

**JULY 2023**

# **STRATEGIC FRAMEWORK**

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The Queen of Greens Bus tackling Food Insecurity in Knowsley UK

# INTRODUCTION

## SUMMARY

This document is a refreshed strategic framework, with aims until the end of 2025. Our prior strategic framework was developed in 2020, and adopted by the board in January 2021, following delays due to the Covid pandemic. It set out a framework for the period 2021-2025.

In the January 2021 framework, we stated the framework would be a live document, reviewed and updated regularly. This refresh does not constitute a change in strategic direction; instead, it presents updates that better reflect what Feedback does, and stands for, today, in a changed external and organisational context since the prior framework was elaborated in 2019-2020.

This strategic refresh was adopted by the board in July 2023, subject to modifications subsequently incorporated into this document. As per the prior framework, it remains a live document, subject to regular reviews and updates.



Volunteers gleaning cabbages, Gleaning Network UK

## CONTEXT

The need for swift, radical and transformational change in the food system — from the food that we eat, to how it is produced and distributed — is unequivocal, more pressing and more necessary than ever.

We have long known that the food system is driving species extermination, soil exhaustion, climate change, aquifer depletion, to such an extent as to threaten the viability of human civilisation. In more recent years, the effects of the breaching of planetary boundaries are being accurately felt in food and farming: from droughts causing food shortages, to deforestation and biodiversity loss undermining pollination and harvests, affecting lives and livelihoods globally.

The Covid-19 pandemic, the war in Ukraine, and corporate greedflation have brought to the fore long standing vulnerabilities of the food system: the over-reliance on global supply chains, the perils of outsourcing national food security to markets, the devastating effects of ever-increasing inequality and poor diets on the health of marginalized and racialized communities, the widespread use of food banks as a normal rather than exceptional practice, the shocking worsening of childhood malnutrition and hunger.

Devastatingly, our political leaders have consistently failed to take any action that would start to address the food system polycrisis. The opportunities for land use, food and farming presented by the

departure from the Common Agricultural Policy and the Food Strategy have been squandered, while disastrous trade deals have been signed. Measures such as free school meals, that could have improved the health of children and start to unravel the junk food cycle, have been callously sacrificed at the altar of vested corporate and political interests.

If not in Westminster, leadership for food system transformation is found elsewhere, and there are fortunately many beacons of hope to inspire us. From food mutual aid networks to social enterprises, agroecological farms, fairer trade and local food councils, a better food economy is being built from the ground up.

Inspired by, and building on, the work of the many groups and communities engaged in environmental defense, land use rights and food justice, this is the moment for those of us striving for fairer, better food and farming, to be ambitious and act decisively, or risk losing this critical moment to those who seek to maintain an untenable status quo. It is in this context that we reaffirm our vision and present this strategic framework.

# WHO WE ARE



## OUR VISION

We want a world where food is good for people and planet.



## OUR GOALS

When we are successful in meeting our vision:

- 1. The right to good food will be enacted:** All people will have secure access to delicious, culturally appropriate food that is nutritious and does not cause environmental harm
- 2. Just supply chains and agroecology will prevail:** Global supply chains, farming and fishing will contribute to food sovereignty, good livelihoods, mitigate climate change and enable nature to thrive
- 3. Food economies will be fair:** Communities will have agency to create food economies that are inclusive, equitable, resilient and celebratory



## OUR THEORY OF TRANSFORMATION

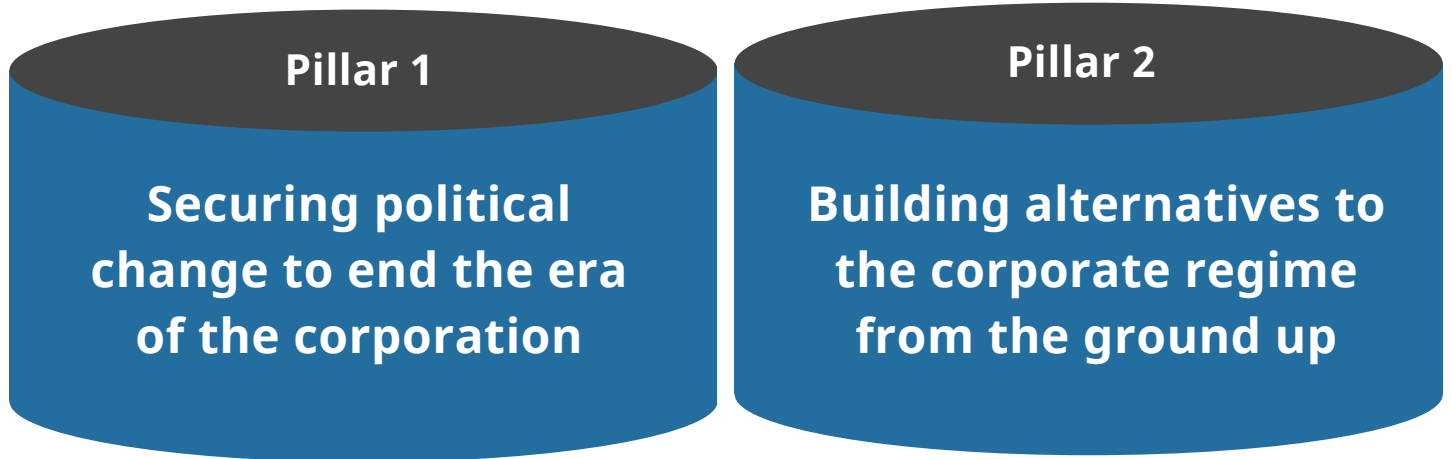
In our current food system, political leaders prioritize the pursuit of corporate profit above all else, requiring plunder and exploitation of people and nature.

To meet our vision, we understand that the corporate regime must be dismantled, and replaced by alternative systems that sustains all people on a fair basis and enables nature to thrive.

# HOW WE WORK

## STRATEGIC PILLARS

Our work is organized around two strategic pillars:



These strategic pillars are operationalized with our five areas of work:

1. We delegitimize corporations: we do this by challenging corporate practice, the corporate model and global finance.
2. We ideate and advocate for policy change and regulation: we do this through research, action research, academic partnerships, strategic litigation, parliamentary advocacy.
3. We nurture community agency: we do this through educational programmes, creating employment and experience opportunities, participatory research, piloting regional programmes.
4. We widen our circle of allies: we do this through convening people and organisations, building alliances and coalitions, supporting the work of others through re-granting.
5. We change culture and public discourse: we do this through strategic media work, playful social media communications, seeking to model the world we want to see in our practice.



## AUDACITY

Confident in our expertise and originality, passionate about the necessary changes in the food system, we speak truth to power. To address root causes and not just symptoms, we do not shy away from tackling controversial issues and are willing to take risks to gain new ground.

## COLLABORATION

We work with partners and allies that share our vision, as addressing the crises in the food system can only be a joint endeavour. We value our relationships with people, organisations, enterprises, governments, communities, while having a strong independent voice.



Trip to Joal Fadiouth in Senegal to visit Our Fish project partners

## IMPACT

Our interventions are targeted for the greatest impact, working strategically at key leverage points in the food system, and inspiring people and partners to act to bring about ecological renewal and food justice. We monitor our performance and reflect on our past work, to learn from our successes and failures and improve what we do.

## CELEBRATION

We show how piloting solutions to the ecological and inequality emergencies can be creative, fun and joyful. We bring people together sharing hope around the special place of good food in the lived experience of people, communities and their connected futures. We celebrate our successes and those of our allies.

## SOLIDARITY

We acknowledge and seek to address historic and current injustices in the food system, but also within our own organisation and the movements we are part of. We are inspired by, and honour the work of, land defenders and social justice activists, to better stand with those working for food sovereignty, food justice, the right to food and land rights.



# WHO WE WORK FOR

## BENEFICIARIES

**We exist for the benefit of those affected by injustices of the corporate food system, especially:**



Marginalized communities, especially those in the UK and in the Netherlands, who do not have ready access to secure, nutritious food, and who are especially vulnerable to the cost-of-living crisis



Marginalized young people and young adults, especially in the UK and the Netherlands but also globally, affected by climate, environmental and food injustice and most vulnerable to its effects



Farmers, food workers and communities directly affected by the global supply chains of the UK, the Netherlands, other EU member state countries, both as a result of current and historic corporate sourcing practices and government policy



Other living species, affected, degraded or at risk of extermination because of the food economy of the UK, the Netherlands, other EU member state countries



Working with young people in Buckinghamshire UK

# OUR AIMS

To meet our goals, we have set 21 aims until the end of 2025.

These aims include:

- Our **external change agenda**, or the specific changes in the world we are seeking to bring about in pursuit of our outcomes
- Our **internal change agenda**, which describes how our organization will work and change to support the effective delivery of the external aims.

Some of these aims are delivered in close collaboration with Feedback EU.

## EXTERNAL CHANGE AGENDA

### **Aim 1: LESS MEAT AND DAIRY**

By the end of 2025, the UK and the Netherlands and other select EU Member States will be on track to reducing meat and dairy consumption in line with climate science

### **Aim 2: LESS SALMON AND OTHER CARNIVOROUS FARMED SPECIES**

By the end of 2025, the consumption of salmon and other carnivorous species such as prawns will be decreasing in the UK and the EU, with nutrition increasingly provided by unfed seafood and algae

### **Aim 3: LESS SUGAR**

By the end of 2025, sugar production in the UK will be shrinking on track for domestic production that does not exceed the WHO's Recommended Daily Allowance, not replaced by further imports, by 2030

### **Aim 4: BIG LIVESTOCK**

By the end of 2025, the global industrial livestock and animal feed industry will be contracting, benefiting communities and workers affected by the industry's abuses, and significantly reducing the industry's emissions and land use

### **Aim 5: BIG AQUACULTURE**

By the end of 2025, aquaculture corporations in the UK and the EU will be on track to phasing out the use of whole wild caught fish, especially from communities most vulnerable to global injustice, as animal feed by 2030

### **Aim 6: FOOD WASTE**

By the end of 2025, food waste from farm to fork in the UK and EU will be on its way to being reduced in line with climate science

### **Aim 7: BIOMETHANE NICHE**

By the end of 2025, the biomethane industry will be on track to operate within its sustainable niche by 2030, neither relying on purpose-grown energy crops, the growth of the livestock industry, nor on avoidable food waste for its feedstock

### **Aim 8: FAIR ACCESS TO GOOD FOOD**

By the end of 2025, low-income communities in the UK will have secure, dignified access to nutritious food with low environmental impact, challenging the supermarket redistribution and food bank model

### **Aim 9: COMMUNITY-ANCHORED FOOD ECONOMIES**

By the end of 2025, regional, participatory, celebratory food economies anchored in place and community will grow, challenging the corporate food model

### **Aim 10: TRANSFORMATIVE REPARATIONS**

By the end of 2025, civil society and community organisations will be starting to adopt a historicised understanding of the food system, with a shared understanding of how the historical harms caused by British agribusiness could be redressed

### **Aim 11: FOOD AND RACIAL JUSTICE**

By the end of 2025, the progressive food and farming sector will be starting to work collaboratively with social and racial justice organisations, seeking to enact food and land justice



# INTERNAL CHANGE AGENDA

## **Aim 12: CAMPAIGNS AND COMMUNITIES**

By the end of 2025, Feedback will be working in a way that centres communities in its policy asks, while building support for its campaigns amongst partner communities

## **Aim 13: THE NEXT BIG THING**

Each year to 2025, Feedback will continue to horizon scan to spot critical emerging issues to further its aims, and turn these issues into strong donor propositions

## **Aim 14: INCOME GENERATION**

By 2025, Feedback Global and Feedback EU will together be securing an annual income of at least £3 million, primarily from major trusts and foundations, supplemented by online individual giving, small business giving, major donors, small family foundations, earned income

## **Aim 15: SYSTEMS**

Each year to 2025, all legal, administrative, financial operational systems will be in place, regularly reviewed and updated, enabling our work

## **Aim 16: MONITORING, EVALUATION AND LEARNING**

Each year to 2025, we will demonstrate our impact annually and foster a learning culture amongst our team to enable us to continually improve our effectiveness

## **Aim 17: TEAM**

Each year to 2025, we will have a diverse, caring team, bound by our organizational values, satisfied and happy in their work

## **Aim 18: PUBLIC PROFILE**

By the end of 2025, we will have good public visibility with frequent media impressions and a strong recognized brand, raising awareness of our work, and raising the credibility of our asks amongst diverse audiences

## **Aim 19: SUPPORTERS**

By the end of 2025, a strong and engaged online supporter base will be integral to us achieving our goals through online actions and donations

## **Aim 20: PARTNERS**

Each year to 2025, Feedback will be working closely with a wide range of allies, delivering projects collaboratively with affiliated enterprises and Feedback EU, partner civil society groups and community organizations

## **Aim 21: GOOD GOVERNANCE**

Each year to 2025, our governance will follow the Charity Commission's good practice guidelines, as benchmarked against the Charity Governance Code



# **>FEEDBACK<**

Feedback work for food that is good for  
the planet and its people.

**[www.feedbackglobal.org](http://www.feedbackglobal.org)**  
**@feedbackorg**