



Annual impact report for our social enterprise  
2021/2022

**OUR FOOD MAKES A DIFFERENCE**

# ABOUT US

The Feed is a social enterprise with a mission to motivate change in order to prevent poverty, hunger and homelessness in Norwich.

We support people who are facing insecurity with their housing, or who face a barrier to employment, such as mental ill health, substance misuse, history of offending and learning difficulties.

We provide a variety of employability projects and focused 1:1 support, designed to teach people new skills, to build their confidence and motivation and develop new positive routines so that they are able to move forward into employment and are **empowered** to make a positive and lasting change. Our participants say that they feel **welcomed, safe and useful** when they come to The Feed.

We are **passionate** about food and passionate about people. So that's why we run cafés and a catering enterprise which provides income to fund our work. It also enables us to deliver our **valuable** programme of supported work experience and volunteering opportunities for the community. The food we make is **delicious, homemade and locally sourced**.



# ABOUT US

We work hard to build relationships with employers so that they have a more informed view of employing people who face barriers to employment and take a more **sympathetic and understanding** approach to their recruitment process.

Our social supermarket on Hall Road, provides people with access to **affordable and often free** groceries, hygiene and cleaning products to help people facing food insecurity or struggling with the increasing cost of living. We work with other local organisations to offer workshops that address the underlying causes of poverty, ensuring that the food we provide, **makes a difference**.

Everything we do works towards our vision of  
**‘a community free from poverty’**





# OUR VALUES

## BE FOCUSED

We will keep things simple. We will concentrate on doing a few things really well and communicating clearly

## BE ENERGETIC

We are committed, dedicated, determined, purposeful and fun. We will not give up on achieving our vision and mission

## BE CREATIVE

We dream big and learn from trying new things. We collaborate with other organisations who share our goals, locally and from further away. We are aspirational and inspire the people we work with to aim high

## MAKE PEOPLE PROUD

We take pride in our work and our products and want to be known for being the best. We celebrate our successes

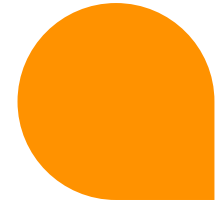
## TREAT PEOPLE WELL

We always prioritise equality and gain strength from diversity

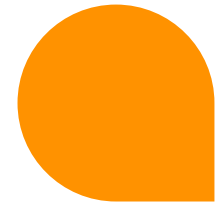
## IMPROVE OUR ENVIRONMENT

We seek to improve the local communities where we work and to make a positive impact on the environment

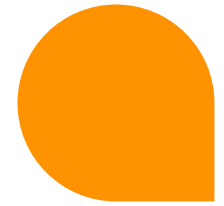
# WHO WE SUPPORT



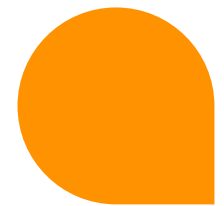
People facing barriers to employment



People facing food insecurity



People with insecure housing



People who are long term unemployed

# ACTIVITIES (WHAT WE DO TO ACHIEVE OUR MISSION)

Run employability support group projects

Provide focused 1:1 coaching

Run a supported work experience programme

Provide a volunteering programme

Build links to employers and influence employers

Run cafes & catering business to fund our support services & provide work experience opportunities for people

Run a social supermarket to provide the community with access to affordable groceries

We serve hot meals at a safe indoor venue to rough sleepers and other vulnerable people

# OUTCOMES (WHAT WE EXPECT TO HAPPEN)

## Participants have:

- increased motivation
- increased confidence
- clearer goals

## Participants develop:

- a better support network and have reduced isolation
- new skills

## Participants gain:

- qualifications – through The Feed & via external training providers
- improved wellbeing and mental health

# OUTCOMES (WHAT WE EXPECT TO HAPPEN)

- Our catering service becomes the only choice for socially conscious people who value quality because of our delicious, homemade, locally-sourced food.
- Our model becomes an exemplary example of a trading social enterprise, that can be replicated by us or other organisations who want to make a difference in their communities
- People have access to food with dignity and can access other support services to help them out of food insecurity
- Employers have a more informed view of employing people who face barriers to employment
- Employers take a more sympathetic and understanding approach to recruitment processes and HR



# IMPACT (WHAT WE WILL ACHIEVE)

- People feel empowered to make positive and lasting change
- People are self-sufficient and better able to manage and sustain their housing and bills
- Participants have a greater chance of obtaining employment
- Participants are better equipped to sustain employment

# OVERVIEW OF 2021/2022

Following a challenging year of repeated lockdowns and uncertainty for both our support and trading activities, we reopened The Feed in April 2021, by launching our work experience programme, reopening our café on Prince of Wales Road and launching a brand new project, Nourish. Our Bloom Project followed soon after and we were soon feeling a little bit more like 'business as usual.' Our Community Fridge continued to provide free food to people in need.

This report measures the impact made between reopening in April 2021 and the end of March 2022. In that time we have undergone a significant period of growth, growing our staff team from 11 to 47 employees and opening 4 new outlets

- In June 2021, after a successful tender process, we were excited to take over running The Bistro at Kettle Food Ltd, providing a subsidised service to their employees.
- In November, we were delighted to open The Waterloo Park Pavilion Café and Sandys-Winsch community room.
- In December 2021, we opened the student canteen at NUA and in February 2022, we opened REST, the café in Churchman House, in collaboration with Norfolk and Waveney Mind.

# OVERVIEW OF 2021/2022

Opening new outlets, increased our capacity to support more people, and increased our potential to generate more of our own income from trading.

With that in mind, in early 2022 we worked hard to build new relationships with other local support services, to increase the number of referrals onto our projects. We also underwent a full rebranding project, and with the help of a local marketing company, we launched our new look and website in November 2021.

It has been a brilliant and busy year for The Feed and because of the hard work of our fantastic and dedicated team, our profile has been raised and we are well respected by the people we support, amongst our peers, other support services and the public.

I am extremely proud of everything we have achieved and am excited to tell you about it in this report.

Lucy Parish  
Chief Executive Officer



# WORKING WITH OUR LOCAL PARTNERS

We have been incredibly fortunate this year to have received support from our local community. This has allowed participants of The Feed to grow their skills and discover exciting opportunities on their pathways to employment, training or volunteering.



The Village Orchard gifted specialist sessions with their Dance Movement Psychotherapists. Our participants have accessed 16 1:1 therapy hours and 3 spaces on their 12-week dance workshop. This approach enables clients to develop a deeper, safer connection with their bodies to release trauma and promote personal growth.



CAP has facilitated drop-in debt sessions and budgeting courses. The course is designed to help people take control of their money through practical financial education and holistic support tailored to their individual needs. One participant received a bed for her son through her engagement.



Award-winning bistro Farmyard hosted our participants for a tour and to sample their menu! This has led to a very successful work experience placement for one of our graduates who has a keen interest in fine dining. Future multiple employment options are currently being discussed.



# WORKING WITH OUR LOCAL PARTNERS



Green Farm facilitated a tour of their independent roastery. They talked about where they source their coffee from and how the roasting process for small batches works. They also provided extended coffee training and discussed potential job opportunities.



John Lewis delivered a behind-the-scenes session for Bloom. They shared their recruitment process and top interview tips. This experience was inspiring and it dispelled myths around perceived barriers to working for a company like theirs. Two women immediately began job-searching after previously not feeling confident enough to do so.



The team created a relationship with Angelica's Rainbow following feedback from Bloom participants about joy derived from being around animals. Visits to the farm bring a sense of peace and boost everybody's wellbeing. It's always great interacting with the UK's first therapy sheep! They also offer volunteering placements.



Grapes Hill representatives gave a talk at Bloom about gardening for wellbeing and the medicinal power of herbs. Our participants were invited to become members and attend future workshops to promote social connectivity and learn about growing and caring for produce.

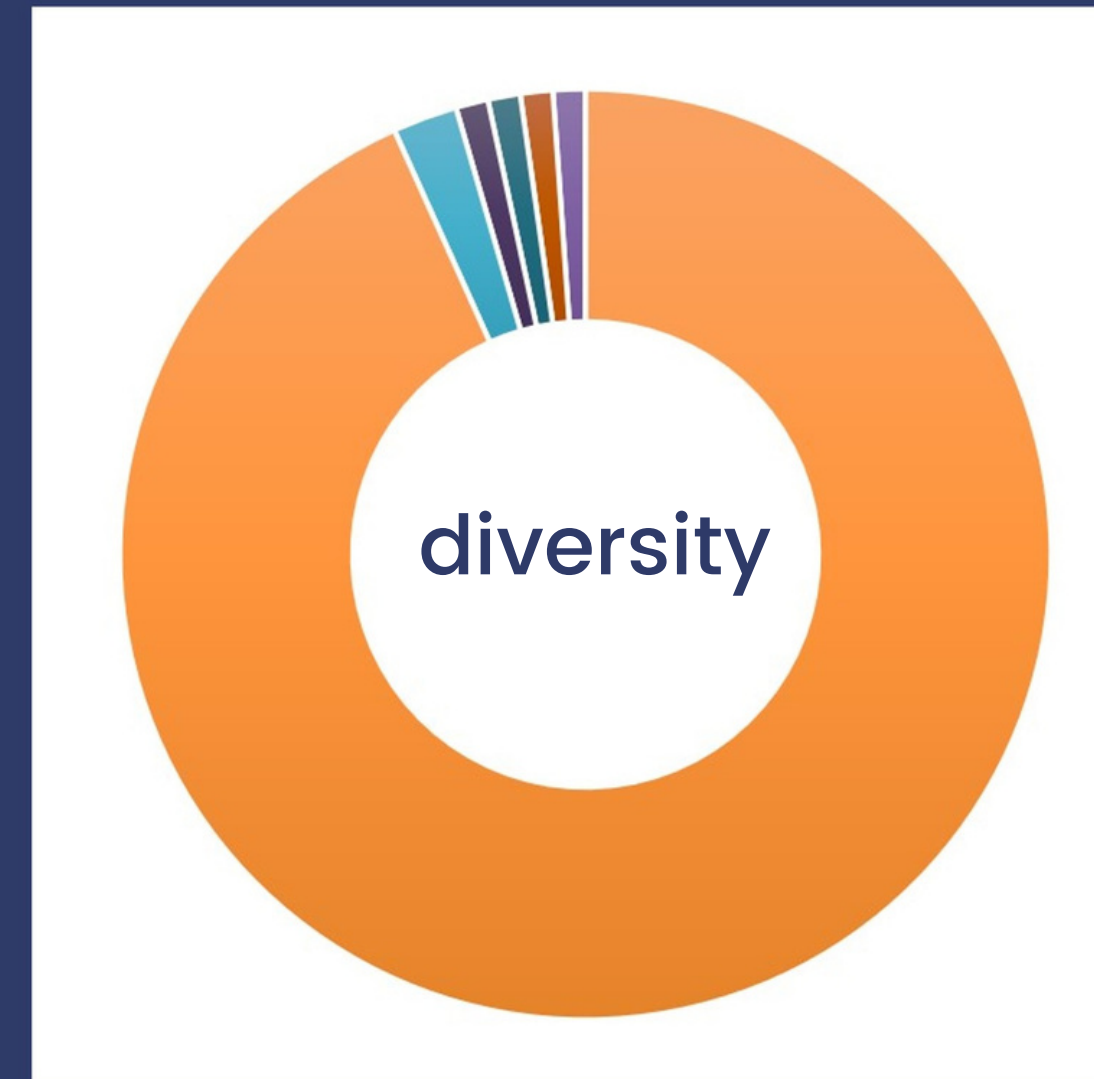


# WHO HAVE WE SUPPORTED?

gender



The Bloom project was introduced to encourage more women into our support services. As you can see, it worked.

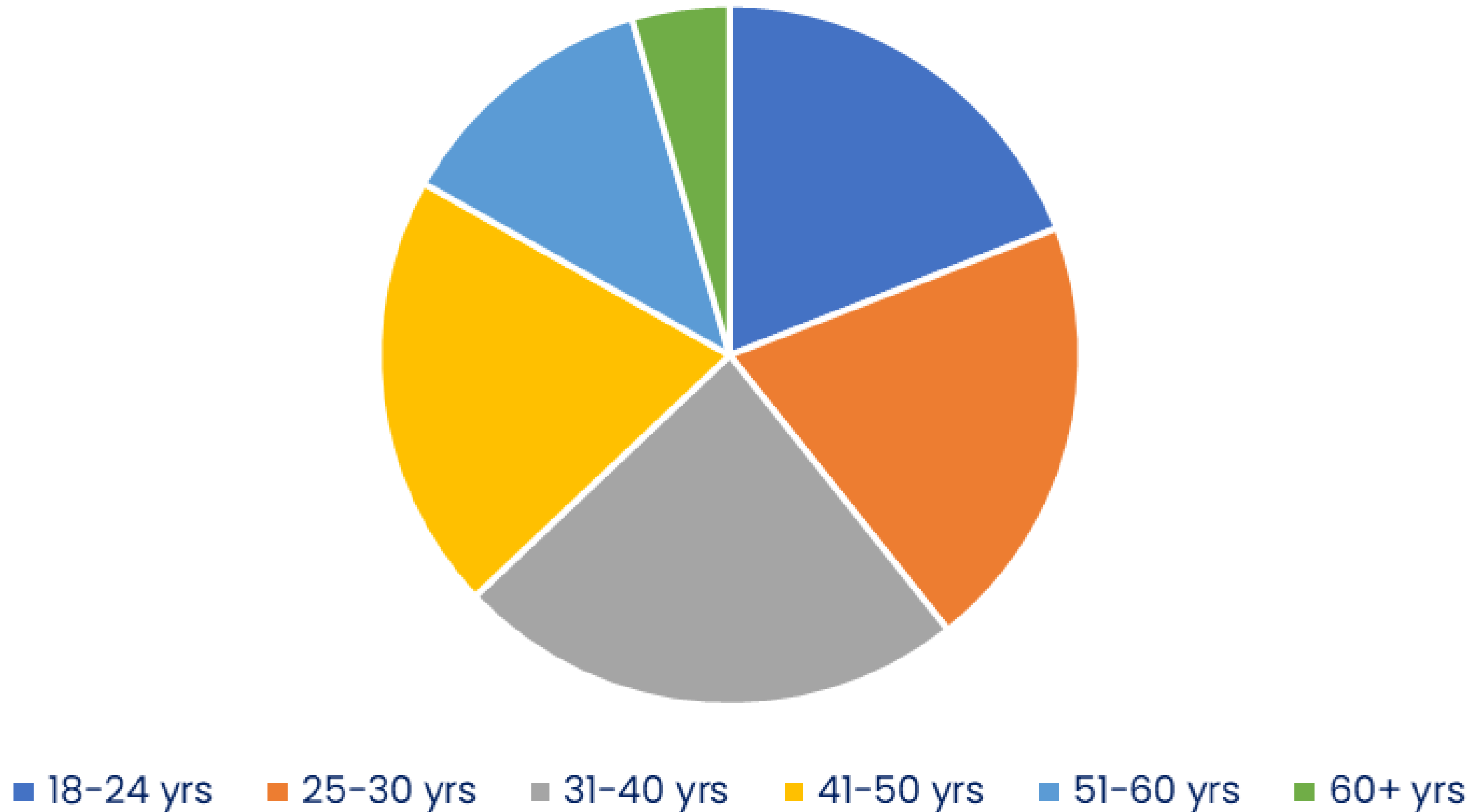


White Black Hispanic Mixed race Portuguese Polish

Overwhelmingly, a large proportion of our clients are white British. We are looking at ways to increase diversity, including working with a new CIC, who will be running a new community café at one of our premises, to support resettled ethnic minority individuals and families.

# WHO HAVE WE SUPPORTED?

age



# OUR SUPPORT PROGRAMMES IN 2021/2022

## Supported work experience programme

Participants are supported by a Mentor, to learn new skills and build their confidence and motivation. The programme takes place for 40 hours and it is typically spread over a 10 week period. It is person-centred and flexible.

## The Bloom Project

A 12 week holistic support programme, designed and run by women, for women only. Bloom focuses on growing self esteem and identifying strengths, so that participants begin to think about moving forward into further training or employment.

## 1:1 support from our Opportunities Coaches

Our coaches help participants to set goals, identify strengths and make a plan for their future. They also arrange visits and work placements to other potential employers to increase participants chances of moving into employment.

## Volunteering Programme

Open to the whole community, our volunteering programme offers a wide range of opportunities for people who want to commit their time to help us deliver our mission.

## Nourish – evening food provision for people who are homeless in Norwich

We work with other organisations, to ensure that people have access to an evening meal, 7 days a week, indoors in a safe space, with access to support services.

## Community Fridge at The Feed

Providing people facing food insecurity with access to free food and signposting to support services



# METHODOLOGY

We use a number of measures to track and record the impact that we make. A participant will have multiple outcomes over the course of our support and each outcome is recorded on a tracker as it happens.

Outcome	Evidence
Move to job searching	Applications, screenshots emails etc
Gain Employment	Offer letter/email, contract
Training or education	Offer letter/email, certificate
Volunteering	Offer letter/email
Attended work placement	People tracker
Increased skills	Skills assessments, client feedback
Increased motivation	Client feedback and case studies
Clearer goals (positivity for the future)	Action plans and client feedback
Goal attainment	Action plan outcomes, evidence of all above, case studies, client feedback
Increased wellbeing & mental health	Wellbeing scores, feedback comments, case studies
Increased confidence	Client feedback and case studies
Increased support network	Client feedback and case studies
Reduced isolation	Client feedback and case studies
Referrals into other services	People tracker

Green – exit outcomes  
Blue – moving someone closer to the job market  
Orange – making & reaching goals, making plans or the future  
Red – soft outcomes  
Purple – holistic support outcome, increases sustainment

# SUPPORT TEAM APPROACH

We are proud to offer our participants a genuinely person-centred experience that is trauma-informed and bolstered by reflective practices.

No two journeys are the same:

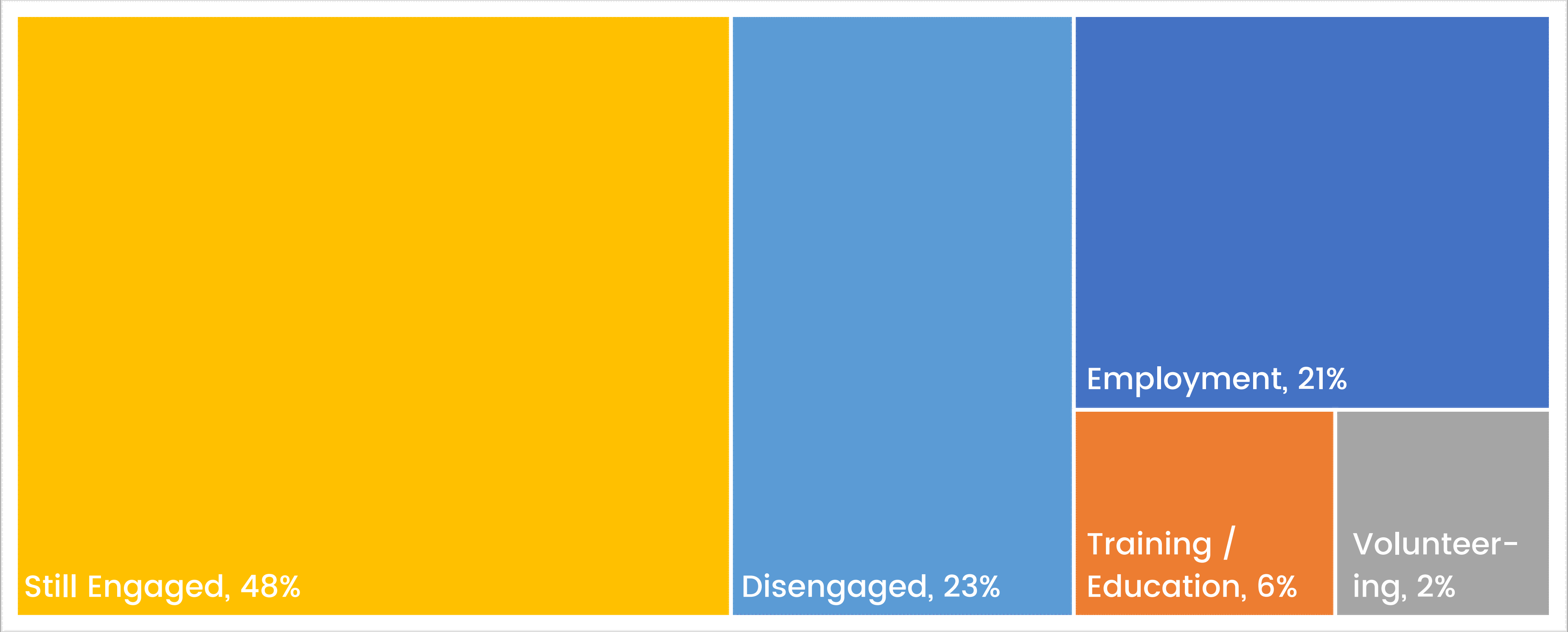
- Goals set by participants, reviewed and developed by Coaches
- Individualised support plans
- Customised work experience and coaching
- Flexible participation in Bloom activities

Reflective practices allow us to review and adapt the way we work with our participants and each other. Changes have been made in areas such as:

- Adjusting course content – particularly Bloom
- Creating trauma-informed support areas
- Identifying staff development needs – sourcing training, undertaking individual research
- Accessing independent clinical supervision



# SUPPORTED WORK EXPERIENCE OUTCOMES



# SUPPORTED WORK EXPERIENCE OUTCOMES

1320 hours  
of work  
experience  
provided

55% have  
attained  
goals

52% of people  
were referred to  
other services for  
additional  
support

97%  
reported  
reduced  
isolation

88% of  
participants  
have increased  
skills

44% are still  
engaged and  
working  
towards goals

81% have  
increased  
confidence

85% have  
increased  
motivation

73% of  
people now  
have clearer  
goals

72% had  
increased  
wellbeing  
scores

"I would never have  
had the confidence  
to go for this job  
without you."

97% reported  
a better  
support  
network

# GREG

Greg was referred to Supported Work Experience by Headway as his next step in recovery from a stroke. Before this event Greg had worked in a high-pressure role for many years.



As a teenager Greg had completed a fine dining course and this was an area he wanted to explore again.

**“Greg is extremely knowledgeable about food yet remains keen to learn and add to his skills.”**

We visited local restaurant The Farmyard as they have a reputation for producing incredible food and an ethical approach to employment. Greg had the opportunity to sample the menu, meet the staff and ask questions.

From this visit a placement was set up for Greg to extend his skills and gain inspiration working alongside award-winning chefs. He is making the most of this opportunity absorbing all the knowledge being passed to him.

We are excited to see where his next steps take him!

# JAMES

“ I felt respected by others”

James referred himself onto The Feed's Supported Work Experience. He had prior chef training and a keen interest in seasonal produce and foraging. James's goals were to build his confidence and a routine, with a long-term ambition to open his own premises selling locally foraged fungi and vegetables.



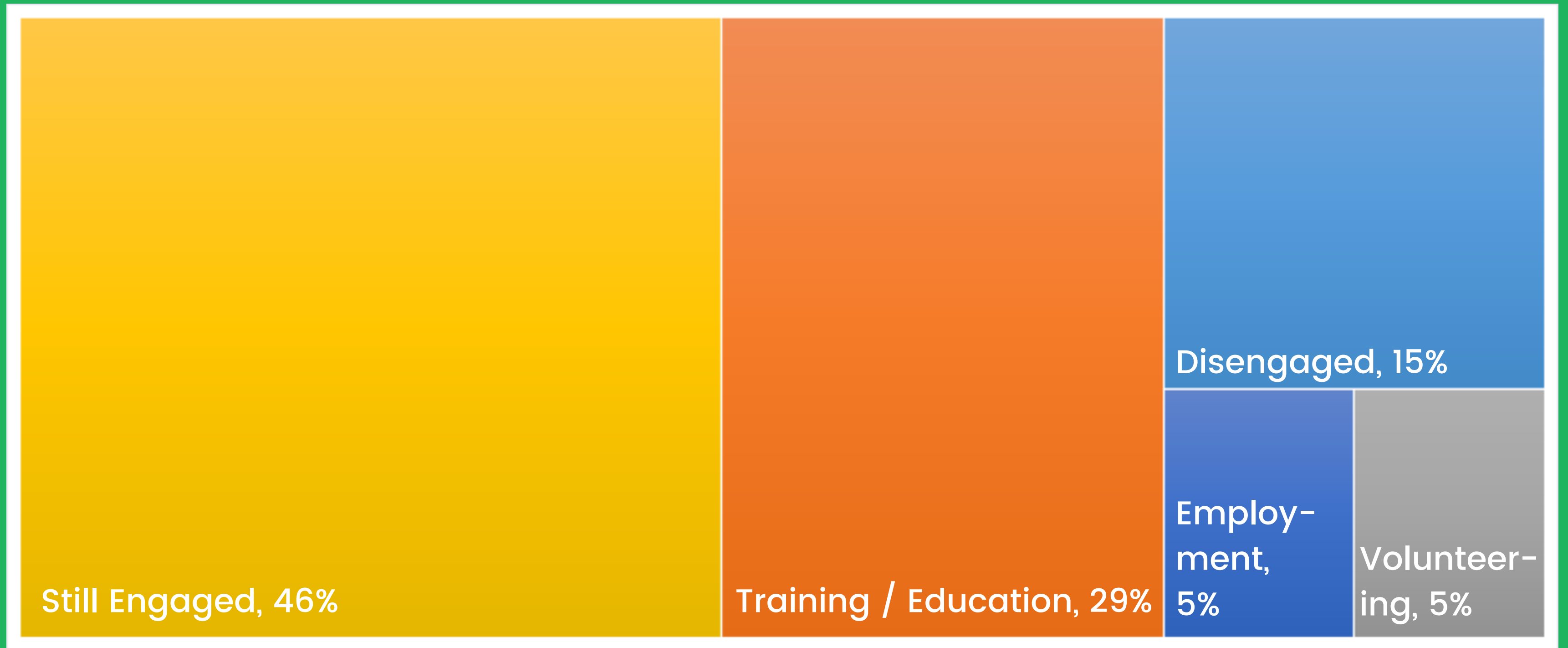
James's passion for food was contagious

James committed to the programme and was able to regain his confidence around working within a catering environment.

“James displayed a high level of skill and reliability”

We supported James to create a CV, apply and prepare for interview and he secured part time employment. We also referred him to a self-employment specialist who has provided him with advice to support him with his longer-term goal of running his own business.

# THE BLOOM PROJECT OUTCOMES





# THE BLOOM PROJECT OUTCOMES

77% of participants have increased skills

57% had increased confidence

48% of people now have clearer goals

108 hours of sessions delivered

62% have increased motivation

86% reported a better support network

"It feels dramatic to say but this group literally saved my life."

45% had increased wellbeing scores

28% have attained goals

77% reported reduced isolation

49% are still engaged and working towards goals

48% of people were referred to other services for additional support

# JOY

Joy's aim is to work creatively with community groups

Joy was working in a residential care home when the pandemic hit. She had enjoyed this environment for over a decade but the devastation she witnessed left her unable to return. Joy became low, anxious and stressed.



Joy applied to The Bloom Project to lift her mood and increase her confidence. As an active mum and nanny – roles she thoroughly enjoys – Bloom was also an opportunity to do something just for her.

During the course Joy's passion for arts and crafts shone through alongside her natural ability to support her peers.

**“Wow, what an amazing experience! And truly amazing people.”**

In response to Joy's enthusiasm around using her creativity to help others, we gave her a trial session with Bloom where she led the group to create lanterns. This was successful and so Joy is now a regular, paid facilitator.

We have also sourced a Peer Support training course with Adult Learning to increase Joy's skills, and we are exploring options to deliver workshops with other organisations and develop a network of relevant communities.

# SAM

“It’s been amazing to see Sam’s confidence grow.”

Sam had never worked due to childcare responsibilities and difficulties with her mental health, so her goal was to move closer towards employment.



It was assessed that Sam would benefit from both our Supported Work Experience and Bloom. Sam completed the courses at the same time demonstrating dedication and commitment.

“I will use my work experience to show employers that I am willing and hard working.”

Sam’s experiences inspired her to job-search. The team helped update her CV, source appropriate roles and brush-up on interview skills. She was also guided through financial implications of earning.

To ensure she could achieve her goals we arranged 12 1:1 therapy sessions funded by The Feed Foundation.

This was the final piece of support required as Sam has now secured employment as a Catering Assistant.

# WHAT DO OUR PARTICIPANTS SAY?

"You're all doing amazing work and it's clear you really care."

"It was nice to be shown respect and trust to complete certain tasks."

"I feel proud of my achievements."

"I was supported while being pushed out of my comfort zone."

"I enjoyed every week. I learned so much. Best course ever!"

"I will show off my new skills to employers and make food for my family."

"I found everyone really helpful and friendly"



# VOLUNTEERING PROGRAMME

Volunteers have performed a range of roles, some within front line services (such as Nourish or the Community Fridge) which have empowered people to engage with services, improve personal situations with dignity and helped them to navigate challenges safely, through direct action or via signposting to appropriate services .

Our volunteers have also benefitted in a range of ways themselves, volunteering has much to offer for those involved, it has given opportunity to those in our community to support our services, while helping prevent isolation, build confidence, learn new skills and further develop existing skillsets, with volunteering providing a positive experience. In many cases, volunteering has empowered people to improve their own circumstances and supported many in to work too.





# VOLUNTEERING PROGRAMME

Volunteers have:

- Provided hot, healthy cooked meals to rough sleepers.
- Supported clients as they transition from temporary accommodation to independent living via Peer Support within Pathways.
- Helped distribute 25 tons of food to those in need via the Community Fridge, preventing food waste and reducing food poverty.
- Collected food waste from supermarkets and other venues via Fareshare to enable us to redistribute it.
- Supported our cafes in roles serving customers, and preparing food within our kitchens, enabling staff and mentors to spend time training our work experience participants.
- Signposted vulnerable adults to services where needed, to ensure they receive further support.
- Assisted the support team to deliver our Bloom project.
- Supported us by maintaining grounds, gardens, plants and external areas.



# VOLUNTEERING PROGRAMME

227 Volunteer  
applications  
received

136 new  
volunteers  
placed

14 volunteers  
moved into  
employment

First and foremost through my volunteering at The Feed, I have been able to support and help others in areas that I never thought possible for me.

Volunteering through The Feed has opened up a doorway into gaining valuable knowledge and new life learning skills.

And now this has led me to discover new possibilities and realise that I now want to pursue a new life changing career move into Support Work.”

14,976  
hours of  
volunteering

32 letters of  
support written for  
volunteers  
wanting to enter  
employment

# JANE

Having participated in our supported work experience after a period of extremely poor mental health, Jane was keen to continue to maintain the momentum that had provided and utilise new skills she had gained. She decided to volunteer within our café and kitchen, which saw her grow in confidence, enhance her skills and feel ready to apply for employment again.



Because volunteering can be flexible and remains person-centred, it was a less stressful and pressured opportunity, and Jane had been very clear the longer-term goal was to re-enter the workforce.

“ We discussed a plan to shape volunteering to support this goal and rotated a variety of roles to grow their confidence and gain new skills. ”

Through this and much hard work from them, Jane felt ready to apply for paid employment and was supported in this by the volunteer co-ordinator through references and letters of support. Jane successfully negotiated interviews and entered the workforce again in late 2021, as a direct result of time volunteering at The Feed.

# **NOURISH** **PROVIDING HOT MEALS AT A SAFE INDOOR VENUE TO ROUGH SLEEPERS AND OTHER VULNERABLE PEOPLE**

3,255 hot meals provided

4,600 volunteer hours

In 2019, we were commissioned to research and produce a report on the best practice for providing people sleeping rough, with hot evening meals.

We made recommendations for changes in Norwich, and in particular our research showed the need to provide indoor, regular evening meals. A service that also provided the opportunity to offer people support to move away from rough sleeping and access housing.

In April 2021 we were delighted to launch Nourish and the service has proved popular ever since.

The project is coordinated by a Street Community Engagement Officer, employed by The Feed as part of The Pathways partnership.

We work in collaboration with The Kings Community Church, to offer safe, evening, indoor hot meals, 6 days a week, including weekends and bank holidays. Nourish is manned by trained volunteers, who have been pivotal in the success of this project. Volunteers are trained in food hygiene, safeguarding, conflict management and first aid.



# NOURISH (EVENING FOOD PROVISION FOR PEOPLE WHO ARE HOMELESS IN NORWICH)

## Why do you attend Nourish?

"Love, care,  
warmth,  
food"

"Because I  
needed  
help"

"To enable  
myself to  
survive"

## What impact has using Nourish had?

"An  
amazing  
impact"

"Lifeline"

"Feel part of  
something"

"It's great having a service like this, where you can sit down and eat some proper food with a knife and fork, at a table. People like us appreciate being treated with dignity, to feel like a human being."


# NOURISH (EVENING FOOD PROVISION FOR PEOPLE WHO ARE HOMELESS IN NORWICH)

“Volunteering at Nourish has given me so much, I've learnt new skills, met some really interesting people and have been able to help my fellow humans too. The nights I volunteer I go home tired but with a sense of wellbeing and knowing that, although small, I made a difference.”



# COMMUNITY FRIDGE AT THE FEED

We opened our community fridge in August 2020, following the first Covid lockdown. We wanted to ensure that people, who were struggling, had access to food and support. The service was very popular and we often saw long queues outside. As the cost of living has been increasing, we have seen people with a wide range of personal circumstances visiting for free food.




4524 visits  
to the fridge



19,144 kg  
of food  
distributed



790 volunteer  
hours given



“Just wanted to say a big thank you for your help yesterday, the kind man who answered the phone and got me help. And the wonderful lady who came and sorted me out. My family ate very well last night!”



# MARKETING AT THE FEED

We continue to grow our reach on social media by posting content, engaging with others and tailoring content to the different audiences our accounts and platforms reach.

We've had a range of media coverage covering local press and radio.



Our new website launched in November 2021 and was a key milestone as we refreshed all of our brand assets including straplines, visual identity and the descriptions of our work. This has been rolled out across our venues, in our printed material and digitally.



# FUTURE PLANS FOR THE FEED

As we head into 2022/2023, the landscape looks very different. After 2 years of uncertainty due to Covid, we are now looking at a national cost of living crisis.

As a team, we are making plans for both our community response and considering the impact this may have on our staff, participants and the business itself.

## NEW PROJECTS

In July 2022 we launched a social supermarket, on Hall Road, absorbing our Community Fridge, to provide people with access to affordable and often free groceries, hygiene and cleaning products. It helps people facing food insecurity or struggling with the increasing cost of living. We have been overwhelmed with support from local food businesses and the local community, who have provided food for the shelves and given their time to help.

We will soon be launching a programme of support for people accessing the social supermarket. This will help people to address the underlying causes of poverty and provide people with advice and guidance on debt, budgeting, access to benefits, mental health and wellbeing and employment support. We are excited to be working with other local support service providers, such as Your Own Place CIC, Zainabs CIC, Citizens Advice Bureau Norfolk and Norfolk Community Law Service.

Our support programme will be based at the community café and kitchen next door to the social supermarket, and we hope that it will become a real community hub, where all are welcome. We are considering how this may be used as a warm space for the local community, as we head into winter and fuel bills rise.

# FUTURE PLANS FOR THE FEED

## NEW BOARD

Having undertaken a skills audit at the end of last year, we identified some gaps in our board of Non-Executive Directors. We have recruited new board members to fill those gaps and strengthen the board so that the senior management team are fully supported in their roles.

One of the first tasks for the new board to undertake, will be to put together a 3-year strategy for The Feed, which fulfils and develops our mission to prevent poverty, hunger and homelessness.

## THANK YOU...

... to everyone who has helped contribute to our achievements in the past year. We've had some fantastic support from local businesses, many of who have used our catering services as a regular supplier, attended our 'Food for Thought' events or fundraised for us to help achieve our mission.



The biggest thank you of all goes out to the dedicated and hardworking Feed staff team, **who are absolutely awesome.** We have so many different varied roles, and each person works their hardest to contribute to the overall success.

Lucy Parish  
Chief Executive Officer

**THANK YOU**

[www.thefeed.org.uk](http://www.thefeed.org.uk)



WANT TO KNOW MORE ABOUT THE FEED?