



“
To a person facing or experiencing homelessness, a café, a pub, a bar, a restaurant and crucially, a job, is
‘Only A Pavement Away’
”

Greg Mangham, Founder & CEO

5 Year Strategy & Ambitions

2022-2027

**ONLY A
PAVEMENT
AWAY**

**STABILITY THROUGH
EMPLOYMENT**

The charity that supports
**people facing homelessness,
prison leavers and veterans**
into careers within hospitality.

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www.onlyapavementaway.co.uk

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OUR ETHOS

The ethos is based on a very simple concept, that no matter who or where you are, you are: 'Only A Pavement Away'.

FROM: Homelessness including prison leavers or veterans in need of support.

TO: Employment, training & development, excitement, career progression, brighter future, stability, security, accommodation, self-worth, fun, enjoyment and/or a second chance.

OUR PURPOSE

Providing pathways out of homelessness into purposeful employment within hospitality.

OUR VISION

To support 5000 people facing homelessness, prisons leavers and veterans into new careers in hospitality each year.

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Only A Pavement Away is a charity founded by representatives from the hospitality industry.

OUR MISSION

is to connect our network of forward-thinking hospitality employers to charities working with clients facing or at risk of homelessness and helping them reintegrate back into society by:

- Offering career opportunities within the hospitality industry
- Facilitating training and development programmes, creating capability for work
- Offering financial support to overcome the barriers to employment including support with rent and other costs which may hinder stability

The programme will help people facing or experiencing homelessness, veterans, prison leavers and disengaged youngsters, many of whom could face homelessness and crime.

In time the project will extend to those with other vulnerabilities but who with the right support can work within the hospitality industry.

Outside of the moral benefits, the project is underpinned by a strong commercial and financial benefit to the hospitality industry, by accessing an as yet untapped, employment pool. It also provides a tangible gain for society by reducing the strain on the public purse.

It is important to stress that Only A Pavement Away is not a recruitment agency and focuses solely on helping those on the project find work whilst in some cases offering financial support. Each category albeit intrinsically linked, will be managed by a category specific Relationship Manager.

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THE HARD FACTS

280,000 registered homeless and a further **70,000** threatened with homelessness in 2021

Average life expectancy for a woman living on the street is **42**, for a man, **44**

20,000 cost in £'s to government for each person sleeping rough

It is estimated that **8,000** more people will be forced to sleep on the streets and **9,000** forced into unsuitable temp accommodation by 2024

4298 average cost in £'s to NHS to provide care to a person living on the street

79,514 prison population in 2020

50,000 prison leavers released 20-21 with **20,191** released without settled accommodation.

£76 discharge grant given to prisoners on leaving prison

60% young offenders have no accommodation to go to on release

11,000 veterans have no permanent address

400 forced to live on the streets

50,000 coping with mental health issues

Estimated **3000** former military service veterans in prison in 2020

HOMELESSNESS

PRISON LEAVERS

VETERANS

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THE UK HOSPITALITY INDUSTRY

The UK hospitality industry will be looking for circa 1.3 million employees between now and 2027, of which some 300,000 will be new positions.

The issues around employment within the industry have been exacerbated by the perception of home grown nationals that hospitality is not a credible profession. Not only will the hospitality industry need to replace the loss of EU workers but also ensure that any replacements mirror the attitudes, behaviours and professionalism which is required in a customer focused service industry.

Forecasts for the future predict an increase in homelessness and rough sleeping due to various reasons including a cut to services, benefits compounded by a lack of housing and the financial crisis. Society is also faced with a growing and overcrowded prison population.

It is therefore only sensible to look to resolve both problems through one overarching approach, whilst reducing the ever-increasing strain on government funding required to support those who find themselves in such extreme and vulnerable circumstances. There is also the issue of the "revolving door" syndrome where those who find themselves homeless gravitate to a life of crime, prison leavers find themselves homeless, vulnerable veterans may end up homeless or in prison and where many youngsters who are at odds with society find themselves either sleeping rough or embarking on a life of crime.

It is therefore both prudent and strategically sensible to explore alternative means of resourcing and associated recruitment pipelines to address the impending staffing shortfall facing the hospitality industry.

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OUR STRATEGIC OBJECTIVES

1

Act as a conduit between the charities/associations and the hospitality industry.

2

Support those in vulnerable situations by creating employment opportunities, facilitating a route into work which was previously seen as prohibitive.

3

Ease the transition into work for those involved in the Only A Pavement Away project by creating a collaborative approach between the Only A Pavement Away member and the employer.

4

Facilitate training and development for members enabling them to be more work-ready.

5

Build and develop long-term partnerships to safeguard the future of The Only A Pavement Away charity and its members.

OUR VALUES

It is crucial to the hospitality industry and those that are vulnerable in our society, for us to grow as an organisation.

We must ensure that those within the hospitality industry, the political hierarchy, charities, and our customers understand the contribution and impact that Only A Pavement Away has.

Our values shape our behaviour and integrity, and ultimately guide us to achieve our strategic goals. Our over-riding principle is that a career and life balance can only be achieved by **"Stability Through Employment"**.

TENACITY

We will never give up on our goals and will consider every feasible and ethical way to overcome obstacles that may hinder our purpose. At all times we must demonstrate creativity and adaptability.

EMPATHY

We have the empathy to relate to the needs of those involved in Only A Pavement Away. As employers and members, we will never forget that everyone is equal.

COLLABORATION

We will work tirelessly to support our members into work, whilst protecting their safety and privacy. We will ensure that all our employer partners understand the needs and desires of all Only A Pavement Away Members.

INTEGRITY

We will always act with a sense of moral code and principles that enhance and promote The Only A Pavement Away purpose, no matter what barriers we are faced with.

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OUR AMBITION

As our charity grows so do our expectations of what Only A Pavement Away can achieve. We know, with the right levels of funding, we can scale up our services to support 5000 Members into work each year adding c.£170 million to the economy. To achieve our aim we need financial support, media and political recognition and public awareness.

FINANCIAL BENEFITS

1000 Members into employment adds c. £34mil to the economy (£38,724 per Member, ROI of 97.7%), saving employers c.£125k in recruitment costs whilst adding c.£78mil in revenue.

2000 Members into employment adds c. £68mil to the economy, saving employers c.£250k in recruitment costs whilst adding c.£156mil in revenue.

5000 Members into employment adds c. £170mil to the economy, saving employers c. £625k in recruitment costs whilst adding c. £390mil in revenue.

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THE FUTURE

To operate in every major city/town in the UK by mid-2024.

To place 1000 Members into work by mid-2024. Total potential pool 50k or 12.5% (378k) of total homeless & prison leavers pa (2% of total potential Member pool).

Escalate to 2500 Members by the end of 2025 & 5000 by the end of 2026. (5% & 10% of total potential Member pool).

To operate in all 68 hospitality focused prisons.

Extend our custodial Sponsor a Kitchen project from 2 in 2022 to 15 by mid-2024.

Set up a centralised training academy in preparation for employment

To expand our campaigns & events to enhance brand awareness.

Gain full recognition as the industry charity for the placement of people facing or at risk of homelessness into careers in hospitality.

WHAT'S NEEDED TO ACHIEVE IT?

Key Strategic financial partnerships & collaborations to enable the growth of our team to 21 by end of 2023 at a cost of £878k inc all costs.

Industry support via all media channels & exhibitions/events.

Increased Media coverage.

Increased Political engagement.

A Strong PR & Marketing Plan including TV exposure.

A Branding agency.

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OUR STRATEGIC GOALS

2022-2027

Our priorities for **2022-2027** reflect the issues surrounding employment and retention within the hospitality industry and the growing numbers of people facing homelessness and disadvantaged people within our society.

We wish to operate a sustainable non-profit organisation within the hospitality industry. We will provide opportunities for recruitment and training and housing for people facing homelessness, prison leavers and veterans, enabling them to reconnect with their communities as well as providing future employees for the Hospitality industry.

Only A Pavement Away will act as a conduit and focus solely on helping people who are in vulnerable situations get into careers whilst supporting those involved return to an independent lifestyle.

1

Delivering the strategic plan for funding, to accommodate the growth of Only A Pavement Away over the next five years.

- The successful delivery of a multi-channel fundraising strategy to include strategic partnerships, individual giving, fundraising events, category specific and major donor income streams.
- Fundraise c£500k pa to both support our Members into work on a continued basis whilst having the infrastructure to grow the charity for long term sustainability.

2

Be the go-to charity in the hospitality sector for the employment of people facing homelessness, prison leavers and veterans and help to create a sense of self belief and positive fulfilment for those facing a future without hope.

- Provide clear channels and opportunities to access jobs in the hospitality industry and act as a preventative solution to those in danger of potentially entering homelessness, crime, destitution and /or vulnerability.
- Recognition by Government, Partner Charities, Employers and the Media as being part of a preventative solution to those in danger of potentially entering homelessness, crime, destitution and /or vulnerability.

3

Implementing a communications strategy which enhances and builds on the reputation of Only A Pavement Away and its partners.

- To regularly showcase organisational successes to media, stakeholders and wider public highlighting the achievements of the charity and using successful stories of Only A Pavement Away members.
- Facilitating the network of well-known leaders in the industry, celebrities and Only A Pavement Away Ambassadors to be spokespersons to help promote the charity.
- Delivering a digital strategy that looks specifically at how the organisation can build its online presence including an effective website, utilising social media, running online campaigns.

4

Develop the people and systems involved in sustaining the work Only A Pavement Away undertakes to deliver its purpose

- Develop the charity's organisational structure and understanding whereby Only A Pavement Away is the central point of contact between charities/organisations and employers looking to employ people facing homelessness, prison leavers and veterans into careers in hospitality.
- Develop and maintain key systems that enable easy access and simple procedures to match potential candidates with jobs available including an Applicant Tracking System and Candidate Profile Portal.

SOCIAL BENEFITS

PUBLIC & LOCAL COMMUNITY

- Being part of the solution to ending homelessness.
- Reducing the strain on the public purse.
- Reducing unemployment.
- Alleviating the drain on local healthcare and emergency services.
- Improves the image of the areas/locations involved in the programme.

CHARITIES

- Delivering added value and a wider reach of employment solutions to charities working with people facing or at risk of homelessness
- Giving charity employment teams industry specific knowledge to better prepare clients transitioning back into work
- Bringing the hospitality sector into one easy point of contact saving resources and time
- Helping to remove the stigma of homelessness and restoring self-esteem and dignity of those individuals affected.

HOSPITALITY INDUSTRY

- Positions the hospitality industry as an exciting, professional and worthwhile career choice.
- Establishes an untapped staffing resource pipeline & talent pool of new team members
- Strengthens the perception the Hospitality is at the heart of the community
- Helps position a company as a socially responsible employer to its staff and customers.

CORPORATE SOCIAL RESPONSIBILITY

Social Impact Off-Setting.

In the same way that all responsible organisations have processes & programmes to demonstrate that they are actively off setting their carbon footprint, it is now time to create a new type of corporate social responsibility activity, that focuses on an innovative way of how we can make an impact & contribution to society and to our communities!

This social impact off-setting will enable the hospitality industry to look at how they can make a societal & community based 'contribution by looking at what actions can be taken that would 'off-set the social impact' of:

○ Homelessness, prison leavers and veterans becoming excluded from society through lack of employment and accommodation

The commercial benefits of engaging with the project more than justify the venture into these somewhat uncharted waters. There is also the fact that any new employees go through a rigorous return to work process by the charities/associations involved.

Set standards and criteria will also be in place to protect both the new employee and the employer. In most cases the recruitment process is more stringent than when a non-Homeless person is employed.

HOW IT WORKS

The criteria for entering the Only A Pavement Away programme is stringent and rigorously applied.

The four key drivers are:

- The candidate must be either facing or experiencing homelessness, prison leaver or having served with the military.
- The candidate must come via a charity and an association involved with those identified above.
- They must be deemed as vulnerable.
- The supporting charity/association must have the framework to offer 6-12 months' support.

All candidates receive an initial assessment, entered onto the relevant training courses and then prepared for interview. Job brokerage is arranged with a 12-month post-engagement support package given by the referring charity/organisation.

All partner Charities involved will ensure the candidate has the following:

- National Insurance Number.
- Right to Work documentation.
- Access to a bank account.
- Safe accommodation.
- Attitude and desire to work in hospitality.

Charities will carry out a detailed programme taking people from homelessness and rough sleeping into work through an integrated process involving employers and a network of support.

The Only A Pavement Away members will receive an initial assessment, be entered onto the relevant training courses and then prepared for interview. Job brokerage is arranged with a 12-month post-engagement support package given by the referring charity/organisation.

When attending an interview, the Only A Pavement Away member will be expected to demonstrate four key behaviours:

- Desire to return to work.
- Commitment to moving forward.
- A positive and proactive attitude.
- An open and honest approach to the components/vagaries of returning to work in a new environment.

One of the main strengths of the project is that through the agreed processes the employer and interviewer are aware of the candidate's previous circumstances. This removes any cause for concern for the candidate when explaining their career history, proving a fresh start. The openness and transparency of the process is a key determinant in forging a bond and sense of honesty between the employee and employer.

The funds raised by Only A Pavement Away will be used to support those returning to work, provide training and supplement the resources required by Only A Pavement Away partner organisations, to manage the project and promote the jobs available. Only A Pavement Away will have partners that purely fund the project and operating partners who offer employment.