Role Description: Trustee

The Fore is recruiting new trustees to join the board. The Fore’s mission is to turbo-charge 1,000 exceptional small charities and social enterprises in the next five years.

About The Fore

The UK faces immense and complex challenges – inequality, poor mental and physical health, injustice, climate change – that top-down interventions are not able to address alone. The answers to many of these problems are already out there – thousands of innovative local charities have scalable solutions that could create change. But barriers to funding\(^1\) and skills stop the best small charities from making the impact society needs.

The Fore’s mission is to turbo-charge exceptional small charities that are transforming lives and society. We select the highest potential small charities and social enterprises. We source the funding and skills these small charities need and we provide them with a wraparound package of support. Since 2017 we have distributed £9 million in funding and 13,000 hours of skilled support to over 500 of the UK’s best small charities\(^2\). Data shows that what we do works\(^3\) – on average our charities double their income in three years and 51% of the charities we backed in our pilot are now national – but there are thousands more small charities out there that need our help.

Trustee role and specification

Our trustees play a vital role in making sure that The Fore achieves its mission, has a clear strategy and exceptional standards of governance.

We are looking for trustees who are able to:

- demonstrate an interest and commitment to the work, values and vision of The Fore;
- understand and enforce the legal duties, responsibilities and liabilities of trusteeship;
- devote the necessary time to the role.

We are particularly looking for experience and expertise in the following areas:

- Start-up and scaling for-profit or non-profit organisations
- Financial planning and control / Risk management
- Data analysis and insight
- Experience of small charity operations
- Influencing/lobbying/communications

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\(^1\) Sector finances - Financials | UK Civil Society Almanac 2023
\(^2\) Impact & Results - The Fore
\(^3\) Benchmarking Report 2023 (thefore.org)
Key tasks
- Participate in quarterly board meetings
- Support the executive team in achieving their objectives
- Sign off The Fore’s annual financial accounts
- Provide advice to the Chief Executive and other board members according to your expertise

The UK Charity Commission summary of key trustee responsibilities can be read [here](#).

**Terms of appointment**

**Terms**
- Trustees can serve a maximum of three three-year terms.
- The Fore’s trustees volunteer their services to the charity. In some cases, expenses related to travel or work carried out on behalf of The Fore can be reimbursed.
- The Fore holds insurance at appropriate levels for trustee indemnity and employer’s liability.

**Time commitment**
- Board meetings take place four times a year and last for three hours on average. They usually take place at The Fore’s offices in Vauxhall, with dial-in option available. Papers are circulated beforehand for Trustees to consult in advance.
- Trustees offer ad hoc help and support in line with their role/background/skills through working groups or direct to the Chief Executive/The Fore team.

**How to apply**

Please submit:
- A covering letter which outlines why you are interested in being a Trustee and how you think your particular strengths or skills would benefit The Fore.
- A CV.

Please email your application to [alexandra@thefore.org](mailto:alexandra@thefore.org)

Deadline for applications: 5pm on Wednesday 31 January 2024.

If you have any questions or would like to be put in touch with an existing Trustee for a chance to discuss the role further, please contact Alex Edwards ([alexandra@thefore.org](mailto:alexandra@thefore.org)).
Case study: Sal’s Shoes

Sal’s Shoes provides preloved shoes to children in need in the UK and worldwide. From a small seed in 2013, grew a mighty oak, with Sal’s having distributed 2.5 million pairs of shoes by 2021. While Sal’s had successfully kept pace with growing demand, the volunteer-led organisation knew it needed greater capacity to continue to grow and develop.

Using funding from The Fore, the founder CJ Bowry, then operating in a volunteer capacity, was able to leave her existing job in 2021 and devote herself full time as CEO. This provided the crucial capacity to focus on making the organisation more sustainable, via bolstering income streams to meet growing core costs, and planning for ongoing growth.

Having a full-time CEO has enabled a step change. In the past year Sal’s distributed over 1 million pairs of shoes internationally (vs. a planned 500,000) and over 75,000 in the UK (vs. a planned 50,000). This growth was matched in their income.

While financial success is undoubtably down to the determination of the leader, CJ believes it would not have been possible without tapping into The Fore’s pro-bono network. We introduced her to finance expert Mark Tantum, a former Vice Chair at Deloitte, to help lay the foundations for rapid income growth and two years later he now Chairs the charity!