

# FEEDBACK

## TRUSTEES Recruitment Pack

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**FEED  
BACK**

61 MARE STREET  
LONDON  
E8 4RG

+44 (0)20 3051 8633

HELLO@FEEDBACKGLOBAL.ORG  
WWW.FEEDBACKGLOBAL.ORG

REGISTERED CHARITY N<sup>o</sup>. 1155064



## Introduction

We appreciate your interest in joining the Board of Trustees of Feedback.

This application pack gives an overview of the organisation, the role and the application process.

Feedback was founded in 2009, and in 2013 was established as a charity. The Board of Trustees introduced then has overseen Feedback's development as an organisation and a programme that has helped make food waste the massive issue it is in society today.

Feedback is at an exciting time in its development. With a new Executive Director, Carina Millstone appointed in early 2017, we set a new Strategic Framework and Three-Year Plan to 2020 and have been expanding our work and impact.

We are looking to strengthen our Board by the addition of at least 4-5 new trustees by the end of November 2019.

In particular we are looking for expertise in the following areas:

- knowledge of/thought leadership in the food sector;
- fundraising, including institutional fundraising;
- legal;
- media, communications and marketing;
- advocacy and public policy development, and;
- campaigning strategy.

If one or more of these areas applies to you, then great. If not so much, but you think your profile means you have something else to offer by being on our Board, we would also like to hear from you.

If you are or have been a charity trustee we welcome that experience. If you have not, we are very open to having the right person join a Board for the first time.

We are looking for people who can bring passion, experience, knowledge and insight as we set out anew on addressing the challenges our food system creates for the natural world we rely on: to help us bring practical and engaging solutions to move the food system from its current unsustainability so that existing food fit for human consumption first and foremost reaches human mouths; so that food waste is repurposed as animal and fish feed; so that diets are shifted to be less environmentally destructive; and so more food waste is prevented from occurring by tackling overproduction and over purchase and over consumption to reduce the size of the our present out of control food system.

We have a good gender balance on the Feedback Board, but like a lot of environmental charities we don't have the diverse backgrounds on our governing body we really should. We want to change that.

We are pleased that you have an interest in joining the Board of Feedback. Please read on to find out more about our work and what we are looking for in our trustees.

If you would like an informal discussion about any aspect of the role and / or the organisation, please don't hesitate to get in touch through the Feedback office and either me or our Executive Director, Carina Millstone, will be pleased to speak with you.

*Glen Tarman, Chair of Trustees, Global Feedback*

## Strategic goals

We know that our food system can be transformed to enable the natural environment to flourish, our planet to regenerate and for people to have healthy, nutritious food to eat. For Feedback to play its full part in this vision being realised, our programmes are now developed to deliver the following goals:

1. National governments and supranational institutions adopt frameworks that support a food system with sustainable resource and nutrient flows.
2. The large corporations of the food industry significantly reduce the environmental impact of their products throughout their whole lifecycle.
3. A new vibrant food economy has emerged, in which citizens and diverse groups engage in innovative activities that support sustainable resource and nutrient flows and build resilient communities.
4. Feedback is a highly effective and influential organisation.

## Our Work to Date

While millions still suffer from malnutrition or go hungry, one third of all edible food – enough to feed billions of people – is wasted each year. Cutting waste out of the global food system is the most achievable way to immediately reduce the environmental impact of food production and an obvious first step toward shifting to a sustainable alternative – this is what we've been working on since Feedback was founded ten years ago.

We have propelled the food waste scandal out of the shadows and into the spotlight. We have worked with governments, NGOs, suppliers, retailers, media and the public to catalyse action on eliminating food waste globally. We are distinct amongst our fellow environmental non-profit peers in engaging in the full suite of activities required for positive social change: movement building, campaigns, and incubation of new models.

Feedback elevated food waste from a relative non-issue a decade or so ago to one now recognised globally as an urgent priority. Business, policy-makers and consumers now have food waste high on their agenda. With that fundamental success, the world of addressing food waste has exploded into action and we welcome the many new actors becoming involved.

As these signals emerged, Feedback moved to the next phase of its development: going beyond just eliminating food waste to addressing how food is controlled by corporations that prioritise profit over protecting the environment or feeding people healthy food.

## **PERFORMANCE AND ACHIEVEMENTS: EIGHT IMPACTS OF FEEDBACK'S WORK IN 2017/18**

### **1. SECURING SIGNIFICANT VICTORIES IN THE PREVENTION OF FOOD WASTE BY SUPERMARKETS**

In the period of our last annual report, we secured our most significant victories on food waste prevention amongst UK businesses with the publication of our ranking of supermarkets according to their food waste prevention efforts. *The Supermarket Scorecard* was widely covered in the media and led to new relationships with supermarkets we had not yet engaged with. Early in 2018, Tesco publicly

committed to halving food waste in its supply chain telling us that *'Feedback's guidance and advice was instrumental'* in this commitment. Following Tesco's lead, in October 2018, WRAP announced that 89 UK food businesses have pledged to publish their food waste data and reduce their food waste by 50% across their supply chain by 2030 – with the aim that all the UK's 250 largest food businesses do so by 2026. This is a first worldwide and can be directly traced to WRAP and Feedback working in tandem.

## **2. CHANGING THE MINDS OF SCEPTICS AND DETRACTORS ON FEEDING FOOD WASTE TO PIGS THROUGH AN IRREFUTABLE FOOD SAFETY, ECONOMIC AND PUBLIC CASE FOR SUPPORT**

2017/2018 saw the development and dissemination of our case for The Pig Idea – that pigs be fed surplus food no longer fit for human consumption – which reached many new audiences, including the public, consumers, policymakers, farmers, businesses and animal health specialists. Our case took the form of an academic study for EU policy-makers on the findings of a multidisciplinary panel of experts we convened at Wageningen University and the publication of *Feeding Surplus Food To Pigs Safely*, a report directed at UK policy-makers. The Pig Idea featured on BBC Countryfile and The Times covered the story with an article entitled: *'It's safe to feed food waste to Pigs – and they'll even eat pork'*. Despite previous reluctance to engage with Feedback, we are now meeting with the European Former Foodstuff Processors Association and long-time sceptics, the National Pig Association (NPA), stated in response to our report: *'The NPA would not be completely opposed to centrally managed and tightly controlled food waste treatment plants'*.

## **3. GETTING LEGISLATORS AND REGULATORS TO ADDRESS THE STRUCTURAL CAUSES TO FARM-LEVEL FOOD WASTE**

In October 2018, following many years of Feedback advocacy with civil society coalition partners, European Commissioner for Agriculture and Rural Development Phil Hogan announced his intention to introduce legislation to tackle unfair trading practices. Feedback was the only group in the coalition that had evidenced the link between unfair trading practices and food waste generation. The final directive, passed in January 2019, was amended to include non-EU suppliers, a core Feedback ask, thus minimising the potential for the environmental and economic costs of food waste to be pushed onto non-EU suppliers. We are the only member of the EU Platform on Food Waste and Losses calling for the inclusion of harvest-ready food waste in the EU's food waste measurement methodology. Feedback is also the only group raising the issue of farm-level food waste in the UK.

## **4. INFLUENCING UK GOVERNMENT AND CIVIL SOCIETY ALLIES TO ADOPT FEEDBACK POSITIONS ON FOOD, FARMING AND THE CIRCULAR ECONOMY**

In the run-up to Brexit, we ensured our views on food, farming and the circular economy were taken on board in advocacy by our civil society allies, the Greener UK coalition, The Climate Coalition and Sustain.

We took part in key consultation processes, including on the Health and Harmony Strategy and the Resources and Waste Strategy. We also commented on the Agriculture Bill and responded to consultations on Better Regulation and the Competition and Markets Authority, as well as Labour's agricultural policy. Many of our suggestions on food waste were reflected in the government's approach to post-Brexit agricultural policy. The Agriculture Bill includes a provision for the Secretary of State to make data collection mandatory on processes including 'minimising waste arising from activities connected with agri-food supply chains'.

The Strategy included a commitment to review 'Best before' dates on fresh produce, as advocated by Feedback. Tesco also reviewed its policy on 'Best before' date labels on fresh produce after consulting

with Feedback. In 2019 we have turned our attention to waste prevention and the elimination of perverse incentives that make anaerobic digestion commercially viable.

#### **5. RE-IMAGINING GLEANING AS A BROAD, INCLUSIVE CULTURAL PRACTICE**

In 2017/18 we worked with 76 farmers and more than 1,0000 volunteers to salvage more than 110,000kg of food from farms, orchards and market gardens and then redistributed this to a very wide range of charities, community groups, homeless shelters and foodbanks. It was turned into hot food by community kitchens and went to vulnerable people who are often struggling to feed themselves nutritious food. We are proud to have diversified our gleaning and food preparation volunteers, working with marginalised and diverse groups in Sussex and Kent, such as A Band of Brothers, a group working with young offenders. This increase in the diversity of participants in gleaning is part of the process by which we are mainstreaming gleaning as a cultural practice. At EU level, we presented policy-makers with recommendations to enable the upscaling of gleaning and ensured gleaning features in the EU's guidelines on food donations.

#### **6. CREATING PUBLIC AWARENESS FOR FUTURE REGULATION ON FOOD PRODUCTION TRANSPARENCY**

In December 2017, we launched our new Total Bull campaign, our first campaign on food systems issues beyond food waste, which instigated our emerging portfolio of work on industrial meat and dairy. The campaign highlighted the issue of misleading labels, in particular the use of 'fake farms' labels on supermarket meat, such as Tesco's rebranding of Tesco Value pork products as 'Woodside Farms'. Total Bull was our biggest social media hit to date, with the campaign video gathering close to 170,000 views.

Through our support to a farmer considering legal action against Tesco for the use of the 'Woodside Farm' name, the campaign also received significant and sustained media coverage in both broadsheets and tabloids. It also helped ensure transparency and labelling were on the agenda for UK legislators, with the Agriculture Bill including powers to regulate marketing practices such as 'presentation, labelling and packaging'. We will be furthering our work on labelling next year around farmed fish.

#### **7. NURTURING THE NEXT GENERATION OF FOOD SYSTEM ACTIVISTS THROUGH 'SOFT CAMPAIGNING' EVENTS AND WORKSHOPS**

As part of our ambitions to shift national culture away from defining people as food consumers towards one where we are 'food citizens', Feedback developed several activities to reach young people. This included events for university students at Bristol University and the University of the West of England as well as our structured work experience programme for students from local schools in Hackney. We also delivered workshops for young people as part of the National Citizenship Service Programme. We engaged with over 500 young people close to 70% reported they felt inspired to make changes in their own lives, such as cutting down on food waste, eating less meat or joining local environmental projects. We will be building on this portfolio of work with our new food citizenship project.

#### **8. SEEDING PUBLIC AND CROSS-SECTORAL SUPPORT ON THE CASE FOR RE-REGIONALISING FOOD ECONOMIES**

In 2017/18 we launched our new programme to understand the potential for regional food economies for climate mitigation and community resilience. We are piloting this work in the North West, where we have built a diverse network of regional partners from academia, business, local authorities, waste management authorities, NHS Trusts and civil society in Stockport, Blackburn, Liverpool, Manchester, Preston, Wigan, Lancaster and Wythenshawe. We have advocated for the role of public procurement in driving circular, regional food economies at events for local authority staff, healthcare professionals, and will be developing this work further next financial year. We are also advocating for the inclusion of a

sustainable circular food system through our participation in the Sustainable Production and Consumption working group of the Greater Manchester Five Year Environmental Plan.

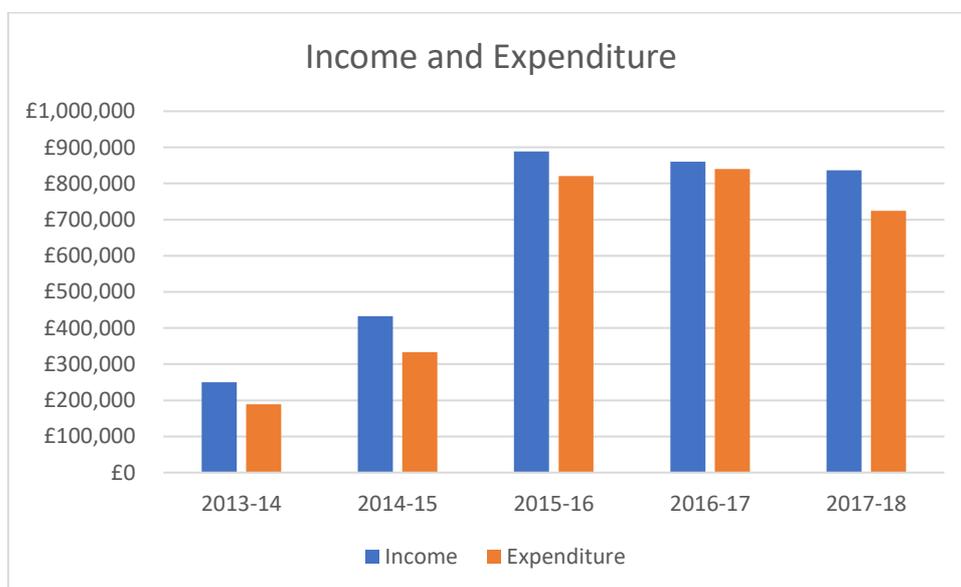
Feedback's Annual Report and Financial Statement for the year ending October

<https://feedbackglobal.org/wp-content/uploads/2019/05/GlobalFeedbackReport-Apr19-LowRes.pdf>

For activities and news in 2019, see the Feedback website [www.feedbackglobal.org](http://www.feedbackglobal.org).

## Financial Overview

After three years of rapid growth, the last two financial years have been a time for consolidation and regrouping. We have streamlined our back office functions and are now looking to build on our solid foundation and increase income as we expand into new areas of work.



## Governance

The Board of Trustees is responsible for the overall governance and strategic direction of the charity, developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines. Specifically, the Board is responsible for:

- Ensuring that the charity and its representatives function within the legal and regulatory framework of the sector and in line with the organisations' governing document, continually striving for best practice in governance.
- Upholding the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the charity
- Determining the overall direction and development of the charity through good governance and clear strategic planning.

The Board currently comprises six trustees, including the Chair and the Treasurer. Our aim is to increase this number to ten or eleven people with complementary skills and expertise in line with the organisation's evolving governance needs.

The Board currently meets quarterly on a weekday from 1:30-5:30pm.

## **Trustee - Role Description**

### **Main Duties**

- Ensuring the charity complies with legislative and regulatory requirements, and acts within the confines of its governing document and in furtherance to organisational activities contained therein.
- Acting in the best interest of the charity, beneficiaries and future beneficiaries at all times.
- Promoting and developing the charity in order for it to grow and maintain its relevance to society.
- Maintaining sound financial management of the charity's resources, ensuring expenditure is in line with the organisations' objects, and investment activities meet accepted standards and policies.
- Interviewing, appointing and monitoring the work and activities of the senior paid staff if necessary.
- Ensuring the effective and efficient administration of the charity and its resources, acting as a counter-signatory on charity cheques and any applications for funds if necessary
- Maintaining absolute confidentiality about all sensitive/confidential information received in the course of trustee's responsibilities to the charity.

### **Accountable to**

- Funders, beneficiaries, the Charity Commission, and Companies House.

### **Time commitment**

- Attendance at quarterly meetings (held in central London on a weekday from 1:30 – 5:30pm)
- Ad hoc advice and support to senior staff and Board members, usually via email.
- Term for all Trustees is 3 years, with the option of re-election by mutual agreement for one further term.

## **Person specification**

- A commitment to the organisation and fixing our broken food system
- A willingness to devote the necessary time and effort
- Integrity
- Strategic vision
- Good, independent judgment
- An ability to think creatively
- A willingness to speak their mind
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Good interpersonal skills and the ability to work effectively as a member of a team

## The recruitment process

We welcome expressions of interest - including a brief statement about why you'd like to be considered and how you meet the requirements of being a trustee. Please send this with your CV to our Operations Director: Claudia Rawlinson, [Claudia@feedbackglobal.org](mailto:Claudia@feedbackglobal.org).

If you would like to know more about any aspect of the role, depending upon the nature of your enquiry, please email Claudia as above, in the first instance, to request a phone call.

Our recruitment will be a rolling process, however we do anticipate two rounds, one before the main summer holiday period and one in the autumn. Whilst ad hoc arrangements can also be made, we would encourage interested individuals to submit an expression of interest and CV by 18 July for the first round and by 20 September to be considered in the second round.

Process:

1. Expression of interest received.
2. Candidates of interest will be approached for a short telephone conversation with a trustee.
3. Shortlisted applicants will be invited to meet with the Chair and/or another trustee as well as the Executive Director.
4. If both parties wish to proceed, the applicant will be invited to attend a Board meeting as an observer.
5. If both parties still wish to proceed, appointment will be confirmed at the next Board meeting.

## Further reading

For further background you may find the Feedback Model useful, see here:

<https://feedbackglobal.org/building-better-food-system/>

