Foodrise

England & Wales · Charity number 1155064

Details

Other names	GLOBAL FEEDBACK LIMITED, FEEDBACK
Status	Registered
Legal form	Charitable company
Company number	08530711
Registered	2013-12-18
Register	View on the Charity Commission register

Contact

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Website	https://foodrise.org.uk/

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Activities

Objects: 3 THE CHARITY'S OBJECTS ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:(1) THE CONSERVATION, PROTECTION AND IMPROVEMENT OF THE PHYSICAL AND NATURAL ENVIRONMENT, FOR THE PUBLIC BENEFIT, INCLUDING THE PROMOTION OF BIODIVERSITY AND SUSTAINABLE LAND USE;(2) 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, 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 STUDY ARE DISSEMINATED TO THE PUBLIC AT LARGE;(3) TO PROMOTE 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 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. (4) 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.

Activities: An environmental campaigning charity working for food that is good for the planet and its people. We are sector leaders, highly regarded for our hard-hitting investigative research, innovative campaigns, participatory events, and track record of bringing about changes to policy and business practices through a mix of movement building, campaigns, and piloting alternative food system approaches.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, The Prevention Or Relief Of Poverty, Environment/conservation/heritage
- **Who:** The General Public/mankind

Geography

- Belgium
- France
- Netherlands
- Spain
- Throughout England And Wales

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Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,942,340	£1,531,579	£805,050	16
2023-12-31	£1,737,330	£1,766,553	£394,289	19
2022-12-31	£1,753,070	£1,624,258	£423,512	18
2021-10-31	£957,249	£1,090,367	£294,700	23
2020-10-31	£891,676	£841,055	£427,818	28

Trustees

Name	Role	Appointed
Adesola Sotande-Peters		2025-10-23
Elizabeth Davison Peake		2024-07-25
Gillian Therese Grace Lobo		2025-10-23
Jenny Briggs		2024-07-25
Manpreet Khaira		2025-10-23
Matthew Thomas Gould		2023-02-02
Ruth Mary Chambers		2022-07-07
Sophie Tuson		2021-11-09

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Foodrise

England & Wales - Charity number 1155064

Accounts

COMPANY NUMBER: 08530711
REGISTERED CHARITY NUMBER: 1155064

FOODRISE LTD

(formerly GLOBAL FEEDBACK LIMITED)
(Company Limited by Guarantee without Share Capital)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

FOODRISE LTD

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FOR THE YEAR ENDED 31 DECEMBER 2024

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This document comprises the annual report and financial statements for Foodrise Ltd for the year ended 31 December 2024.

Foodrise Ltd is a company limited by guarantee without share capital formerly known as Global Feedback Limited.

Charity number: 1155064
Company number: 08530711

FOODRISE LTD

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2024

Foodrise (formerly Feedback) is an environmental charity with a distinct, national niche as the only UK environmental campaigning charity focused on food system issues.

The period covered by the report is one in which we consolidated our role, team and resourcing and continued to push boundaries in line with our organisational values and ethos. Our work continues to combine a rich mix of collaborative projects, campaigning, activism and social enterprise. We actively seek to move through an anti-racist and anti-oppressive journey in every aspect of our work.

We continued to produce innovative and impactful research, with our 'Blue Empire' report detailing the impact of Norway's enormous salmon farming industry on communities in the Global South.

Our most eye-catching campaign focused on persuading high street brand Wagamama to drop farmed salmon from their menus.

We were delighted to launch a new project on Merseyside with a grant from The National Lottery. This aims to rediscover the area's distinct farming and food heritage and bring it to life for residents of all ages.

We added our voice to concerns about the environmental impact of a proposed 'mega farm' in Norfolk. Our legal challenge against the government's trade deal with Australia is ongoing and has taken on a wider importance because of the government's approach to key 'access to justice' principles of the Aarhus Convention.

In this reporting period, three new trustees joined the Foodrise board: Jenny Briggs, who brings specialist communications skills; Tabitha Gillan, a civil servant with experience of major project delivery; and Libby Peake, a recognised expert on resources policy. We said goodbye to two departing trustees, Odiri Ighamre and Catherine Johnson. The board continues to meet quarterly, supported by two committees which focus on financial and operational matters.

The high performing staff team, led by Executive Director Carina Millstone, have continued their excellent and dedicated work to deliver the charity's mission.

In 2025, we will be developing our four-year strategy for 2026-2030 and launching our new identity, marking a new chapter where we're louder, sharper, and more determined than ever to drive systemic change in food and farming.

I would like to thank all staff, partners, supporters and donors who have contributed to our work, enabling it to have the impact set out in this report. We continue to ensure that our interventions are targeted for the greatest impact, working strategically at key leverage points and inspiring people and partners to act to bring about ecological renewal and food justice.

Ruth Chambers

Ruth Chambers
Chair of the Foodrise Board of Trustees

Date: 18.7.25

The trustees present their annual report and financial statements for Foodrise Ltd (also known as Foodrise) for the year ended 31 December 2024. 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 in October 2019.

Objectives

The charity's objectives 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, 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 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, transforming markets and updating outdated policy and regulatory frameworks. We believe the transition to a food system which provides nutritious food for all on a fair basis 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 of our work by other organisations 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 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. 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 arrange our work around five broad areas of intervention:

We delegitimize corporations: we do this by challenging corporate practice, the corporate model and global finance.

We ideate and advocate for policy change and regulation: we do this through research, action research, academic partnerships, strategic litigation, parliamentary advocacy.

We nurture community agency: We do this through educational programmes, creating employment and experience opportunities, participatory research, piloting regional programmes.

We widen our circle of allies: We do this through convening people and organisations, building alliances and coalitions, supporting the work of others through re-granting.

We change culture and public discourse: We do this through strategic media work, playful social media communications, seeking to model the world we want to see in our practice.

Our Change Agenda and activities

As the need for radical transformation in the food system becomes more urgent and unequivocal, Foodrise's work becomes more necessary than ever.

2024 was an excellent year for Foodrise with some significant progress and victories across all our areas of work. As in previous years, we have continued to work closely with our sister organisation in the Netherlands, Feedback EU. We have continued to respond to a wide range of government consultations across our areas of expertise and have continued to enjoy very impactful media coverage in both general and industry media.

We also conducted significant internal work in view of a brand refresh and relaunch in 2025, when we will also be conducting a strategic review and develop our strategy for the period 2026-2030.

Throughout 2024, we have worked on the following areas of work:

Sugar Pollution
Our campaign to stem soil depletion and environmental pollution in the UK and improve health by reducing the amount of land devoted to sugar beet cultivation.

Anaerobic digestion/ biomethane
Our campaign to avoid the use of land intensive animal rearing and surplus food for energy generation by reforming the policies that shape the anaerobic digestion industry.

Destructive aquaculture
Our campaign to improve the sustainability of seafood through moving consumption away from fed aquaculture to unfed species and changing feed, with a specific focus on carnivorous farmed fish, especially salmon.

Aquafeed and global justice
Our partnership programme with Feedback EU, seeking to reduce the threat to lives and livelihoods of aquafeed supply chains in West Africa.

Trade
Our work to ensure trade supports, rather than hinders, the meeting of environmental, climate and health goals.

Food waste prevention
Our campaign to tackle the root and systemic causes of food waste, especially through policy interventions.

Meat and dairy consumption reduction
Our campaign to drive reduced meat and dairy consumption to meet climate targets through policy changes and changes in food environments and the practices of retailers.

Global meat and dairy corporations and their financiers
Our campaign aiming to delegitimise and defund the industrial livestock industry and its financiers.

Seeding reparations
Our programme of work seeking to develop the partnerships and common understanding of a reparatory justice framework for the historical harms caused by British agribusiness.

Green Futures
Our programme of work creating opportunities for young people in the progressive food, farming and environmental sector.

Food and Racial Justice
Our programme of work to build links between environmental, food and farming and racial justice organisations.

Right to Food
Our programme of work seeking the enactment of the right to food in the UK, through increasing access to nutritious food among low-income communities

Regional Food Economies
Our programme of work seeking to build stronger communities around food, growing, processing through the development of community anchored social enterprises

Future Outlook - Foodrise Ltd

In 2023, we reaffirmed our vision and values -solidarity, audacity, collaboration, impact, celebration-, and refreshed our strategic framework and outcomes.

In 2024, we conducted significant internal work in view of a brand refresh and relaunch in 2025, when we will also be conducting a strategic review and develop our strategy for the period 2026-2030. We will be changing our name and rebranding to better reflect who we've become since our beginnings. While we started with a strong focus on food waste, we've grown into a bold and ambitious organisation tackling a wide range of critical issues across the food system - from grassroots action to legal challenges. This new identity will align our outward look with our inner values and vision, marking a new chapter where we're louder, sharper, and more determined than ever to drive systemic change in food and farming.

Performance and Achievements

This year, we have made good progress towards our outcomes. Highlights include:

Outcome 1: Just supply chains and agroecology will prevail: Global supply chains, farming and fishing will contribute to food sovereignty, good livelihoods, mitigate climate change and enable nature to thrive

Aquaculture

Early in the year, along with our West African partners, Greenpeace Africa and Norwegian NGO Spire, we launched our Blue Empire report, exposing for the first time the impacts of the Norwegian salmon industry's sourcing of feed on food insecurity and declining fish populations. Our framing of feed sourcing as colonial and extractive received widespread coverage in Norwegian and international press, including in depth coverage in the Financial Times. Following the report, we coordinated a letter to the Norwegian government signed by 39 organisations which was responded to by the government and by industry. This work led to new international partnerships, including meeting activists from around the world in Poros, Greece. We presented our case for divestment from aquaculture to Triodos and interrogated Tesco and Sainsbury's at their AGM on their salmon aquafeed sourcing. Blue Empire was included in the European Commission's Knowledge for Policy database.

We wrote to the UN special rapporteur on the right to Food, coordinating many allies from West Africa as well as marine conservation NGOs on the risks of aquaculture sourcing on food security and marine populations. Our letter was well received and its call to action included in the rapporteur's report for the 55th Human Rights Council session. At the end of the year, our West African partners secured a major victory, with the Senegalese government stating it would tighten restriction on Fish Meal and Fish Oil production.

Industrial livestock

This year, we have continued to work closely with partners in the US and globally on industrial livestock delegitimising and defunding, through our participation in the Stop Financing Factory Farming Coalition, of which we were founding members. We have continued to work in partnership with Friends of the Earth US on strategies to defund meat, sharing data to publish our report Still Butchering the Planet and theirs, Bull in the Climate Shop, mapping financial flows from European and US banks respectively into the meat industry. Our EU colleagues also published Climate Impact of Big Meat, shedding light on the distinct role of Dutch banks such as Rabobank and ABN Amro in financing industrial livestock. We presented the findings from these reports to investors on webinars and banks engaged with our materials.

This year, we have also redoubled our effort to counter industry greenwash and to engage with international institutions, which all too often seemed captured by livestock industry interests. We produced some 'greenwash briefings' on the limits of soil carbon sequestration and why GWP * is a dangerous climate metric. Our statement cautioning against the adoption of GWP* by governments was endorsed by over 60 international organisations. Additionally, we organised some 100 civil society groups in support of Prof Paul Behrens and Prof Matthew Hayek, calling on the FAO to retract a report that mischaracterised their research. We plan to meet the FAO in 2025 to discuss this further.

Building on the significant success of preventing a legally binding dangerously high biomethane production target in late 2023, our colleagues at Feedback EU made significant progress in highlighting the adverse consequences of the biomethane industry to policy makers, and industry, publishing the widely disseminated report Biomethane from Manure: A Curse, not a Cure, and organising civil society groups under the Stop the Biomethane Rush banner.

We are also really proud to have started work towards the end of the year with our partners Sustain to support communities in Norfolk affected by plans for a new US-style megafarm in their community. We have sought legal advice to support this work, which we intend to further develop in 2025, seeking to help to stop this planning application, and future applications for large scale industrial livestock units based on the Finch ruling during the summer, which states that Scope 3 emissions must be taken into account in planning. Building on the momentum and partnerships developed through our industrial livestock campaigning, we co-hosted the Defund Agribusiness gathering that took place in March 2024 near Baltimore with Friends of the Earth US. In the UK, we also built the movement for delegitimising corporations through hosting the justice hub at the Oxford Real Farming Conference.

Trade

With the massive environmental, food security and climate justice implications of trade, with both the UK and EU negotiating trade deals, and with relatively few NGOs working on this critical issue, we started a more focused programme of work on trade in 2024.

Our colleagues at Feedback EU highlighted that the trade policy is at odds with the EU's food sustainability, especially with regards to the trade in soy, beef and rapeseed in a series of briefings and events.

In the UK, we presented evidence at the EFRA Committee on food policy and trade, to highlight the risks of lower environmental standards, imported emissions and imports of food of low nutritional value. We were also invited to respond to a consultation on Autonomous Trade Quota (ATQ) for sugar cane imports. These invitations came on the back of our developing expertise on trade justice, following our claim for judicial review of the UK-Australia Trade Deal launched in 2023. We were granted a judicial review hearing in July 2024, with a full hearing expected in 2025, subject to retaining our granted cost cap. We are proud that this trade deal is effectively shining the spotlight on issues of offshoring emissions, food security and farmer livelihoods and keeping them in the news.

Outcome 2: The right to good food will be enacted: All people will have secure access to delicious, culturally appropriate food that is nutritious and does not cause environmental harm

Progress towards this outcome is achieved through our portfolios of work on dietary change, sugar, and food waste:

Dietary change

This year, we continued to push for ambitious voluntary measures by retailers to reduce their animal-sourced product offering, while seeking to secure government intervention to support the shift to plant-based diets. Our colleagues at Feedback EU secured a major victory early in the year, with supermarket Jumbo dropping promotions on meat, one of our key asks to them during 2023. In the UK, progress with voluntary measures has been slower, and we continue to challenge retailer inaction on the dietary transition, despite their public commitments. We also mobilised our partners around a campaign to stop the Agriculture and Horticultural Development Board's 'Let's eat balanced' campaign, which promotes British meat from public money, generated through a statutory levy on farmers. We coordinated 43 organisations, academics and celebrities to write to the ministers with significant media coverage.

We also held our first campaign targeting restaurants this year, with a highly visible campaign seeking to get Wagamama to remove farmed salmon from its menu, including petitions, stunts, and celebrity backing from Chris Packham. This campaign, along with our Blue Empire report, has put the salmon industry on the defensive and changed the narrative around salmon as a 'clean', healthy source of protein.

Sugar

This year, we made good progress in linking poor diets and environmental impacts due to sugar overconsumption and production. Following the parliamentary launch of our Sugar Pollution report in December 2023, we had multiple opportunities to engage with policy makers, including presenting our work at the All Party Parliamentary Group's Food and Health Forum, as well as building our network through joining the Recipe for Change Coalition and developing new relationships with groups such as the British Dental Association. We responded to several consultations with regards to sugar, health and trade. We also engaged directly with British Sugar, asking a question at their parent company's AGM in December on soil loss, an issue we will follow up on in 2025.

Food waste

We made significant progress on our long-standing campaign to combat the scourge of food waste. In the UK, we provided extensive evidence to policy makers, and our evidence was extensively used in parliament to support mandatory waste reporting. We engaged with Labour's shadow cabinet on this issue ahead of the election, and with ministers following the election, and are confident that we will see progress with mandatory food waste reporting during the term of this government.

We were thrilled to be runner ups in the 2024 SMK campaigning awards, in the 'Best Use of Law' category, for our 2023 legal challenge to the Conservative government, which we launched when the government stated its intent to drop its plans to introduce mandatory reporting.

In the EU, we campaigned extensively with a wide network of partners for legally binding targets to reduce food waste. Many years of engagement led to the adoption by the European Union of the world's first ever legally binding target to reduce food waste, with a mandated 10% reduction in food waste in manufacturing and 20% in retail, food service and household level by 2030. While not the level of ambition we hoped for, this is a significant victory for us, which sets a precedent for mandatory rather than voluntary interventions for food demand management.

Outcome 3: Food economies will be fair: Communities will have agency to create food economies that are inclusive, equitable, resilient and celebratory

Progress towards this work is achieved through our portfolios of work on fair access to good food, and community anchored food economies:

Fair access to good food

We continue our work to build a vibrant food culture rooted in community in our regional projects in Buckinghamshire, Sussex and Merseyside.

In Buckinghamshire, we held many projects to engage communities through food and nature connection, working with men needing support for good mental health, and with parents and carers of young people with special needs. We hosted community celebrations at Christmas, workshops on preserving seasonal gluts and on cooking on a budget. In Merseyside, we hosted a very well attended apple day, as part of our launch of our new programme of work exploring Knowsley's food and agricultural heritage, which we will further develop in 2025. In Sussex, we continued to host weekly community meals at the Bristol Estate Community Room, as well as hosting a support club and running a community fridge.

Community anchored food economies

We have continued our work seeking to explore fairer, more resilient alternatives to the corporate retail model. In Liverpool, our partner social enterprise, the Alchemic Kitchen, continues to run the Queen of Greens bus, a mobile greengrocer serving low-income communities with limited access to fresh food options. The Queen of Greens has established itself as a novel and effective model of food provision and has received considerable media and policy maker attention. We are conducting a study into its benefits and potential for replicability to be published in 2025. In Sussex, our partner social enterprise catered many community events with high quality food, including using some food that would otherwise have gone to waste.

We are proud to continue to create meaningful employment opportunities throughout our programmes, all paid at least the living wage. This includes internships for racialised young people through our Food and Racial Justice programme; social employment for neurodiverse young people in Sussex; and internships for young people in the progressive food and farming sector in Buckinghamshire. This latter work is part of our programme to support young people into green, food careers, which we are also doing through the delivery of AQA courses in sustainability, hospitality and customer service, delivering horticultural workshops in schools, as well as providing advice at careers fairs. As well as this practical work to build alternative food economies, we are seeking to influence regional policy, sitting on the committees of Good Food Bucks and the Northern Food and Farming Board.

Throughout 2024, we also worked closely with our partners in the EU to engage directly with communities on issues surrounding the supermarket retail model. This pan-European work is led by Feedback EU, who worked closely with communities in Moerwijk, a suburb of The Hague, while our team in Liverpool worked with communities in Merseyside. The findings of this work is feeding into the design of alternative provision models, such as the Queen of Greens, as we seek to put forward community anchored alternatives to supermarkets.

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 preventing deforestation, 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, changes to diets in the UK and the EU and better sourcing practices (and other high-income, industrialised countries to which our campaigns are relevant). Success in this object is largely measured through influence, policy change and changes in business practice.

We are further delivering public benefit through improving the lives of low-income and marginalised groups. We are doing this through providing better nutrition for those suffering from food insecurity, through different initiatives, such as low-cost cooking workshops, community meals and bringing fresh produce to areas lacking in access to nutritious food provision. We are furthermore doing so through our media and policy work to support access to nutritious food. We are further promoting participation in public life, including creating pathways to employment, for diverse and disadvantaged groups, especially young people, thereby promoting wellbeing, opportunity and community cohesion. We are also promoting public education on good food through workshops, digital content and media.

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

Fundraising Standards Information

Foodrise is committed to fundraising best practice. We follow the Fundraising Regulator's Code of Fundraising Practice, including the General Data Protection Regulations, introduced in May 2018. Our staff maintain a considerate, unintrusive approach to fundraising and do not undertake cold-calling or employ third parties to raise funds. Foodrise enjoys a very good relationship with its supporters and funders and no complaints have been received. All fundraising activity is reviewed quarterly by the Audit Committee.

Financial Review

Income during the year was £1,942,340 compared to £1,737,330 in the previous period and marks another strong year in terms of funding.

Project-related restricted income was £1,805,894 compared to £1,568,729 for the preceding period, and unrestricted income was £136,446 compared to £168,601 in the previous period.

Expenditure during the year was £1,531,579 compared to £1,766,553 in the previous period. Project-related restricted expenditure for the year was £1,380,482, a decrease of £313,422 from £1,693,904 in the previous year. Project-related restricted expenditure in the year includes payments amounting to £397,385 to partner organisations, enabling us to increase our project expertise and capability, and therefore our overall impact. Payments to partners in the previous period were £550,796. Unrestricted expenditure in the year was £151,097, and in addition, transfers amounting to £27,414 were made from Unrestricted reserves to support projects. In the previous period, Unrestricted expenditure was £72,649 with transfers amounting to £39,938 made from Unrestricted reserves to support projects.

As a result, we report a surplus of income over expenditure during the period of £410,761. This overall surplus can be broken down to a surplus of £425,412 of Project-related restricted income over expenditure during the period, and a deficit of £14,651 in Unrestricted funding.

Total reserves at 31 December 2024 totalled £805,050 (2023: £394,289) comprised £706,308 of project-related restricted reserves (2023: £253,482) and £98,742 of Unrestricted reserves (2023: £140,807). The level of Unrestricted reserves fell very slightly below our Reserves Policy (see below) at year end but are comfortably within our policy requirements at the date of signing these accounts.

Staff costs remain our largest area of expenditure. The total staff costs for this period were £799,944 a decrease of £13,027 (1.6%) over the comparative figure for the preceding period (£812,971).

Reserves Policy

Foodrise's reserves policy, adopted in 2023 is as follows:

We maintain Reserves to safeguard continuity of operations if income streams are temporarily lower than expected and to ensure, as far as possible, security of employment for staff between projects.

The Reserves ensure that we are able to meet all of our financial commitments at all times. We will maintain Unrestricted reserves in a range of between £100,000 to £215,000, with reserves peaking at around £215,000 on receipt of funds from our main funder, and those reserves then reducing down over the course of the year to around £100,000 by the time of the next funding. This policy will ensure that we have at least 6 months' cover of Unrestricted costs at all times and so protects the financial status of the organisation."

Unrestricted reserves at the date of the signing of these accounts are within the range set out in the Policy.

Going Concern

At 31 December 2024 our bank balances totalled £639,315.

Thanks to the support of our funders and the impactful work done by our team, along with our strong financial planning and management, we are very confident that we will continue as a going concern for the 12 months following the date of this report and beyond.

Principal Funding Sources

Foodrise is grateful for the support of a number of individuals, trusts, foundations, partner NGOs and international organisations. The institutional funders of Foodrise in 2024 were:

Aylesbury Town Council
Beaconsfield Old Church School Charity
Big Lottery Community Fund: Climate Action Fund
Brighton & Hove City Council
Brighton & Hove Food Partnership
Buckinghamshire Council
Changing Ideas
Charities Aid Foundation
CSF Fund – Tides Foundation
DASH Water
Department for Work & Pensions
DeSmog
Ecotricity Group Limited
Environmental Funders Network
Esmée Fairbairn Foundation
Farming the Future
Feeding Liverpool
Friends of the Earth
Friends Provident Foundation
Heart of Bucks
John Swire 1989 Charitable Trust
Joseph Rowntree Charitable Trust
Khepera CIC
Livv Housing Group
Merseyside Recycling and Waste Authority (MRWA)
National Heritage Lottery Fund
Oak Foundation
Olio
Rauch Foundation
Resourcing Justice
Rockefeller Philanthropy Advisors
Rothschild Foundation
RSF Social Finance (Rudolf Steiner Foundation)
Shared Assets CIC
Stichting Feedback EU
Sussex Community Foundation
Sustain
The Big Give Trust Ltd
The Ernest Kleinwort Charitable Trust
The Evan Cornish Foundation
The Moondance Foundation
The Social Change Nest
The Waterloo Foundation
Tides Foundation
Tiny Beam Fund

And those who wish to remain anonymous.

Structure, Governance and Management

Governing Document

Foodrise Ltd 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 nine Trustees at the beginning and nine at the end of the year and met four times during the period to ensure good governance and to obtain assurance over all major issues affecting the performance and future developments of Foodrise Ltd. Three Trustees resigned during the year and three new trustees were appointed to extend the range of experience of the Board.

The Audit Committee, now comprised of three Trustees, meets quarterly to review financial performance and financial risk management and makes recommendations on financial matters to the Board. The Operations Committee, comprising a minimum of two Trustees, again meets quarterly to review operational matters and makes recommendations to the Board.

Recruitment and Appointment of Trustees

New trustees are recruited to meet the skills and experiences required by the charity. Advertisements are placed on our website and with relevant organisations in order to attract a wide variety of suitable applicants. New trustees are elected by the Board, initially for a three-year term, which can be extended for a further term.

Trustees Induction and Training

Prospective Trustees are sent an information pack about Foodrise. 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.

Management and Organisation

Foodrise's senior management team consist of a Deputy Director, two further directors (Director of Campaigns and Director of Programmes) who report to the Executive Director, who in turn reports to the Board of Trustees. Managers includes an experienced Finance Manager, HR Manager and Communications Manager. The team further comprises of experienced staff with a range of skills, covering the programmatic and managerial demands of our operations.

Remuneration of staff

Foodrise offers competitive salaries to attract and retain strong team members, within the constraints of being a mid-sized charitable organisation. We maintain a fair and transparent pay structure using salary bands that show the minimum and maximum that an employee performing a certain job at Foodrise normally earns. Salary bands are normally reviewed by the Senior Management Team on an annual basis. A new Pay policy was approved during 2024. 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. We have a comprehensive risk register to identify, mitigate, and manage risks, which is reviewed and updated quarterly by our senior leadership team and board. The top four risks we have currently identified, and our approach to mitigating those risks, are as follows:

Staff and board representation: Due to some staff and board resignations, our team is less diverse in 2024 than it was in previous years and is not representative of our beneficiaries. This risk is being mitigated by ongoing internal work amongst both the staff and board team on anti-oppressive practice. In 2024, we published our anti-oppressive statement and action plan, which we are using as a tool for internal accountability. We also intend to experiment with new recruitment practices to bring a wider pool of candidates for job and board openings.

Income generation and competitive environment: Our main risk is failure to secure unrestricted funding, which would leave us with a significant shortfall of funds in core support, leading to significant organisational restructuring. We always seek to diversify our funds, secure unrestricted funding from donations, charge organisational overheads from project funders, and operate on a full cost recovery basis as much as possible. Failure to secure programmatic funding as planned is also a risk. While income generated in 2024 was slightly less than in 2023, we are pleased to have secured 2 large programmatic grants.

Nonetheless, we are operating in an increasingly crowded space, with much competition for funds. We are seeking to minimise risk of reduced income through quality delivery of existing programmes and developing strong, long-term relationships with donors. We are also rebranding in 2025 and we are confident that our new identity will present an opportunity for increased visibility amongst donors.

Affiliated organisations, alliances, and partnerships: We are a complex organisation for our size, with several affiliated organisations: our sister organisation in the Netherlands, CICs for our projects in the regions. Moreover, we deliver all our activities in partnership with other civil society groups or community groups, some overseas, some in the UK, some incorporated, others informal. These collaborations and local spin-offs are the core of our work but present some legal risks, and risks to accountability, fundraising, and effectiveness. We are managing these risks through developing tight MoUs, partnership agreements and contracts with partner organisations.

Reference and Administration Details

Charity name:	FOODRISE LTD (formerly GLOBAL FEEDBACK LIMITED or "Feedback")
Charity registration number:	1155064
Company registration number:	08530711
Registered and principal office:	Office 518 Unit 10 The High Cross Centre Fountayne Road London N15 4BE

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:

Ruth Chambers	Chair
Sarah Morrison	Treasurer
Catherine Johnson	resigned 24 October 2024
Dr Darren Hughes	
Elizabeth Peake	appointed 25 July 2024
Jenny Briggs	appointed 25 July 2024
Julia Breatnach	resigned 2 January 2024
Matthew Gould	
Odiri Ighamre	resigned 12 October 2024
Sophie Tuson	
Tabitha Gillan	appointed 25 July 2024
Vivian Madukeh	resigned 21 June 2025

No trustee received any remuneration for trustees' services during the year (2023 - Nil), nor did they have any beneficial interest in any contract with the charity.

Executive Director:	Carina Millstone
Statutory Auditors:	Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington London N4 2BT
Banks:	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 Foodrise Ltd 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 period 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 period. 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 2019 (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.

In so far as the trustees are aware:

there is no relevant audit information of which the charitable company's auditor is unaware; and
the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Ruth Chambers

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Ruth Chambers
Chair

.....

Matthew Gould
Trustee

Date: 18·7·25

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF

FOODRISE LTD

Opinion

We have audited the financial statements of FOODRISE LTD for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirement of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF

FOODRISE LTD

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the audit team had the appropriate competence, capability and skill to identify and recognise any non-compliance with applicable laws and regulations;
- we identified such laws and regulations applicable from our discussions with trustees and other management and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011 and the Charity SORP (FRS 102);
- we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty, including the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation;
- we assessed the extent of compliance with laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documents
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

22 Sep 2025

Mukesh Khatri
Senior Statutory Auditor

For and on behalf of
BARCANT BEARDON LIMITED
Chartered Accountants
and
Statutory Auditors

8 Blackstock Mews
Islington
London N4 2BT

FOODRISE LTD

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 DECEMBER 2024

Income and Expenditure Summary

	Notes	Restricted Funds	Unrestricted Funds	Total Funds 2024	Total Funds 2023
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	183,743	126,783	310,526	214,860
Charitable activities	3	1,599,956	-	1,599,956	1,489,836
Other trading activities	4	20,464	1,450	21,914	30,191
Investments	5	-	8,213	8,213	2,443
Other	6	1,731	-	1,731	-
Total income and endowments		1,805,894	136,446	1,942,340	1,737,330
Expenditure on:					
Costs of raising funds	7	1,138	23,439	24,577	21,653
Charitable activities	8	1,378,539	125,316	1,503,855	1,738,126
Other	10	805	2,342	3,147	6,774
Total expenditure		1,380,482	151,097	1,531,579	1,766,553
Net income/(expenditure)		425,412	(14,651)	410,761	(29,223)
Transfers between funds	19	27,414	(27,414)	-	-
Net movement in funds for the year		452,826	(42,065)	410,761	(29,223)
Reconciliation of funds					
Total funds brought forward	19	253,482	140,807	394,289	423,512
Total funds carried forward	19	706,308	98,742	805,050	394,289

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

All income and expenditure derive from continuing activities.

FOODRISE LTD

BALANCE SHEET

AS AT 31 DECEMBER 2024

	Notes	2024 £	2023 £
Fixed Assets	16	6,928	15,784
Current Assets			
Debtors	17	384,457	42,178
Cash at bank and in hand		639,315	547,598
		1,023,772	589,776
Creditors: Amounts falling due within one year	18	(225,650)	(211,271)
Net Current Assets		798,122	378,505
Net Assets		805,050	394,289
Funds			
Restricted funds	19	706,308	253,482
Unrestricted funds			
- General funds	19	98,742	140,807
Total funds		805,050	394,289

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

Ruth Chambers

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Ruth Chambers
Chair

Matthew Gould

.....

Matthew Gould
Trustee

Date: 18.7.25

The notes on page 21 - 36 form part of these financial statements.
Company Registration No. 08530711

FOODRISE LTD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 £	2023 £
Cash flow from operating activities			
Net cash provided by operating activities	22	85,348	(74,766)
Cash flow from investing activities			
Interest income		8,213	2,443
Purchase of tangible fixed assets		(1,844)	-
Net cash (used in)/provided by investing activities		6,369	2,443
Net increase in cash and cash equivalents in the period		91,717	(72,323)
Cash and cash equivalents at the beginning of the period		547,598	619,921
Cash and cash equivalents at the end of the period		639,315	547,598
Analysis of cash and cash equivalents			
Cash in bank and in hand	22.1	639,315	547,598
Cash and cash equivalents at the end of the period		639,315	547,598

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

Foodrise Ltd is a private company limited by guarantee in England and Wales 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 Office 518, Unit 10 The High Cross Centre, Fountayne Road, London N15 4BE.

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 issued in October 2019, 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.

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

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 and depreciated over their estimated useful economic lives on a straight line basis as follows:

Kitchen container and equipment	between 5 years to 15 years
Computers	5 years

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 Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1.11 Pensions

NEST operates a defined contribution scheme on behalf of the charity for the benefit of its employees. Contributions payable are charged in the Statement of Financial Activities in the period they are payable.

1.12 Employee benefits

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

1.13 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 and the gains or losses on translation are included in the SOFA.

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

1.14 In the application of the charity's accounting policies, the members of management committee are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are listed below:

Cost allocation

Support costs are allocated across all charitable activities. Dependent upon each type of support activity, costs are applied directly against a function or appropriate cost drivers such as time allocations are utilised.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2.0 *Income from Donations and Legacies*	2024 £	2023 £
Gifts	94,109	38,925
Gift Aid tax reclaims	8,133	3,935
Grants	208,284	172,000
	310,526	214,860

2.1 Income from donation and legacies was £310,526 (2023 - £214,860) of which £183,743 (2023 - £55,952) was attributable to restricted funds and £126,783 (2023 - £158,908) was attributable to unrestricted funds.

3.0 *Income from Charitable Activities*	2024 £	2023 £
Contractual payments	-	16,650
Performance related grants	1,599,956	1,473,186
	1,599,956	1,489,836

3.1 Income from charitable activities was £1,599,956 (2023 - £1,489,836) of which £1,599,956 (2023 - £1,489,066) was attributable to restricted funds and £nil (2023 - £770) was attributable to unrestricted funds.

4.0 *Income from Other Trading Activities*	2024 £	2023 £
Events, catering and consultancy fees	20,834	23,711
Rental income	1,080	6,480
	21,914	30,191

4.1 Income from other trading activities was £21,914 (2023 - £30,191) of which £20,464 (2023 - £23,711) was attributable to restricted funds and £1,450 (2023 - £6,480) was attributable to unrestricted funds.

5.0 *Income from Investments*	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Bank interest	8,213	2,443

6.0 *Other income*	Restricted Funds 2024 £	Restricted funds 2023 £
Foreign exchange gain	1,731	-

7.0 Expenditure on Raising Funds

	2024 £	2023 £
Staff costs	15,875	20,280
Other fundraising costs	8,702	1,373
	24,577	21,653

7.1 Of the £24,577 spent on raising funds in 2024 (2023 - £21,653), £1,138 (2023 - £nil) was attributable to restricted funds and £23,439 (2023 - £21,653) was attributable to unrestricted funds.

8.0 Analysis of Expenditure on Charitable Activities

Charitable Activities 2024	Activities undertaken directly 2024 £	Support costs 2024 £	Governance costs 2024 £	Total 2024 £
Core activities	103,260	4,852	17,204	125,316
Agroecology and Gastronomy School	7,284	-	-	7,284
Big Livestock vs The Planet	21,114	3,228	-	24,342
Biomethane Project (Bad Energy)	5,092	830	-	5,922
Defund Agribusiness Gathering	48,877	2,344	-	51,221
Destructive Diets (Meat Us Halfway)	135,321	5,346	-	140,667
ECF- Mirror Measures	2,205	325	-	2,530
Eco Talent	856	1,437	-	2,293
EU Partnerships	-	4,763	-	4,763
Fishy Business	98,098	13,158	-	111,256
Food and Racial Justice	81,723	7,635	-	89,358
Food Waste (JS)	8,532	1,284	-	9,816
Food Waste Policy & Legal Action	18,108	2,278	-	20,386
Foodspace Bucks	12,688	1,245	-	13,933
Fuelling Advocates Initiative	7,296	146	-	7,442
Gleaning Network UK	262	27	-	289
Green Futures	74,801	8,069	-	82,870
Growing Knowsley's Future	27,939	3,241	-	31,180
Healthy Food Healthy Planet	32,630	4,330	-	36,960
Manifesto	2,538	351	-	2,889
Methwold Megafarm	16,303	872	-	17,175
Our Fish (Notre Poisson)	317,934	8,276	-	326,210
Seabass - Rauch Foundation	16,769	2,418	-	19,187
Seeding Reparations	39,882	2,081	-	41,963
Sugar Pollution (Too Much of a Bad Thing)	17,955	2,574	-	20,529
Sussex Surplus (Brighton Outreach)	107,333	14,800	-	122,133
Sustainable Animal Feed	3,038	-	-	3,038
The Alchemic Kitchen	64,284	9,408	-	73,692
The Meat Soil Energy Nexus	84,279	10,232	-	94,511
UK Government Legal Challenges	13,811	889	-	14,700
	1,370,212	116,439	17,204	1,503,855

8.1 Charitable Activities 2023

	Activities undertaken directly 2023 £	Support costs 2023 £	Governance costs 2023 £	Total 2023 £
Core activities	29,992	66	16,525	46,583
Anti-Oppression Learning	147	-	-	147
Big Livestock	144,291	9,533	-	153,824
Biomethane Project (Bad Energy)	8,426	771	-	9,197
Bright Food Futures	5,056	453	-	5,509
COP 26 Advocacy	1,755	-	-	1,755
Destructive Diets (Meat Us Halfway)	141,030	5,214	-	146,244
Eco-Talent	169,644	12,419	-	182,063
EU Partnerships	7,363	-	-	7,363
Fishy Business	114,804	11,305	-	126,109
Food Waste Policy & Legal Action	49,492	1,842	-	51,334
Foodspace Bucks	19,710	1,122	-	20,832
Gleaning Network	8,615	537	-	9,152
Green Futures	62,745	2,791	-	65,536
Growing off Grid	3,942	64	-	4,006
Livestock Greenwash	8,793	77	-	8,870
Manifesto	2,696	256	-	2,952
Meat and Justice	638	-	-	638
Meat Organising	12,107	530	-	12,637
Our Fish (Notre Poisson)	361,143	3,327	-	364,470
Regional Food Economy/ Alchemic Kitchen	190,978	10,141	27	201,146
Seeding Reparations	59,470	2,015	-	61,485
Sugar Pollution (Too Much of a Bad Thing)	37,325	2,672	-	39,997
Sussex Surplus (Brighton Outreach)	101,214	8,802	-	110,016
Sustainable Animal Feed	10,223	294	-	10,517
UK Government Legal Challenges	94,527	1,217	-	95,744
	1,646,126	75,448	16,552	1,738,126

8.2 Of the £1,503,855 charitable activities' expenditure in 2024 (2023 - £1,738,126), £1,378,539 (2023 - £1,691,542) was attributable to restricted funds and £125,316 (2023 - £46,584) was attributable to unrestricted funds.

9.0 Analysis of Support and Governance Costs

	Support costs £	Governance costs £	Total 2024 £	Total 2023 £
Premises and office	50,840	-	50,840	50,599
Communications	25,877	-	25,877	4,020
Finance and professional	29,022	-	29,022	14,341
Depreciation	6,106	-	6,106	5,244
Loss on disposal of tangible fixed assets	4,594	-	4,594	1,284
Accountancy and audit fees	-	16,420	16,420	16,512
Trustees' recruitment and expenses	-	784	784	-
	116,439	17,204	133,643	92,000

10.0 Other Expenditure

	2024 £	2023 £
Foreign exchange loss	3,147	6,774

10.1 Other expenditure was £3,147 (2023 - £6,774) of which £805 (2023 - £2,362) was attributable to restricted and £2,342 (2023 - £4,412) was attributable to unrestricted funds.

11.0 Net Income/(Expenditure) for the Year

		2024 £	2023 £
This is stated after charging:			
Auditor's remuneration:	Audit	13,145	8,256
	Accountancy	3,275	8,256
Depreciation of tangible fixed assets		4,594	5,244
Loss on disposal of tangible fixed assets		6,106	1,284
Operating lease payments: Land and buildings		20,520	20,520

12.0 Trustee Remuneration and Expenses

The trustees were not paid any remuneration or received any other benefits during the year (2023 – nil). The Board of Trustees incurred lunch and refreshments costs in the sum of £784 (2023 – nil).

The charity incurred £nil (2023 - nil) for trustee's recruitment. No trustee was paid or provided pro bono work during the year (2023 – nil).

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 (2023 – nil).

13.0 Analysis of Staff Costs

	2024 £	2023 £
Wages and salaries	721,139	732,420
Social security costs	63,022	64,189
Pension costs	15,783	16,362
	799,944	812,971

13.1 One employee earned more than £60,000 per annum (2023 – none).

	2024 Number	2023 Number
£60,001 - £70,000	1	-

13.2 The total amount of employee benefits received by key management personnel is £290,204 (2023 – £113,200). The company considers its key management personnel to comprise its senior management team.

14.0 Staff Numbers

The average monthly head count was 24 staff (2023 – 27 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the period was as follows:

	2024 Number	2023 Number
	16.44	19.20

15.0 Taxation

Foodrise Ltd is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

16.0 Fixed Assets

	Kitchen Container And Equipment	Computers	Total
	£	£	£
Cost			
At 1 January 2024	17,987	12,642	30,629
Additions	-	1,844	1,844
Disposals	(10,048)	(690)	(10,738)
At 31 December 2024	7,939	13,796	21,735
Depreciation:			
At 1 January 2024	9,105	5,740	14,845
Charge for the period	2,020	2,574	4,594
Eliminated on disposals	(4,200)	(432)	(4,632)
At 31 December 2024	6,925	7,882	14,807
Net Book Value:			
At 31 December 2024	1,014	5,914	6,928
At 1 January 2024	8,882	6,902	15,784

17.0 Debtors

	2024 £	2023 £
Trade debtors	10,090	27,229
Other debtors	6,627	1,879
Prepayments	21,262	12,237
Accrued income	346,478	833
	384,457	42,178

18.0 Creditors: Amounts Falling Due Within One Year

	2024	2023
	£	£
Trade creditors	7,831	5,392
Other creditors	36,399	75,703
Accruals	181,420	130,176
	225,650	211,271

19.0 Analysis of Charitable Funds

Unrestricted Funds – Current Year

	Balance 1 Jan 2024	Incoming Resources	Outgoing Resources	Transfers	Balance 31 Dec 2024
	£	£	£	£	£
General funds	140,807	136,446	(151,097)	(27,414)	98,742
	140,807	136,446	(151,097)	(27,414)	98,742

Unrestricted Funds – Previous Year

	Balance 1 Jan 2023	Incoming Resources	Outgoing Resources	Transfers	Balance 31 Dec 2023
	£	£	£	£	£
General funds	84,793	168,601	(72,649)	(39,938)	140,807
	84,793	168,601	(72,649)	(39,938)	140,807

Name of unrestricted fund	*Description, nature and purposes of the fund*
General funds	The "free reserves" after allowing for any designated funds.

19.1 Restricted Funds – Current Year

	Balance 1 Jan 2024 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2024 £
Agroecology and Gastronomy School	-	10,393	(7,284)	-	3,109
Big Livestock vs The Planet	23,622	28	(24,342)	692	-
Biomethane Project (Bad Energy)	(1,454)	4,111	(5,925)	-	(3,268)
COP 26 Advocacy	(69)	-	-	69	-
Defund Agribusiness Gathering	-	51,221	(51,221)	-	-
Destructive Diets (Meat Us Halfway)	22,457	254,633	(140,667)	-	136,423
ECF- Mirror Measures	-	2,530	(2,530)	-	-
Eco Talent	(2,150)	-	(2,293)	12,441	7,998
EU Partnerships	(2,377)	-	(4,763)	-	(7,140)
Fishy Business	94,783	150,728	(111,256)	-	134,255
Food and Racial Justice	-	184,647	(89,359)	(12,441)	82,847
Food Waste (JS)	-	18,750	(9,816)	-	8,934
Food Waste Policy & Legal Action	15,387	2,200	(20,386)	2,217	(582)
Foodspace Bucks	4,955	23,698	(13,933)	-	14,720
Fuelling Advocates Initiative	-	6,130	(7,453)	-	(1,323)
Gleaning Network UK	622	-	(289)	(333)	-
Green Futures	53,823	66,580	(82,870)	-	37,533
Growing Knowsley's Future	-	118,761	(31,180)	-	87,581
Healthy Food Healthy Planet	-	59,540	(36,960)	-	22,580
Livestock Greenwash	(462)	-	-	462	-
Manifesto	6,311	-	(2,889)	(2,217)	1,205
Meat and Justice	951	-	-	(951)	-
Meat Organising	(915)	-	-	915	-
Methwold Megafarm	-	21,000	(17,175)	-	3,825
Our Fish (Notre Poisson)	14,361	325,326	(326,211)	-	13,476
Seabass - Rauch Foundation	-	43,022	(19,976)	-	23,046
Seeding Reparations	8,036	53,850	(41,963)	-	19,923
Sugar Pollution (Too Much of a Bad Thing)	(7,877)	28,987	(20,529)	7,414	7,995
Sussex Surplus (Brighton Outreach)	48,138	85,149	(123,271)	333	10,349
Sustainable Animal Feed	2,982	3	(3,038)	53	-
The Alchemic Kitchen	(25,484)	78,004	(73,692)	20,000	(1,172)
The Meat Soil Energy Nexus	-	200,003	(94,511)	(2,204)	103,288
UK Government Legal Challenges	(2,158)	16,600	(14,700)	964	706
	253,482	1,805,894	(1,380,482)	27,414	706,308

19.2 Restricted Funds – Previous Year

	Balance 1 Jan 2023 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2023 £
Anti-Oppression Learning	147	-	(147)	-	-
Big Livestock vs The Planet	27,112	150,340	(153,830)	-	23,622
Biomethane Project (Bad Energy)	1,415	6,328	(9,197)	-	(1,454)
Bright Food Futures	(1,024)	-	(5,508)	6,532	-
COP 26 Advocacy	1,666	-	(1,755)	20	(69)
Destructive Diets (Meat Us Halfway)	6,883	161,750	(146,176)	-	22,457
Eco Talent	2,021	177,898	(182,069)	-	(2,150)
EU Partnerships	5,740	(784)	(7,333)	-	(2,377)
Fishy Business	67,292	153,600	(126,109)	-	94,783
Food Waste Policy & Legal Action	-	66,722	(51,335)	-	15,387
Foodspace Bucks	9,971	15,816	(20,832)	-	4,955
Gleaning Network UK	4,704	5,070	(9,152)	-	622
Green Futures	50,644	68,715	(65,536)	-	53,823
Growing Off Grid	2,109	-	(4,006)	1,897	-
Livestock Greenwash	7,868	-	(11,319)	2,989	(462)
Manifesto	-	-	(2,952)	9,263	6,311
Meat and Justice	-	1,589	(638)	-	951
Meat Organising	4,335	16,650	(12,637)	(9,263)	(915)
Our Fish (Notre Poisson)	45,643	333,135	(364,417)	-	14,361
Seeding Reparations	15,270	54,250	(61,484)	-	8,036
Sugar Pollution (Too Much of a Bad Thing)	12,140	20,000	(40,017)	-	(7,877)
Sussex Surplus (Brighton Outreach)	33,532	124,623	(110,017)	-	48,138
Sustainable Animal Feed	6,955	6,575	(10,548)	-	2,982
The Alchemic Kitchen	1,488	145,674	(201,146)	28,500	(25,484)
UK Government Legal Challenges	32,808	60,778	(95,744)	-	(2,158)
	338,719	1,568,729	(1,693,904)	39,938	253,482

19.3 Name of restricted fund	***Description, nature and purposes of the fund***
Agroecology and Gastronomy School	Fiscal hosting for the Agroecology and Gastronomy School delivered by Somos Semillas Popular Education Institution.
Big Livestock vs the Planet	This project, targeting 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.
Biomethane Project (Bad Energy)	Our campaign to avoid the use of land, animal rearing and surplus food for energy generation.
Defund Agribusiness Gathering	Building on the momentum and partnerships developed through our industrial livestock campaigning, we co-hosted the Defund Agribusiness gathering that took place in March 2024 near Baltimore with Friends of the Earth US.

19.3	***Name of restricted fund***	***Description, nature and purposes of the fund***
	Destructive Diets (Meat Us Halfway)	Formerly Meat Us Halfway - Holding supermarkets accountable for the impact of destructive diets, and to encourage a transition to food environments and business models that favour accessible, affordable foods for human and planetary health.
	ECF – Mirror Measures	Raising awareness of the environmental, social and climate impacts of some of the most commonly imported agricultural products in the Netherlands, and campaigning for the inclusion of mirror measures in the Sustainable Food Systems (SFS) Law.
	Eco Talent	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.
	EU Partnerships	Food Surplus and Labour, the Valorisation of Underused Resources This project aims to address key societal challenges in the "2 Seas" areas bordering the English Channel – food waste and unemployment. This project finished at the end of September 2022.
	Fishy Business	Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through demanding an end to the practice of feeding farmed fish with wild-caught fish.
	Food and Racial Justice	Our programme of work to build links between environmental, food and farming and racial justice organisations.
	Food Waste (JS)	A project to expose the 'dumping' of unusable or unsuitable food waste on charities by businesses.
	Food Waste Policy & Legal Action	Legal action to challenge the government's decision to reverse its previous decision to introduce legislation requiring the mandatory measurement and reporting of food waste in the UK.
	Foodspace Bucks	A collection of projects funded by small grants from local restricted funds in Buckinghamshire, focussed on the link between food and physical and mental health.
	Fuelling Advocates Initative	Research project to map the land use of the world's largest industrial livestock companies in partnership with Leiden University.
	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.
	Green Futures	Green Futures is Foodrise's youth employability programme for Buckinghamshire. Through it, we work to build the local green economy, address youth unemployment and connect young people aged 11-25 to food, the land and nature.

19.3 Name of restricted fund	*Description, nature and purposes of the fund*
Growing Knowsley's Future	This aims to rediscover the area's distinct farming and food heritage and bring it to life for residents of all ages.
Growing Off Grid	Aims to increase access to alternative food production methods, in partnership with racial and social justice organisations.
Healthy Food Healthy Planet	This pan-European work, led by Feedback EU, is engaging directly with communities on issues surrounding the supermarket retail model. The findings of this work are feeding into the design of alternative provision models, such as the Queen of Greens in Liverpool, as we seek to put forward community anchored alternatives to supermarkets.
Livestock Greenwash	Big meat and dairy companies ('Big Livestock') in the EU are increasingly pointing to their growing range of commitments, often framed around 'net zero'. We work together to empower climate, media and farming audiences with visual, easy-to-understand information on the hollow climate promises of Big Livestock companies, enabling them to clearly and effectively call out greenwash.
Manifesto	A project to develop food system policies to advocate for in the UK, and to share these with policymakers.
Meat Organising	We undertook primary and secondary research and engaged with grassroots communities, campaigning organisations and experts in the UK, Europe, North America and Global South to deliver a learning project providing a strong understanding of historical and current grassroots campaigns against Big Meat, of the success factors of climate grassroots campaigns, and of the scope for replicability against Big Meat targets and a strategy for grassroots mobilization against Big Meat. This was a joint project with Feedback EU, Brighter Green, Seeding Sovereignty and GreenFaith.
Methwold Megafarm	Campaigning against plans for a new US-style megafarm in rural Norfolk, in partnership with Sustain.
Our Fish (Notre Poisson)	Our goal is to prevent the powerful and growing fishmeal and fish oil (FMFO) industry in West Africa from destroying fish stocks and livelihoods and eroding food sovereignty. This is a joint project with Regional Network of West Africa Marine Protected Areas (RAMPAO), Greenpeace Africa (GPAF), Lancaster University, DeSmog, The West African Association for the Development of Artisanal Fisheries (WADAF (ADEPA)) and Feedback EU.
Seabass – Rauch Foundation	Building on our Fishy Business campaign with a particular focus on Seabass farming in the Mediterranean Basin

19.3 Name of restricted fund	*Description, nature and purposes of the fund*
Seeding Reparations	Building a framework for structural change in the Food System. Food production, which accounts for at least 10% of the global economy, is the single most harmful activity that humans have on the planet. The British Empire's corporations created this exploitative food system on a bedrock of structural racism and environmental destruction. From the enslavement of Black Africans, and the indenture of East and South-East Asian workers to labour on plantations in the new world, the relentless drive for profit led to deforestation to enable the cultivation of monocultures and the introduction of invasive species, altering native environments. Then and now, the industrial food system continues to devastate nature, and produce structurally unequal outcomes. This is a joint project with ETC Group and Tipping Point UK.
Sugar Pollution	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.
Sussex Surplus	Sussex Surplus is a pilot social enterprise taking fresh and surplus food in danger of being wasted and transforming it into long-life products and tasty meals. We sell jars of soup wholesale to independent shops, feed the community at our weekly café in East Brighton each Thursday and provide catering services on request.
Sustainable Animal Feed	Reducing the global deforestation impact of the livestock industry in the UK by decreasing the use of soya-based animal feeds in UK farming systems.
The Alchemic Kitchen	Our Regional Food Economy project is working in the North West of England to link enterprise, education and advocacy to help build and nurture a local food economy that feeds everyone fairly and sustainably.
The Meat Soil Energy Nexus	Delegitimising and defunding livestock and synthetic fertiliser corporations for global justice
UK Government Legal Challenges	Challenging the National Food Strategy and International Trade Agreements where measures to reduce the production of meat and dairy products are insufficient for health, food, farming and the climate.

19.4 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 period, 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. At the balance sheet date there were five funds in deficit by £13,485 (2023 - nine funds in deficit by £42,946). 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 period.

19.5 The net transfer out of £27,414 (2023 - £39,938) from general funds represents £27,414 (2023 - £39,938) additional funding for restricted funds.

20.0 Analysis of Net Assets between Funds – Current Year

	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total 2024 £
Tangible fixed assets	4,468	2,460	6,928
Cash at bank and in hand	506,789	132,526	639,315
Other net current assets/(liabilities)	195,051	(36,244)	158,807
	706,308	98,742	805,050

20.1 Analysis of Net Assets between Funds – Previous Year

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total 2023 £
Tangible fixed assets	12,124	3,660	15,784
Cash at bank and in hand	325,884	221,714	547,598
Other net current assets/(liabilities)	(84,526)	(84,567)	(169,093)
	253,482	140,807	394,289

21.0 Operating Leases - Lessee

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2024 £	2023 £
Not later than one year	10,260	20,520
Later than one and not later than five years	-	10,260
	10,260	30,780

The operating lease has been renewed post year-end.

22.0 Reconciliation of Net Income to Net Cash Flow From Operating Activities

	2024	2023
	£	£
Net income for the period	410,761	(29,223)
Adjustments for:		
Interest income	(8,213)	(2,443)
Depreciation	4,594	5,244
Deficit/(surplus) on disposal of fixed assets	6,106	1,284
(Increase)/decrease in debtors	(342,279)	50,051
Increase/(decrease) in creditors	14,379	(99,679)
	85,348	(74,766)

22.1 Analysis of Changes in Net Debt

	At 1 January 2024	Cash-flows	At 31 December 2024
	£	£	£
Cash at bank and in hand	547,598	91,717	639,315

23.0 Related Party Transactions

During the year, Foodrise Ltd provided funding of £130,294 (2023 - £203,649) to Stichting Feedback EU, a related party. At the balance sheet date, a balance of £66,186 (2023 - £71,117) is owed to Stichting Feedback EU and this is disclosed under accruals in creditors due under one year.

Stichting Feedback EU had also provided funding of £70,231 (2023 - £2,150) to Foodrise Ltd of which £26,140 (2023 - £2,150) was included in accrued income. Foodrise Ltd incurred travel costs of £1,837 (2023 - £288.70) on behalf of employees of Stichting Feedback EU during the year.

There were no other related party transactions during the period (2023 – none) aside from donations totalling £nil (2023 - £1,870) received from the trustees during the period and the disclosures in note 12.

Foodrise

England & Wales - Charity number 1155064

Accounts

COMPANY NUMBER: 08530711
REGISTERED CHARITY NUMBER: 1155064

GLOBAL FEEDBACK LIMITED
(Company Limited by Guarantee without Share Capital)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

GLOBAL FEEDBACK LIMITED

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FOR THE YEAR ENDED 31 DECEMBER 2023

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This document comprises the annual report and financial statements for Global Feedback Limited for the year ended 31 December 2023.

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

Charity number: 1155064
Company number: 08530711

GLOBAL FEEDBACK LIMITED

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2023

Feedback is an environmental charity with a distinct, national niche as the only UK environmental campaigning charity focused on food system issues.

The period covered by the report is one in which we consolidated our role, team and resourcing and continued to push boundaries in line with our organisational values and ethos. Our work continues to combine a rich mix of collaborative projects, campaigning, activism and social enterprise. We actively seek to move through an anti-racist and anti-oppressive journey in every aspect of our work.

We continued to produce innovative and impactful research, including the Supermarket Meat and Climate Scorecard Report 2023 which found that greenwash is rife across the UK supermarket sector, a report highlighting the role of UK banks in financing industrial meat and dairy corporations and a joint report with Action on Sugar which revealed the harmful impacts on public health and the environment of producing, importing and consuming too much sugar in the UK.

Feedback continued to explore the use of legal means to challenge regressive government decisions. We scored a major success in forcing the government to reconsider its approach on food waste following our proposed judicial review of the government's decision to scrap mandatory food waste reporting plans. Our judicial review of the government's failure to ensure its Food Strategy contributed to meeting its carbon budgets was heard in the Court of Appeal in the autumn.

In this reporting period, two new trustees joined the Feedback board: Odiri Ighamre who brings valuable experience of youth and community leadership in different countries and Vivian Maduekeh whose experience of international development, food systems, global health, and philanthropy will be a major asset to our governance. We said goodbye to two departing trustees: Julia Kirby-Smith and Rhiannon Sullivan. The board continues to meet quarterly, supported by two committees which focus on financial and operational matters.

The high performing staff team, led by Executive Director Carina Millstone, have continued their excellent and dedicated work to deliver the charity's mission.

I would like to thank all staff, partners, supporters and donors who have contributed to Feedback's work, enabling it to have the impact set out in this report. We continue to ensure that our interventions are targeted for the greatest impact, working strategically at key leverage points and inspiring people and partners to act to bring about ecological renewal and food justice.

Ruth Chambers

Ruth Chambers
Chair of the Feedback Board of Trustees

25/7/204

The trustees present their annual report and financial statements for Global Feedback Limited (also known as Feedback) for the year ended 31 December 2023. 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 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 in October 2019.

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, 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 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, transforming markets and updating outdated policy and regulatory frameworks. We believe the transition to a food system which provides nutritious food for all on a fair basis 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 of our work by other organisations 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 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. 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 arrange our work around five broad areas of intervention:

We delegitimize corporations: we do this by challenging corporate practice, the corporate model and global finance.

We ideate and advocate for policy change and regulation: we do this through research, action research, academic partnerships, strategic litigation, parliamentary advocacy.

We nurture community agency: We do this through educational programmes, creating employment and experience opportunities, participatory research, piloting regional programmes.

We widen our circle of allies: We do this through convening people and organisations, building alliances and coalitions, supporting the work of others through re-granting.

We change culture and public discourse: We do this through strategic media work, playful social media communications, seeking to model the world we want to see in our practice.

Our Change Agenda and activities

As the need for radical transformation in the food system becomes more urgent and unequivocal, Feedback's work becomes more necessary than ever.

2023 was an excellent year for Feedback with some significant progress and victories across all our areas of work. As in previous years, we have continued to work closely with our sister organisation in the Netherlands, Feedback EU. We have continued to respond to a wide range of government consultations across our areas of expertise and have continued to enjoy very impactful media coverage in both general and industry media.

There have been significant changes affecting the food system since we wrote our current strategic framework, for the period 2020-2025: the Covid 19 pandemic and its aftermaths, the war in Ukraine, corporate greedflation and the cost-of-living crisis, the post CAP agricultural subsidy regime, and the devasting impacts of the climate crisis acutely affecting farming at home and abroad. Accordingly, during 2023, we refreshed our strategic framework, before a full review which will take place during 2024-2025, alongside a brand refresh.

Reaffirming our vision of food that is good for people and planet, and reaffirming our values- solidarity, audacity, collaboration, impact, celebration- when we are successful:

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

We have developed a suite of campaigns and programmes to achieve these objectives:

Sugar Pollution
Our campaign to stem soil depletion and environmental pollution in the UK and improve health by reducing the amount of land devoted to sugar beet cultivation.

Anaerobic digestion/ biomethane
Our campaign to avoid the use of land intensive animal rearing and surplus food for energy generation by reforming the policies that shape the anaerobic digestion industry.

Destructive aquaculture
Our campaign to improve the sustainability of seafood through moving consumption away from fed aquaculture to unfed species and changing feed, with a specific focus on carnivorous farmed fish, especially salmon.

Aquafeed and global justice
Our partnership programme with Feedback EU, seeking to reduce the threat to lives and livelihoods of aquafeed supply chains in West Africa

Food waste prevention
Our campaign to tackle the root and systemic causes of food waste, especially through policy interventions.

Meat and dairy consumption reduction
Our campaign to drive reduced meat and dairy consumption to meet climate targets through policy changes and changes in food environments and the practices of retailers

Global meat and dairy corporations and their financiers
Our campaign aiming to delegitimise and defund the industrial livestock industry and its financiers.

Seeding reparations
Our programme of work seeking to develop the partnerships and common understanding of a reparatory justice framework for the historical harms caused by British agribusiness.

Green Futures
Our programme of work creating opportunities for young people in the progressive food, farming and environmental sector.

Food and Racial Justice
Our programme of work to build links between environmental, food and farming and racial justice organisations.

Right to Food
Our programme of work seeking the enactment of the right to food in the UK, through increasing access to nutritious food among low-income communities

Regional Food Economies
Our programme of work seeking to build stronger communities around food, growing, processing through the development of community anchored social enterprises

Performance and Achievements

Highlights of 2023 are as follows:

1. **Our work on aquaculture and aquafeed has gathered significant momentum in the UK and internationally**

In 2023, we continued our work highlighting the impacts of the Scottish salmon industry on wild fish and the global injustice presented by aquafeed sourcing. Early in the year, we sought to challenge the UK's Joint Fisheries Statement because of its failure to put in place meaningful policies to regulate the Scottish farmed salmon industry, despite its size and impact. We also engaged with food services companies to ask them to remove salmon from their menu. Failing to get results with our engagement, we moved towards the end of the year to a public facing campaign against Wagamama, which has attracted significant attention and will continue into 2024.

We continued our work with Feedback EU and our partners in West Africa, centring the experience of communities directly affected by the aquafeed industry. We celebrated International Women's Day with a webinar of fisherwomen and women from coastal communities affected by the aquaculture industry in Scotland, Norway and West Africa sharing their experience. With our colleagues in the EU, we drafted and coordinated a letter to the UN Special Rapporteur on the Right to Food to draw his attention to the food-feed competition generated by the production of fish meal and fish oil for export, and our points were quoted in the Commission's policy documents on this topic.

Recognising that our partner groups in West Africa are directly affected by the sourcing practices of the vast Norwegian salmon industry, we started background research on this topic, including a field trip to Norway, in view of opening a major new campaigning front on Norwegian aquaculture in 2024.

2. **Our work on the protein transition continues to shape the debate on retailers and the government's responsibility in reducing meat and dairy consumption to meet climate targets**

In 2023, we continued and further developed our pioneering work on supermarkets, meat and dairy, and Scope 3 emissions.

To help clarify the muddied debate about the role of alternative proteins (or food tech) in the protein transition, we published and launched a policy paper outlining key climate and food sovereignty implications of this transition.

We ramped up our work to expose supermarket's failure to reduce their emissions by reducing their meat and dairy sales. We directly challenged Tesco and Sainsbury's leadership at the companies' respective AGMs and engaged with their sustainability teams and the teams of other UK retailers. In June, we published Greenwash Grocers, a report which drew attention to the greenwash gimmicks of retailers- including lack of detail on any net zero plan and failing to make the link between meat and climate. With the Competition and Markets' Authority new 'Green Claims Code', we will be keeping an eye on any scope to challenge retailer greenwashing in 2024.

In an external evaluation of our work, we were gratified to receive the following feedback from a retailer: '*We believe Feedback plays an important role in providing critical and constructive feedback on our work, and ensuring these issues continue to be discussed by a wide group of stakeholders, including industry and government'.*

In addition to pursuing voluntary action from retailers, we challenged the UK government's inaction on meat and dairy through a judicial review of the Food Strategy. Unfortunately, following many appeals and hearings throughout 2023, our application to the Supreme Court was thrown out in December, raising significant wider concerns on whether the UK's Climate Change Act is fit for purpose. We will regroup in 2024 on next steps with this, especially given the parliamentary election and anticipated change in government.

Further afield, working with our European colleagues, external evaluation of our work found that we had introduced impactful new narrative frames on the need, and pathways, to reduce meat and dairy, especially in France and Spain. In the Netherlands, five supermarkets committed to a protein transition target, and one committed to stopping multi buys on meat products- a major victory for us and our allies

3. **Our work on racial justice in the food sector continues to build bridges between organisations in the food, environmental and social justice spaces**

2023 was a busy year full of outreach activities, bringing our work on racial justice in food and farming to different arenas. We are proud to have started the year hosting the Justice Hub at the Oxford Real Farming Conference, where we held sessions to discuss reparatory justice for the historical harms caused by agribusiness. Later in the year, we hosted sessions at the Land Justice and at the Land Skills fair and at Tipping Point's climate reparations gathering. We worked with partners KORI and the Ann Matthews Trust in Wales to explore issues of participation, race and justice in the food system and environmental movement.

During Black History month, we published a series of blogs to bring racial issues of our different campaigns and programmes to the fore, including blogs on the Black Panthers and community meals, the disproportionate impact of poor air quality on racialised communities, the colonial legacy of the British sugar industry and the impacts on West African coastal communities of salmon.

In addition to this external facing work, we continued our work to develop and embed anti-racist practice within our organisation, with the board and our team working together on an anti-racist learning programme.

4. Our work on food waste prevention led to some major victories

After many years of campaigning on food waste prevention, we launched- and won- a legal challenge to the government's decision to drop its plans to introduce mandatory food waste reporting for big businesses.

This decision followed the government's earlier consultation on this topic in September 2022. Feedback had organised responses to this consultation, and, when the government failed to respond to the consultation in 2023, launched a public petition, organised open letters and supported MPs with Early Day Motions. When the plans for mandatory reporting were dropped in November, we filed for a judicial review of the decision. While the government initially said it would contest this claim, it eventually dropped the case and the Secretary of State for DEFRA said he would reopen the decision. We were thrilled to be shortlisted and runner-ups for an SMK Award in the Best Use of Law category for this case.

Our colleagues in the EU secured a major victory in December 2023 when a mooted unduly high biomethane target was dropped by the EU, following extensive research, organising and advocacy with policy makers. The target would have created disincentives for food waste prevention.

5. Our work on sugar led established the links between sugar overproduction and overconsumption

In 2023, we sought to establish the links between the UK's vast sugar beet industry and the nation's overconsumption of sugar amongst business and policy makers.

Early in the year, our Sugar Rush report found that 9 out of 10 retailers failed to measure and set targets for reduction in total volumes of sugar sold. This report received national media coverage and led to a response from the British Retail Consortium.

Later in the year, our Sugar Pollution report, targeted at policy makers, was launched at a parliamentary event. The report, written with Action on Sugar, showed that the UK grows and imports more than two and half times the populations' maximum recommended intake of sugar. We are proud that our Sugar Pollution framing was subsequently adopted by others in parliamentary events.

6. Our work on the right to food and building resilient communities went from strength to strength

We had significant activity in our regional hubs of Liverpool, Sussex, Buckinghamshire and Haringey during 2023, to increase access to good food and enact the right to food, as well as to increase participation in regional food economies.

2023 saw the first year of service of our Queen of Greens bus, launched in November 2022. The Queen of Greens is a social enterprise mobile greengrocer which we run in partnership with Alchemic Kitchen CIC and Feeding Liverpool. It stops at community hubs in Liverpool, bringing affordable fresh produce. The service was developed in response to growing levels of food insecurity and to improve access to fresh, nutritious food. The Queen of Greens has been a great success, with 16,900 stops during the period April 2023-March 2024 across 23 stops in the Liverpool City Region. Nearly all the customers said that the Queen of Greens had improved their access to fresh fruit. One customer said: *'The Queen of Greens has meant my family can try new food that we wouldn't normally eat. I like the fact that we now have access to fresh fruit and veg that is affordable. The bus is a great way to bring the community together.'*

In Buckinghamshire, our Green Futures project exposed 400 young people to the possibility of green careers in the food and farming sector, through participation in careers fairs and creation of 14 paid work experience placements. Of these, 90% went into further paid green job opportunities.

Our team in Sussex served weekly community lunches to the community and continues to operate a community fridge out of the Bristol Estate Community Room.

In addition to these large projects, our teams delivered a wide range of workshops, activities and programmes related to the right to food, growing and food waste prevention. These included working with school children on composting projects, running bathtub allotments, running apple day events, running workshops on cooking with slow cookers, working on allotment and growing projects and many others.

7. **Our work to defund, delegitimise and ultimately shrink the livestock industry continues to gather momentum and has firmly established livestock as an issue of concern for its financiers**

During 2023 we continued to build and expand our work to defund, divest and delegitimise the livestock industry.

Regarding commercial banks, we targeted Rabobank with our EU colleagues, and HSBC and Barclays, including asking questions at AGMs and publishing a report on Barclay's financing of meat giant JBS. With the Drop JBS coalition, we found that Barclays provided $6.7 billion in finance to JBS and its subsidiaries between 2015 and 2022. In response to our campaign and the work of our allies, Barclays published its first ever 'beef policy', strengthening its deforestation rules.

We continued to work with many partners to strengthen the defund livestock movement, including taking part in the International Bank Campaigners Gathering, launching the Big Livestock's Big Greenwash tool, and leading on the communications and digital presence of the Stop Financing Factory Farming coalition, of which we are founding members.

In tandem to our work targeting meat corporations, we also launched the first of its kind legal challenge to the implementation legislation of the UK-Australia Free Trade Agreement. This case will be heard in 2024.

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 preventing deforestation, 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, changes to diets in the UK and the EU and better sourcing practices (and other high-income, industrialised countries to which our campaigns are relevant). Success in this object is largely measured through influence, policy change and changes in business practice.

We are further delivering public benefit through improving the lives of low-income and marginalised groups. We are doing this through providing better nutrition for those suffering from food insecurity, through different initiatives, such as low-cost cooking workshops, school holiday relief schemes and bringing fresh produce to food deserts. We are furthermore doing so through our media and policy work to support access to nutritious food. We are further promoting participation in public life, including creating pathways to employment, for diverse and disadvantaged groups, especially young people, thereby promoting wellbeing, opportunity and community cohesion. We are also promoting public education on good food through workshops, digital content and media.

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

Fundraising Standards Information

Feedback is committed to fundraising best practice. We follow the Fundraising Regulator's Code of Fundraising Practice, including the General Data Protection Regulations, introduced in May 2018. Our staff maintain a considerate, unintrusive approach to fundraising and do not undertake cold-calling or employ third parties to raise funds. Feedback enjoys a very good relationship with its supporters and funders and no complaints have been received. All fundraising activity is reviewed quarterly by the Audit Committee.

Financial Review

In the comparative year, in order to align with the calendar year, our accounting period end was changed to end on 31 December. Therefore, the comparative figures in these financial statements cover an extended period of 14 months, from 1 November 2021 to 31 December 2022.

Income and expenditure

Income during the period was £1,737,330 compared to £1,753,070 in the previous period (14 months). This small increase in income in what was a shorter accounting period marks another strong year in terms of funding.

Project-related restricted income was £1,568,729 compared to £1,597,762 for the preceding 14-month period, and unrestricted income was £168,601, compared to £155,308 in the previous period.

Expenditure during the year was £1,766,553 compared to £1,624,258 in the previous period. Project-related restricted expenditure for the year was £1,693,904, an increase of £278,011 over £1,415,893 in the previous year. Project-related restricted expenditure in the year includes payments amounting to £550,796 to partner organisations, enabling us to increase our project expertise and capability, and therefore our overall impact. Payments to partners in the previous period were £486,855. Unrestricted expenditure in the year was £72,649, and in addition, transfers amounting to £39,938 were made from Unrestricted reserves to support projects. In the previous period, Unrestricted expenditure was £208,365 and there was a net transfer from projects into unrestricted reserves of £5,833.

As a result, we report a deficit for the year of £29,223. This overall deficit can be broken down to a deficit of 85,237 of Project-related restricted income over expenditure during the period, and a surplus of £56,014 in Unrestricted funding.

Total reserves at 31 December 2023 totalled £394,289 (2022: £423,512) comprised £253,482 of project-related restricted reserves (2022: £338,719) and £140,807 of Unrestricted reserves (2022: £84,793). The level of Unrestricted reserves was in line with our Reserves Policy (see below) at the year end.

Staff costs remain our largest area of expenditure. The total staff costs for this period were £812,971 an increase of £7,319 (1%) over the comparative figure for the preceding 14 month period.

Reserves Policy

Feedback's reserves policy, adopted in 2023 is as follows:

"We maintain Reserves to safeguard continuity of operations if income streams are temporarily lower than expected and to ensure, as far as possible, security of employment for staff between projects. The Reserves ensure that we are able to meet all of our financial commitments at all times. We will maintain Unrestricted reserves in a range of between £100,000 to £215,000, with reserves peaking at around £215,000 on receipt of funds from our main funder, and those reserves then reducing down over the course of the year to around £100,000 by the time of the next funding. This policy will ensure that we have at least 6 months' cover of Unrestricted costs at all times and so protects the financial status of the organisation."

Unrestricted reserves at the 31 December 2023 and at the date of the signing of these accounts are within the range set out in the revised Policy.

Going Concern
At the 31 December 2023 our bank balances totalled £547,598.

Thanks to the support of our funders and the impactful work done by our team, along with our strong financial planning and management, we are very confident that we will continue as a going concern for the 12 months following the date of this report and beyond.

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 2023 were:

- Berkshire Buckinghamshire & Oxfordshire Wildlife Trust
- Brighton & Hove Speak Out
- Brighton and Hove City Council
- Brighton Hove Food Partnership
- Brighton People's Theatre
- Brighton Youth Centre
- Bristol Estate Leaseholders And Tenants Association (BELTA)
- Buckinghamshire County Council
- Charities Aid Foundation
- Changing Ideas
- Ecotricity Group Limited
- Enjoolata Foundation UK
- Ennismore Foundation
- Esmee Fairbairn Foundation
- Feeding Liverpool
- Friends of the Earth
- Friends Provident Foundation
- Anonymous
- Herwin - Flavour project
- Institute for Governance and Sustainable Development
- John Swire Charitable Trust
- Joseph Rowntree Charitable Trust
- Khepera CIC
- Landworkers Alliance
- Lankelly Chase
- Law for Change CIC
- Livv Housing Group
- Merseyside Recycling and Waste Authority (MRWA)
- Minor Foundation for Major Challenges
- Morecrofts
- Oak Foundation
- Rockefeller Philanthropy Advisors
- Stichting European Climate Foundation
- Sustain
- The Big Give Trust Ltd
- The Brighthelm Centre
- The Ernest Kleinwort Charitable Trust
- The Evan Cornish Foundation

- The Orchard Project
- The Rothschild Foundation
- The Sussex Community Foundation
- The Trust for Developing Communities
- The Waterloo Foundation
- Toast Ale
- University of Liverpool
- Stichting Feedback EU

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 six Trustees at the beginning and eight Trustees at the end of the period and met four times during the period to ensure good governance and to obtain assurance over all major issues affecting the performance and future developments of Global Feedback Limited. One Trustee resigned during the year and three new trustees were appointed to extend the range of experience of the Board. One trustee has resigned since the year end.

The Audit Committee, now comprised of three Trustees, meets quarterly to review financial performance and financial risk management and makes recommendations on financial matters to the Board. The Operations Committee, comprising a minimum of two Trustees, again meets quarterly to review operational matters and makes recommendations to the Board.

Recruitment and Appointment of Trustees

New trustees are recruited to meet the skills and experiences required by the charity. Advertisements are placed on our website and with relevant organisations in order to attract a wide variety of suitable applicants. New trustees are elected by the Board, initially for a three-year term, which can be extended for a further term.

Trustees Induction and Training

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.

Management and Organisation

Feedback's senior management team consist of three directors (Director of Programmes: Food Justice; and two Directors of Campaigns and a Director of Finance and 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

Feedback offers competitive salaries to attract and retain strong team members, within the constraints of being a mid-sized charitable organisation. We maintain a fair and transparent pay structure using salary bands that show the minimum and maximum that an employee performing a certain job at Feedback normally earns. Salary bands are normally reviewed by the Senior Management Team on an annual basis. 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.

We have a comprehensive risk register to identify, mitigate, and manage risks, which is reviewed and updated quarterly by our senior leadership team and board. The top four risks we have currently identified, and our approach to mitigating those risks, are as follows:

Board representation: We had identified our board 'falling behind' the team in terms of the anti-oppressive journey the organisation is on, and its lack of diversity in terms of lived experience of oppression as significant risks to the organisation last year. We are proud that we have mitigated this risk through a full team and board anti-racist training programme this year. Nonetheless, our board not being representative of our key beneficiaries remains an ongoing risk to be managed through future recruitment and other ways to bring different voices to our organisation.

Income generation: Our main risk is failure to secure this unrestricted funding, which would leave us with a significant shortfall of funds in core support, leading to significant organisational restructuring. We always seek to diversify our funds, secure unrestricted funding from donations, charge organisational overheads from project funders, and operate on a full cost recovery basis as much as possible. Failure to secure programmatic funding as planned is also a risk: we are mitigating this through quality delivery of existing programmes and developing strong, long-term relationships with donors. Moreover, we are increasingly seeking funding for programmes from our funders, rather than funding for specific projects.

Staff health, wellbeing, absences: Health and wellbeing issues, linked to Covid, post-viral syndrome, seasonal illnesses and the cost-of-living crisis, leading to extended absences, is one of our key risks. We are mitigating risks linked to illness through hybrid working and generous sick pay, as well as having put in place business continuity plans.

Affiliated organisations, alliances, and partnerships: As an organisation, we are becoming increasingly complex, with several affiliated organisations: our sister organisation in the Netherlands, and several emerging CICs for our projects in the regions. Moreover, we deliver all our activities in partnership with other civil society groups or community groups, some overseas, some in the UK, some incorporated, others informal. These collaborations and local spin-offs are the core of our work but present some legal risks, and risks to accountability, fundraising, and effectiveness. We are managing these risks through developing tight MoUs and contracts with partner organisations.

Reference and Administration Details

Charity name:	Global Feedback Limited (known as "Feedback")
Charity registration number:	1155064
Company registration number:	08530711
Registered and principal office:	Office 518 Unit 10 The High Cross Centre Fountayne Road London N15 4BE

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:

Ruth Chambers	Chair	
Sarah Morrison	Treasurer	
Julia Breatnach		resigned 2 January 2024
Rhiannan Sullivan		resigned 2 May 2023
Darren Hughes		
Sophie Tuson		
Matthew Gould		appointed 2 February 2023
Vivian Chinomso Madukeh		appointed 3 August 2023
Edith Odiriverere Ighamre-Aiken		appointed 26 October 2023

No trustee received any remuneration for trustees' services during the year (2022 - Nil), nor did they have any beneficial interest in any contract with the charity.

Executive Director:	Carina Millstone
Statutory Auditors:	Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington London N4 2BT
Banks:	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 period 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 period. 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 2019 (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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.

Ruth Chambers
Director and Trustee

Sarah Morrison
Director and Trustee

Date: 25/1/2024

TO THE MEMBERS OF

GLOBAL FEEDBACK LIMITED

Opinion

We have audited the financial statements of Global Feedback Limited for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirement of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the audit team had the appropriate competence, capability and skill to identify and recognise any non-compliance with applicable laws and regulations;
- we identified such laws and regulations applicable from our discussions with trustees and other management and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011 and the Charity SORP (FRS 102);
- we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty, including the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation;
- we assessed the extent of compliance with laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documents
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

22nd August 2024

Mukesh Khatri
Senior Statutory Auditor

For and on behalf of
BARCANT BEARDON LIMITED
Chartered Accountants
and
Statutory Auditors

8 Blackstock Mews
Islington
London N4 2BT

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 DECEMBER 2023

Income and Expenditure Summary

	Notes	Restricted Funds	Unrestricted Funds	Total Funds Year Ended 31 Dec 2023	Total Funds 14 Months Period Ended 31 Dec 2022
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	55,952	158,908	214,860	233,072
Charitable activities	3	1,489,066	770	1,489,836	1,479,230
Other trading activities	4	23,711	6,480	30,191	40,717
Investments	5	-	2,443	2,443	51
Total income and endowments		1,568,729	168,601	1,737,330	1,753,070
Expenditure on:					
Costs of raising funds	6	-	21,653	21,653	48,750
Charitable activities	7	1,691,542	46,584	1,738,126	1,574,635
Other	9	2,362	4,412	6,774	873
Total expenditure		1,693,904	72,649	1,766,553	1,624,258
Net income/(expenditure)		(125,175)	95,952	(29,223)	128,812
Transfers between funds	19	39,938	(39,938)	-	-
Net movement in funds for the year		(85,237)	56,014	(29,223)	128,812
Reconciliation of funds					
Total funds brought forward	19	338,719	84,793	423,512	294,700
Total funds carried forward	19	253,482	140,807	394,289	423,512

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 AT 31 DECEMBER 2023

	Notes	31 Dec 2023 £	31 Dec 2022 £
Fixed Assets	15	15,784	22,312
Current Assets			
Debtors	16	42,178	92,229
Cash at bank and in hand		547,598	619,921
		589,776	712,150
Creditors: Amounts falling due within one year	17	(211,271)	(310,950)
Net Current Assets		378,505	401,200
Net Assets		394,289	423,512
Funds			
Restricted funds	19	253,482	338,719
Unrestricted funds			
- General funds	19	140,807	84,793
Total funds		394,289	423,512

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

Ruth Chambers
Director and Trustee

Sarah Morrison
Director and Trustee

Date: 24/11/2024

The notes on page 20 - 34 form part of these financial statements.
Company Registration No. 08530711

GLOBAL FEEDBACK LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	31 Dec 2023 £	31 Dec 2022 £
Cash flow from operating activities			
Net cash provided by operating activities	22	(74,766)	199,492
Cash flow from investing activities			
Interest income		2,443	51
Purchase of tangible fixed assets		-	(9,204)
Net cash (used in)/provided by investing activities		2,443	(9,153)
Net increase in cash and cash equivalents in the period		(72,323)	190,339
Cash and cash equivalents at the beginning of the period		619,921	429,582
Cash and cash equivalents at the end of the period		547,598	619,921
Analysis of cash and cash equivalents			
Cash in bank and in hand	22.1	547,598	619,921
Cash and cash equivalents at the end of the period		547,598	619,921

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 private company limited by guarantee in England and Wales 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 Office 518, Unit 10 The High Cross Centre, Fountayne Road, London N15 4BE.

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 issued in October 2019, 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.

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 Reporting period

The previous year's reporting period was for 14 months to 31 December 2022 due to the accounting year end being aligned to the calendar year end. This means that the comparative amounts presented in the accounts, including the related notes, are not entirely comparable.

1.3 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.

1.4 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.

1.5 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.

1.6 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.

1.7 Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalised at cost and depreciated over their estimated useful economic lives on a straight line basis as follows:

Kitchen container and equipment	between 5 years to 15 years
Computers	5 years

1.8 Debtors

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

1.9 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.

1.10 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.

1.11 Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1.12 Pensions

NEST operates a defined contribution scheme on behalf of the charity for the benefit of its employees. Contributions payable are charged in the Statement of Financial Activities in the period they are payable.

1.13 Employee benefits

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

1.14 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.

1.15 In the application of the charity's accounting policies, the members of management committee are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are listed below:

Cost allocation
Support costs are allocated across all charitable activities. Dependent upon each type of support activity, costs are applied directly against a function or appropriate cost drivers such as time allocations are utilised.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2.0 *Income from Donations and Legacies*

	2023	2022
	£	£
Gifts	38,925	44,507
Gift Aid tax reclaims	3,935	3,565
Grants	172,000	185,000
	214,860	233,072

2.1 Income from donation and legacies was £214,860 (2022 - £233,072) of which £55,952 (2022 - £102,240) was attributable to restricted funds and £158,908 (2022 - £130,832) was attributable to unrestricted funds.

3.0 *Income from Charitable Activities*

	2023	2022
	£	£
Contractual payments	16,650	170,819
Performance related grants	1,473,186	1,308,411
	1,489,836	1,479,230

3.1 Income from charitable activities was £1,489,836 (2022 - £1,479,230) of which £1,489,066 (2022 - £1,462,290) was attributable to restricted funds and £770 (2022 - £16,940) was attributable to unrestricted funds.

4.0 *Income from Other Trading Activities*

	2023	2022
	£	£
Events, catering and consultancy fees	23,711	22,867
Rental income	6,480	7,425
Other income	-	10,425
	30,191	40,717

4.1 Income from other trading activities was £30,191 (2022 - £40,717) of which £23,711 (2022 - £33,232) was attributable to restricted funds and £6,480 (2022 - £7,485) was attributable to unrestricted funds.

5.0 *Income from Investments*

	Unrestricted funds 2023	Unrestricted funds 2022
	£	£
Interest - bank	2,443	51

6.0 *Expenditure on Raising Funds*

	2023 £	2022 £
Staff costs	20,280	41,611
Other fundraising costs	1,373	7,139
	21,653	48,750

6.1 Of the £21,653 expenditure in 2023 (2022 - £48,750), £nil (2022 - -£450) was attributable to restricted funds and £21,653 (2022 - £49,200) was attributable to unrestricted funds.

7.0 *Analysis of Expenditure on Charitable Activities*

Charitable Activities 2023	Activities undertaken directly 2023 £	Support costs 2023 £	Governance costs 2023 £	Total 2023 £
Core work	29,992	66	16,525	46,583
Sugar Pollution (Too Much of a Bad Thing)	37,325	2,672	-	39,997
Sussex Surplus (Brighton Outreach)	101,214	8,802	-	110,016
Gleaning Network	8,615	537	-	9,152
EU Partnerships	7,363	-	-	7,363
Growing off Grid	3,942	64	-	4,006
Meat Us Halfway	141,030	5,214	-	146,244
Meat Organising	12,107	530	-	12,637
COP 26 Advocacy	1,755	-	-	1,755
Livestock Greenwash	8,793	77	-	8,870
Sustainable Animal Feed	10,223	294	-	10,517
Regional Food Economy/ Alchemic Kitchen	190,978	10,141	27	201,146
Fishy Business	114,804	11,305	-	126,109
Green Futures	62,745	2,791	-	65,536
Big Livestock	144,291	9,533	-	153,824
Bright Food Futures	5,056	453	-	5,509
Biomethane Project (Bad Energy)	8,426	771	-	9,197
Eco-Talent	169,644	12,419	-	182,063
Our Fish (Notre Poisson)	361,143	3,327	-	364,470
Seeding Reparations	59,470	2,015		61,485
Anti-Oppression Learning	147	-	-	147
UK Government Legal Challenges	94,527	1,217	-	95,744
Foodspace Bucks	19,710	1,122	-	20,832
Meat and Justice	638	-	-	638
Manifesto	2,696	256	-	2,952
Food Waste Policy & Legal Action	49,492	1,842	-	51,334
	1,646,126	75,448	16,552	1,738,126

7.1 Charitable Activities 2022

	Activities undertaken directly 2022 £	Support costs 2022 £	Governance costs 2022 £	Total 2022 £
Core work	144,712	-	8,659	153,371
Sugar	43,589	4,271	-	47,860
Brighton Outreach	38,713	4,682	-	43,395
Gleaning Network	4,600	743	-	5,343
EU Partnerships	68,485	7,550	-	76,035
Growing off Grid	27,381	2,705	-	30,086
Meat Us Halfway	150,962	14,855	1,860	167,677
Meat Organising	154,142	28	-	154,170
COP 26 Advocacy	19,977	4,165	-	24,142
Livestock Greenwash	86,316	9,294	-	95,610
Sustainable Animal Feed	7,646	395	-	8,041
Regional Food Economy/ Alchemic Kitchen	169,332	16,238	-	185,570
Fishy Business	75,940	6,766	-	82,706
Green Futures	88,753	8,750	-	97,503
Big Livestock	70,222	6,949	-	77,171
Bright Food Futures	10,220	1,055	-	11,275
Bad Energy (Anaerobic Digestion)	810	-	-	810
Eco-Talent	112,557	11,077	-	123,634
Notre Poisson	133,770	74	-	133,844
Seeding Reparations	9,414	317		9,731
Anti-Oppression Learning	16,356	-	-	16,356
UK Government Legal Challenges	27,180	-	-	27,180
Botanic Gardens Consultation International	2,765	204	-	2,969
Biomethane Project	156	-	-	156
	1,463,998	100,118	10,519	1,574,635

7.2 Of the £1,738,126 expenditure in 2023 (2022 - £1,574,635), £1,691,542 (2022 - £1,421,264) was attributable to restricted funds and £46,584 (2022 - £153,371) was attributable to unrestricted funds.

8.0 Analysis of Support and Governance Costs

	Support costs £	Governance costs £	Total 2023 £	Total 2022 £
Premises and office	50,599	-	50,599	76,392
Communications	4,020	-	4,020	7,443
Finance and professional	14,301	40	14,341	10,588
Depreciation	5,244	-	5,244	5,695
Loss on disposal of tangible fixed assets	1,284	-	1,284	-
Accountancy and audit fees	-	16,512	16,512	9,120
Trustees' recruitment and expenses	-	-	-	1,399
	75,448	16,552	92,000	110,637

9.0 *Other Expenditure*	2023 £	2022 £
Net foreign exchange loss	6,774	873

9.1 Other expenditure was £6,774 (2022 - £873) of which £2,362 (2021 - -£4,921) was attributable to restricted and £4,412 (2022 - £5,794) was attributable to unrestricted funds.

10.0 *Net Income/(Expenditure) for the Year*		2023 £	2022 £
This is stated after charging:			
Auditor's remuneration:	Audit	8,256	4,560
	Accountancy	8,256	4,560
Depreciation of tangible fixed assets		5,244	5,695
Loss on disposal of tangible fixed assets		1,284	-
Operating lease payments: Land and buildings		20,520	35,280

11.0 Trustee Remuneration and Expenses

The trustees were not paid any remuneration or received any other benefits during the year (2022 – nil). The Board of Trustees incurred lunch and refreshments costs in the sum of £nil (2022 - £73) and annual membership of £nil (2022 - £37) to The Association of Chairs. In the previous period £45 was spent on a leaving gift for Glen Tarman, Chair of the board.

The charity incurred £nil (2022 - £1,168) for trustee's recruitment. No trustee was paid or provided pro bono work during the year (2022 – nil).

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 (2022 – nil).

12.0 *Analysis of Staff Costs*	2023 £	2022 £
Wages and salaries	732,420	721,638
Social security costs	64,189	67,360
Pension costs	16,362	16,654
	812,971	805,652

12.1 No employee earned more than £60,000 per annum (2022 – two employees).

	2023 Number	2022 Number
£60,001 - £70,000	-	2

12.2 The total amount of employee benefits received by key management personnel is £113,200 (2022 – £135,904). The company considers its key management personnel to comprise its Executive Director and Finance Director.

13.0 Staff Numbers

The average monthly head count was 27 staff (2022 – 31 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the period was as follows:

	2023 Number	2022 Number
	19.2	17.7

14.0 Taxation

Global Feedback Limited is considered to pass the tests set out in Paragraph 1, Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3, Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

15.0 Fixed Assets

	Kitchen Container And Equipment	Computers	Total
	£	£	£
Cost			
At 1 January 2023	17,987	14,573	32,560
Disposals	-	(1,931)	(1,931)
At 31 December 2023	17,987	12,642	30,629
Depreciation:			
At 1 January 2023	6,215	4,033	10,248
Charge for the period	2,890	2,354	5,244
Eliminated on disposals	-	(647)	(647)
At 31 December 2023	9,105	5,740	14,845
Net Book Value:			
At 31 December 2023	8,882	6,902	15,784
At 1 January 2023	11,772	10,540	22,312

16.0 Debtors

	2023 £	2022 £
Trade debtors	27,229	6,961
Other debtors	1,879	4,712
Prepayments	12,237	14,420
Accrued income	833	66,136
	42,178	92,229

17.0 *Creditors: Amounts Falling Due Within One Year*

	2023 £	2022 £
Trade creditors	5,392	60,397
Other creditors	75,703	4,294
Accruals	130,176	153,839
Deferred income	-	17,420
Loans	-	75,000
	211,271	310,950

18.0 *Deferred Income*

Deferred income comprises of grants received in advance.

	Total £
Balance as at 1 January 2023	17,420
Amount released to income	(17,420)
Amount deferred in the year	-
Balance as at 31 December 2023	-

19.0 *Analysis of Charitable Funds*

Unrestricted Funds – Current Year	Balance 1 Jan 2023 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2023 £
General funds	84,793	168,601	(72,649)	(39,938)	140,807
	84,793	168,601	(72,649)	(39,938)	140,807

Unrestricted Funds – Current Period	Balance 1 Nov 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2022 £
General funds	143,683	155,308	(208,365)	(5,833)	84,793
	143,683	155,308	(208,365)	(5,833)	84,793

Name of unrestricted fund	*Description, nature and purposes of the fund*
General funds	The "free reserves" after allowing for any designated funds.

19.1 Restricted Funds – Current Year

	Balance 1 Jan 2023 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2023 £
Sussex Surplus (Brighton Outreach)	33,532	124,623	(110,017)	-	48,138
Gleaning Network UK	4,704	5,070	(9,152)	-	622
EU Partnerships	5,740	(784)	(7,333)	-	(2,377)
Meat Us Halfway	6,883	161,750	(146,176)	-	22,457
COP 26 Advocacy	1,666	-	(1,755)	20	(69)
Seeding Reparations	15,270	54,250	(61,484)	-	8,036
The Alchemic Kitchen	1,488	145,674	(201,146)	28,500	(25,484)
Foodspace Bucks	9,971	15,816	(20,832)	-	4,955
Fishy Business	67,292	153,600	(126,109)	-	94,783
Green Futures	50,644	68,715	(65,536)	-	53,823
Big Livestock vs The Planet	27,112	150,340	(153,830)	-	23,622
Biomethane Project (Bad Energy)	1,415	6,328	(9,197)	-	(1,454)
Eco Talent	2,021	177,898	(182,069)	-	(2,150)
Sugar Pollution (Too Much of a Bad Thing)	12,140	20,000	(40,017)	-	(7,877)
Anti-Oppression Learning	147	-	(147)	-	-
Growing Off Grid	2,109	-	(4,006)	1,897	-
Meat Organising	4,335	16,650	(12,637)	(9,263)	(915)
Livestock Greenwash	7,868	-	(11,319)	2,989	(462)
Sustainable Animal Feed	6,955	6,575	(10,548)	-	2,982
Bright Food Futures	(1,024)	-	(5,508)	6,532	-
Our Fish (Notre Poisson)	45,643	333,135	(364,417)	-	14,361
UK Government Legal Challenges	32,808	60,778	(95,744)	-	(2,158)
Meat and Justice	-	1,589	(638)	-	951
Manifesto	-	-	(2,952)	9,263	6,311
Food Waste Policy & Legal Action	-	66,722	(51,335)	-	15,387
	338,719	1,568,729	(1,693,904)	39,938	253,482

Restricted Funds – Previous period

	Balance 1 Nov 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2022 £
Sussex Surplus (Brighton Outreach)	9,973	66,954	(43,395)	-	33,532
Gleaning Network UK	10,047	-	(5,343)	-	4,704
EU Partnerships	(3,449)	79,378*	(76,022)	5,833	5,740
Meat Us Halfway	(3,482)	178,038	(167,673)	-	6,883
COP 26 Advocacy	19,227	6,600	(24,161)	-	1,666
Seeding Reparations	-	25,000	(9,730)	-	15,270
The Alchemic Kitchen	37,911	148,698	(185,121)	-	1,488
Foodspace Bucks	-	9,971	-	-	9,971
Fishy Business	-	150,000	(82,708)	-	67,292
Green Futures	49,787	98,360	(97,503)	-	50,644
Big Livestock vs The Planet	10,482	93,310	(76,680)	-	27,112
Bad Energy	810	1,572	(967)	-	1,415
Eco Talent	236	125,414	(123,629)	-	2,021
Too Much of a Bad Thing	-	60,000	(47,860)	-	12,140
Anti-Oppression Learning	16,503	-	(16,356)	-	147
Botanic Gardens Conservation International	2,972	-	(2,972)	-	-
Growing Off Grid	-	32,195	(30,086)	-	2,109
Meat Organising	-	154,169	(149,834)	-	4,335
Livestock Greenwash	-	103,383	(95,515)	-	7,868
Sustainable Animal Feed	-	14,996	(8,041)	-	6,955
Bright Food Futures	-	10,250	(11,274)	-	(1,024)
Notre Poisson	-	179,486	(133,843)	-	45,643
UK Government Legal Challenges	-	59,988	(27,180)	-	32,808
	151,017	1,597,762	(1,415,893)	5,833	338,719

* FLAVOUR project income includes matched funding of £7,500 from The Ernest Kleinwort Charitable Trust, £5,000 from The Lawson Trust, £5,410 from Brighton & Hove Food Partnership and £12,121 other income and donations.

Name of restricted fund	*Description, nature and purposes of the fund*
Sussex Surplus	Sussex Surplus is a pilot social enterprise taking fresh and surplus food in danger of being wasted and transforming it into long-life products and tasty meals. We sell jars of soup wholesale to independent shops, feed the community at our weekly café in East Brighton each Thursday and provide catering services on request.
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.
EU Partnerships	Food Surplus and Labour, the Valorisation of Underused Resources This project aims to address key societal challenges in the "2 Seas" areas bordering the English Channel – food waste and unemployment. This project finished at the end of September 2022.
Meat Us Halfway	We investigated the top ten supermarkets in the UK to see what they were doing to reduce the environmental impact of the meat and dairy they sell. After all, supermarkets control over 90% of the groceries market so when it comes to the weekly shop, most of us have little choice over what's on the shelves and how it got there.

Name of restricted fund	*Description, nature and purposes of the fund*
Seeding Reparations	Building a framework for structural change in the Food System. Food production, which accounts for at least 10% of the global economy, is the single most harmful activity that humans have on the planet. The British Empire's corporations created this exploitative food system on a bedrock of structural racism and environmental destruction. From the enslavement of Black Africans, and the indenture of East and South-East Asian workers to labour on plantations in the new world, the relentless drive for profit led to deforestation to enable the cultivation of monocultures and the introduction of invasive species, altering native environments. Then and now, the industrial food system continues to devastate nature, and produce structurally unequal outcomes. This is a joint project with ETC Group and Tipping Point UK.
The Alchemic Kitchen	Our Regional Food Economy project is working in the North West of England to link enterprise, education and advocacy to help build and nurture a local food economy that feeds everyone fairly and sustainably.
Foodspace Bucks	A collection of projects funded by small grants from local restricted funds in Buckinghamshire, focussed on the link between food and physical and mental health.
Fishy Business	Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed.
Green Futures	Green Futures is Feedback's youth employability programme for Buckinghamshire. Through it, we work to build the local green economy, address youth unemployment and connect young people aged 11-25 to food, the land and nature.
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.
Biomethane Project (Bad Energy)	Our campaign to avoid the use of land, animal rearing and surplus food for energy generation.
Eco Talent	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.
Sugar Pollution (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.

Name of restricted fund	*Description, nature and purposes of the fund*
Anti-Oppression Learning	The Anti-Oppression Learning Project unites a small group of organisations in the food and environment sector to address systemic racism in the work that we do and broader patterns of oppression in the food, farming and environmental sector.
Growing Off Grid	Aims to increase access to alternative food production methods, in partnership with racial and social justice organisations.
Meat Organising	We undertake primary and secondary research and engage with grassroots communities, campaigning organisations and experts in the UK, Europe, North America and Global South to deliver a learning project providing a strong understanding of historical and current grassroots campaigns against Big Meat, of the success factors of climate grassroots campaigns, and of the scope for replicability against Big Meat targets and a strategy for grassroots mobilization against Big Meat. This is a joint project with Feedback EU, Brighter Green, Seeding Sovereignty and GreenFaith.
Livestock Greenwash	Big meat and dairy companies ('Big Livestock') in the EU are increasingly pointing to their growing range of commitments, often framed around 'net zero'. We work together to empower climate, media and farming audiences with visual, easy-to-understand information on the hollow climate promises of Big Livestock companies, enabling them to clearly and effectively call out greenwash.
Sustainable Animal Feed	Reducing the global deforestation impact of the livestock industry in the UK by decreasing the use of soya-based animal feeds in UK farming systems.
Our Fish (Notre Poisson)	Controlling Fish Meal and Fish Oil Plants in West Africa. Our goal is to prevent the powerful and growing fishmeal and fish oil (FMFO) industry in West Africa from destroying fish stocks and livelihoods and eroding food sovereignty. This is a joint project with Regional Network of West Africa Marine Protected Areas (RAMPAO), Greenpeace Africa (GPAF), Lancaster University, DeSmog, The West African Association for the Development of Artisanal Fisheries (WADAF (ADEPA)), African Confederation of Small-scale Fisheries Professional Organizations (CAOPA) and Feedback EU.
UK Government Legal Challenges	Challenging the National Food Strategy and International Trade Agreements where measures to reduce the production of meat and dairy products are insufficient for health, food, farming and the climate.
Manifesto	A project to develop food system policies to advocate for in the UK, with the plan to share these with policymakers.
Food Waste Policy & Legal Action	Legal action to challenge the government's decision to reverse its previous decision to introduce legislation requiring the mandatory measurement and reporting of food waste in the UK.

19.2 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 period, 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. At the balance sheet date there were nine funds in deficit by £42,946 (2022 - one fund was in deficit by £1,024). 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 period.

19.3 The net transfer out of £39,938 (2022 - £5,833) from general funds represents £39,938 (2022 - £5,833) additional funding for restricted funds.

20.0 Analysis of Net Assets between Funds – Current Year

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total 2023 £
Tangible fixed assets	12,124	3,660	15,784
Cash at bank and in hand	325,884	221,714	547,598
Other net current assets/(liabilities)	(84,526)	(84,567)	(169,093)
	253,482	140,807	394,289

Analysis of Net Assets between Funds – Previous Period

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total 2022 £
Tangible fixed assets	14,763	7,549	22,312
Cash at bank and in hand	386,350	233,571	619,921
Other net current assets/(liabilities)	(62,394)	(156,327)	(218,721)
	338,719	84,793	423,512

21.0 Operating Leases - Lessee

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2023 £	2022 £
Not later than one year	20,520	8,550
Later than one and not later than five years	10,260	-
	30,780	8,550

22.0 *Reconciliation of Net Income to Net Cash Flow From Operating Activities*

	2023	2022
	£	£
Net income for the period	(29,223)	128,812
Adjustments for:		
Interest income	(2,443)	(51)
Depreciation	5,244	5,695
Deficit/(surplus) on disposal of fixed assets	1,284	-
(Increase)/decrease in debtors	50,051	11,169
Increase/(decrease) in creditors	(99,679)	53,867
	(74,766)	199,492

22.1 *Analysis of Changes in Net Debt*

	At 1 January 2023	Cash-flows	At 31 December 2023
	£	£	£
Cash at bank and in hand	619,921	(72,323)	547,598

23.0 *Related Party Transactions*

During the year, Global Feedback Limited provided funding of £203,649 (2022 - £131,365) to Stichting Feedback EU, a related party. At the balance sheet date, a balance of £71,117 is owed to Stichting Feedback EU and this is disclosed under loans in creditors due under 1 year. In the previous period, £16,528 was owed to Stichting Feedback EU and was included in Trade creditors.

Stichting Feedback EU had also provided funding of £nil (2022 - £2,150) to Global Feedback Limited of which £nil (2022 - £2,150) was included in other debtors. Feedback Global Limited incurred travel costs of £nil (2022 - £288.70) on behalf of employees of Stichting Feedback EU during the year.

There were no other related party transactions during the period (2022 – none) aside from donations totalling £nil (2022 - £1,870) received from the trustees during the period and the disclosures in note 11.

Foodrise

England & Wales - Charity number 1155064

Accounts

COMPANY NUMBER: 08530711
REGISTERED CHARITY NUMBER: 1155064

GLOBAL FEEDBACK LIMITED
(Company Limited by Guarantee without Share Capital)

REPORT AND FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 DECEMBER 2022

GLOBAL FEEDBACK LIMITED

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FOR THE 14 MONTH PERIOD ENDED 31 DECEMBER 2022

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This document comprises the annual report and financial statements for Global Feedback Limited for the period ended 31 December 2022.

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

Charity number: 1155064
Company number: 08530711

GLOBAL FEEDBACK LIMITED

CHAIR'S STATEMENT

FOR THE 14 MONTH PERIOD ENDED 31 DECEMBER 2022

Feedback is an environmental charity with a distinct, national niche as the only UK environmental campaigning charity focused on food system issues.

The period covered by the report is one in which we consolidated our role, team and resourcing and continued to push boundaries in line with our organisational values and ethos. Our work continues to combine a rich mix of collaborative projects, campaigning, activism and social enterprise. We actively seek to move through an anti-racist and anti-oppressive journey in every aspect of our work.

We were delighted to launch a major new three-year project comprising partners in Britain, the EU, and West Africa aimed at securing legislative and policy change to protect ecosystems and support food sovereignty of West African communities and nations.

We also brought a legal challenge against the Government for lack of proposals to cut meat and dairy in the food strategy, arguing it breaks laws, including the Climate Change Act.

In this reporting period, I was appointed as Chair, bringing experience of influencing legislation and charity governance. I was joined by two other two new trustees: charity finance expert Sarah Morrison as Treasurer, and Matthew Gould, who brings valuable skills in risk and project management.

The board meets quarterly and we assess ourselves against the Charity Governance Code to ensure that we continue to fulfil our governance role. We set up a new operations committee to ensure the board can focus on improving the organisation's effectiveness.

The high performing staff team, led by Executive Director Carina Millstone, have continued their excellent and dedicated work to deliver the charity's mission.

I would like to thank all staff, partners, supporters and donors who have contributed to Feedback's work, enabling it to have the impact set out in this report. We continue to ensure that our interventions are targeted for the greatest impact, working strategically at key leverage points and inspiring people and partners to act to bring about ecological renewal and food justice.

RM Chambers

Ruth Chambers
Chair of the Feedback Board of Trustees

20/7/2023

The trustees present their annual report and financial statements for Global Feedback Limited (also known as Feedback) for the period ended 31 December 2022. The trustees have adopted the provision 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 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 in October 2019.

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, 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 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, transforming markets and updating outdated policy and regulatory frameworks. We believe the transition to a food system which provides and nutritious food for all on a fair basis 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 of our work by other organisations 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 exploitation of people and plunder of nature within the food system. We launch creative campaigns to achieve change. We build coalitions with other civil society groups, mobilising activists around our agenda. We seek to build the agency of young people marginalised from good food. 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.

When solutions cannot be achieved with changes to current organisations, models and practices, we pilot alternatives, anchoring new community food economies. Through these pilots, we demonstrate the feasibility and benefits of a new food economy.

We are updating our theory of change, and a new strategic framework will come into effect next financial year.

Our Change Agenda and activities

We are furthering our charitable object through a three-pronged agenda for change. Our external change agenda goals are being updated for next financial year.

FOOD GOOD FOR PLANET AND PEOPLE: Replace destructive, unhealthy diets with delicious, nutritious, widely accessible foods that reduce climate change, make space for nature and lessen the risk of future pandemics.

VIBRANT FOOD ECONOMIES: End the era of the global food corporation and foster resilient, equitable and regional food economies.

FOOD AGENCY AND JUSTICE: Empower food consumers to be active food citizens, enabling an inclusive, just, people-powered transformation of the food system.

We have developed a suite of campaigns and programmes to achieve these objectives:

British sugar
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/ biomethane
Our campaign to avoid the use of land intensive animal rearing and surplus food for energy generation by reforming the policies that shape the anaerobic digestion industry.

Salmon and aquaculture
Our campaign to improve the sustainability of seafood through moving consumption away from fed aquaculture to unfed species and changing feed.

Aquafeed and global justice
Our new partnership programme under the leadership of Feedback EU, seeking to reduce the threat to lives and livelihoods of aquafeed supply chains in West Africa

Food waste prevention
Our campaign to tackle the root and systemic causes of food waste.

Meat and dairy consumption reduction
Our campaign to drive reduced meat and dairy consumption to meet climate targets through policy changes and changes in food environments, through advocacy, campaigns and strategic litigation.

Global meat and dairy corporations
Our campaign aiming to delegitimise and defund the industrial livestock industry and its financiers.

Seeding reparations
Our new programme of work seeking to develop the partnerships and common understanding of a reparatory justice framework for the historical harms caused by British agribusiness.

Green Futures
Creating opportunities for young people in the food sector.

Performance and Achievements

This period was one of Feedback's most impactful to date. Thanks to the generosity of donors old and new, our income was the highest in our history, enabling us to grow and support our team during the cost-of-living crisis. We now have a cohesive, committed team in different locations, including the team of our sister organisation in The Hague, bound by our common organisational values: audacity, collaboration, celebration, impact and solidarity.

With the funding and team in place, this has been a period of many highlights:

We have made significant progress in our work to delegitimise the meat industry and its financiers. We launched our first digital, very well received, action tool, which enabled supporters to see how much of their local authority's pension fund is invested in industrial livestock farming and aquaculture, and to write directly to their councillors to raise concerns. This year, we have also brought to light industrial livestock's greenwashing techniques, including unveiling the true scale of individual corporations' emissions. This led to a response from Brazilian meatpacker JBS- and, at the time of this report, some divestment from financial institutions. We are proud that challenging meat's financiers, including through questions at Barclays AGM, the first time that methane and livestock were highlighted in this way, is proving an effective intervention.

Internationally, we continue to build strong links with partners in the USA and elsewhere, playing a leadership role in the Stop Financing Factory Farming coalition, which aims to get international finance institutions to stop lending to industrial livestock corporations, as an industry that goes against their stated mission to further the Sustainable Development Goals (SDGs) and Paris Agreement. We are thrilled that the coalition secured an early success, when the Inter-American Development Bank (IADB) dropped a loan to Brazilian meat packer Marfrig, following a coordinated response from global civil society.

We are delighted to have launched a major new programme of work with partners in West Africa, regarding unjust and unsustainable fish feed supply chains into the European Union from Senegal, Mauritania and The Gambia. This partnership programme builds on our extensive academic and policy work on fish feed in the Scottish salmon industry, most notably our research into nutrient loss in salmon farming, which was published this year to extensive acclaim in the peer-reviewed journal PLOS Sustainability and Transformation, in partnership with the universities of Cambridge, Lancaster and Liverpool. We are thrilled at the opportunity to work with directly affected communities and to bring their experience to the fore in our advocacy.

We are thrilled to have secured funding for Seeding Reparations, a new programme to grapple with historical social and environmental harm caused by British agribusiness, which we will be delivering with partners ETC Group and Tipping Point. In the first instance, we are conducting a listening exercise with people with lived experience and knowledge of the harms caused by the corporate regime, with a view to developing a more in-depth participatory research process next year. We are excited about trialling this approach to campaigning, first and foremost centring lived experience to illuminate potential future campaign asks.

We are developing our work on sugar, as a cross cutting issue, touching on health, land justice, inequality, corporate control and many others. Together with our partners Action on Sugar, we have nurtured an alliance of organisations working on health and the environment, groups that rarely work together. We engaged the management of British Sugar through asking a question at Associated British Food's AGM and have since engaged both with British Sugar and retailers at the time of writing this report.

This year, we further developed our innovative work in communities, replicating some of our work successful in one location in others: for example, we took our successful slow cooker project, to support families cooking from scratch while minimising energy bills, first piloted in Knowsley to Buckinghamshire. The 'Slo Plates' project provided households with slow cookers, pantry packs, recipe cards and workshops to support good, cost-effective nutrition. We launched community fridges as well in two locations. While not engaging in gleaning ourselves, other than in the context of our social enterprise in Sussex or ad-hoc community days, we continued to support the gleaning network, with several community groups in Devon and Cornwall engaged in food recovery in their communities.

In Knowsley, we are extremely proud to have launched The Queen of the Greens Veg bus, which brings low-cost fresh produce to low-income areas with a dearth of fresh food options. The bus currently serves 300 community members. We have also run pioneering cooking programmes. 'Men versus Food', delivered in partnership with a local housing association supports men at risk of social exclusion with basic cooking skills. The 'Fed Up' course focused on healthy eating, reducing food waste and social engagement for isolated people.

This year, our work in Brighton largely funded by the EU's FLAVOUR project came to an end. This work enabled the creation of value-added products from food that would otherwise have gone to waste and the creation of employment for young people, including neurodiverse young people. This project benefitted from a formal evaluation that suggested that £9.18 of social value was generated for every £ spent by Feedback. While the FLAVOUR project came to an end our work in Sussex continues with a suite of community activities, including community dinners, allotment work and training opportunities.

During the year, our colleague Lucy Antal won the BBC's Food Community Champion award for her extraordinary efforts to increase access to nutritious food in her community in Merseyside.

Our EcoTalent project aimed to create employment pathways for young people often excluded from the food and farming sector, the least diverse sector in the UK, with 46 paid placements completed. The feedback from the young people has been overwhelmingly positive, and 55% of participants stayed on at their host organisation or obtained employment elsewhere. Through our Green Futures programme, we are continuing to create pathways into food and farming, through engaging secondary school age children and creating training and employment opportunities for young people in Buckinghamshire.

Elsewhere, what was originally designed as an employability intervention has evolved into seeking to understand how the progressive food and farming sector itself needs to transform for racial and social justice. As a first foray, our EcoTalent participants took part in a participatory action research process on oppression in the food system, the findings of which were disseminated widely, at CoP 26, at the Oxford Real Farming Conference and elsewhere. We also delivered a youth-led land justice project, Growing Off Grid, with partners in Tottenham and Wales, youth charity Kori and anti-racist residential organisation Braich Goch respectively, using participatory methods, residential visits and outdoor experiences to connect young people to the concept of land justice. We are really pleased that we have been able to support two young people out of this project to secure funds for community food initiatives of their own design. We are also delighted to have secured a significant grant to take work on food and racial justice forward, with the aim of developing partnerships across food and racial justice organisations, anchored through long term fellowships. This programmatic work on anti-racism is undergirded by our own organisational journey towards becoming an anti-racist organisation. This year, we fed into the development of Students Organising for Sustainability's RACE report and benchmarked ourselves against it. We continued to initiate dialogue with majority white organisations in our sector, following the anti-oppression learning project which we completed this year.

Complementing our advocacy work, we secured funding for strategic litigation to challenge Westminster's inaction on food and farming emissions, especially from the livestock industry. This year, we launched a legal challenge to the government's Food Strategy and did the preparatory work for a challenge to the implementation of the UK- Australia Free Trade Agreement- at the time of the report, the former challenge is due to be heard in the Court of Appeal, the latter has been formally launched.

Our sister organisation, Feedback EU, is growing from strength to strength. This year, it established itself as an influential voice in the Dutch and wider European civil society space on multiple issues. On meat consumption, Feedback EU has been leading the way on calling on supermarkets in the Netherlands, Denmark and France to reduce their meat sales. This work garnered significant attention in France, despite its highly controversial nature, and led to Dutch supermarkets adopting targets to reduce their animal-sourced protein sales in favour of plant-based sales: a clear campaign win.

Feedback EU has also been leading the way with work on food waste, producing a briefing for EU policy makers which attracted our most extensive media coverage to date, and organising dozens of civil society groups to respond to the EU's consultation on the introduction of legally binding food waste reduction targets. This EU level work builds on our extensive expertise in this area in the UK, where we also supported 1000s of individuals and organisations to respond to DEFRA's consultation on the introduction of mandatory food waste reporting by large businesses. At the time of the report, we are still waiting for the government's response to the consultation findings.

We are also thrilled that Feedback EU secured the funds to launch work policy and advocacy work on biomethane- this is a critical issue that has hitherto received limited attention by policy makers and civil society, despite new regulatory targets for 'green gas' production as a response to the war in Ukraine. This biomethane project builds on our work to date in the UK, including our presentation at CoP 26 on this issue, and the publication of our research in the peer reviewed Journal of Cleaner Production, with Bangor University.

Our team, our sound finances, our track record of success and our reputation stand us in good stead to continue and expand our work in the year ahead. We look forward to redoubling our efforts to transform the food system, so that it sustains us all, and the living planet, on a fair basis.

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 preventing deforestation, 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, changes to diets in the UK and the EU and better sourcing practices (and other high-income, industrialised countries to which our campaigns are relevant). Success in this object is largely measured through influence, policy change and changes in business practice.

We are further delivering public benefit through improving the lives of low-income and marginalised groups. We are doing this through providing better nutrition for those suffering from food insecurity, through different initiatives, such as low-cost cooking workshops, school holiday relief schemes and bringing fresh produce to food deserts. We are furthermore doing so through our media and policy work to support access to nutritious food. We are further promoting participation in public life, including creating pathways to employment, for diverse and disadvantaged groups, especially young people, thereby promoting wellbeing, opportunity and community cohesion. We are also promoting public education on good food through workshops, digital content and media.

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

Fundraising Standards Information

Feedback is committed to fundraising best practice. We follow the Fundraising Regulator's Code of Fundraising Practice, including the General Data Protection Regulations, introduced in May 2018. Our staff maintain a considerate, unintrusive approach to fundraising and do not undertake cold-calling or employ third parties to raise funds. Feedback enjoys a very good relationship with its supporters and funders and no complaints have been received. All fundraising activity is reviewed quarterly by the Audit Committee.

Financial Review

In order to align with the calendar year, our accounting period end was changed during the period to end on 31 December. This decision was approved by the trustees and filed with Companies House on 5/9/2022. Therefore, these financial statements cover an extended period of 14 months, from 1 November 2021 to 31 December 2022.

Income and expenditure

Income during the period was £1,753,070 compared to £957,249 in the previous year. This 83% increase demonstrates the great support we have received from funders during the period, for which we are very grateful, and also the relevance and importance of our work.

Project-related restricted income was £1,597,762, an increase of £878,158 (122%) compared to £719,604 the year before. Unrestricted income was £155,308, a decrease of £82,337 (34%) compared to £237,645 the previous year.

Expenditure during the period was £1,624,258 compared to £1,090,367 in the previous year, an increase of 49%. Project-related restricted expenditure was £1,415,893, an increase of £563,828 (66%) over £852,065 in the previous year. Project-related restricted expenditure includes payments amounting to £486,855 (2021: £1,039) to partner organisations (referred to in the Directors' report), enabling us to increase our project expertise and capability, and therefore our overall impact. Unrestricted expenditure was £208,365, a decrease of £29,937 (13%) over the previous year.

As a result, we reported a surplus of income over expenditure during the period of £128,812. This overall surplus can be broken down to a surplus of £187,702 of Project-related restricted income over expenditure during the period, and a deficit of £58,890 in Unrestricted funding.

Total reserves at 31 December 2022 comprised £338,719 of project-related restricted reserves (2021: £151,017) and £84,793 of Unrestricted reserves. Whilst the level of Unrestricted reserves was less than required by the Reserves Policy (see below) at the period ended, the level of reserves was within the new policy requirements (revised in 2023 – see below) in June 2023.

Staff costs were our largest area of expenditure. The total staff costs for this period were £805,652, an increase of £8,314 (1%) over the comparative figure for the preceding year.

Reserves Policy

Feedback's reserves policy, adopted in 2020 and in place at the 31 December 2022, was to hold a minimum level of unrestricted reserves of the higher of six months' unrestricted expenditure and £150,000. No maximum level is specified in the policy, but it was agreed that if the level is significantly above the minimum, a plan to use the surplus would be considered.

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.

The reserves policy was revised in April 2023 to read:
"We maintain Reserves to safeguard continuity of operations if income streams are temporarily lower than expected and to ensure, as far as possible, security of employment for staff between projects. The Reserves ensure that we are able to meet all of our financial commitments at all times. We will maintain Unrestricted reserves in a range of between £100,000 to £215,000, with reserves peaking at around £215,000 on receipt of funds from our main funder, and those reserves then reducing down over the course of the year to around £100,000 by the time of the next funding. This policy will ensure that we have at least 6 months' cover of Unrestricted costs at all times and so protects the financial status of the organisation."

Unrestricted reserves at the date of the signing of these accounts are within the range set out in the revised Policy.

Going Concern

We are fortunate that the vast majority of our funding is paid to us in advance of our activity and expenditure and so we are able to maintain a strong cashflow position (cash at the bank was £619,921 at 31 December). As a result of that, together with careful financial planning and management, we are very confident that Feedback will continue as a going concern well beyond 12 months after 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. This loan has been repaid in June 2023.

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 2021/2022 were:

- Brighton & Hove Food Partnership
- Anonymous
- Sussex Community Foundation
- Bristol Estate Leaseholders
- Green Hall Foundation
- Brighton & Hove City Council
- DWP Kickstart Scheme
- Lady Eda Jardine Charitable Trust
- Oak Foundation
- The Kestrelman Trust
- Friends Provident Foundation
- The Moondance Foundation
- Livv Housing Group
- Feeding Liverpool
- Heart of Bucks
- The Waterloo Foundation
- The Rothschild Foundation
- The Joseph Rowntree Charitable Trust
- Wildlife Trusts
- Esmee Fairbairn Foundation
- Botanic Gardens Conservation International
- WWF
- Minor Foundation for Major Challenges
- Landworker's Alliance
- National Lottery Community Fund
- Oceans 5, a sponsored project of Rockefeller Philanthropy Advisors Institute for Governance and Sustainable Development
- Feedback EU

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 eight Trustees at the beginning and end of the period and met four times during the period to ensure good governance and to obtain assurance over all major issues affecting the performance and future developments of Global Feedback Limited. Four Trustees resigned during the year and four new trustees were appointed to extend the range of experience of the Board. One trustee has resigned since the period end.

The Audit Committee, now comprised of three Trustees, meets quarterly to review financial performance and financial risk management and makes recommendations on financial matters to the Board. The Operations Committee, comprising a minimum of two Trustees, again meets quarterly to review operational matters and makes recommendations to the Board.

Recruitment and Appointment of Trustees

New trustees are recruited to meet the skills and experiences required by the charity. Advertisements are placed on our website and with relevant organisations in order to attract a wide variety of suitable applicants. New trustees are elected by the Board, initially for a three-year term, which can be extended for a further term.

Trustees Induction and Training

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.

Management and Organisation

Feedback's senior management team are the Head of Activism, Head of Communications, Head of Campaigns and the Director of Finance and 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

Feedback offers competitive salaries to attract and retain strong team members, within the constraints of being a mid-sized charitable organisation. We maintain a fair and transparent pay structure using salary bands that show the minimum and maximum that an employee performing a certain job at Feedback normally earns. Salary bands are normally reviewed by the Senior Management Team on an annual basis. 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.

We have a comprehensive risk register to identify, mitigate, and manage risks, which is reviewed and updated quarterly by our senior leadership team and board. The top four risks we have currently identified, and our approach to mitigating those risks, are as follows:

Board representation: Our board has 'fallen behind' the team in terms of the anti-racist and anti-oppressive journey the organisation is on, and moreover, currently lacks diversity in terms of lived experience of oppression. This disconnect between the board and the team poses a significant risk to our anti-oppressive practice and evolving strategic direction. Mitigating this risk is a priority, and we have developed a bespoke multi-month training for our board with Natalie Lartey, the same EDI consultant we commissioned for our sectoral work on anti-oppression for the next financial year.

Income generation: Our main risk is failure to secure this unrestricted funding, which would leave us with a significant shortfall of funds in core support, leading to significant organisational restructuring. We always seek to diversify our funds, secure unrestricted funding from donations, charge organisational overheads from project funders, and operate on a full cost recovery basis as much as possible. Failure to secure programmatic funding as planned is also a risk: we are mitigating this through quality delivery of existing programmes and developing strong, long-term relationships with donors.

Staff health, wellbeing, absences: Health and wellbeing issues, linked to Covid, post-viral syndrome, seasonal illnesses and the cost-of-living crisis, leading to extended absences, is one of our key risks. We are mitigating risks linked to illness through hybrid working and generous sick pay, as well as having put in place business continuity plans. We are extremely pleased that we have been able to offer the team a 3% followed by a 7% pay rise this year, as well as put most of the team on permanent contracts, to mitigate the significant wellbeing impacts of the cost-of-living crisis.

Affiliated organisations, alliances, and partnerships: As an organisation, we are becoming increasingly complex, with several affiliated organisations: our sister organisation in the Netherlands, and several emerging CICs for our projects in the regions. Moreover, we deliver all our activities in partnership with other civil society groups or community groups, some overseas, some in the UK, some incorporated, others informal. These collaborations and local spin-offs are the core of our work but present some legal risks, and risks to accountability, fundraising, and effectiveness. We are managing these risks through developing tight MoUs and contracts with partner organisations.

Reference and Administration Details

Charity name:	Global Feedback Limited (known as "Feedback")
Charity registration number:	1155064
Company registration number:	08530711
Registered and principal office:	Office 518 Unit 10 The High Cross Centre Fountayne Road London N15 4BE

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:

Ruth Chambers	Chair from 7/7/2022	appointed 7 July 2022
Sarah Morrison	Treasurer from 7/12/2022	appointed 7 December 2022
Glen Tarman	Chair until 28/4/2022	resigned 28 April 2022
Ann Firth	Treasurer until 7/7/2022	resigned 7 July 2022
Wadzanai Katzidzira		resigned 7 July 2022
Catherine Johnson		
Julia Breatnach		
Rhiannan Sullivan		resigned 2 May 2023
James Barker		resigned 7 July 2022
Darren Hughes		
Sophie Tuson		
Matthew Gould		appointed 2 February 2023

No trustee received any remuneration for trustees' services during the period (2021 - Nil), nor did they have any beneficial interest in any contract with the charity.

Executive Director:	Carina Millstone
Statutory Auditors:	Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington London N4 2BT
Banks:	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 period 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 period. 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 2019 (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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.

R M Chambers

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Ruth Chambers
Director and Trustee

.....
Sarah Morrison
Director and Trustee

Date: 20/7/2023

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF

GLOBAL FEEDBACK LIMITED

Opinion

We have audited the financial statements of Global Feedback Limited for the period ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirement of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the audit team had the appropriate competence, capability and skill to identify and recognise any non-compliance with applicable laws and regulations;
- we identified such laws and regulations applicable from our discussions with trustees and other management and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011 and the Charity SORP (FRS 102);
- we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty, including the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation;
- we assessed the extent of compliance with laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documents
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

27th Sep 2023

Mukesh Khatri
Senior Statutory Auditor

For and on behalf of
BARCANT BEARDON LIMITED
Chartered Accountants
and
Statutory Auditors

8 Blackstock Mews
Islington
London N4 2BT

GLOBAL FEEDBACK LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE 14 MONTH PERIOD ENDED 31 DECEMBER 2022

Income and Expenditure Summary

	Notes	Restricted Funds	Unrestricted Funds	Total Funds Period Ended 31 Dec 2022	Total Funds Year Ended 31 Oct 2021
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	102,240	130,832	233,072	235,495
Charitable activities	3	1,462,290	16,940	1,479,230	686,736
Other trading activities	4	33,232	7,485	40,717	33,896
Investments	5	-	51	51	156
Other	6	-	-	-	966
Total income and endowments		1,597,762	155,308	1,753,070	957,249
Expenditure on:					
Costs of raising funds	7	(450)	49,200	48,750	55,737
Charitable activities	8	1,421,264	153,371	1,574,635	1,026,292
Other	10	(4,921)	5,794	873	8,338
Total expenditure		1,415,893	208,365	1,624,258	1,090,367
Net income/(expenditure)		181,869	(53,057)	128,812	(133,118)
Transfers between funds	21	5,833	(5,833)	-	-
Net movement in funds for the period		187,702	(58,890)	128,812	(133,118)
Reconciliation of funds					
Total funds brought forward	21	151,017	143,683	294,700	427,818
Total funds carried forward	21	338,719	84,793	423,512	294,700

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

All income and expenditure derive from continuing activities.

GLOBAL FEEDBACK LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2022

	Notes	31 Dec 2022 £	31 Oct 2021 £
Fixed Assets	16	22,312	18,803
Current Assets			
Debtors	17	92,229	103,398
Cash at bank and in hand		619,921	429,582
		712,150	532,980
Creditors: Amounts falling due within one year	18	(310,950)	(182,083)
Net Current Assets		401,200	350,897
Total Assets Less Current Liabilities		423,512	369,700
Creditors: Amounts falling due after more than one year	20	-	(75,000)
Net Assets		423,512	294,700
Funds			
Restricted funds	21	338,719	151,017
Unrestricted funds			
- General funds	21	84,793	143,683
- Designated funds	21	-	-
Total funds		423,512	294,700

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

RM Chambers

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Ruth Chambers
Director and Trustee

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Sarah Morrison
Director and Trustee

Date: 20/7/2023

The notes on page 20 - 34 form part of these financial statements.
Company Registration No. 08530711

GLOBAL FEEDBACK LIMITED

STATEMENT OF CASH FLOWS

FOR THE 14 MONTH PERIOD ENDED 31 DECEMBER 2022

	Notes	Period Ended 31 Dec 2022 £	Year Ended 31 Oct 2021 £
Cash flow from operating activities			
Net cash provided by operating activities	24	199,492	(200,924)
Cash flow from investing activities			
Interest income		51	156
Purchase of tangible fixed assets		(9,204)	(16,147)
Net cash (used in)/provided by investing activities		(9,153)	(15,991)
Net increase in cash and cash equivalents in the period		190,339	(216,915)
Cash and cash equivalents at the beginning of the period		429,582	646,497
Cash and cash equivalents at the end of the period		619,921	429,582
Analysis of cash and cash equivalents			
Cash in bank and in hand	24.1	619,921	429,582
Cash and cash equivalents at the end of the period		619,921	429,582

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 private company limited by guarantee in England and Wales 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 Unit 10 The High Cross Centre, Fountayne Road, London N15 4BE.

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 issued in October 2019, 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.

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 Reporting period

The reporting period is for 14 months to 31 December 2022 due to the accounting year end being aligned to the calendar year end. The change to the reporting period was agreed by the trustees and was filed with Companies House on 5/9/2022. This means that the comparative amounts presented in the accounts, including the related notes, are not entirely comparable.

1.3 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.

1.4 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.

1.5 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.

1.6 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.

1.7 Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalised at cost and depreciated over their estimated useful economic lives on a straight line basis as follows:

Kitchen container and equipment	between 5 years to 15 years
Computers	5 years

1.8 Debtors

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

1.9 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.

1.10 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.

1.11 Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1.12 Pensions

NEST operates a defined contribution scheme on behalf of the charity for the benefit of its employees. Contributions payable are charged in the Statement of Financial Activities in the period they are payable.

1.13 Employee benefits

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

1.14 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.

1.15 In the application of the charity's accounting policies, the members of management committee are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.
The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are listed below:

Cost allocation
Support costs are allocated across all charitable activities. Dependent upon each type of support activity, costs are applied directly against a function or appropriate cost drivers such as time allocations are utilised.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2.0 Income from Donations and Legacies

	2022	2021
	£	£
Gifts	44,507	98,015
Gift Aid tax reclaims	3,565	10,080
Grants	185,000	127,000
Donated facilities and services	-	400
	233,072	235,495

2.1 Income from donation and legacies was £233,072 (2021 - £235,495) of which £102,240 (2021 - £13,711) was attributable to restricted funds and £130,832 (2021 - £221,784) was attributable to unrestricted funds.

3.0 Income from Charitable Activities

	2022	2021
	£	£
Contractual payments	170,819	359,311
Performance related grants	1,308,411	321,483
Coronavirus Job Retention Scheme	-	5,942
	1,479,230	686,736

3.1 Income from charitable activities was £1,479,230 (2021 - £686,736) of which £1,462,290 (2021 - £680,794) was attributable to restricted funds and £16,940 (2021 - £5,942) was attributable to unrestricted funds.

4.0 Income from Other Trading Activities

	2022	2021
	£	£
Events, catering and consultancy fees	22,867	20,496
Rental income	7,425	7,147
Other income	10,425	6,253
	40,717	33,896

4.1 Income from other trading activities was £40,717 (2021 - £33,896) of which £33,232 (2021 - £25,099) was attributable to restricted funds and £7,485 (2021 - £8,797) was attributable to unrestricted funds.

5.0 Income from Investments

	Unrestricted funds 2022	Unrestricted funds 2021
	£	£
Interest - bank	51	156

6.0 Other Income

	2022	2021
	£	£
Insurance claim settlement	-	966
Net foreign exchange gain	-	-
	-	966

6.1 Income from other income was £nil (2021 - £966) of which £nil (2021 - £nil) was attributable to restricted funds and £nil (2021 - £966) was attributable to unrestricted funds.

7.0 Expenditure on Raising Funds

	2022	2021
	£	£
Staff costs	41,611	40,469
Other fundraising costs	7,139	15,268
	48,750	55,737

7.1 Of the £48,750 expenditure in 2022 (2021 - £55,737), -£450 (2021 - £16,758) was attributable to restricted funds and £49,200 (2021 - £38,979) was attributable to unrestricted funds.

8.0 Analysis of Expenditure on Charitable Activities

Charitable Activities 2022	Activities undertaken directly 2022 £	Support costs 2022 £	Governance costs 2022 £	Total 2022 £
Core work	144,712	-	8,659	153,371
Sugar	43,589	4,271	-	47,860
Brighton Outreach	38,713	4,682	-	43,395
Gleaning Network	4,600	743	-	5,343
EU Partnerships	68,485	7,550	-	76,035
Growing off Grid	27,381	2,705	-	30,086
Meat Us Halfway	150,962	14,855	1,860	167,677
Meat Organising	154,142	28	-	154,170
COP 26 Advocacy	19,977	4,165	-	24,142
Livestock Greenwash	86,316	9,294	-	95,610
Sustainable Animal Feed	7,646	395	-	8,041
Regional Food Economy/ Alchemic Kitchen	169,332	16,238	-	185,570
Fishy Business	75,940	6,766	-	82,706
Green Futures	88,753	8,750	-	97,503
Big Livestock	70,222	6,949	-	77,171
Bright Food Futures	10,220	1,055	-	11,275
Bad Energy (Anaerobic Digestion)	810	-	-	810
Eco-Talent	112,557	11,077	-	123,634
Notre Poisson	133,770	74	-	133,844
Seeding Reparations	9,414	317		9,731
Anti-Oppression Learning	16,356	-	-	16,356
UK Government Legal Challenges	27,180	-	-	27,180
Botanic Gardens Consultation International	2,765	204	-	2,969
Biomethane Project	156	-	-	156
	1,463,998	100,118	10,519	1,574,635

8.1 Charitable Activities 2021

	Activities undertaken directly 2021 £	Support costs 2021 £	Governance costs 2021 £	Total 2021 £
Core work	165,421	-	5,238	170,659
Pawprint	1,724	-	-	1,724
Too Much of a Bad Thing	1,781	-	-	1,781
Post COVID Recovery	163	-	-	163
Brighton Outreach	4,075	521	-	4,596
Gleaning Network	18,659	2,506	-	21,165
EU Partnerships	99,134	13,348	-	112,482
Meat Us Halfway	100,723	13,312	4,560	118,595
COP 26 Advocacy	10,457	1,119	-	11,576
Regional Food Economy/ The Alchemic Kitchen	112,279	16,196	-	128,475
Fishy Business	17,030	186	-	17,216
Growing Food Citizens	44,518	5,551	-	50,069
Green Futures	2,550	243	-	2,793
Big Livestock	47,902	6,749	-	54,651
Bad Energy (Anaerobic Digestion)	39,565	4,690	-	44,255
Eco-Talent	227,784	31,872	-	259,656
Due Diligence Intervention	9,042	1,058	-	10,100
Anti-Oppression Learning	14,368	-	-	14,368
Botanic Gardens Consultation International	1,803	165	-	1,968
	918,978	97,516	9,798	1,026,292

8.2 Of the £1,574,635 expenditure in 2022 (2021 - £1,026,292), £1,421,264 (2021 - £835,208) was attributable to restricted funds and £153,371 (2021 - £191,084) was attributable to unrestricted funds.

9.0 Analysis of Support and Governance Costs

	Support costs £	Governance costs £	Total 2022 £	Total 2021 £
Premises and office	76,392	-	76,392	77,012
Communications	7,443	-	7,443	7,807
Finance and professional	10,588	-	10,588	9,252
Depreciation	5,695	-	5,695	3,445
Accountancy and audit fees	-	9,120	9,120	9,120
Trustees' recruitment and expenses	-	1,399	1,399	678
	100,118	10,519	110,637	107,314

10.0 Other Expenditure

	2022 £	2021 £
Net foreign exchange loss	873	8,338

10.1 Other expenditure was £873 (2021 - £8,338) of which (£4,921) (2021 - £99) was attributable to restricted and £5,794 (2021 - £8,239) was attributable to unrestricted funds.

11.0 Net Income/(Expenditure) for the Period

		2022	2021
		£	£
This is stated after charging:			
Auditor's remuneration:	Audit	4,560	4,560
	Accountancy	4,560	4,560
Depreciation of tangible fixed assets		5,695	3,445

12.0 Trustee Remuneration and Expenses

The trustees were not paid any remuneration or received any other benefits during the period (2021 – nil). The Board of Trustees incurred lunch and refreshments costs in the sum of £73 (2021 - £nil) and annual membership of £37 (2021 - £55) to The Association of Chairs. £45 was spent on a leaving gift for Glen Tarman, Chair of the board (2021 – nil)

The charity incurred £1,168 (2021 - £660) for trustee's recruitment. No trustee was paid or provided pro bono work during the period (2021 – nil).

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 period (2021 – Nil).

13.0 Analysis of Staff Costs

	2022	2021
	£	£
Wages and salaries	721,638	721,845
Social security costs	67,360	61,016
Pension costs	16,654	14,477
	805,652	797,338

13.1 Two employees earned more than £60,000 per annum (2021 - none).

	2022	2021
	Number	Number
£60,001 - £70,000	2	-

13.2 The total amount of employee benefits received by key management personnel is £135,904 (2021 – £115,294). The company considers its key management personnel to comprise its Executive Director and Finance Director.

14.0 Staff Numbers

The average monthly head count was 31 staff (2021 – 38 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the period was as follows:

2022	2021
Number	Number
17.7	23.2

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 Fixed Assets

	Kitchen Container And Equipment	Computers	Total
	£	£	£
Cost			
At 1 November 2021	14,487	8,869	23,356
Additions	3,500	5,704	9,204
Disposals	-	-	
At 31 December 2022	17,987	14,573	32,560
Depreciation:			
At 1 November 2021	3,250	1,303	4,553
Charge for the period	2,965	2,730	5,695
Eliminated on disposals	-	-	-
At 31 December 2022	6,215	4,033	10,248
Net Book Value:			
At 31 December 2022	11,772	10,540	22,312
At 1 November 2021	11,237	7,566	18,803

17.0 Debtors

	2022	2021
	£	£
Trade debtors	6,961	2,831
Other debtors	4,712	1,469
Prepayments	14,420	22,578
Accrued income	66,136	76,520
	92,229	103,398

18.0 Creditors: Amounts Falling Due Within One Year

	2022	2021
	£	£
Trade creditors	60,397	9,707
Other creditors	4,294	2,199
Accruals	153,839	65,177
Deferred income	17,420	105,000
Loans	75,000	-
	310,950	182,083

19.0 Deferred Income

Deferred income comprises of grants received in advance.

	Total £
Balance as at 1 November 2021	105,000
Amount released to income	(105,000)
Amount deferred in period	17,420
Balance as at 31 December 2022	17,420

20.0 Creditors: Amounts Falling Due After More Than One Year

	2022 £	2021 £
Concessionary loans	-	75,000
	-	75,000

20.1 The loan of £75,000 was obtained from Charities Aid Foundation and is interest free and unsecured. This has been repaid in June 2023.

21.0 Analysis of Charitable Funds

Unrestricted Funds – Current Period	Balance 1 Nov 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2022 £
General funds	143,683	155,308	(208,365)	(5,833)	84,793
	143,683	155,308	(208,365)	(5,833)	84,793

Unrestricted Funds – Previous Year	Balance 1 Nov 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2021 £
General funds	199,632	237,645	(234,634)	(58,960)	143,683
Designated funds					
Too Much of a Bad Thing	1,781	-	(1,781)	-	-
Pawprint	4,373	-	(1,724)	(2,649)	-
Post COVID Recovery	163	-	(163)	-	-
	205,949	237,645	(238,302)	(61,609)	143,683

Name of unrestricted fund	*Description, nature and purposes of the fund*
General funds	The "free reserves" after allowing for any designated funds.
Designated funds	There were no designated funds as at 31 December 2022

21.1 Restricted Funds – Current Period

	Balance 1 Nov 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Dec 2022 £
Sussex Surplus (Brighton Outreach)					
Brighton & Hove Food Partnership	560	5,350	(3,340)	-	2,570
Anonymous	-	25,000	(14,049)	-	10,951
Sussex Community Foundation	-	10,000	(5,651)	-	4,349
Bristol Estate Leaseholders	-	9,820	(5,550)	-	4,270
Green Hall Foundation	-	2,000	(1,130)	-	870
Brighton & Hove City Council	-	444	(251)	-	193
DWP Kickstart Scheme	-	4,043	(2,285)	-	1,758
Other income and donations	9,413	10,297	(11,139)	-	8,571
Gleaning Network UK					
Lady Eda Jardine Charitable Trust	2,000	-	(1,066)	-	934
Donations	8,047	-	(4,277)	-	3,770
EU Partnerships					
FLAVOUR project	(3,449)	79,378*	(76,022)	5,833	5,740
Meat Us Halfway					
Oak Foundation	(3,482)	178,038	(167,673)	-	6,883
COP 26 Advocacy					
The Kestrelman Trust	19,227	-	(17,969)	-	1,258
Anonymous	-	5,000	(4,691)	-	309
Other	-	1,600	(1,501)	-	99
Seeding Reparations					
Friends Provident Foundation	-	25,000	(9,730)	-	15,270
The Alchemic Kitchen					
The Moondance Foundation	37,911	70,000	(106,934)	-	977
Livv Housing Group	-	58,263	(57,885)	-	378
Feeding Liverpool	-	10,000	(9,935)	-	65
Other income and donations	-	10,435	(10,367)	-	68
Foodspace Bucks					
Heart of Bucks	-	9,921	-	-	9,921
Other	-	50	-	-	50
Fishy Business					
The Waterloo Foundation	-	100,000	(55,100)	-	44,900
Anonymous	-	25,000	(13,804)	-	11,196
Other	-	25,000	(13,804)	-	11,196
Green Futures					
The Rothschild Foundation	49,787	96,000	(95,947)	-	49,840
Other Income & Donations	-	2,360	(1,556)	-	804
Big Livestock vs The Planet	10,482	93,310	(76,680)	-	27,112
Bad Energy					
The Joseph Rowntree Charitable Trust	810	-	(810)	-	-
Feedback EU	-	1,572	(157)	-	1,415
Eco Talent					
Our Bright Future	236	-	(236)	-	-
The Joseph Rowntree Charitable Trust	-	81,583	(80,204)	-	1,379
Miscellaneous	-	3,100	(3,055)	-	45
Wildlife Trusts	-	38,220	(37,663)	-	557
DWP Kickstart Scheme	-	2,511	(2,471)	-	40

21.1 Restricted Funds – Current Period (continued)

Too Much of a Bad Thing	-	60,000	(47,860)	-	12,140
Anti-Oppression Learning					
Esmee Fairbairn Foundation	16,503	-	(16,356)	-	147
Botanic Gardens Conservation International	2,972	-	(2,972)	-	-
Growing Off Grid					
WWF	-	30,945	(28,916)	-	2,029
Other	-	1,250	(1,170)	-	80
Meat Organising	-	154,169	(149,834)	-	4,335
Livestock Greenwash					
Minor Foundation for Major Challenges	-	103,383	(95,515)	-	7,868
Sustainable Animal Feed					
Landworker's Alliance	-	14,996	(8,041)	-	6,955
Bright Food Futures					
National Lottery Community Fund	-	10,000	(10,999)	-	(999)
Other	-	250	(275)	-	(25)
Notre Poisson					
Oceans 5, a sponsored project of Rockefeller Philanthropy Advisors	-	179,486	(133,843)	-	45,643
UK Government Legal Challenges					
Institute for Governance and Sustainable Development	-	59,988	(27,180)	-	32,808
	151,017	1,597,762	(1,415,893)	5,833	338,719

* FLAVOUR project income includes matched funding of £7,500 from The Ernest Kleinwort Charitable Trust, £5,000 from The Lawson Trust, £5,410 from Brighton & Hove Food Partnership and £12,121 other income and donations.

21.1 Restricted Funds – Previous year

	Balance 1 Nov 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2021 £
Brighton Outreach					
Brighton & Hove Food Partnership	-	1,119	(559)	-	560
Other income and donations	-	11,710	(4,036)	1,739	9,413
Gleaning Network UK					
National Lottery Community Fund	17,712	-	(17,712)	-	-
Lady Eda Jardine Charitable Trust	2,000	-	-	-	2,000
Donations	-	-	(3,453)	11,500	8,047
EU Partnerships					
FLAVOUR project	(1,830)	84,238*	(112,531)	26,674	(3,449)
Meat Us Halfway					
Oak Foundation	-	114,983	(118,595)	130	(3,482)
COP 26 Advocacy					
The Kestrelman Trust	12,803	18,000	(11,576)	-	19,227
The Alchemic Kitchen					
The Moondance Foundation	77,653	-	(39,742)	-	37,911
Merseyside Recycling and Waste Authority	1,890	13,267	(15,331)	174	-
Livv Housing Group	-	19,583	(19,583)	-	-
HomeStart Knowsley	-	1,250	(1,250)		
The Evan Cornish Foundation	-	14,680	(14,680)	-	-

21.1 Restricted Funds – Previous year (continued)

The Prince of Wales's Charitable Fund	-	4,982	(4,982)	-	-
Other income and donations	-	28,090	(32,908)	4,818	-
Fishy Business					
The Waterloo Foundation	15,506	-	(15,506)	-	-
Stichting Changing Markets	1,755	-	(1,755)	-	-
Growing Food Citizens					
The Rothschild Foundation	45,449	4,000	(50,069)	620	-
Green Futures					
The Rothschild Foundation	-	53,000	(2,593)	(620)	49,787
Open Weekend	-	200	(200)	-	-
Big Livestock vs The Planet	53,194	300	(54,661)	11,649	10,482
Bad Energy					
The Joseph Rowntree Charitable Trust	(4,335)	49,400	(44,255)	-	810
Eco Talent					
Our Bright Future	72	255,605	(255,441)	-	236
Royal Botanic Gardens	-	500	(500)	-	-
DWP Kickstart Scheme	-	2,511	(2,511)	-	-
Other income and donations	-	1,200	(1,200)	-	-
Due Diligence Intervention					
The Waterloo Foundation	-	10,100	(10,100)	-	-
Anti-Oppression Learning					
Esmee Fairbairn Foundation	-	25,946	(14,368)	4,925	16,503
Botanic Gardens Conservation International	-	4,940	(1,968)	-	2,972
	221,869	719,604	(852,065)	61,609	151,017

* FLAVOUR project income includes matched funding of £5,000 from The Ernest Kleinwort Charitable Trust, £10,000 from The Enjoolata Foundation, £850 from Brighton & Hove Food Partnership and £1,900 donations.

Name of restricted fund	*Description, nature and purposes of the fund*
Sussex Surplus	Sussex Surplus is a pilot social enterprise taking fresh and surplus food in danger of being wasted and transforming it into long-life products and tasty meals. We sell jars of soup wholesale to independent shops, feed the community at our weekly café in East Brighton each Thursday and provide catering services on request..
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.
FLAVOUR	Food Surplus and Labour, the Valorisation of Underused Resources This project aims to address key societal challenges in the "2 Seas" areas bordering the English Channel – food waste and unemployment. This project finished at the end of September 2022.
Meat Us Halfway	We investigated the top ten supermarkets in the UK to see what they were doing to reduce the environmental impact of the meat and dairy they sell. After all, supermarkets control over 90% of the groceries market so when it comes to the weekly shop, most of us have little choice over what's on the shelves and how it got there.
The Alchemic Kitchen	Our Regional Food Economy project is working in the North West of England to link enterprise, education and advocacy to help build and nurture a local food economy that feeds everyone fairly and sustainably.

Name of restricted fund	*Description, nature and purposes of the fund*
Fishy Business	Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed.
Green Futures	Green Futures is Feedback's youth employability programme for Buckinghamshire. Through it, we work to build the local green economy, address youth unemployment and connect young people aged 11-25 to food, the land and nature.
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.
Bad Energy	Our campaign to avoid the use of land, animal rearing and surplus food for energy generation.
Eco Talent	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.
Anti-Oppression Learning	The Anti-Oppression Learning Project unites a small group of organisations in the food and environment sector to address systemic racism in the work that we do and broader patterns of oppression in the food, farming and environmental sector.
Seeding Reparations	Building a framework for structural change in the Food System. Food production, which accounts for at least 10% of the global economy, is the single most harmful activity that humans have on the planet. The British Empire's corporations created this exploitative food system on a bedrock of structural racism and environmental destruction. From the enslavement of Black Africans, and the indenture of East and South-East Asian workers to labour on plantations in the new world, the relentless drive for profit led to deforestation to enable the cultivation of monocultures and the introduction of invasive species, altering native environments. Then and now, the industrial food system continues to devastate nature, and produce structurally unequal outcomes. This is a joint project with ETC Group and Tipping Point UK.
Meat Organising	We undertake primary and secondary research and engage with grassroots communities, campaigning organisations and experts in the UK, Europe, North America and Global South to deliver a learning project providing a strong understanding of historical and current grassroots campaigns against Big Meat, of the success factors of climate grassroots campaigns, and of the scope for replicability against Big Meat targets and a strategy for grassroots mobilization against Big Meat. This is a joint project with Feedback EU, Brighter Green, Seeding Sovereignty and GreenFaith.
Livestock Greenwash	Big meat and dairy companies ('Big Livestock') in the EU are increasingly pointing to their growing range of commitments, often framed around 'net zero'. We work together to empower climate, media and farming audiences with visual, easy-to-understand information on the hollow climate promises of Big Livestock companies, enabling them to clearly and effectively call out greenwash.

Name of restricted fund	*Description, nature and purposes of the fund*
Notre Poisson	Controlling Fish Meal and Fish Oil Plants in West Africa. Our goal is to prevent the powerful and growing fishmeal and fish oil (FMFO) industry in West Africa from destroying fish stocks and livelihoods and eroding food sovereignty. This is a joint project with Regional Network of West Africa Marine Protected Areas (RAMPAO), Greenpeace Africa (GPAF), Lancaster University, DeSmog, The West African Association for the Development of Artisanal Fisheries (WADAF (ADEPA)), African Confederation of Small-scale Fisheries Professional Organizations (CAOPA) and Feedback EU.
UK Government Legal Challenges	Challenging the National Food Strategy and International Trade Agreements where measures to reduce the production of meat and dairy products are insufficient for health, food, farming and the climate.
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.

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 period, 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. One fund was in deficit by £1,024 (at 31 October 2021 - £6,931). 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 period.

21.3 The net transfer out of £5,833 (2021 - £58,960) from general funds represents £nil (2021 - £nil) to the designated funds and £5,833 (2021 - £58,960) additional funding for restricted funds.

22.0 Analysis of Net Assets between Funds – Current Period

	Restricted Funds 2022	Unrestricted Funds 2022	Total 2022
	£	£	£
Tangible fixed assets	14,763	7,549	22,312
Cash at bank and in hand	386,350	233,571	619,921
Other net current assets/(liabilities)	(62,394)	(156,327)	(218,721)
Creditors more than one year	-	-	-
	338,719	84,793	423,512

Analysis of Net Assets between Funds – Previous Year

	Restricted Funds 2021	Unrestricted Funds 2021	Total 2021
	£	£	£
Tangible fixed assets	14,662	4,141	18,803
Cash at bank and in hand	194,275	235,307	429,582
Other net current assets/(liabilities)	(57,920)	(20,765)	(78,685)
Creditors more than one year	-	(75,000)	(75,000)
	151,017	143,683	294,700

23.0 Operating Leases - Lessee

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2022 £	2021 £
Not later than one year	8,550	2,518
Later than one and not later than five years	-	-
	8,550	2,518

24.0 Reconciliation of Net Income to Net Cash Flow From Operating Activities

	2022 £	2021 £
Net income for the period	128,812	(133,118)
Adjustments for:		
Interest income	(51)	(156)
Depreciation	5,695	3,445
Deficit/(surplus) on disposal of fixed assets	-	694
(Increase)/decrease in debtors	11,169	(59,716)
Increase/(decrease) in creditors	53,867	(12,073)
	199,492	(200,924)

24.1 Analysis of Changes in Net Debt

	At 1 November 2021 £	Cash-flows £	At 31 December 2022 £
Cash at bank and in hand	429,582	190,339	619,921

25.0 Related Party Transactions

During the period under review, Global Feedback Limited provided funding of £131,365 to Stichting Feedback EU, a related party. At the period end, £16,528 of this amount was included in Trade creditors. Stichting Feedback EU also provided funding of £2,150 to Global Feedback Limited of which £2,150 was included in Other debtors at the period end. Feedback Global Limited incurred travel costs of £288.70 on behalf of employees of Stichting Feedback EU during the period.

There were no other related party transactions during the period (2021 – none) aside from donations totalling £1,870 (2021 - £60) received from the trustees during the period and the disclosures in note 12.

Foodrise

England & Wales - Charity number 1155064

Accounts

COMPANY NUMBER: 08530711
REGISTERED CHARITY NUMBER: 1155064

GLOBAL FEEDBACK LIMITED
(Company Limited by Guarantee without Share Capital)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2021

GLOBAL FEEDBACK LIMITED

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This document comprises the annual report and financial statements for Global Feedback Limited for the year ended 31 October 2021.

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

Charity number: 1155064
Company number: 08530711

GLOBAL FEEDBACK LIMITED

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 OCTOBER 2021

Feedback is an environmental charity with a distinct, national niche in our work as the only UK environmental campaigning charity working specifically on food systems issues.

The year covered by this report is one in which we shifted our strategic direction further into a new phase. We have established a strong reputation as both an expert voice and as a practical actor: we are an independent voice regularly called upon by businesses, governments and civil society across the UK to provide evidence and advice on issues such as nutrition-sensitive land use, industrial animal farming (including aquaculture), food waste, and regional food economies; we are sector leaders, highly regarded for our hard-hitting investigative research, innovative campaigns, participatory events, and track record of bringing about changes to policy and business practices through a mix of movement building, campaigns, and piloting alternative food system approaches.

Feedback has a high-performing team under the leadership of Executive Director Carina Millstone. Our operational and budgetary management support the delivery of effective programmes. Feedback's Board seeks to improve our effectiveness. We assess ourselves against the Charity Governance Code and identify ways to develop high standards of governance. In this reporting period, we welcomed Sophie Tuson as a new trustee, fulfilling our desire to have a legal professional on the Board.

We also began a search for a new Chair as, having introduced fixed terms for trustees, my time as a trustee of this inspirational charity ends with the completion of my second 3-year term. My heartfelt appreciation to everyone that supported me to be Chair of the Feedback Board these past six years, particularly to my fellow trustees past and present.

I would like to thank all staff, donors, supporters and other stakeholders that have contributed to Feedback having the impact we set out in this report. Together, our interventions are targeted for the greatest impact, working strategically at key leverage points in the food system, and inspiring people and partners to act to bring about ecological renewal and food justice.

Our vision is of a world where human activity regenerates the living planet and sustains people on a fair basis. Simply put, Feedback works for food that is good for the planet and its people. We do so in solidarity with all those working for food sovereignty, food justice, and the right to food and land rights worldwide.



Glen Tarman
Chair of the Feedback Board of Trustees during the year ended 31 October 2021

GLOBAL FEEDBACK LIMITED

EXECUTIVE DIRECTOR'S STATEMENT

FOR THE YEAR ENDED 31 OCTOBER 2021

This has been the year where the imperative of rethinking our food - what we're eating, how it's produced, how it gets to us - hit the mainstream. With the pandemic - and the risk of future pandemic - firmly linked to the destruction of the natural world and intensive livestock farming; with climate change on the global agenda like never before due to particularly fierce wildfires, Amazonian burning and extreme weather events; with a record number of people experiencing food insecurity in the UK; with the British public facing the disquieting experience of empty shelves in supermarkets; it is now irrefutable that our food system needs to change, fast. Not only that, but also the transformation that needs to happen is the one that we outline in our new strategic framework.

This year marks the first full year of our new strategy, delayed during the Covid crisis. We are seeking a transformational external change agenda, arranged around three goals as follows:

- Replace destructive, unhealthy diets with delicious, nutritious, widely accessible foods that reduce climate change, make space for nature and lessen the risk of future pandemics.
- End the era of the global food corporation and foster resilient, equitable and regional food economies.
- Empower food consumers to be active food citizens, enabling an inclusive, just, people-powered transformation of the food system.

These goals may be ambitious for an organisation our size, but we don't intend to meet them alone. Instead, by rallying allies, funders and the media, we are starting to make strides in the right direction. I am proud of how much our traction and influence has grown in the last year.

We continue to enjoy high profile media coverage across our work, from our local programmatic work to our global campaign asks. We have built new alliances with several organisations within our sector and outside of it, including developing new joint working opportunities for collaborative work with UK community organisations and global NGOs. We have built our supporter base through strengthening our digital capacity, resulting in increased visibility and engagement with our work. We nurtured relationships with major institutional funders and influenced their strategies. Excitingly, after many years of planning, we finally recruited in the Netherlands and started the incorporation process of our sister organisation in the EU.

We end the year in very good shape, with the right team, the right partners and the right funder relationships in place to amplify our work further still next year. The task ahead is daunting but urgent and necessary, and we are determined to play a leading role in the food system transformation communities deserve and the planet requires.



Carina Millstone
Executive Director

The trustees present their annual report and financial statements for Global Feedback Limited (also known as Feedback) for the year ended 31 October 2021. The trustees have adopted the provision 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 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 in October 2019.

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, 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 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, transforming markets and updating outdated policy frameworks. 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 to culture, markets and government. To move beyond discrete initiatives and effect systemic change, we seek to upscale, support the replication of our work by other organisations 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 use of resources 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. Public feasts and workshops are ways in which we support the growth of diverse citizens movements on food issues. We also use volunteering as a further opportunity for the public to 'be the change'- but we also seek to create employment opportunities for young people, recognising that paid opportunities are the best way to ensure young people from all backgrounds can be part of our movement. 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.

When solutions cannot be achieved with changes to current organisations, models and practices, we 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.

Our Change Agenda and activities

We are furthering our charitable object through a three-pronged agenda for change. We have developed a suite of campaigns and programmes to achieve these objectives, the principal of which are listed below:

FOOD GOOD FOR PLANET AND PEOPLE: Replace destructive, unhealthy diets with delicious, nutritious, widely accessible foods that reduce climate change, make space for nature and lessen the risk of future pandemics.

British sugar
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
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.

Aquaculture
Our campaign to improve the sustainability of seafood through moving consumption away from fed aquaculture to unfed species and changing feed.

Food waste prevention
Our campaign to tackle the root and systemic causes of food waste.

Meat and dairy consumption reduction
Our campaign to drive reduced meat and dairy consumption to meet climate targets through policy changes and changes in food environments.

VIBRANT FOOD ECONOMIES: End the era of the global food corporation and foster resilient, equitable and regional food economies.

Global meat and dairy corporations
Our campaign aiming to delegitimise and defund the industrial livestock industry and its financiers.

Regional food economies
Our programme to build stronger, more resilient food economies by building regional food networks and regional policies. This programme of work is chiefly being developed through two social enterprises:

- The Alchemic Kitchen: Our programme piloting a new food community-anchored social enterprise and regional food networks in Knowsley and Merseyside.
- Sussex Surplus: Our Brighton-based social enterprise funded through the EU FLAVOUR programme, seeking to create training and employment opportunities in the surplus food economy in Sussex and Kent.

FOOD AGENCY AND JUSTICE: Empower food consumers to be active food citizens, enabling an inclusive, just, people-powered transformation of the food system.

Community-led gleaning
Our programme to build the capacity of community groups, empowering them to engage in gleaning and food surplus redistribution in their communities.

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

Equality, diversity and inclusion (EDI)
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 in agroecological farms, food social enterprises, charities and civil society groups.

Performance and Achievements

A few spotlights on key achievements this year

Spotlight on reducing meat and dairy consumption

Through the launch of our supermarket Meat and Climate scorecard, we clearly argued that retailers are responsible for their Scope 3 emissions. With most emissions in supply chains due to meat and dairy production, action to truly decarbonise – rather than offset – supply chains must therefore include meat and dairy reduction. This work received widespread media attention and has contributed to UK supermarkets' commitments to increase their plant-based protein offer, albeit without a commitment to reduce meat and dairy sales, yet. Aside from this corporate campaigning, we are also proud at our success in engaging UK policy makers on meat reduction issues, including helping to secure the inclusion of meat reduction in the Committee on Climate Change's pathways, and the inclusion of 'healthy diets supported by a sustainable food system' in the UK's Nationally Determined Contribution (NDC) under the Paris Agreement.

Spotlight on food waste prevention and false promise of anaerobic digestion

We continue to be the only NGO in the UK and further afield tackling the root causes of food waste and took part this year in many high-profile events on this issue, including speaking at an All Party Parliament Group (APPG) meeting and Public Policy Exchange, as well as sitting on the UN Food Systems Summit's Leadership Team for Action Track 2 on consumption, where we were a lone voice in our calls for policy intervention for food waste prevention. Excitingly, our original research with Bangor University on anaerobic digestion was published in the Journal of Cleaner Production. Our study unequivocally shows the significant scale of emissions and land use savings that can be achieved through food waste prevention over disposal of food waste to anaerobic digestion. Our advocacy has both put the false solution of anaerobic digestion in the spotlight with policy makers, industry and investors, and has kept the issue of food waste prevention live despite the government's delayed intervention in this space, citing the pandemic.

Spotlight on eroding the social license of food corporations

This year, our work to build a movement to erode the social license to operate of meat and dairy corporations and of their financiers picked up pace, after the publication of our Butchering the Planet report in July 2020 and following multiple high-profile speaking engagements on this topic, including at City University and the 50by40 global conference. We have inspired other civil society groups to take this issue on in their own programming, while others have switched their strategies from investor engagement to divestment. While we initially conceived of this work as targeting private finance, alongside the Global Forest Coalition, Friends of the Earth US and Sinergia Animal, we launched a coalition, now composed of dozens of global members, calling for an end of public finance through the development banks to meat corporations. The rationale is strong for this campaign, as these companies hamper the meeting of the SDGs and Paris targets. Meanwhile in the UK, we supported students in writing to their vice chancellors calling for divestment from meat and dairy on climate grounds; launched a first campaign on major meat financiers HSBC and Barclays; and exposed the fact that the UK's parliamentary pensions are linked to Brazilian butcher JBS, with our research quoted in Parliament in the context of the debate on deforestation due diligence.

Spotlight on building regional food economies

In addition to critiquing the global food corporate regime, we continue to pilot regional food networks as an alternative, seeking to build more resilient and fairer communities. Key to this work are our two community-embedded social enterprises, the Alchemic Kitchen in Knowsley and Sussex Surplus in Brighton. Both our social enterprises turn food that would otherwise have gone to waste into products - Scouse sauces and pumpkin soups, respectively. Beyond this small-scale trade, these enterprises are an opportunity to contribute to building the local food economy in other ways: this year, we created training and work opportunities for young people and ran food educational workshops, alongside steering direct food aid during the pandemic. This work, while on a small scale, has created the evidence base and legitimacy for us to input into national and regional food policy, such as the Good Food Plan for Liverpool.

Spotlight on new approaches to community food relief

With the pandemic exacerbating existing food insecurity and lack of access to fresh produce for many communities in the UK, we developed innovative approaches to food justice across the country. Following our successful participation in the prestigious BBC Appeal with Sheila Dillon from the Food Programme acting as our champion, we supported seven community groups to enable them to run more than 50 of their own gleaning days - alongside over 70 volunteers - to recover 25 tonnes of would-be-wasted produce from local farms for their communities. In Brighton, we ran a community café on the Bristol Estate and an allotment and gleaned produce redistribution scheme. In Buckinghamshire, we steered food aid efforts through FoodSpace Bucks and worked with, and provided seed funding to, small-scale community growing and cooking projects. In Knowsley, we experimented with a mobile fruit and veg van, food waste and holiday hunger workshops, and slow cooker schemes with the Knowsley Kitchen. We were delighted at the national recognition for our work, with team member Lucy Antal crowned winner of the 2021 BBC Food and Farming Community Champion Award.

Spotlight on building a fairer, more diverse progressive food and farming sector

This year, we have made strong progress in building a fairer, more diverse sector. Along with six other progressive food and farming NGOs, key team members took part in a 6-month anti-oppression learning project. We successfully ran our ground-breaking EcoTalent scheme, through which we placed young people traditionally excluded from our sector into paid employment opportunities with a range of organisations, including food and farming projects and environmental NGOs. Through EcoTalent, we created 46 paid internship placements across 20 host organisations, more than half of whom were from BPOC communities and nearly 20% identified as neurodiverse. At the end of the programme, we are proud to say over 80% had secured work - nearly 60% were employed in a related field. Both our anti-oppression and EcoTalent projects have made a significant impact on our internal practices at Feedback, as well as on the future direction of our programming and our relationship with our partners. This includes adding 'Solidarity' as one of our core organisational values (in addition to Audacity, Collaboration, Celebration and Impact) and scoping out new work on reparations for historic harms to people and nature caused by agribusiness

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 preventing deforestation, 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). Success in this object is largely measured through influence and policy change, an example of which is the incorporation of diets and the circular economy, including food waste, into the UK's Nationally Determined Contribution (NDC).

We are further delivering public benefit through improving the lives of low-income and marginalised groups. We are doing this through providing better nutrition for users of food banks and other food charities in the UK via donating gleaned produce and through other initiatives, such as school holiday hunger relief; we are furthermore doing so through our media and policy work to support access to nutritious food. We are further promoting participation in public life, including creating pathways to employment, for diverse and disadvantaged groups, especially young people, thereby promoting wellbeing, opportunity and community cohesion. We are also promoting public education on foods that are supportive of human and planetary health through workshops, digital content and media.

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

Fundraising Standards Information

Feedback is committed to fundraising best practice. We follow the Fundraising Regulator's Code of Fundraising Practice, including the General Data Protection Regulations, introduced in May 2018. Our staff maintain a considerate, unintrusive approach to fundraising and do not undertake cold-calling or employ third parties to raise funds. Feedback enjoys a very good relationship with its supporters and funders and no complaints have been received. All fundraising activity is reviewed quarterly by the Audit Committee.

Financial Review

Income

We once again achieved a record level of annual income. At £957,249, total income has surpassed levels in all previous years and is £65,573 (7%) higher than total income last year.

This is as a result of the continuing and much appreciated support of a number of key funders. These include the Esmée Fairbairn Foundation, which has continued to contribute much needed unrestricted funding to help cover our unrestricted establishment costs. Also, the Joseph Rowntree Charitable Trust, which continued to support our Bad Energy Anaerobic Digestion project to its conclusion in November 2021 (and then, in January 2022, stepped in as a key funder for our EcoTalent project following three years of funding for that project provided by the National Lottery Community Fund (Our Bright Future) coming to an end in December 2021). Our Sussex Surplus project based in Brighton has continued to be supported by the EU FLAVOUR project, funded by the EU Interreg 2 Seas Crossborder Co-operation Programme; our Alchemic Kitchen project based in Knowsley, Merseyside has continued to be supported by funding from the Moondance Foundation and the LIVV Housing Group; our Growing Food Citizens project continued to be supported by The Rothschild Foundation (which is now providing additional funding for an 18-month Green Futures follow-on project in Buckinghamshire); and the Kestrelman Trust provided additional funds to support our activities at the COP 26 talks and our follow-up work.

We were also incredibly pleased to welcome back the Waterloo Foundation, which, having supported our initial Fishy Business project in 2018 and 2019, funded our Due Diligence Intervention project via the EFN Rapid Response Fund in 2021 and is providing significant funding for our new 3-year Fishy Business project, which started in November 2021, together with support for our Food Waste Policy work.

In addition, we were able to welcome new funders, including the Oak Foundation, which provided funding for the year for our new Meat Us Halfway project, which commenced in November 2020, and is now providing significant funding for a further two years, and the Enjoolata Foundation, which is supporting the Sussex Surplus project.

The Feedback team is very aware of the trust that our funders show in our ability to deliver our projects. We do our absolute best to deliver our project objectives, on time and on budget.

As can be seen in Notes to the Financial Statements, the make-up of our income is broadly the same as last year, with the majority of our funds coming from Trusts and Foundations. However, our highly successful BBC Appeal in February 2021 increased the percentage of our income coming from individual donations from 6% to 11%. We are very grateful to the BBC for the opportunity to take part in the appeal and introduce our work to a wider audience. We also saw the percentage of statutory funding increase slightly from 6% to 9% mainly reflecting the great progress that our EU-funded Sussex Surplus project made during the year. We also received £5,942 HMRC furlough funding to help staff encountering childcare difficulties during the year and £2,511 support via the Kickstart scheme.

Expenditure

For the first time, Feedback's annual expenditure, at £1,090,367, was above income. Total expenditure increased from £841,055 in 2020 to £1,090,367 in 2021, resulting in a deficit for the year to 31 October 2021 of £133,118.

There are several reasons for this. A number of key projects were reaching completion on or about the end of the year and, as they were utilising remaining brought forward reserves, expenditure levels were higher than income; we were not successful in several significant applications during the year and, while we did not incur the activity costs relating to those projects, we still incurred the costs of existing staff who were to work on them and the establishment costs that would have been covered by that income; our unrestricted income was less than anticipated, but we incurred additional unrestricted costs in relation to the new strategy, planning for the establishment of our sister organisation in the EU and our investment in digital fundraising.

While this result is not ideal, we were aware that 2021 was a pivotal year for Feedback's strategy and future development and that we had new projects in the pipeline which were due to start shortly after the year end, the funding for which was not recognised or received during 2021. We did not, therefore, wish to reduce our staff capacity or restrict our planning or investment in fundraising.

As can be seen in the Statement of Financial activities, £61,609 was transferred from unrestricted reserves to support restricted projects during the year. This includes funds raised during the BBC appeal, which were technically unrestricted but were allocated to projects which included the gleaning related activities highlighted in the appeal, the transfer of designated and unrestricted general funds to support the Big Livestock Vs the Planet project during an unfunded period and to supplement the Anti-Oppression Learning project. The detail of these transfers, which were largely planned and intended to allow us to honour commitments, can be seen in note 21.1 to the financial statements. The impact on our unrestricted general reserves is discussed further in the Reserve Policy section below.

The breakdown of expenditure between cost categories can be seen in the Notes to the Financial Statements.

As always, our largest cost relates to our project and support staff, which, in 2021, accounted for 73% of total expenditure of £1,090,367 (2020 - 72% of £841,055). Average monthly headcount has increased from 28 to 38 (36%), mainly due to the extension of the EcoTalent project where interns have been our employees for the duration of their internships. The figures also include inflationary and other pay increases from the beginning of the year for other staff and increased hours worked by hourly paid staff. Together, these factors have increased our total staff costs by £191,031 (32%).

Other categories of cost have stayed generally constant as a percentage of the larger cost base, reflecting the increased level of activity during the year. Ancillary staff costs have increased from £8,434 (1.4% of salaries, NI and pension costs) in 2020, to £15,157 (1.9% of salaries, NI and pension costs) in 2021. This reflects an increased spend on staff training during the year. Other project direct costs have risen in monetary terms by £20,606 but have fallen in percentage terms from 16% in 2020 to 14% in 2021. Rent and occupancy costs have remained constant in actual terms. Other administration costs have increased in monetary terms (£30,652) during 2021 and also in percentage terms (from 4% to 6%). This increase includes a £8,338 foreign exchange loss (against a gain of £3,333 in 2020), increased software costs of £19,010 (including a full year subscription for our Engaging Networks platform, as opposed to 4 months in 2020) and £2,712 on a Feedback style guide.

The expenditure which has been spent on charitable activities during 2021 has increased in absolute terms from £712,132 to £918,978 (see note 8.0 in the Notes to the Financial Statements) but fallen marginally in percentage terms from 85% to 84%. This 1% comprises the foreign exchange loss mentioned above – support costs, governance costs and the costs of raising finance have all remained constant in percentage terms (9%, 1% and 5% respectively), however, with the exception of governance costs, have increased in actual terms. The increase in support costs includes the increase in software costs and the style guide mentioned above, and we have invested in digital fundraising to further expand our fundraising opportunities, leading to a £14,202 (34%) increase in the cost of raising funds.

Reserves Policy

Feedback's reserves policy, adopted in 2020, is to hold a minimum level of unrestricted reserves of the higher of six months' unrestricted expenditure and £150,000. No maximum level is specified in the policy, but it was agreed that if the level is significantly above the minimum, a plan to use the surplus would be considered.

Our unrestricted general funds at 31 October 2020, totalled £199,632. This level was largely a result of the additional £50,000 kindly granted by the Esmée Fairbairn Foundation to help us weather the Covid-19 pandemic and was equivalent to seven months of budgeted unrestricted expenses. Although above the minimum level specified in the new reserves policy, budgeted expenditure was expected to result in a return to minimum policy levels and so a plan to use this surplus was not considered appropriate.

As can be seen in the Statement of Financial Activities, the 2021 result for unrestricted activities was net expenditure of £657, however following the transfers to restricted funds explained above, our unrestricted general funds had fallen to £143,683 at 31 October 2021. This is in line with unrestricted general fund levels in previous years, but although our previous unrestricted reserves policy of 3 months' budgeted unrestricted expenses would have been met, this level of reserves is below our current policy, both the financial minimum and, at 4.5 months coverage for budgeted unrestricted expenses, below that minimum as well. Current policy levels were restored following the receipt of £100k unrestricted funding from the Esmée Fairbairn Foundation in May 2022, however our unrestricted costs are being closely monitored going forward and additional sources of unrestricted income actively pursued in order to maintain unrestricted general reserves at policy levels.

Designated funds are unrestricted general funds that have been set aside by the Trustees for a particular purpose. During the year, the opening designated reserves of £6,317 were fully utilised apart from £2,649, which was transferred to help fund Big Livestock Vs the Planet. As a result, designated funds at 31 October 2021 were £nil (2020 - £6,317).

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 at 31 October 2021 totalled £151,017 (2020 - £221,869). This reduction of 32% reflects the fact that a number of projects ended on or about that time, fully utilising their remaining reserves. However, our planned new projects are now coming online, and we are well placed to fund our projects during this year.

Going Concern

Feedback has raised a record amount of income during 2021 and has been able to continue and complete projects despite the ongoing Covid-19 pandemic and the disappointment of not being successful in some applications as explained above. While we did access a small amount of Government support during the year (£8,452), mainly to help staff encountering childcare difficulties, the pandemic has had no other material impact on our activities. We have been able to achieve this as a result of the support of our funders and the hard work of our staff, who have been able to adapt to new and different conditions and additional challenges. We are extremely grateful to them all. As ever, we continue to look for additional funding to enable us to achieve our ambitious charitable objectives and our fundraising pipeline is reviewed by our Audit Committee at each quarterly meeting. Taking all of these matters in account, as well as our income and expenditure and cash flow forecasts, we are confident that 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. In order to cover the period until our Interreg 2 Seas funded FLAVOUR project has been fully reimbursed for the expenditure incurred during its final reporting period, the repayment date has been set at 30 June 2023.

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 2021 were:

- Botanic Gardens Conservation International
- Brighton and Hove Food Partnership
- Buckinghamshire Council (Open Weekend funding)
- Anonymous
- Chapman Charitable Trust
- Dash Water
- Enjoolata Foundation
- Esmée Fairbairn Foundation
- European Commission
- Evan Cornish Foundation
- HMRC (re furlough funding and the DWP Kickstart Scheme)
- Homestart Knowsley
- LIVV Housing Group
- Merseyside Recycling and Waste Authority Community Fund in partnership with Veolia
- National Lottery Community Fund (Our Bright Future)
- Oak Foundation
- Royal Botanic Gardens Kew
- School for Social Entrepreneurs
- Stories of Note
- The Ernest Kleinwort Charitable Trust

- The Joseph Rowntree Charitable Trust
- The Kestrelman Trust
- The Lawson Trust
- The Moondance Foundation
- The Prince of Wales's Charitable Fund
- The Rothschild Foundation
- The Waterloo Foundation

Plans for Future Periods

This year was the first full year of our new strategic plan, with targets running until the end of 2023. Over the next year, we intend to:

- Consolidate and deepen our existing campaigns and activities arranged with an external change agenda around three strategic goals: food that is good for planet and people, vibrant food economies, food agency and justice. We will retain and fully capitalise on the breadth of our work and, at the same time, start reviewing our targets and goals, and refining and consolidating these for greater clarity of focus.
- Expand some of our work and campaigns geographically working with our sister organisation in the EU, in the Netherlands, and with partners in the USA, focused in the first instance on our meat, soy and finance work, but also expanding to other issues.
- Further build our movement by taking a leadership role on anti-racism in the progressive food and farming sectors and environmental movements in the UK, and by prioritising building relationships with people and organisations outside of our existing networks. This will in part be achieved through a major new programme of work on reparations for the harms caused by agribusiness and a participatory action research process with 10 young Feedback fellows.
- Make the internal changes required to be the organisation we want to be, including the recruitment of a new chair and board members, and reviewing optimal ways of working as the world emerges out of the pandemic.

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 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. One Trustee has been recruited since the last report (November 2021) 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, again 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 and Appointment of Trustees

New trustees are recruited to meet the skills and experiences required by the charity. Advertisements are placed on our website and with relevant organisations in order to attract a wide variety of suitable applicants. New trustees are elected by the Board, initially for a three-year term, which can be extended for a further term.

Trustees Induction and Training

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.

Management and Organisation

Feedback's senior management team are the Finance Director, Head of Policy and Media, Head of Activism, Head of Digital 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 Chief Executive is approved by the Board and the remuneration of other staff is approved by the Chief Executive.

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 European Commission (EC) projects paying in arrears: This risk is mitigated through request of part payment upfront where possible and 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; contingency built 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 establishing a legal entity in the EU. While establishing our legal entity has been delayed because of Covid-19, we have addressed this risk through a secondment arrangement with a partner organisation.

4. The effects of Covid-19 have been considered in the risk register; government lockdown restrictions are followed and all staff are currently based at home and the reopening of the office is being considered in strict accordance with government advice. Those that are providing support to the relief effort and working on our pilot projects are observing the two 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.

5. New campaigning styles, especially with regards to our campaigns on meat and finance, giving rise to increased chances of legal action: These risks are being addressed through seeking the advice of defamation lawyers and reviewing materials before publication. We do not engage in illegal activity.

6. Health and safety risks associated with gleaning being carried out by other groups independently of us, using our toolkit or following training with us: These risks are being mitigated through delivering the highest standards in our training and offering Health and Safety advice in our public materials, while making it clear we are in no way liable for injury resulting from gleaning activities carried out without Feedback staff present.

Reference and Administration Details

Charity name:	Global Feedback Limited (known as "Feedback")
Charity registration number:	1155064
Company registration number:	08530711
Registered and principal office:	Office 413 Unit 10 The High Cross Centre Fountayne Road London N15 4BE

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	resigned 28 April 2022
Ann Firth	Treasurer	
Wadzanai Katzidzira		
Catherine Johnson		
Julia Breatnach		
Rhiannan Sullivan		
James Barker		
Darren Hughes		
Sophie Tuson		appointed 9 November 2021

No trustee received any remuneration for trustees' services during the year (2020 - Nil), nor did they have any beneficial interest in any contract with the charity.

Executive Director:	Carina Millstone
Statutory Auditors:	Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington London N4 2BT
Banks:	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 2019 (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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware: and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.



Ann Firth
Director and Trustee

9 June 2022

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF

GLOBAL FEEDBACK LIMITED

Opinion

We have audited the financial statements of Global Feedback Limited for the year ended 31 October 2022 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirement of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements: and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the audit team had the appropriate competence, capability and skill to identify and recognise any non-compliance with applicable laws and regulations;
- we identified such laws and regulations applicable from our discussions with trustees and other management and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011 and the Charity SORP (FRS 102);
- we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty, including the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation;
- we assessed the extent of compliance with laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documents
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

16th June 2022

Mukesh Khatri
Senior Statutory Auditor

For and on behalf of
BARCANT BEARDON LIMITED
Chartered Accountants
and
Statutory Auditors

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 2021

Income and Expenditure Summary

	Notes	Restricted Funds	Unrestricted Funds	Total Funds 2021	Total Funds 2020
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	13,711	221,784	235,495	272,133
Charitable activities	3	680,794	5,942	686,736	595,796
Other trading activities	4	25,099	8,797	33,896	20,058
Investments	5	-	156	156	356
Other	6	-	966	966	3,333
Total income and endowments		719,604	237,645	957,249	891,676
Expenditure on:					
Costs of raising funds	7	16,758	38,979	55,737	41,535
Charitable activities	8	835,208	191,084	1,026,292	799,520
Other	10	99	8,239	8,338	-
Total expenditure		852,065	238,302	1,090,367	841,055
Net income/(expenditure)		(132,461)	(657)	(133,118)	50,621
Transfers between funds	21	61,609	(61,609)	-	-
Net movement in funds for the year		(70,852)	(62,266)	(133,118)	50,621
Reconciliation of funds					
Total funds brought forward	21	221,869	205,949	427,818	377,197
Total funds carried forward	21	151,017	143,683	294,700	427,818

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 AT 31 OCTOBER 2021

	Notes	2021 £	2020 £
Fixed Assets	16	18,803	6,795
Current Assets			
Debtors	17	103,398	43,682
Cash at bank and in hand		429,582	646,497
		532,980	690,179
Creditors: Amounts falling due within one year	18	(182,083)	(194,156)
Net Current Assets		350,897	496,023
Total Assets Less Current Liabilities		369,700	502,818
Creditors: Amounts falling due after more than one year	20	(75,000)	(75,000)
Net Assets		294,700	427,818
Funds			
Restricted funds	21	151,017	221,869
Unrestricted funds			
- General funds	21	143,683	199,632
- Designed funds	21	-	6,317
Total funds		294,700	427,818

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

Ann Firth
Director and Trustee

9 June 2022

The notes on page 22 - 37 form part of these financial statements.
Company Registration No. 08530711

GLOBAL FEEDBACK LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2021

	Notes	2021 £	2020 £
Cash flow from operating activities			
Net cash provided by operating activities	24	(200,924)	249,526
Cash flow from investing activities			
Interest income		156	356
Purchase of tangible fixed assets		(16,147)	(926)
Net cash (used in)/provided by investing activities		(15,991)	(570)
Net increase in cash and cash equivalents in the year		(216,915)	248,956
Cash and cash equivalents at the beginning of the year		646,497	397,541
Cash and cash equivalents at the end of the year		429,582	646,497
Analysis of cash and cash equivalents			
Cash in bank and in hand	24.1	429,582	646,497
Cash and cash equivalents at the end of the year		429,582	646,497

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 Unit 10 The High Cross Centre, Fountayne Road, London N15 4BE.

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 issued in October 2019, 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.

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 and depreciated over their estimated useful economic lives on a straight line basis as follows:

Kitchen container and equipment	between 5 years to 15 years
Computers	5 years

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 Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1.11 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.

1.12 Employee benefits

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

1.13 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

	2021 £	2020 £
Gifts	98,015	59,869
Gift Aid tax reclaims	10,080	5,805
Grants	127,000	175,000
Donated facilities and services	400	12,380
Prizes and awards	-	19,079
	235,495	272,133

2.1 Income from donation and legacies was £235,495 (2020 - £272,133) of which £13,711 (2020 - £15,053) was attributable to restricted funds and £221,784 (2020 - £257,080) was attributable to unrestricted funds.

2.2 In the year the charity received a reduction for video production cost in the value of £400. In the previous year the charity occupied their premises rent-free for three months. The value placed on this contribution was £10,500. The charity also received the use of the kitchen at The Vale Community Centre, Brighton, rent-free for five months. The value placed on this contribution was £1,680. A Gleaning Network hosting fee was waived by the farmer and the value of this contribution was £200. The income equivalents are recognised within incoming resources as donations and equivalent charges included in the expenditure.

3.0 *Income from Charitable Activities*	2021 £	2020 £
Contractual payments	359,311	396,002
Performance related grants	321,483	199,794
Coronavirus Job Retention Scheme	5,942	-
	686,736	595,796

3.1 Income from charitable activities was £686,736 (2020 - £595,796) of which £680,794 (2020 - £592,818) was attributable to restricted funds and £5,942 (2020 - £2,978) was attributable to unrestricted funds.

4.0 *Income from Other Trading Activities*	2021 £	2020 £
Events, catering and consultancy fees	20,496	7,200
Rental income	7,147	9,360
Other income	6,253	3,498
	33,896	20,058

4.1 Income from other trading activities was £33,896 (2020 - £20,058) of which £25,099 (2020 - £10,598) was attributable to restricted funds and £8,797 (2020 - £9,360) was attributable to unrestricted funds.

5.0 *Income from Investments*	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest - bank	156	356

6.0 *Other Income*	2021 £	2020 £
Insurance claim settlement	966	-
Net foreign exchange gain	-	3,333
	966	3,333

6.1 Income from other income was £966 (2020 - £3,333) of which £nil (2020 - £nil) was attributable to restricted funds and £966 (2020 - £3,333) was attributable to unrestricted funds.

7.0	***Expenditure on Raising Funds***	2021 £	2020 £
	Staff costs	40,469	31,045
	Other fundraising costs	15,268	10,490
		55,737	41,535

7.1 Of the £55,737 expenditure in 2021 (2020 - £41,535), £16,758 (2020 - £13,048) was attributable to restricted funds and £38,979 (2020 - £28,487) was attributable to unrestricted funds.

8.0 Analysis of Expenditure on Charitable Activities

Charitable Activities 2021	Activities undertaken directly 2021 £	Support costs 2021 £	Governance costs 2021 £	Total 2021 £
Core work	165,421	-	5,238	170,659
Pawprint	1,724	-	-	1,724
Too Much of a Bad Thing	1,781	-	-	1,781
Post COVID Recovery	163	-	-	163
Brighton Outreach	4,075	521	-	4,596
Gleaning Network	18,659	2,506	-	21,165
EU Partnerships	99,134	13,348	-	112,482
Meat Us Halfway	100,723	13,312	4,560	118,595
COP 26 Advocacy	10,457	1,119	-	11,576
Regional Food Economy/The Alchemic Kitchen	112,279	16,196	-	128,475
Fishy Business	17,030	186	-	17,216
Growing Food Citizens	44,518	5,551	-	50,069
Green Futures	2,550	243	-	2,793
Big Livestock	47,902	6,749	-	54,651
Bad Energy (Anaerobic Digestion)	39,565	4,690	-	44,255
Eco-Talent	227,784	31,872	-	259,656
Due Diligence Intervention	9,042	1,058	-	10,100
Anti-Oppression Learning	14,368	-	-	14,368
Botanic Gardens Consultation International	1,803	165	-	1,968
	918,978	97,516	9,798	1,026,292

8.1 Charitable Activities 2020

	Activities undertaken directly 2020 £	Support costs 2020 £	Governance costs 2020 £	Total 2020 £
Core work	138,469	-	9,626	148,095
Pawprint	627	-	-	627
Food Waste Policy	514	-	-	514
Too Much of a Bad Thing	3,219	-	-	3,219
Post COVID Recovery	4,837	-	-	4,837
Gleaning Network	19,950	977	-	20,927
COP 26 Advocacy	6,255	942	-	7,197
EU Partnerships	67,035	9,384	-	76,419
Regional Food Economy/The Alchemic Kitchen	95,777	14,638	-	110,415
Fishy Business	56,938	7,455	-	64,393
People's Kitchen	14,673	52	-	14,725
Growing Food Citizens	47,635	6,799	-	54,434
The Cow in the Room	3,713	-	-	3,713
Big Livestock	83,897	11,591	-	95,488
Bad Energy (Anaerobic Digestion)	41,736	5,504	-	47,240
Eco-Talent	126,857	20,420	-	147,277
	712,132	77,762	9,626	799,520

8.2 Of the £1,026,292 expenditure in 2021 (2020 - £799,520), £835,208 (2020 - £629,180) was attributable to restricted funds and £191,084 (2020 - £170,340) was attributable to unrestricted funds.

9.0 Analysis of Support and Governance Costs

	Support costs £	Governance costs £	Total 2021 £	Total 2020 £
Premises and office	77,012	-	77,012	60,807
Communications	7,807	-	7,807	4,556
Finance and professional	9,252	-	9,252	11,255
Depreciation	3,445	-	3,445	1,144
Accountancy and audit fees	-	9,120	9,120	9,600
Trustees' recruitment and expenses	-	678	678	26
	97,516	9,798	107,314	87,388

10.0 Other Expenditure

	2021 £	2020 £
Net foreign exchange loss	8,338	-

10.1 Other expenditure was £8,338 (2020 - £nil) of which £99 (2020 - £nil) was attributable to restricted and £8,239 (2020 - £nil) was attributable to unrestricted funds.

11.0 Net Income/(Expenditure) for the Year

		2021	2020
		£	£
This is stated after charging:			
Auditor's remuneration:	Audit	4,560	4,800
	Accountancy	4,560	4,800
Depreciation of tangible fixed assets		3,445	1,144

12.0 Trustee Remuneration and Expenses

The trustees were not paid any remuneration or received any other benefits during the year (2020 – nil). The Board of Trustees incurred lunch and refreshments costs in the sum of £nil (2020 - £30) and annual membership of £55 (2020 - £50) to The Association of Chairs. The charity incurred £660 (2020 - £nil) for trustee's recruitment. No trustee was paid or provided pro bono work during the year (2020 – nil).

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 (2020 – Nil).

13.0 Analysis of Staff Costs

	2021	2020
	£	£
Wages and salaries	721,845	550,834
Social security costs	61,016	43,843
Pension costs	14,477	11,630
	797,338	606,307

13.1 No employee earned more than £60,000 per annum (2020 - none).

13.2 The total amount of employee benefits received by key management personnel is £115,294 (2020 – £102,237). The company considers its key management personnel to comprise its Executive Director and Finance Director.

14.0 Staff Numbers

The average monthly head count was 38 staff (2020 – 28 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

2021	2020
Number	Number
23.2	16.4

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 *Fixed Assets*	Kitchen Container And Equipment	Computers	Total
	£	£	£
Cost			
At 1 November 2020	7,939	-	7,939
Additions	6,548	9,599	16,147
Disposals	-	(730)	(730)
At 31 October 2021	14,487	8,869	23,356
Depreciation:			
At 1 November 2020	1,144	-	1,144
Charge for the year	2,106	1,339	3,445
Eliminated on disposals	-	(36)	(36)
At 31 October 2021	3,250	1,303	4,553
Net Book Value:			
At 31 October 2021	11,237	7,566	18,803
At 1 November 2020	6,795	-	6,795

17.0 *Debtors*	2021	2020
	£	£
Trade debtors	2,831	48
Other debtors	1,469	1,271
Prepayments	22,578	19,846
Accrued income	76,520	22,517
	103,398	43,682

18.0 *Creditors: Amounts Falling Due Within One Year*	2021	2020
	£	£
Trade creditors	9,707	7,449
Other creditors	2,199	-
Accruals	65,177	55,366
Deferred income	105,000	131,341
	182,083	194,156

19.0 Deferred Income

Deferred income comprises of grants received in advance.

	Total £
Balance as at 1 November 2020	131,341
Amount released to income	(131,341)
Amount deferred in year	105,000
Balance as at 31 October 2021	105,000

20.0 Creditors: Amounts Falling Due After More Than One Year

	2021 £	2020 £
Concessionary loans	75,000	75,000
	75,000	75,000

20.1 The loan of £75,000 was obtained from Charities Aid Foundation and 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 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2021 £
General funds	199,632	237,645	(234,634)	(58,960)	143,683
Designated funds					
Too Much of a Bad Thing	1,781	-	(1,781)	-	-
Pawprint	4,373	-	(1,724)	(2,649)	-
Post COVID Recovery	163	-	(163)	-	-
	205,949	237,645	(238,302)	(61,609)	143,683

Unrestricted Funds – Previous Year	Balance 1 Nov 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2020 £
General funds	142,285	273,107	(189,630)	(26,130)	199,632
Designated funds					
Too Much of a Bad Thing	-	-	(3,219)	5,000	1,781
Pawprint	-	-	(627)	5,000	4,373
Post COVID Recovery	-	-	(4,837)	5,000	163
Food Waste Policy	514	-	(514)	-	-
	142,799	273,107	(198,827)	(11,130)	205,949

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. Since the year end, the Esmee Fairbairn Foundation has committed £60,000 restricted funding for further work in this area in partnership with Action on Sugar. Pawprint – Pawprint is Feedback's area of work that focuses on how pet food, specifically for cats and dogs, can be healthy for both pets and the planet. Nearly 9 million tonnes of pet food is sold annually to feed the growing number of pets around the world. Feedback is working to propose solutions for more sustainable alternatives whilst ensuring pets get all essential nutrients. Post Covid Recovery – These funds were used to understand lessons learnt from Feedback's three main urgent food relief projects throughout the covid crisis. The funds were also used to make contributions to Green New Deal UK's 'Build Back Better' campaign and The Leap's 'People's Bailout'. Food Waste Policy – Mainly during 2019 Feedback 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 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. Since the year end, The Waterloo Foundation has committed £10,000 restricted funding for further work in this area.

21.1 Restricted Funds – Current Year

	Balance 1 Nov 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2021 £
Brighton Outreach					
Brighton & Hove Food Partnership	-	1,119	(559)	-	560
Other income and donations	-	11,710	(4,036)	1,739	9,413
Gleaning Network UK					
National Lottery Community Fund	17,712	-	(17,712)	-	-
Lady Eda Jardine Charitable Trust	2,000	-	-	-	2,000
Donations	-	-	(3,453)	11,500	8,047
EU Partnerships					
FLAVOUR project	(1,830)	84,238*	(112,531)	26,674	(3,449)
Meat Us Halfway					
Oak Foundation	-	114,983	(118,595)	130	(3,482)
COP 26 Advocacy					
The Kestrelman Trust	12,803	18,000	(11,576)	-	19,227
The Alchemic Kitchen					
The Moondance Foundation	77,653	-	(39,742)	-	37,911
Merseyside Recycling and Waste Authority	1,890	13,267	(15,331)	174	-
One Ark Limited/Livv Housing Group	-	19,583	(19,583)	-	-
HomeStart Knowsley	-	1,250	(1,250)		
The Evan Cornish Foundation	-	14,680	(14,680)	-	-
The Prince of Wales's Charitable Trust	-	4,982	(4,982)	-	-
Other income and donations	-	28,090	(32,908)	4,818	-
Fishy Business					
The Waterloo Foundation	15,506	-	(15,506)	-	-
Stichting Changing Markets	1,755	-	(1,755)	-	-
Growing Food Citizens					
The Rothschild Foundation	45,449	4,000	(50,069)	620	-
Green Futures					
The Rothschild Foundation	-	53,000	(2,593)	(620)	49,787
Open Weekend	-	200	(200)	-	-
Big Livestock vs The Planet	53,194	300	(54,661)	11,649	10,482
Bad Energy					
The Joseph Rowntree Charitable Trust	(4,335)	49,400	(44,255)	-	810
Eco Talent					
Our Bright Future	72	255,605	(255,441)	-	236
Royal Botanic Gardens	-	500	(500)	-	-
DWP Kickstart Scheme	-	2,511	(2,511)	-	-
Other income and donations	-	1,200	(1,200)	-	-
Due Diligence Intervention					
The Waterloo Foundation	-	10,100	(10,100)	-	-
Anti-Oppression Learning					
Esmee Fairbairn Foundation	-	25,946	(14,368)	4,925	16,503
Botanic Gardens Conservation International	-	4,940	(1,968)	-	2,972
	221,869	719,604	(852,065)	61,609	151,017

* FLAVOUR project income includes matched funding of £5,000 from The Ernest Kleinwort Charitable Trust, £10,000 from The Enjoolata Foundation, £850 from Brighton & Hove Food Partnership and £1,900 donations.

21.1 Restricted Funds – Previous year

	Balance 1 Nov 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2020 £
Gleaning Network UK					
The Tudor Trust & misc income	4,450	-	(4,450)	-	-
Waste & Resources Action Programme	2,734	6,005	(8,739)	-	-
National Lottery Community Fund	-	20,000	(2,288)	-	17,712
Lady Eda Jardine Charitable Trust	-	4,000	(2,000)	-	2,000
Donations	-	2,500	(3,450)	950	-
EU Partnerships					
FLAVOUR project	(8,076)	73,165**	(76,419)	9,500	(1,830)
COP 26 Advocacy					
The Kestrelman Trust	-	20,000	(7,197)	-	12,803
The Alchemic Kitchen					
The Moondance Foundation	31,844	109,813	(64,004)	-	77,653
The February Foundation	-	4,000	(4,000)	-	-
Community Foundations for Lancashire and Merseyside	-	3,972	(3,972)	-	-
Merseyside Recycling and Waste Authority	-	6,633	(4,743)	-	1,890
One Ark Limited/Livv Housing Group	-	15,167	(15,167)	-	-
Other income and donations	-	18,529	(18,529)	-	-
Fishy Business					
The Waterloo Foundation	49,154	-	(33,648)	-	15,506
Stichting Changing Markets	-	32,500	(30,745)	-	1,755
People's Kitchen					
Postcode Community Trust	14,025	-	(14,705)	680	-
Donations	-	20	(20)	-	-
Growing Food Citizens					
The Rothschild Foundation	63,883	36,000	(54,434)	-	45,449
The Cow in the Room					
The Kestrelman Trust	3,713	-	(3,713)	-	-
Big Livestock vs The Planet	68,682	80,000	(95,488)	-	53,194
Bad Energy					
The Joseph Rowntree Charitable Trust	3,989	38,916	(47,240)	-	(4,335)
Eco Talent					
Our Bright Future	-	147,349	(147,277)	-	72
	234,398	618,569	(642,228)	11,130	221,869

** FLAVOUR project income includes matched funding of £5,000 from The Ernest Kleinwort Charitable Trust, £10,000 from The Rampion Fund at The Sussex Community Foundation, £5,000 from The Sussex Crisis Fund at The Sussex Community Foundation and £4,702 donations.

Name of restricted fund	*Description, nature and purposes of the fund*
Brighton Outreach	Brighton Outreach is our grassroots community action project in East Brighton, encompassing a range of Brighton based activities such as our allotment plot which do not fall within the remit of the Brighton based FLAVOUR project. Funding for this work is from various sources including from the Rampion Fund via the Brighton & Hove Food Partnership, Farming the Future and the School for Social Entrepreneurs.
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 lead on this work was primarily funded by the National Lottery Community Fund (Our Bright Future), via The Royal Society of Wildlife Trusts and completed during 2019. Since then we have focused on training other community groups across the country to safely and effectively conduct their own gleaning activities. In 2021 this work was funded from funds raised during our BBC Appeal in February 2021.
EU Partnerships	Towards the costs of the following projects: FLAVOUR – Food Surplus and Labour, the Valorisation of Underused Resources (funded under the Interreg 2 Seas Mers Zeeën 2014-2020 Crossborder Cooperation Programme). This project aims to address key societal challenges in the "2 Seas" areas bordering the English Channel – food waste and unemployment. Feedback's role, through our Gleaning Networks in Sussex and Kent, and our processing kitchen Sussex Surplus, is to intercept wholesale volumes of surplus produce, develop a processing operation to preserve surplus food and share learnings with others to replicate. We have also contributed to the communication work package of the project and produced policy recommendations for fostering a socially inclusive surplus food sector.
Meat Us Halfway	This campaign funded by Oak Foundation, followed on from our 'Cow in the Room' work in 2019 and 2020. In the UK, we launched two reports – a case for supermarket action on meat and dairy consumption, and a scorecard assessing the 10 largest supermarkets in the UK against a set of key indicators on their environmental action on meat and dairy sales. We continue to build relationships with supermarkets and influence them to take action on the climate impacts of their meat and dairy sales. We also began the process of creating a a new network of EU partnerships including Feedback EU which will form the basis of future campaigning on meat and dairy there.
COP 26 Advocacy	Feedback's COP26 work, funded by The Kestrelman Trust, aimed to situate our food system, and particularly sustainable diets and halving food waste, at the heart of the climate debate at COP26, in Glasgow in November 2021 and has funded our follow up work since then.

Name of restricted fund	*Description, nature and purposes of the fund*
The Alchemic Kitchen	Our programme is working alchemy with communities through food. We are building a NW regional food economy that challenges inequalities for people and planet, addressing access, surplus, skills and locality. This is primarily funded by the Moondance Foundation and Livv Housing Group, with contributions from other organisations and income generation.
Fishy Business	Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed. During 2021 this project was funded from reserves provided by the Waterloo Foundation and Stichting Changing Markets in 2020.
People's Kitchen	This project, funded by the Postcode Community Trust, aimed to provide a regular social cooking and eating space open to all, in the Kingsmead Estate in Homerton, Hackney and completed during 2020. Guided by session leaders from diverse backgrounds, participants co-created a plant-based feast using food surplus. The project also aimed to engage local young people in soft educational experiences relating to basic cooking skills, the food system and the environment.
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. This completed in September 2021and has been succeeded by the Green Futures project also funded by the Rothschild Foundation.
Green Futures	Green Futures is Feedback's new bespoke youth employability programme for Buckinghamshire. Through it, we work to build the local green economy, address youth unemployment and connect young people aged 11-25 to food, the land and nature.
The Cow in the Room	Our campaign for the inclusion of reductions of meat and dairy production and consumption in climate change targets, funded by the Kestrelman Trustand the forerunner of the Meat Us Halfway project which commenced this year.
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.
Eco Talent	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.
Due Diligence Intervention	Our campaign to try and ensure that the Environment Act included strong requirements for companies to do due diligence on deforestation risks in their supply chains.
Anti-Oppression Learning	The Anti-Oppression Learning Project unites a small group of organisations in the food and environment sector to address systemic racism in the work that we do and broader patterns of oppression in the food, farming and environmental sector.

Name of restricted fund	*Description, nature and purposes of the fund*
Botanic Gardens Conservation International	Advising BGCI on setting up a tool to help the public reduce food waste in the home.

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 2021 amounted to £6,931 (2020 - £6,165). 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 out of £58,960 (2020 - £26,130) from general funds represents £nil (2020 - £15,000) to the designated funds and £58,960 (2020 - £11,130) additional funding for restricted funds. The unused balance of £2,649 (2020 - £nil) of the designated funds was released to Big Livestock vs the Planet restricted fund

22.0 Analysis of Net Assets between Funds – Current Year

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total 2021 £
Tangible fixed assets	14,662	4,141	18,803
Cash at bank and in hand	194,275	235,307	429,582
Other net current assets/(liabilities)	(57,920)	(20,765)	(78,685)
Creditors more than one year	-	(75,000)	(75,000)
	151,017	143,683	294,700

Analysis of Net Assets between Funds – Previous Year

	Restricted Funds 2020 £	Unrestricted Funds 2020 £	Total 2020 £
Tangible fixed assets	6,795	-	6,795
Cash at bank and in hand	340,076	306,421	646,497
Other net current assets/(liabilities)	(125,002)	(25,472)	(150,474)
Creditors more than one year	-	(75,000)	(75,000)
	221,869	205,949	427,818

23.0 Operating Leases - Lessee

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Not later than one year	2,518	37,442
Later than one and not later than five years	-	2,518
	2,518	39,960

24.0 Reconciliation of Net Income to Net Cash Flow From Operating Activities

	2021	2020
	£	£
Net income for the year	(133,118)	50,621
Adjustments for:		
Interest income	(156)	(356)
Depreciation	3,445	1,144
Deficit/(surplus) on disposal of fixed assets	694	-
(Increase)/decrease in debtors	(59,716)	62,271
Increase/(decrease) in creditors	(12,073)	135,846
	(200,924)	249,526

24.1 Analysis of Changes in Net Debt

	At 1 November 2020	Cash-flows	At 31 October 2021
	£	£	£
Cash at bank and in hand	646,497	(216,915)	429,582

25.0 Related Party Transactions

There were no related party transactions during the year (2020 – none) aside from donations totalling £60 (2020 - £200) received from the trustees during the year and the disclosures in note 12.

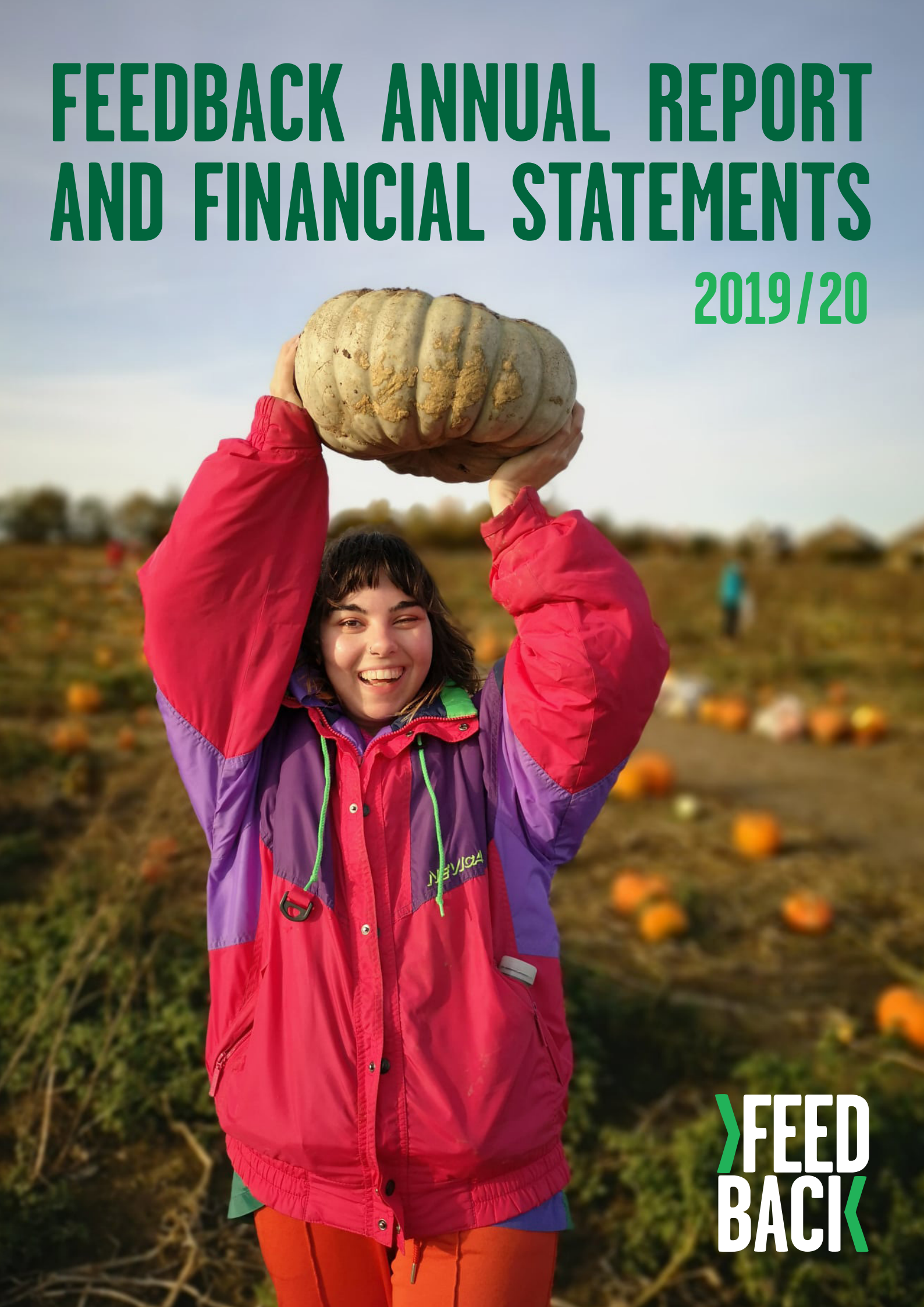
Foodrise

England & Wales - Charity number 1155064

Accounts

FEEDBACK ANNUAL REPORT AND FINANCIAL STATEMENTS

2019/20



FEEDBACK

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This document comprises the annual report and financial statements for Global Feedback Limited for the year ending 31 October 2020.

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

Charity number: 1155064
Company number: 08530711

CHAIR'S STATEMENT

As the environmental campaigning group focused on food, Feedback exists to address a food system driving climate breakdown and social injustice. Our vision is of a world where human activity regenerates the living planet and sustains people on a fair basis.

The year covered by this report was the final one of a strategic plan to take us to an external change agenda for the coming years with three overall goals:

- **FOOD GOOD FOR PLANET AND PEOPLE: Replace destructive, unhealthy diets with delicious, nutritious, widely accessible foods that reduce climate change, make space for nature and lessen the risk of future pandemics.**

- **VIBRANT FOOD ECONOMIES: End the era of the global food corporation and foster resilient, equitable and regional food economies.**

- **FOOD AGENCY AND JUSTICE: Empower food consumers to be active food citizens, enabling an inclusive, just, people-powered transformation of the food system.**

We move forward nurturing transformational collaborations with our supporters, coalition partners and allies to make change happen on these goals and to also build new relationships outside of our present networks. We strive to better understand and include the perspectives of others, especially those affected by injustice in the historic, current and emerging food systems.

As we enter our next strategic plan, we do not lose sight of the need to always have an internal change agenda: to strive for organisational excellence with the right strategy, business model, operations, management and staff team as well as governing body to meet our external change goals.

Feedback has a high-performing team under the leadership of Executive Director Carina Millstone. Our operational and budgetary management support the delivery of effective programmes. Feedback's Board seeks to continually improve our effectiveness and develop high standards of governance using tools like assessing ourselves against the Charity Governance Code and bringing in talented new members (in this reporting period, we welcomed new trustees Julia Breatnach, Rhiannan Sullivan, James Barker and Darren Hughes).



Glen Tarman, Chair of the Board of Trustees

> *"Our vision is of a world where human activity regenerates the living planet and sustains people on a fair basis."*

The food system is not delivering on today's priorities: rather than producing healthy, secure, nutritious food for all while regenerating the natural world and mitigating global temperature rises, many today still lack access to nutritious food, while agriculture and food production – and overproduction – is driving the climate and ecological emergencies and exacerbating global injustice.

I would like to thank all our staff, donors and supporters and other stakeholders that have enabled Feedback to have impact in the time of the pandemic, as we set out in this report. Together with millions across the world, we are taking forward the work to transition from today's food system to one that addresses the great challenges of our time. Onwards!



Glen Tarman

EXECUTIVE DIRECTOR'S STATEMENT

While this year has been unprecedented, and the pandemic brought changes to the world and to our work that we could never have imagined, I am extremely proud of how we navigated this difficult environment, responded to new needs amongst our beneficiaries and capitalised on new opportunities to effect food system transformation.



Carina Millstone, Executive Director

With long and deep-standing networks with communities in several areas across the country, and with a staff team with diverse skills, ranging from community engagement to gleaning and cooking, we were well-placed to play an important role in the pandemic. I am thrilled that, together with 480 volunteers, we were able to spring into action right at the beginning of the first lockdown to support the vulnerable in the communities in which we operate. This testifies to the foresight of our regional and community capacity building programmes, conceived to build resilience in the face of climate breakdown, but equally critical during the economic shutdown and its reverberations across the food system.

The pandemic brought to the fore many vulnerabilities of the food system, including reliance on global supply chains, the concentration of the groceries market, persistent food insecurity and health inequalities due to nutrition. This created a public space for many of our issues, and our advocacy, media and programmatic work to make food and justice central to the food economy became prominent this year.

> *"As the climate and ecological emergencies continue to worsen, as inequality remains foundational to our economy, our work becomes more urgent and necessary than ever."*

With the new, disorienting experience of bare supermarket shelves, the pandemic also doubled our determination to create a fairer, more resilient food system, and I am proud of our team who have made significant strides with many of our campaign issues, especially industrial livestock farming, food waste and sugar, in the context of worsening climate change and exacerbating inequalities. I am furthermore honoured that Feedback was one of ten organisations across the globe to win the prestigious Keeling Curve Prize this year, awarded by the Global Warming Mitigation Project, for our work on food and climate.

With the team working hard to deliver our work in difficult circumstances, we have also made team wellbeing our main organisational priority for the year. This included offering sessions on meditation and stress management, setting up smaller support groups to discuss wellbeing issues and offering one-to-one coaching. Most of the staff worked primarily at home throughout the year in line with the government guidelines, and we look forward to hybrid-working in our new office in Tottenham Hale when possible.

This is the last year of our 3-year strategic plan, a time to take stock and identify our next steps and priorities: consolidating our work, expanding into the EU and, in concert with global partners, building alliances, mobilising people and making our asks more strident and inevitable.

As the climate and ecological emergencies continue to worsen, as inequality remains foundational to our economy, our work becomes more urgent and necessary than ever.



Carina Millstone

GLOBAL FEEDBACK LIMITED TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 OCTOBER 2020



Pumpkin gleaning

The Trustees present their annual report and financial statements for Global Feedback Limited (also known as Feedback) for the year ended 31 October 2020. The Trustees have adopted the provision 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 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 in October 2019.

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, 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 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.



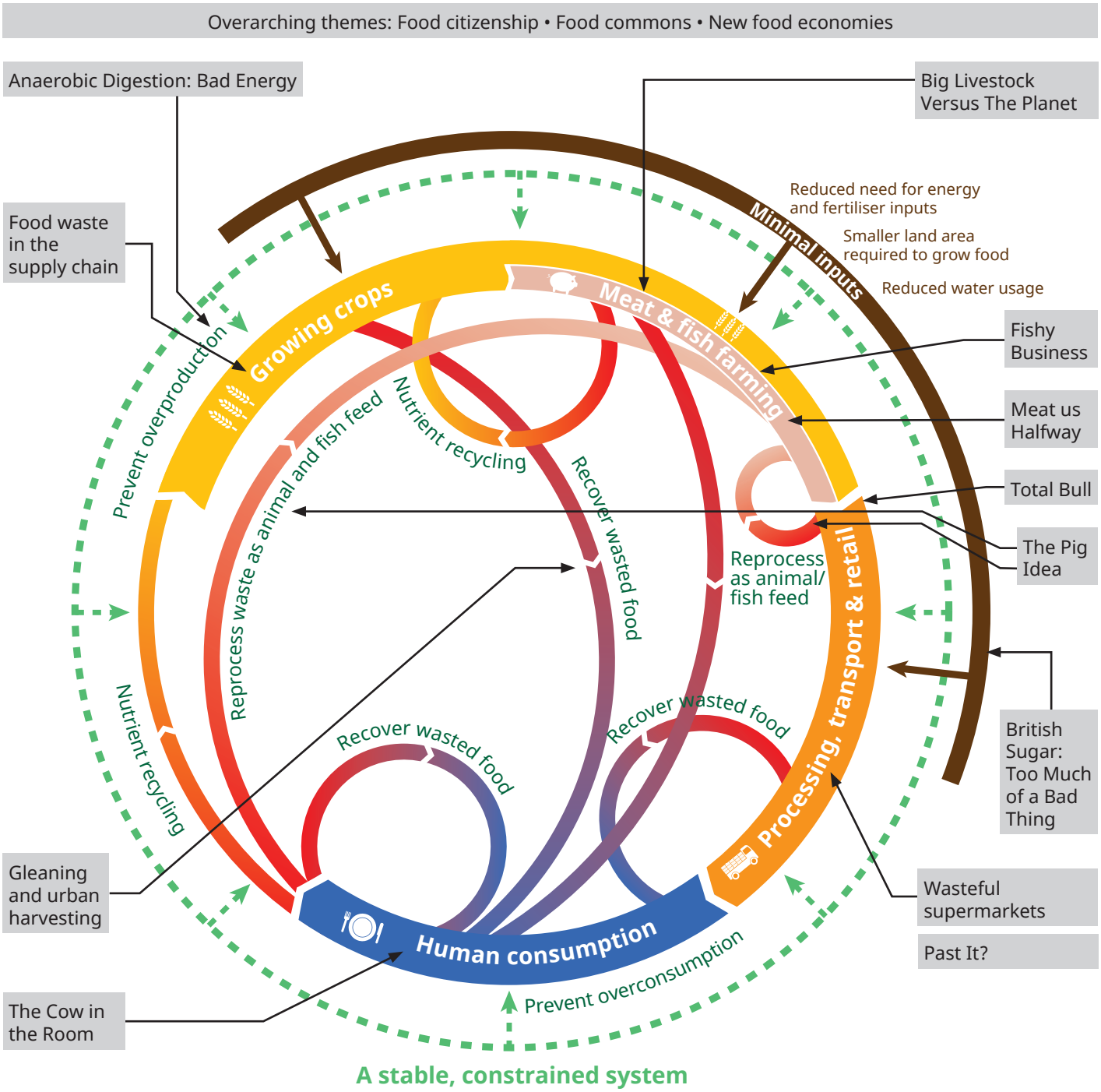
Cauliflower gleaning

OUR APPROACH

We are driving change through a unique campaign style geared towards engaging and mobilising citizens, changing businesses, transforming markets and updating outdated policy frameworks. 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 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 use of resources 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. Public feasts and workshops are ways in which we support the growth of diverse citizens 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, 480 volunteers contributed over 5,400 volunteer hours across our various projects, including gleaning across England, in our Outreach Kitchen in Brighton, and assisting our work in Knowsley with packing and delivering meals, pantry bags and veg boxes to households. This volunteer number is lower than previous years due to the lockdowns and having to change our ways of working to provide a socially distanced, safe experience for our staff and volunteers. 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.

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.

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 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 of 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.

Meat Us Halfway: Our campaign calling on supermarkets to halve their meat and dairy sales.

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 the use of land, animal rearing and surplus food for energy generation by reforming the policies that shape the anaerobic digestion (also known as AD) industry.

CROSS CUTTING THEMES

Food Commons (our work to increase access to food on a community and convivial basis)

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

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

Regional Food Economies and the Just Transition (our work to support the transition to a resilient, fairer food economy)

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

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

Food Citizenship (our work to improve people's agency over their food)

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 in agroecological farms, food social enterprises, charities and civil society groups.

PERFORMANCE AND ACHIEVEMENTS: OUR PROUDEST MOMENTS THIS YEAR

THIS YEAR, WE REDEPLOYED OUR WORK IN COMMUNITIES FOR COVID-19 RELIEF ACTIVITIES.

With teams in London, Sussex, Merseyside and Buckinghamshire, we quickly redeployed our work on the ground for Covid-19 relief efforts: recovering food, preparing meals and supporting communities and families in this difficult year.

In Hackney, London, together with our partners The People's Kitchen, we changed our work from hosting community feasts and cooking workshops for young people to using the space to cook weekly meals for delivery in the community.

In Knowsley, Merseyside, after launching The Alchemic Kitchen social enterprise at the start of the year, which upcycles food that would otherwise have gone to waste into delicious products, the team quickly turned its attention to supporting families experiencing food insecurity in an area that was an early Covid-19 hotspot. 'Team North' spent many busy months in the container kitchen of the social enterprise, producing over 3,500 portions of soups made from a mix of donated and purchased ingredients, which were distributed by local organisations to their beneficiaries, including the elderly, those with mental health problems, refugees and asylum seekers. In addition to immediate, direct relief activities, we also planted the seeds for a longer-term partnership for healthier foods in Knowsley, one of the top 3 poorest wards in the UK. Working with One Knowsley, the local council for voluntary service, we launched the Knowsley Kitchen to deliver parcels of fresh, healthy food to vulnerable households, a model which we plan to continue on a semi-commercial basis after the crisis by using a 'pay as you feel' approach.

In Buckinghamshire, in addition to working with school children and young mothers, supporting the work of several community food projects (including urban harvesting, cooking workshops and growing projects), and creating accredited food training modules, we quickly saw a gap in the early days of the pandemic: the lack of a county-wide structure to support food redistribution efforts. We promptly launched FoodSpace Bucks Community Food Network, a platform to help coordinate food surplus redistribution, access to fresh food and referral routes to food banks across the county. With over 240 active members, this Network facilitated the promotion of local food businesses and food growing advice. Additionally, from July to October 2020, our allotment surplus pilot redistributed close to 500 kg of fresh produce from 270 growers.



Our Outreach Kitchen in Brighton

In Sussex, we swiftly pivoted our Sussex Surplus social enterprise towards preparing meals to help vulnerable members of the community, preparing a weekly meal for approximately 90 people at the Vale Kitchen. We also supported local farmers, collaborating with Waste Knot, who work with farmers to ensure that they receive a fair price for unsellable surplus produce.

Before the pandemic, we had already started the process of moving our gleaning towards a community-led model, open sourcing our learnings and training other groups; this process intensified over the pandemic as a response to many groups wishing to recover fresh produce from fields to address worsening food insecurity. We trained 18 community and civil society groups to recover 26 tonnes of produce with 160 engaged volunteers for good causes in their communities. This work was particularly important to ensure fresh produce reached those in need, as well as to recover the significant amounts of food waste on farms brought on by the abrupt breakdown in supply chains with the closure of the hospitality industry.

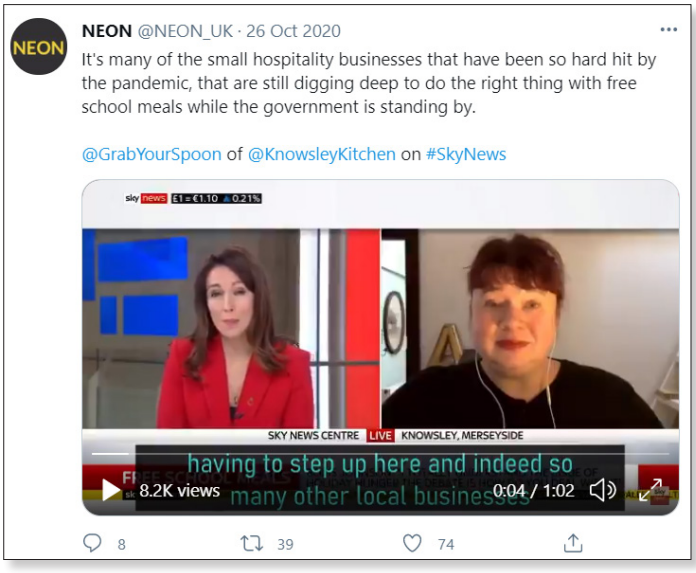
Aside from direct relief work, we also provided some lighter digital content during the lockdowns to our social media followers on Facebook, Twitter and Instagram, whose numbers continue to grow steadily (approximately 27k, 14k and 6k respectively). For example, the Alchemic Kitchen hosted live Twitter sessions, discussing various food-related topics and encouraging people to use hashtags to tweet questions during the live stream. Our recommended reading list for food and the pandemic was our tweet with the most impressions during the last year. We also worked with local partner Empower to Cook to develop plant-based food and low-waste cooking videos.

THIS YEAR, WE HELPED LAY THE FOUNDATIONS FOR A FAIRER, MORE INCLUSIVE FOOD ECONOMY.

In addition to our Covid-19 response, we amplified our efforts on the ground with significant media and policy work on issues of food insecurity, inequality and supply chain vulnerability.

Together with our supporters, we petitioned to the government to make Free School Meal vouchers more accessible and redeemable in smaller businesses rather than in a handful of supermarkets. While this was ultimately unsuccessful, we were able to put forward our view that food justice should go hand in hand with community wealth building. We worked with partners nationally and globally, being a distinct voice for food system transformation amongst the Build Back Better coalition and the Leap, a Canadian platform dedicated to new hopeful visions for society.

Our work in Knowsley was extensively profiled in media outlets, with our colleague Lucy Antal becoming a national commentator on issues including holiday hunger and free school meals, featuring on Sky News, BBC Radio and LBC. In addition to profiling our direct experience of food insecurity during the pandemic, we received numerous requests to comment on Covid-19's broader impact on the food system; for example, we featured in a Guardian article titled "Coronavirus offers chance to create fairer UK food supply chain, say experts".



Lucy Antal discussing Free School Meals on Sky News



Our top tweet of the year

In addition to our media and policy work for a fairer, more resilient food system, we launched our flagship EcoTalent scheme, which aims to create employment pathways into progressive food and farming and environmental organisations for young people often excluded from these opportunities due to structural oppression or due to their disadvantaged background. From July to August 2020, EcoTalent employed, trained and supported 22 young people aged 18–24, around half of whom were from a BAME background, by coordinating 15-week long internships with host organisations across London, the South East and South West of England, paid at the Real Living Wage. Many of the opportunities created have been on community farms and projects, such as Sutton Community Farm or Rock Farm, with young people working in many different roles, such as animal husbandry, vineyards and horticulture. Other roles were in community kitchens, such as at Granville Community Kitchen, and in environmental grassroots organisations, such as at Semble.

THIS YEAR, WE LAUNCHED A GLOBAL INDUSTRIAL MEAT DIVEST-DEFUND-DELEGITIMISE MOVEMENT.

This year, we launched a global, multifaceted campaign seeking to delegitimise and defund the industrial meat and dairy industry.

After our first report 'It's Big Livestock Versus the Planet', which made the case for divestment from the meat industry (rather than investor engagement) and established us as the thought leaders and initiators of this approach, we delivered our 'Butchering the Planet' report in July, which, for the first time globally, identifies all the financial backers to the 35 largest meat and dairy corporations. August saw the first major Big Livestock divestment, as Nordea moved its money out of Brazilian beef giant JBS; additionally, our campaign was covered in the Financial Times, with our data subsequently quoted by investors and meat lobbying groups.

Unable to engage with students on campus as planned, we nonetheless engaged digitally with young people and students in the UK, building their capacity to become food activists on their campus; this led to several student groups integrating meat divestment asks alongside demand for action on fossil fuels. Between lockdowns, we were also able to participate in some protests in person, including speaking at an Animal Rebellion direct action targeting Barclays, directly inspired by our work and data.

Thanks to the move online, we were able to more effectively foreground the experience of communities affected by meat corporations in our work, including conducting an Instagram live interview with an Indigenous rights group working



Carina Millstone speaking at Animal Rebellion


Climate change + Add to myFT

Climate campaigners turn their focus from fossil fuels to meat

Investors pressed to price in financial risks to agribusiness as a result of global warming

© FT montage

Big Livestock vs. The Planet in the Financial Times

across North America and building coalitions with groups working on deforestation, such as the Global Forest Coalition in Brazil. With 3 global partners, we launched a campaign targeting International Financial Institutions, calling on them to stop project finance for meat and dairy developments. We have so far coordinated 30 civil society organisations across 5 continents and 14 countries to write to the World Bank [International Finance Corporation (IFC)] and the European Bank of Reconstruction and Development about their lending to industrial meat and dairy.

In addition to being profiled in the Financial Times, our work on meat and finance received widespread global media attention, covered with 15 pieces across 12 different media outlets, including the Guardian, The Independent and Responsible Investor. Our 'Butchering the Planet' report remains Feedback's most consulted document in our 10-year history.

THIS YEAR, WE MADE THE IRREFUTABLE CASE, AND CATALYSED ACTION, FOR FOOD FOR HUMAN AND PLANETARY HEALTH.

This year we pioneered several strands of work to firmly link up the human and planetary health agendas, which are all too often siloed. We have made a distinct contribution to several areas, uncovering new issues, producing innovative research and building the capacity of fellow civil society groups in the UK and the EU on these themes. On food, land use and climate, we redoubled our engagement with policy makers across government departments and devolved assemblies, the government's food waste champion, the National Food Strategy and the Committee on Climate Change, including directly influencing the latter on the

feasibility of food waste prevention and the role of anaerobic digestion (also known as AD) in net zero carbon emissions.



'Off the Menu' and 'On the Hook' reports

Even though some of our more public-facing work was less prominent than we had planned due to the pandemic, we made considerable progress on our work on Scottish salmon, including extensively engaging with producers, certifiers, retailers, chefs, civil society groups and policy makers. Perhaps of most influence during this period was the publication of two significant pieces of research: 'Off the Menu' and 'On the Hook'. This research delineates the role of fed aquaculture in optimal nutrient cycling and identifies the role of aquaculture, both fed and unfed, in the provision of essential micronutrients in addition to protein. This work, currently submitted to an academic journal with university partners, is enabling a unique, nuanced discussion of the role of 'blue foods' in good nutrition, while preserving the health of oceans and fish populations.

In December, we launched our report 'Too Much of a Bad Thing', uncovering the vast land and soil use footprint of England's sugar beet industry. This was the first time the spotlight was shone on the environmental and land use impacts of sugar beet, rather than on the well-documented health impacts of sugar consumption. While we were unable to publicly campaign on this as planned due to the pandemic, this work has made a unique contribution to the civil society and policy debate on issues of land use, with questions on optimal land use for food production, ecosystem restoration and greenhouse gas removal now central to debates, especially considering new climate commitments and Brexit.

We made a further contribution to these debates through our pioneering work on anaerobic digestion and the publication of our report 'Bad Energy'. Our findings, developed with Bangor University and published in a peer-reviewed academic paper, are striking. Amongst them, we demonstrated that food waste prevention delivered 9 times the GHG emissions saving potential of anaerobic digestion, rising to 44 times if land formerly used to grow wasted food was afforested. We found that ambitious interventions to reduce food waste in line with Sustainable Development Goal (SDG) 12.3 could deliver 11% of the GHG savings required for the UK.

This work on anaerobic digestion confirmed our focus on food waste prevention as one of our core topics. This year, we made considerable strides inserting food waste into the climate conversation, publishing 'When There's No Waste, There's a Way (to Net Zero)', our definitive policy position on food waste, capturing a decade's worth of research and campaigning. Amongst extensive engagement with high-level policy makers and ministers on this issue, we coordinated a letter to the Prime Minister on food waste and climate; the need for a circular economy for climate was subsequently taken up in the UK's Nationally Determined Contribution (NDC) announced in December 2020. We remain recognised global experts on food waste, and our Executive Director sits on the UN Food Systems Summit leadership team on this topic.

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 preventing deforestation, 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). Success in this object is largely measured through influence and policy change, an example of which is the incorporation of diets and the circular economy, including food waste, into the UK's Nationally Determined Contribution (NDC).

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 both providing better nutrition for users of food banks and other food charities in the UK through the provision of donated gleaned produce and through other initiatives, such as holiday hunger relief, and media and policy work to support access to nutritious food. We are further promoting participation in public life, including creating pathways to employment, for diverse and disadvantaged groups, especially young people, thereby promoting wellbeing, opportunity and community cohesion. We are also promoting public education on foods that are supportive of health of people and planet through workshops, digital content and media.

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

FUNDRAISING STANDARDS INFORMATION

Feedback is committed to fundraising best practice. We follow the Fundraising Regulator's Code of Fundraising Practice, including the General Data Protection Regulations, introduced in May 2018. Our staff maintain a considerate, unintrusive approach to fundraising and do not undertake cold-calling or employ third parties to raise funds. Feedback enjoys a very good relationship with its supporters and funders and we recently had a very positive response to our BBC Appeal, which was aired in February 2021. No complaints have been received and all fundraising activity is reviewed quarterly by the Audit Committee.

FINANCIAL REVIEW

INCOME

Thanks to the wonderful support we have had from our funders during this very challenging year, our total income for 2020 is £891,676, very slightly surpassing our annual income in all previous years and £152k (20%) higher than our total income for 2019.

There are a number of funders who deserve a special mention here. Firstly, the Esmée Fairbairn Foundation which, in addition to granting us £100,000 as the first tranche of a three-year unrestricted grant, also gave us an additional £50,000 to help us weather the Covid-19 pandemic. These funds have enabled us to manage our response to the pandemic, further support one of our projects providing urgent food relief, fund our process to understand lessons learnt from our projects involved in this work and to invest in a more cohesive method of engaging with supporters, including newsletters, individual campaign emails, petitions and fundraising pages. We were also able to benefit from a 12-month extension of The Joseph Rowntree Charitable Trust funding of our Bad Energy anaerobic digestion project, as a result of the Trust's decision to provide additional financial security to grantees at this difficult time. This grant extension (£38,900) has enabled this important work to continue uninterrupted. The National Lottery Community Fund granted us £20,000 Covid-19 emergency funding to enable us to train and fund more community gleaning groups responding to the crisis. In addition, we are very grateful to the Moondance Foundation, which, in October, granted us an additional £50,000 to extend the funding of the Alchemic Kitchen project into 2021, increasing their total funding for this year to £110,000. The Alchemic Kitchen, based in Knowsley, Liverpool has been pivotal in our urgent food relief response.

As well as continuing support from our existing funders, we have also been able to welcome new funders, including Stichting Changing Markets, who stepped in with £32,500 to help fund our Fishy Business project during the year. The Kestrelman Trust has provided us with an additional £20,000 to support our input to the upcoming COP26 conference in Glasgow and we were a beneficiary of the Global Warming Mitigation Project Keeling Curve Prize ($25,000).

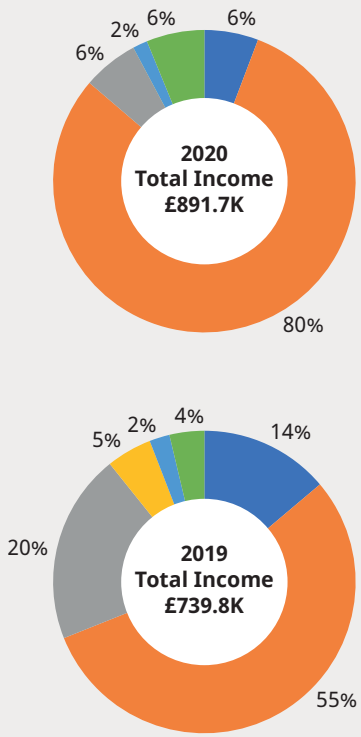


This validation of, and confidence in, the work that we do is fully appreciated by every member of the Feedback team.

As can be seen in Figure 1, the make-up of our income has changed this year, with 80% of our income coming from trusts and foundations as opposed to only 55% in 2019. As well as the income noted above, this also reflects the fact that we are currently only involved in one EU-funded project

– FLAVOUR, funded by the EU Interreg 2 Seas Crossborder Co-operation Programme – and the fact that our funding in 2019 contained £36,004 paid on to FoodCycle, our partner in the three-year 'Farm to Fork' gleaning project, which completed last year.

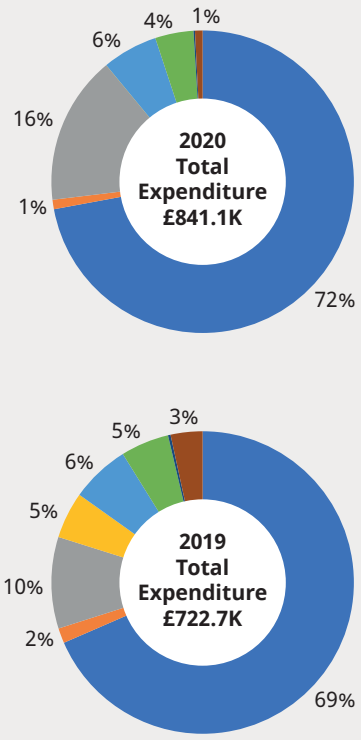
Figure 1: Income Sources



Where does our income come from?	2020 £K	2019 £K
Individual Donations & Legacies	51.5	102.4
Trusts & Foundations	717.7	407.7
Statutory Funding	53.1	150.2
Trust & Foundation Partner Income (FoodCycle)	0.0	36.0
Corporate Funding	14.1	16.0
Other	55.3	27.5
TOTAL	891.7	739.8

Expenditure during the year totalled £841,055, an increase of £118,398 (16%) on total expenditure in 2019. The breakdown of these amounts can be seen below in Figure 2.

Figure 2: Analysis of expenditure



What do we spend our income on?	2020 £K	2019 £K
Staff Salaries, NI and Pension Costs	606.3	494.9
Ancillary Staff Costs	8.5	11.6
Other Project Direct Costs	133.8	70.7
Payments to Project Partners (FoodCycle)	0.0	36.0
Rent & Occupancy	49.9	45.6
Other Administration	34.5	37.3
Other Fundraising	1.3	2.0
Travel	6.8	24.6
TOTAL	841.1	722.7

EXPENDITURE

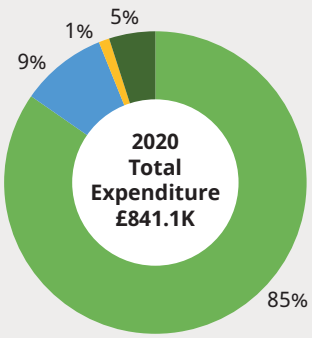
As explained, we are grateful to have received such incredible support from our funders during the year. As a result, we have been able respond to the Covid-19 pandemic and adapt and continue with our other key projects without needing to halt operations or apply for government support.

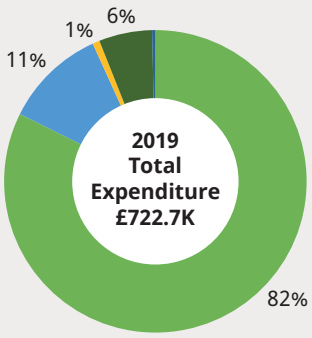
As in previous years, our largest cost relates to our project and support staff which accounts for 72% of total expenditure (2019 – 69%). Average monthly headcount has increased from 22 to 28 staff due to inclusion of EcoTalent project interns, who are employees for the duration of their internships, as well as 5 other staff increases. Together with an inflationary pay increase at the beginning of the year, this has increased our total staff costs by £111,441 to £606,307.

The other area that has shown a marked increase in expenditure is project direct costs, the non-staff direct costs associated with project delivery. These costs have almost doubled, rising by £63,089 (89%) from £70,664 in 2019 to £133,753. This reflects the higher level of project activity reported on elsewhere in this report. Our administration and other costs have remained at similar levels to last year.

As a result of our increased project activity this year, the expenditure that has been spent on charitable activities has increased in percentage and absolute terms from 82% of £722,657 to 85% of £841,055, while support costs have remained stable. This is outlined in Figure 3.

Figure 3: Expenditure spent on charitable activities





How much of our income is spent on charitable activities?	2020 £K	2019 £K
Charitable Activities Undertaken Directly	712.1	595.1
Support Costs	77.8	78.5
Governance Costs	9.6	5.5
Cost of Raising Funds	41.6	41.1
Other	0.0	2.5
TOTAL	**841.1**	**722.7**

RESERVES POLICY

During the year, Feedback reviewed its reserves policy and, applying a risk-based approach in assessing the level of reserves it should hold, the Trustees decided to increase the minimum level of unrestricted reserves to be held to the higher of six months' unrestricted expenditure and £150,000. No maximum level is specified in the policy, but it was agreed that if the level is significantly above the minimum, a plan to use the surplus would be considered.

At 31 October 2020, unrestricted general funds totalled £199,632 (2019 – £142,285), equivalent to seven months of budgeted unrestricted expenditure, after transferring unrestricted funds totalling £11,130 to support project emergency food relief activities, the main recipient being the FLAVOUR project based in Brighton. This increase in reserves is largely a result of the additional £50,000 granted by the Esmée Fairbairn Foundation. Although this level of unrestricted general funds is above the minimum level specified in the new reserves policy, budgeted expenditure expected a return to minimum policy levels before the receipt of the next tranche of Esmée Fairbairn Foundation funding and so a plan to use this surplus was not considered appropriate.

Designated funds are unrestricted general funds that have been set aside by the Trustees for a particular purpose. During the year £15,000 was transferred to designated projects (2019 – £9,143) and £6,317 remained at the end of the year (2019 – £514). A further £11,130 was transferred to restricted projects as match funding (2019 – £8,680). Please see note 21 for further details. It is expected that the remaining funds will be used during the course of 2021.

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 £221,869 at the end of the year, only a slight decrease of £12,529 (5%) from the balance at 31 October 2019, showing that, once again, we were in a robust position to fund our projects in the coming year.

GOING CONCERN

As shown by the results for the year, Feedback has been able to respond to the Covid-19 pandemic while continuing its ongoing projects in a way that has had no negative impact on its income or activities. As a result, it was not necessary for the charity to apply for any government support during the year. We have been able to do this as a result of the ongoing support we have received from our funders and, once again, we are extremely grateful and appreciative of their confidence in our work. We do not, however, take this for granted and we are continuously looking for additional funds to enable us to further achieve our ambitious charitable objectives. We maintain an active fundraising pipeline which is reviewed by our Audit Committee at its quarterly meetings. Taking this into account, alongside our income and expenditure and cash flow forecasts, demonstrates that 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. In order to cover the period of our 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 a number of individuals, trusts, foundations, partner NGOs and international organisations. The institutional funders of Feedback in 2020 were:

- Community Foundations for Lancashire and Merseyside (Covid-19 Community Support Fund)
- Eda, Lady Jardine Charitable Trust
- Esmée Fairbairn Foundation
- European Commission
- Global Warming Mitigation Project (The Keeling Curve Prize)
- Merseyside Recycling and Waste Authority Community Fund in partnership with Veolia
- National Lottery Community Fund (Our Bright Future)
- National Lottery Community Fund (Covid-19 Emergency Fund)
- One Ark Limited/LIVV Housing Group
- Stichting Changing Markets
- Sussex Crisis Fund at Sussex Community Foundation
- The Ernest Kleinwort Charitable Trust
- The February Foundation
- The Joseph Rowntree Charitable Trust
- The Kestrelman Trust
- The Moondance Foundation
- The Rampion Fund at Sussex Community Foundation
- The Rothschild Foundation
- Toast Ale Limited
- Waste and Resources Action Programme

PLANS FOR FUTURE PERIODS

This year was the last year of our three-year strategic period and, in addition to delivering activities as described in earlier sections of this report, we conducted a comprehensive, 18-month long evaluation, review and strategic development process with significant input from the team and external stakeholders. Looking ahead, our key plans for the next three years are as follows:

- Consolidate and deepen our existing campaigns and activities arranged with an external change agenda around three strategic goals: food that is good for planet and people, vibrant food economies, food agency and justice. We will retain and fully capitalise on the breadth of our work.

- Expand some of our work and campaigns geographically, setting up a permanent base and legal entity in the EU, in the Netherlands, for work on meat reduction in the first instance; working with partners, including joint fundraising for work in the USA and further afield, focused in the first instance on our meat, soya and finance work.

- Build our movement by taking a leadership role on anti-racism in the progressive food and farming sectors and environmental movements in the UK, and by prioritising building relationships with people and organisations outside of our existing networks.

- Make the internal changes required to be the organisation we want to be, including building our capacity in key areas such as digital mobilisation and organising.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

Feedback is a charitable company limited by guarantee, registered in England and Wales (charity number 1155064, company number 08530711) 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 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 2021 and approved key policies and risk mitigation approaches. Two Trustees were recruited during the year 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, again 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 AND APPOINTMENT OF TRUSTEES

New Trustees are recruited to meet the skills and experiences required by the charity. Advertisements are placed on our website and with relevant organisations in order to attract a wide variety of suitable applicants. New Trustees are elected by the Board, initially for a three-year term, which can be extended for a further term.

TRUSTEES INDUCTION AND TRAINING

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.

MANAGEMENT AND ORGANISATION

Feedback's senior management team are the Finance Director, Head of Policy and Media, Head of Activism, Head of Digital and Head of Operations, all of whom 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 Chief Executive is approved by the Board and the remuneration of other staff is approved by the Chief Executive.

RISK MANAGEMENT

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 European Commission (EC) projects paying in arrears: This risk is mitigated through request of 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; contingency built 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 establishing a legal entity in the EU. While establishing our legal entity has been delayed because of Covid-19, we have addressed this risk through a secondment arrangement with a partner organisation.

4. The effects of Covid-19 have been considered in the risk register; government lockdown restrictions are followed, all staff are currently based at home and the reopening of the office is being considered in strict accordance with government advice. Those that are providing support to the relief effort and working on our pilot projects are observing the two 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 were furloughed during the year, although two were subsequently furloughed for a short period to assist with childcare responsibilities. All other staff are working at full capacity.

5. New campaigning styles, especially with regards to our campaigns on meat and finance, giving rise to increased chances of legal action: These risks are being addressed through seeking the advice of defamation lawyers and reviewing materials before publication. We do not engage in illegal activity.

6. Health and safety risks associated with gleaning being carried out by other groups independently of us, using our toolkit or following training with us: These risks are being mitigated through delivering the highest standards in our training and offering Health and Safety advice in our public materials, while making it clear we are in no way liable for injury resulting from gleaning activities carried out without Feedback staff present.

7. Risks with EcoTalent interns, ranging from poor employment practices at host organisations to poor performance and bad experience of our interns: These risks are being managed through careful selection of interns, contracts and detailed MoUs between Feedback and host organisations.

REFERENCE AND ADMINISTRATION DETAILS

Charity registration number:	Global Feedback Limited (known as "Feedback")
Charity registration number:	1155064
Company registration number:	08530711
Registered and principal office:	Office 413, The Archives, Unit 10 The High Cross Centre, Fountayne Road, London N15 4BE

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
Wadzanai Katsidzira	
Catherine Johnson	
Julia Breatnach	Appointed 1 November 2019
Rhiannan Sullivan	Appointed 1 November 2019
James Barker	Appointed 26 February 2020
Darren Hughes	Appointed 19 August 2020

No trustee received any remuneration for trustees services during the year (2019–nil), nor did they have any beneficial interest in any contract with the charity.

Executive Director:	Carina Millstone
Statutory Auditors:	Barcant Beardon Limited Chartered Accountants 8 Blackstock Mews Islington London N4 2BT
Banks:	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 2019 (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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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
17 June 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLOBAL FEEDBACK LIMITED

Opinion

We have audited the financial statements of Global Feedback Limited for the year ended 31 October 2020 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been properly prepared in accordance with the requirement of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out on page 22, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other matter

The comparative financial statements are unaudited.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mukesh Khatri
Senior Statutory Auditor

For and on behalf of
BARCANT BEARDON LIMITED
Chartered Accountants and Statutory Auditors

8 Blackstock Mews
Islington
London N4 2BT

30 June 2021

GLOBAL FEEDBACK LIMITED STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 OCTOBER 2020

INCOME AND EXPENDITURE SUMMARY

	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Income and endowments from:					
Donations and legacies	2	15,053	257,080	272,133	178,767
Charitable activities	3	592,818	2,978	595,796	537,150
Other trading activities	4	10,698	9,360	20,058	21,637
Investments	5	–	356	356	400
Other	6	–	3,333	3,333	1,819
Total income and endowments		618,569	273,107	891,676	739,773
Expenditure on:					
Costs of raising funds	7	13,048	28,487	41,535	41,083
Charitable activities	8	629,180	170,340	799,520	679,049
Other	10	–	–	–	2,525
Total expenditure		642,228	198,827	841,055	722,657
Net income/(expenditure)		(23,659)	74,280	50,621	17,116
Transfers between funds	21	11,130	(11,130)	–	–
Net movement in funds for the year		(12,529)	63,150	50,621	17,116
Reconciliation of funds					
Total funds brought forward	21	234,398	142,799	377,197	360,081
Total funds carried forward	21	221,869	205,949	427,818	377,197

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 AT 31 OCTOBER 2020

	Notes	2020 £	2019 £
Fixed Assets	16	6,795	7,013
Current Assets			
Debtors	17	43,682	105,953
Cash at bank and in hand		646,497	397,541
		690,179	503,494
Creditors: Amounts falling due within one year	18	(194,156)	(58,310)
Net Current Assets		496,023	445,184
Total Assets Less Current Liabilities		502,818	452,197
Creditors: Amounts falling due after more than one year	20	(75,000)	(75,000)
Net Assets		427,818	377,197
Funds			
Restricted funds	21	221,869	234,398
Unrestricted funds			
General funds	21	199,632	142,285
Designated funds	21	6,317	514
Total funds		427,818	377,197

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)
17 June 2021

The notes on pages 29–42 form part of these financial statements.
Company Registration No. 08530711

GLOBAL FEEDBACK LIMITED
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 OCTOBER 2020

	Notes	2020 £	2019 £
Cash flow from operating activities			
Net cash provided by operating activities	24	249,526	59,662
Cash flow from investing activities			
Interest income		356	400
Proceeds from sale of tangible fixed assets		–	–
Purchase of tangible fixed assets		(926)	(7,013)
Net cash (used in)/provided by investing activities		(570)	(6,613)
Cash flow from financing activities			
Cash inflows from new borrowing		–	–
Net cash provided by financing activities		–	–
Net increase in cash and cash equivalents in the year		248,956	53,049
Cash and cash equivalents at the beginning of the year		397,541	344,492
Cash and cash equivalents at the end of the year		646,497	397,541
Analysis of cash and cash equivalents			
Cash in bank and in hand	24.1	646,497	397,541
Cash and cash equivalents at the end of the year		646,497	397,541

GLOBAL FEEDBACK LIMITED NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

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 Office 413, The Archives, Unit 10 The High Cross Centre, Fountayne Road, London N15 4BE.

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 issued in October 2019, 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.

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 and depreciated over their estimated useful economic lives on a straight line basis as follows:

Kitchen container and equipment: 5 years

1.7 Debtors

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

1.8 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.

1.9 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 Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1.11 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.

1.12 Employee benefits

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

1.13 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

	2020 £	2019 £
Gifts	59,869	120,603
Gift Aid tax reclaims	5,805	1,094
Grants	175,000	57,000
Donated facilities and services	12,380	70
Prizes and awards	19,079	–
	272,133	178,767

2.1 Income from donation and legacies was £272,133 (2019 – £178,767) of which £15,053 (2019 – £98,524) was attributable to restricted funds and £257,080 (2019 – £80,243) was attributable to unrestricted funds.

2.2 During the year the charity occupied their premises rent-free for three months. The value placed on this contribution is £10,500. The charity also received the use of the kitchen at The Vale Community Centre, Brighton, rent-free for five months. The value placed on this contribution is £1,680. A Gleaning Network hosting fee was waived by the farmer and the value of this contribution is £200. In the previous year the charity received pro-bono web design work from one of the Trustees. The value placed on this contribution by the trustees was £70. The income equivalents are recognised within incoming resources as donations and equivalent charges included in the expenditure.

3.0 INCOME FROM CHARITABLE ACTIVITIES

	2020 £	2019 £
Sale of good and services	–	225
Contractual payments	396,002	299,032
Performance related grants	199,794	237,893
	595,796	537,150

3.1 Income from charitable activities was £595,796 (2019 – £537,150) of which £592,818 (2019 – £537,150) was attributable to restricted funds and £2,978 (2019 – £nil) was attributable to unrestricted funds.

4.0 INCOME FROM OTHER TRADING ACTIVITIES

	2020 £	2019 £
Events, catering and consultancy fees	7,200	5,882
Rental income	9,360	10,301
Other income	3,498	5,454
	20,058	21,637

4.1 Income from other trading activities was £20,058 (2019 – £21,637) of which £10,698 (2019 – £803) was attributable to restricted funds and £9,360 (2019 – £20,834) was attributable to unrestricted funds.

5.0 INCOME FROM INVESTMENTS

	Unrestricted Funds 2020 £	Unrestricted Funds 2019 £
Bank Interest	356	400

6.0 OTHER INCOME

	Unrestricted Funds 2020 £	Unrestricted Funds 2019 £
Insurance claim settlement	–	1,819
Net foreign exchange gain	3,333	–
	3,333	1,819

7.0 EXPENDITURE ON RAISING FUNDS

	2020 £	2019 £
Staff costs	31,045	34,454
Other fundraising costs	10,490	6,629
	41,535	41,083

7.1 Of the £41,535 expenditure in 2020 (2019 – £41,083), £13,048 (2019 – £25,297) was attributable to restricted funds and £28,487 (2019 – £15,786) was attributable to unrestricted funds.

8.0 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

Charitable Activities 2020	Activities undertaken directly 2020 £	Support costs 2020 £	Governance costs 2020 £	Total 2020 £
Core work	138,469	–	9,626	148,095
Pawprint	627	–	–	627
Food Waste Policy	514	–	–	514
Too Much of a Bad Thing	3,219	–	–	3,219
Post Covid Recovery	4,837	–	–	4,837
Gleaning Network	19,950	977	–	20,927
COP26 Advocacy	6,255	942	–	7,197
EU Partnerships	67,035	9,384	–	76,419
Regional Food Economy/The Alchemic Kitchen	95,777	14,638	–	110,415
Fishy Business	56,938	7,455	–	64,393
People's Kitchen	14,673	52	–	14,725
Growing Food Citizens	47,635	6,799	–	54,434
The Cow in the Room	3,713	–	–	3,713
Big Livestock	83,897	11,591	–	95,488
Bad Energy (Anaerobic Digestion)	41,736	5,504	–	47,240
EcoTalent	126,857	20,420	–	147,277
	712,132	77,762	9,626	799,520

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
Past 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

8.1 Of the £799,520 expenditure in 2020 (2019 – £679,049), £629,180 (2019 – £599,164) was attributable to restricted funds and £170,340 (2019 – £79,885) was attributable to unrestricted funds.

9.0 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Support costs £	Governance costs £	Total 2020 £	Total 2019 £
Premises and office	60,807	–	60,807	60,335
Communications	4,556	–	4,556	14,693
Finance and professional	11,255	–	11,255	3,437
Depreciation	1,144	–	1,144	–
Accountancy and audit fees	–	9,600	9,600	5,400
Trustees' expenses	–	26	26	89
	77,762	9,626	87,388	83,954

10.0 OTHER EXPENDITURE

	2020 £	2019 £
Net foreign exchange loss	–	2,525

10.1 Other expenditure was £nil (2019 – £2,525) of which £nil (2019 – £93) was attributable to restricted and £nil (2019 – £2,432) was attributable to unrestricted funds.

11.0 NET INCOME/(EXPENDITURE) FOR THE YEAR

	2020 £	2019 £
This is stated after charging:		
Auditor's remuneration: Audit	4,800	–
Accountancy	4,800	–
Independent examiner's fee	–	5,400
Depreciation of tangible fixed assets	1,144	–

12.0 TRUSTEE REMUNERATION AND EXPENSES

The Trustees were not paid any remuneration or received any other benefits during the year (2019 – nil). The Board of Trustees incurred lunch and refreshments costs in the sum of £30 (2019 – £11) and annual membership of £50 (2019 – £50) to The Association of Chairs. No Trustee was paid or provided pro bono work during the year (2019 – one Trustee was paid £990 for graphic design work and provided pro bono design work valued at £70).

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 (2019 – nil).

13.0 ANALYSIS OF STAFF COSTS

	2020 £	2019 £
Wages and salaries	550,834	449,628
Social security costs	43,843	36,810
Pension costs	11,630	8,428
	606,307	494,866

13.1 No employee earned more than £60,000 per annum (2019 – none).

13.2 The total amount of employee benefits received by key management personnel is £102,237 (2019 – £95,805). The company considers its key management personnel to comprise its Executive Director and Finance Director.

14.0 STAFF NUMBERS

The average monthly head count was 28 staff (2019 – 22 staff) and the average monthly number of full-time equivalent employees (including casual and part time staff) during the year was as follows:

	2020 Number	2019 Number
	16.4	13.1

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 FIXED ASSETS

	Kitchen Container and Equipment £
Cost	
At 1 November 2019	7,013
Additions	926
At 31 October 2020	7,939
Depreciation:	
At 1 November 2019	–
Charge for the year	1,144
At 31 October 2020	1,144
Net Book Value:	
At 31 October 2020	6,795
At 1 November 2019	7,013

17.0 DEBTORS

	2020 £	2019 £
Trade debtors	48	509
Other debtors	1,271	842
Prepayments	19,846	8,326
Accrued income	22,517	96,276
	43,682	105,953

18.0 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Trade creditors	7,449	6,223
Other creditors	–	447
Accruals	55,366	41,908
Deferred income	131,341	9,732
	194,156	58,310

19.0 DEFERRED INCOME

Deferred income comprises grants received in advance.	Total £
Balance as at 1 November 2019	9,732
Amount released to income	(9,732)
Amount deferred in year	131,341
Balance as at 31 October 2020	131,341

20.0 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2020 £	2019 £
Concessionary loans	75,000	75,000
	75,000	75,000

20.1 The loan of £75,000 was obtained from the Charities Aid Foundation and 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 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2020 £
General funds	142,285	273,107	(189,630)	(26,130)	199,632
Designated funds					
Too Much of a Bad Thing	–	–	(3,219)	5,000	1,781
Pawprint	–	–	(627)	5,000	4,373
Post Covid Recovery	–	–	(4,837)	5,000	163
Food Waste Policy	514	–	(514)	–	–
	142,799	273,107	(198,827)	(11,130)	205,949

Unrestricted Funds – Previous 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
Designated funds					
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

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. Pawprint – Pawprint is Feedback's area of work that focuses on how pet food, specifically for cats and dogs, can be healthy for both pets and the planet. Nearly 9 million tonnes of pet food is sold annually to feed the growing number of pets around the world. Feedback is working to propose solutions for more sustainable alternatives whilst ensuring pets get all essential nutrients. Post Covid Recovery – These funds were used to understand lessons learnt from Feedback's three main urgent food relief projects throughout the Covid crisis. The funds were also used to make contributions to Green New Deal UK's 'Build Back Better' campaign and The Leap's 'People's Bailout' Food Waste Policy – Mainly during 2019 Feedback 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 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. Feeding Climate Activists – During September 2019 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.

21.1 *Restricted Funds – Current Year*	Balance 1 Nov 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance 31 Oct 2020 £
Gleaning Network UK					
The Tudor Trust & misc income	4,450	–	(4,450)	–	–
Waste & Resources Action Programme	2,734	6,005	(8,739)	–	–
National Lottery Community Fund	–	20,000	(2,288)	–	17,712
Lady Eda Jardine Charitable Trust	–	4,000	(2,000)	–	2,000
Donations	–	2,500	(3,450)	950	–
EU Partnerships					
FLAVOUR project	(8,076)	73,165*	(76,419)	9,500	(1,830)
COP26 Advocacy					
The Kestrelman Trust	–	20,000	(7,197)	–	12,803
The Alchemic Kitchen					
The Moondance Foundation	31,844	109,813	(64,004)	–	77,653
The February Foundation	–	4,000	(4,000)	–	–
Community Foundations for Lancashire and Merseyside	–	3,972	(3,972)	–	–
Merseyside Recycling and Waste Authority	–	6,633	(4,743)	–	1,890
One Ark Limited/Livv Housing Group	–	15,167	(15,167)	–	–
Other income and donations	–	18,529	(18,529)	–	–
Fishy Business					
The Waterloo Foundation	49,154	–	(33,648)	–	15,506
Stichting Changing Markets	–	32,500	(30,745)	–	1,755
People's Kitchen					
Postcode Community Trust	14,025	–	(14,705)	680	–
Donations	–	20	(20)	–	–
Growing Food Citizens					
The Rothschild Foundation	63,883	36,000	(54,434)	–	45,449
The Cow in the Room					
The Kestrelman Trust	3,713	–	(3,713)	–	–
Big Livestock vs The Planet	68,682	80,000	(95,488)	–	53,194
Bad Energy					
The Joseph Rowntree Charitable Trust	3,989	38,916	(47,240)	–	(4,335)
EcoTalent					
Our Bright Future	–	147,349	(147,277)	–	72
	234,398	618,569	(642,228)	11,130	221,869

* FLAVOUR project income includes matched funding of £5,000 from The Ernest Kleinwort Charitable Trust, £10,000 from The Rampion Fund at The Sussex Community Foundation, £5,000 from The Sussex Crisis Fund at The Sussex Community Foundation and £4,702 donations.

21.1 *Restricted Funds – Previous 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.

Name of unrestricted fund	*Description, nature and purposes of the fund*
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 led on this work was primarily funded by the National Lottery Community Fund (Our Bright Future), via The Royal Society of Wildlife Trusts and completed during 2019. Since then we have focused on training other community groups across the country to safely and effectively conduct their own gleaning activities. WRAP funded our first Community-led Gleaning project, which ran from November 2018 to November 2019. During 2020 we received Covid-19 emergency funding from the National Lottery Community Fund and two further grants which enabled us to train and fund new community gleaning groups responding to the crisis.
EU Partnerships	Towards the costs of the following projects: 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. 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, which completed in 2019. Ecorys Brussels – Food Redistribution in the EU: Analysis of existing frameworks and dissemination opportunities (funded by DG Sante). This also completed in 2019. Saving Food 2.0 – An Innovative Solution to Tackle Food Waste through the Collaborative Power of ICT Networks (funded under the Horizon 2020 programme). This project completed in 2018.
COP26 Advocacy	Feedback's COP26 work, funded by The Kestrelman Trust, aims to situate our food system, and particularly sustainable diets and halving food waste, at the heart of the climate debate at COP26, being hosted in Glasgow in November 2021 (after being postponed a year, from November 2020).
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 and Livv Housing Group with contributions from other organisations and produce sales.
Fishy Business	Our campaign to improve the sustainability of farmed fish, especially Scottish salmon, through changing fish feed. During 2020 this project was funded by the Waterloo Foundation and Stichting Changing Markets.
People's Kitchen	This project, funded by the Postcode Community Trust, aimed to provide a regular social cooking and eating space open to all, in the Kingsmead Estate in Homerton, Hackney and completed during the year. Guided by session leaders from diverse backgrounds, participants co-created a plant-based feast using food surplus. The project also aimed to engage local young people in soft educational experiences relating to basic cooking skills, the food system and the environment.
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, 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.

Name of unrestricted fund	*Description, nature and purposes of the fund*
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.
Organisational Development	From 2017 to 2019, funding from The Esmee Fairbairn Foundation provided support towards the costs of the Feedback managerial staff. The Esmee Fairbairn Foundation funding provided during 2020 was unrestricted.
Strategic Consultancy	During 2019, 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.
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 in 2019.

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 2020 amounted to £6,165 (2019 – £8,076). 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 out of £26,130 (2019 – £17,823) from general funds represents £15,000 (2019 – £9,143) to the designated funds and £11,130 (2019 – £8,680) additional funding for restricted funds.

22.0 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current Year	Restricted Funds 2020 £	Unrestricted Funds 2020 £	Total 2020 £
Tangible fixed assets	6,795	–	6,795
Cash at bank and in hand	340,076	306,421	646,497
Other net current assets/(liabilities)	(125,002)	(25,472)	(150,474)
Creditors more than one year	–	(75,000)	(75,000)
	221,869	205,949	427,818

Previous 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

23.0 OPERATING LEASES – LESSEE

Total future minimum lease payments under non-cancellable operating leases are as follows:	2020 £	2019 £
Not later than one year	37,442	–
Later than one and not later than five years	2,518	–
	39,960	–

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

	2020 £	2019 £
Net income for the year	50,621	17,116
Adjustments for:		
Interest income	(356)	(400)
Depreciation	1,144	–
(Increase)/decrease in debtors	62,271	39,638
Increase/(decrease) in creditors	135,846	3,308
	249,526	59,662

24.1 Analysis of Changes in Net Debt

	At 1 November 2019 £	Cash-flows £	At 31 October 2020 £
Cash at bank and in hand	397,541	248,956	646,497

25.0 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2019 – none) aside from donations totalling £200 (2019 – £nil) received from the trustees during the year and the disclosures in note 12.

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

June 2021

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WORKING FOR FOOD THAT IS GOOD FOR THE PLANET AND ITS PEOPLE.