

# FEEDBACK ANNUAL REPORT AND FINANCIAL STATEMENTS

2019/20



**>FEED  
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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!

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

**Glen Tarman**



# EXECUTIVE DIRECTOR'S STATEMENT

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.

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.

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.



Carina Millstone, Executive Director

“

*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.*

”

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.

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

**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

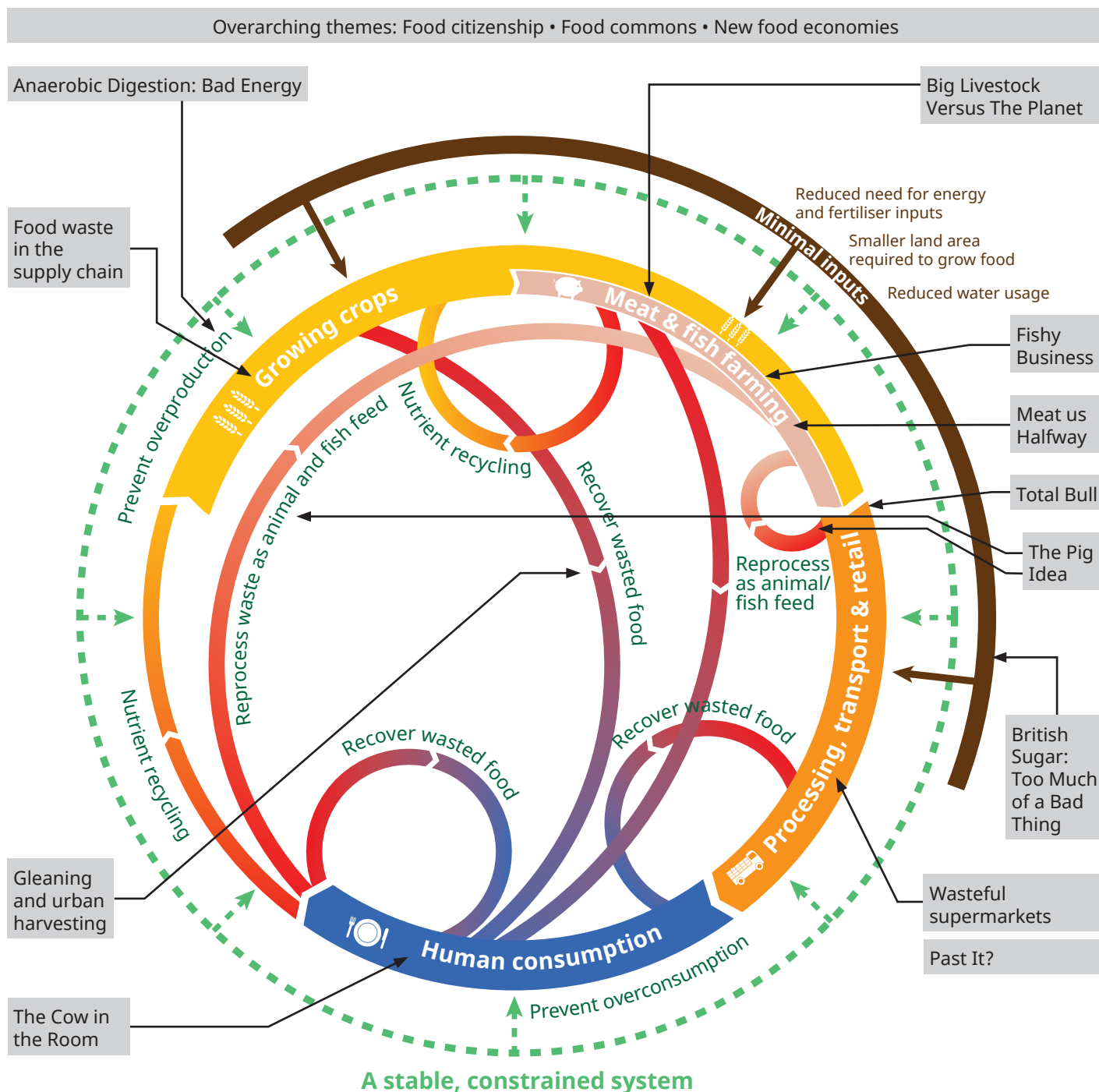
## OUR APPROACH

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.

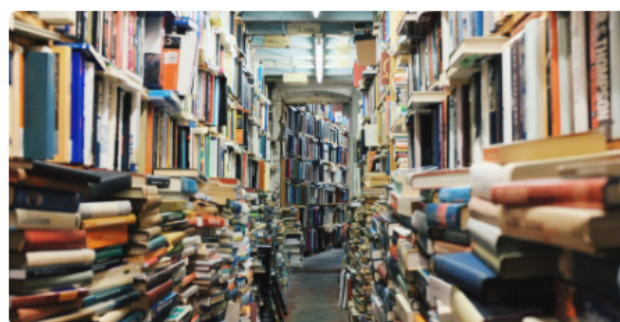


Our work in Knowsley was extensively profiled in media outlets, with our colleague Lucy Antal becoming a national commentator on issues including holiday hunger and free school meals, featuring on Sky News, BBC Radio and LBC. In addition to profiling our direct experience of food insecurity during the 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".

### Top Tweet earned 5,873 impressions

We have curated some recommended reading for anyone interested in delving deeper into the relationship between COVID-19 and the food systems, [#ThursdayThoughts](https://feedbackglobal.org/coronavirus-an...) [feedbackglobal.org/coronavirus-an...](https://feedbackglobal.org/coronavirus-an...)

If you have come across an interesting piece please let us know. [pic.twitter.com/1e3vxEzof](https://pic.twitter.com/1e3vxEzof)



20 21

Our top tweet of the year



Lucy Antal discussing Free School Meals on Sky News

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.

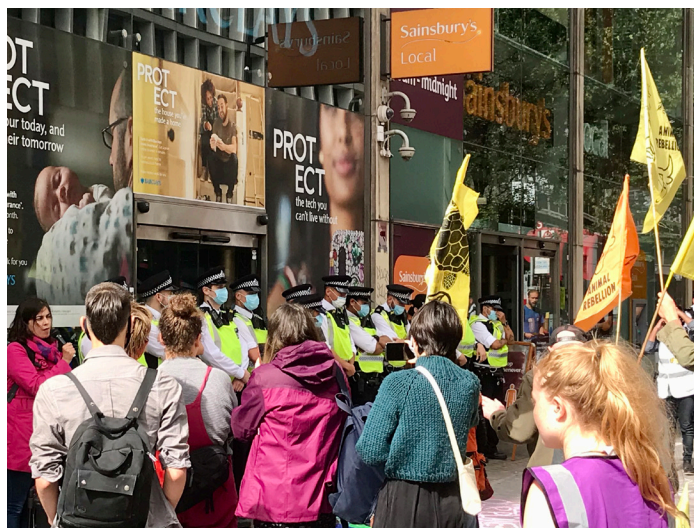
## THIS YEAR, WE LAUNCHED A GLOBAL INDUSTRIAL MEAT DIVEST-DEFUND-DELEGITIMISE MOVEMENT.

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

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## 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

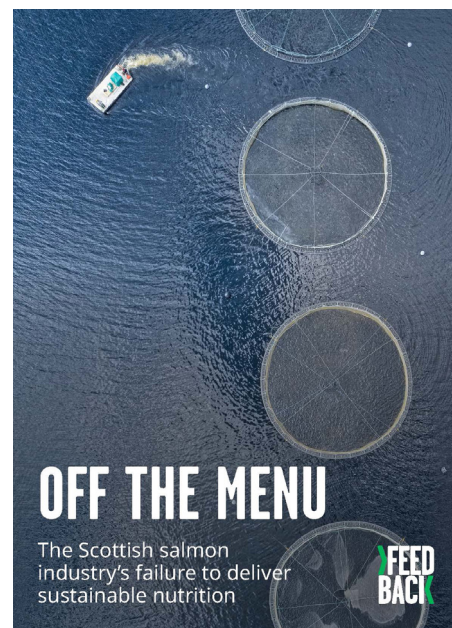
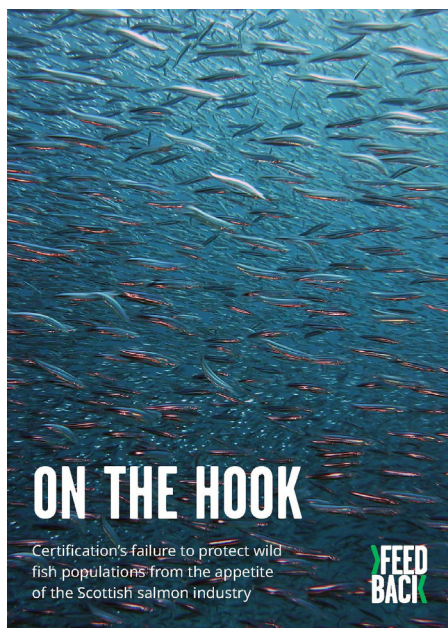


feasibility of food waste prevention and the role of anaerobic digestion (also known as AD) in net zero carbon emissions.

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.



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

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).

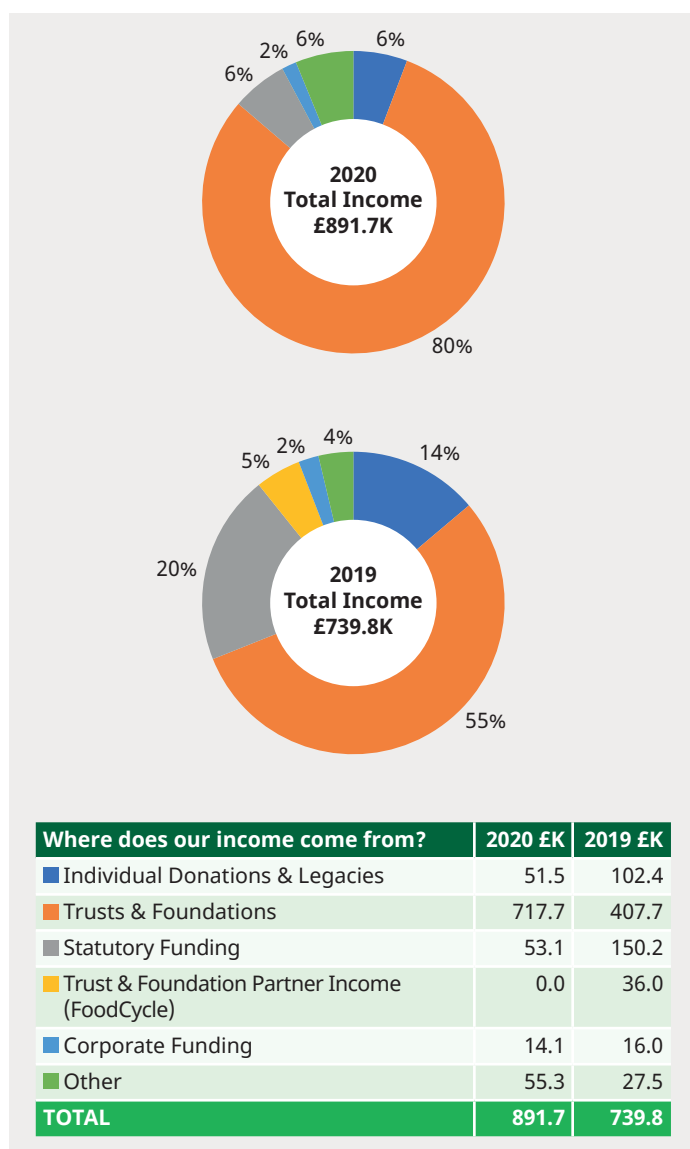


This validation of, and confidence in, the work that we do is fully appreciated by every member of the Feedback team.

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

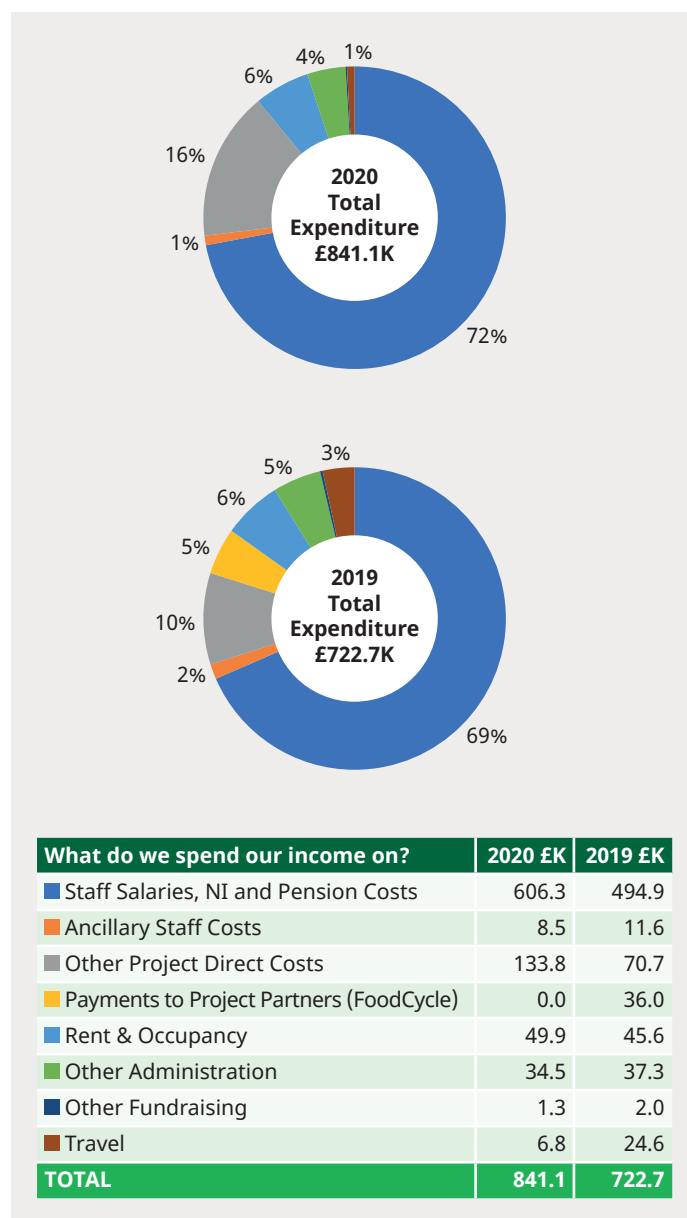
– FLAVOUR, funded by the EU Interreg 2 Seas Crossborder Co-operation Programme – and the fact that our funding in 2019 contained £36,004 paid on to FoodCycle, our partner in the three-year 'Farm to Fork' gleaning project, which completed last year.

**Figure 1: Income Sources**



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**



## EXPENDITURE

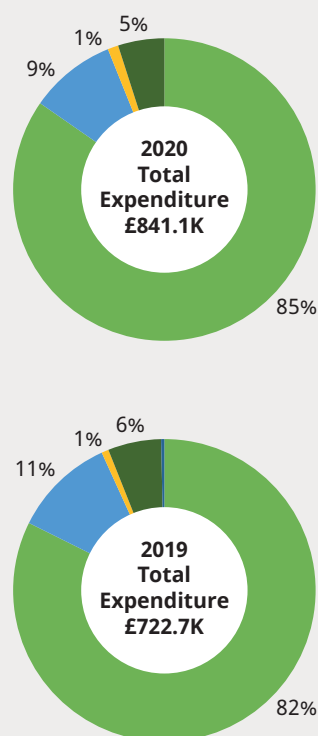
As explained, we are grateful to have received such incredible support from our funders during the year. As a result, we have been able respond to the Covid-19 pandemic and adapt and continue with our other key projects without needing to halt operations or apply for government support.

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
<b>TOTAL</b>	<b>841.1</b>	<b>722.7</b>

## 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/LIIV 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 £
<i>Income and endowments from:</i>					
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
<i>Expenditure on:</i>					
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)	–	–
<i>Net movement in funds for the year</i>		(12,529)	63,150	50,621	17,116
<i>Reconciliation of funds</i>					
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 £
<i>Fixed Assets</i>	16	6,795	7,013
<i>Current Assets</i>			
Debtors	17	43,682	105,953
Cash at bank and in hand		646,497	397,541
		690,179	503,494
<i>Creditors: Amounts falling due within one year</i>	18	(194,156)	(58,310)
<i>Net Current Assets</i>		496,023	445,184
<i>Total Assets Less Current Liabilities</i>		502,818	452,197
<i>Creditors: Amounts falling due after more than one year</i>	20	(75,000)	(75,000)
<i>Net Assets</i>		427,818	377,197
<i>Funds</i>			
Restricted funds	21	221,869	234,398
Unrestricted funds			
General funds	21	199,632	142,285
Designated funds	21	6,317	514
<i>Total funds</i>		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 £
<i>Cash flow from operating activities</i>			
Net cash provided by operating activities	24	249,526	59,662
<i>Cash flow from investing activities</i>			
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)
<i>Cash flow from financing activities</i>			
Cash inflows from new borrowing		-	-
Net cash provided by financing activities		-	-
<i>Net increase in cash and cash equivalents in the year</i>		248,956	53,049
<i>Cash and cash equivalents at the beginning of the year</i>		397,541	344,492
<i>Cash and cash equivalents at the end of the year</i>		646,497	397,541
<i>Analysis of cash and cash equivalents</i>			
Cash in bank and in hand	24.1	646,497	397,541
<i>Cash and cash equivalents at the end of the year</i>		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**

	<b>2020 £</b>	<b>2019 £</b>
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	–
	<b>272,133</b>	<b>178,767</b>

**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**

	<b>2020 £</b>	<b>2019 £</b>
Sale of good and services	–	225
Contractual payments	396,002	299,032
Performance related grants	199,794	237,893
	<b>595,796</b>	<b>537,150</b>

- 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**

	<b>2020 £</b>	<b>2019 £</b>
Events, catering and consultancy fees	7,200	5,882
Rental income	9,360	10,301
Other income	3,498	5,454
	<b>20,058</b>	<b>21,637</b>

- 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**

	<b>Unrestricted Funds 2020 £</b>	<b>Unrestricted Funds 2019 £</b>
Bank Interest	356	400

**6.0 OTHER INCOME**

	<b>Unrestricted Funds 2020 £</b>	<b>Unrestricted Funds 2019 £</b>
Insurance claim settlement	–	1,819
Net foreign exchange gain	3,333	–
	<b>3,333</b>	<b>1,819</b>

**7.0 EXPENDITURE ON RAISING FUNDS**

	<b>2020 £</b>	<b>2019 £</b>
Staff costs	31,045	34,454
Other fundraising costs	10,490	6,629
	<b>41,535</b>	<b>41,083</b>

- 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 £
<i>This is stated after charging:</i>		
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 £
<i>Cost</i>	
At 1 November 2019	7,013
Additions	926
At 31 October 2020	7,939
<i>Depreciation:</i>	
At 1 November 2019	–
Charge for the year	1,144
At 31 October 2020	1,144
<i>Net Book Value:</i>	
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.

	<b>Total £</b>
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**

	<b>2020 £</b>	<b>2019 £</b>
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***

	<b>Balance 1 Nov 2019 £</b>	<b>Incoming Resources £</b>	<b>Outgoing Resources £</b>	<b>Transfers £</b>	<b>Balance 31 Oct 2020 £</b>
General funds	142,285	273,107	(189,630)	(26,130)	199,632
<i>Designated funds</i>					
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***

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



***Name of unrestricted fund***

General funds

Designated funds

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

The “free reserves” after allowing for any 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.



<i><b>Name of unrestricted fund</b></i>	<i><b>Description, nature and purposes of the fund</b></i>
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**

<i><b>Current Year</b></i>	<b>Restricted Funds 2020 £</b>	<b>Unrestricted Funds 2020 £</b>	<b>Total 2020 £</b>
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
<i><b>Previous Year</b></i>	<b>Restricted Funds 2019 £</b>	<b>Unrestricted Funds 2019 £</b>	<b>Total 2019 £</b>
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
<i>Adjustments for:</i>		
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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