



Conquering the storm

The Fore's Impact: 2022/23

September 2023

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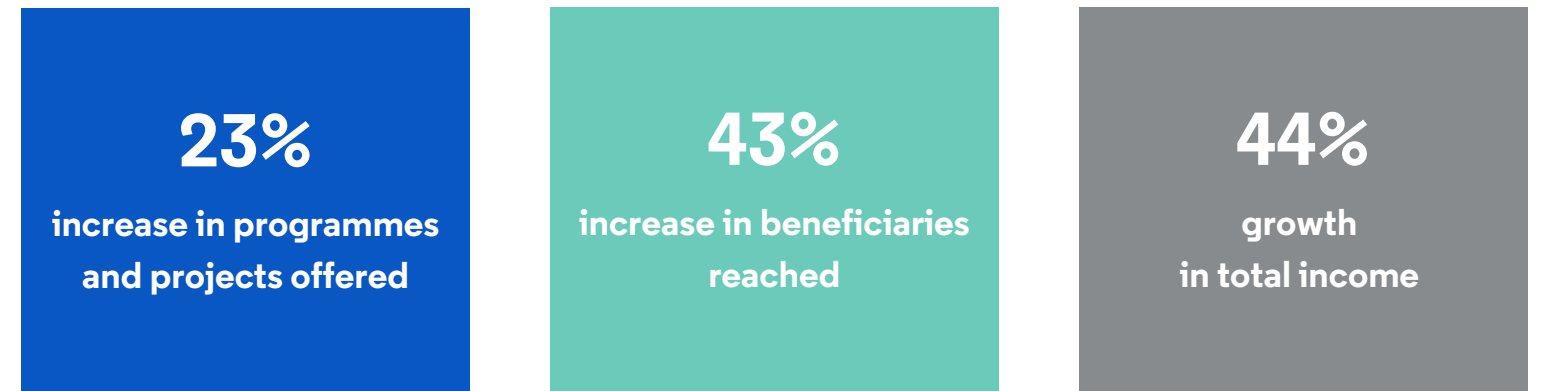
Welcome to our impact report

The Fore turbo-charges exceptional small charities and social enterprises transforming lives and society. We do this by providing a wraparound package of unrestricted, multi-year grant-funding (up to £30,000), training, skilled volunteers, peer-to-peer networks and impact measurement support. We source the funding and skills the charities need from businesses, foundations and individuals who want to back high-impact, high-potential small charities.

This impact report provides:

- an overview of support provided in the 2022/23 financial year ([page 2](#)), and a summary of the non-financial support we have provided ([page 3](#))
- data on diversity, equity and inclusion for our 2022/23 funded charities ([page 5](#))
- a year of growth: key stats from the 91 charities who took part in our monitoring and evaluation between Summer 2022 and Spring 2023 ([page 6](#))
- insights from the frontline: a snapshot of what our charities are saying ([page 8](#))
- an overview of how our charities perform against their peers ([page 12](#))

Key findings from our charities in 2022/23



Percentages represent the median increases

While this has been a difficult year for the sector, our charities have overwhelmingly risen to the challenge. They have worked hard to keep pace with growing demand for their services and sought to sharpen their focus on increasing financial sustainability and resilience. We salute their determination and success!

Overview of support | 2022/23

Grant funding

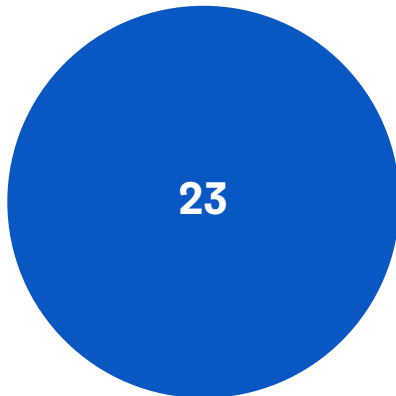


34 grants awarded

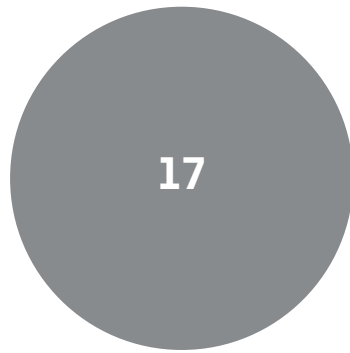


£1.01 million distributed

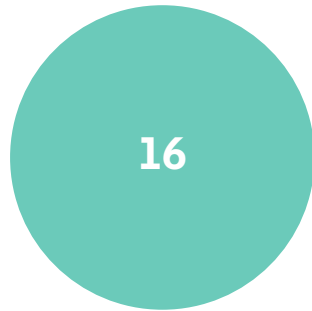
Key themes of charities funded*



Social equity
and inclusion



Mental health
and well-being



Youth opportunity



Sustainability

*charities funded work across multiple themes

Geographic distribution
of charities funded



Non-financial support



65 matches between charities
and skilled volunteers



46 training workshops



3,672 hours of skills training and
impact courses delivered

Non-financial support

Pro-bono support

Giving grantees access to external expertise can often catalyse change in a charity in a way that a grant alone cannot. The Fore leverages the often-untapped resources of the corporate sector to provide highly skilled support to charities on a pro-bono basis. Combined with our grant this enables us to maximise the transformational impact our funding can produce. In the 2022/23 financial year, we made 65 matches between our charities and our skilled volunteers. Our volunteers come from a range of our business partners, including UBS, BlackRock, and C. Hoare & Co, as well as our wider pro-bono network.

We will continue to cultivate relationships with new volunteers with a range of skills. In response to demand, we will particularly welcome volunteers with business development and marketing expertise.

“Stephen our volunteer has been tremendous...his input has been incredibly valuable to us as an organisation as we move forward in our strategic development” – Jessica Ortiz, Young Urban Arts Fund

Impact management

In the current funding climate it is more important than ever that charities can demonstrate the difference they are making. We therefore offer all the charities we fund free places on specialist impact courses tailored to their needs. These courses help them develop effective impact measurement approaches so they can fully convey the impact they have on the lives of their beneficiaries. This puts them in a better position to leverage further funds from other grant givers, fostering resilience and sustainability.

In the 2022/23 financial year we delivered 11 impact measurement courses. Feedback has been overwhelmingly positive.

“The impact course was really useful and has helped us to become stronger at bid writing. It made us think about the different approaches that can be used to demonstrate our effectiveness to funders” – Tracy Sheppard, TalkFIRST



Case study: Safe Soulmates – a winning formula of unrestricted grant and non-financial support

Safe Soulmates aims to end loneliness for adults with additional needs. Their membership-based service provides social events, chaperoning for friendship/date matches, and guidance on building safe and healthy relationships. Safe Soulmates had ambitious plans to grow their reach.

Using grant funding from The Fore, they employed a Volunteer Coordinator to put their plans into practice. They were able to increase their volunteer pool from 10 to over 40, enabling them to reach more beneficiaries than ever (increasing their membership from just over 120 to 210). This allowed the leadership team to spend less time on direct delivery and more time on business development and income diversification.

The leadership team wanted to explore whether they could translate their expertise into a licensable format, to share with others for a fee. However, they soon realised they needed legal support to truly realise the potential of this idea. The Fore has linked them up with a lawyer from within our pro-bono skills network of 2,000+ strong skilled professionals. They are now looking at developing the model further which also has the potential to provide additional income streams.



Dress for Success Scotland

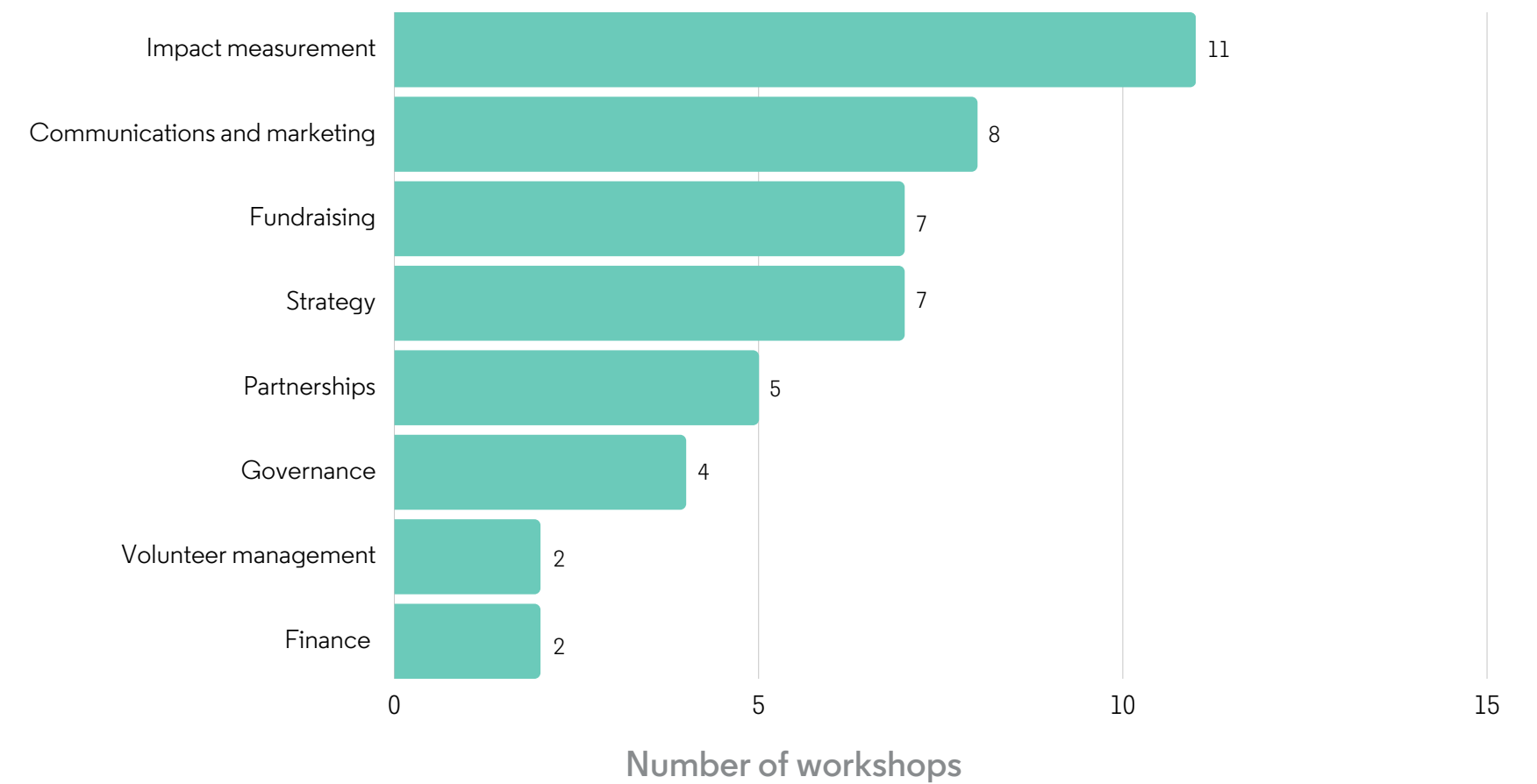
Training workshops

At The Fore we offer a comprehensive programme of training and skills development workshops at a subsidised rate to current and former grantees, as well as to other interested charities. These workshops support charities to become stronger and more resilient.



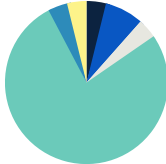
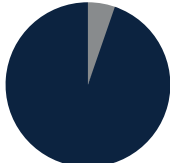






In the 2022/23 financial year we delivered 46 training workshops, covering a range of themes, including fundraising and marketing.

“The workshops are really accessible and are very good quality. They were really helpful for our organisation and pitched at just the right level” – Jane Rich, Cambridge Community Arts

Workshop topics



Diversity, equity and inclusion

Leadership	The Fore 2022/23 grantees	Sector average*
Women	 69%	 63%
Black, Asian or Minority Ethnicity	 19%	 7%
LGBTQIA+	 19%	 11%
Disabled	 15%	 20%
Paid fees for school education	 8%	 15%

*Source: ACEVO Pay and Equalities Survey 2022

We ask a member of the senior leadership team from our grant funded charities and social enterprises to fill out a diversity, equity and inclusion survey. 26 of the 34 charities and social enterprises we awarded grant funding to in the 2022/23 financial year completed the survey.

We are committed to promoting justice, diversity, equity, and inclusion in all aspects of our work. We know this will always be a work in progress – that’s why we continue to monitor and evaluate everything we do. We will continue to learn and develop.





Shine A Light Childhood Cancer Support

A year of growth: findings from our monitoring and evaluation | Summer 2022–Spring 2023



43%
increase in
beneficiaries reached
(552,413 additional)



195
additional locations
operated in



23%
increase in programmes/
projects offered
(785 additional)



27%
increase in volunteers
(1,227 additional)



24%
increase
in staff time



44%
growth in total income
54% growth in restricted income | 53% growth in unrestricted income

We monitor the progress of our charities through annual check-in calls rather than requiring time-consuming written reports. We spoke to 91 charities from Summer 2022 to Spring 2023. Changes are from last year to this year. Percentages represent median increases.

Progress against targets

At The Fore we want the success of our funding to be entirely aligned with our charities’ broader success as organisations.

Charities in receipt of funding from us set themselves, in collaboration with the consultants that support them through the due-diligence process, bespoke targets or KPIs to achieve during each year they receive funding. These targets are a mix of organisational development goals and hard outcomes that capture the intended transformational impact of The Fore’s funding.

During the pandemic and its aftermath, our charities needed to flex and pivot to meet the immediate needs of their beneficiaries and to survive. We therefore suspended scoring as it would have been unhelpful and potentially de-moralising. During the Summer and Autumn 2022 monitoring and evaluation check-in calls we continued to discuss general progress but from Spring 2023 we felt it was reasonable to begin scoring again.

We are deeply impressed that even in the current climate our charities are still achieving such high scores. It is testament to their leadership and dedication to their missions.



*Compared to an average score of 80% in 2020



Case study: Cambridge Community Arts – tech as a catalyst for growth
Score against targets: 93%

Cambridge Community Arts helps to build connections and confidence for adults with mental and/or physical health conditions. They run art courses in a range of subjects including music, visual arts, photography, and creative writing. The creative learning garnered from these courses enables beneficiaries to achieve and believe in themselves. Results are impressive, with 75% of beneficiaries noting their mental health improved.

Cambridge Community Arts had ambitions to grow their offering to more beneficiaries. However, they recognised that they were being held back by fragmented information storage systems which was burning up considerable staff time and reducing their capacity to expand.

Using grant funding from The Fore, they have implemented a streamlined new centralised data system (Salesforce). The results have been transformational, enabling the organisation to scale up. The new database is already leading to a fundamental shift in organisational efficiency (scoring 80% against the relevant target). New-found staff time is allowing them to focus on increasing the courses on offer and to expand to more beneficiaries across wider geographies (scoring 100% against the relevant target). In the last year, they have ‘never delivered so much’, working with 362 beneficiaries in the academic year (that hadn’t yet ended), in contrast to 300 beneficiaries in the previous full academic year. Seeing the transformative impact of their new system, they now plan to utilise it to strengthen their fundraising capacity to increase financial resilience.

Insights from the frontline: a snapshot of what our charities are saying



Amma Birth Companions

Meeting a tsunami of need

The perfect storm of the legacy of social and mental health issues from the pandemic, combined with the cost of living crisis, has meant that most of our charities are being met with a staggering and unprecedented demand for their services on the ground.

As our key statistics show, our charities have worked incredibly hard to meet this demand, supporting more people than ever. This has been partly through embracing and building partnerships. However, this has not been matched evenly by more funding and resources, putting intense pressure on staff and volunteers. This has also meant that some charities have had to put up barriers to their services, including creating waiting lists and prioritising certain beneficiaries. This has been a difficult pill to swallow for some of our charities.

Embracing tech to save time, enhance services and generate income

Despite much criticism for the lack of tech in use in small charities before Covid, our charities are embracing digital to reduce admin time and allow staff to focus on delivery and strategy. This includes setting up (or planning to set up) CRM systems like Salesforce. Some have recognised the value of CRMs to increase income through enabling a more targeted approach to fundraising. One charity noted a 23% increase in regular donors. CRM systems are also helping our grantees to better and more efficiently demonstrate their impact to existing and prospective funders.

Hybrid programme delivery remains for some

Charities were forced to find new ways of working during the pandemic. Many have gone back to in-person delivery, with one citing this was essential as their young beneficiaries were bored of Zoom. However, some (partly due to beneficiary characteristics) have continued with a hybrid delivery model (either some services being offered entirely in person or online, or a mixture of the two).

Staffing and trustees: growth, churn and demand for marketing and fundraising expertise

Our key statistics show that our charities, on average, have successfully grown their teams to try to meet demand. Contract and employment types vary, with a mix of, for example, employed staff (often part time), freelancers and contractors, with at least one charity utilising an apprentice. This mix helps manage uncertainty around future funding and delivery. Recruitment and retention has been a challenge, with charities finding it difficult to attract interest in roles and others leaving before they have fully embedded.

Recruitment for delivery roles has been most common. Many charities also recruited for marketing roles to boost their profile for prospective beneficiaries and funders. Many charities without marketing support want to change this and many have plans to recruit fundraisers to foster stability.

A similar churn trend was observed with trustees for some charities. Some charities secured trustees with marketing, fundraising, finance and legal experience and others plan to do so.

Volunteers: handle with care to maximise impact

Volunteers are critical for both service and operational delivery for many, and their importance will only grow as demand continues to rise. Our key statistics show that our charities have increased their volunteer numbers. However, some have had more success than others, with many reporting that post Covid it is becoming more difficult to find skilled and enthusiastic volunteers. And when recruited, they are becoming more difficult to retain.

Our charities are mindful of the importance of directing resources to stronger volunteer management and coordination. Implementing (or planning) more rigorous recruitment and induction processes and providing more ongoing training to boost volunteer skills and confidence all help increase volunteer retention and engagement. However, many charities do not have the time to do this.



Case study: Chapter One – harnessing the power of marketing to foster expansion **Score against targets: 90%**

Chapter One transforms children's futures with one-to-one reading support. They do this through a unique online platform that pairs remote volunteers from corporates with children. The programme is proven to improve the literacy outcomes and reading enjoyment of children from disadvantaged backgrounds. 95% of teachers said the volunteer reading support was beneficial or very beneficial for their pupils.

Prior to receiving grant funding from The Fore, Chapter One already supported 1,000 children. However, they are ambitious and hope to reach at least 4,000 children by 2024. They felt that they could not scale up to this level by organic growth alone and determined that recruiting new corporate partners, which provide both funding and volunteers, would enable them to realise their ambitions.

They have been using grant funding from The Fore to bring in marketing support. They have been able to, for example, develop strategies for targeted marketing to existing and prospective corporate partners, and run digital marketing campaigns to help generate new corporate partners (scoring 100% against the relevant targets). This marketing work is helping to recruit new corporate partners allowing them to scale up to reach many more beneficiaries (scoring 80% against the relevant target). By the end of this year, they are on track to support 2,300 children. Their income also increased substantially in the last year, from £457,377 to £691,553.

Our charities feel that the flexibility afforded during the pandemic has gone and that it is getting harder to secure grant funding. Charities are having to apply to more funders with vastly different requirements. Funders are also asking for greater evaluation reporting.



Split Banana

Catch 22: restrictive grants and securing financial sustainability/income diversification

While our key statistics show that our charities have grown both their restricted and unrestricted income, improving financial resilience continues to be a challenge. The grant funding landscape has become more challenging.

Our charities are disappointed by the rapidly shifting priorities of many funders. For example, a number of our Black led charities noted that following events in 2020, more funding became available to them. However, they now report that much of this funding has dried up.

Much grant funding has returned to being restricted and project based. This leaves charities with very little resource for vital core staff activities, let alone having the time to develop business and income strategies that could help them become more self-sustaining. Charities are caught in a catch 22: they do not have the time and resource to diversify income streams and transform, and therefore remain largely reliant on restrictive grants.

Despite this, more charities with the potential for income diversification have the desire to do this central in their minds. Many plan to focus more on building their income sources and corporate partnerships in the next year. Charities hope to do this by freeing up capacity of existing senior team members, seeking out suitably experienced trustees and prioritising the recruitment of fundraisers. Those that had more success in income diversification were those that were able to properly resource it. These charities have been able to diversify their income streams in interesting ways. For example, a number have been delivering paid-for workshops and training, and another hosts paid-for team building days for corporates.

Even when a charity is not heavily grant reliant, they are often vulnerable because they are reliant on donations or a few core partnerships. We are seeing these organisations seek unrestricted grant funding to provide the capacity to bolster their income streams.

Case study: A Fairer Chance CIC – bolstering existing income streams to aid financial sustainability

Score against targets: 100%

A Fairer Chance CIC provides ex-offenders with intensive support to place them into sustainable employment with large employers. 80% of beneficiaries sustain their employment one year after release, compared with the national average of 17%.

A Fairer Chance was experiencing growing demand for its services. They had a number of big businesses keen to partner but stretched capacity within the core staff team meant they couldn't help. Turning away such opportunities was not only preventing them from growing their reach but also from strengthening their income streams.

A Fairer Chance have used grant funding from The Fore to address this problem. They have employed a Case Manager to focus on delivery and this has freed the CEO and Head of Operations to focus on business development. This new-found capacity enabled them to maximise and build new corporate partnerships (scoring 100% against the relevant target). The organisation has expanded its reach, doubling the number of beneficiaries supported into work (scoring 100% against the relevant target). And they have also been able to work towards improving profitability by negotiating improved commercial terms on contract renewals (scoring 100% against the relevant target).

Not only has The Fore's unrestrictive funding boosted capacity, it has been a catalyst to enhance organisational resilience. They are in a stronger place, bolstering their income streams and reach. We have also introduced them to a senior strategic advisor to help them as they become more confident in charging for their services.



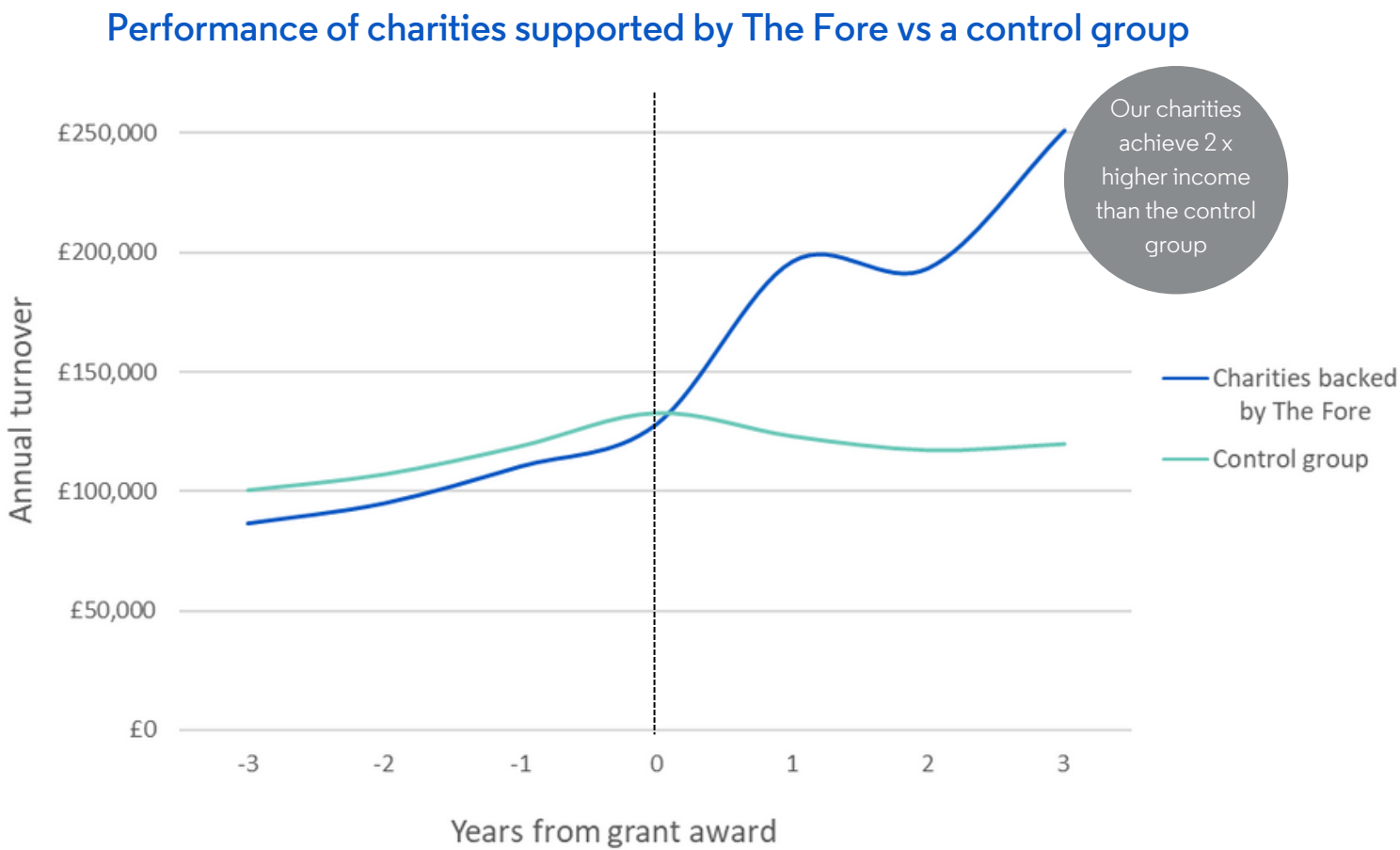
Hope Counselling Dundee

Benchmarking the performance of our charities against their peers

In March 2023 we published An Approach That Works. This report benchmarked the performance of our charities awarded grants over the first three years of our funding programme (2017–2019) against a control group of comparably sized charities that we have not funded.

This research was an update of our industry leading 2019 study of our pilot charities and continues to demonstrate the effectiveness of our approach. The charities we fund outperform those that we have not supported.

Our charities' median income is two times higher than the median income of the control group, three years post-grant.



Case study: Cody Dock – funded in 2019, where are they now?

Cody Dock is a thriving creative, community hub and oasis of nature on the River Lea in Newham. Thanks to Cody Dock’s environmental efforts, the waterway is a vital habitat, and wild species are returning to the waters in droves.

Six years ago things were very different. The river was shut off to the public and had a reputation for being one of the most polluted in the UK. In 2017 founder and CEO of Cody Dock, Simon Myers, organised hundreds of volunteers in a clean-up operation worth £2 million. His aim was to rehabilitate a large swathe of post-industrial land along the river for community use, conservation and creative industries.

By 2019, despite success with raising project funding, gaining planning permission and a myriad of sustainable funding opportunities ready to be developed, the organisation was struggling to unlock unrestricted funding and “was running on fumes”. A £30,000 grant from The Fore covered Simon’s salary for a year, enabling him to give up his day job and start the delivery of his ‘five-year masterplan’ for the site.

Cody Dock now houses a range of social enterprises, ground-breaking social prescribing projects and wildlife has been returned to the waterways in one of the most deprived boroughs in London. 6000 volunteers are engaged with the site and the charity has grown to a turnover of £618,000. Simon noted, “If we hadn’t got The Fore grant, I’m not sure we would be here today.”



Inspiring determination: What this all means for us and the wider funding sector

While it has been a challenging period, we continue to be inspired by the determination of our charities. They have navigated shifting sands, coped with huge demand, and remain committed to securing their stability. However, from everything we hear, this snapshot sadly presents the best picture of the sector as many are not faring so well.

Our offer of unrestricted funding and wraparound pro-bono support is crucial to the success of our charities in fostering transformation and resilience. We are repeatedly told that many of the positive strides highlighted here were only possible because of the holistic nature of what we offer.

Our commitment to unrestricted funding has never been stronger. The power it has to help charities invest in their future is clear. We commit to further championing its benefits.

It is also evident that our charities get great value from the training, expertise and peer-to-peer networking we offer through our wraparound support. In the coming year we will further tailor our non-financial support to help address the challenges our charities are facing and pledge to keep learning what they need through ongoing conversations.

We are aware that sustainability is a less commonly occurring theme amongst those we have funded, despite the need for funding in this area. We are therefore exploring the possibility of a sustainability specific fund to enable more innovative and ambitious grass roots solutions to the climate crisis.

While we are pleased that The Fore is making strides in supporting a sector under strain, we are a drop in the ocean and we can't do it alone. We hope more will join us.

Appendix: Our funded charities | Summer 2022–Summer 2023 Summer 2023*

Organisation name	Amount funded	Location	Key themes
Support and Grow North East	£30,000	North East	Mental health and well-being; Social equity and inclusion
CommunityTechAid	£30,000	London	Social equity and inclusion; Youth opportunity
Happy Smiles Training CIC	£30,000	North West	Social equity and inclusion; Youth opportunity
Raising Futures Kenya	£30,000	Outside the UK	Mental health and well-being; Youth opportunity; Social equity and inclusion
Kingfisher Preschool (Kingsand)	£30,000	South West	Social equity and inclusion; Youth opportunity
All Ears MHA CIC	£30,000	North West	Mental health and well-being; Social equity and inclusion; Youth opportunity
Escapeline	£30,000	South West	Mental health and well-being; Social equity and inclusion; Youth opportunity
Mandem Meetup	£30,000	North West	Mental health and well-being; Social equity and inclusion
Southwark Black Parents Forum	£30,000	London	Mental health and well-being; Social equity and inclusion; Youth Opportunity
Stitches in Time	£27,500	London	Mental health and well-being; Social equity and inclusion; Sustainability
Battling On CIC	£30,000	South West	Mental health and well-being; Social equity and inclusion; Sustainability

* Due to only receiving funding in August 2023, data for our Summer 2023 charities does not feature in this report. This will be captured in our 2023/24 impact report.

Spring 2023

Organisation name	Amount funded	Location	Key themes
Youth Leads	£30,000	North West	Youth opportunity
LMK: Let Me Know	£30,000	London	Mental health and well-being; Youth opportunity
Split Banana	£30,000	Throughout England	Mental health and well-being; Youth opportunity
Grow Cardiff	£30,000	Wales	Sustainability; Youth opportunity
Ms Independent Careers	£30,000	London	Social equity and inclusion
Dress for Success Scotland Limited	£30,000	Scotland	Social equity and inclusion
Sisterhood School	£30,000	London	Social equity and inclusion; Youth opportunity
Grace Enterprises Nottingham Limited	£30,000	East Midlands	Social equity and inclusion
CRIPtic Arts	£30,000	Throughout the UK	Social equity and inclusion
Build Up Foundation	£30,000	London	Sustainability; Youth opportunity

Autumn 2022

Organisation name	Amount funded	Location	Key themes
Stable Lives	£28,000	North West	Mental health and well-being; Youth opportunity
Goods for Good (Global)	£30,000	Throughout the UK	Social equity and inclusion; Sustainability
Essex Respite & Care Association	£30,000	East of England	Mental health and well-being; Social equity and inclusion
Shine a Light Childhood Cancer Support	£30,000	West Midlands	Mental health and well-being; Social equity and inclusion; Youth opportunity
Mission Remission	£30,000	Throughout the UK	Mental health and well-being; Social equity and inclusion
Trauma Treatment International	£29,800	Throughout the UK	Mental health and well-being; Social equity and inclusion
Conversation Over Borders	£30,000	South East	Mental health and well-being; Social equity and inclusion
Concrete Jungle Foundation	£30,000	Outside the UK	Social equity and inclusion; Youth opportunity
Carefree	£30,000	Throughout the UK	Mental health and well-being
StreetlightUK	£30,000	London	Mental health and well-being; Social equity and inclusion
Lyra	£30,000	Scotland	Social equity and inclusion; Youth opportunity
Manchester Refugee Support Network	£30,000	North West	Mental health and well-being
Just Psychology CIC	£30,000	North West	Mental health and well-being; Social equity and inclusion; Youth opportunity
The Recruitment Junction	£30,000	North East	Social equity and inclusion
Fowler's Syndrome UK	£30,000	Throughout the UK	Mental health and well-being

Summer 2022

Organisation name	Amount funded	Location	Key themes
Refuge4Pets	£30,000	South West	Mental health and well-being
Curious School of the Wild CIC	£30,000	South West	Social equity and inclusion; Sustainability; Youth opportunity
OYA (Organisation of Young Africans)	£30,000	London	Mental health and well-being; Social equity and inclusion; Youth opportunity
Family Compass	£21,800	South West	Mental health and well-being; Youth Opportunity
Skilz Academy	£30,000	Scotland	Mental health and well-being; Social equity and inclusion; Youth opportunity
Ersilia Open Source Initiative	£30,000	Outside the UK	Social equity and inclusion
The Association of Accessible Employers CIC	£30,000	Throughout the UK	Social equity and inclusion
Glasgow Artists' Moving Image Studios	£30,000	Scotland	Social equity and inclusion; Youth opportunity
Inspiring Women Network CIC	£30,000	South West	Social equity and inclusion

With thanks

The Fore is a registered charity (No. 1204122). We work in partnership with a range of businesses, foundations and individuals to source the funding and skills we offer to the inspiring charities we work with.

We would like to thank our partners who have enabled us to support the charities mentioned in this report. Alongside those who wish to remain anonymous, these include:

- UBS
- BlackRock
- C. Hoare & Co.
- The Bulldog Trust
- Rothschild & Co
- National Lottery Community Fund
- Moody's
- PIMCO
- Postcode Local Trust
- Garfield Weston
- Brand Advance
- The Lovington Foundation
- LCM Family
- Aeonian Foundation
- The Tye Foundation
- The Helvellyn Foundation
- Four Acre Trust
- Lightbulb Trust
- LCCP Foundation
- LGT Wealth Management
- Netherby Trust
- The Hadley Trust
- February Foundation
- Michael and Sarah Spencer Foundation
- Imagine Foundation
- Steve and Heather Tudge
- Power to Change
- AOK Trust
- EQ Investors
- Charlie Jacobs
- London Borough of Havering
- James Findlay
- Inthallo
- The Netherby Trust
- Lord Jim O'Neill
- The Mumme-Ackford Charitable Trust
- Bridget and Justin Barton
- The Lyon Family Charitable Trust
- Henry Oldfield Charitable Trust
- Mike Orsborn
- Anthea Daunton

Please contact partnerships@thefore.org if you interested in getting involved.

