

FEEDBACK ANNUAL REPORT AND FINANCIAL STATEMENTS

2017/18



FEED
BACK

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This document comprises the annual report and financial statements for Global Feedback Limited for the year ending 31 October 2018.

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

Charity number 1155064.

Company number: 08530711

CHAIR'S STATEMENT

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

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

Midway through the previous reporting year, the Board appointed Carina Millstone as our new Executive Director. With Carina, we concluded a strategic and organisational review, leading to a three-year strategic plan for Feedback commencing in 2017-18. This report therefore covers a key year in Feedback's journey – not just as it is the first year of a new plan, but also a new, wider ambition in the ever-more urgent context of powerful interests shaping a food system that is driving climate breakdown and compounding social injustice.

We know it doesn't have to be this way: that our food system can be transformed to enable the natural environment to flourish, our planet to regenerate and for people to have healthy, nutritious food to eat. For Feedback to play its full part in this vision being realised, our programmes are now developed to deliver the following goals:

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

Our last goal aims to make Feedback a well-run organisation and a great place to work so that we can make the most difference in our external change goals (1-3). I am very pleased to say that Feedback has a high-performing team, with high levels of pride and work satisfaction. Our operational and budgetary management effectively support the delivery of effective programmes and a lot of effort has been put into making that so in this year. In addition, Feedback's Board is effective and continually improving. We welcomed a new trustee, Wadzanai Katzidzira, as well as Catherine Johnson (outside of this reporting period), and anticipate further recruitment in the year ahead to deepen our governance bench.



Glen Tarman, Chair of the Board of Trustees

This report covers a key year in Feedback's journey – the first of a new, wider ambition in the ever-more urgent context of powerful interests shaping a food system that is driving climate breakdown.



Food preparation for the Manchester Spring Fiesta.

In this document, the trustees are pleased to present their annual report and financial statements for Global Feedback Limited (known as Feedback) for the year ended 31 October 2018:

- The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.
- 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.

We are very grateful to all those who support our work. This includes our donors, financial supporters, the people who take action in and support our campaigns and our wonderful staff and volunteers.

Feedback is still a relatively young organisation, and we are well aware that we are not as big as many of the organisations active in the food system. We make sure that what we do are smart interventions: whether centred on thought leadership or practically-oriented, they are ones that will result in a big impact.

Everything we do is based on our values: to be bold and collaborative as well as being inspired and seeking to inspire action, and to celebrate success with the movement when progress is made. And progress is being made by Feedback and others.

The environmental problems threatening our climate, biodiversity and health are formidable, yet in taking them on together, we at Feedback want to show in our work how solutions to environmental and social problems can be fun and joyful. Let us share hope around the special role that good, climate-friendly and healthy food can play in lives of individuals and the communities they live in.

Glen Tarman

EXECUTIVE DIRECTOR'S STATEMENT

This year has been truly exciting for Feedback, a time of change, breakthroughs and successes. We have built legitimacy for our campaign asks, developed our alliances and secured changes in legislation and government strategy. We have expanded our reach with work in new locations, reaching new publics and engaging with professionals across sectors. We have created many opportunities for experiential learning and volunteering with an increasingly diverse pool of programme participants, helping to seed the cultural shift that we seek. And we have celebrated many victories with changes in corporate practice.

It has also been a time of significant organisational change. We have instituted new processes and continue to build the capacity of the team to deliver our existing projects effectively, while making sure we have the right skills for new initiatives. We are also proud of our new website and communications strategy. We now have the online tools to enable more effective engagement with our supporters. We end the year in a strong position, with stable finances and a strong and enthused team of 18 staff (all part-time) in 6 locations – as well as a healthy pipeline of funding opportunities.

I am particularly keen to highlight our success at engaging supporters, experts and the public in our work – in person, online and through the media. Over 1,000 people came gleaning with us this year, and over 500 young people took part in our workshops. Additionally, we took part in 78 events, either hosted by us or others, giving talks, running workshops or holding stalls, directly engaging over 18,300 people. The range of these events testifies to the breath of our work and expertise, ranging from community apple pressing days and university fairs, to presentations to businesses, civil society and policy-makers on food waste, the circular economy and alternative food economies. Online, our community of followers grew to reach 26,000 Facebook supporters and 12,000 Twitter followers. We have had our best year to date in terms of media reach, with over 30 diverse, specialist and mainstream outlets covering our campaigns and programmes, including On Your Farm, BBC Politics Live, Countryfile, BBC Radio 4's You and Yours, Channel 5 News, The Grocer, The Daily Mail, The Times, The Sun, The Economist and The Guardian.

In the year ahead, we look forward to launching new areas of work on industrial meat and dairy, sugar beets, anaerobic digestion and diets, climate change and biodiversity. We will strive to become increasingly skilled at mobilising the public, especially citizens for whom engagement with Feedback represent their first foray into environmental activism. And finally, we will seek to bring learning from our victories in the UK to new locations, thus widening our influence and impact.



Carina Millstone, Executive Director

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In the year ahead, we look forward to launching new areas of work on industrial meat and dairy, sugar beets, anaerobic digestion, diets, climate change and biodiversity.

”

A handwritten signature in black ink, which appears to read 'Carina Millstone'. The signature is fluid and stylized, with a long horizontal stroke at the end.

Carina Millstone

GLOBAL FEEDBACK LIMITED TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 OCTOBER 2018



Staff and volunteers at the Feedback Spring Fiesta in Manchester.

OUR OBJECTIVES

Feedback is a UK-based campaign group that regenerates nature by transforming the food system. We believe that securing nutritious, delicious food for all should go hand in hand with protecting our environment. We want to see a world in which human activity replenishes rather than degrades the natural environment and sustains people on a fair basis.

We believe that it is through transformation in the food system that we can best achieve our charitable objects which, as set out in our Articles of Association, are 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, enhancement and rehabilitation of the physical and natural environment, in particular 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 protection of the environment and the prudent use of natural resources;
 - (b) The relief of poverty and the improvement of the conditions of life 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.

Furtherance of our objectives, especially those related to biodiversity, sustainable land use and sustainable development, are best met through transformation of the food system, as food production is the single human activity with the greatest impact on the environment. The wasteful, high input practices used by food corporations to produce our meals are driving deforestation, draining our freshwater reserves and exhausting our soils – and account for over quarter of our global greenhouse gas bill. Meanwhile, a third of food produced is never eaten: a shocking squandering of resources threatening food security.

We are seeking to transform our current food system, moving towards a system where food, resources and nutrients are used sustainably, providing fair access to food for all, while protecting the integrity of our life-supporting planetary ecosystems. This transformation is essential to meet Feedback's charitable objectives pertaining to the relief of poverty and the improvement of conditions for communities, especially the most disadvantaged.



A sauerkraut making workshop using gleaned cabbages.

OUR APPROACH

We are driving change through a unique campaign style geared towards engaging and mobilising citizens, changing business practices and transforming markets, and updating out-dated policy frameworks. Indeed, we believe the transition to a food system in which resources, food and nutrients are used sustainably, providing secure and nutritious food while regenerating nature, will require changes in three main arenas: culture, markets and government.

To achieve outcomes beyond discrete initiatives and in order to effect systemic change, we seek to upscale, support the replication of, and widely disseminate the findings of our work to a broad and diverse audience. We also seek to meet and address our critics and anchor and legitimise our work in dominant institutions and legal frameworks. We are successful in our work when we can point to how we have moved beyond any 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 use of resources within the food system. We act as critical advisors 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 movements of citizens 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 experience of environmental campaigning.

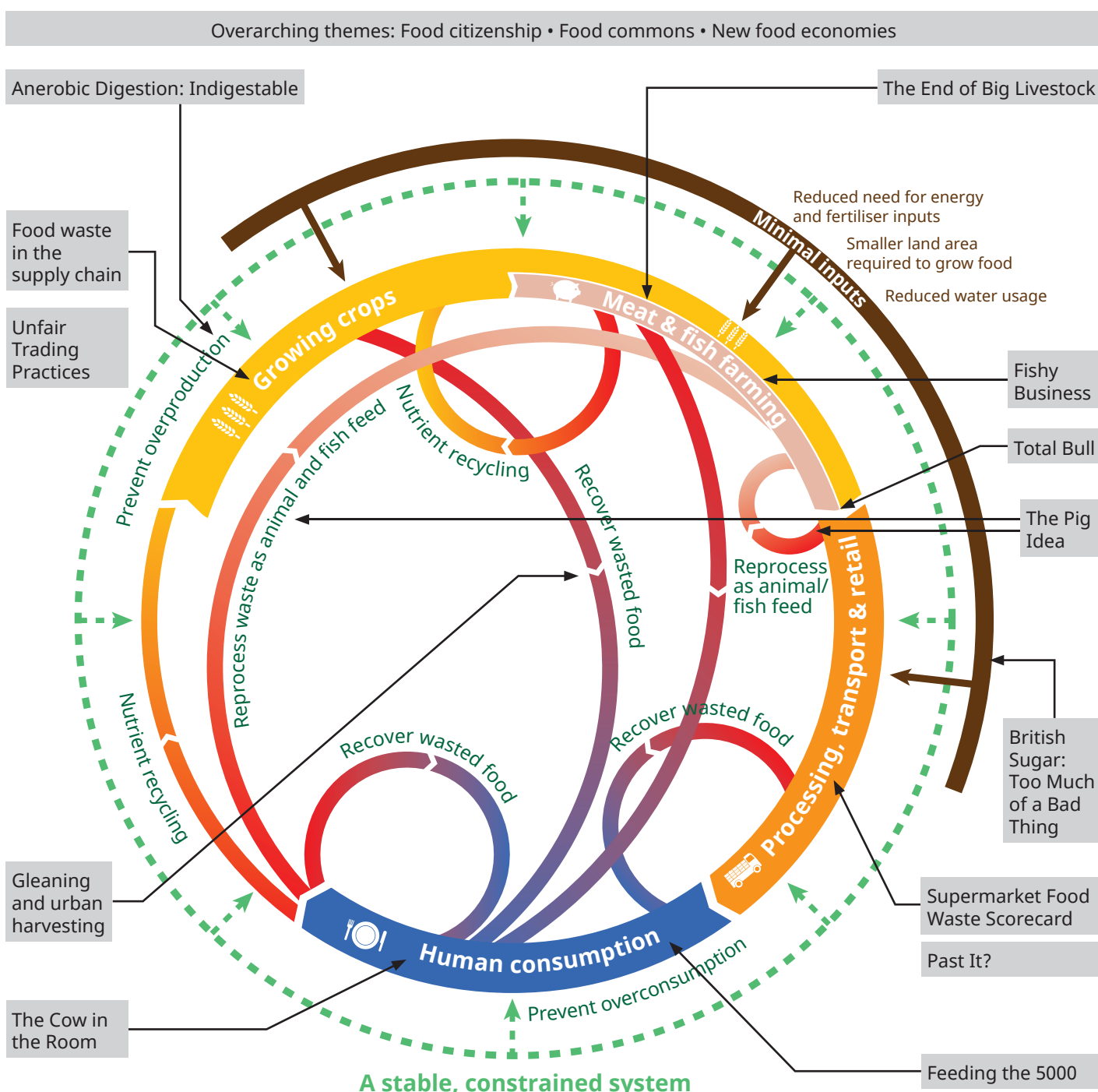
When solutions cannot be achieved with changes to current organisations, models and practices, we roll up our sleeves and pilot alternatives – be it through gleaning or anchoring new community food enterprises. Through these pilots, we demonstrate the feasibility and benefits of a new food economy. We enable replication of our success around the globe through training, toolkits and engaging with citizens and civil society allies far and wide.

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, over-arching themes:

This diagram shows Feedback's model for a more circular, sustainable food system. Our programmes and campaigns are shown according to where in the food system they seek to intervene.

Our model of a sustainable food system



Food Waste

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

Waste in the Supply Chain: Our campaign to prevent food waste on farms linked to trading practices and market structures.

Feeding the 5000: Our flagship, high-profile events to catalyse citizens and cross-sectoral action on food waste.

Supermarkets Scorecard: Our campaign to hold supermarkets to account 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 reductions in meat and dairy production and consumption in climate change targets.

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

The End of Big Livestock: Our emerging campaign (outside of this reporting period) to shrink Big Livestock through calling for divestment and cessation of lending to the industry.

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

Indigestible: Our campaign to avoid the use of land, animal rearing and surplus food for energy generation by reforming the policies that shape the anaerobic digestion industry.



Executive Director and Head of Communications and Policy at a 'Meet the Experts' stand at CoP24 in Poland.

In addition to campaigns which are specific to different stages of the food system, we have three overarching themes which guide our work:

Food Commons

Gleaning Network UK: Our programme to engage people in environmental issues and build community ties through volunteer days recovering surplus fruit and vegetables from farms for charitable redistribution.

Food Feasts: Our events to build community and food citizenship through communal food preparation and consumption.

New Food Economies

The Alchemic Kitchen: Our programme piloting a new food community-anchored social enterprise in the North West.

Food Citizenship

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

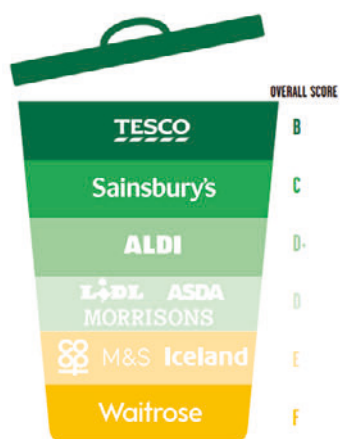
PERFORMANCE AND ACHIEVEMENTS: EIGHT IMPACTS OF FEEDBACK'S WORK IN 2017/18

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

This year, we secured our most significant victories on food waste prevention amongst UK businesses. This follows many years of research, campaigning and engagement with industry by Feedback, including publication of our ranking of supermarkets according to their food waste prevention efforts. *The Supermarket Scorecard* was widely covered in the media (BBC Radio 4 *You and Yours*, *The Grocer*, *The Guardian*, *The Daily Mail*) and led to new relationships with supermarkets we had not yet engaged with. The sustainability teams at these supermarkets have told us they have used the findings of our report to make the case for further action on food waste within their own organisations, and Barclays' Equity Research team included our scorecard in a confidential report to their investment clients.

Early in 2018, Tesco publicly committed to halving food waste in its supply chain and to persuading its top 24 suppliers to do the same. Tesco told us that *'Feedback's guidance and advice was instrumental'* in this commitment. Following Tesco's lead, in October 2018, WRAP announced that 89 UK food businesses have pledged to publish their food waste data and reduce their food waste by 50% across their supply chain by 2030 – with the aim that all the UK's 250 largest food businesses do so by 2026. This significant community is a first worldwide and can be directly traced to WRAP and Feedback working in tandem. In addition to our sustained demands on food waste data, transparency and supply chain reduction commitments, Feedback's role in upping public awareness of, and fostering demand for, action on food waste through our public events and media work has been credited by our allies as integral to raising the ambitions of UK businesses on food waste.

THE FEEDBACK FOOD WASTE SUPERMARKET SCORECARD



Feedback ranks UK supermarkets on their action on food waste

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

This year saw the development and wide dissemination of our case for The Pig Idea – that pigs be fed surplus food no longer fit for human consumption – which reached many new audiences, including the public, consumers, policy-makers, farmers, businesses and animal health specialists.

Our case took both the form of an academic study for EU policy-makers detailing the findings of a multidisciplinary panel of experts, which we convened at Wageningen University, and the publication of *Feeding Surplus Food To Pigs Safely*, a report primarily directed at UK policy-makers. On the back of these publications, we engaged with civil society (at events like the Oxford Real Farming Conference and the Extinction and Livestock conference) and with EU, Dutch, French, Catalanian and British policy-makers. We were invited as expert speakers to an all staff session at the UK Department of Environment, Food and Rural Affairs, enabling us to reach policy-makers across specialisms. DEFRA reported back: *'The really fascinating presentation had excellent feedback from staff and has certainly got us thinking'*.

We have also built the background consumer and public support required for legislative change. Over 3,500 people responded to our consumer survey on feeding surplus food to pigs. The Pig Idea

featured on BBC Countryfile's 30th anniversary edition (with a media reach of 7 million) and The Times' Environment Correspondent covered the story with an article entitled: *'It's safe to feed food waste to Pigs – and they'll even eat pork'*. Despite previous reluctance to engage with Feedback, we are now meeting with the European Former Foodstuff Processors Association. In addition, long-time sceptics, the National Pig Association (NPA), publicly stated in response to our report: *'The NPA would not be completely opposed to centrally managed and tightly controlled food waste treatment plants'*.

It's safe to give food waste to pigs — and they'll even eat pork



Feeding food waste to pigs was banned after the foot-and-mouth epidemic in 2001

The Pig Idea is covered in The Sunday Times, 21 July 2018

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

In October 2018, following many years of Feedback advocacy with civil society coalition partners, European Commissioner for Agriculture and Rural Development Phil Hogan announced his intention to introduce legislation to tackle unfair trading practices. Feedback was the only group in the coalition that had evidenced the link between unfair trading practices and food waste generation. The final directive (passed in January 2019, outside this reporting period) was amended to include non-EU suppliers, a core Feedback ask, thus minimising the potential for the environmental and economic costs of food waste to be pushed onto non-EU suppliers.

We are the only member of the EU Platform on Food Waste and Losses calling for the inclusion of harvest-ready food waste in the EU's food waste measurement methodology. Thanks to our continued advocacy, the Commission convened a meeting on this topic with member states and multilateral institutions (outside this accounting period). Without our continued pressure, its exclusion would be a foregone conclusion.

Feedback is also the only group raising the issue of farm-level food waste in the UK. In February 2018, we published our *Farmers Talk Food Waste* report, highlighting the structural issues of waste on UK farms, and our estimates of food wasted were widely quoted in mainstream and specialist press (*The Independent*, *The Grocer*). Ahead of any request by Feedback, the Grocery Codes Adjudicator told us she had circulated our report to UK retailers' Groceries Code Compliance officers. The UK government Resources and Waste Strategy (published in December 2018) identifies trading practices and market structure as a cause of farm-level food waste in the UK, a significant victory for Feedback, as WRAP and DEFRA had hitherto preferred to focus on technical or 'natural' causes of food waste on farms.



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

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

We took part in key consultation processes, including on the Health and Harmony Strategy and the Resources and Waste Strategy. We also commented on the Agriculture Bill and responded to consultations on Better Regulation and the Competition and Markets Authority, as well as consulted on Labour's agricultural policy. Our response to the UK government policy paper '*Health and Harmony: the future for food, farming and the environment in a Green Brexit*' was publicly described by one of our civil society partners as: '*phenomenal research, clear thinking and compelling arguments*'.

Many of our suggestions pertaining to food waste were reflected in the government's approach to post-Brexit agricultural policy. The Agriculture Bill includes a provision for the Secretary of State to make data collection mandatory on processes including 'minimising waste arising from activities connected with agri-food supply chains'. A consultation on introducing regulations for mandatory reporting of food waste by large businesses was also announced in the Resources and Waste Strategy (published in December 2018, outside of this reporting period). Additionally, the Strategy included a commitment to review 'Best before' dates on fresh produce, as advocated by Feedback. It is notable that Tesco also reviewed its policy on 'Best before' date labels on fresh produce after consulting with Feedback. Some gaps nonetheless remain in the Strategy – especially with regards to waste prevention and the elimination of perverse incentives that make anaerobic digestion commercially viable. We will turn our attention to these issues next year.

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



An apple glean in Sussex attended by a wide range of local community groups.

This year has been our biggest and best for gleaning, engaging a record number of farmers, volunteers and rescuing our largest volume of food yet. Working with 76 farmers, we salvaged more than 110,000kg of food from farms, orchards and market gardens and then redistributed this to a very wide range of charities, community groups, homeless shelters and foodbanks. It was turned into hot food by community kitchens and went to vulnerable people who are often struggling to feed themselves nutritious food. The number of volunteers who have been active with us this year is in excess of 1,000. We have operated out of six main hubs in addition to London, where we held a small urban gleaning programme. Our great pumpkin glean of November 2017 has become the stuff of gleaning legend: We rescued 25 tonnes of post-Halloween pumpkins in a single glean.

While our work in previous years was mainly targeted at engaging young volunteers, we are proud to have diversified our gleaning and food preparation volunteers, working with marginalised and diverse groups in Sussex and Kent, such as A Band of Brothers, a group working with young offenders. This increase in the diversity of participants in gleaning is part of the process by which we are mainstreaming gleaning as a cultural practice. We also supported this process through securing high-profile media coverage (including a film and live appearance on BBC Politics Live and Countryfile and culminating with The Economist Christmas 2018 edition) as well as through our advocacy on the twin issues of farm-level food waste and surplus recovery. We presented policy-makers at the EU with recommendations to enable the upscaling of gleaning and ensured gleaning features in the EU's guidelines on food donations.

We will now be focusing on replicating our success through 'community-led gleaning', building the capacity of community groups to set up their own gleaning hubs, thus further upscaling and open-sourcing our gleaning activities.

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

In December 2017, we launched our new Total Bull campaign, our first campaign on food systems issues beyond food waste, which instigated our emerging portfolio of work on industrial meat and dairy. The campaign highlighted the issue of misleading labels, in particular the use of 'fake farms' labels on supermarket meat, such as Tesco's rebranding of Tesco Value pork products as 'Woodside Farms'.

Total Bull was our biggest social media hit to date, with the campaign video gathering close to 170,000 views. Through our support to a farmer considering legal action against Tesco for the use of the 'Woodside Farm' name, the campaign also received significant and sustained media coverage in both broadsheets and tabloids including The Guardian, Daily Mail Online, Daily Star and BBC Business. The Times ran a story entitled: *'Idyllic meat wrappers hide harsh reality of mass modern farming'* and Feedback's Executive Director was quoted in The Sun. This campaign amplified the impact of Compassion in World Farming's later 'Labelling Matters' campaign, with Total Bull being the 'bad cop' to their 'good cop'. It also helped ensure transparency and labelling were on the agenda for UK legislators, with the Agriculture Bill including powers to regulate marketing practices such as 'presentation, labelling and packaging'. We will be furthering our work on labelling next year around farmed fish.



Executive Director Carina Millstone interviewed by Polish media at COP24.

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



Students from Canterbury College enjoy their first glean.

As part of our ambitions to shift national culture away from defining people as food consumers towards one where we are 'food citizens', Feedback developed several activities to reach young people.

This included events for university students at Bristol University and the University of the West of England as well as our structured work experience programme for students from local schools in Hackney. We also delivered workshops for young people as part of the National Citizenship Service Programme. Of the over 500 young people directly engaged with, close to 70% reported they felt inspired to make changes in their own lives, such as cutting down on food waste, eating less meat or joining local environmental projects. Two-thirds of participants said they would share their learnings with their peers, and over one-third said that participation in the workshop had made them consider a career in the environmental or charitable sector. We will be building on this portfolio of work with our new food citizenship project.

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

This year marked the launch of our new programme to understand the potential for regional food economies for climate mitigation and community resilience. We are piloting this work in the North West, where we have built a diverse network of regional partners from academia, business, local authorities, waste management authorities, NHS Trusts and civil society in Stockport, Blackburn, Liverpool, Manchester, Preston, Wigan, Lancaster and Wythenshawe. We have advocated for the role of public procurement in driving circular, regional food economies at events for local authority staff, healthcare professionals, and will be developing this work further next financial year. We are also advocating for the inclusion of a sustainable circular food system through our participation in the Sustainable Production and Consumption working group of the Greater Manchester Five Year Environmental Plan.



Chris-king-photography

A visitor enjoys the meal at Feedback's Spring Fiesta in Manchester.

We have reached many thousands of members of the public across the North West. For example, we hosted workshops at events including A Good Feed in Manchester, the Manchester Science Festival and the University of Lancaster. This is in addition to the largest event hosted by Feedback this year, our Spring Fiesta in Manchester in March 2018, which featured a public feast, engagement activities and educational workshops, film screenings, cookery workshops and stalls, craft activities and a disco soup (an event in which community volunteers prepare and share a meal together in a party atmosphere) – part of fostering a regional food culture and network.

Building on this work, we will next year launch The Alchemic Kitchen, a community social enterprise focused on transforming surplus food into novel food products.

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 Charities 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 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 helping to build skills amongst project participants that increase employability and livelihood security. These skills include hard and soft skills such as gleaning and harvesting, food preparation, volunteer coordination and teamwork.

We are also helping to bring about sustainable development through our pilot project in the North West, which aims to bring about a food economy which benefits local communities, serves local institutions and protects the environment.



Volunteers prepare vegetables at a Disco Soup.

FINANCIAL REVIEW

INCOME

Our total income for this year, at £836,404, was very slightly below the £860,284 achieved in the year ended 31 October 2017 (a reduction of 3%). However, within this figure, we saw a very welcome increase of £83,176 (12%) in respect of restricted funding raised to support our programmes.

The dominant programmes during the year were our gleaning activities (primarily the 'Farm to Fork' project funded until February 2019 by The Royal Society for Wildlife Trusts), our participation in EU-funded projects and our three-year Regional Food Economy project based in the North West. The EU 'EFFECT' and 'Saving Food' projects were completed during the year; however we were very pleased to receive funding for a variety of exciting new projects, including 'Fishy Business', 'Growing Food Citizens' and 'The Cow in the Room'. New projects for the year ending 31 October 2019 include the WRAP-funded 'Community Led Gleaning' project, and we will participate in the four-year EU Interreg 2 Seas 'FLAVOUR' project.

We are, once again, very grateful to the Esmée Fairbairn Foundation who have continued to provide significant funding for our managerial and organisational development. This funding is essential in allowing us to develop our managerial and control structure as we develop and take on new projects.

EXPENDITURE

Our total expenditure for this year, at £724,555, was £115,655 (14%) below the total for the year ended 31 October 2017. £57,072 of this reduction was as a result of streamlining our back-office functions and was despite spending £18,000 on developing the new Feedback website. £51,308 related to a reduction in expenditure on charitable activities, mainly explained by the fact that we did not hold any mass public engagement events during the year.

At £427,705, our staff costs for the year were £43,127 (9%) below the costs for the year ended 31 October 2017, reflecting the streamlining of back office functions referred to above.



A group of gleaners at the end of a day's apple picking in Sussex.

RESERVES POLICY

Feedback's policy is to hold an unrestricted funds balance equivalent to between three and six months' unrestricted expenditure. At 31 October 2018, unrestricted funds were £146,286 (£137,696 in 2017), equivalent to seven months' unrestricted expenditure.

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 £213,795 at the year end, an increase of £103,259 (93%) from the balance at 31 October 2017, showing that we are in a robust position to fund our projects in the coming year.

LOAN FUNDING

During the year, the organisation was granted a £75,000 concessionary loan by the Charities Aid Foundation, to be repaid on 31 December 2019. This loan is interest free and unsecured and was obtained to provide cash flow funding for the EU projects, which reimburse expenditure in arrears.

PRINCIPAL FUNDING SOURCES

Feedback is grateful for the support of a number of individuals, trusts, foundations, partner NGOs and international organisations. The institutional funders of Feedback in 2018 were:

- Big Lottery (via The Royal Society for Wildlife Trusts)
- Chapman Charitable Trust
- Esmée Fairbairn Foundation
- European Commission
- Schroder Foundation
- The February Foundation
- The Lawson Trust
- The Moondance Foundation
- The Postcode Community Trust
- The Rampion Fund – Sussex Community Foundation
- The Roddick Foundation
- The Rothschild Foundation
- The Tudor Trust
- The United Nations Environment Programme
- The Waterloo Foundation
- The Watson Foundation
- Toast Ale Limited



A fish farm in Scotland. Feedback's Fishy Business campaign addresses the damaging impacts of Scottish aquaculture.

PLANS FOR FUTURE PERIODS

Looking ahead, we intend to:

- Consolidate and launch our new programmes of work beyond food waste, including farmed fish, sugar, anaerobic digestion and industrial meat and dairy;
- Strongly position our work as a response to the great environmental issues of our time, namely climate change, soil depletion and biodiversity loss;
- Pilot new campaign tactics, commensurate with the scale of the environmental challenge and pace of change required;
- Find ways to internationalise our impact, especially in the EU and the USA;
- Focus on ensuring the sustainability of our programmes on the ground.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNANCE

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 seven Trustees throughout 2018 and met four times a 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 2019 and approved key policies and risk mitigation approaches.

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.

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 3-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 CEO. 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.

MANAGEMENT AND ORGANISATION

Feedback's senior management team are the Finance Director, Head of Pilot Programmes, 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 potential operational and financial risks that the charity may face and confirm that they have established systems to minimise such risks, should they materialise. These include a Finance and Audit Sub-Committee and establishing a Human Resources Committee in January 2019. Plans, budgets and strategies are reviewed and approved on at least an annual basis. A risk register is kept and reviewed regularly by the Trustees and Executive Director.

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

1. Inadequate cash flow as a result of only part pre-financing grants, late or non-payment from donors, particularly in relation to EU funded projects: mitigated by strong financial forecasting procedures, prompt reporting, maintaining strong relationships with donors and partners, and securing bridging loans when required;
2. Restricted and unrestricted funding secured at lower levels than planned: mitigated by a robust fundraising plan from diverse sources, maintaining a strong relationship with funders and building in contingencies within budgets;
3. Not fulfilling contractual obligations, poor quality of work, damaging to reputation and limiting impact: mitigated by ongoing evaluation of programmes, good reporting, ongoing relationship with funders, project and financial management training of staff and due diligence on project partners.



The Cow in the Room is a Feedback campaign calling for government and corporations to take concerted action to reduce meat production and consumption by 50% by 2030.

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	
Stewart Crocker	resigned 11 December 2018
Katharine Roedde	
Ben Stewart	
Laura Yates	
Marc Zornes	
Wadzanai Katzidzira	appointed 5 July 2018
Catherine Johnson	appointed 20 December 2018

No trustee received any remuneration for trustees services during the year (2016/17 – Nil), nor did they have any beneficial interest in any contract with the charity.

<i>Executive Director:</i>	Carina Millstone
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<i>Independent Examiner:</i>	Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington
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<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
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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
25 April 2019

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 2018, which are set out on pages 21 to 34.

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.



30th April 2019

Mukesh Khatri FCA
BARCANT BEARDON LIMITED
Chartered Accountants
8 Blackstock Mews
Islington, London N4 2BT

GLOBAL FEEDBACK LIMITED STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 OCTOBER 2018

INCOME AND EXPENDITURE SUMMARY

	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds 2018 £	Total Funds 2017 £
<i>Income and endowments from:</i>					
Donations and legacies	2	6,250	52,851	59,101	176,601
Charitable activities	3	771,959	-	771,959	666,056
Other trading activities	4	37	3,966	4,003	17,608
Investments	5	-	311	311	19
Other	6	208	822	1,030	-
Total income and endowments		778,454	57,950	836,404	860,284
<i>Expenditure on:</i>					
Costs of raising funds	7	41,592	8,569	50,161	107,233
Charitable activities	8	638,603	35,791	674,394	725,702
Other	10	-	-	-	7,275
Total expenditure		680,195	44,360	724,555	840,210
Net income/(expenditure)		98,259	13,590	111,849	20,074
Transfers between funds	20	5,000	(5,000)	-	-
<i>Net movement in funds for the year</i>		103,259	8,590	111,849	20,074
<i>Reconciliation of funds</i>					
Total funds brought forward	20	110,536	137,696	248,232	228,158
Total funds carried forward	20	213,795	146,286	360,081	248,232

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 2018

	Notes	2018 £	2017 £
<i>Current Assets</i>			
Debtors	16	145,591	86,969
Cash at bank and in hand		344,492	264,340
		490,083	351,309
<i>Creditors: Amounts falling due within one year</i>	17	(55,002)	(103,077)
<i>Net Current Assets</i>		435,081	248,232
<i>Total Assets Less Current Liabilities</i>		435,081	248,232
<i>Creditors: Amounts falling due after more than one year</i>	19	(75,000)	-
<i>Net Assets</i>		360,081	248,232
<i>Funds</i>			
Restricted funds	20	213,795	110,536
Unrestricted funds			
General funds	20	143,198	137,696
Designated funds	20	3,088	-
<i>Total funds</i>		360,081	248,232

For the financial year ended 31 October 2018, the company was entitled to exemption from audit under section 477 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)
25 April 2019

The notes on page 24–34 form part of these financial statements.
Company Registration No. 08530711

GLOBAL FEEDBACK LIMITED

STATEMENT OF CASH FLOWS AS OF 31 OCTOBER 2018

	Notes	2018 £	2017 £
<i>Cash flow from operating activities</i>			
Net cash provided by operating activities	22	4,841	15,800
<i>Cash flow from investing activities</i>			
Interest income		311	19
Net cash provided by investing activities		311	19
<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>		80,152	15,819
<i>Cash and cash equivalents at the beginning of the year</i>		264,340	248,521
<i>Cash and cash equivalents at the end of the year</i>		344,492	264,340
<i>Analysis of cash and cash equivalents</i>			
Cash in bank and in hand		344,492	264,340
<i>Cash and cash equivalents at the end of the year</i>		344,492	264,340

GLOBAL FEEDBACK LIMITED NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2018

1.0 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation 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, 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 Debtors

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

1.7 Creditors, Loans 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.

Concessionary Loans are initially recognised at the amount received or paid, with the carrying amount adjusted in subsequent years to reflect repayments and any accrued interest and adjusted if necessary for any impairment.

1.8 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.

1.9 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.

1.10 Employee benefits

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

1.11 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

	2018 £	2017 £
Gifts	26,237	112,129
Gift Aid tax reclaims	1,854	7,072
Grants	30,000	55,000
Donated services	510	600
Other	500	1,800
	59,101	176,601

2.1 Income from donation and legacies was £59,101 (2017 – £176,601) of which £6,250 (2017 – £29,222) was attributable to restricted funds and £52,851 (2017 – £147,379) was attributable to unrestricted funds.

2.2 The charity received pro-bono web design work from one of the trustees. The value placed on this contribution by the trustees is £510 (2017 – £600). 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

Income from charitable activities was £771,959 (2017 – £666,056) of which £771,959 (2017 – £666,056) was attributable to restricted funds and £nil (2017 – £nil) was attributable to unrestricted funds.

<i>Income From Charitable Activities</i>	2018 £	2017 £
Sale of good and services	7,769	7,210
Contractual payments	265,104	215,973
Performance related grants	499,086	442,873
	771,959	666,056

4.0 INCOME FROM OTHER TRADING ACTIVITIES

	2018 £	2017 £
Fundraising event	–	14,130
Speaking and writing fees	2,806	3,000
Other income	1,197	478
	4,003	17,608

- 4.1** Income from other trading activities was £4,003 (2017 – £17,608) of which £37 (2017 – £nil) was attributable to restricted funds and £3,966 (2017 – £17,608) was attributable to unrestricted funds.

5.0 INCOME FROM INVESTMENTS

	Unrestricted Funds 2018 £	Unrestricted Funds 2017 £
Bank Interest	311	19

6.0 OTHER INCOME

	2018 £	2017 £
Net foreign exchange gain	1,030	–

- 6.1** Other income was £1,030 (2017 – £nil) of which £208 (2017 – £nil) was attributable to restricted funds and £822 (2017 – £nil) was attributable to unrestricted funds.

7.0 EXPENDITURE ON RAISING FUNDS

	2018 £	2017 £
Staff costs	36,567	90,061
Other fundraising costs	13,594	17,172
	50,161	107,233

- 7.1** Of the £50,161 expenditure in 2018 (2017 – £107,233), £41,592 (2017 – £67,419) was attributable to restricted funds and £8,569 (2017 – £39,814) was attributable to unrestricted funds.

8.0 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

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
Past 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 Charitable Activities 2017

	Activities undertaken directly 2017 £	Support costs 2017 £	Governance costs 2017 £	Total 2017 £
Core work	54,017	-	5,585	59,602
Feeding the 5000	49,574	7,322	-	56,896
Gleaning Network	319,420	41,116	-	360,536
Stop Dumping	12,509	-	-	12,509
EU Partnerships	101,944	10,934	-	112,878
Organisational Development and Research	93,693	9,178	-	102,871
Regional Food Economy	2,705	178	-	2,883
Total Bull	13,845	1,401	-	15,246
Food for Us	2,262	19	-	2,281
	649,969	70,148	5,585	725,702

8.2 Of the £674,394 expenditure in 2018 (2017 – £725,702), £638,603 (2017 – £598,683) was attributable to restricted funds and £35,791 (2017 – £127,019) was attributable to unrestricted funds.

9.0 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Support costs £	Governance costs £	Total 2018 £	Total 2017 £
Premises and office	51,594	-	51,594	63,386
Communications	18,045	-	18,045	3,642
Finance and professional	2,354	13	2,367	3,120
Accountancy	-	4,932	4,932	5,000
Trustees' expenses	-	622	622	585
	71,993	5,567	77,560	75,733

10.0 OTHER EXPENDITURE

	2018 £	2017 £
Net foreign exchange loss	-	7,275

10.1 Other expenditure was £nil (2017 – £7,275) of which £nil (2017 – £284) was attributable to restricted and £nil (2017 – £6,991) was attributable to unrestricted funds.

11.0 NET INCOME/(EXPENDITURE) FOR THE YEAR

	2018 £	2017 £
<i>This is stated after charging:</i>		
Accountancy	2,466	2,500
Independent examination	2,465	2,500

12.0 TRUSTEE REMUNERATION AND EXPENSES

The Trustees were not paid any remuneration or received any other benefits during the year (2017 – none). Travel costs amounting to £495 (2017 – £495) were reimbursed to one (2017 – one) member of the Board of Trustees. One trustee (2017 – one trustee) was paid £700 (2017 – £450) for graphic design work and provided pro bono design work to the value of £510 (2017 – £600).

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 (2017 – Nil).

13.0 ANALYSIS OF STAFF COSTS

	2018 £	2017 £
Wages and salaries	393,389	435,618
Social security costs	29,662	34,959
Pension costs	4,654	255
	427,705	470,832

13.1 No employee earned more than £60,000 per annum (2017 – none).

13.2 The total amount of employee benefits received by key management personnel is £87,458 (2017 – £75,834). The company considers its key management personnel comprise its Executive Director and Finance Director.

14.0 STAFF NUMBERS

The average monthly head count was 18 staff (2017 – 21 staff) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2018 Number	2017 Number
	11.5	12.0

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 s256 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 DEBTORS

	2018 £	2017 £
Trade debtors	195	8,901
Other debtors	678	1,020
Prepayments	9,268	6,931
Accrued income	135,450	70,117
	145,591	86,969

17.0 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018 £	2017 £
Trade creditors	5,270	3,277
Other creditors	291	234
Accruals	49,441	45,215
Deferred income	-	54,351
	55,002	103,077

18.0 DEFERRED INCOME

	Total £
Balance as at 1 November 2017	54,351
Amount released to income earned from charitable activities	(54,351)
Amount deferred in year	-
Balance as at 31 October 2018	-

19.0 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2018 £	2017 £
Concessionary loans	75,000	-
	75,000	-

19.1 A concessionary loan of £75,000 was obtained from Charities Aid Foundation to be repaid by 31 December 2019. The loan is interest free and unsecured.

20.0 ANALYSIS OF CHARITABLE FUNDS

Unrestricted Funds – Current 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
Unrestricted Funds – Previous Year	Balance 1 Nov 2016 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2017 £
General funds	146,514	165,006	(173,824)	-	137,696

Name of unrestricted fund	Description, nature and purposes of the fund
General funds	The “free reserves” are after allowing for any designated funds.
Designated funds	Too Much of a Bad Thing – This is a campaign to reduce the amount of sugar beet produced in the UK, to stem soil depletion and improve health.

20.1 Restricted Funds – Current 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
Past 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>Restricted Funds – Previous Year</i>	Balance 1 Nov 2016 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2017 £
Feeding the 5000	39,192	3,094	(57,093)	14,807	-
Gleaning Network UK					
Gleaning Network project	-	472	(472)	-	-
The Farm to Fork project	5,477	348,935	(352,262)	-	2,150
The Clark Bradbury Charitable Trust	-	1,000	(1,000)	-	-
The Evan Cornish Foundation	-	5,000	(5,000)	-	-
The Tudor Trust	-	20,000	(1,802)	-	18,198
Stop Dumping					
The Rockefeller Foundation	27,317	-	(12,510)	(14,807)	-
EU Partnerships					
EFFECT project	5,938	19,827	(18,135)	-	7,630
REFRESH project	-	62,656	(62,656)	-	-
Saving Food 2.0 project	-	32,201	(32,201)	-	-
Organisational Development and Re- search					
The Balcombe Charitable Trust	3,720	12,000	(15,720)	-	-
Esmée Fairbairn Foundation	-	88,497	(87,152)	-	1,345
Regional Food Economy					
The Moondance Foundation	-	79,585	(2,883)	-	76,702
Total Bull	-	18,750	(15,246)	-	3,504
Food for Us	-	3,261	(2,254)	-	1,007
	81,644	695,278	(666,386)	-	110,536

<i>Name of unrestricted fund</i>	Description, nature and purposes of the fund
Feeding the 5000	Towards the costs of organising events to raise awareness about the problem of food waste and recording the impact of those events.
Gleaning Network UK	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 lead on this work has been primarily funded by the Big Lottery, via The Royal Society of Wildlife Trusts. This project completed in February 2019.
EU Partnerships	<p>Towards the costs of the following projects:</p> <p>EFFECT – Europe Fights Food Waste Through Effective Consumer Training (funded under the ERASMUS+ Programme).</p> <p>REFRESH – Resource Efficient Food and Drink for the Entire Supply Chain (funded under the Horizon 2020 programme). Our Pig Idea work is funded through this project.</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>Ecorys Brussels – Food Redistribution in the EU: Analysis of existing frameworks and dissemination opportunities (funded by DG Sante).</p> <p>The EFFECT and Saving Food projects completed during the year.</p>

Organisational Development	Funding from The Esmée Fairbairn Foundation provided support towards the costs of the managerial staff and running costs.
Regional Food Economy	Our programme piloting a new food community-anchored social enterprise in the North West that keeps food and food waste within the region. This is funded by the Moondance Foundation.
Total Bull	A project which aims to expose misleading labelling by UK supermarkets, funded by three individual donors who wish to remain anonymous. This completed during the year.
Fishy Business	Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed. This new project is funded by the Watson and Waterloo Foundations.
Food for Us	Food for Us is a UNEP funded consortium project. The aim of the project is 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 includes advising the researchers and developing the concept for the final public event. This project completed during the year.
People's Kitchen	A project funding weekly cook and eat sessions in Tower Hamlets, using food that would otherwise be wasted. This aims to skill up regular participants and includes food sale stalls and community feasts, funded by the Postcode Community Trust.
Past It – Date Labelling	Our campaign for accurate date labelling to prevent the generation of food waste in the home, funded by the Roddick Foundation.
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 is primarily funded by the Kestrelman Trust.

20.2 The net transfer of £10,000 from general funds represents £5,000 transferred to the designated fund 'Too Much of a Bad Thing' and £5,000 transferred to the restricted fund, Gleaning Network – this was match funding for the Farm to Fork project.

20.3 The transfer of £3,404 represents the unspent balance from a donation for Feeding the 5000 which has been permitted to be used towards The Cow in the Room project.

21.0 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current Year

	Restricted Funds 2018 £	Unrestricted Funds 2018 £	Total 2018 £
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

Previous Year

	Restricted Funds £	Unrestricted Funds £	Total £
Cash at bank and in hand	122,762	141,578	264,340
Other net current assets/(liabilities)	(12,226)	(3,882)	(16,108)
	110,536	137,696	248,232

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

	2018 £	2017 £
Net income for the year	111,849	20,074
Adjustments for:		
Interest income	(311)	(19)
(Increase)/decrease in debtors	(58,622)	34,604
Increase/(decrease) in creditors	(48,075)	(38,859)
	4,841	15,800

23.0 RELATED PARTY TRANSACTIONS

Aside from trustee remuneration and expenses disclosed in note 12, donations and other income totalling £151 (2017 – £320) 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.*

April 2019

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