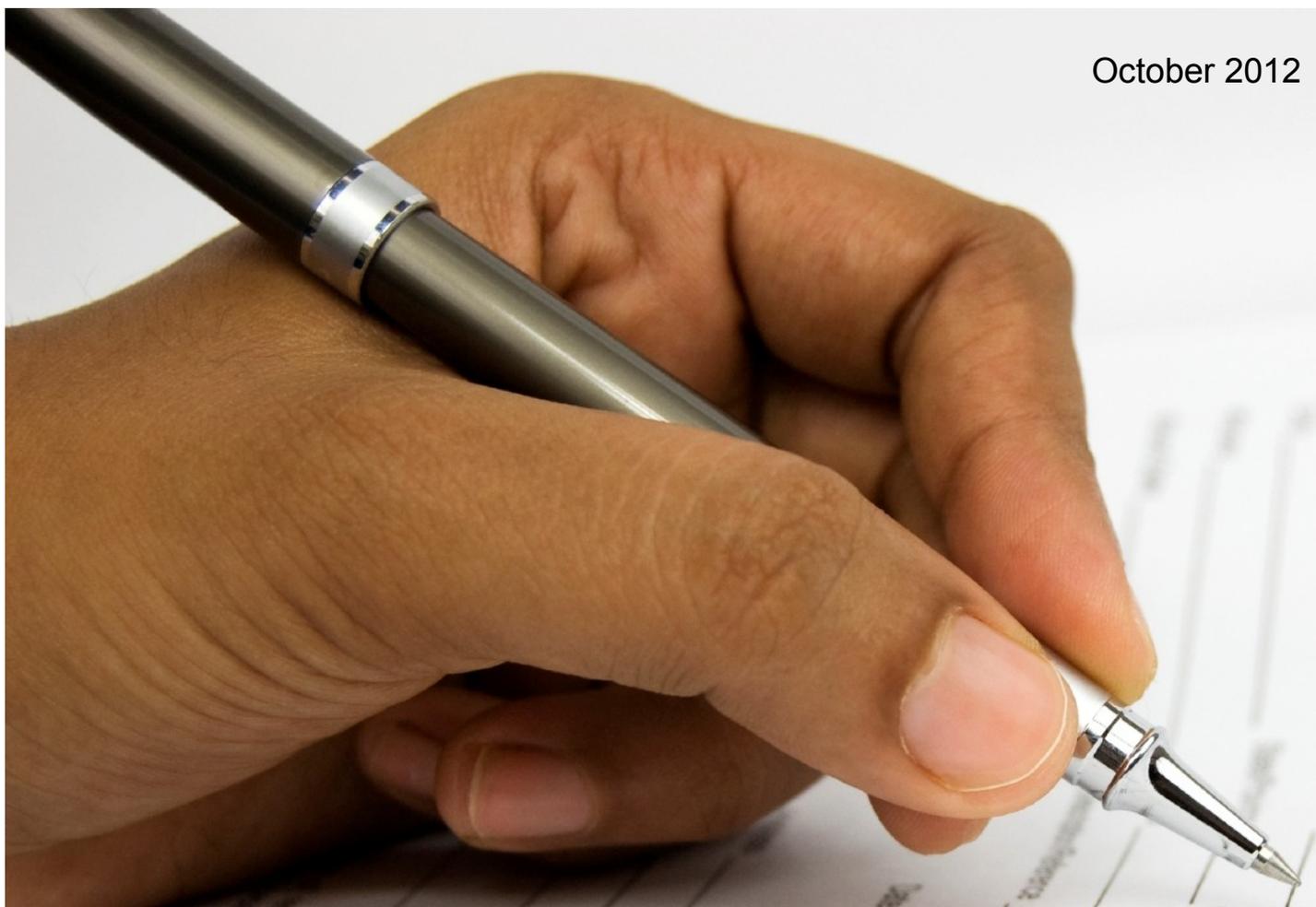


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# Pathways to Work Charter: Commitment Guidelines



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

[www.rbkc.gov.uk](http://www.rbkc.gov.uk)

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## Introduction

By signing the Pathways to Work Charter housing providers are committing to work with the Council and local agencies to tackle worklessness within the Royal Borough.

It is expected that housing providers signing up to either the Silver or Gold level will be committing to also meeting the components of the levels preceding the one they have signed up to.

Housing providers agree to work with the Housing and Worklessness Project, receiving support to carry out their commitment to assist residents to move along the path to employment.

## Support for Housing Providers

The Housing and Worklessness Co-ordinator provides support to housing providers signed up to the Pathways to Work Charter to help them to achieve the commitment they have made. Support includes:

- training to help front line housing staff discuss employability support with tenants and raise awareness of the services available to help them
- developing an easy to use referral system between selected local agencies who will provide a 'gateway' for residents to access other support they may need
- providing information on local worklessness initiatives
- help and expertise to co-ordinate partnerships and joint worklessness initiatives
- identifying and providing access to funding opportunities
- employment opportunities and employer links including work placements
- web 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 Worklessness Co-ordinator 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 Worklessness Project 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 and the Kensington and Chelsea Tenant Management Organisation (KCTMO).

## **Commitment Guidelines**

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

These guidelines set out what the measures of achievement are for the components under each of the three commitment levels and how they can be evidenced to benchmark best practice. The Housing and Worklessness Co-ordinator will support each housing provider and KCTMO to match up what is already being achieved, the aspirational levels they are working towards, and how these can be met, with support provided through the project which will be outlined in an action plan.

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

<b>Level One – Bronze</b>	<b>Components</b>	<b>Method</b>	<b>Evidence</b>
	<p><b>1)</b> Agree to publicise the Council's <i>Jobs and Training Guide</i><sup>1</sup> and to raise awareness among Royal Borough residents of local employment and training services.</p>	<ul style="list-style-type: none"> <li>➤ Hard copies of the <i>Jobs and Training Guide</i> available in customer service centres and community hubs</li> <li>➤ Front line housing staff promote the <i>Jobs and Training Guide</i> during daily interactions with tenants</li> <li>➤ <i>Jobs and Training Guide</i> is accessible via the provider's website</li> </ul>	<ul style="list-style-type: none"> <li>➤ Visible during visits</li> <li>➤ Hard copies of the <i>Jobs and Training Guide</i> requested from the Council</li> <li>➤ Resident feedback</li> <li>➤ <i>Jobs and Training Guide</i> is clearly visible on website</li> <li>➤ Number of <i>Jobs and Training Guide</i>'s downloaded and viewed via website (if data can be retrieved from IT)</li> </ul>
<p><b>2)</b> Agree to refer residents to local employment and training services and to work with the Housing and Worklessness Project which will provide support around this process.</p>	<ul style="list-style-type: none"> <li>➤ Housing staff undertake Pathways to Work Charter training provided by the Housing and Worklessness Project</li> <li>➤ Front line housing staff raise employment and related support services in daily interactions with tenants</li> <li>➤ 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</li> <li>➤ Housing staff follow up the progress of referred tenant(s) during future daily interactions with them where possible</li> <li>➤ 'Pathways to Work Champion' and Housing and Worklessness Co-ordinator to liaise with 'gateway' agencies and wider housing staff to address any issues and monitor progress of</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of housing staff trained through project</li> <li>➤ Resident feedback</li> <li>➤ Number of referrals made per month to 'gateway' agencies</li> <li>➤ Number of referrals made per month to housing providers own employability services</li> <li>➤ Outcomes for tenants referred</li> </ul>	

<sup>1</sup> 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, are 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.

## Level One – Bronze

		referrals	
	<p>3) Agree to include information on employment and training services (including the Council's <i>Jobs and Training Guide</i>) in every new starter tenancy pack for residents in the Royal Borough.</p>	<ul style="list-style-type: none"> <li>➤ 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</li> <li>➤ <i>Jobs and Training Guide</i> to be included on housing provider check list of information provided to a new tenant, which is signed by tenant to acknowledge receipt of information from housing provider</li> </ul>	<ul style="list-style-type: none"> <li>➤ Hard copies of <i>Jobs and Training Guide</i> requested from the Council</li> <li>➤ Resident feedback</li> <li>➤ Number of signed check lists from tenants</li> </ul>
	<p>4) Work with the Council's Housing and Worklessness Project to utilise resident statistical data (in compliance with the Data Protection Act and data sharing legislation) in order to target engagement and support for residents who may benefit from employment and skills interventions.</p>	<ul style="list-style-type: none"> <li>➤ Resident statistical data provided through the Housing and Worklessness Project and accessible from data obtained by housing provider used to target promotion of employability support and engagement of tenants</li> <li>➤ 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</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of targeted promotion exercises of employability support to those not in employment (leaflets, events, etc)</li> <li>➤ Number of employment and training initiatives developed, number of tenants engaged through initiative, outcomes for tenants engaged</li> </ul>
	<p>5) Encourage a supportive approach from their staff to residents experiencing housing related problems as a result of attempts to access employment, education or training.</p>	<ul style="list-style-type: none"> <li>➤ 'Pathways to Work Champion' raises awareness among wider housing provider staff of the barriers tenants may face to secure employment and the benefits of supporting them to overcome these barriers (for example through case studies, impact on other areas of work like antisocial behaviour)</li> <li>➤ Housing provider embeds a recognition in wider housing staff that these activities are valued by residents and should form part of mainstream housing management rather than an optional element of their work</li> </ul>	<ul style="list-style-type: none"> <li>➤ Housing staff feedback</li> <li>➤ Any recognition or incentive scheme for housing staff raising awareness and referring tenants to employability support</li> <li>➤ Any key performance indicators for front line housing staff include raising awareness of employability support and tenants referred</li> </ul>

## Level One – Bronze

<p>6) Nominate an appropriate member of staff to be a 'Pathways to Work Champion' to work closely with the Housing and Worklessness Project 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"> <li>➤ 'Pathways to Work Champion' meets with Housing and Worklessness Co-ordinator for induction and role overview</li> <li>➤ '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</li> <li>➤ 'Pathways to Work Champion' receives monitoring information from the 'gateway' agency and internal employment team on outcomes for tenants referred each month</li> <li>➤ 'Pathways to Work Champion' liaises with housing staff, 'gateway' agencies and Housing and Worklessness Co-ordinator to address any issues</li> <li>➤ 'Pathways to Work Champion' promotes successes and best practice</li> </ul>	<ul style="list-style-type: none"> <li>➤ 'Pathways to Work Champion' inducted by Housing and Worklessness Co-ordinator</li> <li>➤ Number of review meetings attended by 'Pathways to Work Champion'</li> <li>➤ Monthly monitoring information received and shared with Housing and Worklessness Project (in compliance with the Data Protection Act and data sharing legislation)</li> </ul>
<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"> <li>➤ 'Pathways to Work Champion' works with the Housing and Worklessness Co-ordinator to prepare case studies with tenants who have benefited from employability support made accessible through their landlord</li> <li>➤ Tenants encouraged to share their journey with other tenants in their community</li> <li>➤ Case studies and promotion of services accessible through website, intranet, residents newsletters, customer service centres and/or community hubs</li> <li>➤ Case studies are shared in departmental, team and senior meetings by the 'Pathways to Work Champion' and Housing and</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of case studies generated</li> <li>➤ Promotion of successes (through newsletters, posters, leaflets, website etc)</li> <li>➤ Housing staff feedback</li> <li>➤ Resident feedback</li> <li>➤ Number of tenants advocates recruited and raising awareness of employability services in the borough</li> </ul>

	<p><b>8)</b> Work with the Housing and Worklessness Project to undertake an annual impact assessment for evaluation purposes</p>	<p>Worklessness Co-ordinator</p> <ul style="list-style-type: none"> <li>➤ 'Pathways to Work Champion' works with Housing and Worklessness Co-ordinator to collate data for impact assessment</li> <li>➤ Lessons learnt and best practice implemented in future work and shared with internal staff, the Council and partners</li> </ul>	<ul style="list-style-type: none"> <li>➤ Impact Assessment Report completed and best practice shared with colleagues and partners</li> <li>➤ Housing staff feedback</li> <li>➤ 'Gateway' agencies feedback</li> <li>➤ Resident feedback</li> <li>➤ Successes and lessons learnt shared with residents, partners and colleagues via publications, websites, meetings etc</li> </ul>
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<b>Level Two - Silver</b>	<b>Component</b>	<b>Method</b>	<b>Evidence</b>
	<p><b>1)</b> Agree to help residents to engage with local agencies tackling worklessness to provide integrated support.</p>	<ul style="list-style-type: none"> <li>➤ Housing staff help residents to identify and contact appropriate services, in and if required outside of the borough, which provide support that meets the tenant's needs</li> <li>➤ Housing staff maintain contact with tenant to follow up on referrals and interventions through external services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Housing staff feedback</li> <li>➤ Resident feedback</li> <li>➤ Number of tenants supported on a one-to-one basis to make contact with employability services and the outcomes of this</li> </ul>
	<p><b>2)</b> 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"> <li>➤ Housing and Worklessness Co-ordinator supports provider with building partnerships and joint working practices with local agencies and other housing providers</li> <li>➤ Housing provider allows access to community and general space your organisation manages in the borough to allow employability initiatives to be promoted and delivered where there is a clear need and to the benefit of residents</li> <li>➤ Promote satellite services to residents and encourage residents to sign up</li> <li>➤ Work with the Housing and Worklessness Co-ordinator to assess take up and impact of satellite services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of new partnerships formed</li> <li>➤ Number of satellite services offered</li> <li>➤ Promotion of satellite services</li> <li>➤ Take up of satellite services by tenants and outcomes</li> <li>➤ Resident feedback</li> <li>➤ Housing provider and local agencies feedback</li> </ul>
	<p><b>3)</b> Agree to offer work placements and volunteering opportunities for local residents to develop their employment experience and skills.</p>	<ul style="list-style-type: none"> <li>➤ Housing and Worklessness Co-ordinator supports with preparing structure of work and/ or volunteering placements, recruitment, induction and evaluation</li> <li>➤ Housing provider encourages supply chain to create work and volunteering placements</li> <li>➤ Housing staff promotes opportunity to residents</li> <li>➤ 'Pathways to Work Champion' supports</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of work and volunteering placements created and filled</li> <li>➤ Number of applications made by tenants for these opportunities</li> <li>➤ Outcomes for residents participating in placements</li> </ul>

		<p>colleagues and resident undertaking placement</p> <ul style="list-style-type: none"> <li>➤ Housing and Worklessness Co-ordinator arranges external support for resident and housing staff</li> </ul>	
	<p>4) Share best practice approaches to tackle worklessness with other organisations</p>	<ul style="list-style-type: none"> <li>➤ Best practice is determined based on evaluation and impact assessment of employability initiatives and partnerships</li> <li>➤ Best practice implemented in future work and shared with internal staff, the Council and partners</li> </ul>	<ul style="list-style-type: none"> <li>➤ Housing staff feedback</li> <li>➤ Local agencies feedback</li> <li>➤ Resident feedback</li> <li>➤ Successes and lessons learnt shared with residents, partners and colleagues via publications, websites, meetings etc</li> </ul>

## Level Three - Gold

	<b>Component</b>	<b>Method</b>	<b>Evidence</b>
	<p>1) Work closely with and support the work of local agencies offering employability services when working with residents who are mutual customers, carrying out joint visits/meetings, sharing information on individual residents and applying a joined up strategy to allow residents the best possible opportunity to work towards and enter employment, education and/or training.</p>	<ul style="list-style-type: none"> <li>➤ Housing and Worklessness Co-ordinator supports housing provider with building partnerships and joint working practices with local agencies</li> <li>➤ Housing provider shares information (in compliance with the Data Protection Act and data sharing legislation) with local agencies to the benefit of tenant to meet their needs</li> <li>➤ 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</li> <li>➤ Promote local agencies' services to residents and encourage them to sign up to opportunities</li> <li>➤ Work with the Housing and Worklessness Co-ordinator to assess take up and impact of services and joint working</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of joint working practices formed</li> <li>➤ Promotion of partner services</li> <li>➤ Take up of partner services and outcomes</li> <li>➤ Resident feedback</li> <li>➤ Housing provider and local agencies feedback</li> </ul>
	<p>2) Tackle the issue of worklessness 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"> <li>➤ Develop strategy of how day to day business can affect tenants' employability options, taking into account each distinct area has its own unique problems with an action plan being developed for each of the areas</li> <li>➤ Embed strategy into core business to form part of mainstream housing management</li> <li>➤ 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)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Copy of housing providers strategy</li> <li>➤ Annual report covering areas of the strategy achieved, lessons learnt and future work around tackling worklessness</li> <li>➤ Housing staff feedback</li> <li>➤ Any key performance indicators for housing staff include raising awareness of employability support and tenants referred to services</li> </ul>

## Level Three - Gold

<p><b>3)</b> 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"> <li>➤ Housing and Worklessness Co-ordinator supports provider with building partnerships and joint working practices with local agencies and other housing providers</li> <li>➤ Housing and Worklessness Co-ordinator helps to identify funding opportunities and develop bid applications</li> <li>➤ Resident statistical data and employment and training expertise will be utilised to ensure new initiatives meet residents needs and does not duplicate existing provision</li> <li>➤ Housing and Worklessness Co-ordinator supports with set up of project initiative if required</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of joint initiatives developed and commissioned</li> <li>➤ Promotion of initiatives</li> <li>➤ Take up of initiatives by tenants and outcomes</li> <li>➤ Resident feedback</li> <li>➤ Housing provider and local agencies feedback</li> <li>➤ Evaluation report or impact assessment of joint initiatives</li> </ul>
<p><b>4)</b> 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"> <li>➤ Housing and Worklessness Co-ordinator 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</li> <li>➤ Housing provider encourages supply chain to create job and apprenticeship opportunities</li> <li>➤ Housing staff and Housing and Worklessness Co-ordinator promotes opportunity to residents</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of job opportunities and apprenticeships created and filled by Royal Borough residents</li> <li>➤ Number of applications made by Royal Borough residents</li> <li>➤ Outcomes for Royal Borough residents</li> <li>➤ Feedback from housing provider and supply chain if applicable</li> <li>➤ Feedback from residents</li> </ul>
<p><b>5)</b> 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"> <li>➤ Housing provider recruits staff member(s) or identifies existing member of staff to implement Worklessness Strategy</li> <li>➤ Housing and Worklessness Co-ordinator and the housing providers allocated training and employment officer work in partnership, and</li> </ul>	<ul style="list-style-type: none"> <li>➤ Key Performance Indicators for allocated training and employment officer</li> <li>➤ Regular catch up meetings with the Housing and Worklessness Project</li> </ul>

		arranges regular update meetings for the Council's Housing and Worklessness Project to provide any needed support	
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## Glossary

<b>Barriers</b>	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. Social barriers are limitations set by a group, organisation or society.
<b>Employability</b>	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.
<b>Gateway agencies</b>	Voluntary, community or statutory services in the Royal Borough that are working in partnership with the Housing and Worklessness Project to receive referrals from housing providers, and either provide support to the tenant or refer them onto another local agency that meets their needs.
<b>Housing and Worklessness Co-ordinator</b>	The Council's Housing and Worklessness Project is led by the Housing and Worklessness Co-ordinator who is responsible for assisting housing providers.
<b>Local agencies</b>	All voluntary, community and statutory services in the Royal Borough offering employability, training and related support to help tenants prepare for and secure work.