



# CITY TO SEA

## BOARD RECRUITMENT PACK



WE'RE ON A MISSION TO MAKE  
**REUSE SECOND NATURE**





# PLASTIC POLLUTION

# SET TO DOUBLE IN OUR OCEANS

Plastic production will double over the next

- 20 years and quadruple by 2060. We must act now to preserve our oceans.



PHOTO: CHRIS JORDAN

# LESS THAN

# 90%

# OF PLASTIC GENERATED GLOBALLY HAS BEEN RECYCLED



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Recycling alone cannot get us out of this crisis. We need robust refill and return solutions to change the way we consume, from linear to circular.

# HALF

OF THE PLASTIC CREATED  
GOES INTO PACKAGING

**THAT IS USED ONLY ONCE.**





# JOIN US!



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It's not too late to turn the tide on plastic pollution. Studies show 4 key policy changes could reduce it by up to 91% by 2050: capping production, taxes and levies, developing reuse systems, and improving recycling and waste management. We focus on the first three - all upstream solutions that stop waste before it starts. We're looking for a new Chair of the board and at least two new trustees to lead our organisation in its next exciting phase.

## **Application Pack Contents:**

- About City to Sea
- A decade of preventing plastic pollution
- Our governance journey
- Our team
- The next ten years
- Join us
- Chair of the Board of Trustees
- Charitable Trustees
- Terms of appointment
- How to apply
- What we offer



# INTRODUCING CITY TO SEA

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City to Sea is a charity and social enterprise on a mission to end single-use plastic pollution for good! For a decade, our award-winning campaigns and programmes have saved millions of single-use items from entering the waste stream:

- **Switch the Stick**, which inspired major retailers to switch from plastic to paper in cotton bud sticks
- **Cut the Cutlery**, which brought about a ban on single-use plastic cutlery, plates and polystyrene takeaway packaging
- The **Refill** campaign, which has saved over **100 million** items of plastic from entering the waste stream
- The **Refill app**, which lists places to eat, drink and shop with less plastic - over **650,000** downloads around the world
- **Rethink Periods**, reaching over **250,000** students with period and environmentally positive lessons

We're the UK's only organisation dedicated to tackling plastic pollution upstream. We believe in a future where reuse is second nature and our oceans are free from plastic. Our small and mighty team of changemakers are leading the shift from single-use to reuse with practical solutions for businesses and individuals.

We're working with policymakers, industry leaders, innovative businesses and NGOs to make reuse easy and accessible. A reusable future is within reach. Now is an exciting time to join us on the next phase towards achieving our mission. Our current Chair is stepping down, creating an opportunity for someone who is passionate about protecting our rivers and oceans and transitioning from a linear to a circular economy. We're also expanding our board of trustees to strengthen our governance and widen the skillset of the board. **Help us steer the course so everyone can choose to reuse every day.**

# IT BEGAN WITH AN ALBATROSS

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In 2014, founder Natalie Fée had her plastic awakening upon learning about the fate of the Laysan Albatross chicks, a third of which are dying in their nests, with their stomach full of plastic. After running various workshops and immersing herself in the research, she created City to Sea, to address the plastics crisis and stop plastic pollution at source. Ten years on we've:

- won multiple national and international awards
- built up a strong network citizens, communities, partners and NGO collaborators
- changed the law multiple times through petitions, stopping over 12 billion items of plastic from being produced and used in the UK each year
- delivered successful legacy projects, partnerships and programmes
- built an authentic reputation as the go-to charity for plastic pollution campaigns and expertise in behaviour change

We bring about systems and behaviour change by designing, developing and promoting upstream solutions to single-use plastic and advocate for a reusable future. We've evolved into an expert consultancy, offering support to local authorities and businesses transitioning to refill and reuse, leading high-profile innovative projects funded by the likes of UK Research and Innovation to trial reuse systems. We're turning the tide on single-use plastic.



# RENEWED STRATEGIC FOCUS

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In response to changes and challenges in the market, building on our success with the Refill Campaign and our work with industry partners such as M&S, we've refocused our strategy and rebranded Refill.

**Refill Return** is more than a new name – it's a collaborative platform powering the new reuse economy. Five strategic pillars reflect how we create impact including advocacy campaigns, digital platforms, knowledge transfer and a powerful collaborative network (including the **UKs first alliance for businesses**) powering reuse. The redesigned **Refill Return app** will connect consumers with producers supporting market growth and consumer behaviour change.

City to Sea continues to campaign for a just transition, currently crowd-funding for a new programme called GENeration ReuZe. Working with Youth Environmental Service and supported by Natracare we'll be recruiting young leaders from marginalise backgrounds in Bristol and supporting them to develop campaigning and communications skills so that they can design their own campaigns and influence future policy. A climate emergency is all young people know, we'll give them to tools to and turn around the legacy of plastic pollution.

The business environment and economy present constant challenges to City to Sea's mission and business. A reusable future *is* possible – but we need to act now, and **we need your help to take all the value we've created into the next decade and stop single-use plastic pollution for good!**

# THE NEXT 10 YEARS...

City to Sea's ambition is to reduce single-use packaging pollution by supporting the reuse sector to grow and thrive over the next decade, for 30% of packaging to be reusable by 2030. To make this happen we need:

- ❑ policymakers to deliver legislation that allows reuse to compete with single-use
- ❑ funders to recognise the current gap in plastic pollution funding, particularly in reuse
- ❑ big businesses, brands and retailers, to invest in transitioning to reusable, refillable and returnable packaging
- ❑ innovators, startups and scale ups to enter the market
- ❑ local councils and leaders to provide the infrastructure and waste management to support the transition to reuse and engage locally with businesses, citizens and communities
- ❑ individuals to be supported, inspired and able to change the way they shop for good

We're uniquely placed to provide the campaigns, knowledge, network and strategies to power the reuse economy. It's our ambition that Refill Return becomes a powerful engine to drive not only the reuse revolution, but also business models generating financial sustainability and growth for our business partners. All profits will be directly invested into our charitable purpose to prevent further plastic pollution, mitigate its impacts on the health of planet and people, and ensure the transition to the circular economy is just, accessible and equal.



# OUR GOVERNANCE STORY

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City to Sea (Company Number 09948596) was established as a Community Interest Company in 2016. As Founder and CEO, Natalie Fee built a team of activists, supported by an advisory board to establish the organisation. We were ahead of the curve, with two years of wind under our sails before plastic pollution hit peak awareness in 2017 due to the 'blue planet effect'. Having successfully negotiated some high value corporate partnerships with the likes of Water UK, Chilly's and Waitrose, City to Sea grew rapidly, along with a board of non-executive directors and a new CEO appointed in 2019.

In 2023 City to Sea launched a CIO (Foundation Model 1197989) alongside the enterprise, to strengthen governance and financial opportunities. Both organisations currently operate alongside one another, with a Resource Sharing Agreement in place to manage the transfer of resources, and a Board of Trustees.

**A new Chair of the board and trustees are sought to lead our organisation in its next phase.**





# FOUNDER NATALIE FEE



Natalie Fee Founder/Director City to Sea CIC, Trustee City to Sea CIO [Natalie Fée](#) is an award-winning environmentalist, author of ***How to Save the World for Free*** and ***Do Good, Get Paid***, speaker and founder of [City to Sea](#)

In 2019 Natalie won the **Sunday Times Volvo Visionaries Award** for her campaign work with [City to Sea](#), and in 2018 she was listed as one of the UK's '50 New Radicals' by The Observer / Nesta. In the same year the University of the West of England awarded her the **Honorary Degree of Doctor of Science** in recognition of her services to the environment.

She won the **Sheila McKechnie Award for Environmental Justice** in 2017 for City to Sea's #SwitchtheStick campaign and was named Bristol 24/7's Woman of the Year for 2018.

# TRUSTEE BOARD



JAMES PIPER, CHAIR, is a dedicated recycler having literally written the book and hosts a podcast on the subject! He was CEO of Bristol-based environmental consultancy Ecosurety, before moving into a non-executive director position. He is an advocate for legislation change to make reuse, refill and recycling easier and is focused on helping with consumer education, also sitting on the board of a packaging labelling organisation and acting as an advisor to environmental technology funds. James is stepping down to focus on his leadership and hosting of the UK's largest recycling podcast and his growing family



EMMA SAMBROOK is a fundraising & development professional. Her experience covers education, health, disability and homelessness. She also has experience awarding grants to small environmental charities based in Wiltshire.



HANNAH HOWARD is passionate about developing shared-value partnerships. As Head of OVO Foundation, a charity focused on climate education and action for all children and young people, she leads on strategy, governance, and grant-making. She's previously led community programmes and partnerships at Save the Children and the National Literacy Trust and is keen to help amplify and centre youth voices.

# OUR TEAM

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City to Sea has a small but mighty team dedicated to our mission. We operate a 4-Day-Week, but we do a lot with it. Over the years we have developed a reputation for being a leading voice for change with practical solutions and a wealth of expertise to support. This was demonstrated by our highly successful Global Reuse Summit 2025 held at We The Curious, Bristol, and broadcast LIVE around the world leading the transition to the new reuse economy.

Our team comprises CEO Jane Martin; Head of Partnerships, Gabrielle Kuzak; Partnerships Manager, Cyan Stuart; Programme Lead, Celine Deschamps; Digital Platforms Manager, Hannah Giles; Communications Coordinator, Liza Bilal; Business Development Manager, Isabella Shackelford. We work with freelancers for finance, human resources, marketing and communications.

Our Chief Executive, Jane, has been working at City to Sea since 2019 and was promoted to CEO in April 2024. She has 25 years' experience across a variety of sectors from culture to FMCG, retail and environmental. Previously as Head of Development she secured significant funds from public sector clients, corporate partners and grant funders and delivered high profile programmes such as the Refill Return Cup and Refill, Return, Repeat funded by URKI. Jane achieved a distinction for her MSc in Strategy, Change and Leadership from University in Bristol in 2023.





# WELCOME ABOARD

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Join a movement with an important mission and inspiring members.

You will gain:

- ☐ The opportunity to be an ambassador for City to Sea and the planet through networking and prestigious events.
- ☐ The chance to help shape our future strategy and play a significant role in our mission to stop plastic pollution at source.
- ☐ Invitations to our away days in nature and celebrations.
- ☐ An annual training programme tailored to Board requirements.
- ☐ Reasonable expenses in line with charity commission guidelines.
- ☐ Online and/or face to face board meetings 4 times a year.
- ☐ An inclusive and rewarding culture.



# USE YOUR SKILLS

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We encourage interest from a wide range of diverse backgrounds.

The skills we are particularly looking for are:

- ❑ **Charity and/or Social Enterprise finance**, with CFO level or similar strategic level experience
- ❑ **Technological and Digital** transformation including app and platform development and commercialisation
- ❑ Understanding of **product packaging, materials and the environmental impacts of packaging**
- ❑ **Strategic Communications** in an environmental or charitable context
- ❑ **Philanthropic Giving and Fundraising** expertise and connections

The financial sustainability of our organisation is a priority. We will ask you to introduce us to those in your network that can support City to Sea's work financially, such as high-net-worth individuals or corporate partners.



# 1

# CHAIR OF THE BOARD OF TRUSTEES

Our current Chair, James Piper, is stepping down in July, we're looking to appoint a new Chair of the Board of Trustees, who connects deeply to our mission and is experienced at Board level. We have taken steps to strengthen our strategy and governance for the very best chances of success. The Chair will hold the Board and Chief Executive to account for the Charity's impact. They will provide inclusive leadership to the Board of Trustees; ensuring that each trustee fulfils their duties and responsibilities for effective governance.

We're looking for a Chair with experience in environment and circular economy, political advocacy and strategic communications who can support us as we try to shift the market. The successful candidate will have strong understanding of governance, excellent financial acumen and experience of leadership.

In addition to the usual responsibilities of a Chair, the role involves:

- supporting the City to Sea Chief Executive and Board through a period of change as we further strengthen our governance
- leading the Board of Trustees by chairing meetings effectively and working together to develop strategic plans for the future as we continue the fight against single-use plastic pollution
- acting as an ambassador and the public face of City to Sea in partnership with the Chief Executive



# 2. TRUSTEES

City to Sea is seeking at least two individuals who can bring strategic experience and insight that will assist in the oversight and development of the next phase of the charity's growth and impact. We are seeking Trustees who:

- ☐ are passionate about the work we undertake and equally ambitious regarding the growth and scaling of our work
- ☐ will draw on their skills and experience to provide constructive challenge, ultimately ensuring that we are stronger as a result
- ☐ Can quickly forge supportive and effective relationships with the City to Sea team and Board

We are particularly keen to encourage interest from a wide range of diverse backgrounds from environmental, to digital, communications to commercial.

Our Trustees shape our strategy and closely monitor performance. In addition to the usual responsibilities of a trustee, the role involves:

- ☐ working closely with the Leadership team and Board through a period of change as we simplify and strengthen our governance
- ☐ supporting the leadership team to adhere to ethical standards, mitigate risks and manage conflicts of interest
- ☐ representing City to Sea at events from time to time
- ☐ a commitment to the celebration of diversity, and the delivery of our equity, diversity and inclusion objectives

# TERMS OF APPOINTMENT

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- **Remuneration:** The roles of the Chair of the Board of Trustees and Trustees do not attract any financial remuneration, although expenses for travel may be claimed.
- **Term:** There is a two-year term of office for this role, which can be renewed up to three times by approval of the Board of Trustees.
- **Confirmation of responsibilities:** In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.
- **Expected time commitment:** The Board typically meets four times a year, with the Trustee expected to commit to further time to act as ambassadors. The overall time commitment is expected to be in the region of around one day and/or one evening a month.
- **Information for new charity trustees:** The charity Trustees will make available to each new Trustee, on or before his or her first appointment: a copy of the current version of this constitution; and a copy of the CIO's latest Trustees' Annual Report and statement of accounts.



# HOW TO APPLY

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At City to Sea, we live our values, and this is reflected in everything we do as a team, and in our work. Being balanced, positive, creative, earth-kind and brave is at the core of what we do, and those shared values shine through in our campaigns, working relationships and everyday lives.

City to Sea is committed to talent, difference, and diversity. We welcome all applicants including people with different backgrounds in terms of religion, age, sex, sexual orientation, gender reassignment, marital status, disability and ethnicity.

We'd be thrilled if you tick our boxes, yet we also believe it's just as important we tick all of yours. And if you think you have most of what we're looking for but not everything, go ahead and hit apply. We'd still love to hear from you!

Details of how to apply to be shared by email. Job Descriptions are available to download at <https://www.citytosea.org.uk/take-action/work-with-us/>

We expect to recruit in two phases:

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Deadline **30<sup>th</sup> June (for first Board meeting 28 July)**

Deadline **31 August (for first Board meeting 24 September)**



# WHY CITY TO SEA

We're the authentic voice powering the refill, return and reuse revolution, working with institutions, businesses and communities on impactful behaviour change projects.

- 10-year track record for delivering impact
- The only plastic pollution charity promoting practical, upstream solutions
- The time is NOW - be part of the transition to circular economy driven by legislation, innovation and behaviour change!

M&S  
EST. 1884

ECOSURETY

ocean  
bottle

SUPPORTED BY  
MAYOR OF LONDON

UK  
RI  
UK Research  
and Innovation

Unilever

Hackney

ECO  
VER

Culligan

Reposit

#break  
free  
from  
plastic

FOR  
CARDIFF

circular  
&co.

natracare

CARDIFF  
CAERDYDD

GMCA  
GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

southend  
onsea  
BOROUGH COUNCIL

BRITA

AQUA  
NEO...  
RECREATIONAL WATER ENGINEERS

exhale  
BIOMIMETIC HEALTHY ENVIRONMENT

DR. BRONNER'S  
ALL-ONE!



# LET'S WORK TOGETHER

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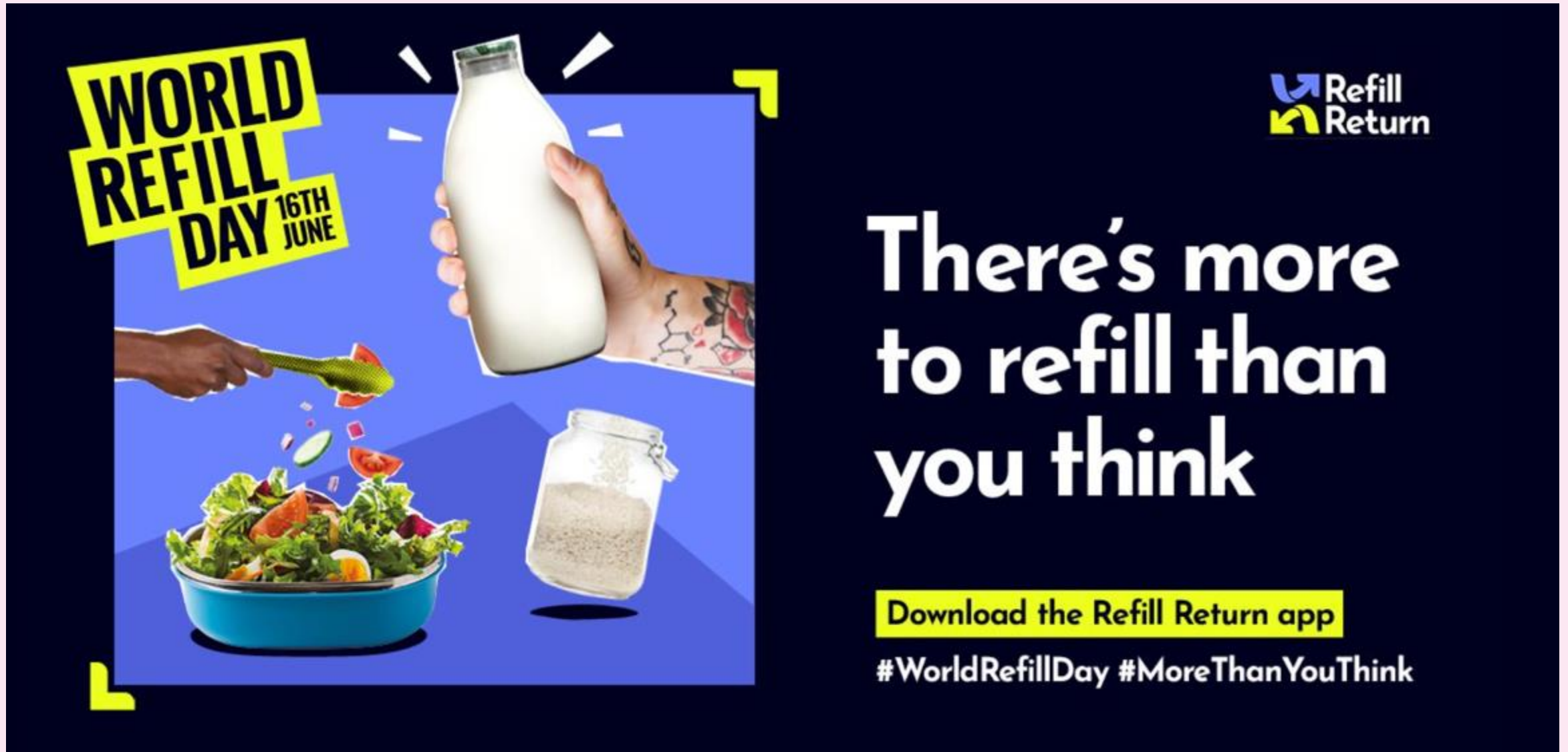
For further information about these exciting new opportunities to shape the future of our organisation and impact the plastic pollution crisis get in touch.

**Email [jane@citytosea.org.uk](mailto:jane@citytosea.org.uk) for more information.**



SOME EXAMPLES OF  
OUR WORK...

# CASE STUDY: WORLD REFILL DAY coming soon...



The graphic features a central blue square on a dark blue background. Inside the square, a hand with a tattoo pours milk from a glass bottle, while another hand adds vegetables to a salad bowl. A jar of dressing sits nearby. The text 'WORLD REFILL DAY 16TH JUNE' is in the top left, and the 'Refill Return' logo is in the top right. The main headline 'There's more to refill than you think' is on the right, followed by a call to action to download the app and the hashtags #WorldRefillDay and #MoreThanYouThink.

**WORLD REFILL DAY 16TH JUNE**

**Refill Return**

**There's more to refill than you think**

**Download the Refill Return app**

**#WorldRefillDay #MoreThanYouThink**



# CASE STUDY: REFILL RETURN APP

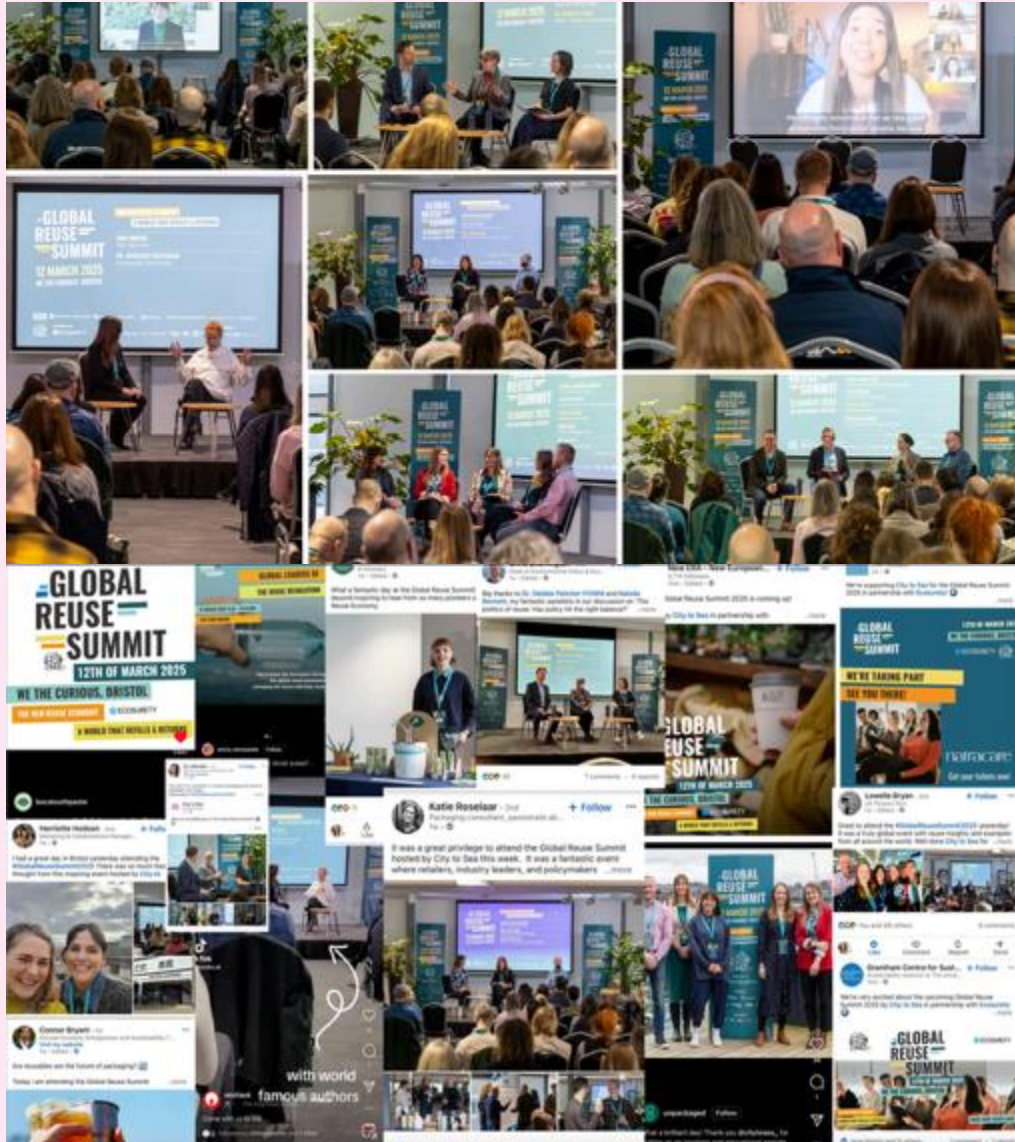


THE platform connecting consumers with producers, helping people shop without the pointless packaging.

AND the largest database of refill and return locations in the UK, and across the globe with:

- 330,000 stations
- 650,000 app downloads
- 14,000 regular monthly users

# CASE STUDY: GLOBAL REUSE SUMMIT



In March 2025 City to Sea presented the **second Global Reuse Summit**, online around the world and in person in our home city of Bristol.

The summit has quickly established itself as a pivotal event in the movement towards a circular economy, bringing together global leaders, policymakers, businesses and academics to accelerate the shift to reuse systems.

The event exceeded our expectations, building the movement, sharing collective knowledge, celebrating successes and bringing the global reuse community together from Canada to Indonesia, Scotland to Switzerland!

- 1,681 participants
- 617,602 media reach
- 3450+ posts on Instagram, Linked In and Facebook
- 10,000+ page visits





# CASE STUDY: PARLIAMENTARY RECEPTION

In October 2024, in collaboration with Ocean Bottle, City to Sea organised the **Step up for reuse parliamentary reception** to showcase how the UK can lead the transition from single-use to reuse and benefit businesses, consumers, and the planet.

We united policy makers, NGOs, and industry leaders, to highlight 3 policy asks and showcased the practical solutions needed to encourage the behaviours and systems change for reuse future.

- **40MP** engaged, **11 MPs** pledged their support
- **44 stakeholder guests** from leading industry, NGOs, Academics and local councils to amplify the call
- Reach of #StepUpForReuse **30k for event, 2Mi in 2024.**



# CASE STUDY: BCP COUNCIL

BCP Council spends £1 million annually on beach waste removal. To address this, we launched an ambitious project to transform 14 miles of coastline and tackle the serious waste management issues they faced every summer.

Working collaboratively with the council, we developed and delivered 'Turning the Tide' – a strategic roadmap for the future. This ambitious plan outlined a long-term sustainable approach to managing the seafront and creating a vision for how to turn BCP into a low impact tourist destination by reducing single-use plastic on its beaches, embedding our award-winning Refill campaign and implementing systems of refill and reuse.

New brightly signposted 'hydration stations' and water taps were installed along the seafront to help residents and visitors stay hydrated and prevent plastic pollution and, in one month alone, the partnership prevented more than 19,000 single-use plastic bottles!





➤ As part of the vision to build a “Buy anywhere, Return anywhere” platform, Reposit and City to Sea have worked on a set of standardised go-to-market materials, highlighting **use of language considerations, messaging framework and intervention touch points** to drive behavioural change towards returnable systems throughout the consumer journey.

More than **20 standardised kit of parts created**, and a behaviour change toolkit is in progress to make it easy for our partners to brief their team and encourage adoption and lasting engagement.



# CASE STUDY: CARDIFF REFILL RETURN CUP

In October 2024, we launched the Cardiff Refill Return Cup with FOR Cardiff as part of a 6 month pilot. The scheme went live in **23 outlets** across the city. Outlet staff attended group training sessions and we ran a joint comms campaign with FOR Cardiff to promote the launch of the scheme.

In the first month of the project:

- 431 people signed up and tried out the scheme
- 2426 cups were borrowed
- A 97% return rate was achieved
- 43KG of CO2 was saved





*"I really enjoyed working with City to Sea to build a document that speaks to Unilever marketeers, sharing practical and inspiring examples. The team at City to Sea has been very engaged and flexible throughout the creation process, bringing invaluable insights around behaviour change."*

*"Our colleagues liked the positive narrative and passion with which City to Sea shared the findings to build momentum for reuse!"*

**Jolanda de Rooij, Senior Sustainability Manager, Unilever**

# CASE STUDY: UNILEVER INTERNAL ADVOCACY

In 2024, City to Sea was commissioned by Unilever global sustainability team **to envision the future value of marketing in a refill and reuse retail landscape** and to foster internal advocacy with Unilever colleagues.

Thought as a **creative advocacy tool** and based on research findings and interviews with reuse experts, we developed a document that Unilever marketeers could use as a guide to craft compelling stories with consumers.

- **20+ examples and case studies** around the world
- **Practical communication best practices** to inspire colleagues to drive behaviour change.
- **Webinar session to present findings with** the refill and reuse community at Unilever (with recording available to the community).



**LET'S STOP WASTE  
BEFORE IT STARTS!**

