

# >FEEDBACK

## EXECUTIVE DIRECTOR APPLICATION PACK





## A MESSAGE FROM THE BOARD AND CO-FOUNDER OF FEEDBACK

Dear Candidate,

Thank you for your interest in the post of Executive Director of Feedback.

Over the past several years, Feedback and its formidable team have catalysed nothing less than a global movement. Starting with nothing more than a band of dedicated volunteers and incontrovertible truths to back us up, Feedback has pushed the issue of food waste from a non-entity to a global priority, with industry, government, international institutions and civic society now rallying round this eminently solvable global problem. Looking back at what our tiny team has achieved makes us proud. But we like to think that the work has only just begun.

The new Executive Director of Feedback will galvanise and extend the measurable impact we have had on the issue of food waste. They will also lead the organisation into new territories, creatively building on our expertise and international reputation, taking our celebratory style of combat to the very roots of the food system's critical problems.

A system that leaves nearly one billion hungry and two billion overfed must be challenged. A system that destroys the world's remaining wild spaces and the species that have evolved alongside us must be reformed. Instead, food production and agriculture can become one of humanity's most potent tools in solving many of our biggest problems: climate change, malnutrition, habitat loss, inequality and injustice. With food we can build communities and with communities we can rebuild our food system.

Executive Director of Feedback is one of the most exciting roles in the environmental sector right now. It has clear challenges for a leader to transform the organisation and its campaigns for even greater impact. And it offers fun and adventure in the leadership role of a creative organisation that reinvents ways to engage and inspire people to take action and to use their power to reform the broken food system and pressure companies and governments to change their policies and practice.

We have taken food waste into the wider environmental agenda – an entry point for people and institutions to begin a journey into what is really necessary to reform the food system so that it stops leaving close to a billion hungry and two billion overfed whilst being the single biggest negative impact on the planet through deforestation, carbon emissions, species extinction and exhaustion of water supplies.

We want Feedback to make a very significant contribution, working with allies around the world, to move the food system ever faster towards it becoming one of humanity's key tools in solving these global environmental problems.

We are seeking an individual who has the right combination of skills, experience and energy to lead Feedback as we head into our next phase on this mission. You can read all about that in the job description.

As we progress a new strategic framework and ambitious plans for the coming years, we are looking for a dynamic leader to come in and help shape this ambition and to lead on ensuring we achieve our goals.

You will be supported by co-founder Tristram Stuart, an effective and well-networked Board of Trustees, and an amazingly talented and committed team of staff. You will also be supported through a robust and strategically planned handover process involving the incumbent Managing Director and co-founder of Feedback, Niki Charalampopoulou, whose personal investment in Feedback has made the organisation into the strong, renowned organisation it is today, and who remains a committed supporter and friend of the organisation.

If you think this role is for you, and would like to know more and chat informally then please do not hesitate to contact Quinton Seemann on 020 8123 3326.

Kind regards,

The Board of Trustees, Feedback

A handwritten signature in black ink, appearing to read 'Tristram Stuart', written in a cursive style.

Tristram Stuart, Founder, Feedback

# ABOUT FEEDBACK

Feedback is an environmental organisation that campaigns to end food waste and challenge the entrenched power in the global food system. We are a small, dynamic, dedicated and values-driven organisation, punching well above our weight.

We catalyse action on eliminating food waste globally, working with governments, local authorities, international institutions, businesses, NGOs, grassroots organisations and the public to change society's attitude toward wasting food.

We are unique in combining high-profile, innovative and inspiring public campaigning with hard-hitting research and expert advice on food waste reduction, which we communicate to decision-makers across government, business and the third sector.

We specialise in shining a light on the hidden causes of waste across the food supply chain. We work to raise the profile of existing initiatives that offer the solutions to food waste. Where solutions do not currently exist, we catalyse the creation of new organisations and projects to implement them.

We believe that tackling food waste is a massive and immediate opportunity to reduce the environmental impact and improve the social value of our food system. Food waste campaigning also offers a unique and accessible platform from which to communicate the wider issues of food sustainability to the public.

Feedback's campaigning currently operates under five banners:

**FEEDING THE 5,000**, our flagship campaigning event, held in many cities around the world, where we work with local partners to serve up a delicious communal feast for at least 5,000 people, made out of surplus food that would otherwise have been wasted. We drive change through bringing together a coalition of organisations that offer the solutions to food waste, raising the issue up the political agenda and inspiring new local initiatives against food waste.

**GLEANNING NETWORK**, which coordinates volunteers, farmers and food redistribution charities to salvage

the thousands of tonnes of fresh fruit and vegetables that are wasted on farms every year across the UK and Europe, and direct this fresh, nutritious food to people in need. Alongside this, we put pressure on food companies to tackle the problem of farm-level waste at its root by exposing what is going on.

**THE PIG IDEA**, our campaign to encourage the use of food waste that cannot be used for human consumption to feed livestock as the next best option. We aim to encourage more food businesses to send legally permissible food waste to animal feed, and to lift legal bans in the EU and US on feeding food waste, including catering waste or swill, to pigs and chickens.

**STOP DUMPING**, investigating, exposing and championing solutions to large-scale food waste in the supply chain, particularly in developing countries, due to over-strict cosmetic standards, last-minute cancellation of orders, and other unfair trading practices by supermarkets.

**FOOD SURPLUS ENTREPRENEURS NETWORK**, which enables collaboration between food waste entrepreneurs building solutions to food waste, providing visibility to their innovations and empowering citizens to take action.

We also provide expert advice and support to policy processes and numerous enquirers – businesses, NGOs, local authorities, policy-makers and others.

Feedback is the charity (registered charity number 1155064) that governs these campaigns, with each area of work led by experienced campaigners and project managers. This work runs alongside our wider and extensive work influencing public attitudes and the policies of both government and business on food waste. Our recent achievements are detailed in our *Social Impact Report*: <http://feedbackglobal.org/wp-content/uploads/2015/12/Feedback-Social-Impact-Report.pdf>

Feedback is expected to raise c. £1 million income in the financial year to 31 October 2016 – supported by funders ranging from the Big Lottery (via the Our Bright Future programme), to the Rockefeller Foundation, and individual donations.

# BACKGROUND TO THE EXECUTIVE DIRECTOR ROLE

Feedback was founded by the leading food waste campaigner and author of *Waste: Uncovering the Global Food Scandal* (Penguin, 2009) Tristram Stuart, working in partnership with policy specialist and environmental campaigner Niki Charalampopoulou. Since the establishment of the charity, Tristram has continued to play a full-time unpaid advisory, fundraising and advocacy role, while Niki has focused on the establishment of the charity as an effective organisation with a committed trustee board, alongside fundraising and extensive advocacy activities, most recently in the role as Executive Director.

Over the past 5 years, the team has grown from a handful of dedicated staff and volunteers, to an award-winning team of 22 staff and thousands of volunteers, attracting enthusiastic support and engagement from social entrepreneurs, policy-makers and funders in the UK and internationally.

Having established Feedback as a highly effective organisation, Niki is now moving on to pastures new, and will remain involved with Feedback's important work, for example in an advisory capacity.

Feedback is seeking to appoint a new Executive Director to act as the strategic and administrative lead for the organisation; oversee successful achievement of our commitments under current funded projects; undertake policy and advocacy activities; maintain and develop important stakeholder and funder relationships; and be responsible for implementing our strategy for growth in effectiveness and impact – all within the strategic and accountability frameworks laid down by the board of trustees.

This is an exciting time for Feedback, with momentum building on an issue of global importance. We look forward to welcoming an Executive Director who can take a lead role in making our vision a reality.

Additional note: This post is offered on a 4 or 5 days per week basis (0.8 or 1.0 full-time equivalent). Feedback's staff are all currently employed part-time, supporting a culture of flexible and part-time working. Unusually, we are offering this Executive Director role with a full-time option, aware that this is a leadership role with significant responsibilities, and we would welcome applications from suitably experienced candidates who may prefer either a 4 or 5 day working week.

# JOB DESCRIPTION

<b>JOB TITLE</b>	Feedback Executive Director
<b>REPORTS TO</b>	Board / Chair
<b>LINE MANAGEMENT</b>	5 direct and 17 indirect
<b>CONTRACT</b>	Permanent position after successful completion of a 6-month probationary period
<b>HOURS</b>	This post is offered on a 4 or 5 days per week basis (0.8 or 1.0 full-time equivalent), in line with Feedback's commitment to supporting flexible and part-time working. Standard working hours are 10.00 to 18.00.
<b>LOCATION</b>	London, E8
<b>SALARY AND BENEFITS</b>	In the range £50,000 to £55,000 (pro rata if on a part-time basis) + benefits (pension scheme)
<b>ANNUAL LEAVE ENTITLEMENT</b>	25 days per year (pro rata if on a part-time basis), plus public holidays
<b>TRAVEL</b>	Travel in the UK and overseas, probably more than 30 days per year, is likely

---

## RESPONSIBILITIES

### LEADERSHIP AND STRATEGY

- With the Board of Trustees, develop Feedback's long-term strategic framework within the objectives, vision, and mission of the charity.
- Lead the development and implementation of the rolling three-year business plan and associated strategies, including reviewing progress against the plan and the setting of annual plans and delivery of appropriate targets.
- Take a lead role in creating and developing funder relationships.
- Ensure that the organisation remains responsive to the changing food waste landscape and new opportunities that arise to enable the charity to achieve its goals.

### ORGANISATION MANAGEMENT

- Provide line management for the senior management team, including the lead staff for operations, fundraising, finance, programmes and communications.
- Ensure that projects are well managed in line with funder requirements and good practice, working with Feedback's Head of Programmes. Also drive the development of new work based on what we have learned and Feedback's evolving insights and expertise.
- Take overall responsibility for ensuring compliance with all relevant legislation including, but not limited to, employment law, charity law, company law, and health and safety legislation.

- Identify appropriate methods for monitoring the performance of the charity and to report back to the trustees on the performance of the charity against its strategic, business, operational and annual plans, and against the annual budget as approved by the board.
- Ensure that the recruitment, management, training and development of staff are directed towards achieving the charity's objectives and reflect employment best practice, working with the Operations Director.
- Develop and maintain an excellent working environment that attracts, retains and motivates high quality staff and volunteers, in line with the values of Feedback.
- Develop an organisation that is constantly seeking ways to learn and to improve its performance.
- Ensure that the charity is aware of best practice and that it constantly works to achieve this within the constraints laid down by the trustees and resources available.

## GOVERNANCE

- Enable the board of trustees to fulfill its duties and responsibilities for the proper governance of the charity by providing timely advice and appropriate information.
- Work closely with the board to ensure that the board has on it the skills it requires to govern the charity well, and that the board has access to relevant external professional advice and expertise.
- Ensure that all members of the board receive appropriate induction, advice, information and training (individual and collective) to get the best thinking and involvement of each member.
- Ensure that the staff understand and support the governance role of the board.

## FINANCE AND RISK

- Be responsible for the overall financial health of the charity.
- Ensure that appropriate financial and auditing systems are in place in order to guard the assets of the charity, to run the charity efficiently and effectively, and to monitor and control all financial and other assets, working with Feedback's Finance Director.
- Oversee and monitor appropriate financial reporting systems, providing appropriate and timely information to the Board to perform effective financial governance of the organisation.
- Oversee and monitor an effective programme of income generation, working with Feedback's project staff and management team, Fundraising Director, external partners and others.
- Ensure that the major risks to which the charity is exposed have been reviewed and systems have been established to mitigate these risks.

## PARTNERSHIP WORKING, POLICY AND EXTERNAL RELATIONS

- Represent the organisation at international, national and regional events and conferences and in NGO networks. Ensure that the organisation's campaigns are integrated with wider developments on food waste and food sustainability in the business and policy arenas.
- Engage with NGOs, grassroots groups, and policy, corporate and other stakeholders in the UK and internationally to ensure the effective delivery of Feedback's campaigns.
- Act as a spokesperson for Feedback for international, national and regional media and other communication opportunities, as required.
- Review the external environment for changes that may affect the charity and its objectives, to advise the trustees accordingly and to take necessary action.

- Keep abreast of the latest developments in the food waste sector, including research, government policy, local authority initiatives, guidance, new services and methodologies, and legislation and business strategies that relate to food waste issues, in consultation with relevant stakeholders and sector experts, including Feedback's emerging Advisory Network.
- Contribute to guidance and consultancy on food waste strategies for governments, local authorities, international organisations, businesses and food waste management services run commercially or by local authorities, communities and non-governmental organisations.

## **REPORTING AND LINE MANAGEMENT RESPONSIBILITIES**

- The post holder reports to the Board of Trustees.
- The post holder will have line management responsibility for all staff who are members of the Senior Management Team.

# PERSON SPECIFICATION

## ESSENTIAL

## DESIRABLE

### QUALIFICATIONS

- Educated to degree level or equivalent, preferably in a subject relevant to Feedback
- Postgraduate degree or relevant qualification, preferably in a subject relevant to Feedback

### EXPERIENCE

- Significant senior management level experience
- Experience of being responsible for leading and developing an organisation, and/or large department/division, including legal and financial responsibilities
- Proven track record of successful organisational strategy development
- Experienced line manager at a senior level
- Experience of successful fundraising or income generation
- Executive Director experience, or equivalent
- Demonstrable experience of management of change and growth
- Experience of successful business development
- Experience of working successfully in partnership with other organisations
- Experience of running successful campaigns for environmental or social change

### SKILLS, KNOWLEDGE AND ABILITIES

- Excellent interpersonal and leadership skills
- Excellent communication skills, and the ability to adapt communications for diverse technical, policy and public audiences
- Ability to think strategically and to communicate the strategic vision to staff and external stakeholders
- Ability to develop, maintain and harness strong networks to achieve the aims of the organisation
- Skills, ability and enthusiasm to fundraise for the organisation
- Experience of maintaining and developing excellent funder relationships
- Ability to lead, support and motivate staff and supervise senior management staff, cultivating a positive, enabling, supportive and values-focused working environment
- Ability to understand and manage complex finances, preferably in the not-for-profit sector
- Knowledge of the food waste/food & farming/environmental sectors
- Understanding of the voluntary and community sector in the UK and internationally and the issues it faces
- Established contacts with, and familiarity with, relevant key players (e.g. in food waste policy and practice and/or beyond)
- Experience of working with international funders, particularly in the UK, Europe and US
- Business focused

## PERSONAL ATTRIBUTES

### ESSENTIAL

- Commitment to the mission, values and specific charitable objectives of Feedback
- Decisive
- Proactive, with dynamism and energy
- Willingness to travel, nationally and internationally

### DESIRABLE

- Willingness to work some unsociable/evening/weekend hours if necessary
- 

## CLOSING DATE

4th November 2016, 9am. First-round interviews are planned for mid-November 2016.

## APPLICATION PROCESS

To apply please forward your cover letter and CV to Quinton Seemann at [quinton@feedbackglobal.org](mailto:quinton@feedbackglobal.org)

## CONTACT FOR FURTHER INFORMATION

If you have any additional questions please contact [quinton@feedbackglobal.org](mailto:quinton@feedbackglobal.org) or phone 020 8123 3326.