



PAYF STARTER PACK

TRJFP Charitable
Foundation C.I.O.
1160107

Established 22nd January 2015

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Once you have read this starter pack, and decided to sign the Partnership Agreement. Please return either through email or the post, just the PA.

You can email it to: therealjunkfoodproject@outlook.com

You can post it to: Unit 3, Prospect House, Grangefield Industrial Estate, Pudsey, Leeds, LS28 6LF

INTRODUCTION TO TRJFP CIO



ABOUT THE ORGANISATION

The Real Junk Food Project Charitable Foundation (TRJFP CIO) is a global organisation that was established to support a network of Pay As You Feel Cafes with its main charitable aims being

- The promotion of waste food reduction and the use of surplus: and
- Advancing the education of the public about all aspects of food waste generation, waste management and waste recycling.

It is an environmental concept that supports the diversion of edible food surplus from landfill, anaerobic digestion and livestock feed straight to human bellies. The long-term aim of the project is to demonstrate the scale and senselessness of food waste, and the most productive transfer of this energy. We aim to make it accessible to everyone by feeding bellies not bins, providing grass roots education and creating inclusive environments for all with a hope of placing the concept 'out of business'.

MISSION

"Let's REALLY feed the world" is an inclusive statement that seeks to expose 'wasted' food, while at the same time creating a sustainable, local food system, together with basic education on food development, food provision, and food waste management.

VISION

Our aim is to be a global leader in the abolishment of food waste, whilst reducing the amount of people whom suffer from food poverty, by creating sustainable local food economies that allows for time, money and skills to be exchanged for food services within an inclusive environment. To pioneer systematic changes within the food industry and be the catalyst behind empowering the world with a belief to be a part of those changes.

HOW IT ALL BEGAN

TRJFP CHARITABLE FOUNDATION NETWORK

On 16th December 2013, The Real Junk Food Project C.I.C Ltd opened the UK's first Pay As You Feel café in Armley, Leeds, in partnership with Healthy Living Network basing its entire menu around intercepted surplus food.

The PAYF concept was adopted from Shanaka and his 'Lentil as Anything' team in Melbourne. Lentil as Anything suggested a minimum donation for access to their food and service. TRJFP have evolved the concept to a whole new level to come from an environmental angle and focus on abolishing food waste, rather than focussing on food poverty as a central issue. It chooses not to focus on financial donations and allow customers to offer, their time, money or skills in return for the food.

The evolution of this concept

- Stops the de-valuing of food – allowing people to recognise the value of food in money, time, skills and energy inviting customers to get involved in the project, and to consider the amount of energy, time and cost has gone into growing, storing, processing and transporting this food.
- Values the individual – it creates an environment where people can give anything they want to have access to our food and services.



Pay As You Feel (PAYF) has empowered and inspired communities of people to come together and feel responsible for a hub of activity within their towns and cities. It has broken down social barriers and stigmas surrounding access to food. It does not act like a charity, no referrals are needed, and the model avoids the stigma that can accompany food banks and other projects that only welcome those on limited incomes.

In early 2015, The Real Junk Food Project C.I.C Ltd, was re-named the Armley Junk-tion PAYF café & Food Boutique and The Real Junk Food Project Charitable Foundation (CIO) was formed allowing people worldwide to join The Real Junk Food Project CIO by starting their own café.

Over 120 PAYF concepts have joined the network in the forms of cafes, pop ups, boutiques and market stalls across 7 countries (Dec 13' – May 17')

Since the establishment of the first café in Leeds the following metrics have been achieved across the entire TRJFP café network (Dec 2013 – Jun 2016)

- Food intercepted – 357387830 g of surplus food
- People fed – 168,350
- Number of meals created – 201,623
- Donations received – £ 229,684.01

Each concept is asked to report their data each quarter back to TRJFP CIO.

The 4 quarters are as follows –

- 17th Dec – 16th March
- 17th Mar – 16th Jun
- 17th Jun- 16th Sept
- 17th Sept – 16th Dec

WHAT WE PROVIDE

- A business model, with associated systems and processes, which has been codified into an operations manual
- A legally-binding Partnership agreement (see attached)
- A common brand (trademarked)
- Trademarks & Intellectual Property
- An online platform for sharing practices
- Physical support with a range of requirements including social media, finances, interceptions, business relations and much more.



CAFES

PART 1. STARTING A CAFÉ

Quite possibly, THE most difficult aspect of starting a PAYF café. We like to be as unorthodox as possible, and we have many examples of how those already part of TRJFP network have managed to obtain premises to start cooking from... or in some cases, built their own café (Thank you Save the Date café for blowing us all out of the water!)

TRJFP Armley – The flagship café was started when founder Adam Smith was invited to attend a struggling community centre in a disadvantaged area of Leeds. Both parties agreed a 50/50 split on PAYF donations, so that the respective community centre would have their overheads covered, but may also benefit from a little extra, if both parties achieved large financial donations.

The first couple of weeks, it received dribs and drabs of food donations and people experiencing the concept, then The Guardian came and made a video about Armley...and the rest, as they say, is history.

Saltaire Canteen – Started out by renting their premises, and have recently purchased the building.

TRJFP Manchester – started the process of attempting to gain a disused local authority owned building through community asset transfer. This process turned out to be incredibly lengthy and they have now partnered with a not for profit arts organisation and are opening Manchester's first city centre PAYF waste food restaurant.

Save the Date café – They built their own café on a World War II bunker from recycled and reclaimed materials, all with the help of volunteers. Amazing dedication, and inspiring to us all.

TRJFP Birmingham – Working out of a local church, with support from their vicar on a 50/50 split of donations.

Bristol Skipchen – Using an already occupied building during non-service hours.

(All above are known to be true cases and correct as of May 2017)

There is not a right or wrong way of obtaining premises to start a PAYF concept café. You could literally start it from your home kitchen and feed people in your garden, it's that simple. Try not to over complicate, and try not to haemorrhage money by renting from a landlord, this is usually not sustainable for the start of a project, and will only cause future complications.

Be creative, think outside the box, and always ask yourself this question 'am I abolishing food waste by carrying out the concept in this way?', if the answer is 'yes', then you are achieving our goal.

Each café has an open-door policy where everyone is welcome. Cafes can offer a day time café service and evening Bistro. The Bistro's are designed to give the local community a restaurant experience allowing everyone access to high standard fine dining food while highlighting the absurdity of food waste. The Bistro's can also be used for events such as birthday parties, anniversaries and other celebrations to allow people access to high standards of food and facilities in line with their personal needs and budgets. All cafes and bistro's events should cater for all dietary requirements upon request.



Each café should also offer a Food Boutique a place where surplus stock that could not be used in meals is put on display for everyone to access. In addition to the day to day running of the café the spaces can also be used by the local community as meeting areas for groups and organisations.

Ideally cafes should have at least one qualified chef that works/volunteers in the kitchen and experienced front of house service with volunteers that support the running of the café.

Benefits

- Creates inclusive environments in local communities allowing further integration across many demographics, religions, cultures and backgrounds.
- Makes surplus food accessible to all feeding bellies not bins
- Allows everyone access to restaurant and fine dining experiences creating more inclusion
- Offers education around food waste allowing people to make more informed decisions
- Empower and inspire a community to come together and feel responsible for a hub of activity within their area.
- Break social barriers and stigmas that can accompany food banks and other projects that only welcome those on limited incomes by using the PAYF model
- Creates a community space that can be used that can be used by all for other social activities that support the area

PART 2. RUNNING A CAFÉ

- Staff & personnel
 - Chefs – skilled chefs are hard to come by; however, the kitchen will soon become the engine of your project, and it is vital you have someone with experience and knowledge of all kitchen related due diligence, health & safety and a creative flair for you to adhere to all environmental health regulations when it comes to safely handling the food. Volunteers with basic food hygiene, alongside someone with experience, is more than adequate for you to pass any EHO audits.
 - BOH – washing up, cleaning duties, basic food preparation can all be done by volunteers, and this will give so many people the opportunity to get involved and be able to give back to your project.
 - FOH – Again, volunteers are more than welcome to help serve food, clear tables and meet & greet customers. Do consider who will be the keyholders, or responsible for cash handling etc.
 - Volunteers
 - Community payback – majority of projects UK wide have some form of arrangement with their local community payback team, where volunteers can give back to the community in some way, shape or form.
 - Job centre – work placement schemes, and services for young adults between 16 & 24, are always on the lookout to enhance their service users’ skill sets to gradually build their way back into employment.
 - Corporate volunteers – Everyone from banks, supermarkets, insurance companies and many more, have a set number of days where they must give back to their local community project/s. Search for CSR managers, community champions and all other departments that coordinate corporate volunteers. They can even bring financial



- donations to cover the cost of an individual project. Marks & Spencers recently donated £500 per store and one day labour to TRJFP Leeds (June 2017)
- University placements – Most major towns and cities UK wide have one or more universities, and hundreds, if not thousands of students should commit to a set period work placement during their time at university. This is a great way to obtain skilled workers from the next generation, as well as obtaining future customers to your project.
 - Ad hoc – people can give back time and skills as a way of PAYF, and people love to help. None of us would be here if we didn't have the public walking in and giving back their valuable time, on a consistent basis.
- HR, finance & admin
 - Insurance – all projects must have some form of public liability insurance. We suggest contacting Tennyson Insurance – underwritten by Zurich – as most TRJFP's UK wide are insured through them, and they have worked with us for 3-4 years from public & employee liability to vehicle and buildings insurance. They are the cheapest we can find, they understand our aims and objectives, and most of the staff have spoken to a TRJFP café member/director, and love our work.
 - Setting up a bank account – there are a range of ethical banks that offer a variety of options when it comes to business banking. You will need to be legally structured as a limited by guarantee company.
Ranging from Unity Trust, Tridos, and the Coop, plus many more, there are several pro's & cons with each one.
 - Business rates – this shouldn't affect you unless you either lease a building or purchase one. However, each local authority is different, so you will need to do local research into this.
 - Opening times – we suggest that you consider your opening times around your capacity and that of your board, staff and volunteers. Consistency is key once again, and you want to ensure you can turn over maximum amount of food to as many people as possible.
Consider your demographic, location and environment. Are you surrounding by businesses whom have set lunch times, or are you able to offer more flexible and casual timings?
 - Collaborations
 - Churches – most churches have a kitchen and a network of people already attending. Negotiate a 50/50 split after all costs are taken from your PAYF donations and be conscious of high rental costs.
 - Community centres – again, similar situation to churches, however, there is less stigma attached, but the cost per hour may be higher.
 - Restaurant/bars/cafes – As mentioned above, Bristol Skipchen made the best use of an empty public house during daytime hours, and brought the worlds' attention to the landlords building
 - Health & safety
 - Food & Hygiene – you should adhere to all Environmental Health regulations when it comes to safely handling the food – storing, cooking, cooling and re-heating. Where we intercept the food from and its expiry date is where we create a huge grey area within the law. Be pro-active with your local authority environmental health team, however, just remember, we are here to stop food waste, and if, by using our own judgement and instincts, we believe that the food is fit for human consumption, then we use it.



- Equipment – waste isn't just about food! Most projects have begged, borrowed and ... salvaged as much as possible. Contact companies, charities, restaurants and bars and ask them to donate anything they're about to throw away, to you instead. You'll be amazed at what is disposed of, other than food, and a majority of projects pride themselves on upcycling, and re-using unwanted items.
- Interceptions – we recommend yourself, volunteer drivers or paid workers, wear both hi-vis jackets and lanyards. You should contact your respective store and ask them to only allow those in hi-vis and wearing lanyards, to intercept

PART 3. SUPPORTING YOUR CAFE

INTERCEPTIONS

TRJFP CIO has built up a range of national partnerships with multinational businesses, national cooperatives, wholesalers, local suppliers and many more. Below are just a few of those relationships, and how you can gain access to them through this Partnership Agreement (UK ONLY).

- **Nandos** – Since inception, Nando's have given TRJFP access to anyone of its stores across the UK. To start, you first need to log your details with the Food Donations Collection Programme (FDCP), via TRJFP. The FDCP will then allocate you a local store, based on that store's capacity to allow interceptions and whether the store is already donating to a local group or charity. Store collections are conducted between your project and the store manager. You should receive an insulated bag which allows you to intercept frozen cooked chicken. At times, your respective Nandos may have other surplus food, so building up a good relationship with the store, will only benefit your project.
- **Morrison's** - **Morrison's** are official business partners to TRJFP Fuel For School. TRJFP has a close relationship with the CSR department at Morrison's Head Office, based in Bradford, West Yorkshire. The relationship is going from strength to strength every year, and TRJFP network is now receiving more and more food items from Morrison's national, including frozen goods, meat, fish and dairy. TRJFP Leeds is now intercepting from several Morrison in the city per week, and has built up close relations with store managers, produce managers and community champions.
- **Bookers/Makro** – Largest Wholesaler in the UK serving all types of outlets from restaurants and cafes to retail units. They have a large choice of food items across many categories. Building local relationships with Depot managers can allow food items to be donated. While their donations can be sporadic they do have a good choice of foods to be donated. They are especially strong on catering packs which are very useful in a café environment. There is an official way in through Head Office but I would try your luck locally first – If this proves to be an issue refer to TRJFP CIO.
- **Sainsbury's** – Sainsbury's have a number of different store formats from "Locals" to huge superstores. They outsource their charity food donations through a third party – do not let this hinder you from visiting stores and speaking to store management regarding donations. You are required to complete a Sainsbury's internal document and quote the charity number which you can use when you have completed a signed Partnership Agreement. At present, most wasted food from Sainsbury's is sent back to depots. If you have any difficulties refer to TRJFP CIO.



- **Ocado** – On line shopping experience from Morrison’s and Waitrose with a sprinkling of the Ocado brand. A National distribution company with depots across the UK. They have a varied shopping list with items from all food categories. The food donated from Ocado is usually in date and they allow food (and sometimes non-food items) to be intercepted, that they have not been able to deliver to online shoppers. Excellent quality items.
- **SUMA** – West Yorkshire Wholesaler of health foods. Situated in Halifax with a distribution network across the UK. Official business partner to TRJFP CIO.
- **Marks & Spencer’s** – M&S use a third party to administrate their food donations called “Neighbourly” – to active donations you must officially register with that store. This is best arranged through visiting the outlet and asking if they already have a charity partner. After signing up on line you will receive emails from Neighbourly daily telling you what is available in store for collection the next day. M&S also offering chilled goods on trial but these must be picked up daily after store closing time. This can be anything between 8:30 and 9:00.
- **The Coop** – The Co-op have recently completed a trial to test donating wasted food to local charities nationwide. The full programme is about to be launched giving charities the opportunity to work with local stores – TRJFP CIO are awaiting the full go head which should be around June 1st 2017. The process will involve contacting a store, gaining agreement to be their named partner and then signing on with the Co-op on line. We suggest that you visit any stores you would like to work with now and begin to build a relationship. Leave your contact details with the store manager asking them to contact you when the initiative goes live.
- **Tesco** – We are in the process of talking to Tesco through Fareshare, we are hopeful we will have good news in August 2017. If you want to speak to Tesco meanwhile an introduction and explanation of the charity will do you no harm.
- **Asda** –We are currently in negotiations to pick up stock from a local distribution centre in West Yorkshire but yet, we have no leverage to pick up from the stores direct. Asda are very process driven and at this moment in time store collection are only a pipedream!
- **Lidl** – No relationship built yet.
- **Aldi** – They are currently testing food donation process in the North West – when we hear what the outcome is we will share. As with M&S they will be using the Neighbourly on line process when it does go live.
- **Farm Foods** – We have been in contact with Farm Foods very recently and have offered to trial food donations in the West Yorkshire area- we are at present waiting for confirmation. We understand they do throw a fair amount of food into bins.
- **Waitrose** – Can be approached locally to donate food. They will ask you to complete a Waitrose internal document which they will submit to Head Office for authorisation.



- **NISA Local stores** – Although flying the NISA franchise flag these stores are individually owned. It is up to the individual owner what they do with their waste food. They do bin a fair amount of various food items – well worth building a relationship on a local level.

Be aware, that some stores, including those partnered with TRJFP, may already be diverting their surplus to other local groups and charities, however, don't be put off, instead, be persistent. Other groups may only be in the position to collect once a week, fortnight or month, so there is still capacity for you to also work with the respective store or food establishment. Consistency and relationship building at store level is the key and visiting stores and talking to store and departmental management to arrange a donation process pays dividends.

WEIGHING IN

To create systematic changes in the food industry, TRJFP has taken a firm stance to prove that most unused, surplus and out of date food is still perfectly fit for human consumption. This can only be achieved by feeding EVERYONE, and not further creating stigmas within demographics of people based on income, social status, race, religion etc.

Since inception, TRJFP has weighed out every gram of food it has intercepted worldwide. As part of the Partnership Agreement below, we will ask for this data to be fed back to us in the following capacity:

- On a quarterly basis in the form of a spreadsheet
- Daily through the TRJFP database

We require the following data from each partnered project (or where applicable):

- Amount of food intercepted in grams
- Dates of intercepted food
- Source of intercepted food
- Type of produce intercepted:
 - Some projects categorise this section i.e. bakery, ready meals, dairy etc. to save time, whereas larger projects have the capacity to individually weigh out every single item in as much detail as possible.

FINANCES

Learning from experience, we heavily recommend seeking a local accountant and either obtaining their services pro bono just to file end of year accounts, or paying a reduced rate for them to oversee payroll and end of year.

For starters, keep a spreadsheet record of everything you spend and everything that you receive as income. Keep all your receipts and file them in chronological order.



BRANDING GUIDELINES

TRJFP CIO will provide you with a logo that you are more than welcome to use. Please feel free to either create your own, or use the one provided, and either add your location, or café name under the 'Pay As You Feel' writing.

Some cafes wish to have their own identity, and not use TRJFP name, however, they are still partnered with TRJFP CIO, but are harder to find.

I.e. if you call yourself (insert your name) Café – part of TRJFP, with your own logo, it makes it harder for the public to link you with the global brand.

If you call yourself: TRJFP middle of somewhere, and place your name under the logo, you will easily be affiliated with the international network. This works for larger projects whom are the first within their town or city to take the leap with the PAYF concept, and you are not obliged to carry out any of the above, this is purely guidance.

Some organisations are already set up as an existing C.I.C. and do not need to change their identity. All we ask is that they mention that they are part of : TRJFP Charitable Foundation network, or The Real Junk Food Project.

