

A woman with dark hair, wearing a bright red raincoat, is shown in profile from the waist up. She is smiling and looking towards the right. She is holding a shovel with a black handle and a wooden shaft. The background is a blurred outdoor scene with green trees and a grey sky, suggesting it is raining. The overall mood is positive and active.

FEEDBACK ANNUAL REPORT AND FINANCIAL STATEMENTS

2018/19

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BACK**

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THE YEAR ENDED 31 OCTOBER 2019**

This document comprises the annual report and financial statements for Global Feedback Limited for the year ending 31 October 2019.

Global Feedback Limited is a company limited by guarantee without share capital.

Charity number: 1155064

Company number: 08530711

CHAIR'S STATEMENT

Feedback (Global Feedback Limited) is now the environmental campaigning group focused on food.

This year was the second of our present three-year strategic plan with its arc of developing Feedback beyond food waste, building on our success over a decade in taking that issue high onto the agendas of governments, business and citizens.

We are now realising our intent that Feedback addresses a wider food system that is driving climate breakdown and social injustice.

As with food waste, Feedback uses research and foresight to strategically intervene in neglected problems that are holding back a food system that should enable the natural environment to thrive and everyone to have healthy, nutritious food to eat.

From industrial meat production to soil-destroying crops and from unsustainable fish farming to the need to stop financing Big Livestock, Feedback is setting out solutions, and gathering support for these, in the context of the climate and ecological emergency.

Alongside this, we pilot on-the-ground programmes to model how new economies of a just food system can work.

Our programmes are about delivering 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.

Goal 4 – ensuring Feedback is well-run and a great place to work – is key to achieving our external change goals (1-3) and being a stronger organisation better able to make change happen as the 2020s progress.

Feedback has a high-performing team under the leadership of Executive Director Carina Millstone. Our operational and budgetary management effectively support the delivery of effective programmes. Feedback's Board is effective, and we make efforts to continually improve its effectiveness. In this reporting period, we welcomed a new Trustee, Catherine Johnson, as well as Julia Breatnach, Rhiannan Sullivan and James Barker (outside of this reporting period).



Glen Tarman, Chair of the Board of Trustees

“

More than ever, it is clear that how we care for each other and for nature needs to urgently change

”



Gleaning in Buckinghamshire.

In keeping with guidance on reports and accounts in relation to COVID-19, the Trustees have considered what may be appropriate to include to explain the impact of the pandemic situation on Feedback – see pages 18 and 20.

I would like to thank all our staff, donors and supporters and other stakeholders that have enabled Feedback to move forward for greater impact and to play our part in the COVID-19 response.

The current national and global crises underline, I believe, the vital role that organisations like Feedback play. More than ever, it is clear that how we care for each other and for nature needs to urgently change.

Feedback is part of a growing national network and of an international movement of movements that support people to take personal and civic action where they live and in line with the scale of the challenges the world faces. We do so in a spirit of hope inspired by the action we see – onwards!

A handwritten signature in black ink, appearing to read 'Glen Tarman', with a long horizontal flourish extending to the right.

Glen Tarman

EXECUTIVE DIRECTOR'S STATEMENT

This year was pivotal in the fight for ecological renewal and justice, with young climate strikers and new social movements bringing the civilisational threat posed by climate breakdown and the destruction of biodiversity to the streets of London and other cities.

At Feedback, it has also been an exciting year, as we work out the new role of civil society in this changed activist context. We are proud of our efforts in directly supporting these new social movements through, for example, behind the scenes gleaning for the Extinction Rebellion kitchen and the school climate strikers, for whom we prepared some delicious soups made from food that would otherwise have gone to waste. We have also identified a more important role for ourselves in supporting the work of allied social movements – that of making sure the prime role of the food system in driving climate and ecological breakdown is well understood and, of greater criticality, that the opportunities for ecological renewal through transforming food are fully capitalised on.

And so, against the backdrop of increased ecological emergency, including the shocking fires in the Amazon, and strident social movement demands, we are pleased at our own internal transformation at Feedback this year. This is the year where we completed our move from an organisation working to stop food waste to one working towards a less wasteful food system, in waste's many guises, be it a waste of soil nutrients to grow unhealthy foods, to clearing and using land to grow crops for animals, or fishing wild fish for farmed fish rather than for people. We are also proud of our work in empowering citizens to take action. For example, we have moved away from our model of running gleaning days to building the capacity of communities to run their own and have put training at the heart of our new Alchemic Kitchen in the North West of England.

I am also keen to highlight our successes at engaging supporters, experts and the public in our work, not only in person but also online and through the media. This year, we took part in nearly 100 events, hosted by us or others, giving talks, running workshops and holding stalls, directly engaging over 16,000 people. The range of these events testifies to the breath of our work and expertise: We held over 55 community-focused events, ranging from gleaning training to community apple pressing days, and took part in over 40 professional events, hosting panels, giving plenary speeches or hosting stalls for businesses, civil society and policy makers. Some highlights include prestigious professional and industry events, such as the annual conference of the Association of Government Veterinarians and that of the World Biogas Association; we also took part in the FoodWin Fest, the premier conference on food waste in the EU, and the Reducetarian Summit, the USA's main forum for campaigners, investors and businesses working for meat reduction. Online, our community grew to reach 27,000 Facebook supporters and 13,400 Twitter followers. Our work was featured in 80 pieces of press coverage, including specialist, mainstream, local and national press. Highlights include a feature on gleaning in the Economist Christmas edition and



Carina Millstone, Executive Director

“
Looking at the year ahead, we will build and develop our new portfolio of work, especially our work on industrial meat and dairy, future diets and nutrition-sensitive land use.
”



Workshop for National Citizenship Service.

BBC Countryfile; our work on milk waste in the Daily Mail; and prime spots both on Farming Today to discuss the links between animal feed and the Amazonian forest fires, and on BBC Radio Scotland to share our research on the global impacts of farmed fish.

Looking at the year ahead, we will build and develop our new portfolio of work, especially our work on industrial meat and dairy, future diets and nutrition-sensitive land use. We will develop new tactics around student mobilisation and supporting social movements, as well as explore opportunities to change investor practice alongside business change. The year will also mark the end of our last strategy; we will reflect on our successes and lessons learnt and are excited to develop our plans for the year, and decade, ahead.

A handwritten signature in black ink, appearing to read 'Carina Millstone', with a long, sweeping underline.

Carina Millstone

GLOBAL FEEDBACK LIMITED TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 OCTOBER 2019



Young people from a college in Canterbury visit a pumpkin farm in Kent for their first glean.

The Trustees present their annual report and financial statements for Feedback (Global Feedback Limited) for the year ended 31 October 2019.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the Memorandum and Articles of Association, the Charities Act 2011, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014 (as amended by Update Bulletin 1 published on 2 February 2016).

OBJECTIVES

The charity's objects are specifically restricted to the following:

- The conservation, protection and improvement of the physical and natural environment for the public benefit, including the promotion of biodiversity and sustainable land use;
- The advancement of the education of the public, for the public benefit, in sustainable development and the conservation, protection and enhancement and rehabilitation of the physical and natural environment, particularly regarding biodiversity and sustainable land use and the promotion of study and research in such subjects, provided that the useful results of such studies are disseminated to the public at large;

- The promotion of sustainable development for the benefit of the public by:
 - (a) the preservation, conservation and the protection of the environment and the prudent use of natural resources;
 - (b) the relief of poverty and the improvement of the life conditions in socially and economically disadvantaged communities;
 - (c) the promotion of sustainable means of achieving economic growth and regeneration.

Sustainable development means “development which meets the needs of the present without compromising the ability of future generations to meet their own needs.”

- The prevention or relief of poverty in the United Kingdom by providing grants, items and services to individuals in need and/or charities, or other organisations working to prevent or relieve poverty.

OUR APPROACH

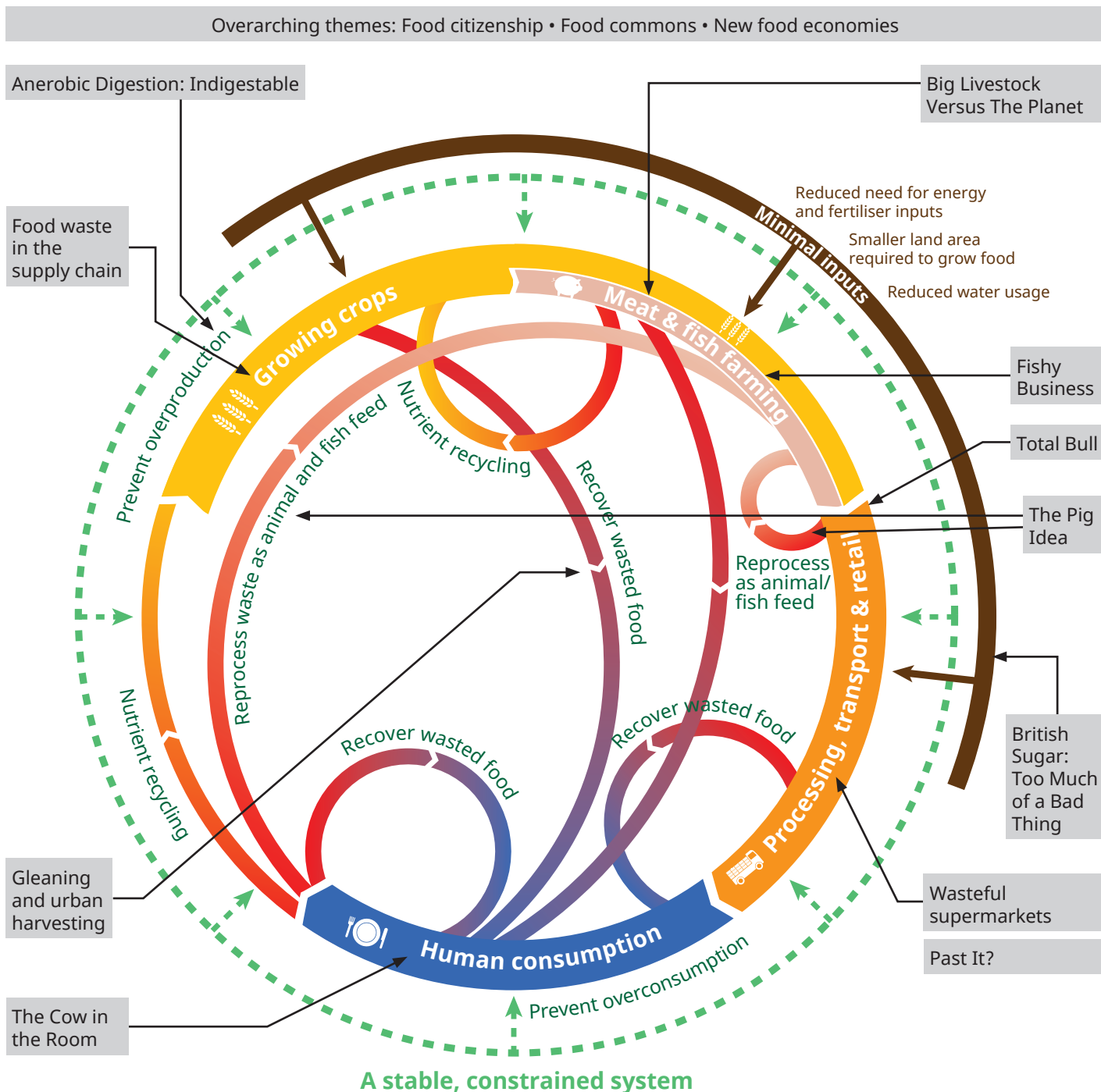
We are driving change through a unique campaign style geared towards engaging and mobilising citizens, changing businesses and transforming markets, and updating outdated policy frameworks. We believe transitioning to a food system in which resources, food and nutrients are used sustainably, providing secure and nutritious food while regenerating nature, will require changes to culture, markets and government. To move beyond discrete initiatives and effect systemic change, we seek to upscale, support the replication and widely disseminate the findings of our work to broad and diverse audiences and to anchor and legitimise our work in the dominant institutions and legal frameworks. We are successful in our work when we can point to how we have moved beyond a specific project to wider cultural, economic or legal change.

We challenge power, catalyse action and empower people to achieve positive change. We expose systemic problems that have led to unsustainable resource use within the food system. We act as a critical friend to industry and policy makers or, when more appropriate, we launch creative campaigns to achieve change. We build coalitions with other civil society groups, mobilising activists around our agenda. Free public feasts are a key way in which we support the growth of diverse citizen movements on food issues. We also use volunteering as a further opportunity for the public, especially young people, to be the change. We are proud of our ability to reach people from all walks of life, including those for whom engagement with our work is their first foray into environmental and food system activism. This year, we were joined by over 1,000 volunteers, contributing approximately 5,100 hours mostly to our gleaning activities but also to assisting with a few of our events. When solutions cannot be achieved with changes to current organisations, models and practices, we roll up our sleeves and pilot alternatives, be it through gleaning or anchoring new community food economies. Through these pilots, we demonstrate the feasibility and benefits of a new food economy. We enable replication of our success around the globe through training, toolkits and engaging with citizen and civil society allies far and wide.



Feedback feeding the School Strikers in Brighton, 2019.

Our model of a sustainable food system



OUR ACTIVITIES

We have developed a suite of campaigns, programmes and events that support the necessary, urgent transition to a sustainable food system in furtherance of our charitable objects. These are arranged around five specific issues in the food system and three cross-cutting, overarching themes. Our key activities this financial year are highlighted below:

FOCUS ISSUES

Food Waste

Milking It: Our campaign for accurate date labelling to prevent the generation of food waste in the home.

Waste in Supply Chains: Our campaign to prevent food waste on farms linked to trading practices.

Wasteful Supermarkets: Our campaign to hold supermarkets accountable for the waste they drive from farm to fork.

Industrial Meat and Dairy

The Pig Idea: Our campaign to curb deforestation by overturning the ban on feeding food waste to pigs.

The Cow in the Room: Our campaign for the inclusion of reduced meat and dairy production and consumption in climate change targets.

Total Bull: Our campaign to end misleading labels that mask the reality of meat and dairy production.

Big Livestock Versus The Planet: Our campaign to expose the financiers propping up the industrial livestock industry and mobilising students around this issue.

Farmed Fish

Fishy Business: Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed.

British Sugar

Too Much of a Bad Thing: Our campaign to stem soil depletion in the UK and improve health by reducing the amount of land devoted to sugar beet cultivation.

Anaerobic Digestion

Bad Energy: Our campaign to avoid using surplus food and land and rearing animals for generating energy by reforming the policies that shape the anaerobic digestion industry.



Feedback's 'Too Much of a Bad Thing' report on sugar beet cultivation and land. 2019.

CROSS-CUTTING THEMES

Food Commons

Community-led gleaning: Our programme to connect communities, farmers and charities by building the capacity of community groups to empower them to engage in gleaning and redistributing surplus food in their communities.

Food feasts: Our events to foster community building through communal food preparation and consumption.



The Alchemic Kitchen team.

Regional Food Economies and the Just Transition

The Alchemic Kitchen: Our programme piloting a new community-anchored social enterprise centred on food and regional food networks in the North West of England.

FLAVOUR: Our EU partnership programme seeking to create training and employment opportunities in the food economy in Brighton, Sussex and Kent, through developing a pilot food processing enterprise.

Food Citizenship

Growing Food Citizens: Our educational programme seeking to foster individual agency and action in the food system in Buckinghamshire and elsewhere.

EcoTalent: Our initiative to build diversity and bring new voices into the food and environmental movement by providing young people with paid internship opportunities and mentoring on agroecological farms, food social enterprises, charities and civil society groups.

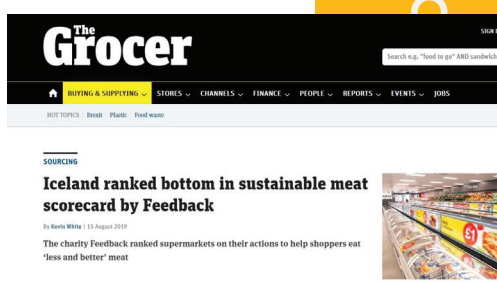
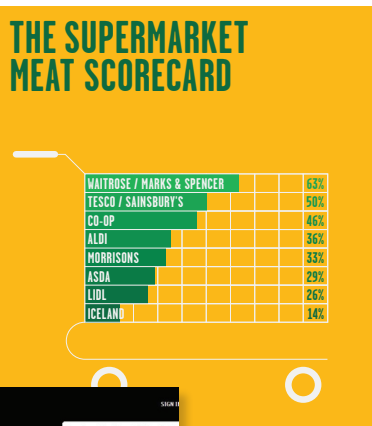
PERFORMANCE AND ACHIEVEMENTS: OUR 8 PROUDEST MOMENTS THIS YEAR

THIS YEAR, WE FIRMLY STAKED MEAT AS A CLIMATE ISSUE ON THE AGENDA OF CIVIL SOCIETY, POLICY MAKERS, BUSINESSES AND INVESTORS.

In December 2018, we launched our Cow in the Room campaign at the COP24 climate change conference in Poland, calling on policy makers to adopt policy measures to halve meat production and consumption within a decade; there, we were one of a handful of global civil society groups framing meat as a climate issue.

Throughout the year, we continued to advocate for meat reduction to meet climate goals. In August 2019, we published a response to the UN Intergovernmental Panel on Climate Change (IPCC) Land Use report highlighting the need for a strong policy response on demand-side agricultural measures (i.e. food waste prevention and dietary change) and suggesting meat reduction policy interventions. We continue to be one of the only groups pushing for strong government interventions on diets through our coalition partners, such as Eating Better and Greener Brexit, with whom we were able to make the case directly to the minister at DEFRA.

In tandem to a policy response, we pressured retailers to sell less and better meat through the publication of our Meat us Halfway scorecard, which assesses whether and how UK supermarkets are supporting a shift to low-meat diets. Our scorecard led to Iceland's Managing Director writing in The Grocer that he would investigate joining the Cerrado Manifesto, one of our criteria, and to Tesco requesting a copy of our scorecard, subsequently expanding their plant-based protein range, another of our criteria.



Feedback's 'Meat us Halfway' scorecard, 2019.

We also launched our Big Livestock Versus The Planet campaign this year at the Reducetarian Summit in Washington, DC in September 2019, the first global campaign group calling for divestment from industrial meat and dairy on climate grounds. The campaign received good attention from environmental, social and governance (ESG) investors and press, and tackling meat finance has become a priority area for the global, highly influential 50by40 coalition.



Feedback's 'It's Big Livestock Versus the Planet' report, 2020.

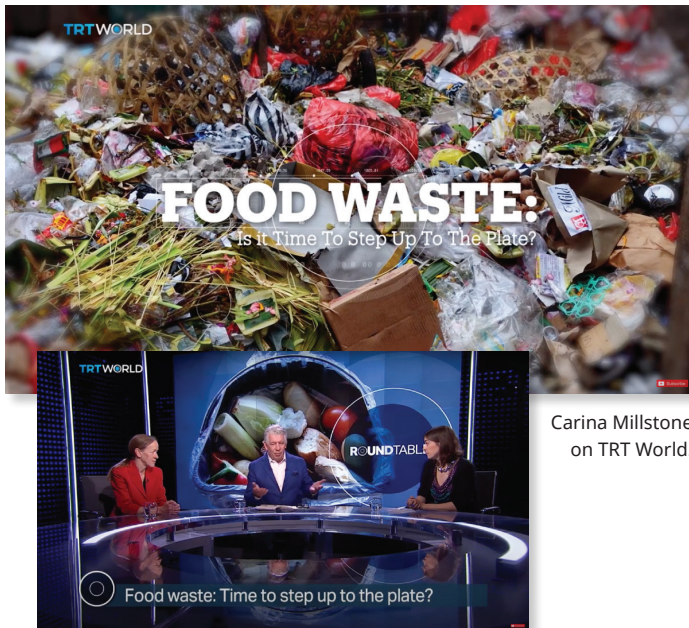
By year end, the imperative of meat reduction to avert climate breakdown was well recognised, with large environmental NGOs taking on meat as an issue and animal rights NGOs reframing their work in climate and environmental terms. The issue of meat and climate gained further visibility through social movements and media coverage. We are proud of our leading contribution to this process, which we intend to build on with our unique meat and finance campaign next year.

THIS YEAR, WE RAISED THE AMBITIONS OF GOVERNMENTS AND BUSINESSES ON FOOD WASTE PREVENTION.

We kept up the pressure on food waste prevention in the UK and the EU.

In the spring, the UK government appointed its first food waste champion, Ben Elliot, as promised in the Resources and Waste Strategy (to which we contributed through stakeholder workshops and consultation responses) published in December 2018.

Feedback's Executive Director was a panellist at Step Up to the Plate, the launch event of DEFRA's new approach to food waste under Mr. Elliot's leadership, which testifies to our important role in shaping the UK government's approach to food waste. We have since developed a good relationship with Mr. Elliot, who publicly stated he would be willing to push for regulatory interventions on food waste prevention by supermarkets should WRAP-sponsored voluntary measures fail – one of our long-standing asks.



THIS YEAR, WE DEFINED AND MADE THE CASE FOR NUTRITION-SENSITIVE LAND USE.

We started 2019 by hosting a framing panel at the Oxford Real Farming Conference which sought to answer the simple, but crucial question: What is land for? This panel, which featured representatives from the Soil Association and the Committee on Climate Change, amongst others, marked the start of our contribution in the polarising land-sharing versus land-sparing debate – that is to say, an agroecological position versus one that argues that afforestation and rewilding require more intensive systems.

We proposed an approach to land use that is nutrition-sensitive – that is, land use planning where nutritional value consumed is maximised for minimal environmental impact, or better still, environmental enhancement. This principle forms the basis of our critique of both the anaerobic digestion and the sugar beet industry – the former using crops to generate biogas rather than nutrition, the latter producing a harmful product. This idea also ties into our emerging work on future diets and the role of livestock when it does not compete with arable land.

We are the only UK and EU campaign group working on these issues; though, they cannot be ignored given the multiple pressures on land for food production, carbon dioxide removal and ecosystem restoration. We have started to engage with policy makers and civil society, and our nuanced and distinct contribution has been well received by our coalition partners. We have also begun engaging with industry, following a presentation at the World Biogas conference in July 2019 and some media coverage in The Independent on our critique of British Sugar.

Another of our asks, setting targets on preventing food waste in supply chains in line with Sustainable Development Goal (SDG) target 12.3, which we submitted in our response to the Planetary Health inquiry, was included in the Environmental Audit Committee's One Planet, One Health report recommendations.

We also advocated for food waste reduction in homes: Our Milking It campaign in November 2018 proved that excessively conservative date labels lead to significant milk waste in homes. This campaign attracted widespread media attention and was featured in the Daily Mail, local BBC radio shows, ITV Local News and on LBC radio. In August 2019, Arla, one of the world's largest dairy producers, announced it was scrapping its date labels.

We are also the leading civil society group working on food waste in the EU. Feedback's Executive Director was a keynote speaker at the FoodWin Fest in Brussels, speaking to an audience of 200+ policy makers on 'the state of food waste'. In February 2019, we persuaded the European Commission to organise a working group session on farm-level food waste, an issue the Commission had previously considered closed. We continue to organise and build the capacity of our EU allies to work on food waste issues. For example, we organised 11 other NGOs across the EU to align responses to the consultation on food waste measurement methodology. We were pleased to be commissioned by the World Wildlife Fund (WWF) to train their team in Brussels and in the member states on food waste, sharing our experience and helping to inform their advocacy tactics.

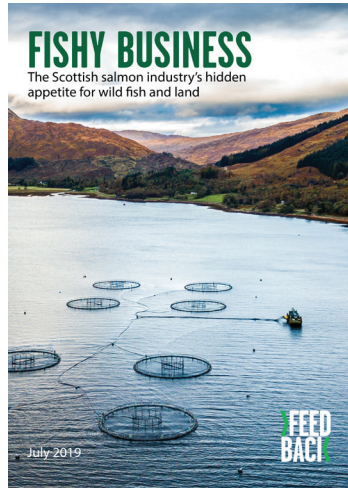


Feedback's Krysia Woroniecka speaking at the UK AD and World Biogas Expo 2019 in Birmingham.

Next year, we will move to the campaigning phase for sugar and anaerobic digestion as well as further develop a portfolio of work on nutrition-sensitive land use.

THIS YEAR, WE REVEALED THE SHOCKING GLOBAL IMPACTS OF THE SCOTTISH SALMON INDUSTRY.

While there are many community groups in Scotland tirelessly working to lessen the impacts of the Scottish salmon industry on local ecosystems and landscapes, the global impacts of the industry through the sourcing of fish feed had not been examined before. Our work on salmon feed builds on our terrestrial animal feed expertise to explore the intertwined issue of fish feed and its effects on marine ecosystems.



Feedback's launch report for our Fishy Business campaign.

In May 2019, we unveiled our Fishy Business campaign, where we found that Scottish salmon eats as much fish as is purchased by the whole of the UK population. Worse, much of this wild-caught fish is already human edible: To drive this point home, we and a select group of influencers were joined at the campaign launch event by Michelin-starred chef Merlin Labron-Johnson, who prepared a meal for us with fish typically fed to salmon. This shocking misuse of wild-caught fish gathered significant media interest, including coverage in Scotland on Sunday and BBC Radio Scotland. Hundreds of our supporters wrote to the six fish farming corporations that control the Scottish fish farming industry, calling for transparency of the provenance and type of fish used for fish feed. Allied civil society groups started working on aquaculture issues, including fish welfare and feed. Both the Scottish salmon industry and the feed industry, unused to civil society scrutiny, were put on the defensive and agreed to meet with us.

We will continue this campaign next year, exploring in further depth the scope to improve the sustainability of fish feed through using alternatives to wild-caught fish, as well as critically examining the industry's claims that they usefully contribute to meeting the world's nutritional needs.

THIS YEAR, WE FIRMLY MOVED TO THE POLITICAL PHASE OF OUR CAMPAIGN TO LEGALISE THE USE OF TREATED FOOD WASTE AS ANIMAL FEED FOR NON-RUMINANT OMNIVORES.

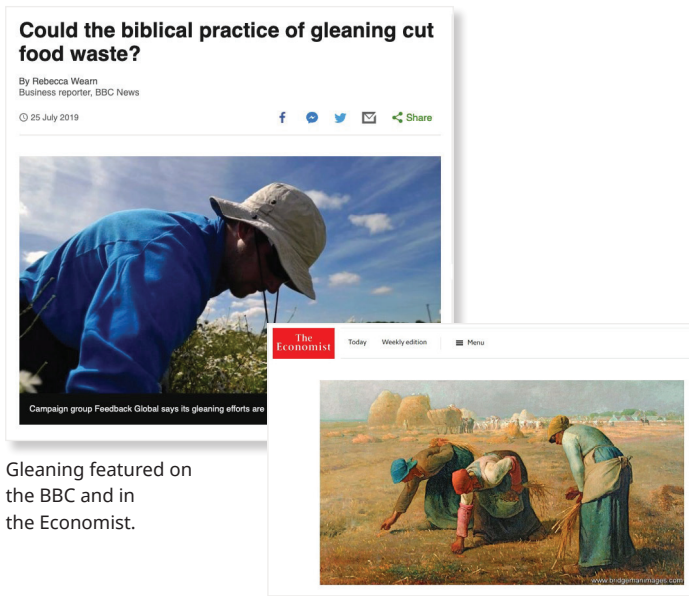
After many years of technical analysis on the safety and feasibility of feeding treated surplus food waste to non-ruminant omnivores, this year we published and disseminated our results, making an unequivocal technical safety case for this practice. This report was very well received by allies and could not be ignored by detractors. Long-time critics at DEFRA requested copies of the report while Pig Progress, the pig industry magazine long sceptical of our campaign, featured an editorial saying the idea should not be dismissed. We presented the findings at several influential events, including at the EU's Government Veterinarians Association.

It is now clear that securing the legislative changes we seek is a matter of political will. Our allies, convinced by our evidence, are now moving to this phase, with links made with MEPs and national politicians in EU member states. We were also invited to present our work by the Catalan and Australian governments. We are now engaging with DEFRA and Henry Dimbleby on this issue in the context of the National Food Strategy.

Looking forward, we will continue engaging with policy makers on sustainable animal feed and support our coalition partners in doing the same, while calling for a ban on the use of soya for animal feed.

THIS YEAR, WE EMPOWERED CITIZENS TO ACT FOR BETTER FOOD FOR THEMSELVES AND THEIR COMMUNITIES.

While we have been organising gleaning for many years, this year, we changed our approach away from it mainly being a mechanism for food recovery to a way to build links between farmers and local citizens. Our new approach, called community-led gleaning, is led, owned by, and for the benefit of local communities. To launch community-led gleaning, this year we trained 24 community groups across the country to carry out their own gleaning activities, providing them with in-kind support and open-sourcing our gleaning know-how via launching a digital gleaning toolkit. In addition to our experience and knowledge being shared, gleaning as a cultural practice benefited from major media exposure in the Christmas edition of the Economist and several BBC programmes, including Countryfile.



Children getting crafty at a Disco Soup.

This new approach to gleaning reflects one of our core aims of increasing citizens' agency in the food system, which is what we call 'food citizenship'. In that sense, we take pride in the wide reach and diversity of our beneficiaries (even as we work in communities from Kent to Merseyside, from new mothers to veterans) and in our ability to engage our beneficiaries so that they become active participants in our work. For example, we have delivered monthly cooking workshops in a centre for refugees and other marginalised groups in Brighton, many of whom have subsequently come gleaning and have acted as chefs for Feedback's events. One of our workshop participants in Buckinghamshire, on themes of food waste and diets, has since mobilised the county's first ever gleaning day.

We will continue to explore ways to truly engage with and activate the citizens and communities with whom we work next year.

THIS YEAR, WE SUPPORTED THE NEXT GENERATION OF FOOD ACTIVISTS.

While we have a history of working with young people, this year, we are particularly proud of our work with a wide array of schoolchildren, students and youth activists.

Our programmes ranged from working with primary age schoolchildren in Buckinghamshire on issues of food waste, supporting them in developing plans to reduce waste in their canteen to taking students with mild learning disabilities on farm visits in Kent. We are also thrilled to have not only been vocal supporters of the youth climate strikers throughout the year but also had the opportunity to feed 700 strikers in Brighton with food that would otherwise have

gone to waste on 20th September, the day of the global climate strike, incorporating strong educational messages on food, diets and climate.

We see children and young people as the ultimate beneficiaries of our work, as they are the age group with the greatest stake in the ecological viability of the planet. We will be further developing our youth engagement strategy next year, including with our new EcoTalent programme.

THIS YEAR, WE SEEDED THE TRANSITION TO FAIRER, MORE RESILIENT REGIONAL FOOD ECONOMIES.

While our new social enterprise in Sussex, FLAVOUR, was still in its planning phase this year, the Alchemic Kitchen, our social enterprise in Knowsley, Merseyside, is now up and running. The Alchemic Kitchen is a busy hub for salvaging, preparing and distributing food. Our team in the North West of England has also been running many community events on food and food waste throughout the region.

Our aim has always been to embed our social enterprises in the communities that they serve and, in time, spinning them off as their own organisations. For the Alchemic Kitchen, we are doing this through building strong regional partnerships, including with Liverpool's universities, establishing an advisory board comprising individuals from various local institutions, hosting events and securing regional press coverage. At the same time, we are hoping to draw out wider findings from our regional food work. This year, we shared our experience on panels at several universities and at the Royal Geographic Society; next year, we intend to further explore how regional food economies can help build community and ecological resilience.

IMPACT ASSESSMENT STATEMENT FROM EXTERNAL EVALUATOR

During the year, Feedback commissioned an external evaluation of its impact from Mark Driscoll, Director of Tasting the Future, who reported back in April 2020.

Key strengths identified in the report were:

- 1) The shift from a food waste organisation to a food system organisation focused on systemic interventions has been positive, empowering and widely praised by staff and external stakeholders.
- 2) Feedback has a good Theory of Change (TOC) and the interplay of governance, markets and culture as systemic interventions remain valid today. There is an opportunity to think about 'Influencing investment decisions' as a key systemic intervention in any updated ToC.
- 3) Feedback is good at identifying early trends/issues and has had significant impact in 'leading the way' and 'setting the debate'. Issues are often being picked up as campaign issues by other NGOs.
- 4) Over the last three years, Feedback has placed more emphasis on research/evidence and has engendered a greater sense of academic rigour. This has given us scientific credibility, been of a high quality and has resulted in significant change through advocacy.
- 5) Feedback connects with local grassroots organisations and vulnerable groups, focusing on issues which address their needs by taking 'food systems' from an abstract concept to one that influences culture/values.
- 6) Feedback has a strong track record of challenging 'power players', with a good focus on power and dynamics, providing constructive challenge in a room where other NGOs may be more reluctant to do so.
- 7) Feedback has strong partnerships with civil society organisations, young people and academia.

The report also made recommendations for improvement, specifically:

- 1) Capitalising on Feedback's movement building potential – Some projects have been great at mobilising citizens movements and engaging local communities (e.g. Gleaning Network, sugar campaign) but have not capitalised on creating wider systemic change, for example, by empowering these movements to create change through wider advocacy, campaigning or communication goals. A greater focus on supporter journeys, capacity building and grassroots toolkits may help.
- 2) Communications – There has been a reduction in Feedback's media presence over the last few years, particularly beyond its original 'food waste'-focused agenda. This is due to the complexity of messages, competition for media space with other food system NGOs and limited resources.
- 3) Measuring, demonstrating and communicating impact – Some projects have KPIs and others do not, which results in a mixed and ad hoc approach to measuring impact across projects. Feedback should develop better KPI frameworks for each project, one that can assess common impacts across Feedback but is flexible enough to meet funders' needs and reflect organisational needs for agility/adaptability. This should provide a clear link to the ToC. Capturing more qualitative data (quotes, anecdotes) is important for assessing Feedback's contribution towards systems change.

The Trustees received the report at their meeting in April 2020 and will draw from its findings when monitoring Feedback's progress in 2019/20 and in the development of the 2020-2025 Strategy.

PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

As per our charitable objects, we are delivering public benefit primarily through the delivery of environmental benefits, including land conservation and sparing, greenhouse gas mitigation, efficient use of resources and biodiversity conservation in the UK and overseas that can be brought about through food waste prevention and changes to diets in the UK and the EU (and other high-income, industrialised countries to which our campaigns are relevant).

We are further delivering public benefit through improving the lives of low-income and marginalised groups in the UK and overseas. We are doing this through ensuring better nutrition for users of food banks and other food charities in the UK through the provision of gleaned produce. We are also helping to secure livelihoods for farmers in the UK and overseas through exposing trading practices that contribute to volatile income and insecurity. We are further promoting participation in public life for diverse and disadvantaged groups, promoting wellbeing, opportunity and community cohesion.

We are also helping to bring about sustainable development through our pilot projects in the North West and the South East of England, which aim to bring about a food economy that benefits local communities, serves local institutions and protects the environment.



Karen Luyckx presenting at the REFRESH conference.

FINANCIAL REVIEW

INCOME

At £739,773, total income for this year is £96,631 (12%) lower than total income for 2018.

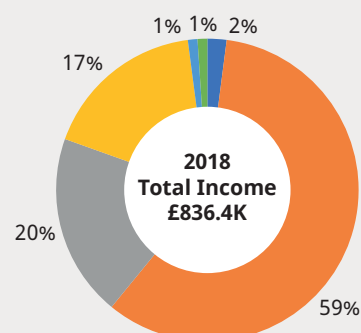
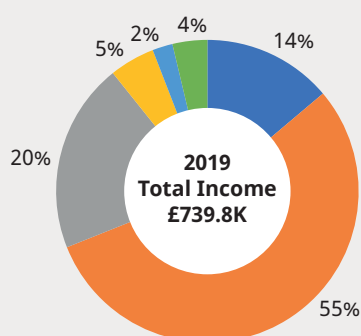
In February 2019, we completed our three-year 'Farm to Fork' gleaning project, which was funded by the National Lottery Community Fund (Our Bright Future) and involved us working in partnership with FoodCycle, a charity running a nationwide network of centres preparing meals for vulnerable people. In accordance with our accounting policies (as set out in note one to the accounts), the income we received on behalf of FoodCycle (which was passed on in full) was included in our total income and expenditure. The amount included for the full year in 2018 was £146,094, whereas the amount included for this year was £36,004, a reduction of £110,090 which is more than the fall in total income noted above.

We also experienced a decrease in total EU income of £69,567 when compared to 2018, as three longstanding EU projects drew to a close. Saving Food and EFFECT completed in 2018, and our four-year REFRESH project completed in July 2019.

However (after adjusting for FoodCycle income), it can be seen that the decrease in Feedback's own 'Farm to Fork' income and EU income has been more than compensated for by other income arising during the year. 'Donation and legacy' income has increased by £119,666, an increase of more than 200%, mainly representing the funding for our 'Big Livestock Versus The Planet' industrial meat divestment project, which was launched during the year. Other new projects include our participation in the four-year EU Interreg 2 Seas FLAVOUR project based in Brighton, an anaerobic digestion project funded by the Joseph Rowntree Charitable Trust, our Community-Led Gleaning project funded by WRAP, which enabled us to pass on our gleaning expertise to other local community groups, and EcoTalent, which looks to increase diversity in the UK environmental sector and is funded by the National Lottery Community Fund (Our Bright Future), representing a welcome renewal of this relationship.

We are also, as ever, extremely grateful to those funders, including the Esmée Fairbairn Foundation and the Schroder Foundation, who have provided us with essential income to support our management team and establishment costs. Without this support, we would struggle to function.

The diagram below gives further information on our income sources.



| Where does our income come from? | 2019 £K | 2018 £K |
|----------------------------------|--------------|--------------|
| Individual Donations & Legacies | 102.4 | 17.1 |
| Trusts & Foundations | 407.7 | 492.4 |
| Institutional Funding | 150.2 | 163.5 |
| Project Partner Funding | 36.0 | 146.1 |
| Corporate Funding | 16.0 | 11.5 |
| Other | 27.5 | 5.8 |
| TOTAL | 739.8 | 836.4 |

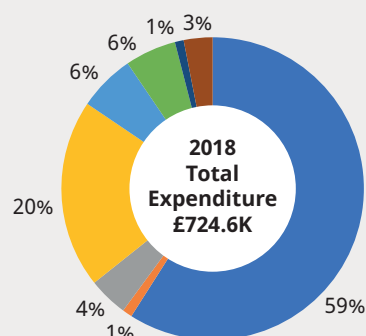
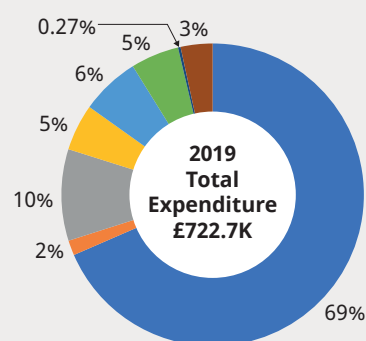
EXPENDITURE

Expenditure for the year totalled £722,657, a reduction of £1,898 from total expenditure in 2018. After removing the payments made to FoodCycle in both years (as discussed above), this becomes an increase of £108,192 (19%) spent on Feedback's charitable activities, apart from a small foreign exchange loss of £2,525. This follows a decrease in spending on charitable activities of £51,308 in 2018.

As in previous years, our largest cost relates to our staff, which during 2019 represented 69% of Feedback's total expenses (59% in 2018). Of the increase in Feedback costs of £108,192, £67,161 (62%) represents an increase in staff salaries, employers NI and pension costs (following a decrease of £43,127 in 2018). During the year, our average monthly headcount increased by 4 (full time equivalent 1.6) representing the recruitment of additional project staff. The increase also includes an inflationary pay increase.

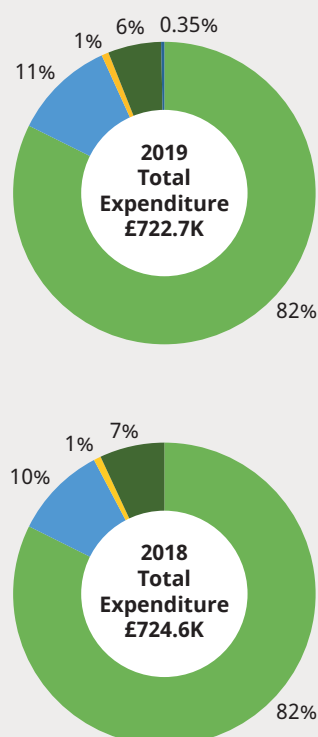
The balance of the increase represents the other costs of delivering our projects, which also having fallen last year, are now slightly above 2017 levels. Our administration and other costs remained constant.

Our expenditure can be seen diagrammatically as follows:



| What do we spend our income on? | 2019 £K | 2018 £K |
|--------------------------------------|--------------|--------------|
| Staff Salaries, NI and Pension Costs | 494.9 | 427.7 |
| Ancillary Staff Costs | 11.6 | 7.6 |
| Other Project Activity Costs | 70.7 | 30.6 |
| Project Partner Funding | 36.0 | 146.1 |
| Rent & Occupancy | 45.6 | 43.8 |
| Other Administration | 37.3 | 39.7 |
| Other Fundraising | 2.0 | 6.8 |
| Travel | 24.6 | 22.3 |
| TOTAL | 722.7 | 724.6 |

As shown in diagram 3, 82% of our total expenditure was directly spent on charitable activities in both 2019 and 2018.



| How much of our income is spent on charitable activities? | 2019 £K | 2018 £K |
|---|--------------|--------------|
| Charitable Activities Undertaken Directly | 595.1 | 596.8 |
| Support Costs | 78.5 | 72.0 |
| Governance Costs | 5.5 | 5.6 |
| Cost of Raising Funds | 41.1 | 50.2 |
| Other | 2.5 | 0.0 |
| TOTAL | 722.7 | 724.6 |

RESERVES POLICY

Feedback's policy is to hold an unrestricted funds balance equivalent to between three and six months of unrestricted expenditure. At 31 October 2019, unrestricted funds were £142,799 (2018 – £146,286) equivalent to seven months of unrestricted expenditure. This is after transferring unrestricted funds totalling £8,680 to the Cow in the Room restricted project during the year.

Restricted funds are those donated for particular purposes. Total restricted funds are the aggregate of balances on all restricted funds. Deficits on restricted funds are allowed to arise only where this expenditure is covered by a formal agreement with a government or other agency and the deficit will be reimbursed within the next financial year.

Restricted funds totalled £234,398 at the end of the year, an increase of £20,603 (10%) from the balance at 31 October 2018, showing that we continue to be in a robust position to fund our projects in the coming year.

GOING CONCERN

Feedback has been less affected by the COVID-19 pandemic than many other charities who are reliant on retail activities and events for a large part of their income. We have been largely able to continue with our planned activities and have been in touch with all of our funders to discuss how our projects have been affected by the crisis and to what extent we can redirect our activities towards emergency relief. We are extremely grateful for the very positive continuing support our funders have given to our programmes. Since the year end, we have also been awarded a three-year grant by the Esmée Fairbairn Foundation. Taking these developments of our activities into account, our income and expenditure and cash flow forecasts demonstrate that, even on a very conservative basis, Feedback will continue to be a going concern for more than 12 months beyond the date of this report.

LOAN FUNDING

During 2018, the organisation was granted a £75,000 concessionary loan by the Charities Aid Foundation. This is interest free and unsecured and was obtained to provide cash flow funding for EU projects, which reimburse expenditure in arrears. To cover the period of the new Interreg 2 Seas FLAVOUR project, the repayment date has been extended until 30 June 2023.

PRINCIPAL FUNDING SOURCES

Feedback is grateful for the support of an increasing number of individuals, trusts, foundations, partner NGOs and international organisations. The institutional funders of Feedback during 2019 were:

- Chapman Charitable Trust
- Esmée Fairbairn Foundation
- European Commission
- National Lottery Community Fund (Our Bright Future)
- One Ark Limited
- Postcode Community Trust
- Schroder Foundation
- Ten Years' Time
- The Craignish Trust
- The Evan Cornish Foundation
- The February Foundation
- The Joseph Rowntree Charitable Trust
- The Kestrelman Trust
- The Lawson Trust
- The Moondance Foundation
- The Polden Puckham Charitable Foundation
- The Rampion Fund at Sussex Community Foundation
- The Roddick Foundation
- The Rothschild Foundation
- The Tudor Trust
- The Waterloo Foundation
- The Watson Foundation
- Toast Ale Limited
- Waste and Resources Action Programme
- WWF

PLANS FOR FUTURE PERIODS

In 2020-21, we intend to further develop our new areas of work, including our work on sugar beets, anaerobic digestion and industrial meat and dairy. This period also marks the end of our present three-year strategic plan; we will be conducting a broad strategic review to develop our next strategic framework and plan. We are piloting new activities to potentially include in our next phase of work. In addition, we continue to find ways for our work to have an influence beyond the UK, including working with partners in the EU and the USA.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

Feedback is a charitable company limited by guarantee, registered in England and Wales (charity number 1155064, company number 8530711) and governed by a Memorandum of Association dated 25 April 2013, and Articles of Association with amendment dated 9 December 2013.

None of the Trustees has any beneficial interest in the company. All the Trustees are members of the company and guarantee to contribute £5 in the event of a winding up.

The Board comprised between six and eight Trustees during the year and met four times during the year to ensure good governance and to obtain assurance over all major issues affecting the performance and future developments of Global Feedback Limited. During the year, the Board reviewed progress against the three-year strategic plan, approved the budget for the year ended 2020 and approved key policies and risk mitigation approaches. Three additional Trustees have been recruited since the year end to extend the range of experience of the Board.

The Audit Committee, comprising a minimum of two Trustees, also meets four times a year to review financial performance and financial risk management and makes recommendations on financial matters to the Board.

The Personnel Committee, comprising a minimum of two Trustees, also meets four times a year to review personnel issues and makes recommendations to the Board for the adoption of personnel policies. The Committee also meets on an ad hoc basis to support the Head of Operations and Executive Director.

RECRUITMENT, APPOINTMENT AND INDUCTION OF TRUSTEES

New Trustees are recruited to meet the skills and experiences required by the charity. New Trustees are elected by the Board, initially for a three-year term, which can be extended for a further term.

Prospective Trustees are sent an information pack about Feedback. New Trustee induction is undertaken by the Chair, other Board members and the Executive Director. Trustees are encouraged to use resources provided by the Charity Commission and to network internally and externally to maintain and develop their knowledge and Trustee skills.



A cookery demonstration at a Feedback event in Manchester.

MANAGEMENT AND ORGANISATION

Feedback's senior management team are the Finance Director, Head of Communications and Policy, Head of Research and Head of Operations, who all report directly to the Executive Director, who in turn reports to the Board of Trustees. The team comprises experienced staff with a range of skills, covering the programmatic and managerial demands of Feedback's operations.

REMUNERATION OF STAFF

Remuneration is benchmarked with salaries for similar roles in organisations in the charitable sector and salaries are reviewed on an annual basis, and increased, where appropriate, subject to inflation, performance or changes in scope of work. The remuneration of the Executive Director is approved by the Board and the remuneration of other staff is approved by the Executive Director.

RISK MANAGEMENT

The Trustees regularly review the risk register, comprising the potential operational, strategic and financial risks that the charity may face and confirm that they have established systems to minimise such risks, should they materialise. Plans, budgets and strategies are reviewed and approved on at least an annual basis.

At the end of the reporting period, the principal risks and uncertainties affecting Feedback, and their mitigation measures, have been identified as follows:

1. Cash flow constraints may arise, including in relation to EC projects paying in arrears: This risk is mitigated through requesting part payment upfront where possible, strict financial forecasting procedures and the provision of cash flow funding.
2. Funding may be at a lower level than planned: This risk is mitigated through robust fundraising plans that build support from a range of funding sources, minimising risk of losing any one piece of funding; building contingencies into budgets to account for any unexpected reduction in income; ensuring that the level of investment in fundraising is sufficient to optimise net income within an acceptable return on investment and training; fundraising staff to lead in development phases of events.
3. The loss of funding, partnerships and advocacy opportunities, due to the UK's exit from the European Union: This risk is being mitigated through maintaining good relationships with EU partner organisations, working through EU based civil society coalitions and investigating the feasibility and desirability of setting up a legal entity in the EU.
4. The effects of COVID-19 have been considered in the risk register; government lockdown restrictions are followed, all staff work remotely from home, those that are providing support to the relief effort are observing the 2 metres social distancing rules and deep cleaning all equipment and surfaces when preparing food and gleaning fresh produce. Most funders have allowed funds to be diverted to support the COVID-19 relief effort and Feedback is well placed to be providing this support. Feedback has not experienced a reduction in funding as a result of COVID-19 and does not expect income to be adversely impacted over the next year. No staff have been furloughed and it is anticipated that this will not be necessary as all staff are working at full capacity.

REFERENCE AND ADMINISTRATION DETAILS

| | |
|---|---|
| <i>Charity registration number:</i> | 1155064 |
| <i>Company registration number:</i> | 08530711 |
| <i>Registered and principal office:</i> | 61 Mare Street Hackney London E8 4RG |

Directors and Trustees

The Board of Trustees constitutes directors of the company for the purpose of company law and Trustees for the purpose of charity law. The Trustees serving during the year and since the year end were as follows:

| | |
|---------------------|-------------------------------|
| Glen Tarman | Chair |
| Ann Firth | Treasurer |
| Katharine Roedde | Resigned on 15 January 2020 |
| Ben Stewart | Resigned on 01 November 2019 |
| Laura Yates | Resigned on 25 April 2019 |
| Marc Zornes | Resigned on 25 April 2019 |
| Wadzanai Katsidzira | |
| Catherine Johnson | |
| Julia Breatnach | Appointed on 01 November 2019 |
| Rhiannan Sullivan | Appointed on 01 November 2019 |
| James Barker | Appointed on 26 February 2020 |

No Trustee received any remuneration for Trustees' services during the year (2018–nil), nor did they have any beneficial interest in any contract with the charity.

| | |
|----------------------------|------------------|
| <i>Executive Director:</i> | Carina Millstone |
|----------------------------|------------------|

| | |
|------------------------------|---|
| <i>Independent Examiner:</i> | Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington London N4 2BT |
|------------------------------|---|

| | |
|---------------|--|
| <i>Banks:</i> | Metro Bank plc 1 Southampton Row London WC1B 5HA |
|---------------|--|

Triodos Bank NV
Deanery Road
Bristol BS1 5AS

The Co-operative Bank plc
PO Box 101
1 Balloon Street
Manchester M60 4EP

STATEMENT OF THE TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Global Feedback Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company at the balance sheet date and of the incoming resources and application of resources, including income and expenditure of the charitable company for the financial year. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statement; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the Board.



Glen Tarman (Chair)
Director and Trustee
16 June 2020

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF GLOBAL FEEDBACK LIMITED

I report to the charity Trustees on my examination of the accounts of the company for the year ended 31 October 2019, which are set out on pages 24 to 39.

Responsibilities and Basis of Report

As the charity Trustees of the company (and also its directors for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Shu Fen Chung FCCA ACA
BARCANT BEARDON LIMITED
Chartered Accountants
8 Blackstock Mews, Islington, London N4 2BT

23 June 2020

GLOBAL FEEDBACK LIMITED STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 OCTOBER 2019

INCOME AND EXPENDITURE SUMMARY

| | Notes | Restricted Funds £ | Unrestricted Funds £ | Total Funds 2019 £ | Total Funds 2018 £ |
|---|-------|-----------------------|-------------------------|--------------------------|--------------------------|
| <i>Income and endowments from:</i> | | | | | |
| Donations and legacies | 2 | 98,524 | 80,243 | 178,767 | 59,101 |
| Charitable activities | 3 | 537,150 | - | 537,150 | 771,959 |
| Other trading activities | 4 | 803 | 20,834 | 21,637 | 4,003 |
| Investments | 5 | - | 400 | 400 | 311 |
| Other | 6 | - | 1,819 | 1,819 | 1,030 |
| Total income and endowments | | 636,477 | 103,296 | 739,773 | 836,404 |
| <i>Expenditure on:</i> | | | | | |
| Costs of raising funds | 7 | 25,297 | 15,786 | 41,083 | 50,161 |
| Charitable activities | 8 | 599,164 | 79,885 | 679,049 | 674,394 |
| Other | 10 | 93 | 2,432 | 2,525 | - |
| Total expenditure | | 624,554 | 98,103 | 722,657 | 724,555 |
| Net income/(expenditure) | | 11,923 | 5,193 | 17,116 | 111,849 |
| Transfers between funds | 21 | 8,680 | (8,680) | - | - |
| <i>Net movement in funds for the year</i> | | 20,603 | (3,487) | 17,116 | 111,849 |
| <i>Reconciliation of funds</i> | | | | | |
| Total funds brought forward | 21 | 213,795 | 146,286 | 360,081 | 248,232 |
| Total funds carried forward | 21 | 234,398 | 142,799 | 377,197 | 360,081 |

The statement of financial activities includes all gains and losses recognised during the year.

All income and expenditure derive from continuing activities.

GLOBAL FEEDBACK LIMITED

BALANCE SHEET AS OF 31 OCTOBER 2019

| | Notes | 2019 £ | 2018 £ |
|--|-------|-----------|-----------|
| <i>Fixed Assets</i> | 16 | 7,013 | - |
| <i>Current Assets</i> | | | |
| Debtors | 17 | 105,953 | 145,591 |
| Cash at bank and in hand | | 397,541 | 344,492 |
| | | 503,494 | 490,083 |
| <i>Creditors: Amounts falling due within one year</i> | 18 | (58,310) | (55,002) |
| <i>Net Current Assets</i> | | 445,184 | 435,081 |
| <i>Total Assets Less Current Liabilities</i> | | 452,197 | 435,081 |
| <i>Creditors: Amounts falling due after more than one year</i> | 20 | (75,000) | (75,000) |
| <i>Net Assets</i> | | 377,197 | 360,081 |
| <i>Funds</i> | | | |
| Restricted funds | 21 | 234,398 | 213,795 |
| Unrestricted funds | | | |
| General funds | 21 | 142,285 | 143,198 |
| Designated funds | 21 | 514 | 3,088 |
| <i>Total funds</i> | | 377,197 | 360,081 |

For the financial year ended 31 October 2019, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed on behalf of the board of Trustees



Glen Tarman (Chair)
16 June 2020

The notes on page 27-39 form part of these financial statements.
Company Registration No. 08530711

GLOBAL FEEDBACK LIMITED

STATEMENT OF CASH FLOWS AS OF 31 OCTOBER 2019

| | Notes | 2019 £ | 2018 £ |
|---|-------|-----------|-----------|
| <i>Cash flow from operating activities</i> | | | |
| Net cash provided by operating activities | 23 | 59,662 | 4,841 |
| <i>Cash flow from investing activities</i> | | | |
| Interest income | | 400 | 311 |
| Proceeds from sale of tangible fixed assets | | - | - |
| Purchase of tangible fixed assets | | (7,013) | - |
| Net cash (used in)/provided by investing activities | | (6,613) | 311 |
| <i>Cash flow from financing activities</i> | | | |
| Cash inflows from new borrowing | | - | 75,000 |
| Net cash provided by financing activities | | - | 75,000 |
| <i>Net increase in cash and cash equivalents in the year</i> | | 53,049 | 80,152 |
| <i>Cash and cash equivalents at the beginning of the year</i> | | 344,492 | 264,340 |
| <i>Cash and cash equivalents at the end of the year</i> | | 397,541 | 344,492 |
| <i>Analysis of cash and cash equivalents</i> | | | |
| Cash in bank and in hand | | 397,541 | 344,492 |
| <i>Cash and cash equivalents at the end of the year</i> | | 397,541 | 344,492 |

GLOBAL FEEDBACK LIMITED NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2019

1.0 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

1.1 *General information and basis of preparation*

Global Feedback Limited is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £5 per member of the charity. The registered office is 61 Mare Street, Hackney, London E8 4RG.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) published on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historic cost convention. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 *Fund accounting*

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes. Restricted funds are subject to restrictions on their expenditure imposed by the donor.

1.3 *Income recognition*

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example, the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Interest income is recognised when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

1.4 Expenditure recognition

Expenditure is recognised on an accrual basis where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs incurred on activities that raise funds.
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.5 Support costs allocation

Support costs are those functions that assist the work of the charity but do not directly represent charitable activities and include premises overheads, office, finance and governance costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

1.6 Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalised at cost. No depreciation is provided in respect to assets under development.

1.7 Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

1.8 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

1.9 Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

1.10 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged in the Statement of Financial Activities in the year they are payable.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the year in which the employee's services are received.

1.12 Foreign currencies

Foreign currency transactions are initially recognised by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in a foreign currency at the balance sheet date are translated using the closing rate.

2.0 INCOME FROM DONATIONS AND LEGACIES

| | 2019 £ | 2018 £ |
|-----------------------|-------------------|-------------------|
| Gifts | 120,603 | 26,237 |
| Gift Aid tax reclaims | 1,094 | 1,854 |
| Grants | 57,000 | 30,000 |
| Donated services | 70 | 510 |
| Other | - | 500 |
| | 178,767 | 59,101 |

2.1 Income from donation and legacies was £178,767 (2018 – £59,101) of which £98,524 (2018 – £6,250) was attributable to restricted funds and £80,243 (2018 – £52,851) was attributable to unrestricted funds.

2.2 The charity received pro-bono graphic design work from one of the Trustees. The value placed on this contribution by the Trustees is £70 (2018 – £510). The income equivalent is recognised within incoming resources as a donation and an equivalent charge included in support costs.

3.0 INCOME FROM CHARITABLE ACTIVITIES

| | 2019 £ | 2018 £ |
|----------------------------|-------------------|-------------------|
| Sale of good and services | 225 | 7,769 |
| Contractual payments | 299,032 | 265,104 |
| Performance related grants | 237,893 | 499,086 |
| | 537,150 | 771,959 |

3.1 Income from charitable activities was £537,150 (2018 – £771,959) of which £537,150 (2018 – £771,959) was attributable to restricted funds and £nil (2018 – £nil) was attributable to unrestricted funds.

4.0 INCOME FROM OTHER TRADING ACTIVITIES

| | 2019 £ | 2018 £ |
|-----------------------------------|-------------------|-------------------|
| Events, speaking and writing fees | 5,882 | 2,806 |
| Rental income | 10,301 | - |
| Other income | 5,454 | 1,197 |
| | 21,637 | 4,003 |

4.1 Income from other trading activities was £21,637 (2018 – £4,003) of which £803 (2018 – £37) was attributable to restricted funds and £20,834 (2018 – £3,966) was attributable to unrestricted funds.

5.0 INCOME FROM INVESTMENTS

| | Unrestricted Funds 2019 £ | Unrestricted Funds 2018 £ |
|---------------|---------------------------------|---------------------------------|
| Bank Interest | 400 | 311 |

6.0 OTHER INCOME

| | 2019 £ | 2018 £ |
|----------------------------|-----------|-----------|
| Insurance claim settlement | 1,819 | - |
| Net foreign exchange gain | - | 1,030 |
| | 1,819 | 1,030 |

6.1 Other income was £1,819 (2018 – £1,030) of which £nil (2018 – £208) was attributable to restricted funds and £1,819 (2018 – £822) was attributable to unrestricted funds.

7.0 EXPENDITURE ON RAISING FUNDS

| | 2019 £ | 2018 £ |
|-------------------------|-----------|-----------|
| Staff costs | 34,454 | 36,567 |
| Other fundraising costs | 6,629 | 13,594 |
| | 41,083 | 50,161 |

7.1 Of the £41,083 expenditure in 2019 (2018 – £50,161), £25,297 (2018 – £41,592) was attributable to restricted funds and £15,786 (2018 – £8,569) was attributable to unrestricted funds.

8.0 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**Charitable Activities 2019**

| | Activities undertaken directly 2019 £ | Support costs 2019 £ | Governance costs 2019 £ | Total 2019 £ |
|---|---|----------------------------|-------------------------------|--------------------|
| Core work | 31,204 | - | 5,489 | 36,693 |
| Feeding Climate Activists | 773 | - | - | 773 |
| Stir Festival | 6,136 | 45 | - | 6,181 |
| Food Waste Policy | 2,649 | - | - | 2,649 |
| Gleaning Network | 141,134 | 27,889 | - | 169,023 |
| EU Partnerships | 96,532 | 10,951 | - | 107,483 |
| Organisational Development and Research | 63,544 | 9,624 | - | 73,168 |
| Strategic Consultancy for WWF | 6,676 | 566 | - | 7,242 |
| Regional Food Economy | 71,264 | 8,599 | - | 79,863 |
| Fishy Business | 43,342 | 5,280 | - | 48,622 |
| People's Kitchen | 5,830 | - | - | 5,830 |
| Milking It – Date Labelling | 13,406 | 1,013 | - | 14,419 |
| Growing Food Citizens | 34,356 | 4,217 | - | 38,573 |
| The Cow in the Room | 29,368 | 3,920 | - | 33,288 |
| Too Much of a Bad Thing | 8,292 | - | - | 8,292 |
| Big Livestock | 18,264 | 2,546 | - | 20,810 |
| Anaerobic Digestion | 13,834 | 1,635 | - | 15,469 |
| EcoTalent | 8,491 | 2,180 | - | 10,671 |
| | 595,095 | 78,465 | 5,489 | 679,049 |

Charitable Activities 2018

| | Activities undertaken directly 2018 £ | Support costs 2018 £ | Governance costs 2018 £ | Total 2018 £ |
|---|---|-------------------------------|----------------------------------|--------------------|
| Core work | 3,709 | - | 5,567 | 9,276 |
| Feeding the 5000 | 1,596 | - | - | 1,596 |
| Gleaning Network | 309,011 | 40,593 | - | 349,604 |
| EU Partnerships | 140,199 | 15,376 | - | 155,575 |
| Organisational Development and Research | 68,195 | 7,920 | - | 76,115 |
| Regional Food Economy | 45,962 | 5,172 | - | 51,134 |
| Total Bull | 3,170 | 333 | - | 3,503 |
| Fishy Business | 2,224 | - | - | 2,224 |
| Food for Us | 8,011 | 641 | - | 8,652 |
| People's Kitchen | 145 | - | - | 145 |
| Milking It – Date Labelling | 4,974 | 607 | - | 5,581 |
| Growing Food Citizens | 6,794 | 751 | - | 7,545 |
| The Cow in the Room | 932 | 600 | - | 1,532 |
| Too Much of a Bad Thing | 1,912 | - | - | 1,912 |
| | 596,834 | 71,993 | 5,567 | 674,394 |

- 8.1** Of the £679,049 expenditure in 2019 (2018 – £674,394), £599,164 (2018 – £638,603) was attributable to restricted funds and £79,885 (2018 – £35,791) was attributable to unrestricted funds.

9.0 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

| | Support costs £ | Governance costs £ | Total 2019 £ | Total 2018 £ |
|--------------------------|-----------------------|--------------------------|--------------------|--------------------|
| Premises and office | 60,335 | - | 60,335 | 51,594 |
| Communications | 14,693 | - | 14,693 | 18,045 |
| Finance and professional | 3,437 | - | 3,437 | 2,367 |
| Accountancy | - | 5,400 | 5,400 | 4,932 |
| Trustees' expenses | - | 89 | 89 | 622 |
| | 78,465 | 5,489 | 83,954 | 77,560 |

10.0 OTHER EXPENDITURE

| | 2019 £ | 2018 £ |
|---------------------------|-----------|-----------|
| Net foreign exchange loss | 2,525 | - |

- 10.1** Other expenditure was £2,525 (2018 – £nil) of which £93 (2018 – £nil) was attributable to restricted and £2,432 (2018 – £nil) was attributable to unrestricted funds.

11.0 NET INCOME/(EXPENDITURE) FOR THE YEAR

| | 2019 £ | 2018 £ |
|---------------------------------------|-----------|-----------|
| <i>This is stated after charging:</i> | | |
| Accountancy | 2,880 | 2,466 |
| Independent examination | 2,520 | 2,465 |

12.0 TRUSTEE REMUNERATION AND EXPENSES

The Trustees were not paid any remuneration or received any other benefits during the year (2018 – nil). Lunch costs amounting to £11 (2018 – Travel costs of £495) were paid on behalf of one (2018 – one) member of the Board of Trustees. One Trustee (2018 – one Trustee) was paid £990 (2018 – £700) for graphic design work and provided pro bono design work to the value of £70 (2018 – £510).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2018 – Nil).

13.0 ANALYSIS OF STAFF COSTS

| | 2019 £ | 2018 £ |
|-----------------------|-------------------|-------------------|
| Wages and salaries | 449,628 | 393,389 |
| Social security costs | 36,810 | 29,662 |
| Pension costs | 8,428 | 4,654 |
| | 494,866 | 427,705 |

13.1 No employee earned more than £60,000 per annum (2018 – none).

13.2 The total amount of employee benefits received by key management personnel is £95,805 (2018 – £87,458). The company considers its key management personnel comprise its Executive Director and Finance Director.

14.0 STAFF NUMBERS

The average monthly headcount was 22 staff (2018 – 18 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

| | 2019 Number | 2018 Number |
|--|------------------------|------------------------|
| | 13.1 | 11.5 |

15.0 TAXATION

As a charity, Global Feedback Limited is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

16.0 FIXED ASSETS

| | Kitchen Cabin (under development) £ |
|-----------------------|--|
| <i>Cost</i> | |
| Additions | 7,013 |
| At 31 October 2019 | 7,013 |
| <i>Depreciation</i> | |
| At 31 October 2019 | - |
| <i>Net Book Value</i> | |
| At 31 October 2019 | 7,013 |

| 17.0 DEBTORS | 2019 £ | 2018 £ |
|---------------------|-------------------|-------------------|
| Trade debtors | 509 | 195 |
| Other debtors | 842 | 678 |
| Prepayments | 8,326 | 9,268 |
| Accrued income | 96,276 | 135,450 |
| | 105,953 | 145,591 |

| 18.0 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR | 2019 £ | 2018 £ |
|--|-------------------|-------------------|
| Trade creditors | 6,223 | 5,270 |
| Other creditors | 447 | 291 |
| Accruals | 41,908 | 49,441 |
| Deferred income | 9,732 | - |
| | 58,310 | 55,002 |

| 19.0 DEFERRED INCOME | 2019 £ | 2018 £ |
|---|-------------------|-------------------|
| Deferred income comprises grants received in advance. | | |
| Amount deferred in year | 9,732 | - |
| Balance as at 31 October | 9,732 | - |

| 20.0 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR | 2019 £ | 2018 £ |
|---|-------------------|-------------------|
| Concessionary loans | 75,000 | 75,000 |
| | 75,000 | 75,000 |

20.1 Last year a concessionary loan of £75,000 was obtained from Charities Aid Foundation. The loan is interest free and unsecured. This is to be repaid by 30 June 2023.

21.0 ANALYSIS OF CHARITABLE FUNDS***Unrestricted Funds – Current Year***

| | Balance 1 Nov 2018 £ | Incoming Resources £ | Outgoing Resources £ | Transfers £ | Balance 31 Oct 2019 £ |
|---------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------|--------------------------------------|
| General funds | 143,198 | 97,118 | (80,208) | (17,823) | 142,285 |
| <i>Designated funds</i> | | | | | |
| Too Much of a Bad Thing | 3,088 | - | (8,292) | 5,204 | - |
| Feeding Climate Activists | - | - | (773) | 773 | - |
| Stir Festival | - | 5,411 | (6,181) | 770 | - |
| Food Waste Policy | - | 767 | (2,649) | 2,396 | 514 |
| | 146,286 | 103,296 | (98,103) | (8,680) | 142,799 |

Unrestricted Funds – Previous Year

| | Balance 1 Nov 2017 £ | Incoming Resources £ | Outgoing Resources £ | Transfers £ | Balance 31 Oct 2018 £ |
|-------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------|--------------------------------------|
| General funds | 137,696 | 57,950 | (42,448) | (10,000) | 143,198 |
| <i>Designated funds</i> | | | | | |
| Too Much of a Bad Thing | - | - | (1,912) | 5,000 | 3,088 |
| | 137,696 | 57,950 | (44,360) | (5,000) | 146,286 |

Name of unrestricted fund***Description, nature and purposes of the fund***

General funds

The “free reserves” after allowing for any designated funds.

Designated funds

Too Much of a Bad Thing – This is a campaign to reduce sugar consumption through supply-side interventions, that is to say, reducing the amount of sugar beet produced in the UK, to stem soil depletion and improve health.

Feeding Climate Activists – During September, Feedback lead a partnership of organisations to feed student climate strikers in Brighton. We also spoke at Extinction Rebellion events and provided them with gleaned produce and catering equipment.

Stir Festival – Feedback provided catering services to the Stir to Action Festival held in July 2019. The Feedback café offered healthy meals using sustainably sourced gleaned, leftover and other local produce in order to support the local economy.

Food Waste Policy – During the year Feedback has spent time engaging in EU advocacy to pressure the Commission to take greater action on farm-level food waste, including presenting to and meeting with the Commission. We have also campaigned in the UK, including responding to government consultations, providing panellists for various events, and meeting with government ministers and others to discuss sustainable food systems and the reduction of current food waste levels.

21.1 Restricted Funds – Current Year

| | Balance 1 Nov 2018 £ | Incoming Resources £ | Outgoing Resources £ | Transfers £ | Balance 31 Oct 2019 £ |
|--|----------------------------|----------------------------|----------------------------|----------------|-----------------------------|
| Gleaning Network UK | | | | | |
| The Farm to Fork project | 8,680 | 64,690 | (73,370) | - | - |
| The Tudor Trust & misc income | 26,911 | 253 | (22,714) | - | 4,450 |
| The Rampion Fund at Sussex Community Foundation | 10,000 | - | (10,000) | - | - |
| The February Foundation | 1,779 | - | (1,779) | - | - |
| Waste & Resources Action Programme | - | 63,894 | (61,160) | - | 2,734 |
| EU Partnerships | | | | | |
| REFRESH project | - | 71,587 | (71,587) | - | - |
| Saving Food 2.0 project | - | 41 | (41) | - | - |
| Ecorys Brussels | 8,097 | (1,009) | (7,088) | - | - |
| FLAVOUR project | - | 20,723* | (28,799) | - | (8,076) |
| Organisational Development and Research | | | | | |
| Esmée Fairbairn Foundation | 134 | 73,034 | (73,168) | - | - |
| Strategic Consultancy | | | | | |
| WWF | - | 7,296 | (7,296) | - | - |
| The Alchemic Kitchen | | | | | |
| The Moondance Foundation | 25,568 | 59,540 | (53,264) | - | 31,844 |
| The Evan Cornish Foundation | - | 15,000 | (15,000) | - | - |
| One Ark Limited | - | 6,000 | (6,000) | - | - |
| Other miscellaneous income | - | 5,599 | (5,599) | - | - |
| Fishy Business | | | | | |
| The Watson Foundation | 2,776 | - | (2,776) | - | - |
| The Waterloo Foundation | 50,000 | 40,000 | (40,846) | - | 49,154 |
| The Craignish Trust | - | 5,000 | (5,000) | - | - |
| People's Kitchen | | | | | |
| Postcode Community Trust | 19,855 | - | (5,830) | - | 14,025 |
| Milking It – Date Labelling | | | | | |
| The Roddick Foundation | 14,419 | - | (14,419) | - | - |
| Growing Food Citizens | | | | | |
| The Rothschild Foundation | 42,455 | 60,000 | (38,572) | - | 63,883 |
| The Cow in the Room | | | | | |
| The Kestrelman Trust | - | 20,000 | (16,287) | - | 3,713 |
| The Polden Puckham Charitable Foundation | - | 1,000 | (1,000) | - | - |
| Ten Years' Time | - | 1,000 | (1,000) | - | - |
| Donations | 3,121 | 3,200 | (15,001) | 8,680 | - |
| Big Livestock vs The Planet | - | 89,500 | (20,818) | - | 68,682 |
| Bad Energy | | | | | |
| The Joseph Rowntree Charitable Trust | - | 19,458 | (15,469) | - | 3,989 |
| EcoTalent | | | | | |
| Our Bright Future | - | 10,671 | (10,671) | - | - |
| | 213,795 | 636,477 | (624,554) | 8,680 | 234,398 |

* FLAVOUR project income includes matched funding of £5,000 from The Lawson Trust.

21.2 Restricted Funds – Previous Year

| | Balance 1 Nov 2017 £ | Incoming Resources £ | Outgoing Resources £ | Transfers £ | Balance 31 Oct 2018 £ |
|--|-------------------------------------|-------------------------------------|-------------------------------------|------------------------|--------------------------------------|
| Feeding the 5000 | - | 5,000 | (1,596) | (3,404) | - |
| Gleaning Network UK | | | | | |
| Gleaning Network project | - | 237 | (5,237) | 5,000 | - |
| The Farm to Fork project | 2,150 | 343,177 | (336,647) | - | 8,680 |
| The Tudor Trust | 18,198 | 20,000 | (11,287) | - | 26,911 |
| The Lawson Foundation | - | 5,000 | (5,000) | - | - |
| The Rampion Fund at Sussex Community Foundation | - | 10,000 | - | - | 10,000 |
| The February Foundation | - | 4,940 | (3,161) | - | 1,779 |
| EU Partnerships | | | | | |
| EFFECT project | 7,630 | - | (7,630) | - | - |
| REFRESH project | - | 77,502 | (77,502) | - | - |
| Saving Food 2.0 project | - | 68,806 | (68,806) | - | - |
| Ecorys Brussels | - | 9,733 | (1,636) | - | 8,097 |
| Organisational Development and Research | | | | | |
| Esmée Fairbairn Foundation | 1,345 | 80,164 | (81,375) | - | 134 |
| Regional Food Economy | | | | | |
| The Moondance Foundation | 76,702 | - | (51,134) | - | 25,568 |
| Total Bull | 3,504 | - | (3,504) | - | - |
| Fishy Business | | | | | |
| The Watson Foundation | - | 5,000 | (2,224) | - | 2,776 |
| The Waterloo Foundation | - | 50,000 | - | - | 50,000 |
| Food for Us | 1,007 | 7,645 | (8,652) | - | - |
| People's Kitchen | | | | | |
| Postcode Community Trust | - | 20,000 | (145) | - | 19,855 |
| Milking It – Date Labelling | | | | | |
| The Roddick Foundation | - | 20,000 | (5,581) | - | 14,419 |
| Growing Food Citizens | | | | | |
| The Rothschild Foundation | - | 50,000 | (7,545) | - | 42,455 |
| The Cow in the Room | - | 1,250 | (1,533) | 3,404 | 3,121 |
| | 110,536 | 778,454 | (680,195) | 5,000 | 213,795 |

| <i>Name of unrestricted fund</i> | <i>Description, nature and purposes of the fund</i> |
|---|---|
| Feeding the 5000 | Towards the costs of recording the impact of events to raise awareness about the problem of food waste. |
| Gleaning Network UK | <p>Our programme to engage people in environmental issues and build community ties, through volunteer days recovering food surplus from fields for charitable redistribution. The Farm to Fork project, which has led on this work has been primarily funded by the National Lottery Community Fund (Our Bright Future), via The Royal Society of Wildlife Trusts. This project completed during the year.</p> <p>WRAP funded our Community-led Gleaning project, which ran from November 2018 to November 2019, training other community groups across the country to safely and effectively conduct their own gleaning activities. The project consisted of running workshops for interested groups, shadowing gleaning days and the development of an online gleaning handbook which is available to all and is a vital part of our project legacy.</p> |
| EU Partnerships | <p>Towards the costs of the following projects:</p> <p>REFRESH – Resource Efficient Food and Drink for the Entire Supply Chain (funded under the Horizon 2020 programme). Our Pig Idea work was funded through this project.</p> <p>Ecorys Brussels – Food Redistribution in the EU: Analysis of existing frameworks and dissemination opportunities (funded by DG Sante).</p> <p>Both REFRESH and Food Redistribution in the EU completed during the year.</p> <p>EFFECT – Europe Fights Food Waste Through Effective Consumer Training (funded under the ERASMUS+ Programme).</p> <p>Saving Food 2.0 – An Innovative Solution to Tackle Food Waste through the Collaborative Power of ICT Networks (funded under the Horizon 2020 programme).</p> <p>Both EFFECT and Saving Food completed during the previous financial year.</p> <p>FLAVOUR – Food Surplus and Labour, the Valorisation of Underused Resources (funded under the Interreg 2 Seas Mers Zeeën 2014-2020 Crossborder Cooperation Programme). This 4-year project aims to address key societal challenges in the “2 Seas” areas bordering the English Channel. Feedback’s role, through our Gleaning Networks in Sussex and Kent, is to intercept wholesale volumes of surplus produce, develop a processing operation to preserve surplus food and share learnings with others to replicate.</p> |
| Organisational Development | Funding from the Esmée Fairbairn Foundation provided essential support towards the costs of the Feedback managerial staff. |
| Strategic Consultancy | Feedback provided online training to WWF staff in European country offices together with food waste campaigning resources on food waste regulations and voluntary measures, to support WWF’s campaigning to reduce food waste as a contribution to Sustainable Development Goal 12.3. |
| The Alchemic Kitchen | Our programme piloting a food community-anchored social enterprise in the North West that keeps food and food waste within the region. This is primarily funded by the Moondance Foundation, Evan Cornish Foundation and One Ark Limited. |
| Total Bull | A project which aimed to expose misleading labelling by UK supermarkets, funded by three individual donors who wished to remain anonymous. This was completed during the previous financial year. |
| Fishy Business | Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed. This project is funded by the Watson and Waterloo Foundations and The Craignish Trust. |

| <i>Name of unrestricted fund</i> | <i>Description, nature and purposes of the fund</i> |
|---|--|
| Food for Us | Food for Us was a UNEP-funded consortium project. The aim of the project was to increase capacity through research and trial of a mobile phone application to reduce on-farm food waste and increase surplus food redistribution in South Africa. Feedback's role included advising the researchers and developing the concept for the final public event. This project was completed during the previous financial year. |
| People's Kitchen | This project aims to provide a regular social cooking and eating space open to all, now based on the Kingsmead Estate in Homerton, Hackney. Guided by session leaders from diverse backgrounds, participants co-create a plant-based feast using food surplus. The project also aims to engage local young people in soft educational experiences relating to basic cooking skills, the food system and the environment. It is funded by the Postcode Community Trust. |
| Milking It – Date Labelling | Our campaign for accurate date labelling to prevent the generation of food waste in the home, funded by the Roddick Foundation. This project completed during the year. |
| Growing Food Citizens | Our educational programme seeking to foster individual agency and action in the food system in Buckinghamshire and elsewhere, funded by the Rothschild Foundation. |
| The Cow in the Room | Our campaign for the inclusion of reductions of meat and dairy production and consumption in climate change targets. This project has been primarily funded by the Kestrelman Trust. |
| Big Livestock Vs The Planet | This project, looking at divestment from industrial meat and dairy production, campaigns to reduce the environmental devastation caused by the sector by making financial association with it socially unacceptable. The funders wish to remain anonymous. |
| Bad Energy | Our campaign to avoid the use of land, animal rearing and surplus food for energy generation, funded by The Joseph Rowntree Charitable Trust. |
| EcoTalent | Funded by the National Lottery Community Fund (Our Bright Future) via The Royal Society of Wildlife Trusts, EcoTalent aims to increase diversity within the UK environmental sector by championing paid work experience placements and training for participants who might otherwise be unable to access the sector. |

21.2 Fund balances may be negative when expenditure is made on a project that is expected to be reimbursed by funders, but where, at the end of the financial year, not all the conditions have been met that would justify this income being recognised within the accounts. This results in an excess of expenditure over income on some project funds. The total deficit fund balances at 31 October 2019 amounted to £8,076 (2018 – £nil). The Trustees consider that the likelihood of reimbursement is of sufficient level to justify the carrying of these deficit funds at the end of the year.

21.3 The net transfer of £17,823 from general funds represents £9,143 to designated funds and £8,680 additional funding for the restricted fund, The Cow in the Room.

22.0 ANALYSIS OF NET ASSETS BETWEEN FUNDS**Current Year**

| | Restricted Funds 2019 £ | Unrestricted Funds 2019 £ | Total 2019 £ |
|--|--|--|-----------------------------|
| Tangible fixed assets | 7,013 | - | 7,013 |
| Cash at bank and in hand | 140,451 | 257,090 | 397,541 |
| Other net current assets/(liabilities) | 86,934 | (39,291) | 47,643 |
| Creditors more than one year | - | (75,000) | (75,000) |
| | 234,398 | 142,799 | 377,197 |

Previous Year

| | Restricted Funds £ | Unrestricted Funds £ | Total £ |
|--|-----------------------------------|-------------------------------------|--------------------|
| Cash at bank and in hand | 99,159 | 245,333 | 344,492 |
| Other net current assets/(liabilities) | 114,636 | (24,047) | 90,589 |
| Creditors more than one year | - | (75,000) | (75,000) |
| | 213,795 | 146,286 | 360,081 |

23.0 RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2019 £ | 2018 £ |
|----------------------------------|-------------------|-------------------|
| Net income for the year | 17,116 | 111,849 |
| <i>Adjustments for:</i> | | |
| Interest income | (400) | (311) |
| (Increase)/decrease in debtors | 39,638 | (58,622) |
| Increase/(decrease) in creditors | 3,308 | (48,075) |
| | 59,662 | 4,841 |

23.0 RELATED PARTY TRANSACTIONS

Aside from Trustee remuneration and expenses disclosed in note 12, donations and other income totalling £nil (2018 – £151) were receivable from the Trustees during the year.

*Feedback regenerates nature by
transforming the food system.
To do this, we challenge power,
catalyse action and empower people
to achieve positive change.*

June 2020

www.feedbackglobal.org
[@feedbackorg](https://twitter.com/feedbackorg)

