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HOSPITALITY SECTOR COUNCIL

LOCAL ECONOMIES &
COMMUNITIES WORKING
GROUP

Rejuvenating hospitality
and local communities
through the scaling up
of proven community
initiatives.

Case Study Report

Local Partnership & Community Cohesion
Sub-Group



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Introduction

Hospitality has suffered more than most sectors over the past two years. From Covid-19, which saw businesses forced to shut their doors for months at a time, to the current cost of living crisis and rising prices across supply chains, much needs to be done to ensure the hospitality sector can survive and thrive. And it's not just hospitality which has suffered, local communities across the country are in need of rejuvenation with thriving local businesses, more jobs and a restoration of local pride. Hospitality venues, from pubs to restaurants to cafes, are often at the heart of communities up and down the country. These venues do not just offer great food and drink, they also provide a place for communities to come together and socialise and many provide invaluable services. There is no sector better placed to help rejuvenate communities and ultimately level up the country, through job creation and training opportunities, being the centre of community activities, and helping local economies thrive.

There is a real opportunity, through local partnerships between businesses, community organisations and local authorities, for hospitality businesses and communities to benefit from each other and help each other flourish.

Through the work of the *Local Partnership and Community Cohesion: Scaling up proven community initiatives* sub working group, we have seen examples of how business-led initiatives have made a real difference to the hospitality sector locally and to the community. These range from initiatives which help hospitality businesses offer employment opportunities to prison leavers, veterans and people facing homelessness, to those which provide funding for pubs to offer local services, to initiatives encouraging communities to grow and cook healthy local produce. By scaling these up, whether locally or nationally, and partnering with other groups and local authorities, there is a significant opportunity to have a real impact on the future of the sector and communities themselves.

Whilst businesses in the sector can and should be taking the lead on these initiatives and partnerships, their full potential can only be unlocked through support from the national government and local authorities. In addition to access to the national and local funding which would fuel the scaling of these initiatives, the hospitality sector is seeking a more collaborative relationship with local authorities. The hospitality sector should not simply be seen as an industry to be regulated, but as a constructive partner which can help local authorities achieve their aims of rejuvenating communities and boosting local economies. In essence, a more balanced view of the hospitality sector needs to be adopted by local authorities, where the scale of the potential benefits from a thriving sector are recognised rather than focusing disproportionately on potential risks.

The economic impact of the hospitality industry is proven. It employs around 1.8 million people and in 2019, before the pandemic, generated £40.4 billion in Gross Value Added.¹ It is worth noting that as a share of GVA against other industries hospitality is at the lower end. However, on share of UK employees working in the sector it would be in the top 7 or 8 at 7.5%. We must now recognise the local benefits the sector can bring and work in partnership to propel hospitality's recovery and level up communities across the country.

The challenges facing the sector have been recognised by the Government in its Hospitality Strategy, published in 2021. The strategy includes 22 commitments aimed at helping the sector recover from the challenges of the pandemic and increase its resilience. The recommendations in this report will help the Government achieve these ambitions, focusing on rejuvenating local communities.

¹ Department for Business, Energy and Industrial Strategy, [Hospitality Strategy](#), July 2021

Executive summary

In its Hospitality Strategy, among other commitments, the Government pledged to work with the sector to boost demand by promoting hospitality and enabling businesses to trade more flexibly, work with Local Authorities and the hospitality sector to develop a model for hospitality-led regeneration hubs, and champion the role of hospitality in community wellbeing.

This report sets out a series of initiatives that the *Local Partnership and Community Cohesion: Scaling up proven community initiatives* sub working group believes should be explored further by the Hospitality Sector Council and the Department for Business, Energy and Industrial Strategy in order to help it meet its Hospitality Strategy commitments related to local communities. This report is divided into three sections:

1. Initiatives with the potential to be scaled up nationally
2. Initiatives with the potential to act as a framework for similar local initiatives
3. Initiatives that tackle a broadly similar issue and which have the potential to work together

Every initiative in this report has been included as they meet the following criteria:

- Increase trade for hospitality businesses and others in local communities, or have the potential to in the future
- Create cohesion within communities
- Create benefits for the communities in which they operate
- Provide a route for local or national government to deregulate without increasing risks

The core areas that the sub working group looked at were:

- Charity-based or not-for-profit organisations linked to hospitality which are supporting communities
- Community-based regeneration projects with hospitality at the heart
- Community-based projects operated by a business, in addition to the core business

The initiatives that are included in the report are as follows, along with an overview of the initiative and the support it would need in order to be scaled up:

- Only a Pavement Away
- Pub is the Hub
- Made in Hackney
- Rockpoint Leisure
- Digbeth Dining Club CIC
- Eat Well Manchester
- Ask for Clive

Only a Pavement Away

Only a Pavement Away (OAPA) is a charity supporting people facing homelessness, prison leavers and veterans into careers in hospitality. It aims to connect employers in the hospitality industry and charities working with these groups to help place them into long-term, stable employment.

The estimated cost of tackling and preventing homelessness stands at c. £1bn for the Government², while 70% of prison leavers without stable employment reoffend within two years of leaving prison.³ OAPA aims to provide a solution for the Government, society and the individuals themselves by providing employment opportunities to prison leavers, people facing homelessness and veterans. OAPA's work also enables the hospitality industry to fill vacancies and gain hard working, committed employees.

Since it was founded in 2018, OAPA has helped fill 200 jobs with individuals from within these three groups.

The current level of OAPA's resources is estimated to help c.120 new individuals into employment each year. To facilitate the placement of 500 new individuals each year, the OAPA team would need to be scaled to c.13 people, and levels of funding would need to almost double.

With the right funding, OAPA is a prime example of an initiative that could be scaled up nationally, with little other resource required. Funding would enable the charity to scale its infrastructure and hire more relationship managers. It would also be able to build connections with other regional and national support charities.

The organisation has ambitions to deliver national coverage across the whole hospitality sector and become the fulcrum for other charities which operate around homelessness, prisons and veterans to facilitate careers in hospitality.

A nationally scaled capability could bring 5000 individuals facing homelessness into sustainable economic activity. This would reduce direct Government support for these individuals by circa £170m per annum and they would become economically active generating over £50m in taxation for an investment of £2.7m.

Pub is the Hub

Pub is the Hub is a not-for-profit organisation which was founded in 2001 to offer independent specialist advice to publicans and their communities on rural services diversification, so they can provide viable local services at the heart of their communities.

The organisation aims to help pubs enhance their social, economic and employment attraction, and create a sense of local pride and success. Since 2001, Pub is the Hub has worked with over 600 pubs, predominantly in rural communities. For every £1 invested from a Pub is the Hub Community Services Fund Grant creates between £8-9 of local social value.

Pub is the Hub relies on financial support from a broad range of funders, including grants and support from various organisations including the Government, the National Lottery Fund, The Prince's Countryside Fund, and the majority of the major pub companies and brewers in the UK.

Pub is the Hub is ready to scale up with the right support, and it is already developing a new National Pub Diversification Fund to help it scale and support more pubs across the country. This aims to support 1,000 pubs to diversify over a three-year period, ultimately supporting 1 million residents in their local communities.

² Department for Communities and Local Government, [Evidence review of the cost of homelessness](#), August 2012

³ [Only a Pavement Away](#)

The total cost of the National Pub Diversification Fund amounts to £5.5m over three years. Pub is the Hub is also aiming to raise an additional £6-8m, including from local public funding, which would enable local services and community hubs to be completed soon.

Scaling up Pub is the Hub requires funding as set out above. A stable long-term national initiative, in the form of a scaled-up Pub is the Hub, will also give publicans the confidence to embark on projects rather than relying on local funding which is not always available or is inconsistent. This has the potential to have a wide social and economic impact, particularly in areas facing the deprivation of local amenities and employment.

There is also scope for collaboration with the Plunkett Foundation, a national charity that supports rural communities to tackle the issues they face through community business. The Plunkett Foundation has similar aims and scope to Pub is the Hub, but has a broader focus than solely the pubs industry.

Made in Hackney

Made in Hackney is a charity based in Hackney, London. It started in 2012 as a vegan cookery school and charity, and now provides free community plant-based cookery classes, paid for classes and a community food service. Through its work, it aims to bring about positive change in the areas of community, health and the environment.

The charity is developing a new concept, Plant Futures, which aims to share knowledge and inspire others to open their own versions of Made in Hackney in cities around the world. Through Plant Futures, Made in Hackney aims to support the opening ten kitchens globally including 3-4 in the UK. Plant Futures' estimated project costs are £250k for all ten projects, and additional staff costs. It is considering additional seed funding for individual operators.

Made in Hackney is funded through a combination of grants and funders (50%), enterprise, including cookery classes to business organisations (25%), and other means including fundraising activities (25%). It has not previously received government funding.

Made in Hackney has a sustainable business model and the potential to scale up, including through the kitchens it aims to set up through its Plant Futures activity. To increase its footprint in the local community, it needs further funding to enable it to purchase office space and space for its cookery schools.

Rockpoint Leisure

Rockpoint Leisure Ltd, founded in 2018, is based in New Brighton, Liverpool, and is a private-sector development and regeneration company. It is focused on regenerating the New Brighton area of Liverpool as a seaside town destination by drawing in independent operators and cultural offerings. It aims to increase footfall in the area and kickstart the local economy.

As part of the regeneration of the area, Rockpoint has adopted a community-led approach, undertaking a massive public realm improvement works, providing affordable business units as well as shared spaces rental opportunities to encourage small independent businesses, and organising events in the area.

So far, Rockpoint has made a real impact on the local economy and community including: a real GDP increase to £36,630,000 after applying the multiplier effect;

increased the employment rate to 34% in 2022 from 21% at the start of 2018; a growth in tourism, including attracting more than 25,000 visitors to the Street Art exhibition.

Rockpoint Leisure is currently privately funded, but there is the potential opportunity to access the Government's Levelling Up Fund for further funding. Its model relies heavily on partnerships at different levels, including the local council, chambers of commerce, government agencies, and the local community.

While there is no off-the-shelf solution for regeneration packages that can be applied everywhere, the challenges faced by New Brighton are shared by many other towns and regions. The solutions that worked in New Brighton could be successfully implemented in other places, and Rockpoint Leisure could help offer a package of well-placed interventions tailored around communities' own unique selling points and community and business needs to offer long-term sustainability.

Rockpoint Leisure should be supported to scale up and develop a framework for other initiatives to follow, which would include:

- Using a combination private investment and local government funding to regenerate areas, from the improvement of facades to developing or repurposing empty properties for a mix of hospitality and retail uses.
- Providing permanent space for incubator businesses, to support local start up hospitality and retail businesses.
- Recruit from within the local community to create local jobs and level up the area.

Digbeth Dining Club

Digbeth Dining Club is one of the UK's leading operators of street food venues and events. Over the pandemic, it formed Digbeth Dining Club Community Interest Company (DDC CIC), a not-for-profit which aims to benefit people in the West Midlands and promote positive health, wellbeing, education and community cohesion.

Digbeth Dining Club CIC provides free school meals and activities through school holidays in partnership with Birmingham City Council and Sandwell Council.

DDC CIC also works with the Aston Villa Football Club Foundation, South & City College Birmingham, and the Nationwide Caterers Association to deliver Level 2 accredited hospitality skills qualifications to adults at Villa Park. From the initial cohort of 10 trainees who have passed their courses, three have started businesses and three more businesses are in development.

Over 7,500 families have engaged with Digbeth Dining Club CIC through healthy eating workshops, and DDC CIC has worked collaboratively to provide over 250,000 free meals across Birmingham and Sandwell since 2020.

Digbeth Dining Club CIC's business model operates through a combination of funding streams from the Department of Education via Birmingham City Council and Sandwell Council, donations made by customers, and a large volunteer base.

There are several potential routes for scaling up DDC CIC on a national level:

- Work with the Nationwide Caterers Association to deliver similar services across the UK using blueprints developed by the two organisations. This would focus on

providing free meals to school children, healthy eating workshops and hospitality training opportunities.

- The model for the Aston Villa Catering Club could be scaled up and replicated in other areas, in collaboration with the National Caterers Association. This would be achieved through the creation of an English Football League Catering Club.
- The development of a Digbeth Dining Club Academy, to provide training courses and skills development opportunities to young people looking to work in hospitality. This would require additional funding, and further funding would be needed to scale this up outside the West Midlands area.

There is also potential to scale up Digbeth Dining Club's operations in the local area to support more communities in the West Midlands:

- Increase the number of hospitality destinations in the West Midlands.
- Increase the wellbeing of communities and address food poverty issues by engaging with young families through healthy eating workshops supported with free meals.
- Improve catering skills in the West Midlands and potentially nationally through the development of the Digbeth Dining Club Academy and the English Football League Catering Club.

Through a combination of local and national government funding, Digbeth Dining Club CIC has the potential to scale up its operations at a local level and significantly increase its impact on the local community. Aspects of its operations, particularly the Villa Catering Club model, could be scaled up nationally with the right funding.

Eat Well Manchester

Eat Well Manchester is a collective operating across Greater Manchester, partnering with organisations that support people sidelined by poverty.

The organisations delivers up to 1,000 chef-made meals every week, supporting people in the community includes families living in temporary accommodation, women in sheltered accommodation, food banks and schools.

It costs Eat Well about £2 to fund each meal, with this money raised from various sources. Local restaurants can add £2 to their bill to support the fundraising, while Eat Well also holds various fundraising events and is supported by corporate partners and volunteers.

Eat Well has developed the ability to scale by enabling participating restaurants to prepare extra meals onsite and arrange for them for pick up by volunteers straight to those in need. This avoids the need for and cost of a central kitchen, which was the original model used during the Covid-19 pandemic.

To scale Eat Well Manchester, it would need funding to expand the existing operation in Manchester and create a framework for similar hubs around the country; funding to enable it to hire campaign managers to sign up restaurants and manage distribution; and funding for PR and marketing to increase awareness at a local and national level.

Ask for Clive

Whilst "Ask For Clive" (AFC) is a small-scale initiative founded in 2019 and run by volunteers as a charity, it is already building partnerships across local government, law enforcement, hospitality businesses and the LGBTQ+ community. It is local campaign, but it is starting to develop a country-wide network of pubs that seek to be welcoming and safe spaces, which in turn encourages greater footfall for those venues.

AFC seeks to create a welcoming environment, and empower members of the LGBTQ+ community. It is currently focused on the pub sector, but is developing a five-year plan which will broaden out its focus to cover the wider hospitality industry. It is funded by donations from the public and businesses. It does not receive any grant funding.

It is currently funded via donations and sponsored drink purchases but would require additional financial resources to achieve its short-term initiatives (such as a website upgrade, and a full-time co-ordinator and campaign manager), its five-year plan to encompass over 20,000 venues across the UK, and its aim to provide certified training programmes for the staff at those venues. It is estimated that £200K per annum is required to achieve this; AFC is planning to seek grant funding to meet this target.

In order to scale up, AFC would require more partnerships across the hospitality sector, in addition to the recognition and support of local and national Government, and the funding set out above.

Ultimately, to scale up these initiatives, the Government needs to commit funding and encourage local authorities to work in collaboration with the hospitality industry and develop frameworks for support and investment to encourage projects that will help rejuvenate communities.

This is not a definitive list of local initiatives and there will no doubt be many more organisations making differences in their local communities which have the potential to be scaled up or act as a framework for other local initiatives. However, these initiatives have been included given their proven impact, their cross-section between hospitality and local communities, their suitability to be scaled up and their engagement with the sub working group.

Each section includes this sub working group's recommendation for taking these initiatives forward. The overarching recommendation is that, to meet its ambitions on hospitality recovery and resilience, and rejuvenation of local communities, the Government must support the scaling up of initiatives by committing funding and encourage collaboration from local authorities.

Details of the organisations' current funding models and the additional funding that would be required to scale up the initiatives is included in the Appendix at the end of this report. The methodology behind this report's findings is also included in the Appendix.

Initiatives with the potential to be scaled up nationally

This section sets out the initiatives that the *Local Partnership and Community Cohesion: Scaling up proven community initiatives* sub working group believes have the potential to be scaled up nationally. These initiatives have been included due to their proven benefit to the hospitality sector and the communities in which they operate and which they seek to support.

Each of these initiatives have sound funding and operational structures and are well placed to scale up if they are provided with the right support.

In the case of the initiatives identified the following criteria apply:

1. The social issues they seek to tackle are present in every community
2. There is social value in working across a centralised organisation system through the end points
3. Whilst the organisations themselves are making some connections with the communities it is the hospitality businesses that they work with that are really driving positive action through the communities and forming those relationships

From the viewpoint of a mid to large hospitality business, working with a national provider makes sense.

Only a Pavement Away

Only a Pavement Away (OAPA) is a charity supporting people facing homelessness, prison leavers and veterans into careers in hospitality. It aims to connect employers in the hospitality industry and charities working with these groups to help place them into long-term, stable employment.



The estimated cost of tackling and preventing homelessness stands at c. £1bn for the Government⁴, while 70% of prison leavers without stable employment reoffend within two years of leaving prison.⁵ OAPA aims to provide a solution for the Government, society and the individuals themselves by providing employment opportunities to prison leavers, people facing homelessness and veterans. OAPA's work also enables the hospitality industry to fill vacancies and gain hard working, committed employees.

OAPA is currently funded via donations from the hospitality businesses it works with, including through sponsored and fundraising activities.

Benefits of Only a Pavement Away

OAPA reduces the level and impact of those facing homelessness, which costs the Government c.£20,000 per year per person.⁶

It improves the life chances of vulnerable people by improving health outcomes with increased life expectancy, whilst reducing the economic cost to the NHS.

It allows hospitality businesses to fill vacancies and operate fully in their local communities, supporting their role in levelling up and regeneration. Providing individuals with gainful employment also contributes to the national economy and the Treasury.

OAPA provides an essential programme for social mobility, with access to jobs, training, development and long-term careers. Since it was founded in 2018, OAPA has helped fill 200 jobs with individuals from within the three groups of people facing homelessness, prison leavers and veterans.

Scaling up Only a Pavement Away

Every community faces similar challenges around the impacts of homelessness and unemployment, which also carry significant cost to the Government. Hospitality businesses up and down the country are also facing record vacancies; in April to June this year, there were 176,000 vacancies in the hospitality industry, compared to just 54,000 in the same period in 2020.⁷

OAPA is helping to tackle these challenges by:

- Filling skills gaps and vacancies with committed employees
- Supporting local communities by tackling homelessness and unemployment, and the associated social impact
- Reducing the economic burden locally and nationally of homelessness and reoffending

⁴ Department for Communities and Local Government, [Evidence review of the cost of homelessness](#), August 2012

⁵ [Only a Pavement Away](#)

⁶ Crisis, [The Homeless Monitor](#), February 2022

⁷ Office for National Statistics, [Vacancies by industry](#), April-June 2022

These challenges are present in every community and OAPA has a national reach through its national and regional hospitality operators and its ethos of collaboration with the agencies operating in each community.

The current level of OAPA's resources is estimated to help c.120 new individuals into employment each year. To facilitate the placement of 500 new individuals each year, the OAPA team would need to be scaled to c.13 people, and levels of funding would need to almost double.

With the right funding, OAPA is a prime example of an initiative that could be scaled up nationally, with little other resource required. Funding would enable the charity to scale its infrastructure and hire more relationship managers, who would be able to build relationships with hospitality businesses, prisons and other organisations, as well as support the members placed through the charity into stable employment. It would also be able to build connections with other regional and national support charities.

OAPA is ready and willing to scale nationally, with the right support. The organisation has ambitions to deliver national coverage across the whole hospitality sector and become the fulcrum for other charities which operate around homelessness, prisons and veterans to facilitate careers in hospitality.

Providing OAPA with the right support has the potential to connect many more prison leavers, veterans and people facing homelessness with employment opportunities in the hospitality sector, which in turn lifts the burden on communities and boosts local economies.

For more information about Only a Pavement Away, contact Greg Mangham (CEO and Founder): gregmangham@onlyapavementaway.co.uk

Pub is the Hub

Pub is the Hub is a not-for-profit organisation which was founded in 2001 to offer independent specialist advice to publicans and their communities on rural services diversification, so they can provide viable local services at the heart of their communities.



Pub is the Hub is focused on inspiring more pubs to evolve and serve the needs of their communities, as well as assisting their long-term viability. It also provides support to help pubs tackle other wider issues in the community, such as social isolation or loneliness.

The organisation aims to help pubs enhance their social, economic and employment attraction, and create a sense of local pride and success.

Pub is the Hub is funded through financial support provided by funders. It has received grants and support from various sources over the years, including pub companies and the Government.

Benefits of Pub is the Hub

An [evaluation](#) undertaken by Cornwall Rural Community Charity in 2021 found that for every £1 spent on a project through the Pub is the Hub Community Services Fund in the first lockdown, between £8.98 and £9.24 of social value was created. For example, one suitable pub diversification project, using a grant of £3,000 from the Community Services Fund, could potentially create over £27,000 in social value to a local area.

Since 2001, Pub is the Hub has worked with over 600 pubs, predominantly in rural communities. A range of case studies of pubs who have benefitted from Pub is the Hub's support can be found on the organisation's [website](#).

Pub is the Hub's support can help pubs evolve and serve the needs of their communities, assist their long-term viability, and help overcome other wider issues such as social isolation and loneliness. It can contribute to:

- Economic growth, by supporting local businesses development and employment opportunities, helping attract tourism, and supporting local suppliers.
- Education and skills, for example by hosting local training courses or library services.
- Health and wellbeing, such as assistance with isolation issues, volunteering and providing welcoming meeting spaces.
- Social mobility, through employment opportunities for young people, apprenticeships and local training opportunities.
- Diversity, equality and inclusion, for example through initiatives tackling dementia, disability, old age or local loneliness issues, involving everyone in the community.

Scaling up Pub is the Hub

Pub is the Hub is an organisation that already works in a number of local communities up and down the country. These are predominantly rural communities, which have most immediate need for the additional services that can be offered by their local pub. However, there is significant opportunity to scale Pub is the Hub nationally and into a more diverse range of communities with the right funding.

The organisation is already developing a new National Pub Diversification Fund as an incentive to inspire all publicans and their pubs to provide new services and amenities in their local area. The aim is to support 1,000 pubs to diversify over a three-year period, creating 2,500 new local jobs, the potential to provide 1.6000 different services, amenities or activities, and supporting 1 million residents in their local communities. Additional funding would enable Pub is the Hub to develop the Fund at pace and support a greater number of pubs to introduce additional services across the country.

A stable long-term national initiative, in the form of a scaled-up Pub is the Hub, will also give publicans the confidence to embark on projects rather than relying on local funding which is not always available or is inconsistent. This has the potential to have a wide social and economic impact, particularly in areas facing the deprivation of local amenities and employment.

There is also scope for collaboration with the Plunkett Foundation, a national charity that supports rural communities to tackle the issues they face through community business. The Plunkett Foundation has similar aims and scope to Pub is the Hub, but has a broader focus than solely the pubs industry.

For more information about Pub is the Hub, contact: John Longden OBE (CEO):
jlongden@geraldeve.com

Recommendation

The Hospitality Sector Council and BEIS should consider how Only a Pavement Away and Pub is the Hub could be scaled up at a national level, including through government support and funding. OAPA and Pub is the Hub have the potential to have a significant impact on local communities and the hospitality businesses that operate within them if they receive this support.

Initiatives with the potential to act as a framework for similar local initiatives

This section sets out the initiatives that the *Local Partnership and Community Cohesion: Scaling up proven community initiatives* sub working group believes have the potential to act as a framework for similar local initiatives to be set up in other areas of the country.

These initiatives may not – at least in the foreseeable future – have the ability to be scaled up at a national level for a variety of factors, such as size, funding or structure. However, they are all examples of initiatives that have made and continue to make a difference locally and as such could be used as a framework by businesses and organisations in other areas for introducing similar initiatives.

The rationale of following a framework model is:

1. The service may not always be relevant in every community or to a lesser or greater extent
2. The charity or organisation itself benefits from having local teams, knowledge of the communities and relationships
3. It doesn't necessarily require a centrally or nationally led organisation approach

Made in Hackney

Made in Hackney is a charity based in Hackney, London. It started in 2012 as a vegan cookery school and charity, collaborating with communities to develop skills and knowledge and inspire people to grow, cook and eat more plant-based food. The charity has evolved over the years and now provides:

- Community plant-based cookery classes, which are free to the community. It currently delivers 300-400 a year, including to schools
- Cookery masterclasses and courses, for a fee
- A community food service, which was establishing during the Covid-19 pandemic to provide food to those in need in the community. It is now embedded into the charity's day to day operations



Made in Hackney is also developing a new concept, Plant Futures, which aims to share knowledge and inspire others to open their own versions of Made in Hackney in cities around the world. As part of this, Made in Hackney is developing a toolkit, due to be completed in early 2023, to help prospective cooking school operators set up their own organisations. Through Plant Futures, Made in Hackney aims to support the opening ten kitchens globally including 3-4 in the UK.

A secondary aim of Plant Futures is to offer masterclasses to hospitality businesses to help them develop plant-based menus.

Made in Hackney is funded through a combination of grants, fundraising and income from its for-profit activities. It has not received any government funding. Previous funders include the National Lottery Community Fund, British Land Trust, UBS, London Stock Exchange Group and the Postcode Lottery.

Benefits of Made in Hackney

- Made in Hackney has three core objectives:
 - To tackle health inequalities and access to food
 - To drive community connection in an area with a varied mix of high gentrification and extreme poverty
 - To encourage sustainable eating to help combat climate change
- These interconnected issues drive the charity's mission to bring about positive change in the areas of community, health and environment.
- It is benefitting the community of Hackney by:
 - Providing training and jobs for young people
 - Tackling health issues by offering healthy cookery classes
 - Creating connections within the community
 - Developing skills around growing food and cookery
 - Increasing understanding of different cultures within the community through food

Scaling up Made in Hackney

Made in Hackney is an example of a small, local charity dedicated to improving community cohesion through food and hospitality.

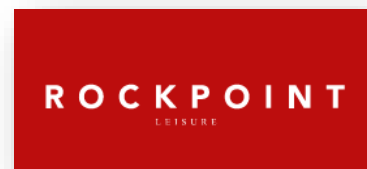
It is supported by a number of high-profile ambassadors, including TV chef and former Great British Menu judge Andi Oliver and Rupy Aujla, behind The Doctor's Kitchen. It has also been supported by food companies and organisations including Oatly, Oddbox, and the Felix Project.

Despite being a very localised charity, there is significant potential for its model to be used as a framework by other organisations to launch similar initiatives in their own communities, adapted for local needs. This could be achieved primarily by providing support for Made in Hackney's Plant Futures arm, which supports the establishment of similar charities in other areas of the UK as well as around the world.

For more information about Made in Hackney, contact Fran Humber (Development Manager): fran@madeinhackney.org

Rockpoint Leisure

Rockpoint Leisure Ltd, founded in 2018, is based in New Brighton, Liverpool, and is a private-sector development and regeneration company. It is focused on regenerating the New Brighton area of Liverpool as a seaside town destination by drawing in independent operators and cultural offerings. It aims to increase footfall in the area and kickstart the local economy.



New Brighton was once a prime destination for holiday makers and local visitors. This has ebbed over the years, something Rockpoint Leisure is seeking to change. The organisation brings together clusters of independent businesses, art and cultural expression as a focus point for regenerating New Brighton. This is based in New Brighton's Victoria Road, which includes a mix of commercial and residential properties. The focus is to position Victoria Road as a viable destination within the town, where both residents and visitors can shop, eat, and drink, as well as enjoy diverse live and cultural events. Rockpoint Leisure has

branded the area the Victoria Quarter, to provide an identity for the area and encourage footfall.

As part of the regeneration of the area, Rockpoint has:

- Adopted a community-led bottom up approach that put communities themselves in charge of recovery.
- Undertaken a massive public realm improvement works and enhanced the area with greening and beautification, replacing street furniture and introducing signage. Purchased and/or leased a number of empty and declining properties and redeveloped them for a mix of uses. Rockpoint established a new business centre for the town – a viable and complementary alternative to New Brighton’s mainstream mass-market offerings. This includes a vegan restaurant, Habibi, Rockpoint records café, Oakland Art Gallery and the James Atherton pub. The James Atherton was rebranded in collaboration with pub owners Punch Taverns and has been designed to appeal to the local community, tourists and visitors to the town.
- Created the country’s largest open-air street art gallery, with over 30 murals.
- Organised multiple events ranging from art and craft exhibitions to large scale music and cultural events, often seeing footfall of over 3,000 visitors per event.
- Provided affordable business units as well as shared spaces rental opportunities to encourage small independent businesses.
- Offered free wifi within the Victoria Quarter for visitors, residents and businesses.

Rockpoint is also working with project partners on specific initiatives around loneliness and isolation within communities.

Rockpoint Leisure is currently privately funded, but there is the potential opportunity to access the Government’s Levelling Up Fund for further funding. As of 2021, Rockpoint Leisure spent around £1.1m in the local area, on top of the initial investment in the regeneration project.

Benefits of Rockpoint Leisure

- So far, Rockpoint has made a real impact on the local economy and community including:
 - A real GDP increase to £36,630,000 after applying the multiplier effect. The real GDP per capita from the limited investments in the area comes close to £23,000 for the local economy that has a population of 1,593 people. In terms of social value, for every £1, the initiative has generated a social impact of £8.93.
 - Increased the employment rate to 34% in 2022 from 21% at the start of 2018. Rockpoint Leisure’s businesses currently offer employment opportunities for around 90 people. This is poised to go up to 150 once new sites are operational.
 - Growth in tourism, including attracting more than 25,000 visitors to the Street Art exhibition.
 - Increase in house sale prices in the Victoria Quarter, with a 15.6% jump.
 - Engagement with young people by involving them in cleaning and maintaining the surroundings and getting involved in the street art production. Low level crime has reduced by engaging local children who were causing low level antisocial behaviour. Rockpoint hopes to formalise youth involvement into a mentoring scheme as it moves to the next stage.
- Rockpoint has successfully used art, culture, hospitality and retail concepts to drive the transformation at New Brighton. Rockpoint has established New Brighton’s Victoria Quarter as a new, independent neighbourhood which is now a popular shopping, dining and drinking destinations, as well as a place to experience cultural events and exhibitions.

Scaling up Rockpoint Leisure

Rockpoint Leisure is a local organisation targeting a specific, local area and issue. It is helping to regenerate the community of New Brighton by increasing footfall, creating jobs, providing opportunities for independent businesses and kickstarting economic growth. It has already seen young families return to the town.

Its model relies heavily on partnerships at different levels, including:

- The local community
- The House of Lords Select Committee on Regenerating Seaside Towns and Communities, which offers strategic advice and guidance
- Wirral Council, including a regular exchange of ideas
- Local governments, including Liverpool Combined Authority, Greater Manchester Combined Authority, Blackpool Council and Huddersfield Authority – including to share best practices
- Chamber of Commerce, which has supported the regeneration initiative by offering consultation for legal matters and tailored advice for small businesses
- Universities, with the University of Liverpool and Liverpool John Moore's University actively supporting the regeneration initiative, including by offering support in navigating technical challenges through academic solutions
- Schools, including organising events for young people in partnership with schools
- Government agencies, including Merseyside Police, Community Fire Station, Planning and Licensing bodies

Rockpoint Leisure is a significant, resource-intensive, long-term project and would require substantial funding to scale nationally. However, given its objective of regenerating a local area through hospitality and retail, the organisation should be considered as a framework for organisations to follow in other areas facing similar challenges. This includes:

- Using a combination private investment and local government funding to regenerate areas, from the improvement of facades to developing or repurposing empty properties for a mix of hospitality and retail uses.
- Providing permanent space for incubator businesses, to support local start up hospitality and retail businesses.
- Recruit from within the local community to create local jobs and level up the area.

While there is no off-the-shelf solution for regeneration packages that can be applied everywhere, as communities each have specific problems and needs, the challenges faced by New Brighton are shared by many other towns and regions. The solutions that worked in New Brighton could be successfully implemented in other places, and Rockpoint Leisure could help offer a package of well-placed interventions tailored around communities' own unique selling points and community and business needs to offer long-term sustainability.

Through partnerships between businesses and/or organisations and local authorities, there is the potential to identify suitable areas, provide the right planning support and where needed grants or funding. By following the example of initiatives like Rockpoint Leisure, local authorities and hospitality businesses can help regenerate and rejuvenate many more local communities.

For more information about Rockpoint Leisure, contact Daniel Davies (Founder):

daniel.davies@rockpointleisure.com

Digbeth Dining Club CIC

Digbeth Dining Club was founded in 2012 and is one of the UK's leading operators of street food venues and events.



Over the pandemic, Digbeth Dining Club formed Digbeth Dining Club Community Interest Company (DDC CIC), a not-for-profit which aims to benefit people in the West Midlands and promote positive health, wellbeing, education and community cohesion.

DDC CIC began operations in the autumn of 2020, in response to food poverty and the lack of opportunities for streetfood businesses during the pandemic.

DDC CIC's first activity involved mobilising a team of volunteers in support of the campaign for free school meals in the school holidays, which was spearheaded by Marcus Rashford. Initially called the Northfield Food Service, the initiative worked with local councillors, MPs, charities and independent food traders to prepare and deliver meals to children in the local area. The Nationwide Caterers Association (NCASS) provided food safety and hygiene support to catering companies providing the meals as they switched from live catering to food production. All the catering businesses Digbeth Dining Club work with are members of the NCASS coordinated primary authority partnership.

In March 2021, Digbeth Dining Club CIC formally registered as a company and increased the support it provided for free school meals and activities through school holidays in partnership with Birmingham City Council and Sandwell Council.

Alongside this work, DDC CIC works closely with the Aston Villa Football Club Foundation, South & City College Birmingham, and the Nationwide Caterers Association to deliver Level 2 accredited hospitality skills qualifications to adults at Villa Park. This project, Villa Catering Club, supports adults to gain work experience in hospitality and business start-up support through Digbeth Dining Club's extensive network of street food catering businesses and stakeholders.

Digbeth Dining Club CIC's business model operates through a combination of funding streams from the Department of Education via Birmingham City Council and Sandwell Council, donations made by customers, and a large volunteer base.

Benefits of Digbeth Dining Club CIC

- Digbeth Dining Club CIC is helping to tackle the following community challenges:
 - Cost of living and food insecurity
 - Wellbeing
 - Skills shortages in the hospitality sector
 - Community building initiatives and events
 - Start up support and entrepreneurship
- Since it began operations, Digbeth Dining Club and DDC CIC have already had a demonstrable impact on the local community. Collectively, Digbeth Dining Club Events, Digbeth Dining Club CIC workshops, and Digbeth Dining Club's two locations - Hockley Social Club and Herbert's Yard - are contributing to increasing footfall, economic growth, and recovery of the hospitality sector across the West Midlands with an estimated 500,000 people attending events by the end of 2022.
- Over 7,500 families have engaged with Digbeth Dining Club CIC through healthy eating workshops, and DDC CIC has worked collaboratively to provide over 250,000 free meals across Birmingham and Sandwell since 2020.

- Additionally, DDC CIC has contributed to levelling up the local area through employment and entrepreneurship opportunities. From the initial cohort of 10 trainees who have completed and passed their courses at the catering club, three have already started businesses and three more businesses are in development.

Scaling up Digbeth Dining Club CIC

Digbeth Dining Club CIC is well placed to be scaled up and the organisation's work used as a framework for similar initiatives in other areas of the country.

One option would be for DDC CIC to work with the Nationwide Caterers Association, which has a national network of street food organisations, to deliver similar services across the UK using blueprints developed by the two organisations. This would focus on providing free meals to school children, healthy eating workshops and hospitality training opportunities.

Additionally, the model for the Aston Villa Catering Club could be scaled up and replicated in other areas, in collaboration with the National Caterers Association, whilst retaining its local and community elements. This would be achieved through the creation of an English Football League Catering Club.

DDC CIC is also looking at developing a Digbeth Dining Club Academy, to provide training courses and skills development opportunities to young people looking to work in hospitality. This would require additional funding, and further funding would be needed to scale this up outside the West Midlands area.

There is also potential to scale up Digbeth Dining Club's operations in the local area to support more communities in the West Midlands. Scaling up locally would enable it to:

- Continue to increase the number of hospitality destinations in the West Midlands, as proven through the success of Digbeth Dining Club Events, Digbeth Dining Club CIC workshops, Hockley Social Club and Herbert's Yard in Longbridge.
- Increase the wellbeing of communities and address food poverty issues by engaging with young families through healthy eating workshops supported with free meals, in partnership with Birmingham City Council and Sandwell Council.
- Provide a platform for improving catering skills in the West Midlands and potentially nationally through the development of the Digbeth Dining Club Academy and the English Football League Catering Club.

Through a combination of local and national government funding, Digbeth Dining Club CIC has the potential to scale up its operations at a local level and significantly increase its impact on the local community.

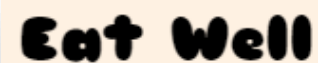
Aspects of its operations, particularly the Villa Catering Club model, could be scaled up nationally with the right funding. Digbeth Dining Club CIC would be able to provide the support and experience to similar initiatives run by other football clubs and local organisations.

There is also the opportunity, in partnership with the National Caterers Association, to provide a framework for other organisations to launch similar initiatives in their local areas.

For more information about Digbeth Dining Club, contact Jack Brabant (Director):
jack@digbethdiningclub.com

Eat Well Manchester

Eat Well Manchester is a collective operating across Greater Manchester, partnering with organisations that support people sidelined by poverty. The organisations deliver up to 1,000 chef-made meals every week, supporting people in the community includes families living in temporary accommodation, women in sheltered accommodation, food banks and schools.

The logo for Eat Well Manchester, featuring the words "Eat Well" in a bold, black, sans-serif font on a light orange rectangular background.

Eat Well does not just help alleviate hunger, the delivery of meals also provides respite and relief to recipients while bringing the community together.

Initially formed in response to Covid-19, Eat Well is seeking to build a transferable model that works in the long term to forge links between the hospitality industry and the wider community in order to fight food inequality, tackle food waste, and promote a fairer and more sustainable food landscape.

The Eat Well collective is made up of: Albert's Schloss, A Taste of Honey, ARMR Store, Ashby's, Australasia, Bhaji Pala, Black Leaf Alvarium, Baratxuri, Beehive Food, Blackbird Pantry, Bread Flower, Bundobust, CBRB, Chorlton Cheesemongers, Chorlton Whisky, Cloudwater Brew Co., Cocoa and Bloom, Common Bar, The Creameries, Crafty Cheese Man, DHNUT, Diamond Dogs, Dishoom, District, Don Giovanni, Ducie Street Warehouse, Eagle and Child, Elite Bistros, Elnecot, Erst, First Chop Beer, Flawd, Flour and Soul Bakery, Freight Island, Garden Hilton, Grand Pacific, Great Northern Pie Co, Gorilla, Gooley, Hawksmoor, Hip Hop Chip Shop, Higher Ground, Hello Oriental, Hispi, Holly Sumner, Honest Crust, The Hungry Gecko, Isca, I Knead Pizza, Kala, KBK, Koffee Pot, Konoba, KRUM, Lead Station, Little Window, Lilly's, The Manchester Tart Company, Maison Breizh, Mama Z, Maray, Nell's Pizza, Off The Wheaten Track, Olive Catering, Rachel Stockley, Rainy City Ramen, Refuge, Rice Over Everything, Sam's Chop House, Samosa Shack, Stretford Canteen, Sao Paulo Project, Stosi Madi x Parkers Arms, Luke Payne x The Packhorse, Tom Parker x White Swan at Fence, Tampopo, Tast, The Victoria Walshaw, Triple B, Where The Light Gets In, YES!, 10 Tib Lane.

Benefits of Eat Well Manchester

- Eat Well's purpose is to offer care and support to those who need it most in the community through the provision of delicious and nutritious food.
- It delivers up to 1,000 meals every week, helping to tackle food insecurity whilst also providing respite and relief to the recipients, and bringing the community together.
- Eat Well has the potential to tackle multiple issues, including food inequality, food waste, and creating a more sustainable food landscape.

Scaling up Eat Well Manchester

It costs Eat Well about £2 to fund each meal, with this money raised from various sources. Local restaurants can add £2 to their bill to support the fundraising, while Eat Well also holds various fundraising events and is supported by corporate partners and volunteers. A local beer sold by First Chop also donates £1.20 from every sale to support the initiative.

Initially run through a central kitchen during the Covid-19 pandemic where unused stock was delivered, prepared and distributed, Eat Well has developed the ability to scale by enabling participating restaurants to prepare extra meals onsite and arrange for them to be picked up by volunteers straight to those in need. This avoids the need for and cost of a central kitchen.

It aims to develop a model that can be replicated across the country, with the aim of providing networks of hospitality businesses with an achievable and affordable way to connect with and serve those in food poverty in their community.

To scale Eat Well Manchester, it would need:

- Funding to expand the existing operation in Manchester and create a framework for similar hubs around the country;
- Funding to enable it to hire campaign managers to sign up restaurants and manage distribution;
- Funding for PR and marketing to increase awareness at a local and national level.

Supporting Eat Well Manchester to scale up would enable the organisation to expand its reach in the local area, and develop a framework for other initiatives across the country to follow.

For more information about Eat Well Manchester, contact hello@eatwellmcr.org

Recommendation

The Hospitality Sector Council and BEIS should consider how Made in Hackney, Rockpoint Leisure, Digbeth Dining Club CIC and Eat Well Manchester, can act as frameworks for similar local initiatives. This could be done, for example, by creating blueprints for collaboration between all parties; the organisers or private businesses, local authorities and central Government.

The Hospitality Sector council and BEIS should also consider how support can be provided. This support could be provided alongside the blueprints with local authority support, financial incentives, grants and fund-matching.

Initiatives that tackle a broadly similar issue and which have the potential to work together

This section sets out initiatives which the *Local Partnership and Community Cohesion: Scaling up proven community initiatives* sub working group believe tackle broadly similar issues, and therefore which have the potential to work together and have a greater impact at a national level.

This focuses on Ask for Clive, as an example of a campaign which could work with others tackling similar issues – such as Ask for Angela - to broaden its impact on the hospitality sector and local communities.

Ask for Clive

Ask for Clive (AFC) is a campaign which aims to create a welcoming environment for the LGBTQ+ community in pubs, and empower members of that community. It was founded in 2019 in St Albans and is run as a charity by volunteers. AFC partners with venues to promote inclusion and create welcoming environments, and it works directly with local communities and venues. It also collaborates with law enforcement on training and reporting initiatives.



Venues which support the campaign put the Ask for Clive sticker on their door to let people know that 'Everyone is Welcome Here' and that discrimination will not be tolerated. AFC also provides a briefing pack for venues to use to train staff in the event that any form of discrimination or hate crime is observed or reported.

AFC is currently focused on the pub sector, but is developing a five-year plan which will broaden out its focus to cover the wider hospitality industry.

The charity is funded by donations from the public and businesses. It does not receive any grant funding.

Benefits of Ask of Clive

- Through its work, AFC is helping to create a welcoming environment for the LGBTQ+ community in pubs and empower members of that community.
- It has the potential to support a wider diversity and inclusion agenda for the hospitality sector, particularly through collaboration with initiatives and campaigns that have similar aims and tackle similar issues.

Scaling up Ask for Clive

As a campaign, Ask for Clive is somewhat different to the other initiatives included within this report. However, it – and campaigns like it – make a real difference to communities and the hospitality sector, by encouraging the establishment of safe, welcoming environments and helping individual communities feel supported.

Whilst Ask for Clive has the potential to be scaled, both across the broader hospitality sector and nationally, there are a large number of campaigns in the hospitality sector promoting similar safeguarding aims. Ask for Angela, the initiative

which enables people who feel unsafe or vulnerable to ask discretely for assistance from venue staff by simply asking for “Angela” as a code word, is just one example of a similar campaign.

There is often overlap and commonality with the aims of these types of initiatives which can cause confusion for hospitality venues about which to support.

This working group therefore recommends that the Government, working with the industry’s trade bodies including UKHospitality, the British Beer and Pub Association and the British Institute of Innkeeping, creates a platform which enables hospitality businesses to compare the different campaigns and make an informed decision about which to support in their venues. These initiatives could also be encouraged to work together to not only clearly delineate the areas they are focused and distinct from each other, but also to recognise where they have shared aims and can work together more closely, which in turn will help to identify the actions they require from the industry.

For more information about Ask for Clive, contact Danny Clare (Founder):
dedeclared@me.com

Recommendation

The Hospitality Sector Council and BEIS should work together with the industry’s trade bodies, including UKHospitality, the British Institute of Innkeeping and the British Beer and Pub Association, to create a platform which enables businesses to compare the different campaigns and make an informed decision about which to support in their venues. These initiatives could also be encouraged to work together to not only clearly delineate the areas they are focused on and ensure they are distinct from each other, but also to recognise where they have shared aims and can work together more closely, which in turn will help to identify the actions they require from the industry.

Summary of recommendations

1. **The Hospitality Sector Council and BEIS should consider how Only a Pavement Away and Pub is the Hub could be scaled up at a national level**, including through government support and funding. OAPA and Pub is the Hub have the potential to have a significant impact on local communities and the hospitality businesses that operate within them if they receive this support.
2. **The Hospitality Sector Council and BEIS should consider how Made in Hackney, Rockpoint Leisure, Digbeth Dining Club CIC and Eat Well Manchester can act as frameworks for similar local initiatives**, for example by creating blueprints, in collaboration with the three organisations, that can be accessed by local authorities and organisations. The Hospitality Sector council and BEIS should also consider how support can be provided alongside the blueprints, for example in the form of funding, grants, incentives and direct local authority support.
3. **The Hospitality Sector Council and BEIS should work together with the industry's trade bodies, including UKHospitality, the British Beer and Pub Association and the British Institute of Innkeeping, to create a platform** which enables businesses to compare the different campaigns and make an informed decision about which to support in their venues. These initiatives could also be encouraged to work together to clearly delineate the areas they are focused on and the actions they require from the industry.

Conclusion

With many hospitality businesses at the heart of communities across the country, there is no sector better placed to work with local authorities to rejuvenate communities and ultimately level up the country. The initiatives included in this report are just some examples of the many organisations who are making a difference to both local communities and hospitality.

It became clear through the work of the *Local Partnership and Community Cohesion: Scaling up proven community initiatives* sub working group that these initiatives have the potential to be scaled up in three different ways: nationally; as a framework for similar local initiatives; and by working together to provide the most impact.

For each of these three types of initiatives, the Government and the sector need to work together to provide support and knowledge to help these organisations work with local authorities and scale, or support other organisations to follow their example and set up similar initiatives in their own communities.

The sub working group recommends that the Government consider providing funding to these initiatives, as set out throughout the report, and should encourage local authorities to take a collaborative approach to working with the hospitality sector, and develop frameworks for support and investment to encourage projects that will help rejuvenate communities.

Scaling up these initiatives has huge potential to help communities and the hospitality sector to thrive. It is an opportunity this sub working group would urge the Hospitality Sector Council and the Government not to miss.

APPENDIX 1 – Project Funding *[to be agreed if this will be published]*

This Appendix includes details of each project's funding model and the potential costs of scaling up the project.

Only A Pavement Away

Only A Pavement Away (OAPA) is currently funded entirely through donations from hospitality businesses. Direct donations and funds raised through activities such as sponsored walks, Pedalling for Pubs and Fill a Flask campaign generate c. £250k per annum. This funds a full year with a small reserve maintained at £35,000.

The funds are used predominantly for salaries, with minor day to day costs. The team currently consists of six individuals.

There is great potential to scale OAPA with the right funding, and scaling up of resources and infrastructure, including relationship managers and connections to other regional and national support charities.

The simplicity of the organisations model lends itself to scaling up, as this could be done simply by adding additional relationship managers. These relationship managers would enable OAPA to greatly extend its reach across the country, by acting as the interface with all agencies and businesses and ensuring that the member who has found a job through OAPA is supported into a stable employment setting.

The current level of resources is estimated to help c. 120 new individuals into stable employment each year. To facilitate the placement of 500 new individuals per annum, the team would need to be scaled to c. 13 people.

The total funds required would be c. £400k per annum, with an estimated economic benefit of £23m – reflecting the contribution of a broad range of individuals, from prison leavers to veterans.

Pub is the Hub

Pub is the Hub is a not-for-profit organisation which relies on financial support from a broad range of funders. This includes grants and support from various organisations including the Government, the National Lottery Fund, The Prince's Countryside Fund, and the majority of the major pub companies and brewers in the UK.

Pub is the Hub is ready to scale up with the right support, and it is already developing a new National Pub Diversification Fund to help it scale and support more pubs across the country. This aims to support 1,000 pubs to diversify over a three-year period.

The National Pub Diversification Fund will enable Pub is the Hub to facilitate the creation of 2,500 new local jobs from the services established in pubs, and create 1,600 different services, amenities or activities – from village stores to local libraries to meeting rooms. It would also support new local suppliers (an average of 3+ per project).

The total cost of the National Pub Diversification Fund amounts to £5.5m over three years, for project grants and all advisory and administration support (1.84m per annum). Additionally, Pub is the Hub is aiming to raise an additional £6-8m, including from local public funding, which would enable local services and community hubs to be completed soon.

The Government has already committed to collaborating with Pub is the Hub, through its Hospitality Strategy, to strengthen the social value of the hospitality sector and combat loneliness. It has not so far committed any financial support to the organisation.

Made in Hackney

Made in Hackney is funded through a combination of grants and funders (50%), enterprise, including cookery classes to business organisations (25%), and other means including fundraising activities (25%). It has not previously received government funding.

Previous funders include the National Lottery Community Fund, British Land Trust, UBS, London Stock Exchange Group and the Postcode Lottery.

Made in Hackney is supported by a number of high-profile ambassadors, including TV chef and former Great British Menu judge Andi Oliver and Rupy Aujla, behind The Doctor's Kitchen. It has also been supported by food companies and organisations including Oatly, Oddbox, and the Felix Project.

In 2019-20, Made in Hackney almost doubled its turnover from 2018-19, to £678,243. This included:

- £350,855 from grants
- £58,845 from enterprise
- £211,378 from fundraising
- £57,165 from other activities

Taking into account expenses, Made in Hackney carried forward a balance of £354,763.

Made in Hackney has the potential to scale up, including through the kitchens it aims to set up through its Plant Futures activity – with 3-4 planned in the UK. Plant Futures' estimated project costs are £250k for all ten projects, and additional staff costs. It is considering additional seed funding for individual operators.

In order to increase its footprint locally and its influence in the community around Hackney, Made in Hackney would require more office space and space for its cookery schools. It has recently made an offer on an empty development space.

Made in Hackney has a sustainable business model and funding structure. To scale both locally and nationally, it needs additional funding.

Rockpoint Leisure

Rockpoint Leisure is a privately funded organisation. It is a long-term project which would require substantial investment to scale it on a national level. As of 2021, Rockpoint Leisure spent around £1.1m in the local area, on top of the initial investment in the regeneration project.

However the organisation is open to supporting the Government, nationally and at a local level, and other organisations in introducing similar projects in other areas, including by sharing their experiences and lessons. Indeed, Rockpoint Leisure could help offer a package of well-placed interventions tailored around communities' own unique selling points and community and business needs to offer long-term sustainability.

A framework developed in collaboration with the Government and Rockpoint would encourage businesses and authorities in other areas to:

- Use a combination private investment and local government funding to regenerate areas, from the improvement of facades to developing or repurposing empty properties for a mix of hospitality and retail uses.
- Provide permanent space for incubator businesses, to support local start up hospitality and retail businesses.
- Recruit from within the local community to create local jobs and level up the area.

Guidance should be provided to businesses/organisations and local authorities on how partnerships can redevelop and rejuvenate local areas, including pragmatic planning decisions and suitable support in the forms of grants or funding.

Digbeth Dining Club

The Digbeth Dining Club CIC model operates through three areas:

- Funding from the Department of Education via Birmingham City Council and Sandwell Council, to support free meals and workshop activity.
- Donations from customers through Digbeth Dining Club events, Hockley Social Club and Herbert's Yard.
- A large volunteer base which supports Digbeth Dining Club CIC's operations.

In addition to scaling up its current operations, Digbeth Dining Club CIC is looking to establish a Digbeth Dining Club Academy in Birmingham or the West Midlands through its established network. This would provide courses offering catering and hospitality skills and training, which the potential for this to be expanded nationally.

Additionally, there are opportunities to expand the Villa Catering Club model nationally with other football clubs through the establishment of the English Football League Catering Clubs initiative, which would be led by Digbeth Dining Club CIC.

The following resources would be required to scale up Digbeth Dining Club CIC's operations:

- A private and local government investment growth plan over a 24-month period, to increase hospitality destination footfall in regional areas of Birmingham, such as Hockley Social Club in Hockley and Herbert's Yard in Longbridge. Upscaling this initiative has the potential to lead to further growth for street food catering businesses and the creation of jobs within the local hospitality industry.
- Further funding from Birmingham City Council and Sandwell Council to allow for an adequate staffing model which would be able to deliver more healthy cooking and eating workshops, supported with free meals, for young families.
- Further funding from the Adult Education Budget to launch a Digbeth Dining Club Academy and the English Football League Catering Clubs initiative, which would scale up the Villa Catering Club model nationally.

Through a combination of local and national government funding, Digbeth Dining Club CIC has the potential to scale up its operations at a local level and significantly increase its impact on the local community.

Aspects of its operations, particularly the Villa Catering Club model, could be scaled up nationally with the right funding. Digbeth Dining Club CIC would be able to provide the support and experience to similar initiatives run by other football clubs and local organisations.

There is also the opportunity, in partnership with the National Caterers Association, to provide a framework for other organisations to launch similar initiatives in their local areas.

Eat Well Manchester

It costs Eat Well about £2 to fund each meal, with this money raised from various sources. Local restaurants can add £2 to their bill to support the fundraising, while Eat Well also holds various fundraising events and is supported by corporate partners and volunteers. A local beer sold by First Chop also donates £1.20 from every sale to support the initiative.

Initially run through a central kitchen during the Covid-19 pandemic where unused stock was delivered, prepared and distributed, Eat Well has developed the ability to scale by enabling participating restaurants to prepare extra meals onsite and arrange for them to be picked up by volunteers straight to those in need. This avoids the need for and cost of a central kitchen.

It aims to develop a model that can be replicated across the country, with the aim of providing networks of hospitality businesses with an achievable and affordable way to connect with and serve those in food poverty in their community.

To scale Eat Well Manchester, it would need:

- Funding to expand the existing operation in Manchester and create a framework for similar hubs around the country;
- Funding to enable it to hire campaign managers to sign up restaurants and manage distribution;
- Funding for PR and marketing to increase awareness at a local and national level.

Supporting Eat Well Manchester to scale up would enable the organisation to expand its reach in the local area, and develop a framework for other initiatives across the country to follow.

Ask for Clive

Ask for Clive is currently funded via donations from businesses and the public. It does not receive any grant funding. It is operated as a charity, run by volunteers and trustees.

The organisation's target is to collect £50k on an annual basis to employ a campaign co-ordinator. It would require additional financial resources to achieve its short-term initiatives (such as a website upgrade, and a full-time co-ordinator and campaign manager), its five-year plan to encompass over 20,000 venues across the UK, and its aim to provide certified training programmes for the staff at those venues. It is estimated that £200K per annum is required to achieve this; AFC is planning to seek grant funding to meet this target.

Whilst there is willingness from the organisation to scale up, both geographically and across more of the hospitality sector, the sub group's recommendation is that the most effective form of scale up would be collaboration with initiatives and campaigns which tackle similar issues. This would not require additional funding for the initiatives themselves, but some government funding would be needed to enable the development of the platform which would be accessed by campaigns and initiatives and the industry.

APPENDIX 2 – Methodology

Every initiative in this report has been included as they meet the following criteria:

- Increase trade for hospitality businesses and others in local communities, or have the potential to in the future
- Create cohesion within communities
- Create benefits for the communities in which they operate
- Provide a route for local or national government to deregulate without increasing risks

The core areas that the sub working group looked at were:

- Charity-based or not-for-profit organisations linked to hospitality which are supporting communities
- Community-based regeneration projects with hospitality at the heart
- Community-based projects operated by a business, in addition to the core business

The sub working group considered including a long list of initiatives, but those that feature in the report were chosen due to their proven impact, their cross-section between hospitality and local communities, their suitability to be scaled up and their engagement with the sub working group. Several of the initiatives considered as part of the long list have similar scope and aims to those included in the report, and there is the potential for collaboration between similar organisations. Those initiatives that were considered but not chosen for inclusion are:

- Community Catering Initiative
- Community Land Trust
- Kerb Food
- Liverpool Hospitality
- Meanwhile Space
- Plunkett Foundation
- Repair Café
- Streetsmart.org.uk
- Thwaites' Flying Handbag & Thwaites' Swan
- UCKG Helpcentre
- Urban Community Projects