proceeds from sale of investments	11	1,000,000		-	
NET CASH GENERATED BY / (USED BY) INVESTING ACTIVITIES			1,066,508		288,136
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD			(1,174,537)		140,303
Cash equivalents at the beginning of the reporting period			2,488,377		2,348,074
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21		1,313,840		2,488,377

Fire Fighters Charity
CHARITY CASH FLOW STATEMENT
Year ended 31 March 2023

	Note	£	2023 £	£	2022 £
NET CASH (OUTFLOW) / PROVIDED BY OPERATING ACTIVITIES	20		(3,478,680)		(1,208,180)
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividends, interest and rents from investments	4	438,371		403,500	
Purchase of property, plant and equipment	10	(377,211)		(121,365)	
Gift Aid payment from subsidiary	4	1,602,613		716,985	
Proceeds from sale of equipment				5,441	
Disposal of property, vehicles, plant and equipment		-		-	
Proceeds from sale of Investments	11	1,000,000		-	
NET CASH GENERATED BY INVESTING ACTIVITIES			2,663,773		1,004,561
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD			(814,907)		(203,619)
Cash equivalents at the beginning of the reporting period			2,037,495		2,241,114
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21		1,222,588		2,037,495

PRINCIPAL ACCOUNTING POLICIES

The Statements of Financial Activities and Balance Sheets have been prepared in accordance with applicable accounting standards under the historical cost convention, except for investments, which are stated at market value.

The Statements of Financial Activities and Balance Sheets reflect the requirements of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP), issued in 2019 (which is applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland [FRS102]) and the Companies Act 2006.

The Fire Fighters Charity constitutes a public benefit entity as defined by FRS 102.

DONATIONS

Donations and gifts are recognised in the Statements of Financial Activities and Balance Sheets as soon as there is entitlement, probability of receipt and an ability to measure the value.

LEGACIES

Income from legacies is recognised when the legacy has been received or when the Charity has been notified of entitlement of the legacy prior to the year end and it is probable that the legacy will be received, defined when:

- there has been grant of probate,
- the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- any conditions attached to the legacy either are within the control of the Charity or have been met.

LOTTERY INCOME

Lottery income is recognised based on the number of tickets included in each monthly draw. Any tickets purchased for future draws are deferred until that draw takes place.

CENTRES' INCOME

This represents ancillary income generated at the Charity's rehabilitation and recuperation centres and is recognised on receipt.

GRANTS RECEIVABLE

Grants are recognised on notification when there is entitlement, likelihood of receipt is probable, and the amount can be measured.

GOVERNMENT GRANTS

Government grants, including Covid 19 related grants, are credited to the Statement of financial activities as the related expenditure is incurred.

DEFERRED INCOMING RESOURCES

Income received in advance is included in deferred income.

GIFTS IN KIND

Incoming resources in the form of gifts in kind are included in the Statements of Financial Activities when they are seen as having a value in excess of £1,000. Assets given for use by the Charity are recognised as incoming resources and within the relevant fixed asset category of the Balance Sheet when received.

An amount equal to the donation's income recognised on gifts in kind and goods or services received free of charge is included within the most relevant category of expenditure to which the donation relates.

INVESTMENT INCOME

Dividends are recognised in the Statements of Financial Activities and Balance Sheets when they are receivable.

Bank interest is included in the Statements of Financial Activities and Balance Sheets when receivable.

TRADING INCOME

Trading income is recognised as services or goods provided or despatched.

EXPENDITURE

The value of purchase invoices not paid until after the year-end but relating to the year has been included in the Statements of Financial Activities and Balance Sheets.

Liabilities are recognised as soon as there is a legal or constructive liability committing the Charity to pay out resources.

Charitable expenditure is allocated against the core beneficiary need areas supported by the Charity.

IRRECOVERABLE VAT

Irrecoverable VAT is not separately analysed and is charged to the Statements of Financial Activities and Balance Sheets when the expenditure to which it relates is incurred and is allocated as part of the expenditure to which it relates.

GRANTS

Grants are paid and expensed as they are authorised, and the recipient is notified of the grant award and a legal or constructive obligation is created.

FUNDRAISING COSTS

Expenditure, inclusive of any irrecoverable VAT, is accounted for on an accruals basis as liabilities are incurred. Where appropriate, costs are deferred so as to permit recognition in the same accounting period as related income.

INVESTMENTS AND INVESTMENT GAINS AND LOSSES

Stocks and shares quoted on the London Stock Exchange are included in the Balance Sheets at their market value as at the yearend date.

Investment management fees are charged as part of a managed fund and deducted before income is distributed. The fund incurs a management charge of 0.65%, this equated to £90k in 2022-23 (£97k 2021-22).

BASIS OF CONSOLIDATION

The group accounts consolidate the accounts of the charitable company and its subsidiary companies. Intra-group balances and transactions are eliminated on consolidation. The results of the subsidiary companies are consolidated on a line-by-line basis.

CAPITALISATION AND DEPRECIATION OF TANGIBLE FIXED ASSETS

Expenditure on tangible fixed assets is capitalised if the cost of the asset, or a group of related assets, is £5,000 or more. The cost of tangible fixed assets is their purchase cost together with any incidental expenses of acquisition. Tangible fixed assets are stated at cost net of depreciation. All tangible fixed assets, other than freehold land and assets in progress are depreciated using the straight-line method over their estimated useful lives as follows:

Freehold and long-leasehold property	30-50 years
Building improvements	5-25 years
Furniture and equipment	3-10 years
Plant and machinery	5-7 years
Motor vehicles	4-7 years

Assets in the course of construction are not depreciated until brought into operational use. Any assets that are impaired in value are written down to their recoverable amount.

STOCKS

Stocks are stated at the lower of cost and net realisable value. Net realisable value of stocks for re-sale is derived from the estimated selling prices of the stock less direct selling costs. Consumable stocks are valued at cost, unless it is anticipated that the stocks will not be used in the foreseeable future. In the latter case, the stocks are not valued.

DEBTORS

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount repaid net of any trade discounts due.

CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

CREDITORS AND PROVISIONS

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

FINANCIAL INSTRUMENTS

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

LEASES

Amounts due under operating leases are charged to the Statements of Financial Activities and Balance Sheets on a straight-line basis over the term of the lease.

Equipment purchased under finance leases is capitalised as if purchased outright with depreciation charged to the Statements of Financial Activities, interest is charged equally over the length of the lease.

APPORTIONMENT OF EXPENDITURE

Expenditure is apportioned under the guidance of Financial Reporting Standard 102 and analysed between costs of generating funds, charitable activities, and governance costs:

The method of apportionment is as follows:

1. Costs attributable solely to one activity are allocated to that activity

2. Costs that contribute directly to the output of more than one activity are apportioned on a reasonable, justifiable, and consistent basis,

3. Support and governance costs are apportioned based on the following criteria:

General Management	Time allocated
Marketing & Communications	Time allocated
Customer Services	Total number of employees
Finance	Total number of transactions
Databases	Time allocated
IT	Total number of IT supported employees
HR	Total number of employees
Volunteer Management	Time allocated
Legal & Governance	Total number of employees

FUNDS

Restricted funds are those funds received which have been donated based on of the Charity using those funds for a specific purpose as outlined by the donor. Descriptions of the restrictions placed on those donations are provided in note 16 to the accounts.

Designated funds are created out of unrestricted funds for specific purposes. Funds are released once the purposes have been fulfilled or when the Trustees are of the opinion that circumstances no longer warrant the designation of funds. The value and purpose of each designated fund can be found in note 16 to the accounts.

General funds are the accumulated unrestricted funds of the Charity, which have not been designated for a specific purpose. There is a specific minimum amount the Trustees require to be held as general funds; this is outlined in the reserves policy on page 15.

RETIREMENT BENEFITS

For defined benefit schemes the amount charged to resources expended in respect of pension costs and other post-retirement benefits is the estimated regular cost of providing the benefits accrued in the year, adjusted to reflect variations from that cost. The interest cost and expected return on assets are included within resources expended.

Actuarial gains and losses arising from new valuations and from updating valuations to the Balance Sheet date are recognised in the Statements of Financial Activities and Balance Sheets as actuarial gains and losses on defined benefit pension scheme.

Defined benefit schemes are funded, with the assets held separately from the group in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every 3 years, and updated to reflect current conditions at each Balance Sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency. A pension scheme asset is recognised on the Balance Sheets only to the extent that the surplus may be recovered by reduced future contributions or to the extent that the Trustees have agreed a refund from the scheme at the Balance Sheet date. A pension scheme liability is recognised to the extent that the group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to Statements of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheets.

LIQUID RESOURCES

Liquid resources are represented by monies held by the Charity's investment managers for investment purposes. These funds are held as cash deposits.

JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Tangible fixed assets (see note 10)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

GOING CONCERN

The trustees are of the opinion that there are no material uncertainties about the Charity’s ability to continue as a going concern.

1 DONATIONS AND LEGACIES

GROUP AND CHARITY	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
		£	£	£
Regular giving donations	2,317,384	-	2,317,384	2,449,485
Corporate and other donations	2,283,381	11,324	2,294,705	1,972,535
Gifts in kind	12,577	-	12,577	19,736
Legacies receivable	839,601	4,056	843,657	1,186,457
Grants	18,801	100,356	119,157	191,343
	5,471,744	115,736	5,587,480	5,819,556

In 2022, the income from donations and legacies was £5,819,556 of which £5,585,310 was unrestricted and £234,246 was restricted.

In 2023, no restricted grant income was received from the UK government's Coronavirus Job Retention Scheme (2022: £66,615).

Income includes aggregated unconditional donations from 3 trustees (2022: 7 trustees) totalling £162 (2022: £537).

We are grateful to volunteers who assist our Charity in a variety of roles including co-ordinating fundraising activities, raising awareness of our services and supporting beneficiaries through the provision of welfare visits, living well groups and befriending. The aggregate time given by all volunteers in 2022-23 was in excess of 100,000 hours annually and such activity provides a significant contribution to the continued success of our organisation. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of these volunteers is not recognised in the accounts.

2 OTHER TRADING ACTIVITIES

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Lottery	1,821,991	1,821,991	1,679,577	1,679,577
Centres income	9,960	9,960	24,410	24,410
Trading income	1,651,704	-	1,497,267	-
	3,483,655	1,831,951	3,201,254	1,703,987

£17,507 of lottery income has been deferred as it relates to draws that have not yet taken place. £29,266 was released to income in the current year from amounts deferred in 2022.

In 2023 and 2022 all the income from other trading activities was unrestricted.

3 NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES

The wholly owned trading subsidiary, Fire Fighters Trading Limited, a company incorporated in England & Wales (company number 3816625), undertakes selling products branded with the Fire Fighters Charity logo and non-charitable trading activities held at the Charity's rehabilitation and recuperation centres.

The non-charitable net income of the subsidiary is as follows:

	2023	2022
	£	£
Trading turnover	1,651,704	1,497,267
Cost of sales	(313,653)	(271,341)
Gross profit	1,338,051	1,225,926
Administrative expenses	(230,914)	(216,195)
Other operating income	14,706	18,378
Operating profit	1,120,843	1,028,109
Other interest receivable	5,348	560
Profit before and after taxation	1,127,191	1,028,699

As at 31 March 2023, the company's net assets comprised current assets of £348,776 (2022: £668,731) and current liabilities of £283,303 (2022: £127,836). The profit is gifted to the Charity.

The financial information for this company has been extracted from the company's financial statements for the year ended 31 March 2023. The audit report on these financial statements was unqualified.

4 INCOME FROM INVESTMENTS

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Income from listed investments	424,963	424,963	400,704	400,704
Interest	18,756	13,408	3,356	2,796
Gift Aid payment from subsidiary	-	1,602,613	-	716,985
	443,719	2,040,984	404,060	1,120,485

In 2022 and 2023 all the income from investments was unrestricted.

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES

GROUP

	Direct Costs	Support Costs	**Total 2023**	Direct Costs	Support Costs	**Total 2022**
COSTS OF RAISING FUNDS	£	£	**£**	£	£	**£**
Raising funds	1,206,948	715,596	**1,922,544**	1,050,152	592,780	**1,642,932**
Fundraising trading costs	1,434,726	335,326	**1,770,052**	1,425,438	256,598	**1,682,036**
Investment management costs	89,676	-	**89,676**	97,337	-	**97,337**
	2,731,350	1,050,922	**3,782,272**	2,572,927	849,378	**3,422,305**
COSTS OF CHARITABLE ACTIVITIES						
Physical Health	3,361,970	1,049,941	**4,411,911**	2,679,608	932,602	**3,612,210**
Mental Health	2,280,284	639,810	**2,920,094**	1,602,346	567,305	**2,169,651**
Social Health and Wellbeing	597,465	219,200	**816,665**	463,635	171,125	**634,760**
Other expenditure	4,772	-	**4,772**	-	-	**-**
	6,244,491	1,908,951	**8,153,442**	4,745,589	1,671,032	**6,416,621**
Total Resources Expended	8,975,841	2,959,873	**11,935,714**	7,318,516	2,520,410	**9,838,926**

CHARITY

	Direct Costs	Support Costs	**Total 2023**	Direct Costs	Support Costs	**Total 2023**
COSTS OF RAISING FUNDS	£	£	**£**	£	£	**£**
Costs of generating voluntary income	1,206,948	715,596	**1,922,544**	1,050,152	592,781	**1,642,933**
Fundraising trading costs	904,865	335,325	**1,240,190**	956,280	256,597	**1,212,877**
Investment Management Charges	89,676	-	**89,676**	97,337	-	**97,337**
	2,201,489	1,050,921	**3,252,410**	2,103,769	849,378	**2,953,147**
COSTS OF CHARITABLE ACTIVITIES						
Physical Health	3,361,969	1,049,941	**4,411,910**	2,679,608	932,602	**3,612,210**
Mental Health	2,280,284	639,810	**2,920,094**	1,602,346	567,305	**2,169,651**
Social Health and Wellbeing	597,465	219,200	**816,665**	463,635	171,125	**634,760**
Other expenditure	4,772	-	**4,772**	-	-	**-**
	6,244,490	1,908,951	**8,153,441**	4,745,589	1,671,032	**6,416,621**
Total Resources Expended	8,445,979	2,959,872	**11,405,851**	6,849,358	2,520,410	**9,369,768**

Included with the costs above are:

	2023 £	2022 £
Depreciation	619,077	568,719
Operating leases – land and buildings	112,391	263,308
Operating leases – other	5,053	5,053
Auditor's remuneration (Charity only: £19,700 (2022: £18,060))	23,100	21,315
Governance costs	44,089	35,762

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES (continued)

ANALYSIS OF SUPPORT COSTS

GROUP AND CHARITY	2023	2022
	£	£
Staff costs	1,555,330	1,440,045
Office costs	487,481	441,826
Depreciation	66,938	59,211
VAT irrecoverable	178,648	116,130
Volunteer costs	6,320	1,065
Travel costs	39,959	22,934
Other costs	577,091	439,199
	2,991,767	2,520,410

Support costs, including governance costs, are allocated between activities on the basis set out on page 30.

In 2022, the expenditure on charitable activities was £6,416,621 of which £6,244,029 was unrestricted and £172,592 was restricted.

In 2022, the expenditure on raising funds was £3,422,305, of which £3,416,403 was unrestricted and £5,902 was restricted.

6 SOCIAL HEALTH AND WELLBEING

GROUP AND CHARITY	2023	2022
	£	£
One-off solutions	247,229	96,611
Islander travel	602	210
Wreaths	458	336
Other direct costs	349,177	366,478
	597,466	463,635
Administration costs	219,200	171,125
	816,666	634,760

All grant payments are made to individuals and no grant funding from third parties has been received in relation to them.

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

GROUP AND CHARITY	2023	2022
	£	£
Wages and salaries	5,141,391	4,365,118
Social security costs	489,795	390,238
Pension costs	516,596	399,843
	6,147,782	5,155,199

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The number of employees whose emoluments amounted to over £60,000 in the year was as follows:

	2023 Number	2022 Number
£70,001 - £80,000	3	3
£90,001 - £100,000	1	1
£110,001 - £120,000	1	1

During the year, pension contributions of £44,032 (2022: £38,978) were paid in respect of the above employees to defined contribution pension schemes.

The key management personnel of the Group comprise those of the Charity and the key management personnel of its wholly owned subsidiary the Fire Fighters Trading Limited. The key management personnel of the trading company comprise its Directors and of the Charity, comprise the Trustees and the Strategic Leadership Team as detailed on page 2. The total employee benefits of the key management personnel of the Group and the Charity were £519,208 (2022: £493,193).

The Trustees were not paid or received any other benefits from employment with the Charity or its subsidiary in the year (2022: Nil). Travel, accommodation, and subsistence expenses totalling £3,207 (2022: £919) were reimbursed to 8 Trustees (2022: 6).

There were 2 redundancy payments made in the year totalling £9,633 (2022: £nil to 0 employees). No ex gratia payments were paid during the year (2022: Nil).

The average number of staff employed during the year was 203 (2022: 182).

Numbers employed, calculated on a full-time equivalent basis, analysed by function were:

	2023 Number	2022 Number
Charitable activities:		
Physical Health	26	29
Mental Health	22	23
Social Health & Wellbeing	16	7
Costs of generating funds	17	16
Support	24	22
	105	97

8 PENSION COSTS

	2023 £'000	2022 £'000
AMOUNTS RECOGNISED IN THE BALANCE SHEETS		
Fair value of employer assets	1,647	1,765
Present value of funded liabilities	(891)	(1,278)
	756	487
RECONCILIATION OF DEFINED BENEFIT OBLIGATION		
Opening defined benefit obligation	1,278	1,372
Current service cost	13	14
Interest cost	34	27
Contributions by members	2	2
Changes in assumptions	(361)	(84)
Estimated benefits paid	(75)	(53)
Closing defined benefit obligation	891	1,278
RECONCILIATION OF FAIR VALUE OF EMPLOYER ASSETS		
Opening fair value of employer assets	1,765	1,815
Interest income	47	36
Contributions by members	2	2
Contributions by the employer	6	6
Return on assets excl. amounts included in net interest	(98)	(41)
Benefits paid	(75)	(53)
Closing fair value of employer assets	1,647	1,765

8 PENSION COSTS (continued)

THE MAJOR CATEGORIES OF PLAN ASSETS AS A PERCENTAGE OF TOTAL PLAN ASSETS	2023	2022
Equities	52%	50%
Bonds	32%	34%
Property	14%	15%
Cash	2%	1%
Total	100%	100%

PRINCIPAL ACTUARIAL ASSUMPTIONS	2023	2022
Pension increase rate	3.00%	3.20%
Salary increase rate	4.50%	3.70%
Discount rate	4.75%	2.70%

As at the date of the most recent valuation, the duration of the Employer's funded liabilities is 12 years.

MORTALITY
Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2021 model, with a 10% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. Based on these assumptions, the average future like expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	21.9 years	24.7 years
Future pensioners*	22.4 years	26.8 years

* Figures assume members aged 45 as at the last formal valuation date.

COMMUTATION
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

The Charity operates a defined contribution scheme for which the charge in the year was £523k (2022: £400k). £44k was unpaid at the year-end (2022: £40k).

9 TAXATION

There was no taxation charge for the period. Taxable profits are dependent on the extent to which subsidiary company profits are distributed to the Charity by way of Gift Aid.

10 FIXED ASSETS

GROUP AND CHARITY	Freehold property	Assets in the course of construction	Fixtures, fittings & equipment	Motor vehicles	Total
COST	£	£	£	£	£
At 1 April 2022	16,292,089	-	4,692,018	21,914	21,006,021
Additions	67,939	-	281,323	27,949	377,211
Transfers	-	-	-	-	-
Disposals	-	-	(762,853)	(126)	(762,979)
Reclassification to investments	-	-	-	-	-
At 31 March 2023	16,360,028	-	4,210,488	49,737	20,620,253
DEPRECIATION					
At 1 April 2022	3,813,828	-	3,335,502	15,937	7,165,267
Charge	319,488	-	290,863	8,726	619,077
Disposals	-	-	(758,081)	(126)	(758,207)
Reclassification to investments	-	-	-	-	-
At 31 March 2023	4,133,316	-	2,868,284	24,537	7,026,137
NET BOOK VALUE					
At 31 March 2023	12,226,712	-	1,342,204	25,200	13,594,116
At 31 March 2022	12,478,261	-	1,356,516	5,977	13,840,754

The net book value at 31 March 2023 represents fixed assets used for:

	Freehold property	Assets in the course of construction	Fixtures, fittings & equipment	Motor vehicles	Total
DIRECT CHARITABLE ACTIVITIES	£		£	£	£
Physical & Mental Health	11,237,911	-	1,258,728	25,200	12,521,839
Social Health & Wellbeing	972,936	-	17,833	-	990,769
	12,210,847	-	1,276,561	37,728	13,512,608
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	15,865	-	65,643	-	81,508
	12,226,712	-	1,342,204	25,200	13,594,116

10 FIXED ASSETS (continued)

The net book value at 31 March 2022 represents fixed assets used for:

	Freehold property £	Assets in the course of construction	Fixtures, fittings & equipment £	Motor vehicles £	Total £
DIRECT CHARITABLE ACTIVITIES					
Physical & Mental Health	11,474,833	-	1,240,580	5,977	12,721,390
Social Health & Wellbeing	987,094	-	23,293	-	1,010,387
	12,461,927	-	1,263,873	5,977	13,731,777
FUNDRAISING AND SUPPORT ACTIVITIES		-			
Head office & other assets	16,334		92,643	-	108,977
	12,478,261	-	1,356,516	5,977	13,840,754

11 FIXED ASSET INVESTMENTS

	GROUP AND CHARITY 2023 £	2022 £
Market value at 1 April 2022	17,021,539	15,902,404
Reclassification from fixed assets	-	-
	17,021,539	15,902,404
Disposal proceeds	(1,000,000)	-
Unrealised (loss)/gain on revaluation at 31 March 2023	(498,175)	1,119,135
Market value at 31 March 2023	15,523,364	17,021,539
Historical cost as at 31 March 2023	8,776,183	9,360,283

All investments are listed on recognised exchanges and no individual investment exceeds 5% of the total fund.

ANALYSIS OF INVESTMENTS	£	£
Unit trusts	13,423,364	14,921,539
Investment Property	2,100,000	2,100,000
Market value at 31 March 2023	15,523,364	17,021,539

12 INVESTMENTS IN GROUP COMPANIES

The Charity holds shares in two wholly owned subsidiary companies incorporated in England at a cost of £2 each. A summary of their activities and financial position is as follows:

	Turnover and other operating income	Net profit before tax	Net assets
	£	£	£
Fire Fighters Trading Limited (Sells Fire Fighters Charity branded goods and other similar merchandise as well as non-charitable trading activities held at the Charity's rehabilitation and recuperation centres.)	1,666,410	1,127,191	65,473
FSNBF Limited (Dormant)	-	-	2

13 STOCKS

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Goods for resale	48,112	-	47,102	-
Consumables	9,921	9,921	7,070	7,070
	58,033	9,921	54,172	7,070

14 DEBTORS

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Trade debtors	191,924	2,000	136,286	506
Other debtors	46,975	46,975	49,549	49,519
Prepayments & accrued income	1,366,027	1,346,542	1,344,107	1,323,707
Amounts owed by subsidiary undertakings	-	122,556	-	-
	1,604,926	1,518,073	1,529,942	1,373,732

15	**CREDITORS – amounts falling due within one year**	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
	Trade creditors	199,491	197,549	285,451	276,116
	Other taxation & social security	191,242	119,370	171,932	109,811
	Other creditors	91,107	91,107	97,597	97,567
	Accruals and deferred income	196,699	109,768	169,502	113,122
	Amounts owed to subsidiary	-	-	-	14,568
		678,539	517,794	724,482	611,184

16 STATEMENT OF FUNDS

Year ended 31 March 2023

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	236,517	115,736	(117,336)	-	234,917
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	13,840,754	-	-	(246,638)	13,594,116
Investment Property	2,100,000	-	-	-	2,100,000
Strategic Plan des'n	4,600,000	-	-	(1,790,387)	2,809,613
Total Designated Funds	20,540,754	-	-	(2,037,025)	18,503,739
General Funds				`	
Free reserves	13,433,031	9,529,591	(12,322,553)	2,037,025	12,677,094
Pension fund surplus/(deficit)	487,000	-	269,000	-	756,000
Total General Funds	13,920,031	9,529,591	(12,053,553)	2,037,025	13,433,094
Total Funds	34,697,302	9,645,327	(12,170,889)	-	32,171,740

16 STATEMENT OF FUNDS (continued)

CHARITY	Balance b/fwd.	Incoming resources	Outgoing resources	Transfers	Balance c/fwd.
	£	£	£	£	£
Restricted Funds					
Charitable activities	236,517	115,736	(117,336)	-	234,917
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	13,840,754	-	-	(246,638)	13,594,116
Investment Property	2,100,000	-	-	-	2,100,000
Strategic plan des'n	4,600,000	-	-	(1,790,387)	2,809,613
Total Designated Funds	20,540,754	-	-	(2,037,025)	18,503,729
General Funds					
Free reserves	12,892,139	9,475,152	(11,792,690)	2,037,025	12,611,626
Pension fund surplus/(deficit)	487,000	-	269,000	-	756,000
Total General Funds	13,379,139	9,475,152	(11,523,690)	2,037,025	13,367,626
Total Funds	34,156,410	9,590,888	(11,641,026)	-	32,106,272

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

To enable the Charity to maintain services to beneficiaries the board have identified that an amount equivalent to between 9 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, this reserves also ensure that Trustees can allocate additional appropriate funds when needed to support urgent beneficiary need.

To support the ambitious aims of the strategic plan, in 2020/21 the board designated £4.6m to the strategic fund, this funds allows the management team to confidently progress with plans to deliver the strategic outcomes targeted.

16 STATEMENT OF FUNDS (continued)

Year ended 31 March 2022

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources gains and losses £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	180,765	234,246	(178,494)	-	236,517
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	14,288,108	-	-	(447,354)	13,840,754
Investment Property	-	-	-	2,100,000	2,100,000
Reserves Policy des'n	14,534,982	-	-	(14,534,982)	-
Strategic Plan des'n	3,529,035	-	-	1,070,965	4,600,000
Total Designated Funds	32,352,125	-	-	(11,811,371)	20,540,754
General Funds					
Free reserves	837,038	9,326,919	(8,542,297)	11,811,371	13,433,031
Pension fund surplus/(deficit)	443,000	-	44,000	-	487,000
Total General Funds	1,280,038	9,326,919	(8,498,297)	11,811,371	13,920,031
Total Funds	33,812,928	9,561,165	(8,676,791)	-	34,697,302

CHARITY	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	180,765	234,246	(178,494)	-	236,517
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	14,288,108	-	-	(447,354)	13,840,754
Investment Property	-	-	-	2,100,000	2,100,000
Reserves Policy des'n	14,443,951			(14,443,951)	-
Strategic plan des'n	3,428,038	-	-	1,171,962	4,600,000
Total Designated Funds	32,160,097	-	-	(11,619,343)	20,540,754
General Funds					
Free reserves	799,857	8,546,078	(8,073,139)	11,619,343	12,892,139
Pension fund surplus/(deficit)	443,000	-	44,000	-	487,000
Total General Funds	1,242,857	8,546,078	(8,029,139)	11,619,343	13,379,139
Total Funds	33,583,719	8,780,324	(8,207,633)	-	34,156,410

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2023

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2023 Total £
Tangible Fixed Assets	-	13,594,116	-	13,594,116
Fixed Asset Investments	-	15,523,364	-	15,523,364
Net Current Assets	234,917	(10,613,751)	12,677,094	2,298,260
Long term assets (includes pension asset)	-	-	756,000	756,000
Net Assets	234,917	18,503,729	13,433,094	32,171,740

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2023 Total £
Tangible Fixed Assets	-	13,594,116	-	13,594,116
Fixed Asset Investments	-	15,523,364	4	15,523,368
Net Current Assets	234,917	(10,613,751)	12,611,622	2,232,788
Long term assets (includes pension asset)	-	-	756,000	756,000
Net Assets	234,917	18,503,729	13,367,626	32,106,272

ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2022

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2022 Total £
Tangible Fixed Assets	-	13,840,754	-	13,840,754
Fixed Asset Investments	-	17,021,539	-	17,021,539
Net Current Assets	236,517	(10,321,539)	13,433,031	3,348,009
Long term liabilities (includes pension liability)		-	487,000	487,000
Net Assets	236,517	20,540,754	13,920,031	34,697,302

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2022 (continued)

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2022 Total £
Tangible Fixed Assets	-	13,840,754	-	13,840,754
Fixed Asset Investments	-	17,021,539	4	17,021,543
Net Current Assets	236,517	(10,321,539)	12,892,135	2,807,113
Long term liabilities (includes pension liability)	-	-	487,000	487,000
Net Assets	236,517	20,540,754	13,379,139	34,156,410

18 DEFERRED INCOME

	As at 1 April 2022 £	Released in the Year £	Deferred in the Year £	As at 31 March 2023 £
Hotel Ledger	52,525	(52,525)	66,547	66,547
Lottery	29,266	(29,266)	17,507	17,507
Total	81,791	(81,791)	84,054	84,054

The previous year deferred income was released in 2022-22.

Hotel Ledger deferred income relates to rental accommodation paid for in advance, which will be released when the rental occurs.

Lottery deferred income relates to payments made in advance of future lottery draws, which will be released when those draws occur.

19 COMMITMENTS – GROUP AND CHARITY

	As at 31 March 2023 £	As at 31 March 2022 £
OPERATING LEASES – LAND AND BUILDINGS		
At 31 March 2023 the Group was committed to total payments in respect of operating leases which expire:		
After more than five years	-	-
Between two and five years	-	112,846
Within 12 months	112,391	150,462
OPERATING LEASES – OTHER		
Between two and five years	-	-
Within 12 months	5,053	5,053

20 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Net income /(expenditure)	(2,788,562)	(2,313,138)	841,374	529,691
Losses/(gains) on investments	498,175	498,175	(1,119,135)	(1,119,135)
Dividends from investments	(424,963)	(424,963)	(400,704)	(400,704)
Interest received	(18,756)	(13,408)	(3,356)	(2,796)
Gift Aid payment from subsidiary	-	(1,602,613)	-	(716,985)
Movement in defined benefit pension	(6,000)	(6,000)	(1,000)	(1,000)
	(2,740,106)	(3,861,947)	(682,821)	(1,710,929)
Depreciation	619,077	619,077	568,719	568,719
Decrease/(increase) in stocks	(3,861)	(2,851)	10,431	(2,304)
Decrease/(increase) in debtors	(74,984)	(144,341)	(318,660)	(275,510)
(Decrease)/increase in creditors	(45,943)	(93,390)	279,939	217,285
Loss/(profit) on the sale of fixed assets	4,772	4,772	(5,441)	(5,441)
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	(2,241,045)	(3,478,680)	(147,833)	(1,208,180)

21 ANALYSIS OF CHANGES IN NET CASH

GROUP	1 April 2022 £	Cash flows £	31 March 2023 £
Cash at bank and in hand	2,488,377	(1,174,537)	1,313,840
	2,488,377	(1,174,537)	1,313,840

CHARITY	1 April 2022 £	Cash flows £	31 March 2023 £
Cash at bank and in hand	2,037,495	(814,907)	1,222,588
	2,037,495	(814,907)	1,222,588

22 CAPITAL COMMITMENTS

At 31 March 2023 the Charity had capital commitments totalling £17,291. The amount outstanding at 31 March 2022 was £16,813.

23 RELATED PARTY TRANSACTIONS

The Charity has taken advantage of the exemption in Financial Reporting Standard 102 from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared.

Donations totalling £162 have been received from 3 trustees (2022: £537 - 7 trustees).

FIRE FIGHTERS CHARITY

England & Wales - Charity number 1093387

Accounts

Fire Fighters Charity

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

31 March 2022

Company Registration Number: 4480058

Charity Registration Number: 1093387

Scottish Charity Registration Number: SC040096

Fire Fighters Charity
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Fire Fighters Charity
LEGAL AND ADMINISTRATIVE INFORMATION

PATRON
Her Majesty the Queen

TRUSTEES:

John Baines, Chair
Peter Davies, Chair (to 17 November 2021)
Paul Fuller, Chair (to 07 June 2021)
Neil Gibbins, Deputy Chair
Andrew Best (resigned 17 November 2022)
Chris Bilby (appointed 17 November 2022)
Graham Floyd
Michael Graham (appointed 17 November 2022)
Ross Haggart (appointed 17 November 2022)
Robert Andrew Hickmott
Christopher Hirst (appointed 28 June 2021)
Simon Routh-Jones
Steve Tolan
George Wood

Fire Fighters Charity is a company limited by guarantee.
Registered in England Number 4480058
Charity Registration No 1093387
Scottish Charity Registration No SC040096

STRATEGIC LEADERSHIP TEAM:

Chief Executive
Jill Tolfrey

Finance Director
Martin Smith

Director of Organisational Development & Corporate Governance
Christine Goonan

Director of Beneficiary Services
Sharon Bailey

Director of Engagement & Fundraising
Ruth Powell

Company Secretary
Christine Goonan

HEADQUARTERS AND REGISTERED OFFICE:
FIRE FIGHTERS CHARITY
Belvedere, Basing View
Basingstoke, Hampshire, RG21 4HG
Tel: 01256 366566
Fax: 01256 366599
Web: www.firefighterscharity.org.uk

RESIDENTIAL CENTRES:
Ronnie Green Wing, Marine Court, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Jubilee House, Eamont Park, Eamont Bridge, Penrith, Cumbria, CA10 2BN

Harcombe House, Chudleigh, Devon, TQ13 0DG

RETIREMENT HOMES:
Marine Court Flats, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Eamont Park Retirement Homes, Eamont Bridge, Penrith, Cumbria, CA10 2BN

AUDITOR:
James Cowper Kreston, 2 Communications Road Greenham Business Park, Greenham, Newbury, RG19 6AB

INVESTMENT MANAGERS:
Newton Investment Management Limited, 160 Queen Victoria Street, London, EC4V 4LA

BANKERS:
Barclays Bank PLC, 4th Floor, Apex Plaza, Forbury Road, Reading, RG1 1AX

CUSTODIANS:
Bank of New York, 1 Canada Square, London, E14 5AL

The Trustees are pleased to submit their Annual Report and audited financial statements for the year ended 31 March 2022.

Note: The Trustees are also the registered Directors of the charitable company.

Structure and Governance

Legal and Administrative Information

Legal and administrative contact information is given on page 2.

Legal Status

Fire Fighters Charity (known as "the Fire Fighters Charity") is a company limited by guarantee and a registered Charity, incorporated in England. The guarantee requires each member to contribute an amount not exceeding £1 in the event of the Charity being wound up. The Charity is governed by its Articles of Association dated 8 November 2018.

Charitable Aims, Public Benefit and Provision of Services

The Trustees have carefully considered the Aims of the Charity and how it measures up to the Public Benefit test. The Charity provides a range of services to the Fire Services Community and the Trustees are satisfied that there are identifiable benefits that meet the Public Benefit Summary Guidance from the Charity Commission.

The Fire Fighters Charity is a national Charity providing assistance to serving and retired members of the fire and rescue service community, including eligible dependants. The Charity works to enhance quality of life and make a positive difference to the lives of beneficiaries.

The Charity supports its beneficiaries through digital, online, telephone, community based and residential services. Support is personalised to meet the beneficiary's unique mental health, physical health and social needs and is accessed through a confidential helpline on a self-referral basis. Once beneficiaries (or their advocates) have contacted the Charity, practitioners will take the time to understand their needs and explore with them what support and solutions may be appropriate to address their needs.

Trustee Board defined criteria are in place for all the Charity's beneficiary services to ensure there is equity in access to the provision of services and charitable funds are used where there is an identified need. The Charity's services are articulated in a Board approved service delivery document and all service delivery is underpinned by a Clinical and Social Care Governance framework ensuring continuous improvement and high standards of care are maintained. Systems and processes underpin the wider clinical and social care governance framework to ensure quality in service provision All services, and research activity are organised around a single definition of quality: That the Charity provides:

- Support that is effective, is safe and gives as positive an experience as possible by being caring, responsive and personalised.
- Our services are well-led, sustainable, and equitable, and achieved through working together and in partnership with our beneficiaries.

The support provided to beneficiaries by the Charity is free of charge for identified need. This enables access to services for all beneficiaries, irrespective of financial circumstances. Financial support to access the mainland for residential services can be provided to beneficiaries who reside on the UK islands.

Trustees receive data and research, against which the effectiveness of service provision can be measured (and to identify where future service development may be required).

Digital/Online/Telephone Support

The Charity provides digital support using a variety of Apps and a secure remote consultation platform that allows confidential consultation and the provision of physiotherapy and exercise therapy in support of primarily physical problems. Alongside this the Charity provides direct online and telephone counselling for those beneficiaries needing mental health support as well as purchasing quality assured mental health support from external sources, providing easier access to support for beneficiaries in 'harder to reach' groups.

Residential Services

The Charity has three residential centres which offer a range of activities and programmes of support led by a multi professional team which includes Chartered Physiotherapists, Exercise Therapists and Psychological Therapists. Residential support is available for beneficiaries following injury or illness, for those with poor mental health, and those who present with long term and degenerative conditions. It is also available for those who simply need the opportunity to take 'time out'. Facilities within each Centre include a gymnasium / fitness room, leisure pool and hydrotherapy pool. Residential stays are short term and on average beneficiaries spend 4-7 days at a Centre, however there is some flexibility in the length of a stay depending on individual need.

Residential support is underpinned by a philosophy of recovery and is tailored to meet the needs of the individual with the multi professional team working in partnership with beneficiaries to identify solutions to meet their mental health, physical health, and social wellbeing needs. Beneficiaries may engage in different levels of activity, ranging from a residential stay that focuses on rest and relaxation to participation in a programme of structured activity. Health and wellness coaching is embedded within the support provided at the Centres, providing beneficiaries with up-to-date, evidence based information to enable them to make informed choices around their wellbeing. Residential support may be 'front-ended' with digital support which may also be in place to support sustained change following a residential stay.

Admission criteria support decision making regarding access to the most appropriate support. All support provided by the multi professional team is evidence based and adheres to best practice.

Nursing services are available at Jubilee House for beneficiaries with more complex needs who may require nursing or personal care. The Charity's nursing services are regulated by the Care Quality Commission and delivered by a team of Registered Nurses and Clinical Assistants. A Nursing Services Lead (Registered Manager) oversees the delivery of this service.

The Charity also offers structured family support programmes at Harcombe House at specific times during the year (school holidays). These programmes support the family unit to manage challenges they are facing in life and provide families with the opportunity to relax, enjoy quality family time and meet other families who experience similar challenges. A range of appropriate activities is also available as part of these programmes, seeking to encourage greater social interaction, communication, increased confidence and improve wellbeing.

Community Based Support

The Charity recognises that some beneficiaries may require support at home or when accessing services in their local communities. A small team of Welfare Caseworkers offer confidential, impartial advice and information on a wide range of issues that affect and impact upon everyday life. The team will carry out face to face and telephone assessments to identify solutions to meet individual need. Home visits are carried out where required by Welfare Caseworkers or approved volunteers.

Needs are assessed within a structured framework and against financial criteria. Statutory entitlements are fully considered and match funding opportunities with other organisations explored. Solutions can include the provision of equipment, assistance with home adaptations, or financial solutions to relieve crisis such as food poverty. Solutions provided through the Welfare Service are largely short term; long term support is only provided in exceptional circumstances and is subject to annual review. Where appropriate, beneficiaries are signposted on to external organisations.

Where appropriate health and wellbeing support can be offered remotely. This support is personalised to meet an individual's need and may include telephone advice or consultation through video conferencing, signposting, or support to access local community groups or health / social care services. The Charity also runs 'Living Well Groups'. These volunteer delivered groups focus on providing a longer term and sustainable way of keeping in touch post retirement.

Support Provided Directly to Fire and Rescue Services

Acknowledging the power of prevention and with the focus on improving the population health of our community, the Charity also provides wellness and behaviour change coaching direct to members of the UK Fire and Rescue Services (UKFRS), through both digital and face to face delivery, supporting members of the workforce to engage in healthy behaviours to support mental, physical, and social health and wellbeing.

Trustee Recruitment, Appointment and Training

The Charity advertises the role of Trustee on a national basis with Trustees appointed in line with the Articles of Association, role description and person specification. There are Board approved procedures for the recruitment, selection and induction of Trustees. The process of appointment of a new Trustee includes reviewing our skills audit to determine skills gaps within the Board of Trustees which informs the skills to be recruited, advertising the vacancy, issuing information and application documents, ascertaining a shortlist of applicants by using criteria based on the role requirements and interview by a panel including either the Chair or the Deputy Chair of the Board of Trustees, one other Trustee and two Company Members. The recruitment and selection procedure are regularly reviewed to enhance transparency and consistency, to meet legal requirements, and to ensure effective assessment of the skills required. New Trustees are given an induction programme. Where a vacancy occurs outside of the annual recruitment process, Trustees may appoint to the vacancy until the next Annual General Meeting. 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. Any expenses reclaimed are in line with Board approved policies and are set out in note 7 to the accounts.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Fire Fighters Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)

- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of Information to the Auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as a Trustee to make him or herself aware of any relevant audit information and to establish that it has been communicated to the auditor.

Charity and Organisational Structure

It was with great sadness that we reported the death of Paul Fuller, Chair of The Trustee Board, on 7th June 2021. Following this the Board of Trustees appointed Peter Davies as Chair for the period up to and including the AGM on 18th November 2021, at which point John Baines was appointed.

Fire Fighters Charity is a company limited by guarantee and is a charity registered in England, Wales, and Scotland. We are governed by our Articles of Association which were last reviewed in 2018. The Articles permit up to 48 Company Members to be appointed from those 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. Our Company Members elect our Board of Trustees at our Annual General Meeting. Our Trustees are also the legal directors of the company.

Our Trustee Board consists of between 8 and 12 individuals, the majority of whom have a direct association with the fire services community. One quarter retire at each AGM and are eligible for re-election until they have served a maximum of 8 years, in all but exceptional cases.

The Board of Trustees met 4 times for scheduled meetings in 2021-22. In addition, to support effective governance and our work, 4 Board sub committees, with the remit of Beneficiary Services, Finance and Audit, Staff and Governance, and Engagement and Fundraising operated during the year within a documented framework which includes where a devolved decision can be made. A Company Member participated in all four of the Board sub committees.

The Board of Trustees has control over the Charity and its property and funds. It directs the Charity's operations and ensures compliance with our Articles of Association. Trustees agree and regularly review plans for achieving the Charity's aims and the finances needed to support them.

Trustees appoint a Chief Executive who has full authority for the implementation of approved strategic plans and the daily running of the Charity. The daily operations are run with four Directors, responsible for Finance, Engagement & Fundraising, Beneficiary Services and Organisational Development and Corporate Governance.

The Charity wholly owns two subsidiary companies; Fire Fighters Trading Limited - which provides trading and commercial services - and FSNBF Limited, a dormant company. The accounts of Fire Fighters Trading Limited are consolidated with the Charity within the Group financial statements.

An annual pay review is conducted for all employees that considers inflation, external benchmarking data and affordability. The results of the review are considered by the Staff and Governance Committee and a recommendation made to the Board of Trustees.

The Chief Executive's salary is decided by the Trustee Board prior to a vacancy being advertised and thereafter awarded any increase given to all employees. In addition, the salary is reviewed annually by the Chair of the Trustee Board. A decision to increase the Chief Executive's salary, other than an increase awarded to all employees, must be recommended by the Chair and then approved by the Staff and Governance sub-committee, in order for the increase to be implemented. Any changes to the management structure at the level reporting directly to the Chief Executive requires the consideration and approval of the Staff and Governance sub-committee.

Charity Staff

The Trustees place on record their grateful thanks to all the staff of the Charity. In particular, the Trustees wish to thank them for their devotion to their roles that ultimately exist to assist beneficiaries, and for their understanding as the Charity responded to the challenges of the Covid 19 pandemic.

Volunteers

The Charity's activities are supported by a large number of willing and enthusiastic volunteers who do so much, often behind the scenes, to help the Charity and its beneficiaries. While there is no mechanism available to formally calculate the value of their contribution it is undoubtedly of great value to the Charity. The Charity's Trustees wish to record their gratitude and admiration for this effort, most especially their ongoing commitment and support during the Covid 19 pandemic.

Strategic Report

Activities and Performance

Objectives

The Charity's primary role continues to be support for those in need in the fire service community. This includes service personnel, former service personnel, works firefighters, former works firefighters, volunteers in a Fire and Rescue service, current and former Charity employees, personnel in Fire Services Youth Schemes and any dependant of any of these categories (with the exception of volunteers in a Fire and Rescue service).

Within the Articles of Association, the Trustees are given the powers to deposit or invest the monies of the Charity not immediately required for its operations, in any manner as may be thought fit. The Trustees may also delegate the management of investments to a financial expert.

At the Fire Fighters Charity, our vision is to 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, community and workplace based services, we will help the entire fire service community to live more healthily and seek to deliver personalised support to thousands and reach every corner of the UK.

Our strategic plan for 2020-21 to 2024-25 includes four portfolios of work, each of which contain several projects that will shape and define the way we work and operate over the years to come. The objectives of these portfolios and projects are focused on these two core principles:

To expand our reach: We should be a charity for every member of the fire services community, regardless of where they live or the circumstances in which they find themselves. The support we offer should therefore be accessible to all, so this plan sets out how we will remove barriers and provide services that can include all members of our community.

To deliver more health and wellbeing services to more people: Before this plan, we supported around 5,000 people a year, but we want to reach many more. 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. It is our aspiration that the Charity becomes an integral part of the lives of our beneficiaries – that third space – home – work – Charity. That through our work beneficiaries feel an emotional connection with the Charity and that we sustain a lifetime of connection and support with our beneficiaries.

Inform and Prevent

Through the Inform and Prevent Portfolio and its associated projects 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 and wellbeing. By providing timely, relevant information for our beneficiaries we will help prevent the impact of many common health risks and conditions.

By 2025 we will

- be measuring how beneficiaries have engaged with the information and resources we have provided and be able to evidence how this has empowered them to make positive changes in their health behaviours.
- see the fire and rescue services regularly using us 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.

Respond and Recover

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 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.

By 2025 we will

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

Engage and Grow

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 with the workforce, with those who are retired and with families in our community.
- know that 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.

Enhance, Enable and Empower

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.

Measuring Success

2021-22 was the second year of our five-year plan and followed what was a very challenging first year, a year seriously disrupted by the impact of the coronavirus global pandemic, which affected everybody, changing how people lived and worked. Covid 19 did provide further evidence of our need to adapt, validating the aims of the plan. The need to be able to reach more of our beneficiaries and in more ways had become critical and despite these challenges the Charity and its employees adapted incredibly well and achieved great success in supporting beneficiaries. Year two looked to build on this success, with further development of new ways of working, new service, the re-establishment of residential services and re-start of full fundraising activities which had been forced to stop during the pandemic. The outcomes achieved in 2021/22 are outlined below.

21/22 Priorities

Target Outcome	Actual Outcome
Provision of a broad range of dynamic health & wellbeing content and campaigns that are being engaged with by an increasing number of beneficiaries.	A wide range of quality assured content is available as narrative, video and webinar on the website, and social media channels. MyFFC the Charity health and wellbeing portal is live with some 5000 people registered. Two health awareness campaigns have been delivered.

Becoming more closely aligned with our Fire and Rescue Service partners to aid more proactive support at the earliest opportunity.	We are engaged with approximately 30% of UKFRS in the development or delivery of health and wellbeing coaching direct to some 400 members of the workforce. Working closely with NFCC HWB Board to scope Covid impact on workforce and develop integrated rehabilitation provision There is an active engagement campaign to promote available services.
Delivering improved outcomes and impact from starting to wrap digital interactions around our residential provision.	Beneficiaries are receiving a blended approach appropriate to need this included digital support prior to/instead of/following residential support. Data collection underpinning reporting and insight with regard outcomes is

Other Progress by Portfolio

Inform and Prevent

The essence of Inform and Prevent is the activation of our beneficiaries to engage with health and wellbeing knowledge and understanding for the prevention of poor health. With a focus on our different audiences, workforce, family and retired nuanced resources and services continue to be developed.

Work continues on the development and launch of a wellbeing platform within MyFFC that will deliver mental health online courses and other resources.

The introduction of externally provided mental health support programmes has enabled increased access for harder to reach groups. Work is also ongoing regarding engagement with all UKFRS in the provision of wellness coaching.

An e-learning module on the understanding research has been developed and been made available to employees and the research programme, underpinned by the agreed research strategy, continues to provide evidence upon which services are designed and delivered.

Respond and Recover

Beneficiaries contacting the Charity for support now speak directly to an Assessment Practitioner who facilitates a conversation about need and works with the beneficiary to identify the most appropriate route for support.

Residential services have been successfully re-introduced to the Charity's portfolio of services and, where appropriate, integrated with digital support pathways to meet beneficiary need. Proactive wellbeing programmes have been developed and implemented.

In support of our beneficiaries the Covid Recovery Programme has been developed to support those affected by the long-term impact of Covid 19. The programme has been well received and positively evaluated.

Alongside this, opportunities have been provided for a 'post pandemic recuperative break' for beneficiaries in recognition of the impact of the pandemic on the FRS workforce.

To further increase access to support an out-patients physiotherapy service has been set up from our centres, providing support for those within easy travel distance.

In support of our family audience the Child and Family Programme has been reviewed and continues to offer a well-received and very positive experience for the whole family.

We continue to promote our Living Well Groups, encouraging our retired community to meet up and reduce the impact of social isolation. These have now returned to face -to -face meetings following lifting of Covid restrictions.

Engage and Grow

We have further developed our online community functionality, and this is providing a more enhanced and personalised service support interface for beneficiaries and there is a gradual increase in the number of active community users.

We are increasingly able to derive insights on users' engagement with their health & wellbeing and this will help shape future provision.

There is increased engagement at a strategic level in the UKFRS alongside attendance at national events at which the Charity is the Charity of choice. There is progress with corporate engagement and support, resulting in income or pro bono support for further developments.

Opportunities for growing income are continually pursued with the development of a high net worth pipeline and legacy programme alongside this we continue to seek easier ways for donations to be gathered through contactless, QR codes and other forms of payment.

Our focus remains in the development of a lifetime association with the Charity across all aspects of supporter, donor, or service user, linking the workforce, family, and retired communities within this single space.

Enhance, Enable and Empower

This portfolio focusses on the infrastructure required for the Charity to achieve its stated goals. The transition back to the workplace has been completed and our desired culture, values and associated behaviours have been determined and engagement measures demonstrate a positive improvement. Our vision for organisational inclusion has been developed, the required change identified, and inclusion activities are underway.

The development of our IT infrastructure is ongoing, we are embedding the new infrastructure, testing both resilience and flexibility.

Continuous improvement projects have been embedded and there is a review of user hardware needs, a developing upgrade plan which will also include enhancing our internet and Wi-Fi capability to match our changing business need. Alongside this there is a robust employee learning, skills development, and support programme.

Financial Review

The consolidated accounts for the year are set out on pages 22 to 48 and should be read in conjunction with this section of the Trustees' report. A summary of the financial results and the work of the Charity are set out below.

The net movement in funds for the year amounted to £884,374. This is represented by: -

Incoming resources	£	9,561,165
Resources expended	£	(9,838,926)
Net outgoing resources	**£**	**(277,761)**
Gain on investment assets	£	1,119,135
Actuarial gain on defined benefit pension scheme	£	43,000
	£	**884,374**

Capital Expenditure

The investment in capital expenditure during the year amounted to £121,365.

Incoming Resources

Overall, 2021-22 was a positive year for income, with total incoming resources recovery well from the challenges faced in 2020/21. In total £9,561,165 of income was generated, an increase of £1,288,807 on the £8,272,358 raised in 2020-21.

The impact of Covid 19 was much less in 2021-22, and as a result the income generated activities which had been most affected by the Government restrictions, started to recover. For example, Corporate and other donations, which had fallen by £1.1m in 2020-21, increased by £0.7m this year to £2m. Legacy income, which was also down last year, increased by £0.6m, in some part due to delays in processing the estates of those who had died during the pandemic; with income of £1.2m being £0.4m greater than the amount achieved two years prior in 2019-20.

Committed giving continued to grow steadily, primarily through the recruitment of new lottery players. In total income from Regular Giving and Lottery increased to £4.1m, up from £4.0m in 2020-21.

The recovery of Corporate and other donations and Legacy income helped to off-set the reduction in funding this year from the Government Coronavirus Job Retention Scheme. With activities returning to normal only £67k of grants were claimed from this scheme in 2021-22, compared with £1.1m during 2020-21; this income is included within Grants.

Recycling income, which is included in Trading income, was also negatively impacted in 2020-21, with income falling by £0.2m, as was Centre generated income due to the centres being closed for most of the year. Both these activities recovered well during 2021-22 contributing to an increase in income of £0.9m and a total for the year of £1.5m

While the recovery of income in 2021-22 is very positive, the most significant impact of the pandemic over the first two years of the strategic plan is a delay in achieving the targeted growth in sustainable income. Plans for the remaining three years of the plan will need to be adjusted to help mitigate this.

Resources Expended

Total expenditure for the year was £9,838,926 compared with £8,743,323 for the year before, a £1.1m or 12.5% increase, a result which is comparable to expenditure levels before Covid.

The re-opening of our centres contributed to most of this increase with increased costs associated with delivering services and generating trading income. The recovery of event fundraising and the

investment in signing up new Lottery players were also a factor.

There were also new funds spent on expanding our mental health support and furthering our strategic aspirations for beneficiary services. Looking forward, expenditure is set to grow significantly in this area in 2022-23 and beyond.

Investments

The value of investments held at 31 March 2022 was £17,021,539. In addition, cash balances of £2,488,377 were held to support normal cash flow requirements and planned cash outflows.

Investments are made up of investment property and investment funds The investment property relates to 10 flats contained within the Marine Court complex in Littlehampton, these were reclassified as investment property due to no longer being needed for charitable activities. These properties are commercially let outside of the Charity's beneficiary base. During the year to 31 March 2022 the properties were professionally valued at £210k each, an increase of £35k each since the previous formal valuation in 2018. The total value of investment property at 31 March 2022 has increased by £350k to £2,100,000.

Investment funds achieved unrealised gains of £1,119k during the year, resulting in the total value of investments funds as of 31 March being £17,022k. The total return of the investment fund for the year was 7.9% compared with a benchmark of 9.3%, taking into account the 20/21 results where returns were 32.3% versus a benchmark of 23.4%, the fund has performed well. The investment fund is focused on total return and growth. Income received from listed investments was £401k. The fund incurs a management charge of 0.65%, this equated to approximately £97k in 2021-22 (£86k 2020-21).

The investment policy communicated to our investment managers remained unchanged from the previous year and focused on providing revenue for current operations and enhancing capital growth and income over the longer term, thereby enabling the Charity to meet current and future objectives in accordance with the objects of the Charity. The funds are invested in a Socially Responsible Investment Fund managed by the Charity's investment managers in accordance with the Charity's ethical policy.

Our Approach to Fundraising

The Fire Fighters Charity sets out to fundraise in an open, honest, and respectful manner. We use multiple channels to fundraise from various audiences. When developing our fundraising campaigns, we assess the impact our fundraising could have on an individual and take actions to mitigate any negative impact. When running fundraising campaigns, we welcome feedback and use this to help shape future fundraising campaigns. We always treat donor data responsibly and are compliant with all UK data protection laws. Our privacy policy is published on our website and gives details of the information we hold and how and why we process it.

We are registered with the Fundraising Regulator. When fundraising, the Charity adheres to the Code of Fundraising Practice as set by The Fundraising Regulator. For our lottery and raffles, we are also licensed by the Gambling Commission. We routinely monitor and review our fundraising activities to ensure that we comply with regulations. Our fundraising team managers regularly monitor and review performance by attending our fundraising events and talks, providing feedback to our fundraisers. For the 2021-22 business year, when conducting telephone fundraising the majority of calls were recorded and where they were, a sample of calls for each campaign were listened to. For our external face to face lottery agency, we make welcome calls to new supporters, have regular catch ups with team leaders and their managers, as well monitoring all feedback from donors about their experience. In respect of complying with the Code of Fundraising Practice, we have had no adjudications and have had no significant failures.

We record and investigate all fundraising complaints received and use this information to inform our fundraising strategy. For the financial year 21-22 we received 28 complaints related to our fundraising activity compared to 21 the previous year. It should be noted that although this is a rise on the previous

year the number of fundraising activities and interactions was significantly higher in 2021-22 compared to the pandemic year 2020-21.

We ensure that our fundraisers follow the Fundraising Regulator's policy on vulnerable people. We listen to our donors and take on board their feedback and change our behaviour accordingly. For example, we do not use telephone fundraising after 8pm as our supporters told us that they did not want to be called after this time. We also work in line with the best practice guidance from Institute of Fundraising, documented in their Guide "Treating donors fairly - fundraising with people in vulnerable circumstances". When working with an external agency we ensure that they have a vulnerable person policy in place and do not work with agencies that do not have this. For our lottery and raffles, we also have a Social Responsibility Policy which is published on our website. All fundraisers (internal and external) have a training session to understand this policy before they promote our lottery, and they have regular refresher sessions.

Without the generous support of donors, the Charity could not provide the mental, physical, and social support to thousands of beneficiaries every year. We will therefore always set out to fundraise in an open, honest, and respectful manner.

Fire Fighters Trading Limited

Following a difficult 2020/21, where the negative impact of the global coronavirus pandemic (Covid 19) had resulted in a 48% fall in profits, by contrast 2021/22, which had been targeted to still fall short of the £822k profit achieved in 2019/20, exceeded all expectations by breaking the £1m profit barrier, enabling a proposed donation to the Fire Fighters Charity of £1,029k.

Recycling activities began the year on a reduced price per tonne, reflecting the negative impact of Covid on the recycling industry. However, during the year the price was able to return to pre-covid levels. Despite achieving a lower average price per tonne across the year, the volume of recycling donations grew considerably and so despite not earning the full price for much of the year, total income was £799k. £155k higher than the pre-covid income achieved in 2019/20.

Unlike in 2020/21, changes to the Covid related Government restrictions and guidance allowed the centres to be open for much of the year. This increased the opportunity to generate income again from these resources. In total £501k of income was achieved, mostly from rental income. This amount of income was comparable to the levels achieved pre-Covid.

Merchandise activities were closed in the first quarter of 2020/21 but had been open as normal since then. Progress has been made this year to both increase sales and profitability. Income for the year increased to £206k from £138k, when adjusting for the number of months trading in each business year, this would equate to a 12% growth in income.

Achieving a profit of more than £1m is a very satisfying result, achieved from continued growth in recycling coupled with other income generating activities returning to pre-covid levels. Looking forward, all three of these activities have the potential to grow further and 22/23 is targeted with increasing profit by a further 14%.

Reserves Policy

The reserves policy aims to ensure that where setbacks occur, the Charity holds sufficient reserves to ensure the continuity of services to beneficiaries. It also, where opportunities exist, allows the board to identify and allocate additional reserves to support its strategic direction. It does this in the following way:

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

To enable the Charity to maintain services to beneficiaries the board have identified that an amount equivalent to between 9 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, this reserves also ensure that Trustees can allocate additional appropriate funds when needed to support urgent beneficiary need.

Alongside this, the board will continually review the total amount of available reserves and wherever possible look to provide additional designated funds to further support the implementation of current and future strategic plans. When needed, it will also take appropriate and timely action to manage any risks associated with any shortfall in funds compared with the minimum targeted level of free reserves.

To support the ambitious aims of the strategic plan the board have designated £4.6m to the strategic fund, this allows the management team to confidently progress with plans to deliver the outcomes targeted over the next three years. With the scale of both the breadth of support provided and the number of beneficiaries supported increasing, annual expenditure is projected to increase too. At present the level of free reserves is equivalent to 12 months planned expenditure for 22/23, which is in line with the higher end of the free reserves target set by the policy. With annual expenditure targeted to rise in the coming years it is important that an amount equivalent to the higher level is held now, this enables expenditure levels to increase while remaining within the boundaries set by this policy. Projected income and expenditure for the final year of the current plan indicate that further strategic plan funds are likely to be needed beyond the time frame of this plan to support planned increased running costs, this is because it is expected that the required growth in sustainable annual income will take longer to achieve.

At 31 March 2022 the reserves totalled £34,697,301. This is represented by:

Restricted Funds	£	236,517
Designated Funds	£	20,540,754
General Funds	£	13,920,031
	£	34,697,302

As at 31 March 2022 the Charity has a defined benefit pension scheme surplus of £487,000. These funds are allocated to general funds.

Risk Management

There is a Board approved Operating Procedure for Risk Management. Processes are in place to enable Trustees to examine major strategic and operational risks. Risk Management is part of the working lives of staff and volunteers and is an integral part of performance management. Risk assessment has been introduced as part of many policies and procedures. Strategic risk registers are reviewed by the Finance and Audit Committee at each meeting and the full board annually. The Trustees confirm that the major risks that they have identified to which the Charity is exposed have been reviewed, and systems and procedures have been established to manage those risks. The current strategic risks identified include the challenge to secure new funds from fire service, public and corporate donors to deliver our strategic plan, whether our engagement with our beneficiary population will be sufficient and/or effective enough, that we fail to provide easily accessible support for all our beneficiary population, that our centres do not fully utilise the resources provided and that we do not achieve sufficient credibility to be the lead provider of health and wellbeing support for our beneficiary population.

Safeguarding

We will not tolerate the abuse of adults in any of its forms and we are committed to safeguarding adults with care and support needs and ensuring that all our services are delivered within a safe and effective framework.

We respect the rights of all service users to live their chosen life with privacy, dignity, independence, choice and fulfilment. Responsibility for working preventatively, safeguarding and protecting service users' privacy, dignity and respect does not lie with one individual or group but with all our employees at every level. Safeguarding and respect are not additional elements of our service / care provision, but integral to the delivery of high-quality and safe and effective services.

We are committed to working collaboratively and in partnership with other agencies to ensure service users access their human right to live a life that is free from harm, neglect and exploitation.

Environmental Statement

We take our impact on the environment seriously and along with some recent specific activities we have a number of solar panels in each of our three centres which have generated approximately 560,000 KWh since installation in November 2014.

We work closely with our suppliers in relation to their environmental impact on the production and transport of products. When considering new procurement, environmental status and accreditation are considered, for existing suppliers we work with them to help reduce carbon footprint costs associated with transportation through effective purchasing. We also work with our suppliers to identify potential changes in the products we purchase which will help to reduce chemicals that we use.

We have developed close links with the Environment Agency at both Harcombe House in Devon and Jubilee House in Cumbria. Both properties have either a river running through the land or bordering it. At Jubilee House our teams worked closely with the Environmental Agency following flooding in 2016. The property now has a high specification flood defence system and further work continues with the Environment Agency on their proposals for the weir on the River Eamont which borders our property. introduce more natural solutions.

Our 300-acre site at Harcombe House in Devon uses re-claimed rainwater for much of the maintenance required to keep the grounds in a well-kept state. In addition, petrol vehicles used around the grounds have been changed for electric powered buggies. The site also works closely with the RSPCA to monitor and care for the wildlife in the grounds, ensuring that they have suitable surroundings to thrive. We have also developed links with the Forestry Commission, whose land borders ours, to ensure the acres of woodland that covers both properties are well maintained and safe and promote the growth of wildflowers across both areas.

We offer our employees flexible working arrangements where possible, and meetings are held via video conferencing where appropriate; one benefit of both is the reduction of travel.

All our sites recycle, and we encourage our guests to consider recycling by providing collection facilities for different waste products. 82.2% of our waste generated at our centres last year was diverted from landfill and recycled.

The first stage of the Environmental Management System (EMS) has been implemented, measuring the impact the charity has on the environment through a critical impact register. During this year we were able to make a reduction in this impact score of 9.7%.

We have implemented a very successful clothing recycling scheme across the UK, helping to reduce the amount of material that goes to landfill while at the same to generating valuable income for the Charity. Since 2009 the campaign has recycled over 30,000 tonnes of clothing, generating over £5M of income for the Charity.

From October 2021, 100% of our electricity was provided from renewable sources in through green energy purchasing. Our centres produce our own electricity via our solar panels which is utilised and also sold to the national grid.

Our natural gas used by the charity is now also carbon neutral as we continue to source this via a carbon offset supplier and accredited United Nations CERs (Carbon Emission Reductions) scheme

which aims to help reduce and prevent carbon dioxide emissions through projects in developing countries under its Clean Development Mechanism.

In the coming year we intend to expand the environmental impact register to measure our impact across the wider charity activities that take place outside of our properties. We also are investigating longer term Environmental impact opportunities such as centre based renewable energy options, alternative heat sources for properties and the installation electric vehicle charging points at our centres to enable both employees and beneficiaries have the option to reduce their individual impact on the Environment when travelling to and from our properties.

We are investing in Environmental training and during the next year members of our Estates and Facilities team will undertake the NEBOSH Environmental Management Certificate qualification. We will also be rolling out "Environmental Awareness" to the organisation

Going Concern

Covid 19 resulted in the Charity's rehabilitation centres and head office being closed for most of the 2020/21. It also caused the cancellation of fundraising events and activities. 2021/22 was less affected with a gradual return towards pre-Covid levels of activity. While the pandemic impacted the Charity's ability to support beneficiaries, the financial impact on the two years was modest, this was due to a reduction in running costs and government support for wages through the job retention scheme. The Charity was able to make progress with implementing the new strategic plan, with the development of new digital solutions helping to mitigate some of the challenges of the pandemic. These planned strategic investments also contributed to the losses made in both years.

The Charity's ability to progress with the strategic aims during these challenging times was due to the strength of reserves held which enabled the Trustees to designate reserves to mitigate the impact of a reduction in income as well as reserves to support the objectives of the 5-year strategic plan. As at the 31 March 2022 less than £0.8m of reserves had been used to support losses during this period. This has allowed the board to allocate additional funds to support years 3 to 5 of the plan. In addition to these designated funds the reserves policy requirement to hold between nine and twelve months of expenditure has also been met. The ability to continue to fund strategic plans during a global crisis while operating within the framework of the reserves policy demonstrates the Charity's ability to continue as a going concern.

Future Plans

2022-23 will be the third year of our ambitious 5-year Strategic Plan and despite the external challenges faced in the first two years, we look forward to building on our success in the year ahead holding to the vision that our beneficiaries will see us that 'third space' – be that virtual or physical – a place of community and connection that enables them to mobilize around their health and wellbeing.

In line with the plan, we will further enhance our support to the workforce, our families, and the retired community, increasing the number of individuals that we help to 8,000. We will do this through the implementation of several projects within each of the four portfolios outlined in this report, collectively enabling us work towards achieve our aims by 2025. With a drive for activation of people to engage with prevention, and a philosophy of recovery underpinning our critical response work our key outcomes for the next twelve months include:

- Driving forward our wellness coaching and learning opportunities
- Expanding our reach to more beneficiaries and making access to support easier
- Increasing our critical response provision, particularly in response to mental health
- Developing our volunteering opportunities

Auditors

A resolution to reappoint James Cowper Kreston, Chartered Accountants as auditor will be put to the Members at the annual general meeting.

On behalf of the Trustees



John Baines
Chair of the Board
27 July 2022

Company Registration Number: 4480058

Charity Registration Number: 1093387

Scottish Charity Registration Number: SC040096

Independent Auditor's Report to the Trustees and Members of Fire Fighters Charity

We have audited the financial statements of The Fire Fighters Charity (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 set out on pages 22 to 48. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information
The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If based on the work we have performed,

we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees
As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance and the entity's solicitors (or inhouse legal team) around actual and potential litigation and claims;
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and revieing accounting estimates for bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report
This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alexander Peal BSc (Hons) FCA DChA (Senior Statutory Auditor)
for and on behalf of
James Cowper Kreston

Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Date: 17 October 2022

Fire Fighters Charity

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2022 Company Registration Number: 4480058

	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2022	Total to 31 March 2021
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	5,585,310	234,246	5,819,556	5,571,525
Other trading activities	2	3,201,254	-	3,201,254	2,204,161
Investments	4	404,060	-	404,060	359,590
Charitable activities		130,854	-	130,854	137,082
Other income		5,441	-	5,441	-
TOTAL INCOME		9,326,919	234,246	9,561,165	8,272,358
EXPENDITURE ON:					
Raising funds	5	3,416,403	5,902	3,422,305	2,614,999
Charitable activities:					
Physical Health	5	3,520,862	91,348	3,612,210	3,444,632
Mental Health	5	2,118,407	51,244	2,169,651	1,852,056
Social Health and Wellbeing	5/6	604,760	30,000	634,760	702,450
Other expenditure		-	-	-	129,186
Total expenditure on charitable activities		6,244,029	172,592	6,416,621	6,128,234
TOTAL EXPENDITURE		9,660,432	178,494	9,838,926	8,743,323
Net (expenditure)/income before investment gains and losses		(333,513)	55,752	(277,761)	(470,965)
Net gains/(losses) on investments	11	1,119,135	-	1,119,135	3,253,502
NET INCOME/(EXPENDITURE)		785,622	55,752	841,374	2,782,537
Transfers between funds		-	-	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	43,000	-	43,000	110,000
NET MOVEMENT IN FUNDS		**828,622**	**55,752**	**884,374**	**2,892,537**
RECONCILIATION OF FUNDS					
Total funds brought forward		33,632,163	180,765	33,812,928	30,920,391
TOTAL FUNDS CARRIED FORWARD		**34,460,785**	**236,517**	**34,697,302**	**33,812,928**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

Fire Fighters Charity

CHARITY STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2022 Company Registration Number: 4480058

	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2022	Total to 31 March 2021
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	5,585,310	234,246	5,819,556	5,571,525
Other trading activities	2	1,703,987	-	1,703,987	1,557,283
Investments	4	1,120,485	-	1,120,485	684,013
Charitable activities		130,855	-	130,855	137,082
Other income		5,441	-	5,441	-
TOTAL INCOME		8,546,078	234,246	8,780,324	7,949,903
EXPENDITURE ON:					
Raising funds	5	2,947,245	5,902	2,953,147	2,393,541
Charitable activities:					
Physical Health	5	3,520,862	91,348	3,612,210	3,444,632
Mental Health	5	2,118,407	51,244	2,169,651	1,852,056
Social Health and Wellbeing	5/6	604,760	30,000	634,760	702,450
Other expenditure		-	-	-	129,186
Total expenditure on charitable activities		6,244,029	172,592	6,416,621	6,128,324
TOTAL EXPENDITURE		9,191,274	178,494	9,369,768	8,521,865
Net (expenditure)/income before investment gains and losses		(645,196)	55,752	(589,444)	(571,962)
Net gains/(losses) on investments	11	1,119,135	-	1,119,135	3,253,502
NET (EXPENDITURE)/INCOME		473,939	55,752	529,691	2,681,540
Transfers between funds		-	-	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	43,000	-	43,000	110,000
NET MOVEMENT IN FUNDS		**516,939**	**55,752**	**572,691**	**2,791,540**
RECONCILIATION OF FUNDS					
Total funds brought forward		33,402,954	180,765	33,583,719	30,792,179
TOTAL FUNDS CARRIED FORWARD		**33,919,893**	**236,517**	**34,156,410**	**33,583,719**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

Fire Fighters Charity
BALANCE SHEETS
As at 31 March 2022 Company Registration Number: 4480058

	Note	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
FIXED ASSETS					
Tangible assets	10	13,840,754	13,840,754	14,288,108	14,288,108
Investments	11	17,021,539	17,021,539	15,902,404	15,902,404
Investments in group companies	12	-	4	-	4
		30,862,293	30,862,297	30,190,512	30,190,516
CURRENT ASSETS					
Stocks	13	54,172	7,070	64,603	4,766
Debtors	14	1,529,942	1,373,732	1,211,282	1,098,222
Cash at bank and in hand	21	2,488,377	2,037,495	2,348,074	2,241,114
		4,072,491	3,418,297	3,623,959	3,344,102
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	15	(724,482)	(611,184)	(444,543)	(393,899)
NET CURRENT ASSETS		3,348,009	2,807,113	3,179,416	2,950,203
TOTAL ASSETS LESS CURRENT LIABILITIES		34,210,302	33,669,410	33,369,928	33,140,719
Defined Benefit Pension scheme	8	487,000	487,000	443,000	443,000
NET ASSETS		34,697,302	34,156,410	33,812,928	33,583,719
FINANCED BY:					
Restricted funds	16	236,517	236,517	180,765	180,765
Designated funds	16	20,540,754	20,540,754	32,352,125	32,160,097
General funds	16	13,920,031	13,379,139	1,280,038	1,242,857
		34,697,302	34,156,410	33,812,928	33,583,719

Approved and authorised for issue by the Charity Trustees on 27 July 2022 and signed on their behalf by:-



John Baines – Chair

Fire Fighters Charity
CONSOLIDATED CASH FLOW STATEMENT
Year ended 31 March 2022

	Note		2022		2021
		£	£	£	£
NET CASH INFLOW PROVIDED BY OPERATING ACTIVITIES	20		(147,833)		41,703
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividends, interest, and rents from investments	4	404,060		359,590	
Purchase of property, plant and equipment	10	(121,365)		(193,562)	
Proceeds from sale of equipment		5,441		2,850	
Disposal of property, plant, vehicles and equipment		-			
Proceeds from sale of investments	11	-		-	
NET CASH GENERATED BY / (USED BY) INVESTING ACTIVITIES			288,136		168,878
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD			140,303		210,581
Cash equivalents at the beginning of the reporting period			2,348,074		2,137,493
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21		2,488,377		2,348,074

Fire Fighters Charity
CHARITY CASH FLOW STATEMENT
Year ended 31 March 2022

	Note	£	2022 £	£	2021 £
NET CASH (OUTFLOW) / PROVIDED BY OPERATING ACTIVITIES	20		(1,208,180)		(271,323)
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividends, interest and rents from investments	4	403,500		359,145	
Purchase of property, plant and equipment	10	(121,365)		(193,562)	
Gift Aid payment from subsidiary	4	716,985		324,868	
Proceeds from sale of equipment		5,441		2,850	
Disposal of property, vehicles, plant and equipment		-		-	
Proceeds from sale of Investments	11	-		-	
NET CASH GENERATED BY INVESTING ACTIVITIES			1,004,561		493,301
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD			(203,619)		221,978
Cash equivalents at the beginning of the reporting period			2,241,114		2,019,136
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21		2,037,495		2,241,114

PRINCIPAL ACCOUNTING POLICIES

The Statements of Financial Activities and Balance Sheets have been prepared in accordance with applicable accounting standards under the historical cost convention, except for investments, which are stated at market value.

The Statements of Financial Activities and Balance Sheets reflect the requirements of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP), issued in 2019 (which is applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland [FRS102]) and the Companies Act 2006.

The Fire Fighters Charity constitutes a public benefit entity as defined by FRS 102.

DONATIONS

Donations and gifts are recognised in the Statements of Financial Activities and Balance Sheets as soon as there is entitlement, probability of receipt and an ability to measure the value.

LEGACIES

Income from legacies is recognised when the legacy has been received or when the Charity has been notified of entitlement of the legacy prior to the year end and it is probable that the legacy will be received, defined when:

- there has been grant of probate,
- the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- any conditions attached to the legacy either are within the control of the Charity or have been met.

LOTTERY INCOME

Lottery income is recognised based on the number of tickets included in each monthly draw. Any tickets purchased for future draws are deferred until that draw takes place.

CENTRES' INCOME

This represents ancillary income generated at the Charity's rehabilitation and recuperation centres and is recognised on receipt.

GRANTS RECEIVABLE

Grants are recognised on notification when there is entitlement, likelihood of receipt is probable, and the amount can be measured.

GOVERNMENT GRANTS

Government grants, including Covid 19 related grants, are credited to the Statement of financial activities as the related expenditure is incurred.

DEFERRED INCOMING RESOURCES

Income received in advance is included in deferred income.

GIFTS IN KIND

Incoming resources in the form of gifts in kind are included in the Statements of Financial Activities when they are seen as having a value in excess of £1,000. Assets given for use by the Charity are recognised as incoming resources and within the relevant fixed asset category of the Balance Sheet when received.

An amount equal to the donation's income recognised on gifts in kind and goods or services received free of charge is included within the most relevant category of expenditure to which the donation relates.

INVESTMENT INCOME

Dividends are recognised in the Statements of Financial Activities and Balance Sheets when they are receivable.

Bank interest is included in the Statements of Financial Activities and Balance Sheets when receivable.

TRADING INCOME

Trading income is recognised as services or goods provided or despatched.

EXPENDITURE

The value of purchase invoices not paid until after the year-end but relating to the year has been included in the Statements of Financial Activities and Balance Sheets.

Liabilities are recognised as soon as there is a legal or constructive liability committing the Charity to pay out resources.

Charitable expenditure is allocated against the core beneficiary need areas supported by the Charity.

IRRECOVERABLE VAT

Irrecoverable VAT is not separately analysed and is charged to the Statements of Financial Activities and Balance Sheets when the expenditure to which it relates is incurred and is allocated as part of the expenditure to which it relates.

GRANTS

Grants are paid and expensed as they are authorised, and the recipient is notified of the grant award and a legal or constructive obligation is created.

FUNDRAISING COSTS

Expenditure, inclusive of any irrecoverable VAT, is accounted for on an accruals basis as liabilities are incurred. Where appropriate, costs are deferred so as to permit recognition in the same accounting period as related income.

INVESTMENTS AND INVESTMENT GAINS AND LOSSES

Stocks and shares quoted on the London Stock Exchange are included in the Balance Sheets at their market value as at the yearend date.

Investment management fees are charged as part of a managed fund and deducted before income is distributed. The fund incurs a management charge of 0.65%, this equated to £97k in 2021-22 (£86k 2020-21).

BASIS OF CONSOLIDATION

The group accounts consolidate the accounts of the charitable company and its subsidiary companies. Intra-group balances and transactions are eliminated on consolidation. The results of the subsidiary companies are consolidated on a line-by-line basis.

CAPITALISATION AND DEPRECIATION OF TANGIBLE FIXED ASSETS

Expenditure on tangible fixed assets is capitalised if the cost of the asset, or a group of related assets, is £5,000 or more. The cost of tangible fixed assets is their purchase cost together with any incidental expenses of acquisition. Tangible fixed assets are stated at cost net of depreciation. All tangible fixed assets, other than freehold land and assets in progress are depreciated using the straight-line method over their estimated useful lives as follows:

Freehold and long-leasehold property	30-50 years
Building improvements	5-25 years
Furniture and equipment	3-10 years
Plant and machinery	5-7 years
Motor vehicles	4-7 years

Assets in the course of construction are not depreciated until brought into operational use. Any assets that are impaired in value are written down to their recoverable amount.

STOCKS

Stocks are stated at the lower of cost and net realisable value. Net realisable value of stocks for re-sale is derived from the estimated selling prices of the stock less direct selling costs. Consumable stocks are valued at cost, unless it is anticipated that the stocks will not be used in the foreseeable future. In the latter case, the stocks are not valued.

DEBTORS

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount repaid net of any trade discounts due.

CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

CREDITORS AND PROVISIONS

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

FINANCIAL INSTRUMENTS

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

LEASES

Amounts due under operating leases are charged to the Statements of Financial Activities and Balance Sheets on a straight-line basis over the term of the lease.

Equipment purchased under finance leases is capitalised as if purchased outright with depreciation charged to the Statements of Financial Activities, interest is charged equally over the length of the lease.

APPORTIONMENT OF EXPENDITURE

Expenditure is apportioned under the guidance of Financial Reporting Standard 102 and analysed between costs of generating funds, charitable activities, and governance costs:

The method of apportionment is as follows:

1. Costs attributable solely to one activity are allocated to that activity

2. Costs that contribute directly to the output of more than one activity are apportioned on a reasonable, justifiable, and consistent basis,

3. Support and governance costs are apportioned based on the following criteria:

General Management	Time allocated
Marketing & Communications	Time allocated
Customer Services	Total number of employees
Finance	Total number of transactions
Databases	Time allocated
IT	Total number of IT supported employees
HR	Total number of employees
Volunteer Management	Time allocated
Legal & Governance	Total number of employees

FUNDS

Restricted funds are those funds received which have been donated based on of the Charity using those funds for a specific purpose as outlined by the donor. Descriptions of the restrictions placed on those donations are provided in note 16 to the accounts.

Designated funds are created out of unrestricted funds for specific purposes. Funds are released once the purposes have been fulfilled or when the Trustees are of the opinion that circumstances no longer warrant the designation of funds. The value and purpose of each designated fund can be found in note 16 to the accounts.

General funds are the accumulated unrestricted funds of the Charity, which have not been designated for a specific purpose. There is a specific minimum amount the Trustees require to be held as general funds; this is outlined in the reserves policy on page 15.

RETIREMENT BENEFITS

For defined benefit schemes the amount charged to resources expended in respect of pension costs and other post-retirement benefits is the estimated regular cost of providing the benefits accrued in the year, adjusted to reflect variations from that cost. The interest cost and expected return on assets are included within resources expended.

Actuarial gains and losses arising from new valuations and from updating valuations to the Balance Sheet date are recognised in the Statements of Financial Activities and Balance Sheets as actuarial gains and losses on defined benefit pension scheme.

Defined benefit schemes are funded, with the assets held separately from the group in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every 3 years, and updated to reflect current conditions at each Balance Sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency. A pension scheme asset is recognised on the Balance Sheets only to the extent that the surplus may be recovered by reduced future contributions or to the extent that the Trustees have agreed a refund from the scheme at the Balance Sheet date. A pension scheme liability is recognised to the extent that the group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to Statements of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheets.

LIQUID RESOURCES

Liquid resources are represented by monies held by the Charity's investment managers for investment purposes. These funds are held as cash deposits.

JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Tangible fixed assets (see note 10)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

GOING CONCERN

As outlined in the Trustees' report the Trustees consider that despite the economic impact of Covid 19, the strength of reserves held will enable the Charity to sustain losses in the next 12 months while still progressing with new strategic plans. The trustees are therefore of the opinion that there are no material uncertainties about the Charity's ability to continue as a going concern.

1 DONATIONS AND LEGACIES

GROUP AND CHARITY	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
		£	£	£
Regular giving donations	2,449,485	-	2,449,485	2,418,052
Corporate and other donations	1,910,982	61,553	1,972,535	1,254,277
Gifts in kind	19,736	-	19,736	12,846
Legacies receivable	1,176,457	10,000	1,186,457	567,732
Grants	28,650	162,693	191,343	1,318,618
	5,585,310	234,246	5,819,556	5,571,525

In 2021, the income from donations and legacies was £5,571,525 of which £4,277,784 was unrestricted and £1,293,741 was restricted.

Within the restricted grants figure of £162,693 there is £66,615 received from the UK government's Coronavirus Job Retention Scheme (2021: £1,128,077).

Income includes aggregated unconditional donations from 7 trustees (2021: 4 trustees) totalling £537 (2021: £281).

We are grateful to volunteers who assist the Charity in a variety of roles including co-ordinating fundraising activities, raising awareness of our services and supporting beneficiaries through the provision of welfare visits and living well groups. The aggregate time given by all volunteers in 2019-20 was in excess of 100,000 hours. Unfortunately, due to Covid 19, our volunteers have not been able to undertake activities in 2021-22 to the extent of previous years. Where it has been possible, our volunteers have continued to support our fundraising activities and we are working towards welcoming back all our volunteers, who provide a significant contribution to the success of our organisation, as our activities return to that of the pre pandemic level. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of these volunteers is not recognised in the accounts.

2 OTHER TRADING ACTIVITIES

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Lottery	1,679,577	1,679,577	1,539,248	1,539,248
Centres income	24,410	24,410	18,035	18,035
Trading income	1,497,267	-	646,878	-
	3,201,254	1,703,987	2,204,161	1,557,283

£29,266 of lottery income has been deferred as it relates to draws that have not yet taken place. £34,299 was released to income in the current year from amounts deferred in 2021.

In 2022 and 2021 all the income from other trading activities was unrestricted.

3 NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES

The wholly owned trading subsidiary, Fire Fighters Trading Limited, a company incorporated in England & Wales (company number 3816625), undertakes selling products branded with the Fire Fighters Charity logo and non-charitable trading activities held at the Charity's rehabilitation and recuperation centres.

The non-charitable net income of the subsidiary is as follows:

	2022	2021
	£	£
Trading turnover	1,497,267	646,878
Cost of sales	(271,341)	(110,174)
Gross profit	1,225,926	536,704
Administrative expenses	(216,195)	(112,128)
Other operating income	18,378	843
Operating profit	1,028,109	425,419
Other interest receivable	560	446
Profit before and after taxation	1,028,699	425,865

As at 31 March 2022, the company's net assets comprised current assets of £668,731 (2021: £289,718) and current liabilities of £127,836 (2021: £60,507). The profit is gifted to the Charity.

The financial information for this company has been extracted from the company's financial statements for the year ended 31 March 2022. The audit report on these financial statements was unqualified.

4 INCOME FROM INVESTMENTS

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Income from listed investments	400,704	400,704	355,619	355,619
Interest	3,356	2,796	3,971	3,526
Gift Aid payment from subsidiary	-	716,985	-	324,868
	404,060	1,120,485	359,590	684,013

In 2021 all the income from investments was unrestricted.

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES

GROUP

	Direct Costs	Support Costs	**Total 2022**	Direct Costs	Support Costs	**Total 2021**
COSTS OF RAISING FUNDS	£	£	**£**	£	£	**£**
Raising funds	1,050,152	592,780	**1,642,932**	843,518	551,761	**1,395,279**
Fundraising trading costs	1,425,438	256,598	**1,682,036**	897,873	235,449	**1,113,322**
Investment management costs	97,337	-	**97,337**	86,398	-	**86,398**
	2,572,927	849,378	**3,422,305**	1,827,789	787,210	**2,614,999**
COSTS OF CHARITABLE ACTIVITIES						
Physical Health	2,679,608	932,602	**3,612,210**	2,540,785	903,847	**3,444,632**
Mental Health	1,602,346	567,305	**2,169,651**	1,363,024	489,032	**1,852,056**
Social Health and Wellbeing	463,635	171,125	**634,760**	486,501	215,949	**702,450**
Other expenditure	-	-	**-**	129,186	-	**129,186**
	4,745,589	1,671,032	**6,416,621**	4,519,496	1,608,828	**6,128,324**
Total Resources Expended	7,318,516	2,520,410	**9,838,926**	6,347,285	2,396,038	**8,743,323**

CHARITY

	Direct Costs	Support Costs	**Total 2022**	Direct Costs	Support Costs	**Total 2021**
COSTS OF RAISING FUNDS	£	£	**£**	£	£	**£**
Costs of generating voluntary income	1,050,152	592,781	**1,642,933**	843,518	551,761	**1,395,279**
Fundraising trading costs	956,280	256,597	**1,212,877**	676,415	235,449	**911,864**
Investment Management Charges	97,337	-	**97,337**	86,398	-	**86,398**
	2,103,769	849,378	**2,953,147**	1,606,331	787,210	**2,393,541**
COSTS OF CHARITABLE ACTIVITIES						
Physical Health	2,679,608	932,602	**3,612,210**	2,540,785	903,847	**3,444,632**
Mental Health	1,602,346	567,305	**2,169,651**	1,363,024	489,032	**1,852,056**
Social Health and Wellbeing	463,635	171,125	**634,760**	486,501	215,949	**702,450**
Other expenditure	-	-	**-**	129,186	-	**129,186**
	4,745,589	1,671,032	**6,416,621**	4,519,496	1,608,828	**6,128,324**
Total Resources Expended	6,849,358	2,520,410	**9,369,768**	6,125,827	2,396,038	**8,521,865**

Included with the costs above are:

	2022	2021
	£	£
Depreciation	568,719	623,553
Operating leases – land and buildings	263,308	145,486
Operating leases – other	5,053	11,790
Auditor's remuneration (Charity only: £18,060 (2021: £17,200))	21,315	20,300
Governance costs	35,762	31,532

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES (continued)

ANALYSIS OF SUPPORT COSTS

GROUP AND CHARITY	2022	2021
	£	£
Staff costs	1,440,045	1,348,073
Office costs	441,826	405,781
Depreciation	59,211	133,285
VAT irrecoverable	116,130	123,175
Volunteer costs	1,065	449
Travel costs	22,934	1,500
Other costs	439,199	383,775
	2,520,410	2,396,038

Support costs, including governance costs, are allocated between activities on the basis set out on page 30.

In 2021, the expenditure on charitable activities was £6,128,234 of which £4,917,228 was unrestricted and £1,211,096 was restricted.

In 2021, the expenditure on raising funds was £2,614,999, of which £2,555,443 was unrestricted and £59,556 was restricted.

6 SOCIAL HEALTH AND WELLBEING

GROUP AND CHARITY	2022	2021
	£	£
One-off solutions	96,611	102,675
Islander travel	210	180
Wreaths	336	657
Other direct costs	366,478	382,989
	463,635	486,501
Administration costs	171,125	215,949
	634,760	702,450

All grant payments are made to individuals and no grant funding from third parties has been received in relation to them.

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

GROUP AND CHARITY	2022	2021
	£	£
Wages and salaries	4,365,118	4,243,105
Social security costs	390,238	358,754
Pension costs	399,843	341,902
	5,155,199	4,943,761

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The number of employees whose emoluments amounted to over £60,000 in the year was as follows:

	2022 Number	2021 Number
£70,001 - £80,000	3	2
£90,001 - £100,000	1	1
£110,001 - £120,000	1	1

During the year, pension contributions of £38,978 (2021: £32,256) were paid in respect of the above employees to defined contribution pension schemes.

The key management personnel of the Group comprise those of the Charity and the key management personnel of its wholly owned subsidiary the Fire Fighters Trading Limited. The key management personnel of the trading company comprise its Directors and of the Charity, comprise the Trustees and the Strategic Leadership Team as detailed on page 2. The total employee benefits of the key management personnel of the Group and the Charity were £493,193 (2021: £441,196).

The Trustees were not paid or received any other benefits from employment with the Charity or its subsidiary in the year (2021: Nil). Travel, accommodation, and subsistence expenses totalling £919 (2021: Nil) were reimbursed to 6 Trustees (2021: Nil).

There were no redundancy payments made in the year (2021: £2,862 to 1 employee). No ex gratia payments were paid during the year (2021: Nil).

The average number of staff employed during the year was 182 (2021: 190).

Numbers employed, calculated on a full-time equivalent basis, analysed by function were:

	2022 Number	2021 Number
Charitable activities:		
Physical Health	29	66
Mental Health	23	23
Social Health & Wellbeing	7	10
Costs of generating funds	16	20
Support	22	21
	97	140

8 PENSION COSTS

	2022 £'000	2021 £'000
AMOUNTS RECOGNISED IN THE BALANCE SHEETS		
Fair value of employer assets	1,765	1,815
Present value of funded liabilities	(1,278)	(1,372)
	487	443
RECONCILIATION OF DEFINED BENEFIT OBLIGATION		
Opening defined benefit obligation	1,372	1,147
Current service cost	14	9
Interest cost	27	26
Contributions by members	2	2
Changes in assumptions	(84)	242
Estimated benefits paid	(53)	(54)
Closing defined benefit obligation	1,278	1,372
RECONCILIATION OF FAIR VALUE OF EMPLOYER ASSETS		
Opening fair value of employer assets	1,815	1,476
Interest income	36	33
Contributions by members	2	2
Contributions by the employer	6	6
Return on assets excl. amounts included in net interest	(41)	352
Benefits paid	(53)	(54)
Closing fair value of employer assets	1,765	1,815

8 PENSION COSTS (continued)

THE MAJOR CATEGORIES OF PLAN ASSETS AS A PERCENTAGE OF TOTAL PLAN ASSETS	2022	2021
Equities	50%	56%
Bonds	34%	31%
Property	15%	7%
Cash	1%	6%
Total	100%	100%

PRINCIPAL ACTUARIAL ASSUMPTIONS	2022	2021
Pension increase rate	3.20%	2.85%
Salary increase rate	3.70%	3.35%
Discount rate	2.70%	2.00%

As at the date of the most recent valuation, the duration of the Employer's funded liabilities is 18 years.

MORTALITY
Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. Based on these assumptions, the average future like expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	21.9 years	24.2 years
Future pensioners*	22.8 years	25.9 years

* Figures assume members aged 45 as at the last formal valuation date.

COMMUTATION
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

The Charity operates a defined contribution scheme for which the charge in the year was £400k (2021: £346k). £40k was unpaid at the year-end (2021: £31k).

9 TAXATION

There was no taxation charge for the period. Taxable profits are dependent on the extent to which subsidiary company profits are distributed to the Charity by way of Gift Aid.

10 FIXED ASSETS

GROUP AND CHARITY	Freehold property	Assets in the course of construction	Fixtures, fittings & equipment	Motor vehicles	Total
COST	£	£	£	£	£
At 1 April 2021	16,237,179	-	4,625,563	57,720	20,920,462
Additions	54,910	-	66,455		121,365
Transfers	-	-	-	-	-
Disposals	-	-	-	(35,806)	(35,806)
Reclassification to investments	-	-	-	-	-
At 31 March 2022	16,292,089	-	4,692,018	21,914	21,006,021
DEPRECIATION					
At 1 April 2021	3,497,747	-	3,085,521	49,086	6,632,354
Charge	316,081	-	249,981	2,657	568,719
Disposals	-	-	-	(35,806)	(35,806)
Reclassification to investments	-	-	-	-	-
At 31 March 2022	3,813,828	-	3,335,502	15,937	7,165,267
NET BOOK VALUE					
At 31 March 2022	12,478,261	-	1,356,516	5,977	13,840,754
At 31 March 2021	12,739,432	-	1,540,042	8,634	14,288,108

The net book value at 31 March 2022 represents fixed assets used for:

	Freehold property	Assets in the course of construction	Fixtures, fittings & equipment	Motor vehicles	Total
DIRECT CHARITABLE ACTIVITIES	£		£	£	£
Physical & Mental Health	11,474,833	-	1,240,580	5,977	12,721,390
Social Health & Wellbeing	987,094	-	23,293	-	1,010,387
	12,461,927	-	1,263,873	5,977	13,731,777
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	16,334	-	92,643	-	108,977
	12,478,261	-	1,356,516	5,977	13,840,754

10 FIXED ASSETS (continued)

The net book value at 31 March 2021 represents fixed assets used for:

	Freehold property £	Assets in the course of construction	Fixtures, fittings & equipment £	Motor vehicles £	Total £
DIRECT CHARITABLE ACTIVITIES					
Physical & Mental Health	11,723,716	-	1,359,420	8,634	13,091,770
Social Health & Wellbeing	998,929	-	28,752	-	1,027,681
	12,722,645	-	1,388,172	8,634	14,119,451
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	16,787	-	151,870	-	168,657
	12,739,432	-	1,540,042	8,634	14,288,108

11 FIXED ASSET INVESTMENTS

	GROUP AND CHARITY 2022 £	2021 £
Market value at 1 April 2021	15,902,404	12,565,229
Reclassification from fixed assets	-	83,673
	15,902,404	12,648,902
Disposal proceeds	-	-
Unrealised (loss)/gain on revaluation at 31 March 2022	1,119,135	3,253,502
Market value at 31 March 2022	17,021,539	15,902,404
Historical cost as at 31 March 2022	9,360,283	9,360,283

All investments are listed on recognised exchanges and no individual investment exceeds 5% of the total fund.

ANALYSIS OF INVESTMENTS	£	£
Unit trusts	14,921,539	14,152,404
Investment Property	2,100,000	1,750,000
Market value at 31 March 2022	17,021,539	15,902,404

12 INVESTMENTS IN GROUP COMPANIES

The Charity holds shares in two wholly owned subsidiary companies incorporated in England at a cost of £2 each. A summary of their activities and financial position is as follows:

	Turnover and other operating income	Net profit before tax	Net assets
	£	£	£
Fire Fighters Trading Limited (Sells Fire Fighters Charity branded goods and other similar merchandise as well as non-charitable trading activities held at the Charity's rehabilitation and recuperation centres.)	1,515,645	1,028,669	540,895
FSNBF Limited (Dormant)	-	-	2

13 STOCKS

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Goods for resale	47,102	-	59,837	-
Consumables	7,070	7,070	4,766	4,766
	54,172	7,070	64,603	4,766

14 DEBTORS

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Trade debtors	136,286	506	117,447	425
Other debtors	49,549	49,519	15,961	15,931
Prepayments & accrued income	1,344,107	1,323,707	1,077,874	1,071,974
Amounts owed by subsidiary undertakings	-	-	-	9,892
	1,529,942	1,373,732	1,211,282	1,098,222

15	**CREDITORS – amounts falling due within one year**	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
	Trade creditors	285,451	276,116	131,318	129,552
	Other taxation & social security	171,932	109,811	125,865	96,908
	Other creditors	97,597	97,567	92,970	92,837
	Accruals and deferred income	169,502	113,122	94,390	74,602
	Amounts owed to subsidiary	-	14,568	-	-
		724,482	611,184	444,543	393,899

16 STATEMENT OF FUNDS – Year ended 31 March 2022

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	180,765	234,246	(178,494)	-	236,517
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	14,288,108	-	-	(447,354)	13,840,754
Investment Property	-	-	-	2,100,000	2,100,000
Reserves Policy des'n	14,534,982			(14,534,982)	-
Strategic Plan des'n	3,529,035	-	-	1,070,965	4,600,000
Total Designated Funds	32,352,125	-	-	(11,811,371)	20,540,754
General Funds					
Free reserves	837,038	9,326,919	(8,542,297)	11,811,371	13,433,031
Pension fund surplus/(deficit)	443,000	-	44,000	-	487,000
Total General Funds	1,280,038	9,326,919	(8,498,297)	11,811,371	13,920,031
Total Funds	33,812,928	9,561,165	(8,676,791)	-	34,697,302

CHARITY	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities	180,765	234,246	(178,494)	-	236,517
Unrestricted Funds:					
Designated Funds					
Fixed asset fund	14,288,108	-	-	(447,354)	13,840,754
Investment Property	-	-	-	2,100,000	2,100,000
Reserves Policy des'n	14,443,951			(14,443,951)	-
Strategic plan des'n	3,428,038	-	-	1,171,962	4,600,000
Total Designated Funds	32,160,097	-	-	(11,619,343)	20,540,754
General Funds					
Free reserves	799,857	8,546,078	(8,073,139)	11,619,343	12,892,139
Pension fund surplus/(deficit)	443,000	-	44,000	-	487,000
Total General Funds	1,242,857	8,546,078	(8,029,139)	11,619,343	13,379,139
Total Funds	33,583,719	8,780,324	(8,207,633)	-	34,156,410

The tangible fixed assets, which are used to achieve the goals of the charity, plus the investment properties that are held for income generation purposes, are designated to recognise that these funds are not freely or easily available for any other purpose.

To enable the Charity to maintain services to beneficiaries the board have identified that an amount equivalent to between 9 and 12 months of normal operating expenditure will be held as free reserves to protect against any unforeseen loss of income or increase in costs, this reserves also ensure that Trustees can allocate additional appropriate funds when needed to support urgent beneficiary need.

To support the ambitious aims of the strategic plan the board have designated £4.6m to the strategic fund, this allows the management team to confidently progress with plans to deliver the outcomes targeted over the next three years.

16 STATEMENT OF FUNDS – Year ended 31 March 2021

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources gains and losses £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities (a)	275,676	1,293,741	(1,270,652)	(118,000)	180,765
Unrestricted Funds:					
Designated Funds					
Fixed asset fund (b)	14,933,808	-	-	(645,700)	14,288,108
Reserves policy des'n (c)	12,565,229	-	-	1,969,753	14,534,982
Strategic plan des'n (e)	2,000,000	-	-	1,529,035	3,529,035
Total Designated Funds	29,499,037	-	-	2,853,088	32,352,125
General Funds					
Free reserves	816,678	6,978,617	(4,223,169)	(2,735,088)	837,038
Pension fund surplus/(deficit)	329,000	-	114,000	-	443,000
Total General Funds	1,145,678	6,978,617	(4,109,169)	(2,735,088)	1,280,038
Total Funds	30,920,391	8,272,358	(5,379,821)	-	33,812,928

CHARITY	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities (a)	275,676	1,293,741	(1,270,652)	(118,000)	180,765
Unrestricted Funds:					
Designated Funds					
Fixed asset fund (b)	14,933,808	-	-	(645,700)	14,288,108
Reserves policy des'n (c)	12,565,229	-	-	1,878,722	14,443,951
Strategic plan des'n (e)	2,000,000	-	-	1,428,038	3,428,038
Total Designated Funds	29,499,037	-	-	2,661,060	32,160,097
General Funds					
Free reserves	688,466	6,656,162	(4,001,711)	(2,543,060)	799,857
Pension fund surplus/(deficit)	329,000	-	114,000	-	443,000
Total General Funds	1,017,466	6,656,162	(3,887,711)	(2,543,060)	1,242,857
Total Funds	30,792,179	7,949,903	(5,158,363)	-	33,583,719

STATEMENT OF FUNDS (continued)

(a) This fund represents other gifts and grants that are to be spent in line with the wishes of the donors, the restrictions on which may include supporting beneficiaries from a defined geographical area or the purchase of equipment. The amounts expensed on capital items are transferred to the fixed asset fund. The intention is to spend these funds within the next 12 months.
(b) Fixed asset fund represents the net book value of fixed assets. Transfers represent fixed asset activity in other funds held.
(c) The Reserves Policy designated fund reflects the Board's requirement to hold in reserve the minimum of either 12 months' expenditure or the value of investments held to support the income target for the year ahead.
(d) The property designated fund was fully utilised in 2019-20.
(e) The Board has designated a further £2m in 2020-21 to support expected future losses linked to the Strategic Plan. The operating loss for the year has been set against this fund.

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2022

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2022 Total £
Tangible Fixed Assets	-	13,840,754	-	13,840,754
Fixed Asset Investments	-	17,021,539	-	17,021,539
Net Current Assets	236,517	(10,321,539)	13,433,031	3,348,009
Long term assets (includes pension asset)	-	-	487,000	487,000
Net Assets	236,517	20,540,754	13,920,031	34,697,302

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2022 Total £
Tangible Fixed Assets	-	13,840,754	-	13,840,754
Fixed Asset Investments	-	17,021,539	4	17,021,543
Net Current Assets	236,517	(10,321,539)	12,892,135	2,807,113
Long term assets (includes pension asset)	-	-	487,000	487,000
Net Assets	236,517	20,540,754	13,379,139	34,156,410

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2021

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2021 Total £
Tangible Fixed Assets	-	14,288,108	-	14,288,108
Fixed Asset Investments	-	15,902,404		15,902,404
Net Current Assets	180,765	2,161,613	837,038	3,179,416
Long term liabilities (includes pension liability)	-	-	443,000	443,000
Net Assets	180,765	32,352,125	1,280,038	33,812,928

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2021 Total £
Tangible Fixed Assets	-	14,288,108	-	14,288,108
Fixed Asset Investments	-	15,902,404	4	15,902,408
Net Current Assets	180,765	1,969,585	799,853	2,950,203
Long term liabilities (includes pension liability)	-	-	443,000	443,000
Net Assets	180,765	32,160,097	1,242,857	33,583,719

18 DEFERRED INCOME

	As at 1 April 2021 £	Released in the Year £	Deferred in the Year £	As at 31 March 2022 £
Hotel Ledger	12,376	(12,376)	52,525	52,525
Lottery	34,299	(34,299)	29,266	29,266
Total	46,675	(46,675)	81,791	81,791

The previous year deferred income was released in 2021-22.

Hotel Ledger deferred income relates to rental accommodation paid for in advance, which will be released when the rental occurs.

Lottery deferred income relates to payments made in advance of future lottery draws, which will be released when those draws occur.

19 COMMITMENTS – GROUP AND CHARITY

	As at 31 March 2022 £	As at 31 March 2021 £
OPERATING LEASES – LAND AND BUILDINGS		
At 31 March 2022 the Group was committed to total payments in respect of operating leases which expire:		
After more than five years	-	-
Between two and five years	112,846	42,790
Within 12 months	150,462	102,696
OPERATING LEASES – OTHER		
Between two and five years	-	5,053
Within 12 months	5,053	6,737

20 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Net income /(expenditure)	841,374	529,691	2,782,537	2,681,540
Losses/(gains) on investments	(1,119,135)	(1,119,135)	(3,253,502)	(3,253,502)
Dividends from investments	(400,704)	(400,704)	(355,619)	(355,619)
Interest received	(3,356)	(2,796)	(3,971)	(3,526)
Gift Aid payment from subsidiary	-	(716,985)	-	(324,868)
Movement in defined benefit pension	(1,000)	(1,000)	(4,000)	(4,000)
	(682,821)	(1,710,929)	(834,555)	(1,259,975)
Depreciation	568,719	568,719	623,553	623,553
Decrease/(increase) in stocks	10,431	(2,304)	15,977	2,845
Decrease/(increase) in debtors	(318,660)	(275,510)	151,177	247,440
(Decrease)/increase in creditors	279,939	217,285	(43,635)	(14,372)
Loss/(profit) on the sale of fixed assets	(5,441)	(5,441)	129,186	129,186
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	(147,833)	(1,208,180)	41,703	(271,323)

21 ANALYSIS OF CHANGES IN NET CASH

GROUP	1 April 2021 £	Cash flows £	31 March 2022 £
Cash at bank and in hand	2,348,074	140,303	2,488,377
	2,348,074	140,303	2,488,377

CHARITY	1 April 2021 £	Cash flows £	31 March 2022 £
Cash at bank and in hand	2,241,114	(203,619)	2,037,495
	2,241,114	(203,619)	2,037,495

22 CAPITAL COMMITMENTS

At 31 March 2022 the Charity had capital commitments totalling £16,813. The amount outstanding at 31 March 2021 was £14,169.

23 RELATED PARTY TRANSACTIONS

The Charity has taken advantage of the exemption in Financial Reporting Standard 102 from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared.

Donations totalling £537 have been received from 7 trustees (2021: £281 - 4 trustees).

FIRE FIGHTERS CHARITY

England & Wales - Charity number 1093387

Accounts

Fire Fighters Charity

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

31 March 2021

Company Registration Number: 4480058

Charity Registration Number: 1093387

Scottish Charity Registration Number: SC040096

Fire Fighters Charity
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Fire Fighters Charity
LEGAL AND ADMINISTRATIVE INFORMATION

PATRON
Her Majesty the Queen

TRUSTEES:

Peter Davies, Chair
John Baines, Deputy Chair
Paul Fuller, Chair (to 07 June 2021)
Andrew Lynch, Chair (resigned 18 November 2020)
Andrew Best
Graham Floyd (appointed 18 November 2020)
Neil Gibbins
Robert Andrew Hickmott
Christopher Hirst (appointed 28 June 2021)
Jane Nicklin (resigned 18 November 2020)
Ruth Powell (appointed 18 November 2020, resigned 10 February 2021)
Simon Routh-Jones
Steve Tolan (appointed 18 November 2020)
George Wood

Fire Fighters Charity is a company limited by guarantee.
Registered in England Number 4480058
Charity Registration No 1093387
Scottish Charity Registration No SC040096

STRATEGIC LEADERSHIP TEAM:

Chief Executive
Jill Tolfrey

Finance Director
Martin Smith

Director of Organisational Development & Corporate Governance
Christine Goonan

Director of Beneficiary Services
Sharon Bailey

Director of Fundraising & Engagement
Rachel Case (employed 18 August 2020, resigned 17 February 2021)

Director of Engagement & Fundraising
Ruth Powell (employed 08 March 2021)

Company Secretary
Christine Goonan

HEADQUARTERS AND REGISTERED OFFICE:
FIRE FIGHTERS CHARITY
Belvedere, Basing View
Basingstoke, Hampshire, RG21 4HG
Tel: 01256 366566
Fax: 01256 366599
Web: www.firefighterscharity.org.uk

RESIDENTIAL CENTRES:
Ronnie Green Wing, Marine Court, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Jubilee House, Eamont Park, Eamont Bridge, Penrith, Cumbria, CA10 2BN

Harcombe House, Chudleigh, Devon, TQ13 0DG

RETIREMENT HOMES:
Marine Court Flats, Fitzalan Road, Littlehampton, West Sussex, BN17 5NF

Eamont Park Retirement Homes, Eamont Bridge, Penrith, Cumbria, CA10 2BN

AUDITOR:
James Cowper Kreston, 2 Communications Road Greenham Business Park, Greenham, Newbury, RG19 6AB

INVESTMENT MANAGERS:
Newton Investment Management Limited, 160 Queen Victoria Street, London, EC4V 4LA

BANKERS:
Barclays Bank PLC, 4th Floor, Apex Plaza, Forbury Road, Reading, RG1 1AX

CUSTODIANS:
Bank of New York, 1 Canada Square, London, E14 5AL

The Trustees are pleased to submit their Annual Report and audited financial statements for the year ended 31 March 2021.

Note: The Trustees are also the registered Directors of the charitable company.

Structure and Governance

Legal and Administrative Information

Legal and administrative contact information is given on page 2.

Legal Status

Fire Fighters Charity (known as "the Fire Fighters Charity") is a company limited by guarantee and a registered Charity, incorporated in England. The guarantee requires each member to contribute an amount not exceeding £1 in the event of the Charity being wound up. The Charity is governed by its Articles of Association dated 8 November 2018.

Charitable Aims, Public Benefit and Provision of Services

The Trustees have carefully considered the Aims of the Charity and how it measures up to the Public Benefit test. The Charity provides a range of services to the Fire Services Community and the Trustees are satisfied that there are identifiable benefits that meet the Public Benefit Summary Guidance from the Charity Commission.

The Fire Fighters Charity is a national Charity providing assistance to serving and retired members of the fire and rescue service community, including eligible dependants. The Charity works to enhance quality of life and make a positive difference to the lives of beneficiaries.

The Charity supports its beneficiaries through digital, online, telephone, community based and residential services. Support is personalised to meet the beneficiary's unique mental health, physical health and social needs and is accessed through a confidential helpline on a self-referral basis. Once beneficiaries (or their advocates) have contacted the Charity practitioners will take the time to understand their needs and explore with them what support and solutions may be appropriate to address their needs.

Trustee Board defined criteria are in place for all the Charity's beneficiary services to ensure there is equity in access to the provision of services and charitable funds are used where there is an identified need. The Charity's services are articulated in a Board approved service delivery document and all service delivery is underpinned by a Clinical and Social Care Governance framework ensuring continuous improvement and high standards of care are maintained. Systems and processes underpin the wider clinical and social care governance framework to ensure quality in service provision.

Whilst a nominal charge or 'cost recovery' may be applicable for some aspects of service delivery, for the majority of support provided by the Charity there is no charge. This enables access to services for all beneficiaries, irrespective of financial circumstances. Financial support to access the mainland for residential services can be provided to beneficiaries who reside on the UK islands.

Trustees receive data and research, against which the effectiveness of service provision can be measured (and to identify where future service development may be required).

Digital/Online/Telephone Support

The Charity now provides digital support using Apps and a remote consultation platform that allows confidential consultation and the provision of physiotherapy and exercise therapy in support of primarily

physical problems. Alongside this the Charity provides online and telephone counselling for those beneficiaries needing mental health support.

Residential Services

The Charity has three residential centres which offer a range of activities and programmes of support led by a multi professional team which includes Chartered Physiotherapists, Exercise Therapists and Psychological Therapists. Residential support is available for beneficiaries following injury or illness, for those with poor mental health, and those who present with long term and degenerative conditions. Facilities within each Centre include a gymnasium / fitness room, leisure pool and hydrotherapy pool. Residential stays are short term and on average beneficiaries spend 4-7 days at a Centre, however there is some flexibility in the length of a stay depending on individual need.

Underpinned by a philosophy of recovery, support is tailored to meet the needs of the individual with the multi professional team working in partnership with beneficiaries to identify solutions to meet their mental health, physical health, and social wellbeing needs. Beneficiaries may engage in different levels of activity, ranging from a residential stay that focuses on rest and relaxation to participation in a programme of structured activity. Health and wellness coaching is embedded within the support provided at the Centres, providing beneficiaries with up-to-date, evidence based information to enable them to make informed choices around their wellbeing. Residential support may be 'front-ended' with digital support which may also be in place to support sustained change following a residential stay.

Admission criteria support decision making regarding access to the most appropriate support. All support provided by the multi professional team is evidence based and adheres to best practice.

Nursing services are available at Jubilee House for beneficiaries with more complex needs who may require nursing or personal care. The Charity's nursing services are regulated by the Care Quality Commission and delivered by a team of Registered Nurses and Clinical Assistants. A Nursing Services Lead (Registered Manager) oversees the delivery of this service.

The Charity also offers structured family support programmes at Harcombe House at specific times during the year (school holidays). These programmes support the family unit to manage challenges they are facing in life and provide families with the opportunity to relax, enjoy quality family time and meet other families who experience similar challenges. A range of appropriate activities is also available as part of these programmes, seeking to encourage greater social interaction, communication, increased confidence and improve wellbeing.

Community Based Support

The Charity recognises that some beneficiaries may require support at home or when accessing services in their local communities. A small team of Welfare Caseworkers offer confidential, impartial advice and information on a wide range of issues that affect and impact upon everyday life. The team will carry out face to face and telephone assessments to identify solutions to meet individual need. Home visits are carried out where required by Welfare Caseworkers or approved volunteers.

Needs are assessed within a structured framework and against financial criteria. Statutory entitlements are fully considered and match funding opportunities with other organisations explored. Solutions can include the provision of equipment, assistance with home adaptations, or financial solutions to relieve crisis such as food poverty. Solutions provided through the Welfare Service are largely short term; long term support is only provided in exceptional circumstances and is subject to annual review. Where appropriate, beneficiaries are signposted on to external organisations.

Where appropriate health and wellbeing support can be offered remotely. This support is personalised to meet an individual's need and may include telephone advice or consultation through video conferencing, signposting, or support to access local community groups or health / social care services. The Charity also runs 'Living Well Groups'. These volunteer delivered groups focus on providing a longer term and sustainable way of keeping in touch post retirement.

Support Provided Directly to Fire and Rescue Services

The Charity also provides wellness and behaviour change coaching direct to members of the UK Fire and Rescue Services (UKFRS), through both digital and face to face delivery, supporting members of the workforce to engage in healthy behaviours to support mental, physical, and social health and wellbeing.

Trustee Recruitment, Appointment and Training

The Charity advertises the role of Trustee on a national basis with Trustees appointed in line with the Articles of Association, role description and person specification. There are Board approved procedures for the recruitment, selection and induction of Trustees. The process of appointment of a new Trustee includes reviewing our skills audit to determine skills gaps within the Board of Trustees which informs the skills to be recruited, advertising the vacancy, issuing information and application documents, ascertaining a shortlist of applicants by using criteria based on the role requirements and interview by a panel including either the Chair or the Deputy Chair of the Board of Trustees, one other Trustee and two Company Members. The recruitment and selection procedure are regularly reviewed to enhance transparency and consistency, to meet legal requirements, and to ensure effective assessment of the skills required. New Trustees are given an induction programme. Where a vacancy occurs outside of the annual recruitment process, Trustees may appoint to the vacancy until the next Annual General Meeting. 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. Any expenses reclaimed are in line with Board approved policies and are set out in note 7 to the accounts.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Fire Fighters Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are

also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of Information to the Auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as a Trustee to make him or herself aware of any relevant audit information and to establish that it has been communicated to the auditor.

Charity and Organisational Structure

Fire Fighters Charity is a company limited by guarantee and is a charity registered in England, Wales, and Scotland. We are governed by our Articles of Association which were last reviewed in 2018. The Articles permit up to 48 Company Members to be appointed from those 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. Our Company Members elect our Board of Trustees at our Annual General Meeting. Our Trustees are also the legal directors of the company.

Our Trustee Board consists of between 8 and 12 individuals, the majority of whom have a direct association with the fire services community. One quarter retire at each AGM and are eligible for re-election until they have served a maximum of 8 years, in all but exceptional cases.

The Board of Trustees met 4 times for scheduled meetings in 2020-21. In addition, to support effective governance and our work, 3 Board sub committees, with the remit of Beneficiary Services, Finance and Audit, and Staff and Governance, operated during the year within a documented framework which includes where a devolved decision can be made. A Company Member participated in 2 of the Board sub committees.

The Board of Trustees has control over the Charity and its property and funds. It directs the Charity's operations and ensures compliance with our Articles of Association. Trustees agree and regularly review plans for achieving the Charity's aims and the finances needed to support them.

Trustees appoint a Chief Executive who has full authority for the implementation of approved strategic plans and the daily running of the Charity. The daily operations are run with four Directors, responsible for Finance, Engagement & Fundraising, Beneficiary Services and Organisational Development and Corporate Governance.

The Charity wholly owns two subsidiary companies; Fire Fighters Trading Limited - which provides trading and commercial services - and FSNBF Limited, a dormant company. The accounts of Fire Fighters Trading Limited are consolidated with the Charity within the Group financial statements.

An annual pay review is conducted for all employees that takes into account inflation, external benchmarking data and affordability. The results of the review are considered by the Staff and Governance Committee and a recommendation made to the Board of Trustees.

The Chief Executive's salary is decided by the Trustee Board prior to a vacancy being advertised and thereafter awarded any increase given to all employees. In addition, the salary is reviewed annually by the Chair of the Trustee Board. A decision to increase the Chief Executive's salary, other than an increase awarded to all employees, must be recommended by the Chair and then approved by the Staff and Governance sub-committee, in order for the increase to be implemented. Any changes to the management structure at the level reporting directly to the Chief Executive requires the consideration and approval of the Staff and Governance sub-committee.

Charity Staff

The Trustees place on record their grateful thanks to all the staff of the Charity. In particular, the Trustees wish to thank them for their devotion to their roles that ultimately exist to assist beneficiaries, and for their understanding as the Charity responded to the challenges of the Covid 19 pandemic.

Volunteers

The Charity's activities are supported by a large number of willing and enthusiastic volunteers who do so much, often behind the scenes, to help the Charity and its beneficiaries. While there is no mechanism available to formally calculate the value of their contribution it is undoubtedly of great value to the Charity. The Charity's Trustees wish to record their gratitude and admiration for this effort, most especially their ongoing commitment and support during the Covid 19 pandemic.

Strategic Report

Activities and Performance

Objectives

The Charity's primary role continues to be support for those in need in the fire service community. This includes service personnel, former service personnel, works firefighters, former works firefighters, volunteers in a Fire and Rescue service, current and former Charity employees, personnel in Fire Services Youth Schemes and any dependant of any of these categories (with the exception of volunteers in a Fire and Rescue service).

Within the Articles of Association, the Trustees are given the powers to deposit or invest the monies of the Charity not immediately required for its operations, in any manner as may be thought fit. The Trustees may also delegate the management of investments to a financial expert.

At the Fire Fighters Charity, our vision is to 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, community and workplace based services, we will help the entire fire service community to live more healthily and seek to deliver personalised support to thousands and reach every corner of the UK.

Our strategic plan for 2020-21 to 2024-25 includes four portfolios of work, each of which contain a number of projects that will shape and define the way we work and operate over the years to come. The objectives of these portfolios and projects are focused on these two core principles:

To expand our reach: We should be a charity for every member of the fire services community, regardless of where they live or the circumstances in which they find themselves. The support we offer should therefore be accessible to all, so this plan sets out how we will remove barriers and provide services that can include all members of our community.

To deliver more health and wellbeing services to more people: Today, we support around 5,000 people a year, but we want to reach many more. 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.

Inform and Prevent

Through the Inform and Prevent Portfolio and its associated projects 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 and wellbeing. By providing timely, relevant information for our beneficiaries we will help prevent the impact of many common health risks and conditions.

By 2025 we will

- be measuring how beneficiaries have engaged with the information and resources we have provided and be able to evidence how this has empowered them to make positive changes in their health behaviours.
- see the fire and rescue services regularly using us 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.

Respond and Recover

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 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.

By 2025 we will

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

Engage and Grow

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 with the workforce, with those who are retired and with families in our community.
- know that 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.

Enhance, Enable and Empower

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.

Measuring Success

2020-21 was a challenging year for the Charity and its beneficiaries, the impact of the coronavirus global pandemic (Covid 19) affected everybody, changing how people lived and worked. In what was the first year of our new five-year strategic plan, Covid 19 further highlighted our need to adapt, validating the aims of the plan. The need to be able to reach more of our beneficiaries and in more ways had become critical. The most direct implications for the Charity and its employees were having to close our centres for most of the year due to Government guidance or restrictions, employees having to adapt to working from home or being placed on furlough leave where that was not possible, and the cancellation of fundraising events and face to face engagement activities. The Charity had been cut-off from its beneficiaries at a time many would need it more.

Despite these challenges the Charity and its employees adapted incredibly well and achieved great success in supporting beneficiaries. This success was supported by some vital progress made across all the portfolios of the new strategic plan, the outcomes of which are outlined below.

Inform and Prevent

Target Outcome	Actual Outcome
Our first campaign has gone live and we have developed and launched a range of multimedia content to support our campaign, tailoring our messages to the needs of each of our beneficiary groups. Our campaign analytics also indicate that our beneficiaries have positively engaged with the campaign.	**The first Health Awareness Programme (Living Well Healthy Lifestyles) successfully went live in Q4 with content being delivered through social media, website, and email. There was evidence of positive engagement with 3,706 unique page views.**
We have developed a range of health content which has been launched via our online community. Analysis of activity levels, content feedback and online community surveys have also helped inform us in regard to our beneficiaries' needs, as well as the requirements of our key audiences in regard to successful engagement.	**The launch of the online community was delayed and subsequently rescheduled for year two. Despite this, nearly 50 items of Health and Wellbeing content were developed for the community with several items shared in the meantime on social media and the website.**
We have developed a programme of content covering four wellbeing areas and are working with at least four fire and rescue services to provide knowledge and health coaching to their workforces, through either digital or face to face delivery.	**In 2020-21 we delivered sessions to 6 fire and rescue services with a further 5 in the exploratory stage. Due to Covid 19 these sessions were all delivered digitally.**

A research skills audit for employees has been completed and, informed by this data, a training and development plan has been developed and implemented. We have a 'live' research strategy with clearly defined objectives to underpin evidence based decision making around every aspect of our service design and delivery.	**The skills audit was completed with the results informing the future roll out of research skills training. The research strategy was developed, and this will be implemented with the support of the newly established Research and Development Group. Training programme will go live in September 2021.**

Respond and Recover

Target Outcome	Actual Outcome
Our new case management system has been successfully implemented enhancing collaborative working.	**Our new case management platform was successfully implemented and ready for use for the start of year two. This system will be developed further throughout the plan.**
We can evidence that, thanks to our proactive work with fire and rescue services and the wider community, we are seeing growing numbers of beneficiaries reaching out to the Charity for support.	**Due to Covid 19 our centres were closed for almost the whole year, but despite this, our new services delivery methods supported 3,226 new cases in 2020-21, only 25% less than 2019-20. In addition to this number, many other beneficiaries benefitted from digital living well group or online health content.**
We have developed our digital provision, increasing the number of one to one consultations and expanding our services to include digital groups. Outcome measures indicate a positive impact and beneficiary feedback shows consistently high levels of satisfaction.	**The development of digital consultations was essential to the success of the Charity during Covid 19, with over 3,000 consultations delivered in 2020-21; this was a significant uplift on the 74 consultations delivered in 2019-20.**
We are successfully blending digital innovation with residential support for those beneficiaries who need it.	**Due to Covid 19 our residential centres were only open for 6 weeks during 2020-21 and so we were unable to achieve this outcome. This will now be a target for year two.**

Engage and Grow

Target Outcome	Actual Outcome
We have built and launched phase one of our new online community on the web and via mobile app, and a small number of beneficiaries and supporters have started to use it to create their own personal connection with us. We will have developed a clear roadmap for further development.	**The scheduled launch of the community was delayed to deliver a more cost-effective implementation of this bespoke capability. The project will now commence the testing and piloting phases in Q1 of 2021-22 with a go-live date for the new site and app in Q2.**

We have changed our engagement with our beneficiaries across the fire services community, creating digital approaches to ensure we continue to provide much needed services.	**Several new digital solutions were developed in the year, including QR codes and additional mobile payment methods, with new digital donation campaigns being tested on multiple channels. This increased capability and learning will inform future engagement and campaigns.** **We established an online fundraising programme The Fire Family Challenge which successfully engaged fundraisers of all ages and abilities in innovative activities within the restrictions of lockdown.**

Enhance, Enable and Empower

Target Outcome	Actual Outcome
An employee engagement survey has been undertaken and key performance indicators have been established. The framework to develop our culture and values has been determined and our people are participating in the project.	**While the framework to develop our culture and values has been determined, an engagement survey was not undertaken due to many employees not being at work due to Covid 19. This has also meant that the project could not commence, it has been delayed until employees have returned to work.**
The skills required for each role have been established and a skills audit undertaken with each employee in four areas of the organisation; plans to develop skills are in place and training has commenced.	**Despite the challenges of employees being away from work during Covid 19, the skills required in 4 areas have been developed with training scheduled for the next year.**
The governance framework, methodology and tools for process improvement have been agreed. The documenting of processes and owners is underway. A project team is in place and are reviewing a core process.	**The governance framework, methodology and tools for process improvement have been agreed and ten process improvement projects were initiated.**
We have migrated to a new IT Infrastructure, which is effectively supporting the latest core business software. This will have supported collaboration within project teams and the foundations of new reporting solutions.	**The new IT infrastructure solution was agreed, and pilot testing commenced. The implementation period was, however, extended to year two to reflect the scale of the change and to deliver a more effective outcome.**
There is clarity about our key data, and we have an initial set of validated key performance indicators ready to be used by management in 2021-22.	**This project was behind schedule at the year end, however the reporting of new key indicators was expected to be delayed only until the end of Q1 of year two.**

Financial Review

The consolidated accounts for the year are set out on pages 22 to 47 and should be read in conjunction with this section of the Trustees' report. A summary of the financial results and the work of the Charity are set out below.

The net movement in funds for the year amounted to £2,892,537. This is represented by: -

Incoming resources	£	8,272,358
Resources expended	£	(8,743,323)
Net outgoing resources	**£**	**(470,965)**
Gain on investment assets	£	3,253,502
Actuarial gain on defined benefit pension scheme	£	110,000
	£	**2,892,537**

Capital Expenditure

The investment in capital expenditure during the year amounted to £193,562.

Incoming Resources

Overall, 2020-21 was a difficult year for income, with total incoming resources of £8,272,358 being generated, a decrease of £1,697,978 on the £9,970,336 raised in 2019-20.

Government restrictions limited community fundraising during Covid 19 and this income activity was the hardest hit, but one-off gifts increased through new digital campaigns and online technology. Overall, income from Corporate and other donations fell by £1.1m to £1.3m. Legacy income was down this year, in some part due to the delays in processing the estates of those who have died; income of £0.6m was achieved compared with £0.8m in 2019-20.

Committed giving grew this year, mainly due to the recruitment of new regular donors and lottery players in the prior year, the retention of these and existing donors increased overall income from Regular Giving and Lottery to £4m from £3.8m in 2019-20.

The impact of coronavirus related restrictions on the Charity's service delivery resulted in a significant number of staff being placed on the Government Coronavirus Job Retention Scheme. This scheme provided much needed income to the Charity of £1.1m during 2020-21; this income is included within Grants. The second and final year of Government funding for the Harcombe House development, an amount of £763k, was included within Grants in 2019-20.

Recycling income, which is included in Trading income, was also negatively impacted this year, with income falling by £199k to £445k. The recycling industry is a global business and in addition to the impact within the UK the industry was further impacted by reduced access to global markets. The Charity worked closely with its partners to ensure all banks continued to be emptied as normal, this was a very positive outcome considering the challenges faced.

Income in 2021-22 will continue to be affected by the impact of the pandemic, for example, public fundraising events will not return to normal for some time due to continued Government restrictions on public events.

Resources Expended

Total expenditure for the year was £8,743,323 compared with £9,953,459 for last year, a 12% or £1,210k decrease.

The Covid 19 related restrictions on face-to-face activity led to the cancellation of fundraising events and the halting of committed giving sign-up activity. While this resulted in a significant reduction in income, some of this was offset by a reduction in the overall cost of raising funds, with £2.6m being spent in 2020-21, a reduction of £574k.

With the centres being closed for almost the whole year, their associated running costs were reduced, so in total charitable expenditure fell by £0.7m to £6.1m. On a more positive note, this spend includes new funding for improving our capability to support our beneficiaries, as demonstrated within the measuring success section.

Investments

The value of investments held at 31 March 2021 was £15,902,404. In addition, cash balances of £2,348,074 were held to support normal cash flow requirements and planned cash outflows.

On 31 March 2018, 9 flats contained within the Marine Court complex in Littlehampton were reclassified as investment property. These assets were previously used in support of charitable activities but were now commercially let outside of the Charity's beneficiary base. During the year to 31 March 2021, a further property within the complex was reclassified as investment property. The properties were professionally valued in 2018 at £175k each. Having reviewed similar properties for sale in the area at the end of the financial year, no adjustment to the value of these investments is deemed necessary. The total value of property investments at 31 March 2021 is £1,750,000.

There has been an increase in the value of cash and investments this year of £3,547,756; being unrealised net gains from existing investments of £3,253,502, an investment property addition of £83,673 and an increase in cash held of £210,581. The total return of the investment fund for the year was 32.3%, this was 8.9% above the benchmark. The investment fund is focused on total return and growth. Income received from listed investments was £356k. The fund incurs a management charge of 0.65%, this equated to approximately £86k in 2020-21 (£85k 2019-20).

The investment policy communicated to our investment managers remained unchanged from the previous year and focused on providing revenue for current operations and enhancing capital growth and income over the longer term, thereby enabling the Charity to meet current and future objectives in accordance with the objects of the Charity. The funds are invested in a Socially Responsible Investment Fund managed by the Charity's investment managers in accordance with the Charity's ethical policy.

Our Approach to Fundraising

The Fire Fighters Charity sets out to fundraise in an open, honest and respectful manner. We use multiple channels to fundraise from various audiences. When developing our fundraising campaigns, we assess the impact our fundraising could have on an individual and take actions to mitigate any negative impact. When running fundraising campaigns, we welcome feedback and use this to help shape future fundraising campaigns. We always treat donor data responsibly and are compliant with all UK data protection laws. Our privacy policy is published on our website and gives details of the information we hold and how and why we process it.

We are registered with the Fundraising Regulator. When fundraising, the Charity adheres to the Code of Fundraising Practice as set by The Fundraising Regulator. For our lottery and raffles, we are also licensed by the Gambling Commission. We routinely monitor and review our fundraising activities to ensure that we comply with regulations. Our fundraising team managers regularly monitor and review performance by attending our fundraising events and talks, providing feedback to our fundraisers. For the 2020-21 business year, when conducting telephone fundraising the majority of calls were recorded and where they were, a sample of calls for each campaign were listened to. For our external face to face lottery agency, we have regular catch ups with team leaders and their managers, as well as monitoring feedback from donors about their experience. In respect of complying with the Code of Fundraising Practice, we have had no adjudications and have had no significant failures.

We record and investigate all fundraising complaints received and use this information to inform our fundraising strategy. For the financial year 2020-21 we received 21 complaints compared to 25 in the previous year.

We ensure that our fundraisers follow the Fundraising Regulator's policy on vulnerable people. We listen to our donors and take on board their feedback and change our behaviour accordingly. For example, we do not use telephone fundraising after 8pm as our supporters told us that they did not want to be called after this time. We also work in line with the best practice guidance from Institute of Fundraising, documented in their Guide "Treating donors fairly - fundraising with people in vulnerable circumstances". When working with an external agency we ensure that they have a vulnerable person policy in place and do not work with agencies that do not have this. For our lottery and raffles, we also have a Social Responsibility Policy which is published on our website. All fundraisers (internal and external) have a training session to understand this policy before they promote our lottery, and they have regular refresher sessions.

Without the generous support of donors, the Charity could not provide the mental, physical and social support to thousands of beneficiaries every year. We will therefore always set out to fundraise in an open, honest and respectful manner.

Fire Fighters Trading Limited

2020-21 was a challenging year for Fire Fighters Trading with all the company's activities being affected by Covid 19. Despite this, a profit for the year of £426k, before paid or proposed donations to the Charity, was achieved. While this was much lower than the £822k achieved in 2019-20, the ability to make a donation of this size to the Charity in this difficult year was very pleasing.

In addition to challenges faced within the UK, the recycling industry was severely impacted by the disruption to their international textile markets. Because of this and in order to ensure that our banks would continue to be routinely emptied during this difficult time, a temporary reduction in the price per tonne was agreed. The positive relationship that we have with our recycling partners delivered £445k of income while, at the same time, also maintaining a high standard of bank management which is vital for the fire and rescue services they are placed with.

Due to Covid 19 related Government imposed restrictions and guidance, the Charity centres were closed for most of the year and this limited the opportunity to generate income from this source. Outside of the usual solar panel generated income, rental and associated income was limited to just £38k and no private rehabilitation services were able to be sold. In 2019-20 there had been approximately £499k of income generated from activity linked to these centres.

During the first national lockdown from March to June 2020, it was decided to temporarily close our online merchandise offering as the reduced volume of trade was not sustainable. From the summer onwards the store was reopened, and sales gradually returned, achieving an income for the year of £138k, 58% of the total achieved in 2019-20. Considering the closure time and the ongoing challenges this result was very positive.

The Covid 19 related challenges to trade in 2020-21 are expected to continue into the next business year, quarter one in particular, so while the new financial year will be an improvement on the year just gone trade is not forecast to reach the levels achieved on 2019-20. The positive net profit achieved in 2020-21 does however demonstrates the company's strength, which confirms its ability to continue as a going concern despite the continuing impact on activity.

Reserves Policy

The reserves policy aims to ensure that the Charity continues to set aside funds that enable it to achieve its objectives, while at the same time ensuring there are adequate reserves held to ensure continuity of service to beneficiaries if setbacks occur. The Board approved policy accords with five principal statements of intent:

1. Funds held as tangible fixed assets for Charity use are not available to be expended and will therefore be designated.
2. Reserves will be designated to reflect the Board's requirement to hold in reserve the minimum of either 12 months' expenditure or the value of investments held to support the income target for the year ahead.
3. Reserves will be designated where appropriate to fund future plans where income from those future years is not expected to be sufficient to meet the expenditure requirements. These funds will be held in a combination of fixed and current assets as appropriate.
4. Reserves will be designated as appropriate to fund investment in the facilities of the Charity for the purpose of increasing the sustainability of services or generating new income.
5. An appropriate level of free reserves will be held in current assets to ensure that the necessary funds are available to meet the day to day operational requirements of the Charity.

At 31 March 2021 the reserves totalled £33,812,928. This is represented by:

Restricted Funds	£	180,765
Designated Funds	£	32,352,125
General Funds	£	1,280,038
	£	33,812,928

As at 31 March 2021 the Charity has a defined benefit pension scheme surplus of £443,000. These funds are allocated to general funds.

The Trustees review the financial performance of the Charity in conjunction with the reserves policy on a quarterly basis. As at 31 March 2021 the total value of reserves held was allocated to specific funds in accordance with the five principal statements of the reserves policy. Free reserves of approximately 4 weeks' worth of expenditure remain in place to support the day to day operational requirements of the Charity. The value of reserves held ensure the Charity's position as a going concern.

Risk Management

There is a Board approved Operating Procedure for Risk Management. Processes are in place to enable Trustees to examine major strategic and operational risks. Risk Management is part of the working lives of staff and volunteers and is an integral part of performance management. Risk assessment has been introduced as part of many policies and procedures. Strategic risk registers are reviewed by the Finance and Audit Committee at each meeting and the full board annually. The Trustees confirm that the major risks that they have identified to which the Charity is exposed have been reviewed, and systems and procedures have been established to manage those risks. The most significant strategic risks relate to the impact of Covid 19, these include: the ability to deliver services and the potential increase in demand, the loss of income due to restrictions imposed on fundraising activities and the risk to our employees in terms of their health and wellbeing and their employment. The objectives within the strategic plan are helping to mitigate these risks, in particular the development of new digital services and fundraising methods and diversifying our service offering and income generating activities.

Safeguarding

We will not tolerate the abuse of adults in any of its forms and we are committed to safeguarding adults with care and support needs and ensuring that all our services are delivered within a safe and effective framework.

We respect the rights of all service users to live their chosen life with privacy, dignity, independence, choice and fulfilment. Responsibility for working preventatively, safeguarding and protecting service users' privacy, dignity and respect does not lie with one individual or group but with all our employees at every level. Safeguarding and respect are not additional elements of our service / care provision, but integral to the delivery of high-quality and safe and effective services.

We are committed to working collaboratively and in partnership with other agencies to ensure service users access their human right to live a life that is free from harm, neglect and exploitation.

Environmental Statement

We take our impact on the environment seriously and along with some recent specific activities we have a number of solar panels in each of our three centres which have generated approximately 500,000 KWh since installation in November 2014.

We work closely with our suppliers to ensure their impact on the environment is a top priority. This can be down to how they lower their effect on the environment to changes in the products we purchase to reduce chemicals and introduce more natural solutions.

Our 300-acre site at Harcombe House in Devon uses re-claimed rainwater for much of the maintenance required to keep the grounds in a well-kept state. In addition, petrol vehicles used around the grounds have been changed for electric powered buggies. The site also works closely with the RSPCA to monitor and care for the wildlife in the grounds, ensuring that they have suitable surroundings to thrive. We have also developed links with the Forestry Commission, whose land borders ours, to ensure the acres of woodland that covers both properties are well maintained and safe and promote the growth of wildflowers across both areas.

We have developed close links with the Environment Agency at both Harcombe House in Devon and Jubilee House in Cumbria. Both properties have either a river running through the land or bordering it. At Jubilee House our teams worked closely with the Environmental Agency following flooding in 2016. The property now has a high specification flood defence system and further work continues with the Environment Agency on their proposals for the weir on the River Eamont which borders our property.

The environment was considered throughout the refurbishment of Harcombe House. Where possible Forest Stewardship Council materials were used to ensure the products came from well managed forest and recycling resources. Our contractors recycled waste that was removed where possible. The heating systems and insulation were upgraded to increase efficiency throughout with the aim of reducing our energy consumption, and along the same lines, lighting systems were replaced in the main house and outbuildings with modern, low energy LED fittings which again aid a reduction in our energy consumption.

All our sites recycle, and we encourage our rental guests to consider recycling by providing collection facilities for different waste products.

We offer our employees flexible working arrangements where possible, and meetings are held via video conferencing where appropriate; one benefit of both is the reduction of travel.

This year we have commenced the development of an Environmental Management System (EMS) by developing an environmental impact assessment for each building. The EMS is being developed in line with our strategic plan and will assist us to improve our environmental performance, minimise risk and reduce organisational overheads.

As part of the wider environmental project, we have reviewed our utility supplier and have agreed contracts that will provide green electrical energy and offset our carbon usage for natural gas. The carbon offset is certificated by the United Nations CERs accreditation scheme which aims to help reduce and prevent carbon dioxide emissions through projects in developing countries under its Clean Development Mechanism.

In the coming year we will continue to review our systems to ensure that any new equipment can utilise green energy sources. This will include a review of natural gas and LPG boilers and potential alternatives such as ground source heat pumps, electrical boilers, and the potential to self-produce greener energy in the future.

Going Concern

Covid 19 resulted in the Charity's rehabilitation centres and head office being closed for most of the year. It also caused the cancellation of fundraising events and activities. While this led to a significant reduction in the Charity's ability to support beneficiaries, the financial impact on the year was modest, this was due to a reduction in running costs and government support for wages through the job retention scheme. The Charity was able to make progress with implementing the new strategic plan, with the development of new digital solutions helping to mitigate some of the challenges of the pandemic. These planned strategic investments also contributed to the loss in the year.

The Charity's ability to progress with the strategic aims during these challenging times was due to the strength of reserves held which enabled the Trustees to designate £2m of reserves to mitigate the impact of a reduction in income as well as £2m of reserves to support the objectives of the 5 year strategic plan. As at the 31 March 2021 £471k of the £4m of designated funds had been used, with a further £2m expected to be needed in the year to 31 March 2022. This would leave a further £1.5m to support years 3 to 5 of the plan. In addition to these designated funds the reserves policy requirement to hold a minimum of 12 months of expenditure has also been met. The ability to continue to fund strategic plans during a global crisis while operating within the framework of the existing reserves policy demonstrates the Charity's ability to continue as a going concern.

Future Plans

It is with great sadness that we report the death of Paul Fuller, Chair of The Trustee Board, on 7th June 2021.

In responding to this interregnum, our usual arrangements for the annual election of Chair and Deputy Chair have been amended to both allow Trustees more time to consider their position and to be sensitive and respectful to the exceptional circumstances.

The Board of Trustees have appointed Peter Davies as Chair for the period up to and including the AGM on 18th November 2021, with the newly appointed Chair and Deputy Chair formally taking up their positions after the AGM.

2021-22 will be the second year of our ambitious 5 year Strategic Plan and despite the continued challenges that the Charity faces, we look forward to building on our success from year one.

In line with the plan, we will continue to progress several projects within each of the four portfolios outlined in this report, collectively enabling us to achieve our aims by 2025. In the next twelve months specifically, we have identified the following key outcomes:

- Provision of a broad range of dynamic health & wellbeing content and campaigns that are being engaged with by an increasing number of beneficiaries.
- Becoming more closely aligned with our Fire and Rescue Service partners to aid more proactive support at the earliest opportunity.

- Delivering improved outcomes and impact from starting to wrap digital interactions around our residential provision.

Auditors

A resolution to reappoint James Cowper Kreston, Chartered Accountants as auditor will be put to the Members at the annual general meeting.

On behalf of the Trustees



Peter Davies
Chair of the Board
28 July 2021

Company Registration Number: 4480058

Charity Registration Number: 1093387

Scottish Charity Registration Number: SC040096

Independent Auditor's Report to the Trustees and Members of Fire Fighters Charity

We have audited the financial statements of The Fire Fighters Charity (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 set out on pages 22 to 47. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information
The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If based on the work we have performed,

we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees
As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance and the entity's solicitors (or inhouse legal team) around actual and potential litigation and claims;
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations;

- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and revieing accounting estimates for bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Use of our report
This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Farwell MA FCA DChA (Senior Statutory Auditor)
for and on behalf of
James Cowper Kreston

Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Date: 18/10/2021

Fire Fighters Charity

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2021 Company Registration Number: 4480058

	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2021	Total to 31 March 2020
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	4,277,784	1,293,741	5,571,525	6,591,410
Other trading activities	2	2,204,161	-	2,204,161	2,864,962
Investments	4	359,590	-	359,590	360,317
Charitable activities		137,082	-	137,082	145,697
Other income		-	-	-	7,950
TOTAL INCOME		6,978,617	1,293,741	8,272,358	9,970,336
EXPENDITURE ON:					
Raising funds	5	2,555,443	59,556	2,614,999	3,186,630
Charitable activities:					
Physical Health	5	2,471,308	973,324	3,444,632	3,998,440
Mental Health	5	1,621,908	230,148	1,852,056	2,049,268
Social Health and Wellbeing	5/6	694,826	7,624	702,450	719,121
Other expenditure		129,186	-	129,186	-
Total expenditure on charitable activities		4,917,228	1,211,096	6,128,234	6,766,829
TOTAL EXPENDITURE		7,472,671	1,270,652	8,743,323	9,953,459
Net (expenditure)/income before investment gains and losses		(494,054)	23,089	(470,965)	16,877
Net gains/(losses) on investments	11	3,253,502	-	3,253,502	(820,107)
NET INCOME/(EXPENDITURE)		2,759,448	23,089	2,782,537	(803,230)
Transfers between funds		118,000	(118,000)	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	110,000	-	110,000	326,000
NET MOVEMENT IN FUNDS		**2,987,448**	**(94,911)**	**2,892,537**	**(477,230)**
RECONCILIATION OF FUNDS					
Total funds brought forward		30,644,715	275,676	30,920,391	31,397,621
TOTAL FUNDS CARRIED FORWARD		**33,632,163**	**180,765**	**33,812,928**	**30,920,391**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

Fire Fighters Charity

CHARITY STATEMENT OF FINANCIAL ACTIVITIES, INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

Year ended 31 March 2021 Company Registration Number: 4480058

	Note	Unrestricted Funds	Restricted Funds	Total to 31 March 2021	Total to 31 March 2020
		£	£	£	£
INCOME FROM:					
Donations and legacies	1	4,277,784	1,293,741	5,571,525	6,591,410
Other trading activities	2	1,557,283	-	1,557,283	1,474,007
Investments	4	684,013	-	684,013	1,235,854
Charitable activities		137,082	-	137,082	145,697
Other income		-	-	-	7,950
TOTAL INCOME		6,656,162	1,293,741	7,949,903	9,454,918
EXPENDITURE ON:					
Raising funds	5	2,333,985	59,556	2,393,541	2,635,663
Charitable activities:					
Physical Health	5	2,471,308	973,324	3,444,632	3,998,688
Mental Health	5	1,621,908	230,148	1,852,056	2,030,453
Social Health and Wellbeing	5/6	694,826	7,624	702,450	719,222
Other expenditure		129,186	-	129,186	-
Total expenditure on charitable activities		4,917,228	1,211,096	6,128,324	6,748,363
TOTAL EXPENDITURE		7,251,213	1,270,652	8,521,865	9,384,026
Net (expenditure)/income before investment gains and losses		(595,051)	23,089	(571,962)	70,892
Net gains/(losses) on investments	11	3,253,502	-	3,253,502	(820,107)
NET (EXPENDITURE)/INCOME		2,658,451	23,089	2,681,540	(749,215)
Transfers between funds		118,000	(118,000)	-	-
OTHER RECOGNISED GAINS & LOSSES:					
Actuarial gains/(losses) on defined benefit pension scheme	8	110,000	-	110,000	326,000
NET MOVEMENT IN FUNDS		**2,886,451**	**(94,911)**	**2,791,540**	**(423,215)**
RECONCILIATION OF FUNDS					
Total funds brought forward		30,516,503	275,676	30,792,179	31,215,394
TOTAL FUNDS CARRIED FORWARD		**33,402,954**	**180,765**	**33,583,719**	**30,792,179**

All activities are continuing.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The comparative figures for restricted funds are shown in the notes to the accounts.

Fire Fighters Charity
BALANCE SHEETS
As at 31 March 2021 Company Registration Number: 4480058

	Note	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
FIXED ASSETS					
Tangible assets	10	14,288,108	14,288,108	14,933,808	14,933,808
Investments	11	15,902,404	15,902,404	12,565,229	12,565,229
Investments in group companies	12	-	4	-	4
		30,190,512	30,190,516	27,499,037	27,499,041
CURRENT ASSETS					
Stocks	13	64,603	4,766	80,580	7,611
Debtors	14	1,211,282	1,098,222	1,362,459	1,345,662
Cash at bank and in hand		2,348,074	2,241,114	2,137,493	2,019,136
		3,623,959	3,344,102	3,580,532	3,372,409
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	15	(444,543)	(393,899)	(488,178)	(408,271)
NET CURRENT ASSETS		3,179,416	2,950,203	3,092,354	2,964,138
TOTAL ASSETS LESS CURRENT LIABILITIES		33,369,928	33,140,719	30,591,391	30,463,179
Defined Benefit Pension scheme	8	443,000	443,000	329,000	329,000
NET ASSETS		33,812,928	33,583,719	30,920,391	30,792,179
FINANCED BY:					
Restricted funds	16	180,765	180,765	275,676	275,676
Designated funds	16	32,352,125	32,160,097	29,499,037	29,499,037
General funds	16	1,280,038	1,242,857	1,145,678	1,017,466
		33,812,928	33,583,719	30,920,391	30,792,179

Approved and authorised for issue by the Charity Trustees on 28 July 2021 and signed on their behalf by:-



Peter Davies – Chair

Fire Fighters Charity
CONSOLIDATED CASH FLOW STATEMENT
Year ended 31 March 2021

	Note		2021		2020
		£	£	£	£
NET CASH INFLOW PROVIDED BY OPERATING ACTIVITIES	20		41,703		465,080
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividends, interest and rents from investments	4	359,590		360,317	
Purchase of property, plant and equipment	10	(193,562)		(1,477,036)	
Proceeds from sale of equipment		2,850		7,950	
Proceeds from sale of investments	11	-		1,500,000	
NET CASH GENERATED BY / (USED BY) INVESTING ACTIVITIES			168,878		391,231
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD			210,581		856,311
Cash equivalents at the beginning of the reporting period			2,137,493		1,281,182
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21		2,348,074		2,137,493

Fire Fighters Charity
CHARITY CASH FLOW STATEMENT
Year ended 31 March 2021

	Note	£	2021 £	£	2020 £
NET CASH (OUTFLOW) / PROVIDED BY OPERATING ACTIVITIES	20		(271,323)		(454,307)
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividends, interest and rents from investments	4	359,145		359,722	
Purchase of property, plant and equipment	10	(193,562)		(1,477,036)	
Gift Aid payment from subsidiary	4	324,868		876,132	
Proceeds from sale of equipment		2,850		7,950	
Proceeds from sale of Investments	11	-		1,500,000	
NET CASH GENERATED BY INVESTING ACTIVITIES			493,301		1,266,768
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD			221,978		812,461
Cash equivalents at the beginning of the reporting period			2,019,136		1,206,675
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	21		2,241,114		2,019,136

PRINCIPAL ACCOUNTING POLICIES

The Statements of Financial Activities and Balance Sheets have been prepared in accordance with applicable accounting standards under the historical cost convention, except for investments, which are stated at market value.

The Statements of Financial Activities and Balance Sheets reflect the requirements of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP), issued in 2019 (which is applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland [FRS102]) and the Companies Act 2006.

The Fire Fighters Charity constitutes a public benefit entity as defined by FRS 102.

DONATIONS

Donations and gifts are recognised in the Statements of Financial Activities and Balance Sheets as soon as there is entitlement, probability of receipt and an ability to measure the value.

LEGACIES

Income from legacies is recognised when the legacy has been received or when the Charity has been notified of entitlement of the legacy prior to the year end and it is probable that the legacy will be received, defined when:

- there has been grant of probate,
- the executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- any conditions attached to the legacy either are within the control of the Charity or have been met.

LOTTERY INCOME

Lottery income is recognised based on the number of tickets included in each monthly draw. Any tickets purchased for future draws are deferred until that draw takes place.

CENTRES' INCOME

This represents ancillary income generated at the Charity's rehabilitation and recuperation centres and is recognised on receipt.

GRANTS RECEIVABLE

Grants are recognised on notification when there is entitlement, likelihood of receipt is probable, and the amount can be measured.

GOVERNMENT GRANTS

Government grants, including Covid 19 related grants, are credited to the Statement of financial activities as the related expenditure is incurred.

DEFERRED INCOMING RESOURCES

Income received in advance is included in deferred income.

GIFTS IN KIND

Incoming resources in the form of gifts in kind are included in the Statements of Financial Activities when they are seen as having a value in excess of £1,000. Assets given for use by the Charity are recognised as incoming resources and within the relevant fixed asset category of the Balance Sheet when received.

An amount equal to the donations income recognised on gifts in kind and goods or services received free of charge is included within the most relevant category of expenditure to which the donation relates.

INVESTMENT INCOME

Dividends are recognised in the Statements of Financial Activities and Balance Sheets when they are receivable.

Bank interest is included in the Statements of Financial Activities and Balance Sheets when receivable.

TRADING INCOME

Trading income is recognised as services or goods provided or despatched.

EXPENDITURE

The value of purchase invoices not paid until after the year-end but relating to the year has been included in the Statements of Financial Activities and Balance Sheets.

Liabilities are recognised as soon as there is a legal or constructive liability committing the Charity to pay out resources.

Charitable expenditure is allocated against the core beneficiary need areas supported by the Charity.

IRRECOVERABLE VAT

Irrecoverable VAT is not separately analysed and is charged to the Statements of Financial Activities and Balance Sheets when the expenditure to which it relates is incurred and is allocated as part of the expenditure to which it relates.

GRANTS

Grants are paid and expensed as they are authorised and the recipient is notified of the grant award and a legal or constructive obligation is created.

FUNDRAISING COSTS

Expenditure, inclusive of any irrecoverable VAT, is accounted for on an accruals basis as liabilities are incurred. Where appropriate, costs are deferred so as to permit recognition in the same accounting period as related income.

INVESTMENTS AND INVESTMENT GAINS AND LOSSES

Stocks and shares quoted on the London Stock Exchange are included in the Balance Sheets at their market value as at the year end date.

Investment management fees are charged as part of a managed fund and deducted before income is distributed. The fund incurs a management charge of 0.65%, this equated to £86k in 2020-21 (£85k 2019-20).

BASIS OF CONSOLIDATION

The group accounts consolidate the accounts of the charitable company and its subsidiary companies. Intra-group balances and transactions are eliminated on consolidation. The results of the subsidiary companies are consolidated on a line by line basis.

CAPITALISATION AND DEPRECIATION OF TANGIBLE FIXED ASSETS

Expenditure on tangible fixed assets is capitalised if the cost of the asset, or a group of related assets, is £5,000 or more. The cost of tangible fixed assets is their purchase cost together with any incidental expenses of acquisition. Tangible fixed assets are stated at cost net of depreciation. All tangible fixed assets, other than freehold land and assets in progress are depreciated using the straight line method over their estimated useful lives as follows:

Freehold and long-leasehold property	30-50 years
Building improvements	5-25 years
Furniture and equipment	3-10 years
Plant and machinery	5-7 years
Motor vehicles	4-7 years

Assets in the course of construction are not depreciated until brought into operational use. Any assets that are impaired in value are written down to their recoverable amount.

STOCKS

Stocks are stated at the lower of cost and net realisable value. Net realisable value of stocks for re-sale is derived from the estimated selling prices of the stock less direct selling costs. Consumable stocks are valued at cost, unless it is anticipated that the stocks will not be used in the foreseeable future. In the latter case, the stocks are not valued.

DEBTORS

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount repaid net of any trade discounts due.

CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

CREDITORS AND PROVISIONS

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

FINANCIAL INSTRUMENTS

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

LEASES

Amounts due under operating leases are charged to the Statements of Financial Activities and Balance Sheets on a straight line basis over the term of the lease.

Equipment purchased under finance leases is capitalised as if purchased outright with depreciation charged to the Statements of Financial Activities, interest is charged equally over the length of the lease.

APPORTIONMENT OF EXPENDITURE

Expenditure is apportioned under the guidance of Financial Reporting Standard 102 and analysed between costs of generating funds, charitable activities and governance costs:

The method of apportionment is as follows:

1. Costs attributable solely to one activity are allocated to that activity

2. Costs that contribute directly to the output of more than one activity are apportioned on a reasonable, justifiable and consistent basis,

3. Support and governance costs are apportioned based on the following criteria:

General Management	Time allocated
Marketing & Communications	Time allocated
Customer Services	Total number of employees
Finance	Total number of transactions
Databases	Time allocated
IT	Total number of IT supported employees
HR	Total number of employees
Volunteer Management	Time allocated
Legal & Governance	Total number of employees

FUNDS

Restricted funds are those funds received which have been donated based on of the Charity using those funds for a specific purpose as outlined by the donor. Descriptions of the restrictions placed on those donations are provided in note 16 to the accounts.

Designated funds are created out of unrestricted funds for specific purposes. Funds are released once the purposes have been fulfilled or when the Trustees are of the opinion that circumstances no longer warrant the designation of funds. The value and purpose of each designated fund can be found in note 16 to the accounts.

General funds are the accumulated unrestricted funds of the Charity, which have not been designated for a specific purpose. There is a specific minimum amount the Trustees require to be held as general funds; this is outlined in the reserves policy on page 15.

RETIREMENT BENEFITS

For defined benefit schemes the amount charged to resources expended in respect of pension costs and other post-retirement benefits is the estimated regular cost of providing the benefits accrued in the year, adjusted to reflect variations from that cost. The interest cost and expected return on assets are included within resources expended.

Actuarial gains and losses arising from new valuations and from updating valuations to the Balance Sheet date are recognised in the Statements of Financial Activities and Balance Sheets as actuarial gains and losses on defined benefit pension scheme.

Defined benefit schemes are funded, with the assets held separately from the group in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every 3 years, and updated to reflect current conditions at each Balance Sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency. A pension scheme asset is recognised on the Balance Sheets only to the extent that the surplus may be recovered by reduced future contributions or to the extent that the Trustees have agreed a refund from the scheme at the Balance Sheet date. A pension scheme liability is recognised to the extent that the group has a legal or constructive obligation to settle the liability.

For defined contribution schemes the amount charged to Statements of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheets.

LIQUID RESOURCES

Liquid resources are represented by monies held by the Charity's investment managers for investment purposes. These funds are held as cash deposits.

JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Tangible fixed assets (see note 10)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

GOING CONCERN

As outlined in the Trustees' report the Trustees consider that despite the economic impact of Covid 19, the strength of reserves held will enable the Charity to sustain losses in the next 12 months while still progressing with new strategic plans. The trustees are therefore of the opinion that there are no material uncertainties about the Charity's ability to continue as a going concern.

1 DONATIONS AND LEGACIES

GROUP AND CHARITY	Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
		£	£	£
Regular giving donations	2,418,052	-	2,418,052	2,384,120
Corporate and other donations	1,253,777	500	1,254,277	2,438,950
Gifts in kind	12,846	-	12,846	23,455
Legacies receivable	549,018	18,714	567,732	812,174
Grants	44,091	1,274,527	1,318,618	932,711
	4,277,784	1,293,741	5,571,525	6,591,410

In 2020, the income from donations and legacies was £6,591,410 of which £5,360,921 was unrestricted and £1,230,489 was restricted.

Within the restricted grants figure of £1,274,527 there is £1,128,077 received from the UK government's Coronavirus Job Retention Scheme (2020: NIL).

Income includes aggregated unconditional donations from 4 trustees (2020: 7 trustees) totalling £281 (2020: £614).

We are grateful to volunteers who assist the Charity in a variety of roles including co-ordinating fundraising activities, raising awareness of our services and supporting beneficiaries through the provision of welfare visits and living well groups. The aggregate time given by all volunteers in 2019-20 was in excess of 100,000 hours. Unfortunately, due to Covid 19, our volunteers have not been able to undertake activities in 2020-21 to the extent of previous years. Where it has been possible, our volunteers have continued to support our fundraising activities. In the coming year we hope to be able to welcome back all our volunteers who provide a significant contribution to the success of our organisation. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of these volunteers is not recognised in the accounts.

2 OTHER TRADING ACTIVITIES

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Lottery	1,539,248	1,539,248	1,457,684	1,457,684
Centres income	18,035	18,035	16,323	16,323
Trading income	646,878	-	1,390,955	-
	2,204,161	1,557,283	2,864,962	1,474,007

£34,299 of lottery income has been deferred as it relates to draws that have not yet taken place. £31,755 was released to income in the current year from amounts deferred in 2020.

In 2021 and 2020 all of the income from other trading activities was unrestricted.

3 NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES

The wholly owned trading subsidiary, Fire Fighters Trading Limited, a company incorporated in England & Wales (company number 3816625), undertakes selling products branded with the Fire Fighters Charity logo and non-charitable trading activities held at the Charity's rehabilitation and recuperation centres.

The non-charitable net income of the subsidiary is as follows:

	2021	2020
	£	£
Trading turnover	646,878	1,390,955
Cost of sales	(110,174)	(308,912)
Gross profit	536,704	1,082,043
Administrative expenses	(112,128)	(273,637)
Other operating income	843	13,121
Operating profit	425,419	821,527
Other interest receivable	446	595
Profit before and after taxation	425,865	822,122

As at 31 March 2021, the company's net assets comprised current assets of £289,718 (2020: £333,598) and current liabilities of £60,507 (2020: £205,384). The profit is gifted to the Charity.

The financial information for this company has been extracted from the company's financial statements for the year ended 31 March 2021. The audit report on these financial statements was unqualified.

4 INCOME FROM INVESTMENTS

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Income from listed investments	355,619	355,619	356,477	356,477
Interest	3,971	3,526	3,840	3,245
Gift Aid payment from subsidiary	-	324,868	-	876,132
	359,590	684,013	360,317	1,235,854

In 2020 all of the income from investments was unrestricted.

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES

GROUP

	Direct Costs	Support Costs	**Total 2021**	Direct Costs	Support Costs	**Total 2020**
COSTS OF RAISING FUNDS	£	£	**£**	£	£	**£**
Raising funds	843,518	551,761	**1,395,279**	1,001,750	570,340	**1,572,090**
Fundraising trading costs	897,873	235,449	**1,133,322**	1,309,803	304,737	**1,614,540**
Investment management costs	86,398	-	**86,398**	-	-	**-**
	1,827,789	787,210	**2,614,999**	2,311,553	875,077	**3,186,630**
COSTS OF CHARITABLE ACTIVITIES						
Physical Health	2,540,785	903,847	**3,444,632**	3,112,947	885,493	**3,998,440**
Mental Health	1,363,024	489,032	**1,852,056**	1,624,299	424,969	**2,049,268**
Social Health and Wellbeing	486,501	215,949	**702,450**	523,393	195,728	**719,121**
Other expenditure	129,186	-	**129,186**	-	-	**-**
	4,519,496	1,608,828	**6,128,324**	5,260,639	1,506,190	**6,766,829**
Total Resources Expended	6,347,285	2,396,038	**8,743,323**	7,572,192	2,381,267	**9,953,459**

CHARITY

	Direct Costs	Support Costs	**Total 2021**	Direct Costs	Support Costs	**Total 2020**
COSTS OF RAISING FUNDS	£	£	**£**	£	£	**£**
Costs of generating voluntary income	843,518	551,761	**1,395,279**	1,001,751	590,513	**1,592,264**
Fundraising trading costs	676,415	235,449	**911,864**	740,374	303,025	**1,043,399**
Investment Management Charges	86,398	-	**86,398**	-	-	**-**
	1,606,331	787,210	**2,393,541**	1,742,125	893,538	**2,635,663**
COSTS OF CHARITABLE ACTIVITIES						
Physical Health	2,540,785	903,847	**3,444,632**	3,112,948	885,740	**3,998,688**
Mental Health	1,363,024	489,032	**1,852,056**	1,624,298	406,155	**2,030,453**
Social Health and Wellbeing	486,501	215,949	**702,450**	523,393	195,829	**719,222**
Other expenditure	129,186	-	**129,186**	-	-	**-**
	4,519,496	1,608,828	**6,128,324**	5,260,639	1,487,724	**6,748,363**
Total Resources Expended	6,125,827	2,396,038	**8,521,865**	7,002,764	2,381,262	**9,384,026**

Included with the costs above are:

	2021 £	2020 £
Depreciation	623,553	617,973
Operating leases – land and buildings	145,486	179,718
Operating leases – other	11,790	18,527
Auditor's remuneration (Charity only: £17,200 (2020: £16,870))	20,300	19,395
Governance costs	31,532	50,178

5 ANALYSIS OF EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES (continued)

ANALYSIS OF SUPPORT COSTS

GROUP AND CHARITY	2021	2020
	£	£
Staff costs	1,348,073	1,249,810
Office costs	405,781	429,897
Depreciation	133,285	99,310
VAT irrecoverable	123,175	115,581
Volunteer costs	449	5,187
Travel costs	1,500	33,540
Other costs	383,775	447,941
	2,396,038	2,381,266

Support costs, including governance costs, are allocated between activities on the basis set out on page 30.

In 2020, the expenditure on charitable activities was £6,766,829 of which £6,586,036 was unrestricted and £180,793 was restricted.

In 2020, the expenditure on raising funds was £3,186,630, all of which was unrestricted.

6 SOCIAL HEALTH AND WELLBEING

GROUP AND CHARITY	2021	2020
	£	£
One-off solutions	102,675	177,864
Islander travel	180	2,214
Wreaths	657	175
Other direct costs	382,989	343,140
	486,501	523,393
Administration costs	215,949	195,728
	702,450	719,121

All grant payments are made to individuals and no grant funding from third parties has been received in relation to them.

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

GROUP AND CHARITY	2021	2020
	£	£
Wages and salaries	4,243,105	4,405,509
Social security costs	358,754	378,295
Pension costs	341,902	353,922
	4,943,761	5,137,726

7 STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The number of employees whose emoluments amounted to over £60,000 in the year was as follows:

	2021 Number	2020 Number
£70,001 - £80,000	2	2
£90,001 - £100,000	1	1
£110,001 - £120,000	1	1

During the year, pension contributions of £32,256 (2020: £32,189) were paid in respect of the above employees to defined contribution pension schemes.

The key management personnel of the Group comprise those of the Charity and the key management personnel of its wholly owned subsidiary the Fire Fighters Trading Limited. The key management personnel of the trading company comprise its Directors and of the Charity, comprise the Trustees and the Strategic Leadership Team as detailed on page 2. The total employee benefits of the key management personnel of the Group and the Charity were £441,196 (2020: £442,064).

The Trustees were not paid or received any other benefits from employment with the Charity or its subsidiary in the year (2020: Nil). No travel, accommodation and subsistence expenses were reimbursed (2020: £6,345 to 8 Trustees).

A redundancy payment of £2,862 was paid to 1 employee (2020: £3,392 to 2 employees). No ex gratia payments were paid during the year (2020: Nil).

The average number of staff employed during the year was 190 (2020: 188).

Numbers employed, calculated on a full time equivalent basis, analysed by function were:

	2021 Number	2020 Number
Charitable activities:		
Physical Health	66	65
Mental Health	23	24
Social Health & Wellbeing	10	10
Costs of generating funds	20	19
Support	21	21
	140	139

8 PENSION COSTS

	2021 £'000	2020 £'000
AMOUNTS RECOGNISED IN THE BALANCE SHEETS		
Fair value of employer assets	1,815	1,476
Present value of funded liabilities	(1,372)	(1,147)
	443	329
RECONCILIATION OF DEFINED BENEFIT OBLIGATION		
Opening defined benefit obligation	1,147	1,529
Current service cost	9	13
Interest cost	26	36
Contributions by members	2	2
Changes in assumptions	242	(365)
Estimated benefits paid	(54)	(68)
Closing defined benefit obligation	1,372	1,147
RECONCILIATION OF FAIR VALUE OF EMPLOYER ASSETS		
Opening fair value of employer assets	1,476	1,524
Interest income	33	36
Contributions by members	2	2
Contributions by the employer	6	21
Return on assets excl. amounts included in net interest	352	(39)
Benefits paid	(54)	(68)
Closing fair value of employer assets	1,815	1,476

8 PENSION COSTS (continued)

THE MAJOR CATEGORIES OF PLAN ASSETS AS A PERCENTAGE OF TOTAL PLAN ASSETS	2021	2020
Equities	56%	47%
Bonds	31%	39%
Property	7%	8%
Cash	6%	6%
Total	100%	100%

PRINCIPAL ACTUARIAL ASSUMPTIONS	2021	2020
Pension increase rate	2.85%	1.9%
Salary increase rate	3.35%	2.3%
Discount rate	2.00%	2.3%

As at the date of the most recent valuation, the duration of the Employer's funded liabilities is 18 years.

MORTALITY
Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a. Based on these assumptions, the average future like expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	22.1 years	24.4 years
Future pensioners*	23.1 years	26.1 years

* Figures assume members aged 45 as at the last formal valuation date.

COMMUTATION
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

The Charity operates a defined contribution scheme for which the charge in the year was £346k (2020: £354k). £31k was unpaid at the year-end (2020: £33k).

9 TAXATION

There was no taxation charge for the period. Taxable profits are dependent on the extent to which subsidiary company profits are distributed to the Charity by way of Gift Aid.

10 FIXED ASSETS

GROUP AND CHARITY	Freehold property	Assets in the course of construction	Fixtures, fittings & equipment	Motor vehicles	Total
COST	£	£	£	£	£
At 1 April 2020	15,837,170	586,378	5,876,754	75,288	22,375,590
Additions	75,599	-	117,963		193,562
Transfers	564,875	(586,378)	21,503	-	-
Disposals	(125,000)	-	(1,390,657)	(17,568)	(1,533,225)
Reclassification to investments	(115,465)	-	-	-	(115,465)
At 31 March 2021	16,237,179	-	4,625,563	57,720	20,920,462
DEPRECIATION					
At 1 April 2020	3,267,506	-	4,110,279	63,997	7,441,782
Charge	294,532	-	326,364	2,657	623,553
Disposals	(32,499)	-	(1,351,122)	(17,568)	(1,401,189)
Reclassification to investments	(31,792)	-	-	-	(31,792)
At 31 March 2021	3,497,747	-	3,085,521	49,086	6,632,354
NET BOOK VALUE					
At 31 March 2021	12,739,432	-	1,540,042	8,634	14,288,108
At 31 March 2020	12,569,665	586,378	1,766,475	11,290	14,933,808

The net book value at 31 March 2021 represents fixed assets used for:

	Freehold property	Assets in the course of construction	Fixtures, fittings & equipment	Motor vehicles	Total
DIRECT CHARITABLE ACTIVITIES	£		£	£	£
Physical & Mental Health	11,723,716	-	1,359,420	8,634	13,091,770
Social Health & Wellbeing	998,929	-	28,752	-	1,027,681
	12,722,645	-	1,388,172	8,634	14,119,451
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	16,787	-	151,870	-	168,657
	12,739,432	-	1,540,042	8,634	14,288,108

10 FIXED ASSETS (continued)

The net book value at 31 March 2020 represents fixed assets used for:

	Freehold property £	Assets in the course of construction	Fixtures, fittings & equipment £	Motor vehicles £	Total £
DIRECT CHARITABLE ACTIVITIES					
Physical & Mental Health	11,360,677	564,875	1,503,603	11,290	13,440,445
Social Health & Wellbeing	1,191,748	-	34,212	-	1,225,960
	12,552,425	564,875	1,537,815	11,290	14,666,405
FUNDRAISING AND SUPPORT ACTIVITIES					
Head office & other assets	17,240	21,503	228,660	-	267,403
	12,569,665	586,378	1,766,475	11,290	14,933,808

11 FIXED ASSET INVESTMENTS

	GROUP AND CHARITY 2021 £	2020 £
Market value at 1 April 2020	12,565,229	14,885,336
Reclassification from fixed assets	83,673	-
	12,648,902	14,885,336
Disposal proceeds	-	(1,500,000)
Unrealised (loss)/gain on revaluation at 31 March 2021	3,253,502	(820,107)
Market value at 31 March 2021	15,902,404	12,565,229
Historical cost as at 31 March 2021	9,360,283	9,276,609

All investments are listed on recognised exchanges and no individual investment exceeds 5% of the total fund.

ANALYSIS OF INVESTMENTS	£	£
Unit trusts	14,152,404	10,990,229
Investment Property	1,750,000	1,575,000
Market value at 31 March 2021	15,902,404	12,565,229

12 INVESTMENTS IN GROUP COMPANIES

The Charity holds shares in two wholly owned subsidiary companies incorporated in England at a cost of £2 each. A summary of their activities and financial position is as follows:

	Turnover and other operating income	Net profit before tax	Net assets
	£	£	£
Fire Fighters Trading Limited (Sells Fire Fighters Charity branded goods and other similar merchandise as well as non-charitable trading activities held at the Charity's rehabilitation and recuperation centres.)	647,721	425,865	229,211
FSNBF Limited (Dormant)	-	-	2

13 STOCKS

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Goods for resale	59,837	-	72,969	-
Consumables	4,766	4,766	7,611	7,611
	64,603	4,766	80,580	7,611

14 DEBTORS

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Trade debtors	117,447	425	132,619	525
Other debtors	15,961	15,931	65,563	65,172
Prepayments & accrued income	1,077,874	1,071,974	1,164,277	1,154,489
Amounts owed by subsidiary undertakings	-	9,892	-	125,476
	1,211,282	1,098,222	1,362,459	1,345,662

15 CREDITORS – amounts falling due within one year

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Trade creditors	131,318	129,552	180,127	177,251
Other taxation & social security	125,865	96,908	147,565	98,738
Other creditors	92,970	92,837	54,371	52,907
Accruals and deferred income	94,390	74,602	106,115	79,375
	444,543	393,899	488,178	408,271

16 STATEMENT OF FUNDS – Year ended 31 March 2021

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities (a)	275,676	1,293,741	(1,270,652)	(118,000)	180,765
Unrestricted Funds:					
Designated Funds					
Fixed asset fund (b)	14,933,808	-	-	(645,700)	14,288,108
Reserves policy des'n (c)	12,565,229	-	-	1,969,753	14,534,982
Strategic plan des'n (e)	2,000,000	-	-	1,529,035	3,529,035
Total Designated Funds	29,499,037	-	-	2,853,088	32,352,125
General Funds					
Free reserves	816,678	6,978,617	(4,223,169)	(2,735,088)	837,038
Pension fund surplus/(deficit)	329,000	-	114,000	-	443,000
Total General Funds	1,145,678	6,978,617	(4,109,169)	(2,735,088)	1,280,038
Total Funds	30,920,391	8,272,358	(5,379,821)	-	33,812,928

CHARITY	Balance c/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities (a)	275,676	1,293,741	(1,270,652)	(118,000)	180,765
Unrestricted Funds:					
Designated Funds					
Fixed asset fund (b)	14,933,808	-	-	(645,700)	14,288,108
Reserves policy des'n (c)	12,565,229	-	-	1,878,722	14,443,951
Strategic plan des'n (e)	2,000,000	-	-	1,428,038	3,428,038
Total Designated Funds	29,499,037	-	-	2,661,060	32,160,097
General Funds					
Free reserves	688,466	6,656,162	(4,001,711)	(2,543,060)	799,857
Pension fund surplus/(deficit)	329,000	-	114,000	-	443,000
Total General Funds	1,017,466	6,656,162	(3,887,711)	(2,543,060)	1,242,857
Total Funds	30,792,179	7,949,903	(5,158,363)	-	33,583,719

16 STATEMENT OF FUNDS – Year ended 31 March 2020

GROUP	Balance b/fwd. £	Incoming resources £	Outgoing resources gains and losses £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities (a)	19,467	1,230,489	(180,793)	(793,487)	275,676
Unrestricted Funds:					
Designated Funds					
Fixed asset fund (b)	14,074,744	-	-	859,064	14,933,808
Reserves policy des'n (c)	14,885,336	-	-	(2,320,107)	12,565,229
Property designation (d)	349,686	-	-	(349,686)	-
Strategic plan des'n (e)	-	-	-	2,000,000	2,000,000
Total Designated Funds	29,309,766	-	-	189,271	29,499,037
General Funds					
Free reserves	2,073,388	8,739,847	(10,600,773)	604,216	816,678
Pension fund surplus/(deficit)	(5,000)	-	334,000	-	329,000
Total General Funds	2,068,388	8,739,847	(10,266,773)	604,216	1,145,678
Total Funds	31,397,621	9,970,336	(10,447,566)	-	30,920,391

CHARITY	Restated Balance b/fwd. £	Incoming resources £	Outgoing resources £	Transfers £	Balance c/fwd. £
Restricted Funds					
Charitable activities (a)	19,467	1,230,489	(180,793)	(793,487)	275,676
Unrestricted Funds:					
Designated Funds					
Fixed asset fund (b)	14,074,744	-	-	859,064	14,933,808
Reserves policy des'n (c)	14,885,336	-	-	(2,320,107)	12,565,229
Property designation (d)	349,686	-	-	(349,686)	-
Strategic plan des'n (e)	-	-	-	2,000,000	2,000,000
Total Designated Funds	29,309,766	-	-	189,271	29,499,037
General Funds					
Free reserves	1,891,161	8,224,429	(10,031,340)	604,216	688,466
Pension fund surplus/(deficit)	(5,000)	-	334,000	-	329,000
Total General Funds	1,886,161	8,224,429	(9,697,340)	604,216	1,017,466
Total Funds	31,215,394	9,454,918	(9,878,133)	-	30,792,179

STATEMENT OF FUNDS (continued)

(a) This fund represents other gifts and grants that are to be spent in line with the wishes of the donors, the restrictions on which may include supporting beneficiaries from a defined geographical area or the purchase of equipment. The amounts expensed on capital items are transferred to the fixed asset fund. The intention is to spend these funds within the next 12 months.
(b) Fixed asset fund represents the net book value of fixed assets. Transfers represent fixed asset activity in other funds held.
(c) The Reserves Policy designated fund reflects the Board's requirement to hold in reserve the minimum of either 12 months' expenditure or the value of investments held to support the income target for the year ahead.
(d) The property designated fund was fully utilised in 2019-20.
(e) The Board has designated a further £2m in 2020-21 to support expected future losses linked to the Strategic Plan. The operating loss for the year has been set against this fund.

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2021

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2021 Total £
Tangible Fixed Assets	-	14,288,108	-	14,288,108
Fixed Asset Investments	-	15,902,404	-	15,902,404
Net Current Assets	180,765	2,161,613	837,038	3,179,416
Long term assets (includes pension asset)	-	-	443,000	443,000
Net Assets	180,765	32,352,125	1,280,038	33,812,928

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2021 Total £
Tangible Fixed Assets	-	14,288,108	-	14,288,108
Fixed Asset Investments	-	15,902,404	4	15,902,408
Net Current Assets	180,765	1,969,585	799,853	2,950,203
Long term assets (includes pension asset)	-	-	443,000	443,000
Net Assets	180,765	32,160,097	1,242,857	33,583,719

17 ANALYSIS OF NET ASSETS BY FUND – As at 31 March 2020

GROUP	Restricted Funds £	Designated Funds £	General Funds £	2020 Total £
Tangible Fixed Assets	-	14,933,808	-	14,933,808
Fixed Asset Investments	-	12,565,229	-	12,565,229
Net Current Assets	275,676	2,000,000	816,678	3,092,354
Long term liabilities (includes pension liability)	-	-	329,000	329,000
Net Assets	275,676	29,499,037	1,145,678	30,920,391

CHARITY	Restricted Funds £	Designated Funds £	General Funds £	2020 Total £
Tangible Fixed Assets	-	14,933,808	-	14,933,808
Fixed Asset Investments	-	12,565,229	4	12,565,233
Net Current Assets	275,676	2,000,000	688,462	2,964,138
Long term liabilities (includes pension liability)	-	-	329,000	329,000
Net Assets	275,676	29,499,037	1,017,466	30,792,179

18 DEFERRED INCOME

	As at 1 April 2020 £	Released in the Year £	Deferred in the Year £	As at 31 March 2021 £
Donations	598	(598)	-	-
Hotel Ledger	23,615	(23,615)	12,376	12,376
Lottery	31,755	(31,755)	34,299	34,299
Total	55,968	(55,698)	46,675	46,675

Donations deferred income relates to income overpaid in the current accounting period to be set off in the following financial year. The previous year deferred income was released in 2020-21.

Hotel Ledger deferred income relates to rental accommodation paid for in advance, which will be released when the rental occurs.

Lottery deferred income relates to payments made in advance of future lottery draws, which will be released when those draws occur.

19 COMMITMENTS – GROUP AND CHARITY

	As at 31 March 2021 £	As at 31 March 2020 £
OPERATING LEASES – LAND AND BUILDINGS		
At 31 March 2021 the Group was committed to total payments in respect of operating leases which expire:		
After more than five years	-	-
Between two and five years	42,790	77,022
Within 12 months	102,696	102,696
OPERATING LEASES – OTHER		
Between two and five years	5,053	11,790
Within 12 months	6,737	6,737

20 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Net income /(expenditure)	2,782,537	2,681,540	(803,230)	(749,215)
Losses/(gains) on investments	(3,253,502)	(3,253,502)	820,107	820,107
Dividends from investments	(355,619)	(355,619)	(356,477)	(356,477)
Interest received	(3,971)	(3,526)	(3,840)	(3,245)
Gift Aid payment from subsidiary	-	(324,868)	-	(876,132)
Movement in defined benefit pension	(4,000)	(4,000)	(8,000)	(8,000)
	(834,555)	(1,259,975)	(351,440)	(1,172,962)
Depreciation	623,553	623,553	617,973	617,973
Decrease/(increase) in stocks	15,977	2,845	30,743	1,883
Decrease/(increase) in debtors	151,177	247,440	304,994	217,958
(Decrease)/increase in creditors	(43,635)	(14,372)	(129,240)	(111,209)
Loss/(profit) on the sale of fixed assets	129,186	129,186	(7,950)	(7,950)
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	41,703	(271,323)	465,080	(454,307)

21 ANALYSIS OF CHANGES IN NET CASH

GROUP	1 April 2020 £	Cash flows £	31 March 2021 £
Cash at bank and in hand	2,137,493	210,581	2,348,074
	2,137,493	210,581	2,348,074

CHARITY	1 April 2020 £	Cash flows £	31 March 2021 £
Cash at bank and in hand	2,019,136	221,978	2,241,114
	2,019,136	221,978	2,241,114

22 CAPITAL COMMITMENTS

At 31 March 2021 the Charity had capital commitments totalling £14,169. The amount outstanding at 31 March 2020 was £173,009.

23 RELATED PARTY TRANSACTIONS

The Charity has taken advantage of the exemption in Financial Reporting Standard 102 from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared.

Donations totalling £281 have been received from 4 trustees (2020: £614 - 7 trustees).