

Pathways to Work Charter

Commitment
Guidelines

2021



**Housing
Management**



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Introduction

By signing the Pathways to Work Charter, housing providers are making a commitment to work with the Council and local agencies to tackle unemployment and drive financial resilience within the Royal Borough.

It is expected that housing providers who sign up to the Silver or Gold level will also be making a commitment to meet the components of the preceding level.

Housing providers agree to work with the Housing and Employment Service and receive support to carry out their commitment to help residents become financially resilient.

Support for Housing Providers

The Housing and Employment Officer will support housing providers signed up to the Pathways to Work Charter to help them achieve the commitment they have made.

Support includes:

- » training to help front line housing staff discuss employability support with tenants
- » developing an easy to use referral system between selected local agencies to provide a 'gateway' for residents to access other support services
- » providing information on local employment initiatives
- » help and expertise to co-ordinate partnerships and joint employment initiatives
- » identifying and providing access to funding opportunities, employment opportunities, employer links and work placements
- » pages providing an online resource on employment and skills provision accessible to residents in the Royal Borough and housing providers.

Monitoring and Evaluation

The Housing and Employment Officer will work with housing providers to monitor initiatives and partnerships developed as a result of the work undertaken to meet the commitment levels outlined in the Pathways to Work Charter.

Each housing provider signed up to the Charter will be expected to work with the Council's Housing and Employment Service to complete an annual impact assessment. Monitoring of the commitment level they sign up to will also become part of the performance monitoring that the Council undertakes with housing providers.

Commitment Guidelines

The Charter specifies components under each of the three commitment levels the Council is asking housing providers to meet. Housing providers are already likely to be meeting some of the components across all levels of commitment outlined in the Charter.

These guidelines set out the measures of achievement under each of the three commitment levels and how they can be evidenced to benchmark best practice. The Housing and Employment Officer will support each housing provider to match up what is already being achieved, the aspirational levels they are working towards, and how these can be met. Support will be outlined in an action plan.

A breakdown of the three commitment levels is provided below along with the appropriate method and evidence.

Level One – Bronze

Components	Method	Evidence
<p>1 Agree to publicise the Council’s <i>Jobs and Training Guide</i>¹ and raise awareness of local employment and training services among Royal Borough residents.</p>	<ul style="list-style-type: none"> • Hard copies of the <i>Jobs and Training Guide</i> made available in customer service centres and community hubs • Front line housing staff promote the <i>Jobs and Training Guide</i> during daily interactions with tenants • <i>Jobs and Training Guide</i> is accessible via the provider’s website 	<ul style="list-style-type: none"> • Visible during visits • Hard copies of the <i>Jobs and Training Guide</i> requested from the Council • Resident feedback • <i>Jobs and Training Guide</i> is clearly visible on website • Number of <i>Jobs and Training Guides</i> downloaded and viewed via website (if data can be retrieved from IT)
<p>2 Agree to refer residents to local employment, training and advice services, and work with the Housing and Employment Service which will provide support around this process.</p>	<ul style="list-style-type: none"> • Housing staff can access training provided by the Housing and Employment Service to aid discussions on employability support with tenants • Front line housing staff raise employment and related support services in daily interactions with tenants • Referrals are made through the agreed process by housing staff to one of the ‘gateway’ agencies or to employment support services offered through their own organisation • Housing staff follow up the progress of referred tenant(s) during future interactions with them where possible • ‘Pathways to Work Champion’ and Housing and Employment Officer liaise with ‘gateway’ agencies and wider housing staff to address any issues and monitor progress of referrals 	<ul style="list-style-type: none"> • Resident feedback • Number of referrals made per month to ‘gateway’ agencies • Number of referrals made per month to housing provider’s own employability services • Outcomes for tenants referred

Components	Method	Evidence
<p>3 Agree to include information on employment and training services (such as the Council’s <i>Jobs and Training Guide</i>) in every new tenancy pack for residents in the Royal Borough.</p>	<ul style="list-style-type: none"> • A hard copy of <i>Jobs and Training Guide</i> is provided in every starter tenancy pack or given to the tenant during the first six-week visit • <i>Jobs and Training Guide</i> included on housing provider check list of information provided to a new tenant. Tenant provides signed receipt of information from housing provider 	<ul style="list-style-type: none"> • Hard copies of <i>Jobs and Training Guide</i> requested from the Council • Resident feedback • Number of signed check lists from tenants
<p>4 Work with the Council’s Housing and Employment Service to utilise resident statistical data (in compliance with the EU General Data Protection Regulation and data sharing legislation) in order to target engagement and support for residents who may benefit from employment and skills interventions, and advice services to tackle financial difficulties.</p>	<ul style="list-style-type: none"> • Resident statistical data (provided through the Housing and Employment Service and accessible from data obtained by the housing provider) used to target promotion of employability support and tenant engagement • Housing provider uses resident statistical data to develop employment and training initiatives, if required, that fill gaps in provision and meet the needs of tenants 	<ul style="list-style-type: none"> • Number of targeted promotion exercises of employability support to those not in employment (leaflets, events, etc.) • Number of employment and training initiatives developed, number of tenants engaged through initiative, outcomes for tenants engaged

1 The Council’s Jobs and Training Guide lists organisations that provide information, advice and guidance to help residents along their journey into work; whether they have never worked before, returning to work after a gap, or just want to brush up their skills in preparation for work. Copies of the guide can be downloaded via the Council’s website or requested from the Council at no charge.

Components	Method	Evidence
<p>5 Encourage a supportive approach from their staff to residents experiencing financial difficulties and housing-related problems as a result of the impact of Universal Credit and other welfare reforms, and attempts to access employment, education or training.</p>	<ul style="list-style-type: none"> • ‘Pathways to Work Champion’ raises awareness among wider housing provider staff of the barriers tenants may face to securing employment, and the benefits of supporting them to overcome these barriers. For example, through sharing case studies of tenants supported into work showing the impact on the individual and the wider benefits for the organisation • Housing provider embeds a recognition in wider housing staff that these activities are valued by tenants and the organisation through the social value impact it has on helping to sustain vibrant communities 	<ul style="list-style-type: none"> • Housing staff feedback • Any recognition or incentive scheme for housing staff raising awareness and referring tenants to employability support • Any Key Performance Indicators for front line housing staff include raising awareness of employability and statistics on the number of tenants signposted for support.
<p>6 Nominate an appropriate member of staff to be a ‘Pathways to Work Champion’ to work closely with the Housing and Employment Service in accordance with the Council’s monitoring process and analysis of the impact of the Pathways to Work Charter.</p>	<ul style="list-style-type: none"> • Pathways to Work Champion’ meets with Housing and Employment Officer for induction and role overview • ‘Pathways to Work Champion’ acts as first point of contact for staff within their organisation and will encourage their colleagues to share information on what works well and raise any issues • Pathways to Work Champion’ receives monitoring information from the ‘gateway’ agency and internal employment team on outcomes for tenants referred each month 	<ul style="list-style-type: none"> • ‘Pathways to Work Champion’ inducted by Housing and Employment Officer • Number of review meetings attended by ‘Pathways to Work Champion’ • Monthly monitoring information received and shared with Housing and Employment Service (in compliance with the EU General Data Protection Regulation and data sharing legislation)

Components	Method	Evidence
	<ul style="list-style-type: none"> • Pathways to Work Champion' liaises with housing staff, 'gateway' agencies and Housing and Employment Officer to address any issues • 'Pathways to Work Champion' and Housing and Employment Officer promotes successes and best practice 	
<p>7 Promote successes within the organisation, among residents, partners and the Council, to raise awareness of the opportunities and benefits of the scheme.</p>	<ul style="list-style-type: none"> • 'Pathways to Work Champion' works with the Housing and Employment Officer to prepare case studies with tenants who have benefited from employability support made accessible through their landlord • Tenants encouraged to share their journey with other tenants in their community • Case studies and promotion of services accessible through website, intranet, residents' newsletters, customer service centres and/or community hubs • Case studies are shared in departmental, team and senior management meetings by the 'Pathways to Work Champion' and Housing and Employment Officer 	<ul style="list-style-type: none"> • Number of case studies generated • Promotion of successes (through newsletters, posters, leaflets, website etc) • Housing staff feedback • Resident feedback • Number of tenants' advocates recruited and raising awareness of employability services in the borough
<p>8 Work with the Housing and Employment Service to undertake an annual impact assessment for evaluation purposes.</p>	<ul style="list-style-type: none"> • 'Pathways to Work Champion' works with Housing and Employment Officer to collate data for impact assessment • Lessons learnt and best practice implemented in future work and shared with internal staff, the Council and partners 	<ul style="list-style-type: none"> • Impact Assessment Report completed, and best practice shared with colleagues and partners • Housing staff feedback • 'Gateway' agencies feedback • Resident feedback • Successes and lessons learnt shared with residents, partners and colleagues via publications, websites, meetings etc

Level Two – Silver

Components	Method	Evidence
<p>1 Agree to help residents engage with local agencies that provide employment and training advice, money management guidance and integrated support for those experiencing financial hardship.</p>	<ul style="list-style-type: none"> • Housing staff help residents to identify and contact appropriate services and if required services in or outside of the borough, which provide support that meets the tenant’s needs • Housing staff maintain contact with tenant to follow up on referrals and interventions through external services 	<ul style="list-style-type: none"> • Housing staff feedback • Resident feedback • Number of tenants supported on a one-to-one basis to make contact with employability services and the outcomes of this
<p>2 Allow local agencies and other housing providers access to facilities such as community space, to enable the provision of local and accessible services, including training, information, advice and guidance for residents, and promote this provision accordingly.</p>	<ul style="list-style-type: none"> • Housing and Employment Officer supports provider with building partnerships and joint working practices with local agencies and other housing providers • Housing provider allows access to community and general space the organisation manages in the borough to allow employability initiatives to be promoted and delivered where there is a clear need and it is to the benefit of residents • Promote satellite services to residents and encourage residents to sign up • Work with the Housing and Employment Officer to assess take up and impact of satellite services 	<ul style="list-style-type: none"> • Number of new partnerships formed • Number of satellite services offered • Promotion of satellite services • Take up of satellite services by tenants and outcomes • Resident feedback • Housing provider and local agencies feedback

Components	Method	Evidence
<p>3 Agree to offer work placements and volunteering opportunities to residents to develop their employment experience and skills.</p>	<ul style="list-style-type: none"> • Housing and Employment Officer supports the preparation of work and/ or volunteering placements, recruitment, induction and evaluation • Housing provider encourages supply chain to create work and volunteering placements • Housing staff and Housing and Employment Officer promotes opportunities to residents • ‘Pathways to Work Champion’ supports colleagues and residents undertaking placements • Housing and Employment Officer arranges external support for resident and housing staff 	<ul style="list-style-type: none"> • Number of work and volunteering placements created and filled • Number of applications made by tenants for these opportunities • Outcomes for residents participating in placements
<p>4 Share best practice approaches to tackle unemployment and to drive financial resilience with other organisations.</p>	<ul style="list-style-type: none"> • Best practice is determined based on evaluation and impact assessment of employability initiatives and partnerships • Best practice implemented in future work and shared with internal staff, the Council and partners 	<ul style="list-style-type: none"> • Housing staff feedback • Local agencies feedback • Resident feedback • Successes and lessons learnt shared with residents, partners and colleagues via publications, websites and meetings

Level Three – Gold

Components	Method	Evidence
<p>1 Work closely with and support the work of local agencies offering employability services.</p> <p>When working with residents who are mutual customers, carry out joint visits/meetings, share information on individual residents in line with the General Data Protection Regulation (GDPR) and data protection legislation.</p> <p>Apply a joined-up strategy to allow residents the best possible opportunity to enter employment, education and/or training, and to access advice services including money management and debt support.</p>	<ul style="list-style-type: none"> • Housing and Employment Officer supports housing provider with building partnerships and joint working practices with local agencies • Housing provider shares information (in compliance with the EU General Data Protection Regulation and data sharing legislation) with local agencies to the benefit of tenant to meet their needs • Housing provider and local agencies arrange review sessions to assess the joint working approach and feedback on initiatives, take up and outcomes for residents who are mutual customers • Promote local agencies, services to residents and encourage them to sign up to opportunities • Work with the Housing and Employment Officer to assess take up and impact of services and joint working 	<ul style="list-style-type: none"> • Number of joint working practices formed • Promotion of partner services • Take up of partner services and outcomes • Resident feedback • Housing provider and local agencies feedback
<p>2 Tackle the issue of unemployment and its causes in a proactive manner and develop a strategy around how the day to day business of the organisation can affect the employability options of its tenants.</p>	<ul style="list-style-type: none"> • Develop strategy of how day to day business can affect tenants' employability options. Consider each distinct area has its own unique problems and develop an action plan for each of the areas • Embed strategy into core business to form part of mainstream housing management 	<ul style="list-style-type: none"> • Copy of housing provider's strategy • Annual report covering areas of the strategy achieved, lessons learnt and future work around tackling unemployment • Housing staff feedback • Any Key Performance Indicators for housing staff include raising awareness of employability support and tenants referred to services

Components	Method	Evidence
	<ul style="list-style-type: none"> • Raise awareness amongst staff of the strategy and how it links to other elements of the business (such as helping to reduce antisocial behaviour and rent arrears) 	
<p>3 Commission employment and skills initiatives in partnership with other housing providers and local agencies based on need, avoiding duplication of services and filling gaps in provision.</p>	<ul style="list-style-type: none"> • Housing and Employment Officer supports provider with building partnerships and joint working practices with local agencies and other housing providers • Housing and Employment Officer helps to identify funding opportunities and develop bid applications • Resident statistical data and employment and training expertise will be utilised to ensure new initiatives meet residents' needs and do not duplicate existing provision • Housing and Employment Officer supports with set up of project initiative if required 	<ul style="list-style-type: none"> • Number of joint initiatives developed and commissioned • Promotion of initiatives • Take up of initiatives by tenants and outcomes • Resident feedback • Housing provider and local agencies feedback • Evaluation report or impact assessment of joint initiatives
<p>4 Create apprenticeships and job opportunities accessible to residents who live in social housing within the Royal Borough of Kensington and Chelsea.</p>	<ul style="list-style-type: none"> • Housing and Employment Officer assists with identifying local services offering support through the process of hiring an apprentice, if needed, and help with preparing job descriptions, recruitment, induction and ongoing support • Housing provider encourages supply chain to create job and apprenticeship opportunities • Housing staff and Housing and Employment Officer promotes opportunities to residents 	<ul style="list-style-type: none"> • Number of job opportunities and apprenticeships created and filled by Royal Borough residents • Number of applications made by Royal Borough residents • Outcomes for Royal Borough residents • Feedback from housing provider and supply chain if applicable • Feedback from residents

Components	Method	Evidence
<p>5 Commit to employing or allocating a dedicated Training and Employment officer to ensure the implementation of the above strategy.</p>	<ul style="list-style-type: none"> • Housing provider recruits staff member(s) or identifies existing member of staff to implement Employment Strategy • Housing and Employment Officer and the housing provider's allocated Training and Employment Officer work in partnership, and arrange regular update meetings for the Council's Housing and Employment Service to provide any needed support 	<ul style="list-style-type: none"> • Key Performance Indicators for allocated Training and Employment Officer • Regular catch up meetings with the Housing and Employment Service

Glossary

Barriers

Refers to personal and social barriers tenants may face to moving towards and securing employment. Personal barriers are factors that prevent people from accomplishing their goals or cause them to behave in a self-sabotaging way. Whereas social barriers are limitations set by a group, organisation or society.

Employability

Refers to a person's capability for gaining and maintaining employment. For individuals, employability depends on the knowledge, skills and abilities they possess, the way they present those assets to employers, and the context (for example personal circumstances and labour market environment) within which they seek work.

As such, employability is affected by both supply-side and demand-side factors which are often outside of an individual's control, and they may need support to help them become more employable.

Gateway Agencies

Voluntary, community or statutory services in the Royal Borough that are working in partnership with the Housing and Employment Service to receive referrals from housing providers, and either provide support to the tenant or refer them onto another local agency that meets their needs.

Housing and Employment Manager

The Council's Housing and Employment Service is led by the Housing and Employment Manager.

Housing and Employment Officer

The Housing and Employment Officer is responsible for assisting housing providers.

Local agencies

All voluntary, community and statutory services in the Royal Borough offering employability, training and related support to help tenants prepare for and secure work.



Your notes



