FEEDBACK

Chair of the Board of Trustees Recruitment Pack

Introduction

We appreciate your interest in the Chair of 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 now is in society. Today we are known for tackling issues like food access, justice, and the environmental impact of food production and for piloting alternative models for a fair and sustainable food system for all.

Feedback is at an exciting time in its development. We are looking for someone who can bring passion, experience, knowledge and insight as we continue to help further our mission of a food system that regenerates the natural world while sustaining people on a fair basis.

We have a good gender balance on the Feedback Board, but like a lot of environmental charities we don’t have the diverse backgrounds of race and disability 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 with Claudia at claudia@feedbackglobal.org who will arrange a telephone call with our Executive Director, Carina Millstone, who will be pleased to speak with you.

Here are the profiles for current staff and trustees of Feedback.

A message from our outgoing Chair

The Chair role at Feedback is an incredibly rewarding one offering the opportunity to work alongside a team of highly committed, experienced trustees as well as the management and wider staff team to
advance our vision of a world where human activity regenerates the living planet and sustains people on a fair basis.

Of course, the role is more than chairing Board meetings but facilitating and leading the trustees through deliberation and to decision is at the heart of it. Beyond the core functional responsibilities, as Chair you will have some space to act as an ambassador for Feedback to external stakeholders, and the chance to see and learn from our cutting-edge policy development and programmes in action.

Feedback is in good health, we have a strategic framework for the years ahead and an organisation with a clear internal change agenda to build on what we have done to date to be an effective change-making environmental charity. Yet there is much to shape for future success in challenging contexts. Being the next Feedback Chair is a leadership position that is key to unlocking the potential in a very collective effort.

I was recruited as Chair in early 2016. Having introduced fixed terms for trustees, my time is now up in the spring of 2022. I will not be part of the selection process, but I would be pleased to speak with strong candidates that would value a conversation to understand the reality of the role.

Should you be interested and feel you are qualified, I encourage you to apply. Should your application be taken forward, I encourage you to ask the questions you may still have as the process moves forward. I look forward to a handover of this very special role with the successful candidate in due course.

Glen Tarman
Chair, Feedback

A brief summary of Feedback’s aims and activities

Feedback is an environmental charity working to reduce the impact humans have on the planet and regenerate nature by transforming the food system. We occupy a distinct, national niche with our work as the only UK environmental campaigning charity working specifically on food systems issues. We have established a strong reputation as both an expert voice and as a practical actor; we are an independent voice regularly called upon by businesses, governments and civil society across the UK to provide evidence and advice on issues like nutrition-sensitive land use, industrial animal farming (including aquaculture), food waste, and regional food economies. We are sector leaders, highly regarded for our hard-hitting investigative research, innovative campaigns, participatory events, and track record of bringing about changes to policy and business practices through a mix of movement building, campaigns, and piloting alternative food system approaches.
Our work tackles root causes as well as symptoms to transform our current unsustainable, linear food system to a fair, circular, resilient model supportive of human and planetary health and climate stabilisation. Specific outcomes that we aim to effect from our ambitious strategy (launched in 2021), which has been backed by 3 years’ unrestricted funding from the Esmée Fairbairn Foundation, include:

1. replacing destructive, unhealthy diets with delicious, nutritious foods that reduce climate change, make space for nature and reduce the risk of future pandemics;
2. ending the era of the global food corporation and fostering resilient, equitable and regional food economies; and
3. empowering passive food consumers to be active food citizens, enabling an inclusive, just, people-powered transformation of the food system.

We are delivering these goals through the following strategies:

- Consolidating and deepening our existing campaigns and activities arranged with an external change agenda around these three strategic goals
- Expanding some of our work and campaigns geographically, setting up a permanent base and legal entity in the EU, in the Netherlands, for work on meat reduction in the first instance; working with partners, including joint fundraising for work in the USA and further afield, focused in the first instance on our meat and finance work.
- Building our movement by taking a leadership role on anti-racism in the progressive food and farming sectors and environmental movements in the UK, and by prioritising building relationships with people and organisations outside of our existing networks.
- Making the internal changes required to be the organisation we want to be, including building our capacity in key areas such as digital mobilisation and organising.

The strategy is a living document which is to be reviewed annually, and we look forward to working with our new chair on its first annual review.

The role of the Board

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 nine trustees, including the current Chair and the Treasurer and meets once a quarter on a weekday from 1:30-5:30pm.

**Chair - Role Description**

**Overall purpose:**

To lead the Board of Trustees in guiding the organisation towards increasing its impact whilst ensuring its continuing financial sustainability.

**Key Responsibilities:**

1. To provide leadership to the Board, in collaboration with the Executive Director, and to ensure that Board members fulfil their duties and responsibilities for the proper governance of the charity.
2. To support, and where needed to challenge the Executive Director, and to ensure that the Board works in partnership with executive staff.
3. To secure the long-term future of the charity by ensuring that:
   - the Board sets the mission, vision, strategy, and high-level policies for the organisation
   - the Board takes steps to monitor the performance of the organisation and to ensure that it satisfies all regulatory and legal compliance requirements
   - major risks to which the organisation is exposed are reviewed regularly and systems are established to mitigate these risks
   - the organisation’s continued financial stability is ensured in a period of expansion and financial dealings are systematically accounted for, audited and publicly available
   - internal controls and systems (both financial and non-financial) are audited and reviewed regularly
   - the Board evaluates and continuously develops its performance, composition and structure to optimise its effectiveness.

**Specific duties:**

- Exercising leadership by setting priorities, in collaboration with the Executive Director, for the Board and planning meeting schedules and setting agendas accordingly.
- Leading meetings and facilitating discussion, encouraging all trustees to participate.
- Ensuring that the Board maintains focus on its governance role and strategy.
- Ensuring that Board decisions are communicated and implemented effectively.
  - Improving governance practice by continually seeking to improve his/her own performance - encouraging feedback and responding appropriately.
  - Overseeing the establishment and activities of Board committees, ensuring that they are accountable to the Board.
  - Monitoring and addressing differences among Board members and between trustees and other parts of the organisation.
Working with the Executive Director

- Leading the Board in fulfilling its line management responsibilities toward the Executive Director, including mentoring, appraisal and professional development
- Meeting regularly with the Executive Director to discuss key issues and provide feedback on behalf of the Board.
- In partnership with the Executive Director, agreeing respective roles in representing the charity and acting as spokesperson, and liaising with stakeholders.
- Together with the Executive Director, seeking ways to improve Board effectiveness by identifying development opportunities for the Board and the Chair.

Accountable to

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

Time commitment

- Preparation for and attendance at quarterly meetings (held in central London on a weekday from 1:30 – 5:30pm, currently remote)
- 1:1 meetings with the Executive Director (1.5 hours every 4-6 weeks and additional calls as helpful)
- Ad hoc advice and support to senior staff and Board members, usually via email or phone.
- The duties of the Chair typically take up 1-2 days per month on average.

Term

The appointment will be for three years in the first instance, as is the case for all trustees, with the option of re-election by mutual agreement for one further three-year term.

About you

We would welcome an application from you if you are/have:

- Passionate about food which is good for the planet and good for people, (preferably with an understanding of one or more relevant farming, food and/or environmental issues)
- Attuned to the culture and dynamics of an evolving NGO seeking radical change
- Committed to equality, diversity and inclusion, share our values and have sound judgement and integrity
- Experience of chairing a committee or similar entity and, preferably, of being a charity trustee, SME board member or involvement in an NGO decision-making body
- An understanding of managing financial risks and opportunities in an organisation
- Experience of successful business/organisational management and leadership
- An understanding of influencing policy and campaigning, and/or fundraising
- A strong team player who possesses tact and diplomacy
- Able to commit 1-2 days on average per month
Remuneration

This is an unsalaried position. Appropriate expenses associated with travel, etc will be reimbursed by the charity.

The recruitment process

Please write a statement of no more than 500 words detailing why you’d like to be considered and how you think you are suitable for being Chair of Feedback. Please send this with your CV to our Head of Operations: Claudia Rawlinson, 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 with our Executive Director, Carina Millstone or our outgoing Chair, Glen Tarman.

Closing date for applications is 31st March 2022

A shortlist of candidates will be selected for interview by a committee from the trustees, including Cathy Johnson and Darren Hughes.
Interviews will be held in March or April.
We may invite the preferred candidate to the Board meeting on 21 April 2022.
The recommended candidate for appointment as Chair will then be considered for ratification by the full Board.

Further reading

Strategic Framework and 3 year plan
Annual report 2019-2020