



Only A Pavement Away

Stability Through Employment

Annual Report and Financial Statements

1st May 2020 - 30th April 2021

**The charity supporting people
facing homelessness, prison leavers and veterans
into careers within hospitality**

*"A homeless person or rough sleeper, a Café, a Pub, a Bar, a Restaurant and crucially, a job,
is Only A Pavement Away" Greg Mangham, Founder & CEO*

Legal and Administrative Information

Trustees	Tony Sophoclidides (Chair) Greg Mangham (Chief Executive) Ben Stackhouse Dulal Ahmed Matt Wyatt (Treasurer) Andy Hornby (Appointed April 2021) Fiona Eastwood (Appointed April 2021) Maria Stanford (Appointed April 2021) Jennie Koo (Appointed April 2021) Paul Pavli (Appointed Feb 2021) Mollie Stocker (Appointed April 2021)
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Registered Office	c/o Wellers Accountants 1 Vincent Square London SW1P 2PN
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Registered Charity No	1178082
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Accountants	Wellers Accountants 1 Vincent Square London SW1P 2PN
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Bankers	Metro Bank Plc One Southampton Row London WC1B 5HA
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The trustees present their report together with the statements of income and expenditure for Only A Pavement Away for the year to 30th April 2021.

Objectives and Activities

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

Only A Pavement Away will act as the conduit to help those who find themselves vulnerable and/or disadvantaged and are therefore struggling to get into work by:

- Offering employment opportunities (jobs) within the industry
- Facilitate training and development programmes, creating capability for work and
- Offer 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 including those having to “sofa hop”, veterans, ex-offenders and disengaged youngsters, many of whom face homelessness and crime.

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.

The money 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.

Outside of the moral benefits, the project is underpinned by a strong commercial and financial benefit to the hospitality industry whilst reducing the ever-increasing strain on funding required for those who find themselves in such extreme circumstances

Structure, Governance and Management

Only A Pavement Away was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission on 24th April 2018. The charity’s governing document is in the form of a Constitution.

Public benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's objectives and aims and in planning future activities.

Objects

For the public benefit to promote the relief of unemployment of vulnerable, socially excluded and socially disadvantaged people (including but not limited to the homeless, ex-offenders and ex-service personnel) by overseeing the delivery of programmes, services and guidance in respect of their training, employment and accommodation with a view to promoting their integration into society.

Trustees

The charity’s governing document states there must be at least three charity trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee. The maximum number of charity trustees is twelve

(12). The charity trustees may not appoint any charity trustee if as a result the number of charity trustees would exceed the maximum.

Appointment of charity trustees

Apart from the first charity trustees (appointed April 2018 for a term of 3 years), every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

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.

Information for new charity trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

- (a) a copy of the current version of the charity constitution; and
- (b) a copy of the charity's latest Trustees' Annual Report and statement of accounts.

Meetings

The Trustees meet a minimum of 4 times per year supported by 2 Strategy Review days and sub committees looking at various aspects of the business. Supported by required policies and procedures.

Advisors

The charity has a group of voluntary advisors who provide knowledge and advice to the Trustees in specific areas to support its delivery of services and project planning.

Steve Alton	CEO, British Institute of Innkeeping (Hospitality Services)
Nicola Bates	Director of External Affairs, Portman Group (Hospitality Services)
Robert Richardson	CEO, Institute of Hospitality (Hospitality Services)
Dawn Bowstead	Founder & Owner of Hospitality Jobs UK (HR & Employment)
James Hacon	Group CMO, MAPAL Software (Marketing & Training Technology)
Paul Campbell	Owner of Hill Capital (Funding)
Katy Moses	Founder & Owner KAM Media (Hospitality Marketing & Research)
Mark Stretton	Fleet Street Communications (Communications & PR)
Karen Wallin	Fundraising Consultant (Funding)
Lina Olea	Founder, Cafecito Ltd (Marketing)
Josh Green	Head of Communications British Beer & Pub Association (Communications)

Ambassadors

Our thanks to our dedicated brand Ambassadors who do so much to help raise awareness about our work; Tom Aikens, Emma Osman, Luke Mabbott, Scotty Mills, Joshua Jarvis

Partners

Our sincere thanks to our Partners & Supporters whose ongoing generous support is invaluable in helping us reach our targets by ensuring we can raise the funds needed to build our team and create

more pathways to employment as well as, offering financial support to those members who need some additional short-term help with rent, travel, clothing during their transition back into society.

Funding Partners: Asahi, Caterer.com. Crisis, Fraser Giles Partnership, Greene King, Isla Foundation, London Freemasons and Veterans Foundation.

Primary Partners: Fleet Street Communications, Flow Hospitality Training, Hospitality Jobs UK, On-Trade Consultancy and Wellers.

Partners: Appetite4Recruitment, AVJ Design, Cue Media, HIT Training, Licensed Trade Charity, Hospitality Action, The Ivy Collection, Thomas Franks, United Grand Lodge of England, Zonal.

Chief Executive's Review of Achievements and Performance

In the financial year May 2020 – April 2021 the charity saw continued growth – despite the challenges of the COVID-19 pandemic, in both the number of people we put into work (members) and the number of employers and charity partners involved in the programme.

The numbers of those gaining employment grew from 15 in the previous year to a further 80 during this financial year and currently stands at a total of 180.

We have been able to employ 2 new Relationship Managers who will be working to achieve our vision to secure jobs for 700 people facing homelessness over the next 3 years and since the launch of our fully bespoke jobs board in October 2020, we now have 82 employers and 93 charities registered and signed up to the employment programme.

Much of the year was again, dedicated to bringing in additional funding whilst identifying untapped grant funding and sponsorship streams. We also looked at which campaigns Only A Pavement Away would look to run in the following year in order enhance the understanding of our Members by the employers we work with. The purpose would be to create empathy whilst promoting the Only A Pavement brand.

In April 2021, we appointed 6 new Trustees with the aim to strengthen the board in terms of remit, strategy, diversity and support in developing the impact of Only A Pavement Away. The Board of Trustees will review the strategy to ensure our tactical plan is both on track and meets our objectives. The focus will be supporting more people facing homelessness into careers within hospitality.

Over the next 12 months, we will bring senior hospitality personnel and leaders from the charity world together to work on a strategy to get government support in order to help reduce the recruitment crisis in hospitality and ease the burden for those who find themselves in vulnerable situations.

Events & Campaigns

Between March 2020 and February 2021, the charity responded to the COVID 19 pandemic in various ways, the initial aim was to support our Members by funding their rent, utilities etc due to the missing 20% salary incurred through the 80% furlough. We launched an emergency Pay Gap Fund appeal which raised over £7,000. In addition, during the summer over 200 participants took part in our online Tom Aikens Five Minute Feast Charity Cookery Challenge raising £5,000, all of which went to fund our Pay Gap Fund.

This led to the launch of our Hospitality Against Homelessness campaign with the aim to bring together the hospitality industry in a focused effort to provide immediate support to homeless people

across London which includes fellow hospitality industry colleagues in crisis with meals, kitchen facilities/equipment and accommodation. The campaign is continuing and to date we have co-ordinated the distribution of c. £1.6 million of food, drink, and clothing to the homeless in London, Brighton, Manchester and Norwich.

The Fill A Flask campaign in July, 4000 thermal flasks were distributed by our partners and employers to those sleeping rough across 6 cities. The Winter Warmth campaign surpassed our expectations with £116k of donated warm clothing and blankets distributed to those sleeping rough. And in November we ran another successful Winter Warmth campaign collecting and distributing donations of warm clothing to local homeless hostels.

Due to the ongoing pandemic, we were not able to host our Annual Conference or our Cook & Dine fundraising lunch event.

In Spring 2021, we were delighted to receive a generous grant from the London Freemasons to run a pilot of a new project, the Life Skills Hub, to help people facing homelessness prepare for independent living whilst helping them secure careers in hospitality. The programme (which was launched in July 2021) covers sessions on the practical benefits of cooking for oneself, training in the production of menus from Only A Pavement Away employer partners, budgeting, presentation of dishes by celebrity and professional chefs, CV writing, interviewing skills the use of IT, guidance to the additional support that they might need and access to the Jobs Board. Of the 38 attending the programme 68% received employment.

Plans for future period

Over the next 3 years, to maximise our impact, we want to establish a robust, yet streamlined, organisational infrastructure that supports the further implementation of effective pathways to employment for 700 people facing homelessness.

Over the next 12-18 months, there will be a need to increase the headcount with additional Relationship Managers (3), a Fundraising & Marketing lead and additional resource (outsourced or internal will depend on the costings) for the management of social media to continue to grow the charity's awareness and fundraising capabilities. In the next 12-18 months, the charity will also look to further develop its organizational structure recruiting a Support Officer and establish an office base.

As the pandemic and the restrictions in place have started to subside, we have been able to return to our work with prison leavers, organising recruitment fairs with hospitality employer partners within the prison and setting up interviews for those about to be released. We will be working hard to continue to strengthen relationships and partnerships throughout the custodial sector including piloting a backpack project – a pilot scheme for candidates who are leaving prison and have an interview arranged through Only a Pavement Away with one of our employer partners. The purpose is to remove the stigma of leaving prison without the basics needed for daily life and help prepare candidates for their upcoming interview.

We will also be looking to set up a chain of Cafes across the UK where Only A Pavement Away Members can gain paid work experience in a retail facing role. The initial target will be ten Cafes. The Cafés will be staffed by Only A Pavement Away Members under the management of a team seconded from one of the charity employer partners. The Café will be a commercial venture with all profits allocated to support those working in the café with such things as independent living and education. In so far as is possible the Café will have an ethical strategy in terms of the environment with ESG

being core to its operation. The Café will also allow Members to be trained in preparation for independent living in the areas of budgeting, shopping, and any specific academic requirements. Members will be paid above the Living wage

2019-2024 Strategic Goals

Our priorities for 2019-2024 reflect the issues surrounding employment and retention within the hospitality industry and the growing numbers of vulnerable and disadvantaged people within our society.

To set up a sustainable non-profit organisation within the hospitality industry to provide opportunities for recruitment, training and housing for the homeless, ex-offenders and/or vulnerable ex-service personnel 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 from vulnerable situations get into work whilst supporting those involved return to an independent lifestyle.

- 1. Drive all charitable activity in regard to getting vulnerable people into employment through one conduit.**
 - a. Creating career opportunities and pathways for those who may not be able to access them due to circumstances and perceptions.
 - b. Be recognized as a pathway for those seen as vulnerable to reintegration into society.
- 2. Develop the people and systems involved in sustaining the work Only A Pavement Away undertakes**
 - a. Establishment of a robust organizational infrastructure (Staff & Operations)
 - b. Develop and implement 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.
- 3. Deliver a finely tuned employment network which has the processes to protect both the employer and the candidate.**
 - a. Supporting the establishment of a network of support workers throughout the U.K in order to support the members of Only A Pavement Away providing counselling, life skills and a helpline.
- 4. Be the leading force in the hospitality industry for employing those from vulnerable and disadvantaged backgrounds and help to create a sense of self belief and positive fulfilment for those facing a future without hope.**
 - a. Providing clear channels and opportunities to vulnerable people to access jobs in the hospitality industry and act as a preventative solution to those in danger (at risk) of potentially entering homelessness, crime, destitution and /or vulnerability.

- b. 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.
- 5. Influence opinions and strategy on improving the image of the hospitality industry.**
 - a. Promoting the positive impact and contributions the industry has in and on the community in which it serves by promotion of the charity's achievements in placing vulnerable people into work
- 6. Have in place a formalized plan for funding to accommodate the growth of OAPA over the next 5 years.**
 - a. Establishment and successful delivery of a multi-channel fundraising strategy to include strategic partnerships, individual giving, fundraising events, category specific and major donor income streams.
- 7. To have a communications strategy which enhances the reputation of Only A Pavement Away whilst maintaining high levels of interest.**
 - a. To regularly showcase organisational successes to media, stakeholders and wider public highlighting the achievements of the charity and using successful stories of OAPA members
 - b. Establishment of a network of well-known leaders in the industry, celebrities and OAPA member Ambassadors to be spokespersons to help promote the charity
 - c. Creation of a digital strategy that looks specifically at how the organisation can build its online presence including building an effective website, utilising social media, running online campaigns.
- 8. To have a marketing plan which looks at positioning Only A Pavement Away as a recognizable brand.**
 - a. Promoting, monitoring and evaluating Route to market.
 - b. Creation of a Point of Sale and Merchandising offer.
 - c. Brand positioning strategy to include advertising & promotion campaigns.
 - d. Introduction of B2C and B2B membership scheme.
- 9. Create a tactical plan for sustainability and growth between 2024-2030.**
 - a. Regular monitoring and evaluation of strategic goals 2019-2023

Financial Review

The charity raised gross funds of £190,131 (2020: £125,798) and expended £144,328 (2020: £94,275) resulting in a net surplus of £45,803 (2020: £31,523).

The reporting period for the charity was 01/05/2020-30/04/2021, the third period of reporting since incorporation. The charity had brought forward unrestricted funds of £71,154 meaning an unrestricted reserve surplus of £80,108 as at 30/04/2021. The charity had restricted reserves amounting to £36,849 (2020: £NIL) at the balance sheet date. Total reserves at 30/04/2021 were £116,957 (2020 £71,154).

The gross funds of £190,131 (2020: £125,798) were derived from donations totalling £126,817 (2020: £43,583) and £63,314 (2020: £82,215) from fundraising activities.

The total costs of £144,328 (2020: £90,577) are set out in the income and expenditure account appended to this return.

The Trustees are continually trying to improve the finance position of the charity.

Reserves Policy

Only A Pavement Away recognises the need for sufficient free reserves in order to properly manage risk and to be capable of realising unforeseen opportunities that might arise. Going forward the Trustees will agree to keep a certain level of free reserves once the running costs are stable given the length of time the charity has been in operation.

ONLY A PAVEMENT AWAY
BALANCE SHEET AS AT 30/04/2021

Fixed Assets

Computer Equipment £442

Total Fixed Assets **£442**

Current Assets

Cash at bank £49,027
£59,388
£68,743

£177,157

Debtors & Prepayments £6,255

Total Current Assets **£183,412**

TOTAL Assets **£183,854**

Less

Current Liabilities

Creditors £16,500
Accruals £120
Pension fund £277
Grants £50,000
Net Wages £0
PAYE/NIC -£1

Total Liabilities **£66,896**

Total Net Assets **£116,958**

Represented by:

Unrestricted Funds

Surplus b/fwd 67,852
Surplus/(Deficit) for the year 12,256
Surplus c/fwd 80,108

Designated funds - see below

Surplus b/fwd £3,302
Surplus/(Deficit) for the year 4,698
Surplus c/fwd £0

Restricted Funds - See below

Surplus b/fwd -
Surplus/(Deficit) for the year 36,849
Surplus c/fwd £36,849

Carried forward reserves for next year **£116,958**

£0.00


<u>Funds Analysis</u>					
<u>Unrestricted Funds</u>	<u>B/Fwd.</u>	<u>Income</u>	<u>Expenditure</u>	<u>Transfers</u>	<u>C/Fwd.</u>
General Funds	67,852	81,682	(71,177)	1,752	80,108
<u>Designated Funds</u>					
Fill a Flask Campaign	-	8,000	(8,000)	-	-
Member support/Paygap	3,302	9,556	(7,750)	(5,108)	-
Charity Cookbook	-	12,000	(15,356)	3,356	-
	3,302	37,556	(31,106)	(1,752)	-
<u>Restricted Funds</u>					
Relationship manager	-	28,800	(17,545)	-	11,255
Relationship manager	-	33,640	(16,045)	-	17,595
Relationship manager	-	1,500	(1,500)	-	-
Covid response	-	6,954	(6,954)	-	-
Life Skills Programme	-	8,000	-	-	8,000
	-	78,894	(42,045)	-	36,849
TOTAL	71,154	190,131	(144,328)	-	116,958
					£0.00

Examiners Report:-

I have examined the above Balance Sheet dated 30/04/2021 and the attached Statement of Income and Expenditure for the period to 30 April 2021. From the books, vouchers and information given to me, I believe that the Statement of Income and Expenditure shows a fair view of the profit for that year and that the Balance Sheet gives a fair representation of the financial position of

Only A Pavement Away as at 30/04/2021.

Signed:-



CHRISTINA NAWROCKI F.C.C.A

Date: 15/02/2022

ONLY A PAVEMENT AWAY
ACCOUNTS TO 30/04/2021
INCOME AND EXPENDITURE
ACCOUNT

INCOME

TOTAL

Donations

Grants, Trusts and Foundations	70,894
Corporate Donations	32,293
General Donations	18,536
Philanthropy	500
Other income	-
Gift Aid	4,594

126,817

Fundraising activities

Corporate Donations	36,500
General Donations	19,064
Pay Gap/Member Support Costs	7,750

63,314

TOTAL INCOME

190,131

EXPENDITURE

CHARITABLE EXPENDITURE

Employment	44,790
Training & Education	2,761
Member Support Costs	11,992
	<u>59,543</u>

COST OF GENERATING FUNDS

Fundraising Costs

Fundraising Events & Activities	19,982
Fundraising Expenses	9,362
	<u>29,344</u>

Awareness & Promotion

Campaigns	20,969
Communications collateral	2,494
Website	7,470
Marketing & PR	6,117
	<u>37,049</u>

<u>Support costs</u>	
Hotels, travel and subsistence	1,704
Postage & Carriage	590
Office Stationery	1,122
Telephone	1,102
Computer and Software	9,343
Insurance	1,909
Sundry Expenses	734
Bank Charges	447
Professional Fees	1,440
	<u>18,391</u>
Total cost of generating funds	<u>84,785</u>
TOTAL EXPENDITURE	<u>144,328</u>
TOTAL SURPLUS	<u>45,803</u>