

# HOME GROUND CIO

THEORY OF CHANGE



# TRUSTEES' STATEMENT

---



Homelessness is a multifaceted social issue characterised by people lacking stable, safe and adequate housing. It's often accompanied by a range of interconnected challenges, including poverty, mental health issues, substance abuse and family breakdown. Unemployment is a significant contributing factor to homelessness, exacerbating the precarious economic situation of individuals.

Our vision and mission is to change the status quo for homeless people, and all those threatened by the scourge of homelessness, through our transformative social impact restaurant initiative....

We train and employ individuals from the homeless community, aiming to uplift and upskill them for a brighter and more sustainable future in the wider catering and hospitality industry. It is our intention to prove our model and vision, and scale it nationally – to bring more economic opportunities to more homeless people, and ultimately to change the flawed public perception of what it is to be homeless.



The reluctance to employ homeless individuals can stem from various societal perceptions, practical considerations and systemic barriers. **Some of those reasons are:**

**Stigma and Stereotypes:** Homelessness is often associated with negative stereotypes and stigmas, including assumptions about laziness, substance abuse, or mental illness. Employers may hold biased beliefs about the reliability, trustworthiness or capability of homeless individuals, leading to discrimination in the hiring process.

**Lack of Address or Contact Information:** Many job applications require applicants to provide a permanent address or contact information, which can pose challenges for homeless individuals who lack stable housing. Employers may overlook or dismiss applications from people without a fixed address, assuming they are unreliable or transient.

**Limited Access to Resources and Support:** Homeless individuals often face significant barriers to accessing education, training, transportation and other resources essential for securing and maintaining employment. They may struggle to overcome these barriers and compete effectively in the job market without adequate support services and assistance.

**Concerns about Stability and Reliability:** Employers may perceive homeless individuals as less stable or reliable employees due to their transient living situations, lack of consistent access to transportation or childcare and potential challenges related to mental health or substance abuse. These concerns can deter employers from hiring homeless people, fearing increased absenteeism, turnover or workplace disruptions.

**Legal and Liability Concerns:** Some employers may have concerns about potential legal or liability issues associated with hiring homeless individuals, particularly if they have criminal records, a history of substance abuse or mental health issues. Employers may worry about workplace safety, theft or conflicts with other employees, leading them to avoid hiring people with complex backgrounds or vulnerabilities.

**Lack of Awareness or Understanding:** Many employers may lack awareness or understanding of the challenges homeless people face and the potential benefits of hiring from this population. Without education and outreach efforts to promote inclusivity and diversity in hiring practices, employers may overlook the valuable skills, experiences and perspectives that homeless individuals can bring to the workforce.

## **Who is affected by homelessness and unemployment & who will Home Ground target for help?**



Single adults make up a significant proportion of the homeless population in London. Factors such as unemployment, relationship breakdowns, mental health issues and substance abuse can contribute to their homelessness.

Youth homelessness is a pressing issue in the United Kingdom and, specifically, London. Many young people leave home due to family conflict, abuse or lack of support. LGBTQ+ youth, care leavers and those exiting the criminal justice system are particularly at risk of homelessness.

Certain vulnerable populations are disproportionately affected by homelessness, including individuals with mental health issues, substance abuse disorders, learning disabilities and those with a history of trauma or abuse. These individuals may face additional challenges in accessing support services and securing stable housing and employment.

Rough sleeping or street homelessness is perhaps the most visible form of homelessness. Rough sleepers often face multiple barriers to accessing support, including lack of shelter spaces, limited access to healthcare and vulnerability to violence and exploitation.

Migrants and refugees, including asylum seekers and undocumented individuals, are also overrepresented among the homeless population. Legal restrictions, language barriers, and limited access to support networks can exacerbate their vulnerability to homelessness.

## Our Goal

The primary goal of Home Ground CIO is to empower our friends from the homeless community by providing them with training, employment opportunities and support, ultimately enabling them to secure future, long-term employment in the hospitality industry.

The provision of a high-quality dining experience to paying customers is vital to achieving our primary aim

## Inputs

- We've assembled a team with diverse leadership and operational expertise in catering and hospitality, marketing, finance and the charity sector to oversee our development, growth and implementation.
- Collaboration with the Beyond Food Foundation and Capital City College Group and other partners ensures our recruits can access City & Guilds, and City & Guilds Assured comprehensive training and certification programs.
- In collaboration with our recruitment partners: Crisis, Only A Pavement Away, The Big Issue and Beam we will ensure that our recruits will receive the appropriate in-work support and duty of care accorded to those from vulnerable groups in the recruitment process and once employed by us.
- A 14 years lease on our first restaurant premises at 130 Regent's Park Road, London, NW1 8XL and a full refurbishment of those premises.
- Kitchen and restaurant equipment, furnishings, implements, cutlery, earthenware, glassware etc.



## Activities

**Recruitment:** We will actively recruit individuals from the homeless community who demonstrate a desire to improve their circumstances and pursue a career in hospitality.

**Training:** Our recruits will undergo rigorous and proven training and qualification provided by experienced professionals, covering both front and back-of-house operations.

**Employment:** Recruits will be employed in various roles within the restaurant, including kitchen staff, servers and hosts. All our recruits will be paid at least the London Living Wage..

**Support Services:** We will provide ongoing support to our employees, including access to counselling, mentorship, assistance with housing and other essential needs.

## Outputs

**Qualified Workforce:** Graduates of our training program will receive professional certifications in catering and hospitality, enhancing their future employability in the industry. Additionally, they'll have the experience of working for a two-time Michelin-starred winning chef, Adam Simmonds.

**Operational Restaurant:** Our restaurant is established and operational, offering fresh, seasonal British cuisine to the public at competitive prices.

**Employed Individuals:** People from the homeless community will be gainfully employed, receiving fair wages, travel cards, uniforms & ongoing pastoral care and support.

## Outcomes

**Economic Empowerment:** Our employees will experience increased financial stability through employment, reducing their reliance on charitable support and public assistance.

**Skill Development:** Our team will acquire valuable skills and experience in the hospitality sector, laying the foundation for long-term career advancement.

**Social Inclusion:** We will promote social inclusion by providing opportunities for individuals from marginalised backgrounds to integrate into the workforce and wider society.

**Personal Transformation:** Participants will undergo personal growth and development, gaining confidence, self-esteem and a sense of purpose through meaningful employment.

## Impact

**Sustainable Employment:** Our program will facilitate the transition of all our recruits from homelessness to stable, long-term employment in the hospitality industry by equipping our recruits with the skills and support necessary for success.

**Community Benefits:** The restaurant will serve as a hub for the local community, fostering connections and providing a space for social interaction and engagement.

**Systemic Change:** By demonstrating the effectiveness of our model, we aim to take an active role in driving broader changes in how society approaches the issue of homelessness, promoting more inclusive and supportive policies and practices.





## Risks & Assumptions

We understand the importance Home Ground to carefully assess and mitigate risks while monitoring and validating our assumptions to ensure the success and sustainability of our restaurant project.

### Risks

**Economic Downturn:** A recession or economic downturn could impact consumer spending on dining out, potentially reducing revenue for the restaurant.

**Staff Turnover:** High turnover among homeless employees could disrupt operations and require additional resources for recruitment and training.

**Negative Public Perception:** Negative publicity or stigma associated with employing homeless individuals could affect the restaurant's reputation and customer base.

**Competition:** Intense competition within the restaurant industry, particularly in central London, could pose challenges in attracting customers and generating revenue.

**Supply Chain Disruptions:** Disruptions in the supply chain, such as food shortages or delivery delays, could impact menu offerings and customer satisfaction.

**Financial Sustainability:** Insufficient custom or unexpected expenses could strain the restaurant's finances and threaten its long-term viability.

## Assumptions

**Demand for Restaurant Services:** Assuming there is sufficient demand for fresh, seasonal cuisine designed by household name chef at competitive prices in the local market.

**Effectiveness of Training Program:** Assuming the training program provided to our recruits will effectively equip them with the skills and confidence needed for successful employment in the hospitality industry.

**Support from Partners:** Assuming continued support and collaboration from partners, including training providers, charitable organisations and funding entities.

**Community Support:** Assuming the local community will embrace the restaurant's mission and patronise the establishment, supporting its social impact initiatives.

**Employee Motivation and Engagement:** Assuming the people recruited for employment will be motivated and committed to their roles, actively participating in training and contributing to the success of the restaurant.

**Operational Efficiency:** Assuming the restaurant's operations, including kitchen management, customer service and administrative functions, will be efficiently managed to ensure smooth day-to-day operations.

**Social Impact Outcomes:** Assuming the employment opportunities provided to our recruits will lead to positive social outcomes, including increased financial stability, improved well-being and reduced homelessness in the community.



## Our Resources

Home Ground benefits from a robust inventory of resources and support from various esteemed brands and organisations.

With the backing of partners such as the Budweiser Brewing Group, Pernod Ricard, The Zurich Community Trust, Only a Pavement Away, Crisis, Beam, The Big Issue, Soup Kitchen London, Brakes Bros and many others, we have access to valuable expertise, networks and collaborators.

Additionally, our current financial standing includes our lease, premises, kitchen and kitchen equipment, providing a solid foundation to help implement our mission. Our experienced team brings a wealth of knowledge and skills to the operation, ensuring effective management and execution of our goals and objectives.

Together, these inputs form the backbone of our program, enabling us to invest in the training, employment and support services necessary to empower, uplift and upskill our friends from the homeless community and facilitate their transition into the hospitality industry and into a secure way of life.

By following this Theory of Change, we believe we will provide immediate benefits to individuals from the homeless community and contribute to more extensive systemic changes addressing homelessness and unemployment in London and ultimately, across the United Kingdom.

