

# Impact Report

**2024**

**ONLY A  
PAVEMENT  
AWAY**

**STABILITY THROUGH  
EMPLOYMENT**



**WE ARE**

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AWAY**

# Providing a pathway to a career and a brighter future.

Only A Pavement Away was founded and inspired by Greg and Gill Mangham, who refused to accept that people facing homelessness or sleeping on the streets were in these situations due to some fault of their own but were very often the result of circumstances beyond the individual's control.

At the same time, there was an increasing awareness that the hospitality sector was facing a recruitment crisis, and it seemed only sensible to combine the need for new team members with those who, with the right opportunity and support, would be able to get their lives back on track.

Established in 2018, Only A Pavement Away now connects forward thinking employers in the hospitality industry and charities working with people facing or experiencing homelessness, prison leavers and veterans, to help place them into long term, stable employment within the sector.





“Only A Pavement Away helped me to find a job, which I am just so very thankful for. I really thought it would take me some time to find one, but the Only A Pavement Away team found me one so quickly. And now I am in a job I enjoy.

This all means so much to me.

So, thank you all for your help”

Melat, Team Member at Greggs since October 2022

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## A Message From CEO & Founder, Greg Mangham

Never did my wife, Gill, and I imagine that crazy idea we had while walking along the Strand in September 2017, would explode in the way that it has.

I'm regularly asked why we set up Only A Pavement Away and the answer is simple, we believe that everyone deserves the chance of a brighter future, irrespective of their current circumstances. Our charity offers a simple concept that provides people with new skills and life changing opportunities, while also fulfilling a crucial recruitment requirement within the hospitality industry.

Over the past 5 years, we have been privileged to work alongside a team of great people and experienced such incredible support from the hospitality sector. That was a real bonus, that hospitality got behind us with such a 'can-do' attitude and we know we've changed a lot of perceptions about a 'typical' candidate profile, giving our employer partners access to a huge pool of untapped talent.

I'm so proud of what Only A Pavement Away has achieved in such a small amount of time and I'm hugely positive about the future. While we know we will continue to grow, we will always ensure that the majority of our funds go back into helping the people who need it most. That's why there will never be any fancy offices, Director's cars or exorbitant salaries.

Thank you to everyone who has got behind us to help us create the opportunities that make such a difference to so many lives.



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# Our Vision

Only A Pavement Away provides pathways out of homelessness into purposeful employment within the hospitality industry.

Over the next six years it is estimated that there will be around 1.3million vacancies in the sector. At the same time, the number of people who are facing or are at risk of becoming homeless, is rising.

Since launching in October 2018, we have laid a solid foundation to becoming recognised as the go-to charity for the employment of those facing homelessness, prison leavers and veterans into careers within the hospitality industry and forging connections in some of the key major cities across the country.

Our charity is underpinned by a strong commercial and financial benefit to the hospitality, pub & restaurant sector whilst reducing the ever-increasing strain on government funding required for those who find themselves in such extreme and vulnerable circumstances.

In order to optimise our true potential, we want to transition from a 'create and establish' stage to an ambitious 'growth and development' stage. Scaling up our services across the country is vital to helping us provide many more hundreds of people facing homelessness with the opportunity to find a job and build a career in the hospitality industry.

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 9,250 people by 2029, with a cumulative ROI of c. £473 million added to the UK economy.



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Our Story So Far



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“My support worker told me about Only A Pavement Away and encouraged me to apply for a role. I started as a Kitchen Porter and am now Sous Chef at the Wolseley. When you go from being homeless to going into your new home and being given a chance to forge a new career, it is a feeling I cannot easily describe. I am proud and know I have accomplished something amazing.”

Lulian

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# How It Works

Only A Pavement Away is the conduit between hospitality employers and referral charities who are working with candidates that are ready to return to employment.

**We decide who to work with depending on certain criteria:**

- The criteria to join as a hospitality employer is to show empathy and be willing to provide a supportive work environment, complete an online induction platform, be active on our jobs board and maintain ongoing communication with Only A Pavement Away.
- The criteria to join as a referral partner is to only refer candidates who are ready for a return to work, disclose any information about the candidate that could impact work and would require additional support, be active on the jobs board, and keep ongoing communication with Only A Pavement Away.

Only A Pavement Away's role in this process is to select the right partners, facilitate connections through the jobs board, support the referral charity, the employer and the candidate both before, during and after employment. This includes offering training and workshops to prepare candidates pre-employment, but also emotional and financial support during employment.



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# The Journey

The Only A Pavement Away Jobs Board connects candidates with 100s of supportive, participating hospitality employers from across the UK.



All our candidates must be facing or experiencing homelessness including prison leavers or those who have served in the military and are deemed as vulnerable. They must come to us via a referral charity which can offer a framework of up to 6 months support.



Referral charities can upload a profile for all prospective candidates and provide more detail about their current situation and potential challenges.



Hospitality employers can connect to the jobs board, post vacancies and respond to applications from charity partners. Employers have access to a plethora of candidates who are all vetted and ready to return to work with the right support behind them that will enable them to sustain employment.



Our Relationship Managers act as the main point of contact for our network of employers and referral charity partners. They highlight available roles, make employment recommendations, oversee financial applications and focus on building employability skills for candidates through training.



We maintain close contact with our charity partners and employers to ensure that candidates who are looking for a new role are aware of new opportunities that are posted, and that those who have secured a job are finding the role sustainable and enjoyable.



We provide additional help for candidates with higher support needs, whether this is an addiction, mental or physical health issue or a language barrier. Working closely alongside a candidate's support worker, we can provide a more tailored approach to finding a suitable employer, with the right working environment to support them back into work.



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# Delivering Real Change

**By acting as a point of connection between referral partners and employers, and offering a unique and bespoke jobs board, Only A Pavement Away demonstrates that a collaborative approach is key to ensure success.**

Because of the simplicity of the process, the large number of trusted referral and employer partners on-board, and the strong support offered by Only A Pavement Away, several partners are now exclusively using the jobs board to recruit people facing homelessness and prison leavers into hospitality roles. Greene King, The Ivy Collection and Hilton are just a few of them.



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# The Numbers

107

HOSPITALITY  
BUSINESSES



Over **107** hospitality businesses are working with Only A Pavement Away.

219

REFERRAL PARTNERS



**219** selected referral partners are working with Only A Pavement Away.

60%

IN EMPLOYMENT



**60%** of Members stay in employment for longer than 1 year, the average length of service is 38 weeks.

£12.8m

TO THE UK ECONOMY



**450 people** have been placed into employment to date adding **£12.8 million** to the UK economy through reduced government support, financial independence, and increased household expenditure.

1.6k

TRAINED



**1,600** people have attended one of our training or workshop sessions.

£51k

OF FINANCIAL  
GRANTS



**£51,000** of financial grants have been awarded to help candidates and members start and sustain employment, with an annual average increasing to **c.£30,000 per year**.

85p

FROM EVERY £1



**85p from every £1 raised goes directly towards supporting our Members.**

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# Our Members: Length Of Service

Once our members are employed, we have a strong retention rate:

Length of service	Retained	Leaver	Total
5 years	7	1	8
4 years	10	1	11
3 years	51	46	97
2 years	90	33	123
1 year	95	32	127
0-12 months	60	24	84
Total	313	137*	450

\* Left scheme, but may still be in employment.



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# The Team

The importance of our people cannot be understated. Through their dedication and hard work, we have been able to build a solid foundation that has enabled us to support increasing numbers of people back into work.

**Only A Pavement Away is a business that thrives on connections between people. Put simply, with a streamlined and effective team in place we can deliver more!**

Over the past 5 years, there has been a clear correlation between the growth of our team and the increase in the number of people attending our training and development workshops, as well as the number of people placed into employment.

Growing the team enables us to increase the number of referral and employer partners we can work with, which in turn increases the number of candidates helped and the number of vacancies filled.

Funding is essential to help us continue to build our fantastic team which helps us support more people facing homelessness, prison leavers and veterans, into careers within our hospitality industry.



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# Our Structure

Annual expenditure of the charity is currently c.£550k inclusive (salaries, overheads, training and member support costs), our income is c.£600K.

To support our vision for the next 3 years we need to increase our annual income to c.£800k per annum to enable us to grow and maintain a robust organisational structure which will build year on year in line with the future ambitions of the organisation. The ambition is to hire another 5 team members.



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# Our Ambassadors

Our Ambassadors volunteer their time to help us spread the word about Only A Pavement Away and raise vital funds. For that we are incredibly grateful.



Our Patron  
**Tom Aikens**  
Highly Acclaimed British Chef



Ambassador  
**Evie Harbury**  
Home Economist, Food Stylist,  
recipe developer and Chef



Ambassador  
**Joshua Jarvis**  
Founder, Wing Shack Co



Ambassador  
**Emma Osman**  
Actor & Performer



Ambassador  
**Major 'Scotty' Mills**  
Royal Marines, Retired



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# Learning & Development

The Learning and Development programmes we offer candidates are:



These sessions give:

- **Candidates** - knowledge, skills and confidence that are essential to access employment.
- **Employers** - a diverse pool of talent that they would have difficulty accessing otherwise
- **Referral partners** – access to effective development programmes for their candidates at no extra cost
- **Hospitality Industry** – visibility, exposure and valuable new employees at no additional cost

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# Taster Session

What it is:

**A half-day session on site at an employer partner. Aimed at candidates who want to get a good insight into whether hospitality is an industry they would like to join and want to find out more about a certain employer and the jobs they have available.**

The objective is to create a relaxed environment in which candidates feel comfortable to interact and ask questions, away from a more formal interview process. This session could then lead to a job for those who are ready, or increased knowledge and confidence for those starting out on their journey into employment.

How we do it and who is involved:

**Our Learning & Development Coach will organise and structure the session. On the day, candidates will be welcomed by our Coach and introduced to employability skills.**

The participating employer will then present their business, organise a tour of the venue and host a workshop (e.g. mocktail creation, coffee making, cookery). The session concludes with meetings between the employer and the attending candidates to discuss employment opportunities. We then follow-up with the employer, the referral charities and the candidates involved after the session.

How often:

**Since 2023 and thanks to a larger team, we are now hosting two Taster Sessions a month.**

Impact:

- 65% of the candidates attending a Taster Session will secure employment after the event**
- 100% of the employers hosting the session would commit to holding another one**



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# Passport 2 Employment

What it is:

A 5-day immersive programme on site at an employer partner. Aimed at candidates who want to develop the skills and confidence that are essential to a career in hospitality. This is our most holistic employability skills workshop that fast tracks candidates into employment.

How we do it and who is involved:

Workshops are a mix of employability & life skills, led by our Learning & Development Coach. The session includes team building, confidence and self-promotion skills, interview practice, and understanding budgeting, as well as practical hands-on experiences led by the employer hosting the programme (e.g. cookery masterclasses, workshops, and work experience). The programme concludes with a graduation ceremony.

All expenses are covered for the candidates. Travel cards and clothes if required by Only A Pavement Away. Food & beverage for the week by the employer.

How often:

Since 2023 and thanks to a larger team, we are now organising four Passport 2 Employment sessions a year.

Impact:

- At the end of the programme on average:
- 100% P2E graduates felt better equipped to secure work
  - 100% employers would commit to host another P2E
  - 85% graduates secured employment
  - 100% employed felt P2E was the major contributing factor

“I cannot believe where I am today thanks to this programme.”

Nigel



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# Employability Skills Workshops

What it is:

**Only A Pavement Away offers a wide range of other courses and workshops for candidates that can be adapted and tailored to their needs.**

This could include a one-to-one coaching session over the phone or in person, group sessions on site at one of our referral charities', or a referral to an Only A Pavement Away partner offering specialised courses.

Most of these programmes are best suited to candidates preparing for employment, but we are now also offering a Mentoring Programme for members currently in employment and who want to develop their skills and career further.

How we do it and who is involved:

**Our Learning & Development Coach will organise and structure the different courses, but also source external courses and add them onto the jobs board for applications.**

The Coach will then lead the course/workshop or refer the candidate to an external partner and follow up after training.

How often:

**The number of these courses/workshops will vary per month depending on the demand, but we are now averaging around 5 a month.**

Impact:

**Our bespoke courses and workshops allow us to reach out to candidates who might not feel comfortable or confident enough to attend a Taster Session, a Passport 2 Employment workshop, or an interview with an employer.**

Rather than them coming to us, our Learning & Development Coach will go to them. This allows us to create trust and allows them to build the confidence and knowledge they need for their next step into employment.



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# Prison Visits

What it is:

An Only A Pavement Away prison visit is an opportunity to connect candidates in prison with hospitality employers willing to give them job opportunities on release.

How we do it and who is involved:

The Only A Pavement Away Custodial Relationship Managers will target and select a prison, while the Employer Relationship Manager will target the right employer.

The Custodial Relationship Manager, Employer Relationship Manager and participating employer will then go the selected prison to host a training session with specially selected candidates.

The format will depend on the facilities available but could include a barista workshop, cookery masterclass or interview practise.

How often:

On average, and since the second Custodial Relationship Manager joined the team in May 2023, we are now organising 6 prison visits a month.

Impact:

By bringing employers in person to prison, candidates are receiving a real boost and restored hope. It also enable them to consider working within an industry they might not have considered before.

For the employers, these visits are eye-opening as they break down a lot of preconceptions they may have about people in prison. Most of our employer partners wouldn't go to a prison by themselves if we weren't available to facilitate the connection, organise the visit, and support them during the process.

For the prisons, these visits are extremely valuable as they enable the institutions the option to offer their candidates employment-based training at no extra cost.



IMAGE IS MODEL



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# Financial Support

Only A Pavement Away offers different financial grants to support people into work and during employment:



## Interview Grant:

Our Interview Grant is intended to help Only a Pavement Away candidates seeking employment to get to and from interviews or trial shifts when they, or their referral organisation, are unable to do so. This could cover a transport card, toiletries, clothes or a Birth Certificate to prove their Rights to Work.

## Kickstart Grant:

The Kickstart Grant is intended to support candidates with expenses in their first month of employment, before they receive their first paycheck. This could cover a transport card, a bike, food vouchers, or clothing.

## Accommodation Grant:

Our Accommodation Grant is here to help our Members move into more permanent accommodation or with purchasing white goods and appliances. It is only available to Members who have been in employment for at least one month. This could cover a deposit to secure a new home, a mattress, a fridge or a washing machine.

## Hardship Grant:

Our Hardship Grant is intended to support our Members when they encounter an exceptional change in their circumstances and where financial support could help to ensure they can stay in their current employment.



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How Our Financial Support Can Make A Difference:

# Adam

\*Names have been changed

Adam was referred to Only A Pavement Away in July 2023 after attending a session in prison. On release, Adam had next to no support outside of his probation officer who provided very little help. Our Custodial Relationship Manager contacted Adam and arranged for him to attend an interview with our employer partner, Greene King. Adam had £0.42 on his bank account and was unable to go the interview and be presentable.

**Within 24h, Only A Pavement Away had awarded Adam £55** which allowed him to buy new clothes, get a haircut, purchase some food and pay for the bus journey to his interview. Adam's interview was successful, and he is now working with Greene King.



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How Our Financial Support Can Make A Difference:

# Amanda

\*Names have been changed

Amanda was referred to Only A Pavement Away from prison in June 2023, and secured employment on release with our employer Marston's. The referral charity was able to support her to get to the interview but could not help further. Amanda was placed in supported accommodation but had £0 in her bank account.

**Only A Pavement Away awarded Amanda £500** in several instalments to pay for electricity and gas, bills, food, clothes, and a bike to go to work. Amanda wouldn't have been able to sustain her job without this grant.

IMAGE IS MODEL

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How Our Financial Support Can Make A Difference:

# John

\*Names have been changed

John was referred to Only A Pavement Away in July 2022 and attended a Passport 2 Employment session with our employer partner, Hilton. At the end of the programme, he successfully secured a job and started his new career as a chef with the company. In May 2023, John suffered a significant injury which rendered him incapable of undertaking his job and so hindered his ability to generate income and maintain a basic standard of living for him, his wife and his young children.

**Only A Pavement Away awarded him £683** in several instalments for medicine, food and general housekeeping, while staying connected with his employer. This grant enabled John to get better and offered him and his family the stability they needed. John returned to his job in August 2023.

IMAGE IS MODEL

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# Fundraising

As well as much needed and welcomed funds, Fundraising gives Only A Pavement Away the opportunity to raise awareness, to shout about what we do, and to reach new supporters who could help us to support many more candidates back into work.

Every year we receive donations in the form of:

- Time given by Trustees, Brand Champions, Advisors, Ambassadors, Partners and Supporters
- Bespoke fundraising events and campaigns created by our Supporters
- Prizes for events
- Awareness through event participation and opportunities to speak
- Social media shares
- PR and press coverage
- Financial donations to help fund our work



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# Events And Campaigns

## Campaigns



Our fundraising campaigns generate an **ROI of 65%** compared to an average of 35-40%

## Events



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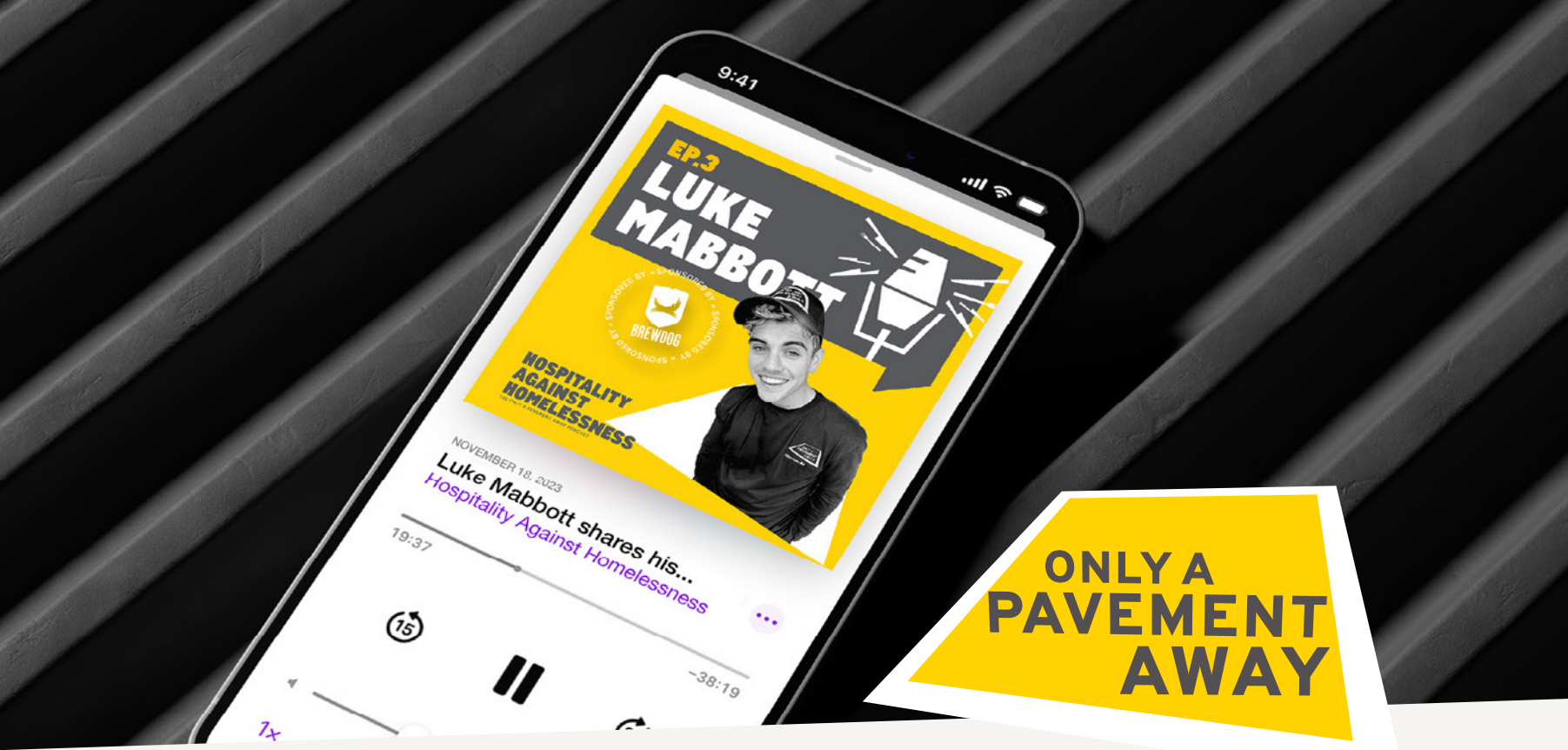


# The Better Hospitality Podcast

We will continue to create the space to spark conversation within the hospitality industry and drive more collective action.

After the success of our pilot mini-series, the Hospitality Against Homelessness Podcast is returning in 2024 under the new name The Better Hospitality Podcast.

Hosted by industry insider and Co-Founder & CEO of Fleet Street, Mark Stretton, our podcast will profile prominent industry figures, uncovering their own remarkable career journeys and highlighting their innovative strategies for systemic change.



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# Our Partners & Supporters

Without our partners and supporters, we wouldn't be able to do what we do. The support and collaboration of our industry partners allows us not only to succeed as a conduit to employment but also as a supporting framework in helping people regain stability in their lives.

**Thank you to everyone who contributes to the continued growth of Only A Pavement Away.**



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“Most people would see Only A Pavement Away as a piece of paper coming under the door. But I see Only A Pavement Away as an opportunity and a sense of security. My journey started about 2 years ago with this program. Since then, I’ve been introduced to a number of great people and received things I never thought possible. What can I say, they have supported me since first contact. Only A Pavement Away, I won’t forget you and will give you 100% support depending on your situation. The charity has helped me progress and continue to do so. Thank you!”

Xavier Marecheau, Team Member with Greene King from 2019 – 2022

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