

Framework for Effective Redistribution Partnerships



The Framework for Effective Redistribution Partnerships is a tool created to help industry increase redistribution of surplus food and drink in the UK.

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1.0 Introduction: Scope & Approach

1.1 Purpose

The **purpose** of the Framework for Effective Redistribution Partnerships (‘the Redistribution Framework’) is to help organisations increase volumes of food redistributed in the UK by:

- 1) Providing a structured and efficient approach to the creation and operation of partnerships which enable successful food redistribution, taking into account the needs and ways of working of both the food surplus provider and a recipient organisation;
- 2) Supporting more consistent exchange of key information; and
- 3) Stimulating a more structured approach to the identification of surpluses suitable for redistribution.

The Redistribution Framework is intended to help individual providers and recipients to adopt or adapt their own processes and choices for handling surplus, to fit with existing ways of working, while making it easier for multiple organisations to work with each other.

1.2 Scope

1.2.1 Geographical coverage

The Redistribution Framework is intended for use across the UK.

1.2.2 Legal status

The Redistribution Framework is a voluntary approach to be used alongside existing regulatory requirements on food safety, hygiene and labelling.

It is not a legal requirement that any redistribution partnerships use the tools provided in the documentation; these tools represent best practice at the time of publishing.

1.2.3 Intended users

The Redistribution Framework is designed to collect essential information from both the food surplus provider and recipient organisations as a contribution to the smoother running of food redistribution arrangements.

In the context of the Redistribution Framework, a food surplus provider (or ‘provider’) refers to the organisation that is making the surplus available (or at some point, is likely to have food surplus) for redistribution in the grocery manufacture and retail sector. A food surplus recipient (or ‘recipient’) organisation refers to the redistribution organisations, and their networks, as well as local charities, foodbanks and community

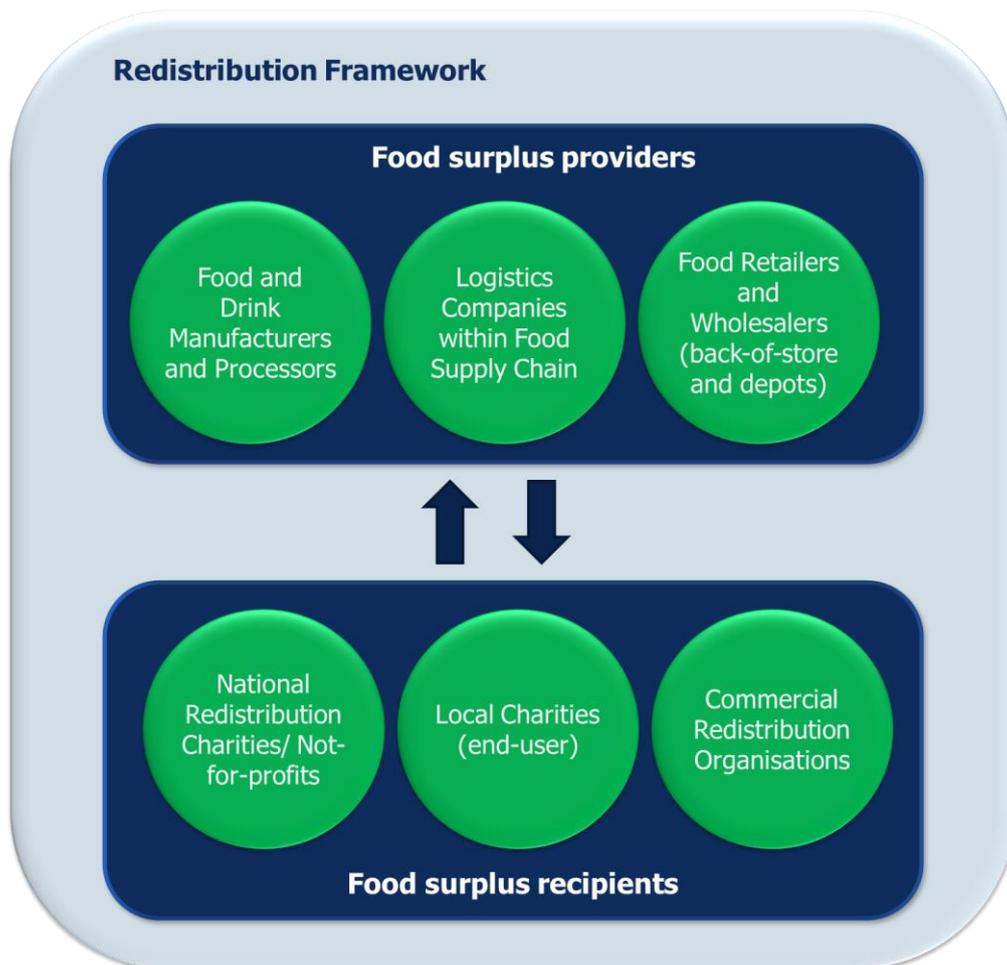
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groups that provide food or meals. Figure 1 indicates the providers and recipient organisations for which the Framework has been developed.

WRAP will review the Redistribution Framework on a regular basis, following feedback from users.

Figure 1: Intended Audience of the Redistribution Framework: food surplus providers and recipients.



It is likely that some providers will use a combination of routes for their food surplus, for example selling through staff shops or at discounted prices, in addition to redistribution.

For food surplus that is unsuitable for redistribution within the human supply chain, diversion to animal feed should be considered where safe and legal to do so. Practical guidance on diverting food surplus to animal feed can be found [here](#).

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1.2.4 Defining Food Surplus

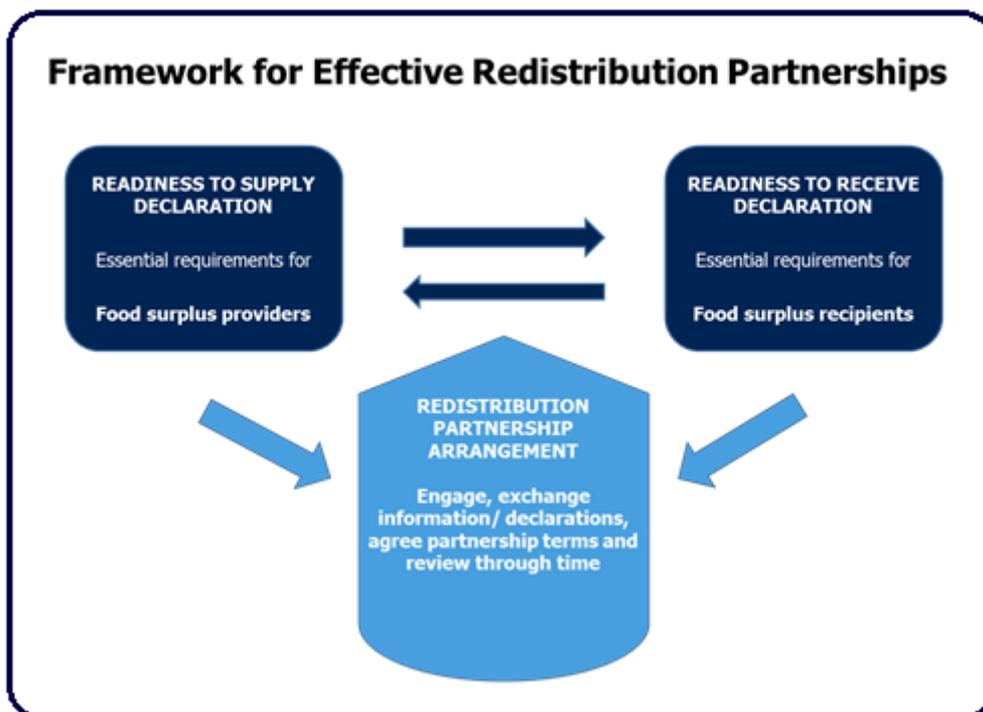
Food surplus arises for a variety of reasons including cancelled orders, over-orders, and quality rejects from product that does not meet customer specifications (e.g. date, product mix, production and labelling errors).

In the context of the Redistribution Framework, food surplus consists of finished food product, part-formulated product or food ingredients of all temperatures (except for raw shellfish) that is fit for human consumption and compliant with all food safety requirements. Criteria that can be used to define what is suitable for redistribution are set out in [Appendix I](#), along with examples drawn from across the food and drink manufacturing, processing and retail sectors.

1.3 Approach

The Redistribution Framework provides an approach to help providers and recipients of food surplus to identify essential requirements on both sides, as a precursor to considering a redistribution partnership arrangement (or as a means of reviewing an existing partnership). There are three components to this process (illustrated in Figure 2):

Figure 2: An illustration of the main components of the Redistribution Framework



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These components are not legally binding, and have been prepared to increase understanding between parties and to facilitate the exchange process. Users should decide how applicable the model documentation is to their business and needs before adopting it, and if suitable alternatives are already in place it may not be necessary to replicate the information using this format. However, as the production of these documents included input from both provider and recipient organisations, the Readiness to Supply/Receive Declarations and Redistribution Partnership Arrangement are believed to represent best practice.

All templates in MS Word format and supporting documents can be accessed on the WRAP food redistribution webpages [here](#).

1.4 Other Sources of Information and Contacts

For organisations wishing to develop a food redistribution partnership, in addition to the [WRAP webpages](#) a number of other resources are readily available. Further information can be found on the following websites:

The **FareShare** website (www.fareshare.org.uk) has useful links for food surplus provider and recipient organisations on their 'Giving Food' and 'Getting Food' webpages. FareShare also have a number of regional centres who may be able to help your organisation.

Company Shop (community-shop.co.uk) is the UK's largest distributor of surplus food. They currently redistribute through staff shops, standalone stores and 'click and collect' services. They work on a membership basis, and members must meet their eligibility criteria.

The IGD (www.igd.com/Research/Supply-chain/Waste-prevention/Product-redistribution/) food redistribution webpage has a number of useful tools to help organisations develop food redistribution partnerships, such as a decision tree, donation checklist, and guidance notes.

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2.0 Food Surplus Providers: Readiness to Supply

This section provides a set of information fields designed to help the food surplus provider prepare for successful redistribution by extracting relevant information on potential food or drink surplus. The main output from this process is a 'Readiness to Supply' declaration, which will help identify the most appropriate partner organisation to receive surpluses.

In defining what food surpluses may be suitable for redistribution, criteria need to be applied that consider the regulatory and compliance issues. Further information on the relevant legislation can be found on the WRAP website [here](#). Some of the food or drink surplus identified may not be 'customer-ready', such as raw ingredients and loose product. **If these materials comply with regulations which would enable them to be redistributed then they should be listed, even if it is uncertain whether or not a recipient can use these items.** For example, ingredients and part product can often be reworked.

Organisations that are new to supplying surplus for redistribution can often start with the easier to redistribute surpluses (such as packaged final product, not requiring relabelling) before tackling surpluses that require further work before redistribution is possible.

Successful food or drink redistribution will only be possible if the material deemed suitable by the provider is identified and handled correctly and efficiently by employees, in line with food safety requirements (e.g. chilled items must be kept chilled and frozen items must be kept frozen). Organisations should ensure internal processes are aligned with appropriately identifying, handling and segregating suitable food or drink surplus.

An annotated version of the Readiness to Supply Declaration is provided in Figure 3 to help providers complete the blank declaration template (or review existing arrangements). A MS Word version of this template can be downloaded from the WRAP website [here](#).

Figure 3: Readiness to Supply Declaration

Readiness to Supply Declaration				
Part A: Contact details				
Name of organisation supplying surplus:	<i>Full registered name of your organisation</i>			
Company Number / VAT Number:	<i>Please state</i>			
Key contact name and contact details:	<i>Name, job title, contact number and email address</i>			
Address of site(s) with surplus to supply:	<i>It is advised that organisations complete one Readiness to Supply Declaration per site. Include any key access information e.g. South Entrance.</i>			
Part B: Statement of redistribution policies and preferences				
Outline description of preferences for redistribution route:	<i>The preferred route (or routes) and requirements in terms of brand integrity, traceability, or CSR objectives. For example, an organisation may only wish to redistribute via a charitable organisation rather than commercial.</i>			
Outline of any desired reporting:	<i>i.e. if you would like the amount of food provided to be reported back, e.g. number of meals, weight of food</i>			
Part C: Nature of surplus				
Food types likely to occur as surplus:	Condition and shelf life; including nature of any damage	Food temperature, handling and storage requirements:	Likely quantities and frequency:	Other information including seasonal considerations and overlabelling requirements:
<i>List food or drink surplus (complete or part/ingredient). Use a separate row for each surplus type if appropriate.</i>	<i>Likely or typical condition and remaining shelf-life.</i>	<i>Any specific additional requirements relating to food safety, food hygiene in the handling, storage and supply of surplus into the redistribution supply chain.</i>	<i>Estimate the likely quantities arising in an appropriate measurement such as kg or boxes and their likely or typical frequency.</i>	<i>Include any other relevant information about the nature of the food surplus.</i>

Readiness to Supply Declaration	
Part D: Logistics	
Ability to transport surplus and details of arrangement:	<i>Details of your organisation's ability to transport surplus either directly or via a third party that complies with food safety and hygiene requirements. If unable to transport surplus please write "collection only".</i>
Suitable collection/delivery day and time:	<i>Details of suitable or preferred collection or delivery days and times.</i>
Part E: Review, monitor and measure	
Communication plan	<i>Describe how you might review, report and measure in order to identify improvements. It is particularly important to understand that if you are intending to work with a charity, they need to be able to share concerns and issues in a way that does not make them feel exposed. Developing relationships internally, and within partnering organisations is key to successful food redistribution.</i>

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3.0 Food Surplus Recipients: Readiness to Receive

In order for a provider to find a good match they need to have a clear understanding of the recipient's capabilities to handle and redistribute their available food surplus. This section provides a set of information fields designed to compile the necessary information for a receiving organisation to enable successful redistribution. The main output from this process is a 'Readiness to Receive' declaration. Food redistribution organisations can identify suitable providers from their 'Readiness to Supply' counterpart information.

Successful food or drink redistribution will only be possible if the material deemed suitable by the providers and recipients is identified and handled correctly and efficiently by employees, in line with food safety requirements (e.g. chilled items must be kept chilled and frozen items must be kept frozen). Therefore, all organisations involved in the redistribution chain should ensure internal processes are aligned with appropriately identifying, handling and segregating suitable food or drink surplus.

An annotated version of the *Readiness to Receive Declaration* is provided in Figure 4 to help recipients complete the blank declaration template, which can be found in MS Word form on the WRAP website [here](#).

Figure 4: Readiness to Receive Declaration

Readiness to Receive Declaration	
Part A: Contact details	
Name of organisation receiving surplus:	<i>Full registered name of your organisation</i>
Charity Registration Number (or evidence of not-for-profit status)/ Company Number / VAT Number:	<i>Charity registration number or form of recognition of "not for profit" status of recipient</i>
Key contact and contact details:	<i>Name, job title, contact number and email address</i>
Address of organisation:	<i>Include any key access information e.g. South Entrance. If you are a national redistribution organisation then you should list your head office address here and other locations in the field 'Number of receiving depots nationally and locations'.</i>
Number and locations of receiving depots nationally:	<i>Only applicable to national charity or commercial organisations with multiple depots. Please list locations of depots nationally by location, e.g. Manchester, or the number of depots or premises e.g. 355 foodbanks nationwide</i>
Number of charity partners supplied with food surplus:	<i>Only applicable to national charities working with 'front-line' redistribution charities.</i>
Part B: Nature of surplus able to receive	
Statement of ability to handle, store and redistribute different food types:	<i>List the range of food product types and food temperatures you are able to handle, store and redistribute as food surpluses, including the ability to receive and handle frozen food surpluses. If different depots/locations have different capabilities, please specify.</i>
Ability to handle 'non customer-ready' product (including overlabelling):	<i>Ability to handle 'non customer-ready' product, surplus ingredients and loose product in bulk-packaging; including repackaging/bulk-packaged, temperature and storage abilities. This also includes the ability to over-label products for example those with foreign labelling originally intended for markets abroad.</i>
Responsiveness to shorter shelf-life product:	<i>Ability to respond to shorter shelf-life product; this may be tied in to the geographical coverage, ability to collect, days of operation and scale of operation.</i>
Minimum lead time requirements after notification of surplus:	<i>State your minimum lead time requirements: this may be tied in to the geographical</i>

Readiness to Receive Declaration	
	<i>coverage, ability to collect, days of operation and scale of operation.</i>
Scale of operation:	<i>Statement of the maximum and minimum quantities of each food product types and temperatures you can accept, and at what locations.</i>
Part C: Fulfilling requirements	
Food safety and hygiene training:	<i>Details of in-house food safety and hygiene training and levels achieved, including available evidence.</i>
Internal audit process:	<i>Details of internal audit process, including available evidence.</i>
Ability to provide traceability evidence:	<i>Details of ability to provide traceability evidence.</i>
Spot checks or auditing of supplier(s):	<i>Details of required spot checks or auditing of supplier.</i>
Part D: Logistics	
Ability to collect surplus from providers including the geographical locations:	<i>Whether or not you are able to collect from providers including the geographical coverage of operations and any variations in service.</i>
Suitable delivery day(s) and time(s):	<i>State the times and days of collection operation(s). If you are unable to collect, what times and days are suitable to have food surplus delivered. Please list by location if any variations in the service.</i>
Back-up arrangements if unable to collect/receive surpluses from supplier:	<i>Back-up arrangements if unable to collect/receive surplus at particular times in order to prevent it being wasted.</i>
Arrangements for waste disposal route for any surplus not used and any charges:	<i>Please describe the waste disposal route for any surplus not used, any charges, and under what conditions these charges will be passed back to the supplier.</i>
Part E: Review, monitor and measure	
Communication plan:	<i>Describe how you might identify any improvements with your partner organisation.</i>
Ability to measure/quantify donated food received:	<i>Please provide a statement of whether you can report on the amount of food received from an individual supplier, this may include how many meals provided as a result</i>

Readiness to Receive Declaration	
Part F: Statement of how food surplus is used	
Statement of how food surplus is used:	<p><i>If you are a front-line charity using food surplus, a statement of the uses made of donated food: e.g. meals prepared at charity run kitchens, donations directly to those in need or a combination. If your organisation is a national charity working with front-line charities, a summary of existing charity partners and how they are selected.</i></p> <p><i>This should also include brand protection policies currently in place, ensuring that the product is not sold or exchanged and the organisation's current status in relation to written authorisation from the supermarket/ wholesaler such that 'Own Label' products can be provided without having to remove packaging or overprint.</i></p>
Part G: Third party arrangements	
Details of third party recipients of the food surplus supplied by redistribution organisation:	<i>Details of the organisation types and how they use food surplus.</i>
Mechanism for ensuring that transfer to any third party still meets the agreed standards and conditions:	<i>Details of auditing procedures or spot checks in place on third party front-line charities.</i>
Conditions of use of food surplus by receiving organisation:	<i>Statement on conditions of use of food surplus by receiving organisation or any third parties, such as front-line charities using the redistributed food.</i>
Statement of how this is reviewed/audited by recipient:	<i>Details of review/auditing arrangements to ensure that the conditions on use of food surplus are observed.</i>
Part H: Documentation	
Documentation transfer	<i>Administration and record keeping such as; transfer notes and full history food storage conditions, reporting procedures to providers, including quantities and end uses of food and how food use is maximised and any waste minimised.</i>

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4.0 Redistribution Partnership Arrangement

The final stage of the Redistribution Framework involves the use of the core information from 'readiness to supply' and 'readiness to receive' declarations to inform new partnering opportunities, or revise existing arrangements between suppliers and recipients. The parties will use their 'readiness to supply' and 'readiness to receive' declarations to identify matches and can allocate responsibilities over food surplus transfer and enter into a 'Redistribution Partnership Arrangement'. Partner selection will be influenced by geographical coverage, the supplier policies in relation to charitable or commercial redistribution routes (or a combination of both), and the food surplus characteristics (shorter shelf-life more perishable food surplus may need a more local partner, or capability to receive frozen foods, or freeze food with a short shelf life).

In the case of surplus providers locating a number of potential recipient organisations operating within their area, the selection would be informed by obtaining their respective declarations. Cross referencing supplier and recipient declarations would form the basis of selecting the 'best fit' recipient organisations to consider as potential partners.

The final stages involve engaging with the selected partner organisations to discuss the potential for setting up an Arrangement and scope out respective responsibilities and expectations. This will draw extensively from the information already compiled in the declarations, but will also require agreement on issues such as responsibility for transport, a review and further discussion of available surplus and the extent to which it can be used and any additional requirements not adequately covered by the declarations (e.g. required improvements to existing auditing procedures). For maximum efficiency the Arrangement should include agreed review and, where appropriate, audit procedures. A MS Word version of the Redistribution Partnership Arrangement can be found on the WRAP website [here](#).

For the surplus supplier, if the redistribution organisation offers their standard contract, check that it covers all of the points in the Standard Partnership Arrangement template (Figure 5).

Using the information compiled from the Readiness to Supply Declaration and Readiness to Receive Declaration, organisations can create a 'Standard Partnership Arrangement' provided in Figure 5.

Figure 5: Redistribution Partnership Arrangement

Redistribution Partnership Arrangement					
Part A: Contact details					
Names of organisation supplying surplus:		Yellow shading: <i>information to be extracted from Readiness to Supply Declaration</i>			
Key contact and contact details:					
Addresses of sites with surplus to supply:					
Names of organisation receiving surplus:		Purple shading: <i>information to be extracted from Readiness to Receive Declaration</i>			
Key contact and contact details:					
Address of depots/sites where food surplus is to be received:					
Part B: Statement of purpose of the Partnership Arrangement: period in force and possible review period					
Statement of purpose of the Partnership Arrangement:		<i>To be agreed between parties</i>			
Length of Arrangement:		<i>To be agreed between parties</i>			
Review frequency:		<i>To be agreed between parties</i>			
Mechanisms to review, monitor and measure throughout arrangement:		<i>To be agreed between parties</i>			
Ability to measure/quantify donated food received:		<i>To be agreed between parties</i>			
Part C: Nature of surpluses (that have been agreed to be transferred between parties)					
Food types likely to occur as surplus:	Condition and likely remaining shelf life;	Food handling and storage requirements	Likely quantities and frequency:	Other information including seasonal considerations:	Stated ability to handle food surpluses being made available:

Redistribution Partnership Arrangement		
Part D: Fulfilling requirements		
Details of in-house food safety and hygiene training and levels achieved	-	
Details of internal audit process	-	
Details of ability to provide traceability evidence	-	
Details of any in-house documentation in relation to managing food safety hazards and controls (e.g. 'Hazard Analysis and Critical Control Point'-based safety management system):	-	
Part E: Logistics		
Agreed transport arrangement for surplus and details of arrangement:	<i>To be agreed between parties</i>	
Suitable collection/delivery day and time:	<i>To be agreed between parties</i>	
Minimum lead time:	<i>To be agreed between parties</i>	
Back-up arrangements if recipient unable to collect/receive surpluses:	<i>To be agreed between parties</i>	
Any particular conditions/ special requirements that the receiving organisation will need to fulfil:		
Part E: Review, monitor and measure		
Mechanism for ensuring that all stakeholders, are able to provide feedback		
Part F: Third party arrangements		
Third party recipients of the food surplus:	-	
Mechanism for ensuring that transfer to any third party still meets the agreed standards and conditions:	-	

Redistribution Partnership Arrangement		
Statement on conditions of use of food surplus by receiving organisation or any third parties, such as front-line charities using the redistributed food:	-	
Statement of how this is reviewed by recipient:	-	
Part G: Documentation		
Documentation transfer	<i>Agreed documentation to be made available with transfer of surplus.</i>	<i>Agreed records to be kept, any report back requirements to supplier (for both internal and wider CSR purposes).</i>
Legal liability for food and point at which this transfers between partners	<i>To be agreed between parties</i>	
Arrangement over supplier indemnity over any claim for loss or damage in relation to supplying surplus to recipient	<i>Usually the food surplus provider is indemnified against any claim loss or damage; this point needs to be agreed and understood between parties</i>	

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Our mission is to accelerate the move to a sustainable resource-efficient economy through re-inventing how we design, produce and sell products; re-thinking how we use and consume products; and re-defining what is possible through re-use and recycling.

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