



Environmental Employability Programme

Final Evaluation Report

by

Hexagon Research and Consulting

**in collaboration with the MRC Social and Public Health
Sciences Unit, Glasgow**



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This evaluation forms a nested study within the GoWell longitudinal study programme sponsored by GHA and partners. **Further information on GoWell is available at:**

<http://www.gowellonline.com>

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- GHA tenants who responded to the tenant survey programme and who participated in tenant focus groups.

Executive Summary

1. Background and Objectives

The Environmental Employability Programme (EEP), or Community Janitors as the programme is more commonly known, is an employability programme lead and developed as a partnership initiative by Glasgow Housing Association (GHA) and Glasgow's Local Regeneration Agency (LRA) Network. The Programme is based on a model originally developed in June 2005 by Castlemilk Tenants' Housing Association Local Housing Office (LHO) and Glasgow South East Regeneration Agency, and assists the economically inactive into employment by providing them with waged training placements to undertake environmental maintenance tasks, such as grass cutting, de-littering and so on.

With its focus on the high profile issues of employability and improved neighbourhood management, EEP contributes to the objectives of a number of partner organisations in the city.

The programme is significant in its size and the complexity of the partnership working that has made it possible. It operates in 35 LHO neighbourhoods across the city and the programme is delivered by the five LRAs. As well as the strategic partnership of seven funders, partnership working has involved Glasgow City Council (GCC) service departments in order to ensure the programme's activities are complementary to the environmental services GCC provides under contract to GHA and those that are council tax funded.

The programme was established to deliver three key outcomes, the first two being the primary purposes:

- **Employability outcomes**, including skills and qualification developments, support to progress into employment, and the provision of training opportunities. **The overall targets were to provide 253 training places and support 160 trainees into further employment.**
- **Environmental outcomes**, providing an enhancement to mainstream neighbourhood management services through completing to high standard a range of environmental maintenance tasks identified by LHO staff and tenants across **35 LHOs.**
- **Benefits to LHOs**, including a flexible neighbourhood management tool, and a positive relationship with tenants.

2. Costs

Total funding for the project was £2.9 million to the end of March 2008, with GHA contributing £1,297,590. The remaining funding was co-ordinated by GHA and the LRA network and comes from a range of partners including: Communities Scotland, Glasgow Community Planning Partnership, Scottish Enterprise Glasgow, Jobcentre Plus, Clean Glasgow, and GCC via three departments: Development and Regeneration Services, Education Services and Land and Environmental Services.

3. Management Arrangements

It was proposed that the programme would initially operate for a two-year period and was introduced in three phases at approximately six monthly intervals from June 2006 onwards.

GHA performed a developmental and strategic role within EEP, including liaising with partners to secure funding, while the LRAs led on the operational aspects of the programme. All EEP Trainees are employed by one of the five LRAs in the city for a maximum of 26 weeks. The aim is to offer the trainees the skills and work experience to bring them closer to the labour market, and it is intended that the majority will be enabled to begin applying for employment before the end of the placement period. The LRAs employ 21 supervisors on a full-time basis to ensure that tasks are carried out in neighbourhoods to a high standard, and to mentor the trainees. Each LRA also has a Co-ordinator who manages employability provision and overall liaison locally between the partners.

The trainees are a shared resource across the LHOs involved in EEP and are grouped into squads in ten LHO clusters (referred to in this report as programmes; see Appendix 1). LHOs control how the programme works in terms of the frequency of service that they receive from the Janitors (for example, one day a week, 2 days a fortnight, etc) and there are regular meetings between the LHOs and the LRAs to agree work priorities.

One of the key features of the programme is the local, responsive and flexible model of service delivery which has been commented on favourably by LHOs, tenants and partners. Generally, mainstream environmental maintenance is carried out at scale by functional teams working to rotas. For example, on one day a squad might cut an area of grass, followed a few days later by a squad picking up litter, which has by then been cut into

small pieces by the grass cutters. In contrast, Community Janitor teams work to improve the overall appearance of an area by performing all necessary tasks in an integrated way. For example, they will go in to pick up litter, cut the grass and hedges, de-weed, and then sweep up behind them so that the end result is an area that is neat and tidy.

4. Programme Outcomes

Trainee Outcomes

Ambitious programme recruitment, training and employment targets were set by partners, reflecting the upper end of those used for Intermediate Labour Market (ILM) programmes. For example, EEP's target of 253 training places with 160 trainees entering employment provides a ratio of 63% trainees entering employment. In comparison, a Joseph Rowntree Foundation report¹ which reviewed ILM programmes found that the average ratio across 65 ILM programmes was significantly lower than this, at 49%.

The EEP Trainees Outcomes Report 2008 presents data across the full range of KPIs for the programme (2006/07 and 2007/08, see Appendix 2). **Not only have EEP's ambitious targets been achieved, as illustrated below, they have been exceeded by a substantial margin.**

Table 1: Key Employment Outcomes

The target number of 253 training places has been exceeded by 37%, with 346 provided.

The target of 160 trainees entering employment has been exceeded by 32%, with 205 people moving into employment.

This represents 59% of all trainees, significantly exceeding the average of 49% found in the Joseph Rowntree Foundation ILM review

Many of the trainees have moved into full time employment directly related to the training they received as Community Janitors and are earning above minimum wage.

¹ The intermediate labour market: A tool for tackling long term unemployment. Marshall and Macfarlane, September 2000

These results reflect outcomes to March 2008. As the programme continues to roll forward, current trainees still on the Programme will continue to move into employment destinations, and the employment target is likely therefore to be further superseded.

This exceptional level of achievement can be linked to two key features of EEP which are central to successful ILM programmes. Key success factors are that the programme is based on a client centred approach, so that the individual needs of the trainee are addressed within the programme, with a clear focus on progression to employment. Trainees have progressed into employment as each individual has become ready, rather than on completion of the maximum 26 weeks of the Programme.

In addition, making job search an integral part of the programme, and not something that is left to the end, is also a mark of a successful programme. Support in finding employment is an ongoing element of the assistance EEP trainees receive throughout the Programme, including weekly job-search and preparation for job interviews, which was cited by trainees as vital in helping them get back into the job market.

Environmental Outcomes

Between June 2006 and March 2008, 48,849 tasks were completed through EEP, with the following six types of task accounting for 81% of these:

- De-littering (15,595 tasks or 32% of the total)
- Sweeping paths (8,072 tasks or 17%)
- De-weeding (5,127 tasks or 11%)
- Grass cutting (4,650 tasks or 10%)
- Hedge trimming (3,604 tasks or 7%)
- Uplifting bulky items (1,908 tasks or 4%)

Tenants who have seen the Community Janitors working in their area were very satisfied with the work they have done. More than three quarters (77%) rated the service as either “very good” or “fairly good” and more than two thirds (68%) agreed that the work had improved the appearance of their local area. However, despite the completion of almost 50,000 tasks, and positive feedback received by LHOs from tenants living in the areas that the Janitors have worked in, wider tenant awareness of the Community Janitors across the LHO areas they operate in has remained fairly low. In addition, relatively low numbers of tenants have seen the Community Janitors working in their area.

Benefits to LHOs

The overall response from the LHOs to the Community Janitors programme has been extremely positive. Key findings from a programme of LHO interviews conducted included:

- All of the LHOs stating that the programme had been successful in addressing the environmental problems identified by tenants. There was general consensus that the Community Janitors were a valuable asset to the LHOs and of great benefit to tenants and that this was a programme that they would like to see developed and continued.
- LHO staff have experienced a positive change in their relationship with tenants as a result of the reactive service the LHOs are able to provide via the Community Janitors.
- The LHOs have also received positive feedback from tenants on the high quality of the work carried out by the Janitors, and the significant impact this has had on the condition of the environment. The majority reported an increase in staff morale which was attributed to the 'can-do' reactive service they were able to provide tenants through the Community Janitors.
- For some, seeing an improvement in certain areas has encouraged and motivated tenants to start maintaining their own environment, and some LHOs felt there may be opportunity to build further on this.
- Some LHOs considered that the improved condition of the environment has made many areas more inviting for prospective tenants and has consequently shortened the turn around time in letting properties.
- The programme has enabled a good working relationship to be established between the LHOs, supervisors and trainees, which has led to the teams (in collaboration with the LHOs) identifying additional environmental issues that need to be addressed. Involvement of the LRAs has enabled the LHOs to publicise the service, advertise job opportunities to their tenants and begin to address employability issues. This has strengthened the relationship between LHOs and LRAs.

- Many LHOs suggested that both trainees and tenants would benefit from increasing the type of training provided and work undertaken by the teams through collaborative projects with other services.

Effective partnership working is also a key feature of the Programme, with a high level of performance reflecting extensive and effective partnership working between a wide range of agencies across the city. The programme operates in 35 LHO neighbourhoods representing 78% of GHA's 70,000 units of housing stock and it is operating widely across the city. As well as the strategic partnership of seven funders, partnership working has involved GCC departments in order to ensure the programmes activities are complementary to the services GCC provides under contract to GHA and those that are council tax funded. Overall, there is also a high level of stakeholder satisfaction and strong sense of ownership of the project has been established between the LRAs and the LHOs.

5. Key Emerging Issues

Trainee and Supervisor Ratios

A formula was applied to establish the number of trainees and supervisors for each programme in order to maintain an appropriate level of trainee support. Feedback from trainees on the support given by supervisors has been very positive and LHOs have also been appreciative of the role of supervisors in ensuring tasks are completed to a high standard.

The retention by the Castlemilk Tenants HA LHO area of its original squad means it has a significantly more generous ratio of dwelling stock per trainee (325, compared to 692 on average for the other nine programmes). However, the evaluation has shown that other Programme areas with a much higher stock/trainee ratio are also delivering successful environmental outcomes. This suggests there may be an opportunity to review the resources of the Castlemilk squad, and work across a wider area without impinging on the quality of the environmental work.

Employment Destinations

A potential improvement to the programme would be the development of better links with a range of employers in order to further increase employment opportunities. This is fully reflected in the EEP Business Plan for 2008/09² which envisages that specific

² **Community Janitors: Environmental Employability Programme Business Plan 2008-2009**

employment opportunities will be developed through environmental maintenance work with GCC Land and Environmental Services, within a range of private sector companies including organisations awarded GHA environmental contracts, and within the construction industry.

Additional Tasks and Equipment

The Programme's LRA Co-ordinators, LHOs, Trainee Supervisors and Trainees themselves said they would like to see the Community Janitors taking on additional tasks. Some supervisors and trainees also commented that there were occasions when the squads were less productive than they might be because of a lack of equipment. The LRAs have the responsibility to manage the budget for their squads, including purchase of equipment. It is vital, therefore, that the LRAs manage these budgets effectively to ensure they maximise the supply of equipment to keep the squads working effectively, including through bulk procurement where possible.

Strategic Working

Across the board there was general concern about the quality of the work carried out by Council services and the risk of the Community Janitor squads impinging on areas covered by GCC services. More strategic working with GCC Services could be supported by further contact and negotiation between LHO and GCC staff.

Tenants in the focus group programme also said they were confused over the role of the Community Janitors, particularly in relation to work that is the responsibility of GCC and other contractors. Efforts to raise tenants' awareness of the Community Janitors should therefore clarify this role, demonstrating the net additionality that the Janitors provide and that they are complementing and not replacing mainstream services. This would also provide an opportunity to recognise the roles and responsibilities of GHA's re-shaped Landlord Services contract.

Continuing Environmental Concerns

While welcoming the service, tenants continue to have a range of concerns about their local environments, and stated the need to continue delivering a service which helps address these concerns. In shaping the future of EEP, cognisance should continue to be taken of its fit with mainstream environmental maintenance services and the development of improved neighbourhood management practices in the city.

Accredited Training

There were some concerns that the training provided by GCC is not accredited. Some trainees also stated that they wanted more detailed training as part of their induction. If the training provided was accredited, it would further strengthen the employability outcomes of the project by delivering trainees with training relevant and transferable to private sector employers.

A Sustainable Delivery Model

All of EEP's resources come from grant funding but it is recognised that the project can lend itself to generating income from commissioned services. A new business plan has been prepared to cover 2008/09 which recognises that there is scope for the programme to be developed over this period and to test other potential areas of activity. It is therefore envisaged that 2008/09 will be a transitional year in which the programme will continue to deliver its existing services but also pilot new activities in order to examine the long term sustainability and development of the programme.

Improving Tenants' Awareness of the Community Janitors and Employability Opportunities

LHOs regularly receive positive feedback from tenants on the work of the Janitors. However, overall tenant awareness of the Community Janitors across the 35 participating LHO areas is low. Raising awareness could lead to more tenants being satisfied with the programme, and encourage GHA tenants who are currently unemployed to contact their LRA to seek advice on getting back into employment. It may also usefully provide an opportunity for greater tenant input to the identification of tasks and has potential to develop more tenant ownership of the environment, particularly as tenants participating in the focus groups suggested there was a need to encourage greater tenant responsibility for the local environment.

6. Recommendations

Recommendation 1: In developing a new delivery model for EEP, it is vital that the partners recognise that this should reflect a clear focus primarily on progression into employment, allied to providing services that are flexible and responsive to stakeholders' needs.

Recommendation 2: In shaping the future of EEP, the partners should also take cognisance of its fit with mainstream environmental maintenance services and the development of improved neighbourhood management practices in the city. Partners should look at the lessons of the EEP in terms of service delivery to drive forward better environmental outcomes for the city.

Recommendation 3: The partners should determine the most effective way to utilise the Castlemilk squad across a wider geographical area to create a stock/trainee ratio similar to the other squads.

Recommendation 4: The tasks undertaken by the Community Janitors should be reviewed and appraised by the partners. Options for widening the range and type of tasks the Janitors can undertake may require additional training and equipment, but may also result from innovative joint working locally to provide opportunities for new tasks.

Recommendation 5: Opportunities for accredited training through continued negotiations and working in conjunction with GCC and others should also be re-examined in light of recommendation 4 above, in order to further build on the employability outcomes of the programme.

Recommendation 6: The partners should review how the LRAs manage their equipment budgets to ensure they maximise the supply of equipment to keep the squads working effectively.

Recommendation 7: The partners should explore the feasibility of generating robust data on the cost of the tasks delivered to allow a more accurate measure of the net cost of EEP to be established.

Recommendation 8: The partners should examine ways to raise tenants' awareness of the work of the Community Janitors. This might include a continuation of the promotion of the programme by LHOs. LHOs and LRAs should also continue to work together to make sure the employability outcomes and opportunities of the programme are promoted to tenants, for example through LHO newsletter features on 'success stories'. In addition, the partners should consider ways to brand the Community Janitors more effectively so that information provided to tenants clarifies the Janitors' role, particularly in comparison to Council services. There may also be opportunities to further promote and complement the work of the janitors by further supporting cleanup campaigns with partners such as Clean Glasgow.

Recommendation 9: Regular information should be provided to LHOs by LRAs and supervisors on the progress of trainees, and employment outcomes. In addition, continued regular contact between GHA, the LRAs and the LHOs to address any work issues or suggestions related to the running of the programme would be helpful e.g. sharing information, updates on dumping charges etc.

Recommendation 10: The LRAs should continue to provide or refer trainees to information on managing finances when entering employment.

Recommendation 11: LHOs and Supervisors should consider gathering tenant feedback, before and after photos, and evaluation surveys on an ongoing basis. This could assist review of the programme and also provide communication tools to highlight the work and achievements of the programme. The LRAs should implement a trainees leaver survey or similar to help capture the impact of the programme on trainees.

Section 1: Introduction

This document presents findings and recommendations emerging from a formative evaluation of The Environmental Employability Programme (EEP). The evaluation covers the period of operation and outcomes from the phased introduction of the programme in June 2006 to end March 2008.

- **Section 2** sets out the background to and objectives of the assignment
- **Section 3** presents an overview of our approach
- **Section 4** assesses employment monitoring data collected for the project
- **Section 5** presents an analysis of tasks completed by the Community Janitors
- **Section 6** presents feedback from supervisors, co-ordinators and employees
- **Section 7** provides a tenants' perspective on the environmental problems which EEP seeks to address
- **Section 8** assesses the views of the Local Housing Offices (LHO) involved in EEP
- **Section 9** sets out our main conclusions and recommendations

Section 2: Background and Objectives

2.1 Strategic Context

EEP, or Community Janitors as it is more commonly known, is an employability programme developed as a partnership initiative by Glasgow Housing Association (GHA) and Glasgow's Local Regeneration Agency (LRA) Network. The LRA network was viewed as an appropriate delivery vehicle as a result of its unique capacity to develop and co-ordinate a large-scale programme of this nature on a city-wide basis. The LRAs have extensive expertise in employability, making the network a logical delivery partner in the EEP programme.

The LRA network restructure took effect in 2007/08 with the original eight Local Development Companies merging to form five LRAs, providing the opportunity to align the boundaries of the LRAs with the Community Planning Partnership areas in Glasgow. The new LRAs have been charged with leading local economic development and contributing to the ongoing regeneration of local communities.

The Programme is based on a model originally developed in June 2005 by Castlemilk Tenants' Housing Association LHO and Glasgow South East Regeneration Agency, and assists the economically inactive into employment by providing them with waged training placements to undertake environmental maintenance tasks within neighbourhoods covered by a range of LHOs.

With its focus on the high profile issues of employability and improved neighbourhood management, EEP contributes to the objectives of a number of partner organisations in the city that seek to address worklessness, improve the appearance of the environment of local communities, enhance neighbourhood management activities, support local residents to move back into the labour market and promote the economic and social regeneration of local communities.

The programme is significant in its size and the complexity of the partnership working that has made it possible. It operates in 35 LHO neighbourhoods representing 78% of GHA's 70,000 units of housing stock, and as Appendix 1 demonstrates, it is operating across the city. The programme is delivered by the five LRAs³, and prior to their reorganisation it involved all eight of the Local Development Companies working together through Regenerate Glasgow. As well as the strategic partnership of seven funders, at a local level, partnership working has involved

³ Appendix 1 - list of LRAs

Glasgow City Council (GCC) departments in order to ensure the programme's activities are complementary to the services GCC provides under contract to GHA and those that are council tax funded. There are also local operational relationships with GCC Land and Environmental Services and other initiatives such as Clean Glasgow, Glasgow Community Safety Services and Glasgow Community Planning Partnership's Neighbourhood Management pilot in North Glasgow⁴, the lessons from which are about to be rolled out across the city over the next year.

An original assumption was that trainees would gain employment with GHA's environmental contractors, with GCC Land and Environmental Services and with private sector employers. However, a recent moratorium on recruitment within GCC and slow progress with some of the GHA environmental contracts has meant limited employment opportunities. LRAs have instead maximised alternative opportunities within the private sector.

Overall, the programme was established to deliver three key outcomes, the first two being the primary purposes:

- **Employability outcomes**, including skills and qualification developments, support to progress into employment, and the provision of training opportunities. **The overall targets were to provide 253 training places and support 160 trainees into further employment.**
- **Environmental outcomes**, providing an enhancement to mainstream neighbourhood management services through completing to high standard a range of environmental maintenance tasks identified by LHO staff and tenants across **35 LHOs.**
- **Benefits to LHOs**, including a flexible neighbourhood management tool, and a positive relationship with tenants.

EEP forms part of GHA's draft Wider Action Strategy 2007-10, which sets out the organisation's commitment to maximising its contribution to community regeneration in Glasgow through the delivery of activities that go beyond housing management and investment. The strategy defines a clear role for GHA to support the LHO network in order to:

- Help meet the broader ambitions of GHA tenants for their communities
- Exploit wider opportunities linked to the investment programme

⁴ Review of the Neighbourhood Management Initiative GCP Ltd March 2007

- Protect the investment being made in its housing stock

The draft Wider Action Strategy aims to support community regeneration activity across the city and help to promote the sustainability of a physically improved environment. Five themes have been identified in order to guide GHA programme activity:

- Attractive Neighbourhoods
- Stronger, Safer Communities
- Supporting Tenants
- Financial Inclusion
- Jobs and Training

This programme meets GHA objectives principally within the Jobs and Training theme and contributes to Attractive Neighbourhoods. It also now features in a number of local LHO Wider Action Strategy documents.

2.2 Rationale and Type of Work Undertaken

Feedback from the GHA Tenant Satisfaction Surveys of 2004 and 2006⁵ indicates that environmental maintenance issues are identified as concerns by many GHA tenants. This includes discontent with litter and bulk refuse within local environments as well as graffiti, unkempt gardens and lawns. These findings were similar to a recent city wide resident survey by the Glasgow Community Planning Partnership⁶ in which residents stated that key issues for them included litter in the street, graffiti, untidy gardens and untidy communal areas. The CPP is developing its response to tackle these concerns, including rolling out the Neighbourhood Management model developed in North Glasgow.

In GHA neighbourhoods, GCC departments provide a range of council tax funded services such as the maintenance of open space and rubbish disposal. On land owned by GHA, GCC departments and particularly Land and Environmental Services, are contracted through a Landlord Services contract to provide environmental maintenance services to backcourts and open spaces. EEP was established following the successful pilot in Castlemilk to enhance and complement these mainstream environmental maintenance services, providing a flexible resource to tackle issues not covered by contracts but affecting GHA tenants. It is therefore the aim of EEP to address GHA tenants' concerns by undertaking a range of environmental work that complements services delivered under contract as well as through other Council Tax funded services.

⁵ GHA Tenant Satisfaction Survey 2004 and GHA Tenant Satisfaction Survey 2006

⁶ Glasgow Community Planning Partnership Residents' Survey February 2008

The range of tasks agreed by partners and undertaken through EEP includes:

- Cleaning
- De-littering
- Sweeping paths and de-weeding
- Removal of rubbish
- Grass cutting, hedge trimming and gardening
- Reporting repairs or vandalism
- Graffiti removal
- Assisting tenants
- Closing and locking doors to communal areas.

2.3 LHO Involvement

In October 2005 GHA ran a workshop on the developing programme with partners and the LHO network. Subsequent to this, a total of 35 LHOs expressed an interest in participating in EEP, covering 78% of GHA housing stock. It was proposed that the programme would initially operate for a two-year period and was introduced in three phases at approximately six-monthly intervals, operational from June 2006 onwards:

Table1: EEP Phasing

Phase	Commencement	No. of LHOs involved
1	June 2006	15
2	October 2006	23
3	April 2007	35

2.4 Management Arrangements

GHA has performed a developmental and strategic role within EEP, including liaising with partners to secure funding, developing and implementing partnership agreement arrangements, organising and hosting liaison meetings, and leading on communications and monitoring and evaluation arrangements.

The LRAs led on the operational aspects of the programme. EEP Trainees are employed by one of the five LRAs for a maximum of 26 weeks. The aim is to offer trainees the skills and work experience needed to bring them closer to the labour market, and it is intended that the majority will be enabled to begin applying for employment before the end of the placement

period. The LRAs provide trainees with weekly one-to-one career guidance support to assist them into future employment or training opportunities on completion of the programme.

Trainees also receive a range of additional training to enhance their competitiveness in the open labour market, such as the Construction Skills Certification Scheme, (CSCS Card), Use of Abrasive Wheels and Health and Safety Training. The LRAs employ 21 Community Janitor supervisors on a full-time basis to ensure that tasks are carried out in neighbourhoods to a high standard, and to mentor the trainees. Locally, LRA Co-ordinators manage all aspects of this provision.

The LRA network receives a management fee, representing 5.8% of the overall costs of the programme, in two parts:

- an amount for each LRA called Local Management Services based on the number of trainee places to cover the costs of local co-ordination, recruitment and insurance;
- an amount for Central Management Services to cover the costs of strategic co-ordination across the network, financial services including processing expenditure claims from each LRA and drawing down funding from partners, and liaison with partners.

The trainees are a shared resource across the LHOs involved in EEP and are grouped into squads in ten LHO clusters (referred to in this report as programmes; see Appendix 1). The original EEP business plan stated that the number of trainees per programme was based on the following assumption:

- 1 trainee per 560 detached / bungalow / sheltered / tenement housing units;
- 1 trainee per 1385 multi storey housing units (this ratio is higher because multi storey units tend to have less green space nearby and the role of the concierges in the multi-storey flats also covers some of the tasks undertaken by the Janitors).

Appendix 1 also provides a breakdown of the number of supervisors and trainees per programme, ranging from six trainees and two supervisors in the Castlemilk Tenants HA LHO, covering 1,952 houses, to twelve trainees and three supervisors in Programme 10 covering five LHO areas and 9,844 dwellings. The larger resource in the Castlemilk Tenants HA LHO area is because this was the pilot area for the Community Janitors and they retained their own squad from the launch of EEP so that they could pilot the delivery of new tasks. This can be more effectively illustrated by calculating a ratio of the number of dwellings per trainee in each Programme. While recognising that this does not take into account any differences in the stock profile of each area, in the Castlemilk Tenants HA LHO area, this is estimated at 325 dwellings per trainee. The average for the other nine programmes is 692, more than twice the Castlemilk ratio.

It is notable that EEP generally has a generous supervisor to trainee ratio, with 2 supervisors to a minimum of 6 trainees and a maximum number of 10 trainees. This ratio was developed in the Castlemilk pilot model following visits to other similar projects such as the Dalmuir Concierge initiative, as well as being based on the experience of the LRA. It was felt that such a high ratio was needed to provide the appropriate support skills and mentoring support to trainees coming into the programme often at some distance from the labour market, and also to provide operational continuity in the case of holidays and sickness. The pilot proved to be successful in terms of trainee retention and job outcomes, and as a result these ratios were taken through into the larger programme.

One of the key features of the programme is the local, responsive and flexible model of service delivery which has been commented on favourably by LHOs, tenants and partners. Generally, mainstream environmental maintenance is carried out at scale by functional teams working to rotas. For example, on one day a squad might cut an area of grass, followed a few days later by a squad picking up litter, which has by then been cut into small pieces by the grass cutters. In contrast, Community Janitor teams work to improve the overall appearance of an area by performing all necessary tasks in an integrated way. For example, they will go in to pick up litter, cut the grass and hedges, de-weed, and then sweep up behind them so that the end result is an area that is neat and tidy.

As locally LHOs share the community janitors' teams, they determine how this operates in practice. For example an LHO may have the squad one day a week, or 2 consecutive days a fortnight. The supervisor to trainee ratio also means there are opportunities to split teams into reactive and planned work. Generally LHOs have greater frequency of access in order to be more responsive to issues and requests from tenants, in effect one day a week, rather than 4 days together in a month.

2.4 Recruitment and Training

In terms of recruitment to the Programme, LRAs examined which of their currently engaged clients would be suitable for the programme and moving into work, and referred them onto the programme as appropriate. LRAs also worked with LHOs to ensure that information about the programme was put in LHO newsletters so that tenants were aware that the programme provided training places and that LRAs could provide assistance with moving back into work.

Both routes generated a number of individuals who could potentially take part in the programme. LRAs then interviewed potential trainees and ascertained their desire to be on the programme, as they would if they were being interviewed for a job. Successful trainees then

took part in a short health and safety training course before going straight into the team and getting hands on experience.

LHOs were involved in recruitment of supervisors and trainees to varying degrees. For example, LHOs in the North ran articles in their newsletters and every tenant was lettered about the trainee opportunities, resulting in over 90 approaches to the LRA. The majority of these individuals were not already on the LRA's engaged caseload. LHOs were briefed that they could be involved in supervisor selection and interviews and some were also involved in the induction of supervisors and trainees. This happened particularly in Phase 3 of the programme.

The training programme was designed to assist workless persons to move into work by addressing all aspects of employability including core work skills. It consists of the pre-recruitment assessment, interview and induction, a work placement and training programme, and a comprehensive aftercare package including job searches and assistance with applications/interviews. In addition, soft skills development is offered to individuals reporting low levels of confidence or self-esteem.

The process as originally planned is indicated in the table below:

Table 2: Training and Employment Programme by Stage and Week

Service	Timescale	Activity
Initial Assessment	- 9 weeks	Discussion around needs and aspiration
		Disclosure
		Skills Assessment
		Personal Training/Learning Plan to address specific needs
		Signposting service; referral to other organisations if required
Interview	- 6 weeks	Formal assessment of the candidate's commitment to the programme and interest in environmental work
		Clarification of eligibility and expectations
Update Meeting	- 2 weeks	Address outstanding financial/benefits issues and training requirements
Induction Programme	0	Core Work Skills: Manual Handling; 1 st Aid; Grass and hedge cutting operations
		Health and Safety: Risk Assessment; Control of Substances Hazardous to Health; Needle Stick Awareness; Accident Reporting; Personal Protective equipment
		Personal Development Work
		Contract of employment and related responsibilities
		Address any additional barriers to employment

Service	Timescale	Activity
Traineeship	+ 1 week	Work Placement: Environmental Maintenance Activity (4 days)
	(25 weeks)	Training and professional development (1 day)
		In-work mentoring and support (delivered through Supervisor)
Intensive Job Search	+ 22 weeks	Job search and CV preparation
		CV Preparation/Interview Skills/Job Application Support
Aftercare	+ 26 weeks	Continuation of Job Search
		Job Placements/Apprenticeships with GCC
		Additional support for unsuccessful candidates

In practice, a trainee can begin job-search and CV preparation as soon as the supervisor and co-ordinator feel they are ready for this, rather than waiting until week 22 in the programme. This has led to the development of a flexible, rolling programme, differing from traditional ILM models.

2.6 Monitoring Progress and Targets

At the outset of the programme, meetings were held between the LHOs, LRAs, GHA and other funders to develop a monitoring system that would deliver key information to assess the progress and performance of EEP. To support the process, GHA developed an overall monitoring and evaluation framework for the programme, including a quarterly training and employment KPI report format which is completed and returned by the LRA, monitoring progress on targets. Additionally, GHA implemented a task monitoring database.

Regular meetings are held locally between the LHOs, LRAs and other stakeholders to review progress. Supervisors return weekly worksheets to LHOs showing jobs completed and task monitoring data is reported by LHOs and collated by GHA each quarter. In addition, supervisors record photographic evidence of the impact of the tasks undertaken (LHO newsletter samples at Appendix 4) and provide this to the LHOs as an additional approach to monitoring the quality of work completed.

2.7 Funding

Total funding for the project was £2.9 million to the end of May 2008, with GHA contributing £1,297,590, equating to 44% of the total funding for the programme. The remaining funding was co-ordinated by GHA and the LRA network and comes from a range of partners as demonstrated below:

Table 3: Funding Breakdown by Partner

Partner	Total (£)
Glasgow Housing Association	1, 297, 590
Glasgow Community Planning Partnership (Community Regeneration Funds)	750, 000
Communities Scotland	300, 000
Scottish Enterprise Glasgow (Training For Work Funds)	285, 000
Glasgow City Council, (including in-kind support for training and premises)	220, 000
Jobcentre Plus	40, 000
Clean Glasgow (brought in 2007/08 to cover rubbish disposal costs)	27,900
Total	2,920,490

Ambitious recruitment, training and employment targets were set for EEP, reflecting the upper end of those used for Intermediate Labour Market (ILM) programmes. EEP was set a target of 253 training places with 160 trainees entering employment, a ratio of 63%. In comparison, the Joseph Rowntree Foundation report, found that the average for the 65 ILM programmes reviewed was significantly lower than this, at 49%.

With 205 trainees being delivered into employment by the programme, this works out at an average of £14,146 per job. The report produced by the Joseph Rowntree Foundation in 2000 which reviewed 65 ILM programmes across the UK, estimated that the average trainee into employment cost was £14,000 per annum at year 2000 prices, indicating that the cost per job achieved through EEP is in line with most ILM programmes, and potentially less expensive when comparing 2008 prices.

Ideally the cost per job would also be adjusted by deducting the potential value of the tasks or services provided by the Janitors. The EEP task database provides an indication of what it might cost to buy in each task in the open market. Current this is useful monitoring tool and it may be worth investigating further how this may be made more robust on order to help calculate the net cost of each EEP job outcome. As a guide, the estimated costs attached to the almost 50,000 tasks undertaken between June 2006 - March 2008 is £491, 730 in total.

2.8 The Evaluation

As part of the programme monitoring framework, in December 2006, Hexagon Research and Consulting, in collaboration with the Medical Research Council, were commissioned by GHA to conduct an independent evaluation of the effectiveness of the EEP with a focus on two main types of outcome:

- **Employability outcomes**, including skills and qualifications obtained, progress into further employment, education or training opportunities, changes in self-esteem, confidence and quality of life and health related outcomes
- **Environmental outcomes**, including the number and type of tasks delivered and resident satisfaction with the appearance and quality of the local environment

The evaluation forms a nested study within the wider GoWell longitudinal study sponsored by GHA and partners. **Further information on GoWell is available at: <http://www.gowellonline.com>.**

The next section summarises the research tools used to address each of these outcomes while the key findings from each data collection stage are presented in Sections 4 to 8.

Section 3: Overview of Evaluation Approach

Our approach to the overall evaluation programme is considered below in terms of the five data collection stages and the table illustrates how these contributed to the evaluation of EEP.

	Task and employment monitoring data	Employee interviews and discussion groups	Tenant Surveys	Tenant Focus Groups	Interviews with LHOs
<p>Employability outcomes, including skills and qualifications, progress into employment, education or training opportunities, improvements in self esteem, confidence and quality of life and health related outcomes. The programme's targets were to provide 253 training places, each lasting a maximum of 26 weeks, and to support 160 trainees into back into employment as a result of participation in the programme.</p>	●	●			●
<p>Environmental outcomes, providing an enhancement to mainstream neighbourhood management services through completing to high standard a range of tasks identified by LHO staff and tenants.</p>	●		●	●	●
<p>Benefits to LHOs, including satisfaction with programme, flexible neighbourhood management tool, and a more positive relationship with tenants.</p>					●

The following sections describe the key findings emerging from each data collection stage.

Section 4: Employment Outcomes

4.1 Employment Targets

The key employment targets for EEP were:

- 253 training places to be provided
- 160 trainees entering employment

The EEP Trainees Outcomes Report 2008 presents data across the full range of Key Performance Indicators (KPIs) for the programme (2006/07 and 2007/08, see Appendix 2). Not only have EEP's ambitious targets been achieved, as illustrated below, they have been exceeded by a substantial margin.

Table 4: Key Employment Outcomes

The target number of 253 training places has been exceeded by 37%, with 346 provided.

The target of 160 trainees entering employment has been exceeded by 32%, with 205 people moving into employment. This represents 59% of all trainees, significantly exceeding the average of 49% found in a Joseph Rowntree Foundation ILM review.

Many of the trainees have moved into full time employment directly related to the training they received as Community Janitors and are earning above the minimum wage.

A significant number of trainees are GHA tenants (76% of all participants and 70% of those entering employment).

These results reflect outcomes to March 2008. As the programme continues to progress on a rolling basis, current trainees still on the Programme will continue to move into employment destinations, and the employment target is likely therefore to be further superseded.

The programme was set up as an ILM type of employability initiative. However, it was based on a client centred approach which sought to ensure that the individual needs of the trainee are addressed within the programme, with a clear focus on client progression to employment.

Consequently, the LRAs have actively worked to progress trainees into employment as each individual has become ready, rather than on completion of the maximum 26 weeks of the trainee place. This has contributed to the substantial over-achievement against the original targets and is an approach which is supported by the Joseph Rowntree Foundation study. In particular, it was found that a measure of successful programmes was a clear focus on progression into jobs. Where a programme had too much of a focus on the delivery of services to the community, the researchers found that difficulties could arise in achieving employment outcomes.

In addition, the Joseph Rowntree Foundation study found that making job search an integral part of the programme, and not something that is left to the end, was also a mark of a successful programme. Support in finding employment is an integral part of the help EEP trainees receive. The assistance they receive on a weekly basis to search for job opportunities, complete CVs and prepare for job interviews was also cited by trainees as vital in helping them get back into the job market.

4.2 Profile of Participants

The profile of the trainees participating in EEP indicates that the programme is successful in attracting residents who have been out of the job market for some time and come from some of the most deprived neighbourhoods in Glasgow. Over three-quarters of trainees are also GHA tenants. Key findings from the profile of participants:

- 263 participants were GHA tenants (76%)
- 250 participants were previously economically inactive (73%) and 157 were unemployed over 13 months at joining (45%)
- 220 participants were resident in the bottom 15% data zones (64%)
- 62 participants were in receipt of incapacity/sickness benefits (18%)

4.3 Profile of Participants Gaining Employment

Of the trainees who gained employment, many have moved into full time employment directly related to the training they received as Community Janitors and are earning above the minimum wage. Key characteristics of those finding employment include:

- 143 participants gaining employment (70%) were GHA tenants
- 96% of those gaining employment, entered full time employment

- 43% had been unemployed for more than a year (compared to 48% of all EEP participants), indicating that EEP is being successful at helping those whom have been out of the job market for some time.
- Almost two thirds (63%) are aged between 25-44, slightly higher than the profile of EEP participants as a whole (56%); 98% are male and 93% are White Scottish

Based on sample data from 158 trainees, almost half (47%) are being paid £6.00 per hour, just above the minimum wage of £5.52. However, the remaining 53% are being paid substantially above the minimum wage, with 20% paid £6.40 - £6.75 per hour and a third (33%) paid between £7.00 and 7.50 per hour. The analysis of job destinations for this sample is presented below, indicating the clear focus on employment in the environmental industry and construction sector:

Table 5: Number of Trainees Assisted into Employment by Job Type

Job Type	% Trainees into Employment	Job Type	% Trainees into employment
Labouring	16%	Environmental Employability Programme Supervisor	2%
Construction	12%	Operative	9%
Environmental	25%	Road Sweeper	15%
Office	4%	Other	10%
Customer Service	7%		

While participants took up employment across 50 different job types, four of these accounted for well over half of all jobs obtained and reflect a close link to the training undertaken as Community Janitors; these were environmental (e.g. grounds workers, gardener) (25%), road sweeper (15%), labourer (16%) and construction (12%). The “other” category includes a variety of job destinations such as car valet, trainee bus driver, and whisky bond production worker.

Section 5: Task Information

Overall EEP task data is presented in this section. Weekly worksheets were returned by the LRAs to the LHOs showing jobs completed and task monitoring data was then reported by LHOs and collated by GHA. Based on this monitoring process, between June 2006 and March 2008, 48,849 tasks were completed through the Programme, with the following six types of task accounting for 81% of these:

- De-littering (15,595 tasks or 32% of the total)
- Sweeping paths (8,072 tasks or 17%)
- De-weeding (5,127 tasks or 11%)
- Grass cutting (4,650 tasks or 10%)
- Hedge trimming (3,604 tasks or 7%)
- Uplifting bulky items (1,908 tasks or 4%)

The table below shows the number of tasks completed in each Programme, with Programmes 8 (Tenant Managed Homes (Drumchapel) and Great Western Tenant Partnership), 10 (Tollcross HA, Milnbank HA, Tenant Controlled Housing and Keystone) and 5 (Govanhill HA, New Gorbals HA, Pollokshields, New Shaws Housing Organisation and Orchard Grove HA) accounting for 55% of the total.

Table 6: Tasks Completed June 2006 to March 2008 by Programme

Phase	Programme	No. Stock units.	Number of Tasks Completed	% of Total Tasks Completed
1	1	1,952	3,877	7.9%
1	2	7,388	5,307	10.9%
1	5	8,223	7,169	14.7%
1	9	3,784	1,774	3.6%
2	4	7,603	3,663	7.5%
2	10	9,844	7,639	15.7%
3	3	2,677	2,608	5.3%
3	6	3,847	3,296	6.7%
3	7	8,200	1,440	2.9%
3	8	4,486	12,076	24.8%
Total		58,004	48,849	100%

Section 6: Feedback from LRAs and Trainees

In order to inform the evaluation, the views of people involved in delivering EEP were obtained through one-to-one interviews held with programme LRA co-ordinators and squad supervisors. Additionally, five small group discussions were held with 5-6 trainees in each area. A detailed report⁷ on this stage of the evaluation has been submitted to GHA and key findings are presented below.

6.1 Co-ordinators and Supervisors

Overall Perceptions of the Programme

Co-ordinators and supervisors were very positive about EEP. They commented on its success both in terms of the environmental improvements provided to the communities in which EEP operates and in relation to trainee outcomes. They noted that they were learning from their experience on the programme and seeking to improve the scheme based upon their experiences. In Castlemilk this was particularly the case with the job search support provided to trainees by the Glasgow South East Regeneration Agency Employability Team.

“We now have a member of staff who is specifically responsible for providing support to the guys on the project. She knows them all individually and has been able to provide them with one to one support when they need it. I’m sure they have all benefited from this.” Co-ordinator

A co-ordinator observed that some trainees were ‘far removed’ from the job market, required substantial support with drug and alcohol problems and would need additional support to get and keep jobs; *“but giving them the opportunity is vital”*. This was a view echoed by many Supervisors and Co-ordinators who commented that it was important to have a positive and balanced approach to recruiting trainees with an emphasis on trainees being fit and able, having an aptitude to train and being motivated to get a job, or *“seeing EEP as a stepping stone rather than an end in itself or something to keep the JobCentre happy”*.

Working with the LHOs

One of the main advantages of the project identified by the co-ordinators and supervisors was the close relationship established with the LHOs. Weekly or fortnightly meetings were held with representatives from the LHOs in each area to discuss the work programme and to sort out any difficulties that have occurred.

⁷ EEP Trainees Outcomes Report, March 2008

“This is very much seen as a joint project and the LHO has a strong sense of ownership over the project. They know we get work done for them that would otherwise not be done and we have been able to respond positively to any requests they have made.”

There were some initial teething problems with some LHOs unclear about the roles and responsibilities of EEP in comparison to the obligations of council services and other contractors. However, supervisors reported that in the main these teething issues were resolved, and all areas reported that a better understanding has been developed regarding the role of EEP and a positive relationship with the LHOs exists. For example, the South West Co-ordinator said:

“The expectations of LHOs are being met and we get no complaints about the quality of work carried out. LHOs have been positive about trainees leaving early when they get jobs even if this leaves squads temporarily under strength”.

This was echoed in the LHO interviews and the development of good working relationships between LHOs and the LRAs is a positive benefit from the programme, especially as many LHOs had limited experience or knowledge of partnership working with LRAs prior to the programme.

Support Provided to Trainees

The support provided for trainees breaks down into three areas:

- Training
- Support in finding employment
- After Care.

Training

All trainees receive training on basic health and safety, first aid and operating and handling equipment by GCC Land and Environmental Services. Supervisors provide additional training in handling and operating equipment at the start of the programme and then on the job. In addition, trainees are supported and encouraged to sit the Construction Skills Health and Safety Test which will allow them to apply for a Construction Skills Certification Scheme (CSCS) pass. This is a prerequisite to work on most construction sites and construction related jobs and is an essential qualification to help participants' secure permanent employment.

Co-ordinators and supervisors said they felt that the most effective form of support provided to participants was “job experience” and “on the job training”. This was also the

view of trainees (see section 6.2). They felt that this helped participants get back into a work ethos and prepare them for moving on to more permanent employment.

“Many of these guys have been out of work for a long time. This helps them get back into the way of work. It teaches them what’s expected in terms of getting up in the morning and making sure you are on time for work.”

On top of the basic training and the CSCS card, some trainees are given additional training or support to access training (for example, support with driving lessons or driving tests). However, since these additional training needs are identified on a one-to-one basis they are not always available to all trainees and this was recognised as an issue by both the staff and trainees.

Several of the co-ordinators and supervisors noted that the training provided by GCC is not accredited. Some trainees want more detailed training as part of the induction and if this was accredited it would add another potentially useful /transferable qualification to their CVs.

Support in finding employment

The support trainees receive in helping to find employment is one of the most positive features of EEP. All trainees are allocated an advisor who helps them to draw up a personal development and training plan, access additional training, provide support with job search, writing a CV, completing application forms and interviews (including mock interviews). Most trainees have a weekly meeting with their advisor and are given a half day a week with access to a computer to carry out their own job search. Several interviewees commented that viewing the programme as a rolling programme rather than a static 26 week training programme, with trainees actively encouraged to find jobs, helped to motivate the trainees. As one co-ordinator said:

“If one trainee gets a job this motivates others to look all the harder”.

However, several interviewees said that some trainees looked to stay on the programme for longer than six months:

“Some trainees have a fear of having to look for a job and moving to a different environment.”

“Some trainees like the comfort of being on a programme and maybe lack the motivation to move into a job.”

This further emphasises the importance of aftercare and core / personal skills development offered by the programme.

Co-ordinators considered that the main barrier to trainees finding employment is the lack of jobs in areas of work that the trainees can do or are trained for. The recent moratorium on the City Council Land and Environmental Services recruitment and initial delays in GHA’s Environmental capital programme were two negatives that were mentioned by more than one of the co-ordinators.

All co-ordinators therefore recognised the need to develop good links with potential employers in there area – private as well as public sector – as a way of increasing job opportunities for trainees. For example, Glasgow West Regeneration Agency’s recruitment team have developed good links with local employers (e.g. Edrington Group Distillery) and this has helped the advisors link trainees with potential employers. At least two trainees had found employment with the distillery.

After Care

Several co-ordinators mentioned that their Regeneration Agency has increased the level of ‘after care’ for former trainees, for both those who have moved into employment and those who did not get a job whilst they were trainees. Once trainees leave EEP they continue to get support from their advisor. For example, the Sustaining Employment team in GERA provides ongoing support when people get a job for up to 26 weeks. Assistance provided to trainees who have got jobs included basic support and advice such as help with getting a bus pass and benefits advice. Some trainees will already have had benefits advice, and some will have been helped to claim Tax Credit. Advice on continuing to claim Housing Benefit and Council Tax Benefit can be crucial to ensure that trainees who find work do not fall into the ‘benefits trap.’

Potential Improvements to the Project

Interviewees were asked to suggest any improvements they would make to the Programme. All the co-ordinators and supervisors said they would like to see the Community Janitors taking on additional tasks in order to further build capacity/skills. Some of these could be undertaken using existing resources. However, some would require additional investment, particularly in equipment (e.g. jet spraying equipment) and training (e.g. slabbing). Suggested new areas of work included:

- Indoor work such as house clearances and painting and decorating
- Hard landscaping
- Jet spraying/ graffiti removal
- Programmed environmental improvement work, including shrub maintenance, hedge cutting and fencing.

Other improvements mentioned by interviewees included:

- Linking training to accreditation and qualifications
- Developing training in areas where there are known skills shortages and jobs
- Better links with potential employers who could provide jobs
- Having more equipment to ensure trainees are not underutilised

6.2 Trainee Group Interviews

The trainees were first asked about their reasons for joining the programme. They gave a variety of different reasons for being attracted to the project, but there was a general agreement that it offered a chance to get back into employment.

“It’s easier to apply for a job when you are in employment. This provides a good way back into employment for people that have been out of work for some time”

“Being in a job increases your chance of getting a job.”

Almost all trainees who took part in the discussion groups were extremely positive about their involvement in the scheme. All the trainees felt that their experience would increase their chances of getting a job in the future. They felt that they had gained, or would gain, good experience while employed as a Community Janitor. This had increased their confidence and meant that they felt they were more likely to be offered other employment opportunities.

Several trainees in each of the discussion groups suggested that the nature of the work and the fact that it was perceived as providing benefits to the local community was a positive factor. As one of the Castlemilk trainees said:

“I’ve been in a lot of “dead end” jobs where you get poorly paid for doing work that nobody values. This seemed like an opportunity to work at something that would make a difference and help local people.”

“I’m happy going home after a Friday, knowing that I’ve done a good weeks work.”

Another suggested that job satisfaction is high:

“There’s a lot of pride in this job to be honest with you.”

Several trainees commented on getting positive feedback from tenants. For example:

“Its good to know that people appreciate what you are doing. We often get positive feedback from the housing office and local people. That really makes you feel good and makes you proud that what you are doing is seen as being worthwhile.”

“Lots of tenants say we are better than the Corporation.”

“Feedback is that a lot of people appreciate what we’re doing; it’s good for the community. It helps to see people making an effort to get the place tidied up. I’m surprised at the amount of people that say ‘you’re doing a good job boys.’”

Two trainees from the West area mentioned that they think Community Janitors are making a difference in their area, and one from the South West area reinforced this view with personal experience.

“My ma stays in an area where some of the boys work and she’s been trying to get the council to clean up for years. She says she’s never seen the area so clean.”

Experience of Working on EEP

Most participants said it was the practical work experience rather than any specific skills training that they felt had benefited them most. While they appreciated the support and training they had received, they generally felt that work experience and showing readiness for work would be what they would benefit most from, and that for them, this was the most useful aspect of the programme in terms of getting a job.

“I am sure that getting the CSCS certificate will help me in the future, but I think the main thing is that I have proved that I can work hard and can hold down a job. Employers are looking for that type of commitment and I’m sure my time here will help me get another job.”

“The fact that you are working helps you get a job. It helps you with your confidence.”

Trainees said they appreciated being able to work on a project that was “*putting something back into the community*”. A number said that this had boosted their confidence and made them feel more worthwhile. Some trainees emphasised the fact that they had benefited from being part of a team and that they had enjoyed the camaraderie of working with others.

“I have really enjoyed coming to my work. It’s been hard but it’s also been good fun. This is a great bunch of guys and working with them has increased my confidence and made me want to get stuck into the work.”

Support Received

Most trainees stated that they appreciated the one-to one support they had received from their Advisor and Supervisor and liked the fact there was someone there who knew their circumstances and was prepared to support and encourage them to take up opportunities.

“They didn’t just say ‘here’s a job, you should be applying for it’. They would say ‘you can do this’ and help you fill out the application and whatever else you needed. I felt they cared rather than just ticking boxes in forms.”

“I am sure I wouldn’t have got an interview if it hadn’t been for the support I was given. They helped me prepare my application and clearly state my relevant experience. It really increased my confidence. Left on my own, I probably wouldn’t have even bothered applying.”

Several interviewees mentioned that the mock job interviews were very useful:

“If you’ve got an interview coming up they’ll take you aside and give you a practice round. They helped me when I went for my last interview. When I get an interview I get dead panicky and the woman helped me think about what to say. When I walked into that interview I was brilliant.”

Improvements to the programme

When asked, trainees mentioned three main areas in which they felt that EEP could be improved:

More than six months - Many of the trainees (around half) said they would have liked to have stayed longer in the job and felt that six months was not sufficient time to get the skills, experience and qualifications that would increase their job opportunities. This

reflects a combination of the interest in learning new skills by taking on additional tasks as well as the lack of confidence some trainees have about re-entering the job market.

More varied work - Most trainees felt the Community Janitors could carry out a wider range of work including more spray cleaning, graffiti removal, house clearances, hard landscaping, hedging and tree cutting (use of chainsaw), slabbing and possibly painting and decorating.

More equipment - Lack of equipment was mentioned as being a drawback by trainees in all the areas. As one trainee said: ***“Sometimes we are standing about doing nothing because we don’t have enough equipment in the van.”***

6.3 Trainee Case Studies:

Case Studies are provided on a regular basis by LRA Co-ordinators within the quarterly GHA KPI reporting form, and a sample are reproduced below.

Table 6: Trainee Case Studies

Glasgow South East Regeneration Agency	<p>John was 50 years old and had been out of work for 20 years as he was the full time carer of his elderly parents. He was eager to get back into employment, and he heard that the Castlemilk Community Janitors project was recruiting.</p> <p>He had read and heard good positive things about how this project was successful in moving people into employment through the work experience, support guidance and training for the long to medium term unemployed so he decided to apply. John was successful with this. He immediately showed an excellent awareness and aptitude for the required standard of work that is required for this project. His confidence was increasing each day so when a vacancy arose with the GCC/EPS as a roadsweeper he decided to apply.</p> <p>He was successful and he has now started this position. John says of his time spent on the project <i>“without this opportunity I would still be unemployed and in a rut. The project has undoubtedly given me a fresh start in life, I now feel that I can plan ahead for the first time in my life, I could not be happier”</i>.</p>
Glasgow East Regeneration Agency	<p>David had been unemployed for over a year and was starting to feel very down as he wasn’t working and just staying in the house. He had been referred from a member of GSERA staff who was seconded to Jobcentre Plus. Previously he had worked in a care home as handy man.</p> <p>After explaining the janitor programme to David, he was very keen to get involved. He applied for the programme and his willingness to get back into employment came across at his interview. David is progressing well and is actively applying for a wide range of vacancies and GERA have assisted him in securing his driving licence to give him more options when job searching.</p>

**Glasgow
South East
Regeneration
Agency**

Jim had been unemployed for two years due to a serious motorcycle accident. He had recently finished a rigorous rehabilitation programme that his NHS occupational advisor had set out for him. Jim's advisor at GSERA asked if he could apply for a place on the project. After discussing the project with Jim he impressed with his positive attitude and outlook. He joined the project and has never missed a day at work. He has proved to be a reliable and valuable member of the team.

Jim has completed the CSCS H & S training and is awaiting a test date. He has also applied for a vacancy with GCC. Richard cannot be happier and is determined to make a career out of this. He says *"I feel very lucky to have been given this opportunity and I am determined to make the most of it, I have learnt new skills and made new friends, my confidence had previously been at an all time low since my accident, I now feel I could climb Everest."*

6.4 Trainee Survey

Attempts were made to gather further trainees/new employee feedback on the soft impacts of the programme, such as impacts on confidence and aspirations, by issuing the five Co-ordinators with copies of a short postal Trainee Survey questionnaire. This was to be distributed along with a FREEPOST return envelope to all trainees leaving the programme, either when moving into employment or at the end of the programme. Only ten questionnaires were returned, highlighting the difficulty of getting feedback from trainees once they have left employment programmes. Although only a small sample, the responses received highlighted that:

- All trainees rated the training and work experience they received as either 'very useful' or 'useful'.
- All had received support with job searching with most saying this was very useful or useful.
- Most stated that 'being a Community Janitor helped them find a job and they might not have got the job otherwise. Only one trainee said he would have got his present job anyway.
- The sample indicated 'soft' impacts such as increasing personal confidence and increasing trainees' determination to get a job were being obtained. For example, respondents said that participation in the Programme made them a lot more determined to get a job; that their personal confidence increased a lot and that it had made them fitter / more active.
- Overall, all were satisfied or 'very satisfied' with the programme.

Although based on only a very small sample of trainees, the type of feedback outlined above can be invaluable in assessing impacts on trainees. In this instance, part of the difficulty in generating a better response was that trainees were asked to complete the questionnaire in their own time and to post it back to Hexagon Research and Consulting. For many trainees who were leaving the programme to take up a new job, completing the questionnaire may have been a low priority. It would therefore be useful for training providers in future to enable trainees leaving the programme to have the opportunity to complete this type of questionnaire as part of final discussions with their supervisor or advisor, and to prioritise this as part of the ongoing monitoring of the Programme.

6.5 Summary of Key Findings:

Feedback from the LRAs and trainees has been very positive overall:

- Supervisors, co-ordinators and trainees were very positive about both the employability outcomes of the programme as well as the contribution it made to improving the environment of local communities
- The experience gained from on the job training was regarded as essential by most trainees and getting back into a work ethos was seen as vital in preparing them to re-enter the job market
- Supervisors and trainees would like to see additional training, often linked to taking on new tasks. Having this training accredited would further improve job outcomes
- The support provided to trainees in finding employment was widely praised by trainees, particularly the support to write CVs and prepare for job interviews

Section 7: Tenant Views

7.1 The Tenant Surveys and Focus Group Programme

The evaluation of EEP included two surveys of tenants living in the LHOs areas covered by the programme. An initial Baseline Survey was completed in June 2007⁸, and a Follow Up Survey completed in March 2008⁹. The aim of the surveys was to provide a direct measure of any change in the extent of tenants' views of their local environment and the Janitors, particularly in relation to the key areas that EEP covers.

A sample of 1,950 interviews with tenants was targeted to allow both sets of survey results to be generated not only for the EEP initiative as a whole but also for each of the ten Programme areas. (Appendix 1). A questionnaire was designed and agreed with GHA and the LHOs and issued to a random sample of 500 tenants in each Programme with the aim of achieving a 40% response rate.

In the Baseline Survey, 1,938 questionnaires were returned, almost matching the response target. In the Follow Up Survey, a similar response was achieved (1,897). To ensure the survey data was representative of the tenant population, it was reweighted to reflect the house type profile in each of the ten Programme areas.

In addition to the survey programme, focus groups were held with tenants across six LHOs selected on the basis of the extent to which tenants agree that the Community Janitors have improved the appearance of the local area, willingness to attend a focus group, and mix of house types across all three Phases.

Table 7: Tenant Focus Group by Programme

Programme	LHO
Programme 2	Milton Community Homes
Programme 3	Compass LHO
Programme 4	Castlemilk Tenants HA
Programme 6	Pollok Tenants' Choice
Programme 8	Great Western Tenant Partnership
Programme 9	Tower Homes

⁸ EEP Baseline Survey Report, June 2007

⁹ EEP Follow Up Survey Report, March 2008

The focus groups were held during the week commencing 7th April in the LHO offices (apart from Milton Community Homes) and forty three tenants in total participated in the groups. Key findings from the focus groups are summarised in this report and a detailed report on the focus group findings has also been prepared¹⁰.

The following sections deal with the principal findings emerging from the research into tenants' views. Results from the surveys of tenants are complemented with verbatim comments emerging from the focus groups. The views of focus group members should be viewed against the overall context of the survey findings. A set of detailed tables, presenting the findings for all ten Programmes is included in Appendix 3. The main themes of the questionnaire and the focus group programme included:

- Awareness of the Community Janitors and tenants' experience of them working in the local area (Section 7.2)
- Attitudes to the local environment and potential impact of the Janitors (Section 7.3)
- Exploring the work of the Community Janitors and any suggestion for how this might be more effective (Section 7.4)

7.2 Awareness of the Community Janitors

The Baseline Survey was launched in April 2007, up to a maximum of a year after the Community Janitors had been operational in the ten Programme areas. In Phase 3 areas for example, the Janitors were just getting started and in Phase 2 they had been operational since October 2006. Awareness of the Community Janitors at this time was fairly low overall at 28% across all 3 Phases although it rose to 56% among tenants in Programme 1: Castlemilk Tenants HA LHO where the Community Janitors project was originally run as a pilot before being rolled out across the city.

The Follow Up Survey was carried out almost a year after the Baseline Survey and shows that awareness of the Community Janitors has risen from 28% to 37% across the ten Programmes, peaking again in Programme 1: Castlemilk (68%). Other significant rises in awareness were found in Programme 3: Summerston Acre LHO and Milton Community Homes (43%) and Programme 9: Tower Homes, FACT and Cairnbrook (46%) where awareness among tenants almost doubled.

¹⁰ EEP Tenant Focus Group Report, April 2008

In the Baseline Survey, just over one in five tenants (21%) said they had seen the Community Janitors working in their area. Less than a year later, the Follow Up Survey found that this had risen only marginally, to 23%.

However, this masks some significant variations at an individual Programme level, with almost half of all tenants in Programme 1: Castlemilk Tenants HA seeing the Community Janitors working (similar to 2007) and a third of those in Programme 9: Tower Homes, FACT and Cairnbrook, almost double the level recorded in 2007. Conversely, in some of the Programmes, fewer than one in five tenants had seen the Community Janitors working, with the lowest proportions recorded in:

- Programme 10: Tollcross HA, Milnbank HA, Tenant Controlled Housing and Keystone (13%)
- Programme 4: Compass LHO, Royston Corridor Homes and Unity Homes Housing Association (15%)
- Programme 5: Govanhill HA, New Gorbals HA, Pollokshields, New Shaws Housing Organisation and Orchard Grove HA (16%)
- Programme 7: Clydeview Housing Partnership, Mossspark Housing Association, SWATCH, Cardonald Triangle and Halfway LHO (16%)

The focus groups explored further to what extent tenants were aware of the Community Janitors operating in their areas and understanding of their role. In the Castlemilk focus group, there was a high level of awareness of the Community Janitors, as well as an appreciation for the work they undertake:

“I saw the guys out cutting grass this morning. I heard of them first through the LHO newsletter but now I see them on a regular basis.” Focus group participant, Castlemilk Tenants HA LHO

“At this time of year, I see them every few days. But even during the winter, I still see them once a month or so covering different parts of the scheme.” Focus group participant, Castlemilk Tenants HA LHO

In other areas however, residents’ experience of the Community Janitors in their LHO area was limited. For example, one respondent from Compass LHO said:

“I read about them in ‘The Key’ but I haven’t seen them here yet.” Focus group participant, Compass LHO

Many focus group participants subsequently recognised photographs of the Community Janitors provided at the group discussions although they were unaware of the scheme's current status, assuming that having seen them so rarely, the programme had been stopped.

“You used to get the guys round on a regular basis sweeping the back courts, but you never see them at all now. I assume the service has been stopped now.” Focus group participant, Tower Homes LHO

Tenants who were aware of the Community Janitors and had seen them working were asked in the Follow Up Survey to rate the service they provided. More than three quarters (77%) rated the service as either “very good” or “fairly good”. Only 8% felt the service was poor. This very positive attitude to the service delivered by the Community Janitors was found consistently across most of the ten Programmes but peaking in:

- Programme 3: Summerston Acre LHO and Milton Community Homes (94%)
- Programme 5: Govanhill HA, New Gorbals HA, Pollokshields, New Shaws Housing Organisation and Orchard Grove HA (83%)

The proportion rating the service as good fell to 62% among tenants in Programme 9: Tower Homes, FACT and Cairnbrook and to 67% of tenants in Programme 6: Parkview, Pollok Tenants Choice and KALM, although the proportion of tenants in these areas who felt the service was poor was small (10% and 13% respectively).

In addition to rating the service provided by the Community Janitors, these tenants were asked whether the Community Janitors had improved the appearance of their local area. Overall, more than two thirds (68%) agreed with this statement, with only 6% disagreeing.

Programme 3: Summerston Acre LHO and Milton Community Homes, where the highest level of satisfaction with the Community Janitors service was recorded, also had the highest proportion agreeing that the Community Janitors had improved the appearance of their local area (82%, the same proportion found among tenants in Programme 1:Castlemilk Tenants HA).

These positive attitudes to the work of the Community Janitors were shared by a number of focus group respondents.

“These guys have made an awful lot of difference to the area. And it helps people to take a pride in how their area looks. It gives you more hope that things are getting better.” Focus group participant, Castlemilk Tenants HA LHO

“Overall, the local environment has improved a lot over the last year or so. It has a long way to go, but it’s a good start.” Focus group participant, Castlemilk Tenants HA LHO

“The local area where I live, the landscaped areas, the back courts and streets, are excellent.” Focus group participant, Great Western Tenant Partnership LHO

“I think Sighthill has changed for the better and the improvements in the landscaping not only look better but it feels safer as well.” Focus group participant, Compass LHO

“A lot of work has been done in Townhead, in fact it’s still going on, and the landscaped areas look great.” Focus group participant, Compass LHO

Several focus group participants pointed out the similarities between the remit of the Community Janitors and the responsibilities of GCC Land and Environmental Services, prompting some to suggest that the Janitors would not be necessary if the Council were doing their job to an acceptable standard:

“Are these guys here just to clean up after the Council? If the Council men aren’t picking up the bins properly or cleaning the back courts, why should these guys have to come in and clean up the mess that well paid Council workers should be doing properly?” Focus group participant, Pollok Tenants Choice LHO

Conversely in the Castlemilk focus group, respondents were particularly aware of the programme’s aims in improving the trainees’ prospects of finding employment and were very positive about this.

“It’s lads that have been unemployed and have been taken on to the project. It’s a great idea – it gets them started and hopefully on into a permanent job. And it helps to tackle big problems in this area.” Focus group participant, Castlemilk Tenants HA LHO

Even in areas where residents had less experience of the Community Janitors there was still widespread enthusiasm for the employability aspect of the scheme, with participants recognising the benefits it offers to both individuals involved in it and the local area:

“I’m not surprised that the LHO is involved in this type of project. In their newsletter, they are always talking about ways to help people back to work and the positive effect this has on the local community. It’s a great idea, but we just need to see more of the Community Janitors in our area and know how to use them to tackle the problems that we have here.” Focus group participant, Tower Homes LHO

7.3. Attitudes to the Local Environment

Allied to the view that many tenants feel the Community Janitors have improved the appearance of the local area, is a wider perception that the local area has improved in the last year. In the Baseline Survey, 38% felt the appearance of the local area had improved. The Follow Up Survey has shown that more tenants now believe the appearance of their local area has improved (44%).

In most Programmes there has been a rise in the proportion of tenants who have noticed an improvement, but particularly in:

- Programme 1: Castlemilk Tenants HA (up by 8% to 51%, the highest of all Programmes)
- Programme 5: Govanhill HA, New Gorbals HA, Pollokshields, New Shaws Housing Organisation and Orchard Grove HA (up by 9%)
- Programme 6: Parkview, Pollok Tenants Choice and KALM (up by 8%)

However, despite an overall positive attitude towards EEP and a perception that things are improving, tenants’ overall concerns about their local neighbourhood have largely remained, indicating that the problems that EEP has been designed to help tackle are substantial and will need a long term commitment to make a sustainable difference. In particular:

- Almost a third of all tenants (31%) still have serious concerns with vandalism, graffiti or other deliberate damage to property as well as rubbish or litter lying around
- 18% have serious concerns with dirty stairs and communal areas
- 17% have serious concerns with the maintenance of open space

However, there are once again some significant variations by Programme which a detailed evaluation of the full range of environmental work carried out in these areas may help to explain:

- **Programme 1: Castlemilk Tenants HA** – this area recorded the lowest level of concerns with local environmental problems in the Baseline Survey. These views have been confirmed by the Follow Up Survey, with further falls in the proportion concerned

with vandalism, graffiti or other deliberate damage to property and vehicles, rubbish and litter lying about and fly tipping

- **Programme 2: Queens Cross HA, Queens Cross (Hamiltonhill), Queens Cross (South Maryhill), Balmore Local Housing Association, North Glasgow LHO and Red Road Balornock LHO** - a 21% fall in the proportion with serious concerns with vandalism, graffiti or other deliberate damage to property and vehicles, although there has also been a 16% rise in concerns over rubbish and litter lying about
- **Programme 3: Summerston Acre LHO and Milton Community Homes** - a 16% fall in the proportion with serious concerns with vandalism, graffiti or other deliberate damage to property and vehicles, although there has also seen a 16% rise in concerns about untidy gardens
- **Programme 4: Compass LHO, Royston Corridor Homes and Unity Homes Housing Association** – these areas show little change from the Baseline position, with the most notable change being a fall in the proportion with serious concerns with vandalism, graffiti or other deliberate damage to property and vehicles
- **Programme 5: Govanhill HA, New Gorbals HA, Pollokshields, New Shaws Housing Organisation and Orchard Grove HA** – a 15% rise in the proportion with serious concerns with vandalism, graffiti or other deliberate damage to property and vehicles
- **Programme 6: Parkview, Pollok Tenants Choice and KALM** – a rise in concerns with untidy gardens and litter and rubbish lying about
- **Programme 7: Clydeview Housing Partnership, Mossspark Housing Association, SWATCH, Cardonald Triangle and Halfway LHO** – a 16% fall in the proportion with serious concerns with vandalism, graffiti or other deliberate damage to property and vehicles
- **Programme 8: Tenant Managed Homes (Drumchapel) and Great Western Tenant Partnership** - a 21% rise in the proportion of tenants with serious concerns with rubbish and litter lying about
- **Programme 9: Tower Homes, FACT and Cairnbrook** - a 16% rise in serious concerns with fly tipping, although there was also a fall in concerns about rubbish and litter lying about

- **Programme 10: Tollcross HA, Milnbank HA, Tenant Controlled Housing and Keystone** – a rise in serious concerns with several aspects of the local environment, but particularly for fly tipping

A comparison of these results with those from the 2006 GHA Tenant Satisfaction Survey shows that significantly larger proportions of tenants in the areas covered by EEP have serious concerns about these environmental problems. For example, more than twice as many tenants covered by EEP have serious concerns with vandalism, graffiti or other deliberate damage to property, dirty stairs /communal areas, untidy gardens and rubbish or litter lying around.

To help validate these findings, several of the individual LHO Tenant Satisfaction Surveys which Hexagon Research and Consulting have carried out have been re-examined, and the extents of serious concerns with these issues consistently match the EEP survey findings for the appropriate Programme. Therefore, this marked difference in tenants' perceptions of environmental problems indicates that EEP is clearly being targeted across those LHO areas which have the most acute environmental problems.

The views of many tenants in the focus groups also strongly support this. While not all of their concerns were directly related to areas of work undertaken by the Community Janitors, they are very consistent with the findings from a succession of LHO tenant satisfaction surveys relating to concerns about neighbourhood management.

“One of the things that concerns me a lot is the amount of rubbish there is. We now have a lot of problems with vermin in the houses, attracted by all the rubbish in the back courts.” Focus group participant, Pollok Tenants Choice LHO

The EEP survey programme also measured the extent of tenants' concerns with tasks which EEP was specifically designed to tackle. Yet again, this has confirmed the importance of EEP as it highlighted that the three principal concerns which tenants raised in the Baseline Survey were just as relevant one year later in the Follow Up Survey:

- **Graffiti removal** – In the Baseline Survey, 21% of all tenants saw this as a serious local problem, the most significant of all those raised in the survey. The Follow Up Survey has confirmed that a similar proportion (20%) still see this as a serious concern
- **De-littering and the removal of rubbish** – 20% regarded this as a serious problem in 2007 and which has now risen slightly to 23%

- **Keeping communal doors closed and locked** – this was also regarded as a serious problem by 20% of all tenants in 2007 and has fallen only marginally to 19%

In some of the Programmes, the extent of serious concerns is relatively low or concerns have declined compared to 2007, particularly in:

- Programme 1: Castlemilk Tenants HA
- Programme 2: Queens Cross HA, Queens Cross (Hamiltonhill), Queens Cross (South Maryhill), Balmore Local Housing Association, North Glasgow LHO and Red Road Balornock LHO
- Programme 5: Govanhill HA, New Gorbals HA, Pollokshields, New Shaws Housing Organisation and Orchard Grove HA
- Programme 7: Clydeview Housing Partnership, Mosspark Housing Association, SWATCH, Cardonald Triangle and Halfway LHO

However, there are a number of Programmes where serious concerns still affect a relatively high proportion of tenants or where there have been notable increases in the number of tenants concerned, including:

- Programme 3: Summerston Acre LHO and Milton Community Homes
- Programme 4: Compass LHO, Royston Corridor Homes and Unity Homes Housing Association
- Programme 8: Tenant Managed Homes (Drumchapel) and Great Western Tenant Partnership
- Programme 9: Tower Homes, FACT and Cairnbrook

One indicator of the quality of the local environment is confidence in walking about in a neighbourhood. To help explore if EEP has been able to make a contribution to this, the Baseline and Follow Up Surveys captured the views of tenants in relation to how many occasions in the last week they have walked for at least 15 minutes in the local area and how safe they feel walking in the area after dark.

There has been only a modest increase in the proportion of tenants who stated they have walked in their local area on at least one occasion in the last week (75%, up 2% since 2007). The most significant rise in the proportion walking in their local area has occurred in Programme 2: Queens Cross, Balmore Local Housing Association, North Glasgow LHO and Red Road Balornock LHO (a rise of 18%). Conversely, there has been a 9% fall in Programme 8: Tenant Managed Homes (Drumchapel) and Great Western Tenant Partnership. There has

been no change in relation to feeling safe walking in the neighbourhood after dark, with just over 36% stating that they feel safe, the same proportion as measured in the Baseline Survey

7.4 Making EEP More Effective

The surveys and focus groups asked tenants if there were any suggestions they had to improve the programme. Tenants identified a number of key issues that they felt could be tackled:

Make a Bigger Impact

Where residents have reservations about the future sustainability of the scheme, this was usually because of concerns about the limited impact a small number of Community Janitors is capable of making to the large areas they are responsible for. It was felt that in order for residents to fully appreciate the value of Community Janitors, steps should be taken to maximise the contribution they make to the area. The idea of scheduling the work of the Community Janitors so that they spent a concentrated period in an LHO area appealed to many participants. It was felt this would not only create a bigger impact on the local environment but local residents would be more likely to see them working and start to develop communications with them:

“If they have to spread their time between here and three or four other areas, it would make sense to spend at least one or two weeks solid in an area and really make an impact. The tenants would also get more of a chance to see them around and be able to speak to them about the main problems that they should be tackling. That would make a real difference.” Focus group participant, Tower Homes LHO

“I was told that the Janitors cover Pollok, Mosspark, Govan and Parkview. Now, Mosspark alone is a massive place. I can’t see how a squad of five guys is going to make much difference by spending a day or two in each place. If it’s going to work, they need to have the squad here for a longer time and with the work properly supervised.”

Focus group participant, Pollok Tenants Choice LHO

“Ruchazie is part of Greater Easterhouse, which is a big, big area. If there was only one squad covering this area, it’s not surprising that we never see them. It’s a massive area and there are massive problems to be tackled. It sounds like they are not getting enough time to make a difference in any one area before they have to move on.” Focus group participant, Tower Homes LHO

Clarifying the Additionality of EEP

A concern raised by some focus group participants was the need to clarify the role of Community Janitors, particularly in relation to work that is the responsibility of Glasgow City Council:

“It’s vital the remit of the Community Janitors is made clear to tenants and how it affects other Council services we expect to be delivered. We don’t want senior management in the Council using the Community Janitors as a cost cutting exercise.”

Focus group participant, Compass LHO

It should be noted that EEP is primarily an employability Programme, and on its own cannot tackle the wider range of environmental issues in the areas it operates within.

Several tenants saw the potential to confuse the Community Janitors with workers from other agencies and were concerned that the Janitors may not get the credit due to them. Wearing more distinctive outfits to advertise the programme was seen as one way to raise the profile of the Community Janitors and to make them stand out from the Council’s workforce.

“I’ve seen a squad out cutting grass and hedges but I assumed they were from the Council. Maybe the Community Janitors need to wear something more distinctive so we can be sure who they are. They all look the same in their yellow vests.” Focus group participant, Compass LHO

Prioritising Problem Areas

A number of respondents were keen to find out how the work of the Community Janitors was prioritised and some felt that local residents could play a role in this, particularly if the timing of the visits of the Janitors was known in advance:

“I think some tenants would be prepared to give up a bit of time in a small environmental group. They could meet every few months to identify the main environmental problems in the area and feed this back to the LHO before the Janitors were due back for their next visit.” Focus group participant, Compass LHO

“If the Community Janitors were assigned to an area on the same dates each month, it would help residents take greater notice. Knowing they would be coming on specified days, we could make sure we let the LHO know of any problems before this.” Focus group participant, Great Western Tenant Partnership LHO

Encouraging Greater Tenant Responsibility

Several focus group respondents argued that there should be a stronger emphasis on GHA and the LHO encouraging or forcing individual tenants to take responsibility for their own areas. In their view, the Community Janitors were diverting attention away from the underlying reason the local environment was in a poor state:

“It’s the people who stay in the houses who should be told to clean up the mess they make. The LHO should enforce the tenancy agreement more vigorously and throw people out who don’t abide by the rules. It makes me angry to think we have to pay for the Janitors to clean up after those who just can’t be bothered. The LHO is trying to help the wrong people.” Focus group participant, Pollok Tenants Choice LHO

“I saw them (the Community Janitors) a couple of times and it looked as though there was a wee improvement. But they haven’t been seen again and the area they worked on is just as bad as ever. That’s not the fault of the Janitors – local people have to play their part in keeping the place clean and tidy.” Focus group participant, Milton Community Homes LHO

“The Housing [the LHO] should be out telling tenants to look after their gardens properly. I just think the Housing are too soft on the trouble makers and it brings the whole area down for all of us.” Focus group participant, Pollok Tenants Choice LHO

7.5 Summary of Key Findings:

The views expressed by tenants through the survey programme and the round of focus groups are summarised below:

- There is widespread support among tenants for the programme, including the employability aspects.
- Awareness of the Community Janitors across the wider LHO area is low but increasing, with relatively few tenants having seen them working in their area
- Of those who have seen them working, satisfaction with the quality of work is very high and there is a strong perception among this group that this is improving the physical appearance of the area

- Comparison with findings from GHA's Tenant Satisfaction Survey indicates that significantly more tenants in the areas covered by EEP have serious environmental concerns, indicating that EEP is being targeted on the LHOs areas which have the most acute environmental problems
- Despite some tenants feeling there has been an improvement in their local area, tenants' concerns about the quality of their local environment remain, indicating that the problems that EEP has been designed to tackle are significant and will require a long term commitment from a range of partners, on range of fronts, to make a sustainable difference

Section 8: The Views of the LHOs

8.1 Introduction and Background

The views of LHO staff on the effectiveness and impact of the project form an important part of the overall evaluation, particularly in terms of the future sustainability of the programme.

Paired face-to-face interviews were carried out with all of the 35 participating LHO interviewed as each phase of the programme was rolled out as part of the evaluation. The Medical Research Council (MRC) Social and Public Health Sciences Unit conducted the interviews with the LHOs in all three Phases of EEP. Reports on these have been submitted to GHA¹¹.

The majority of the interviews were conducted with two members of staff with varying degrees of involvement in the programme. Participants were a mix of Community Housing Managers, Estate Coordinators and Managers, Housing Officers, Neighbourhood Assistants, Clerical Officers and Customer Services Officers. An interview topic guide was originally put together by the MRC SPHSU and GHA for the Phase 1 round of interviews. The purpose of the interviews was to gather feedback on all stages of the programme, from the aims and planning of the project to LHOs' thoughts on the future of the programme. Six broad topics were covered:

- programme aims, organisation and management
- operation of the programme in practice
- impact on the local area
- impact on tenants
- impact on trainees
- the future of the programme

During the process of the interviews, key themes emerged that were then focused on in proceeding interviews. By the time the Phase 3 interviews took place, many issues raised in Phases 1 and 2 were beginning to be, or had already been, addressed by partners. The interviews therefore provided useful feedback to the partners as the programme progressed, as well as contributing to the overall evaluation.

¹¹ LHO Phase 1 Interviews Report, December 2006; LHO Phase 2 Interviews Report, November; LHO Phase 3 Interviews Report, February 2008

Overall, all of the LHOs interviewed stated that the programme had been successful in addressing the environmental problems identified by tenants. There was general consensus that the Community Janitors were a valuable asset to the LHOs and that this was a programme that they would like to see developed and continued. The summary which follows highlights key findings from all phases of the interviews.

8.2 Why do it?

The majority of the LHOs involved in the interviews cited gaps in services as the main reason for wanting to get involved in the programme and expressed a general consensus that there was a need to improve and maintain the environment. Fewer Phase 1 and 2 interviewees than in Phase 3 mentioned “employability” as a reason for wanting to be involved in the programme. This may be explained by the fact that the Phase 3 LHOs had greater involvement in the trainee and supervisor recruitment process. For example, the Phase 3 LHOs, when asked what their understanding of the main aims of the programme were all agreed that it would be addressing both employability and environmental issues.

LHOs across the three phases hoped that the programme would achieve the task of improving the state and condition of the environment. It was felt that this main aim had been achieved through the removal of bulk rubbish, de-littering and the tidying up of gardens through grass and hedge trimming. Providing tenants with a quick responsive service that could supplement and carry out work not covered by other Services was another aim that the LHOs felt had been successfully achieved. In addition, a few of the Phase 2 and 3 LHOs anticipated that the service would provide tenants with the encouragement to begin addressing environmental issues for themselves, which some felt had been achieved to varying degrees:

“It also helped out the tenants – it gave them a wee bit of motivation as well, to start from a blank canvas. Maybe they were moving into a new house, and they were maybe concentrating more on the internal.”

From the LHO perspective, a by-product of the programme, particularly for the Phase 3 LHOs, has been the high number of trainees securing employment at the end of their contracts.

Table 8: Why do it?

<p>Phase 1</p>	<p>“We use them for substantial amounts of environmental works, response repairs to vandalism, debris, mess, landscaping and gardening. The area we deal with has got a lot better, a lot cleaner.”</p> <p>“A better environment and jobs that would fill a number of grey areas that were left out by service departments. It gave us a facility to get these jobs done and it has definitely achieved this.”</p>
<p>Phase 2</p>	<p>“We wanted it to help make the environment look better and to assist tenants in a way that Services maybe couldn’t: I would say that it has achieved that, very much so.”</p> <p>“To get the area tidied up and hope that tenants lax in that department would take a lesson from it. It has definitely tidied the area up but I wouldn’t say the tenants have learned a lesson.”</p>
<p>Phase 3</p>	<p>““We’re doing a lot of environmental work so it was trying to keep that at a good standard, which is one of the things we’ve been using them for. Apart from general things where you have problems sometimes that the council can’t pick up on, we can target that with our community janitors.”</p> <p>“It’s been a brilliant service. The guys are excellent at what they do, and we’ve got nothing but positive praise for it. And the tenants, as well, love it because the CJs can go in and do all the grey areas that the other services, the other third party contractors won’t do.”</p>

8.3 Organisation and management

Community Housing Managers and Estate Coordinators were involved at the start of the programme, attending meetings with other LHOs to decide how the programme would be run in their area. The daily operation of the programme was generally undertaken by Housing Officers and Neighbourhood Assistants.

Half of the LHOs involved in Phase 1 stated that they had adapted the task forms to suit their properties and areas. The forms were devised by the Castlemilk pilot and amended for EEP. On these, LHOs identify and prioritise tasks and confirm if suitable for the programme. EEP supervisors indicate if a task is completed, highlight any issues and return them to LHOs indicating a successful job. The Phase 2 and 3 LHOs made minor alterations to the task forms; tailoring the paperwork to deal with their own type of housing stock and way of reporting jobs.

The Phase 3 LHOs who were affected by the merging of two Local Development Companies (LDC) into a Local Regeneration Agency (LRA) mentioned that work schedules had to be

reorganised but any problems arising from this were resolved through negotiations between the LRA and LHOs involved.

Table 9: Organisation and management

<p>Phase 1</p>	<p>“We adapted the task form to suit our own area and the way we wanted the tasks to be reported back.”</p> <p>“We altered it to the needs of this area but had to keep in mind it is also a training programme for the guys. We would like them to get involved in hard landscaping but there are issues with health and safety and council contract work.”</p>
<p>Phase 2</p>	<p>“We didn’t make any changes as it was reported as working well for the LHOs in Phase 1.”</p> <p>“We just thought that it was just too many pieces of paper. We have so many different patches and feedback was supposed to be to the Housing Manager for that particular area, so we made up one sheet so that no matter what patch you are on, tasks can be put on and it just runs through.”</p>
<p>Phase 3</p>	<p>“I (<i>Estate Coordinator</i>) was involved in it from the early part of this year, so we’ve attended meetings with GHA. We visited the Castlemilk project and we got their lists of equipment and saw the way that their spreadsheets were used. rather than inventing something new, it gave us more time to get ourselves organised.”</p> <p>“We stuck with what they were using in Castlemilk. We didn’t feel that there was a need to change something that appeared to be working well.”</p>

8.4 How has the programme worked in practice?

All the LHOs involved across all three phases of the programme declared the general running of the programme to be a success. The Phase 3 LHOs were additionally asked if all staff were fully aware of the programme. All LHO staff were fully aware of the programme but had varying degrees of involvement in the running of it.

All of the LHOs reported a good working relationship with the other LHOs, the LDC/LRA, the supervisors and GHA. Regular meetings were held at the beginning of the programme but occurred less frequently as working patterns were established. It was felt that the relationship between each of the organisations involved in the programme was such that if any issues arose contact could be made to resolve problems or queries outside the set meetings.

“the LHOs get along better now because we are meeting more often. The supervisors have been great and we’ve really got on well with them.”

As the Phase 3 LHOs worked more closely with the LRA, they were asked specifically about this working relationship and the type of information shared between them. No problems were reported here and information on the use of teams, the type of work being carried out, and health and safety issues was freely shared between the LHOs and the LRA.

Estate Coordinators and managers were responsible for the overall management of the programme while allocating and monitoring tasks was generally the responsibility of Housing Officers and Neighbourhood Assistants. Housing Officers and Neighbourhood Assistants are on site and liaising with tenants as part of their job and are therefore in a better position to identify work to be carried out. It was however highlighted by many interviewees that anyone could come forth with a job and the Estate Coordinator would assess the need for it to be carried out.

The majority of the LHOs reported an increase in staff morale which was attributed to the 'can-do' reactive service they were able to provide tenants through the Community Janitors. Some LHOs stated that there was an increase in paper work necessitated by being involved in running the programme but that the benefits of having the service outweighed this.

No serious problems were encountered by any of the LHOs interviewed. Issues that did arise across the board were all related to the environmental nature of the work. Quite a few of the larger LHOs did experience a backlog of work over the summer months when the majority of environmental work such as grass cutting is being carried out. By the time the interviews were carried out however, each LHO had successfully managed to address all backlogs through negotiating times for the teams to work on priority cases. The Phase 3 LHOs also highlighted the cost of dumping charges that they were now facing because of the increase in the amount of green waste being produced. Again in relation to the environmental nature of the work, the LHOs highlighted the need to address and perhaps review the type of jobs the janitors undertake throughout the year particularly during the winter months when environmental work is not a high priority or weather conditions are not conducive to work being undertaken.

Across the board there was general concern about the quality of the work carried out by Council services and the risk of the Community Janitor teams impinging on areas covered by GCC services. By the Phase 3 round of interviews however, the LHOs were thinking more strategically about having the Community Janitor teams working in conjunction with GCC Services. They also highlighted that any potential issues arising over possible conflicting work patterns or schedules were avoided through contact and negotiation between LHO and GCC staff.

In terms of any cost savings arising from the Programme, the Phase 1 LHOs envisaged a saving on those areas that were not covered by contracts with GCC departments. This was echoed by the Phase 2 LHOs who also stated that there may be more cost savings to the LHO if the Community Janitors were allowed to carry out a wider range of tasks. The majority of the Phase 3 LHOs did not see the programme generating any significant cost saving, which they attributed to the waste dumping charges that many of them were facing.

Overall, all of the LHOs were happy with the running of the programme and did not see the requirement for any major alterations. Some suggestions on improving and expanding the programme that emerged from the interviews, included:

- Widening the range and type of tasks the Janitors can undertake
- Reducing the dumping charges
- Lengthening trainees' contracts
- Increasing the number of teams working
- More information to be provided to LHOs by LRAs on the progress of trainees and employment outcomes

Table 10: How the programme has worked in practice

Phase 1	"It has gone very well. Initial problems existed with Service departments who were unsure of the janitor's role but we had a meeting to clarify the situation."
Phase 2	"It works out well because in the weeks the teams aren't here, I can maybe borrow them for an hour or two and visa versa. We don't ask the supervisors to report daily but they're actually quite good at that and we're obviously in contact by telephone."
Phase 3	"I think it's been very smooth. There has not really been any issues. We've had no criticism. We've built up a good working relationship, which I think, makes a difference as well, because we can ask for a job to be done – they can go out, and come back to us and can say 'We've done that, but see if you maybe do this, that would finish it off.'"

8.5 What was the impact on the local area?

All of the LHOs interviewed cited a marked improvement in the condition of the environment. The positive impact the programme has had on the environment was deemed a major success of the programme. The teams were praised for the quality of the work that they have carried

out and some of the LHOs mentioned that this has had the knock-on benefit of improving relations between the tenants and the LHOs as tenants have actually been able to see the improvement themselves.

“It looks better. It’s cleaner. I would say there’s maybe a wee bit more faith from the tenants.”

Some of the Phase 2 and 3 LHOs however did mention that certain areas that fell under the remit of other services were not being maintained to the same standard, which overshadowed the work carried out by the Community Janitors.

Table 11: What has been the impact on the local area?

<p>Phase 1</p>	<p>“It has given the whole area a lift; leaves and litter have been removed. I hope it will have an impact on tenants and they will be a bit more mindful of the area.”</p> <p>“The results have been fantastic. Neighbourhoods are looking a lot better and the programme has given the general area a lift.”</p>
<p>Phase 2</p>	<p>“We have always been keen with regards to the environment. We used to have particular hotspots before the CJs came in and tackled them so if the service were to be stopped they would re-emerge again.”</p>
<p>Phase 3</p>	<p>“Yes, definitely there has been an improvement. There isn’t as much litter, the place looks tidier, there are no weeds and bushes have been cut back.”</p> <p>“We have seen a big, big difference; the place looks a lot tidier. We find that the CJ teams sweep up stuff that services are meant to but don’t.”</p>

8.7 What has been the impact on tenants?

All of the LHOs had received very positive feedback from tenants which was generally passed on through Housing Officers and Neighbourhood Assistants who are on site and dealing with tenants directly as part of their job.

“Other gardens that maybe had been left, the person had left it and I said “Right, if I get it done, you must maintain the garden.” I went back to them after it was done, and they were delighted, and they’d said to the guys at the time. I think a lot of the tenants will go out to the guys when they’re there.”

The Phase 3 LHOs stated that feedback had also been received through Tenant Resident Group Meetings and via the trainees themselves. At the time of the interviews none of the

LHOs had carried out any official customer satisfaction surveys specifically on the Community Janitors programme but many of the Phase 3 LHOs were in the process of incorporating the programme into already existing LHO Customer Feedback surveys.

The majority of the LHOs' used their newsletters to advertise the Community Janitor service and highlight the type of work carried out and the teams' achievements. Additionally, due to the increased involvement between the LHOs and the LRA during Phase 3, the Phase 3 LHOs were all involved in advertising and promoting trainee vacancies and the service. This was done through posters provided by the LRA, which were displayed in the LHO offices and community centres.

Very few of the LHOs were able to think of any negative effects the programme might have on tenants stating that the programme could only be of benefit to tenants. The majority of the LHOs felt that there had been some improvement in the relationship between tenants and staff, particularly the Housing Officers and Neighbourhood Assistants, because of the reactive service now provided by the Community Janitors. Some of the Phase 3 LHOs were less positive with regards to the improved relations between staff and tenants because they believed that more could be done to publicise the service to tenants in an effort to differentiate it from Council services.

Many of the LHOs interviewed felt that an additional benefit of the Community Janitor service has been the increase in staff morale. While staff workloads may have increased slightly with more paper work to manage, Housing Officers and Neighbourhood Assistants in particular were experiencing improved relations with tenants due to the fact that they have been able to address tenants' problems instantly:

“They are pleased with the scheme; it is a tool to get things done. It makes them feel better because for once they are getting a bit of praise from tenants.”

Table 12: What has been the impact on tenants?

Phase 1	“They have been delighted with the programme and the janitors. The programme has made a massive difference to them.”
Phase 2	<p>At one of our Estate meetings, a supervisor got a standing ovation from the tenants; the tenants requested someone from Community Janitors to be at that particular meeting. The tenants had watched the change in their area, seeing the boys out doing their work.”</p> <p>“It’s all very, very positive. They know they’re getting it done quicker and it’s all very, very positive.”</p>
Phase 3	<p>“It’s really been verbally, so far. Couple of letters have been sent, but it’s mostly verbal. And then they’ll phone up the office and I’ll speak to them and they say ‘That’s a wonderful job that the guys have done.’ I deal with the committee...you show them an after picture, they can’t believe the difference that they’re looking at for a particular garden.”</p> <p>“Well we get it (feedback) from the residents’ associations. We have a fortnightly committee meetings which the committee that oversee the LHO they also have their own residents’ association so we feedback as well and they’re pretty positive about it. One of the things we’re going to do is we’ll probably do a wee survey at some point.”</p>

8.6 The Trainees

None of the Phase 1 and 2 LHOs staff interviewed said they were directly involved in the recruitment of trainees or supervisors. The Phase 3 LHOs however had all used material provided by the LRA to advertise the trainee positions in the LHO offices and local community buildings. Some LHOs were able to feature the programme opportunities in their newsletters and two of the LHOs assisted the LRA in recruiting supervisors. Very few of the LHOs had any significant contact with the trainees however and therefore could only surmise that the programme would undoubtedly be of great benefit to the trainees. It was felt that the trainees were all gaining valuable training and skills that would enable them to secure employment:

“Quite a few have got jobs but we don’t get much information on that. They also benefit from receiving careers training.”

Some Phase 3 LHOs thought that the programme would benefit trainees by increasing the confidence and self esteem of those who had been long term unemployed. The fact that the majority of the trainees have been able to secure employment on completing their contracts was testimony to this and considered a major success of the programme. The interviewees had difficulty in thinking of any negative effects the programme could have on trainees. Some possible negative effects mentioned included the sometimes routine nature of the work, low

wages and the possibility of not securing employment at the end of the programme. It was widely accepted that each trainee would get out of the programme what they put into it, which would vary from individual to individual. As contact between the LHOs and the teams was generally through the supervisor, none of the LHOs were aware of trainees who were tenants of theirs and stated that they were not provided with this type of information.

Table 13: The Trainees

Phase 1	The impact is represented by the fact that we only have three left from the original programme – the others have found long term employment. One trainee has received a bank card for the first time, so he now feels part of society”. “They see that they are playing a part in helping regenerate their local area, helping tenants and helping themselves. They are happy and enjoying the programme.”
Phase 2	They seem to be happy to get back into the work situation; it may only be for six months but it sets them up well.” “I think ideally we were hoping that the trainees would come from the local area; they would feel positive about staying in that area and would want to do their best.”
Phase 3	“A positive impact, because they’re back to work. Some of the guys have been unemployed for months and years, and they’re all getting jobs out of it but they’re doing a bit of work, a bit of self respect they’re getting back. A bit of confidence building, as well.”

8.7 The future of the Programme

All of the LHOs would like to see the programme expanded and developed. The majority of the LHOs believed that the Janitors could be carrying out more construction-related tasks, such as landscaping, painting, fence/wall construction and slab laying. It was acknowledged by many though that there were various health and safety issues and disclosure checks to take into consideration, which may prevent the teams from carrying out such work.

All of the LHOs were keen to see the programme continued, believing that the Janitors were a major asset to their organisation and of great benefit to tenants. Several of the LHOs from each of the three phases expressed the wish to have their own dedicated teams working on a full time basis but were aware of how this would defeat the employability aspect of the programme. The Phase 3 LHOs, who had the benefit of seeing the programme running for some time in other areas before embarking on it themselves, provided various suggestions as to how the teams could work in conjunction with other services and businesses in order to expand the training and skills the trainees receive and develop the service. Other ideas such as extending the trainees’ contracts and placing them on short courses, building on the skills

that many of them have already, such as bricklaying, would enhance the trainees' employability and open up the opportunity to work in conjunction with other Services:

“We’re looking to try and develop the work that they’re able to do in conjunction with partners, GCC, because they’ve got a lot of green space and we’ve got a bit of a budget to try and develop that and make the environment a bit more appealing.”

The majority of the LHOs envisaged continued funding coming from one or more of the current partners (GHA, GCC, Communities Scotland and Scottish Enterprise). If this was not to prove feasible, then many LHOs stated that they would have to look at their own budgets and possibly reconsider some of the contracts that are already in place. Ideas such as raising the cost of rent or applying a service charge were mooted by LHOs, although at the same time, many staff also felt that costs for tenants were already high enough. Funding the programme was of great concern for all of the LHOs and particularly smaller organisations who said they would not be able to support such an initiative through their own budget.

Table 14: The future of the Programme

Phase 1	<p>“I would like to increase the task list and skills base but there is only so much you can teach in a six month training programme; increase the programme to two years.”</p> <p>“I think we should identify a project, something we could work at with more of a design element to the remit.”</p>
Phase 2	<p>“The guys could get trained in doing things like slab laying and maybe power-washing; if we had our own set of community janitors in this area we could get a lot more done and I think we could develop the guys a bit more in terms of what kind of work they do and the training they get.”</p> <p>“We could try and identify tasks for them to do during the winter months. Tasks that would help ease up the Concierge service who don’t have the time to do everything. The only problem is we would have to be careful they weren’t taking jobs away from other services.”</p>
Phase 3	<p>“We would like to get some companies involved in order to broaden the experience the guys get. Extend the 6 months of the programme and have an agreement with City Buildings to take them on for training and provide new opportunities. There is the question of funding though!”</p>

8.8 Summary and Conclusions

The overall response to the Community Janitors programme has been extremely positive. The LHOs all believed that the Community Janitor teams were providing a valuable service that has successfully been addressing the environmental concerns of both LHO staff and tenants. The high number of trainees who have gone on to secure long term employment was deemed another success of the programme. Very few alterations were made to the running and

management of the programme with each LHO able to tailor aspects of the project to suit their own requirements. It was felt that the programme had been well organised from the start and by Phase 3 had reached a stage where it was a case of perfecting the initiative in order that it could continue to maintain the standards that had been reached.

Several of the key findings that emerged from the evaluations were common across all three phases:

Key findings:

- Housing Officers and Neighbourhood Assistants have experienced a positive change in their relationship with tenants as a result of the reactive service the LHOs are able to provide with the Community Janitors
- LHO staff have received positive feedback from tenants on the high quality of the work carried out by the Community Janitors and the significant impact this has had on the condition of the environment
- Seeing an improvement in certain areas has encouraged and motivated tenants to start maintaining their own environment, and some LHOs felt there may be opportunity to build further on this
- The good working relationship that has been established between the LHOs, supervisors and trainees, has led to the teams (in collaboration with the LHOs) identifying additional environmental issues that need to be addressed
- Some LHOs considered that the improved condition of the environment has made many areas more inviting for prospective tenants and has consequently shortened the turn around time in letting properties
- Many LHOs suggested that both trainees and tenants would benefit from increasing the type of training provided and work undertaken by the teams through collaborative projects with other services
- The increased involvement of the LRAs during Phase 3 of the programme has enabled the LHOs to publicise the service and advertise job opportunities to their tenants and address employability issues

The LHO interviews, conducted after each phase commenced, highlighted certain learning points that could be addressed to ensure the continued success of the programme. By the Phase 3 round of interviews certain changes had taken place, namely the increased involvement between the LRA and the LHOs, which has successfully addressed some communication issues that had emerged from the Phase 1 and 2 rounds of evaluation. These learning points included:

- LRAs to work with the Community Janitors and LHOs to promote the work of the Community Janitors as part of a wider campaign to promote the janitors and encourage tenants to take a role in supporting the work of the Janitors
- Increased regular contact between the LHOs and Community Janitor Supervisors
- Continued regular contact between GHA, the LRAs and the LHOs to address any issues or suggestions related to the running of the programme
- Regular liaison meetings between key LHO staff and the Community Janitor teams in order to report on the progress and development of the trainees themselves and the work being carried out
- Record backlogs of work - location, type of work, and amount
- Highlight and continue to encourage the use of sources of information available to trainees on finances and employment
- Continued negotiations and working in conjunction with other services i.e. GCC would allow the squads to undertake a wider range of tasks and gain additional skills
- In addition, various suggestions on how the programme could be developed in ways that would benefit both tenants and trainees were put forth by the LHOs and have been highlighted below.

Action points:

- More information to be shared between GHA and the LHOs (e.g. GHA's role, business planning, negotiation on dumping charges etc.)
- It would be useful if the LRAs could provide more information and feedback on trainees and their development in order to update the LHOs who can then potentially feed this back to their tenants through newsletter features on 'success stories' of the project
- Thinking long term, investigate ways in which the project can be developed into a sustainability programme in order to maintain the now greatly improved environment
- The LRAs and LHOs identified that skills some trainees already had, or had gained, could be put to use and further developed, which may allow for expansion of the type of jobs being carried out
- Develop and encourage the implementation of gathering tenant feedback, before and after photos, and evaluation surveys through LHOs on an ongoing basis. This could assist review of the programme and also provide communication tools to highlight the work and achievements of the programme

Section 9. Conclusions and Recommendations

This final section summarises the main measures of the success of EEP, highlights key issues emerging from the evaluation which may make EEP more effective as well as providing our recommendations for the future development of EEP.

9.1 Measures of Success

Overall, the evaluation has found that EEP has been extremely successful in delivering its ambitious employment outcomes, an aspect of the programme that is also strongly supported by tenants and the LHOs. The LHOs are also very satisfied with the environmental outcomes of the programme, a view that is clearly reinforced by the vast majority of tenants who have seen the Janitors working in their area.

Key measures of the success of the programme include:

Recruitment, training and employment

- The target number of training places has been exceeded by 37%, with 346 places provided.
- The target number of trainees entering employment has been exceeded by 32%, with 205 moving into jobs.
- Not only has EEP exceeded its targets, it has delivered 59% of its trainees into employment, an achievement significantly higher than that achieved across 65 ILM programmes in the UK which saw an average of 49% finding employment.
- Most trainees secured full time employment in jobs directly related to their training and earning above the minimum wage.

Through EEP 205 trainees being moved into employment, this works out at an average of £14,146 per job. A review of ILM programmes conducted by the Joseph Rowntree Foundation estimated that the average cost for a place found was £14,000 per year, indicating that the cost per job achieved by EEP is in line with most ILM programmes.

This exceptional level of achievement can be linked to two key features of EEP which the Joseph Rowntree Foundation study has shown to be central to successful ILM programmes:

- The LRAs have actively worked to progress trainees into employment as each individual has become ready, rather than on completion of the maximum 26 weeks of the trainee place. The Joseph Rowntree Foundation study found that a key measure of successful ILM programmes was a clear focus on progression into jobs
- Support in finding employment is an integral part of the help EEP trainees receive. The assistance they receive on a weekly basis to search for job opportunities, complete CVs and prepare for job interviews was cited by trainees as vital in helping them get back into the job market. The Joseph Rowntree Foundation study found that making job search an integral part of the programme, and not something that is left to the end, was also a mark of a successful programme.

Effective Partnership Working

EEP's high level of performance reflects extensive and effective partnership working between a wide range of agencies across the city. The programme operates in 35 LHO neighbourhoods representing 78% of GHA's 70,000 units of housing stock and it is operating on a wide scale across the city. The programme is delivered by the five LRAs (and prior to their reorganisation, it involved all eight of the Local Development Companies working together through Regeneration Glasgow). As well as the strategic partnership of seven funders, partnership working has involved GCC departments in order to ensure the programmes activities are complementary to the services GCC provides under contract to GHA and those that are council tax funded.

As the programme unfolded, the LHOs and LRA Supervisors worked closely together to develop a better understanding of the roles and responsibilities of the Community Janitors. Both the LHOs and the Supervisors reported good working arrangements and any issues arising from the re-organisation of the LRA were resolved successfully through negotiations between the newly formed LRAs and the LHOs involved

High Level of Stakeholder Satisfaction

Those delivering the programme were very positive about EEP. They believed the trainees benefited by developing a work ethos, and the opportunity to gain a Construction Skills Certification Scheme pass was seen as providing a vital qualification to help trainees secure construction related jobs. A strong sense of ownership of the project has also been established between the LRAs and the LHOs.

Trainees were extremely positive about their involvement in the scheme and they felt that their experience would increase their employability. While they appreciated the support and training

they had received, the trainees felt they would benefit most from the practical work experience. Trainees also said they enjoyed being able to work on a project that was “putting something back into the community”.

More than three quarters (77%) of tenants who had seen the Community Janitors working rated the service as either “very good” or “fairly good” and more than two thirds (68%) agreed that they had improved the appearance of the local area.

The response from LHOs has been overwhelmingly positive. The environmental improvement aspect of the programme was clearly required in the LHO areas where bulk items, litter, graffiti and garden maintenance were major issues for the LHOs and their tenants. The impact on the local area was described as ‘significant’ and ‘massive’.

9.2 Key Emerging Issues

This section highlights a number of key employability and environmental issues emerging from the evaluation for consideration by partners:

Trainee and Supervisor Ratios

Although a formula was applied to establish the number of trainees and supervisors for each programme in order to maintain an appropriate level of trainee support the retention by the Castlemilk Tenants HA LHO area of its original squad means it has a significantly more generous ratio of housing stock per trainee (325, compared to 692 on average for the other nine programmes).

While this more generous resourcing may have contributed to a greater awareness of the Janitors in the Castlemilk area (rising from 56% to 68%), some programmes have scored more highly in terms of tenant satisfaction with the work of the Janitors. For example, 94% of tenants in Programme 3: Summerston Acre and Milton Community Homes who have seen the Janitors working are satisfied with their work. This area has a stock trainee ratio of 446 compared to 325 in Castlemilk where 82% of tenants said they were satisfied. This suggests that there may be an opportunity to direct the resources of the Castlemilk squad across a wider geographical area without impinging on the quality of the environmental work and high level of satisfaction with the overall environment that can be delivered.

Employment Destinations

Delivering job outcomes has been a major success of the programme, with employment destinations focused on employment in the environmental industry, including opportunities

flowing from planned investment in environmental improvements and existing environmental maintenance contracts. Trainees have been assisted into a number of employment sectors including environmental contractors and the construction industry. In terms of the types of jobs secured, these have included groundwork/landscaping, road sweeping and labouring.

Supervisors stated that one potential improvement to the programme would be the development of better links with a range of potential employers who could provide job opportunities. This is fully reflected in the EEP Business Plan for 2008/09 which envisages that specific employment opportunities will be developed through three main routes:

- Environmental maintenance work with GCC Land and Environmental Services;
- Employment within a range of private sector companies including organisations awarded GHA environmental contracts (GHA has designed employment and training performance indicators within the contract documentation and work in partnership with Scottish Enterprise Glasgow to support the contractors' training needs);
- Employment in a range of jobs within the construction industry as part of the current and future capital investment planned for Glasgow. The programme will consider the additional training needs of individuals that wish to enter employment within the construction sector and to provide the relevant support that is required.

Additional Tasks, Equipment and Training

The Programme's LRA co-ordinators, supervisors, and trainees themselves, said they would like to see the Community Janitors taking on additional tasks. Some of these could be undertaken using existing resources. However, some would require additional investment, particularly on equipment (e.g. jet spraying equipment) and training (e.g. slabbing). The new areas of work suggested by interviewees included indoor work such as house clearances and painting and decorating and hard landscaping (there are already examples of this happening with LHOs utilising other budgets to provide equipment and materials in the North of the city). Some supervisors and trainees also commented that there were occasions when the squads were less productive than they could have been because of a lack of equipment.

The LRAs manage the equipment budget. In practice each LRA has separately purchased the equipment required for their squads, and options for bulk procurement that could have bought more for the resources available were not pursued. It is vital that moving forward that the LRAs manage these budgets to ensure they maximise the supply of equipment to keep the squads working effectively.

Accredited Training

An issue raised by several of the co-ordinators and supervisors is that the training provided by GCC is not accredited. Some trainees also stated that they wanted more detailed training as part of their induction. If the training provided was accredited, it would further strengthen the employability outcomes of the project by delivering trainees with training relevant to private sector employers.

A Sustainable Delivery Model

Over the two year period, £2.9m has been spent on EEP, with 44.5% of this expenditure coming from GHA. This funding ends in May 2008 although most of the funding needed for a further year (2008/09) is now in place. All of EEP's resources come from grant funding but it is recognised that the project can lend itself to generating income from commissioned services. A new business plan has been prepared to cover 2008/09 which recognises that there is scope for the programme to be developed over this period and to test other potential areas of activity.

Reducing dumping charges was mooted by some LHOs as a potential way to improve the service, although these charges are determined by landfill costs. There may be opportunities for partners to continue dialogue on this issue. Suggestions on lengthening trainees' contracts also need to be balanced with the primary concern of moving trainees into employment and off the programme, and increasing the number of teams working requires additional resources, and runs the risk of the project replacing other services. An alternative may be to pursue more joined up working and co-ordination locally with GCC and other agencies to further improve the local impact on the environment and to ensure that a balanced and sustained programme model can be tested.

It is therefore envisaged that 2008/09 will be a transitional year in which the programme will continue to deliver its existing services but also pilot new activities in order to examine the long term sustainability and development of the programme. Central to this will be balancing the employability objectives of the programme with a greater focus on securing income from commissioned services, as well as ensuring the programme does not duplicate mainstream services

Continuing Environmental Concerns

Although the Follow Up Survey has shown that the work of the Community Janitors is improving the local area and more tenants now feel the appearance of their area is improving,

there are still serious concerns about the extent of environmental problems. A significant proportion of tenants have stated the need for graffiti removal, de-littering and the removal of rubbish, keeping communal doors closed and locked and de-weeding paths, indicating the need to continue delivering a service which addresses these issues. A number of tenants felt that part of the solution lay with the LHOs encouraging tenants to take more responsibility for their local neighbourhood.

In shaping the future of EEP, cognisance should be taken of its fit with mainstream environmental maintenance services and the development of improved neighbourhood management practices in the city. There is obviously a demand for improved environmental quality by tenants and residents of Glasgow. Whilst Community Janitors represents only a small part of the effort made in this area in the city by a range of partners, it has demonstrated that local control, responsiveness, flexibility, and teams that tackle the whole issue rather than performing different functions on the same patch of ground produces successful outcomes. Therefore partners should look at the lessons of this programme in terms of service delivery to drive forward better environmental outcomes for the city.

Improving Tenants' Awareness of the Community Janitors and Employability Opportunities

The EEP tenant survey programme has shown that awareness of the Community Janitors is relatively low. However, raising tenants' awareness of the Community Janitors would be valuable for three key reasons:

- Where tenants have seen the work of the Community Janitors, there are very positive about the quality of the work done and the effect it has on improving the appearance of the local area. Therefore, if tenants' awareness of the work of the Janitors was improved, this could lead to more tenants being satisfied with the programme and understanding its contribution to improving environmental quality
- EEP has also been very effective in supporting GHA tenants (76% of EEP trainees and 68% of those gaining employment are GHA tenants). Therefore, raising awareness of the programme among GHA tenants would encourage more GHA tenants who are currently unemployed to contact their LRA, either to apply to become a Community Janitor or to seek advice on getting back into employment
- A number of tenants in the programme of focus groups were keen to find out how the work of the Community Janitors was prioritised and they felt that local residents could

play a role in this. Raising awareness of the work of the Janitors would therefore provide an opportunity to encourage greater tenant input into the identification of tasks

Raising awareness of the Community Janitors should therefore focus on four key issues:

- The LHOs have previously promoted the Community Janitors scheme through their local newsletters and this should be continued to help raise awareness. Tenants in the focus groups also felt that the LHOs should also advertise the scheme more widely, for example through posters in the LHO office and other venues such as local community centres and shops
- There are excellent working relationships between the LHOs and the LRAs that can be built on to communicate the employability outcomes to tenants as well as the opportunities to apply to the scheme to become a Community Janitor or generally to seek advice on getting back into employment
- The tenant focus group programme found that several respondents said they may have underestimated the extent to which the Community Janitors were working in their area as they felt that the Janitors do not stand out from Council workers. Consequently, any efforts to “brand” the Janitors more distinctly would be worth considering, for example by adding the Community Janitors logo to their high visibility jackets and to their vans
- Tenants in the focus group programme also said they were confused over the role of the Community Janitors, particularly in relation to work that is the responsibility of Glasgow City Council and other contractors. Efforts to raise tenants’ awareness of the Community Janitors should therefore clarify this role, demonstrating the net additionality that the Janitors provide and that they are complementing and not replacing mainstream services. This would also provide an opportunity to recognise the roles and responsibilities of a re-shaped Landlord Services contract

9.3 Recommendations

Based on an evaluation of these key emerging issues, we have proposed the following recommendations:

Recommendation 1: EEP has demonstrated that it can deliver impressive employment outcomes and generate a high level of satisfaction with its environmental outcomes. In developing a new delivery model for EEP, it is vital that the partners recognise that this should reflect a clear focus primarily on progression into employment, allied to providing services that are flexible and responsive to stakeholders' needs.

Recommendation 2: In shaping the future of EEP, the partners should take cognisance of its fit with mainstream environmental maintenance services and the development of improved neighbourhood management practices in the city. Whilst Community Janitors represents only a small part of the effort made in this area in the city by a range of partners, it has demonstrated that local control, responsiveness, flexibility, and teams that tackle environmental issues holistically rather than performing different functions on the same patch of ground produces successful outcomes. Therefore, partners should look at the lessons of this programme in terms of service delivery to drive forward better environmental outcomes for the city.

Recommendation 3: The evaluation has shown that successful environmental outcomes have been achieved in Programmes that have some of the highest ratios of stock per trainee. The retention of the original number of trainees in the Castlemilk Tenants HA LHO area creates a stock/trainee ratio that is significantly more generous than in the other Programmes. This ratio was originally planned to enable the original pilot area to continue to develop the model in terms of types of tasks, trialling the monitoring database and testing other developments. However, the developments made in the original pilot area are not strong enough to justify this concentration of trainees continuing into 2008/09. The partners should therefore determine the most effective way to utilise the Castlemilk squad across a wider geographical area to create a stock/trainee ratio similar to the other Programmes.

Recommendation 4: The tasks undertaken by the Community Janitors should be reviewed and appraised by the partners. Options for widening the range and type of tasks the Janitors can undertake may require additional training and equipment, but may also result from innovative joint working locally to provide opportunities for new tasks.

Recommendation 5: Opportunities for maximising accredited training through continued negotiations and working in conjunction with GCC and others should also be re-examined in light of recommendation 4 above, in order to further build on the employability outcomes of the programme.

Recommendation 6: The partners should review how the LRAs manage their equipment budgets to ensure there is an adequate supply of equipment to keep the squads working effectively.

Recommendation 7: It is estimated that each job delivered by the programme has cost £14,146, a level that is in line with the average cost per job of 65 ILM programmes reviewed in an ILM Review conducted by the Joseph Rowntree Foundation. However, this could be adjusted by deducting the value of the services provided by the Janitors. The EEP task database provides an indication of what it might cost to buy in each service, which provides a useful monitoring tool but is not yet robust enough to illustrate conclusive cost savings. It is recommended that the partners explore the feasibility of generating robust data on the cost of the tasks delivered to allow a more accurate measure of the net cost of EEP to be established.

Recommendation 8: The partners should examine ways to raise tenants' awareness of the work of the Community Janitors. This might include a continuation of the promotion of the programme by LHOs. LHOs and LRAs should also continue to work together to make sure the employability outcomes and opportunities of the programme are promoted to tenants, for example through LHO newsletter features on 'success stories'. In addition, the partners should consider ways to brand the Community Janitors more effectively so that information provided to tenants clarifies the Janitors' role, particularly in comparison to Council services. There may also be opportunities to further promote and complement the work of the janitors by further supporting cleanup campaigns with partners such as Clean Glasgow.

Recommendation 9: Regular information should be provided to LHOs by LRAs and supervisors on the progress of trainees, and employment outcomes. In addition, continued regular contact between GHA, the LRAs and the LHOs to address any work issues or suggestions related to the running of the programme would be helpful e.g. sharing information, updates on dumping charges etc.

Recommendation 10: The LRAS should continue to provide or refer trainees to information on managing finances when entering employment.

Recommendation 11: LHOs and Supervisors should consider gathering tenant feedback, before and after photos, and evaluation surveys on an ongoing basis. This could assist review of the programme and also provide communication tools to highlight the work and achievements of the programme. The LRAs should implement a trainees leaver survey or similar to help capture of the impact of the programme on trainees.

Appendix 1
LHOs in each Phase

Environmental Employability Programme: Phasing and LHO Groupings

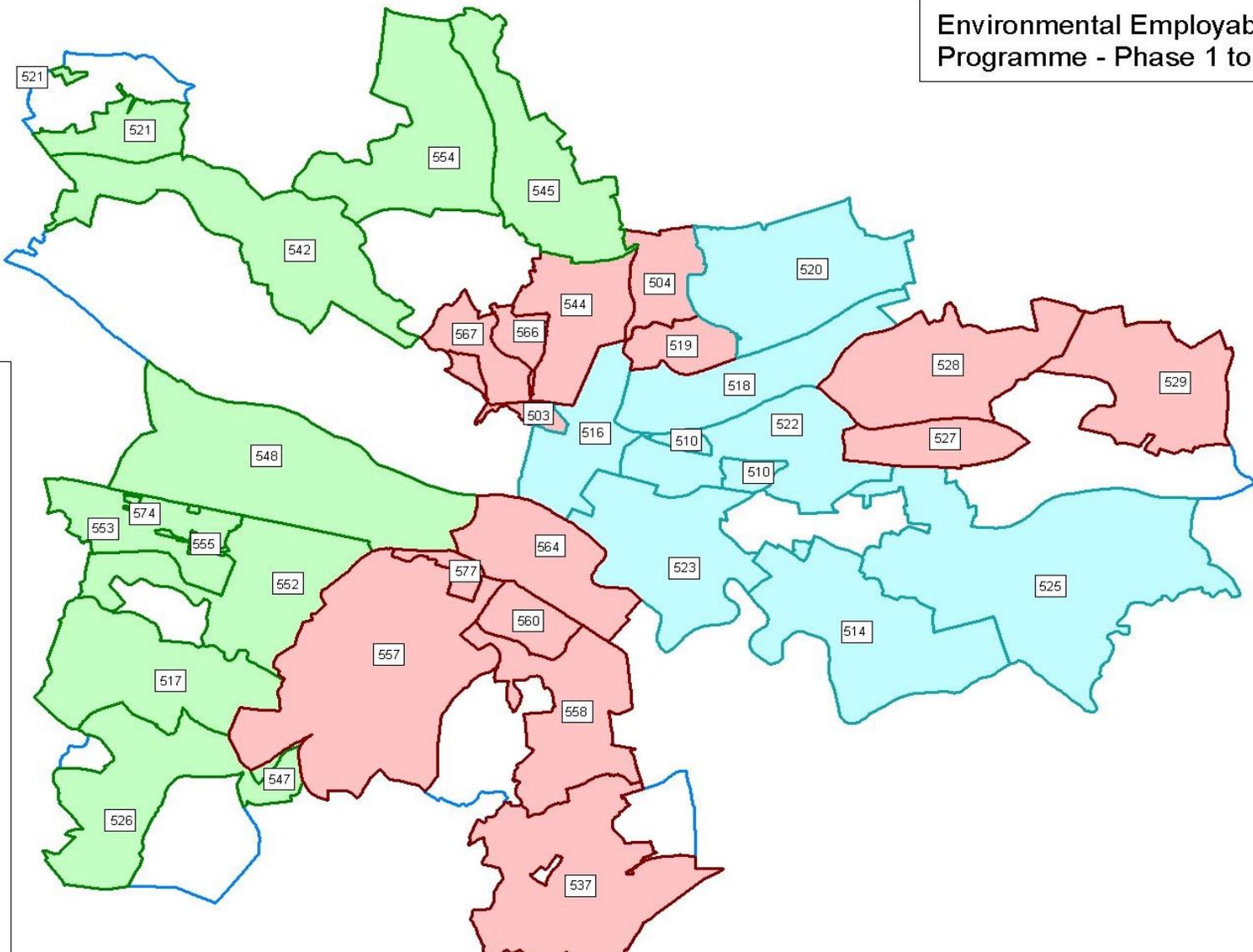
Programme	LHOs	Area	No. Trainees	No. Supervisors	Delivery Agency
Phase 1: Started June 06					
1	Castlemilk Tenants HA	<ul style="list-style-type: none"> ▪ Castlemilk 	6	2	South East Regeneration Agency formerly CEDA
2	Queen's Cross HA LHO - Dundasvale Queen's Cross HA Hamiltonhill LHO Queen's Cross HA South Maryhill LHO Balmore Local Housing Association North Glasgow LHO Red Road Balornock LHO	<ul style="list-style-type: none"> ▪ Dundasvale ▪ Hamiltonhill ▪ South Maryhill ▪ Possil ▪ Springburn ▪ Red Road 	9	2	Glasgow North Regeneration Agency, formerly Glasgow North Ltd
5	Orchard Grove HA Govanhill HA LHO New Gorbals HA LHO Pollokshields LHO New Shaws Housing Organisation	<ul style="list-style-type: none"> ▪ Cathcart ▪ Govanhill ▪ Gorbals ▪ Pollokshields ▪ Shawlands 	10	2	South East Regeneration Agency, formerly the Initiative
9	Tower Homes For All Cranhill Tenants Cairnbrook	<ul style="list-style-type: none"> ▪ Easterhouse ▪ Cranhill 	7	2	Glasgow East Regeneration Agency, formerly Greater Easterhouse Development Co.
Total			32	8	

Programme	LHO's	Area	No. Trainees	No. Supervisors	Delivery Agency
Phase 2: Started Oct 06					
4	Compass LHO Royston Corridor Homes Unity Homes	<ul style="list-style-type: none"> ▪ Royston ▪ Balornock 	9	2	Glasgow North Regeneration Agency formerly know as Glasgow North Ltd
7 0	Tollcross HA LHO East End Community Homes Keystone Tenant Managed Homes Milnbank HA LHO Tenant Controlled Housing	<ul style="list-style-type: none"> ▪ Tollcross ▪ Dalarnock ▪ Carntyne ▪ Shettleston 	12	3	Glasgow East Regeneration Agency, formerly Eastend Partnership
Total				5	

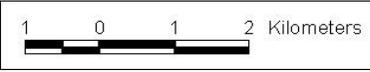
Programme	LHO's	Area	No. Trainees	No. Supervisors	Delivery Agency
Phase 3: Started April 07					
3	Summerston Acre LHO Milton Community Homes	<ul style="list-style-type: none"> ▪ North Maryhill ▪ Milton 	6	2	Glasgow North Regeneration Agency, formerly Glasgow North Ltd
6	Parkview Pollok Tenants Choice Kennishead Avenue Local Management	<ul style="list-style-type: none"> ▪ Nitshill / Carnwadric ▪ Pollok 	7	2	South West Regeneration Agency formerly Greater Pollok Development Company
7	Clydeview Housing Partnership Mosspark HA South West Housing Association Cardonald Triangle LHO Halfway LHO	<ul style="list-style-type: none"> ▪ Greater Govan ▪ Mosspark ▪ Cardonald 	10	2	South West Regeneration Agency, formerly Govan Initiative
8	Tenant Managed Homes Drumchapel Great Western Tenant Partnership	<ul style="list-style-type: none"> ▪ Drumchapel 	8	2	North West Regeneration Agency formerly Opportunities West
Total			31	9	

Environmental Employability Programme - Phase 1 to 3

- Environmental Employability Programme**
- Phase 1
 - Phase 2
 - Phase 3
 - LHOs involved
 - 503 - QX HA LHO (Dixonspark)
 - 504 - North Glasgow LHO
 - 519 - Red Road Balnrock LHO
 - 527 - FACT
 - 528 - Tower Homes
 - 529 - Calnbrook LHO
 - 537 - Castle Kirk THA
 - 544 - Balmore HA Ltd
 - 557 - New Skewis LHO
 - 558 - Orchard Grove HA Ltd
 - 560 - Goswell Hill HA LHO
 - 564 - New Gorbals HA LHO
 - 566 - QX HA LHO (Hamhill Hill)
 - 567 - QX HA LHO (South Maryhill)
 - 577 - Pollokfields
 - 510 - Millbank HA LHO
 - 514 - Tolbooth HA LHO
 - 516 - Compass LHO
 - 518 - Royals Corridor Homes
 - 520 - Unity Homes HA Ltd
 - 522 - Keystone TMH
 - 523 - EECH
 - 525 - TCH
 - 517 - Pollok Tenants Choice
 - 521 - TMH (Drumchapel)
 - 526 - Parkside LHO
 - 542 - G WTP
 - 545 - Millers Community Homes
 - 547 - KALM
 - 548 - Clydebank Housing Partnership
 - 552 - Mossbank HA
 - 553 - SWATCH
 - 554 - St. Martin's Acre LHO
 - 555 - Halfway LHO
 - 574 - Cardonald Triangle
 - City of Glasgow



The Glasgow Housing Association Ltd
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 Glasgow Housing Association, 10007196



job no: N001160A3
 date created: December 20th, 2005
 created by: Patrick Gibbons (0141 2746498)
 email: Patrick.Gibbons@gha.org.uk

Appendix 2
EEP Trainees Outcomes Report 2008

Environmental Employability Project - Key Performance Indicators:

Programme Training Places and Placements – Participation and Completion:	Q1	Q2	Q3	Q4	Total No. to Date:	Achieved 2006-07	Target 2006-07	Target 2007-08	Achieved Total Programme	Total Programme Target
No. EEP programme training places provided:	94	29	71	48	242	104	85	168	346	253
Number of individuals commencing core training:	94	29	58	48	229	95			324	
Number of individuals completing core training:	92	29	69	47	237	95			332	
Number of current programme participants (excluding supervisors):	91	29	86	76	282				282	
No. individuals progressing to work placement:	31	12	12	4	59	87			146	
No. individuals completing 26-week work placement:	18	8	9	0	35	32			67	
Total No. Early leavers:	50	13	23	16	102	37			139	
No. early leavers going into employment:	39	11	24	10	84	33			117	
No. early leavers entering other training/education:	0	0	0	1	1				1	
No. early leavers with unknown/negative destination:	17	2	7	6	32	8			40	
Training & Employment Advice and Guidance: (e.g. – Jobsearch skills, CV writing etc)										
No. individuals provided with training and employment related advice/guidance:	91	29	60	47	227	104	85	168	331	253
Personal Development Training: (e.g. –teamworking, problem solving confidence, customer skills, etc – delivered throughout programme)										
No of individuals undertaking personal development training:	86	29	60	44	219	104	85	168	323	253
Pre-vocational Training (e.g. - Induction training at the beginning of each phase; including Health and Safety; Use of Equipment; etc)										
No of individuals undertaking pre-vocational training:	67	23	54	17	161	104	85	168	265	253
Vocational Training (e.g. - Employer led training organised providing SVQ modules)										
No. of individuals undertaking vocational training:	48	20	38	30	136	52	42	84	188	126
Number of individuals completing vocational training:	34	17	10	1	62	44	37	76	106	113
Number of individuals obtaining one or more vocational module(s):	14	7	3	0	24	4			28	0
Number of individuals obtaining Vocational Qualification at level 1:	0	0	0	0	0				0	0

Other Training Outcomes										
Programme Training Places and Placements – Participation and Completion:					Total No. to Date:	Achieved 2006-07	Target 2006-07	Target 2007-08	Achieved Total Programme	Total Programme Target
Number of individuals gaining induction certification as a result of programme:	90	24	40	17	171	88	88	85	259	173
Number of individuals gaining any other non-vocational qualification as a result of programme:	64	11	13	7	95	72			167	0
Programme Destinations - Outcomes: (Based on 63% of participants moving into employment)										
Total number of individuals entering employment :	63	35	44	24	158	47	54	106	205	160
Total number of those entering employment within the environmental maintenance/ improvement industry :	34	15	14	4	73	21			94	
Number entering employment with GCC :	16	12	6	1	35	4			39	
Number entering employment with GHA environmental contractor :	0	2	0	0	2	1			3	
Number entering other construction related employment :	16	5	5	0	26	13			39	
Number entering other type of employment :	12	9	26	20	22	17			39	
Number of individuals assisted & remaining in employment at 13 weeks as a result of programme:	56	21	13	8	98	20	46	90	118	136
Number of individuals assisted and remaining in employment at 26 weeks as a result of programme:	38	13	7	0	58	7			65	
Total number of jobs created by the programme: (Supervisor posts)	2	0	0	0	2	15	13	21	17	34
Number of individuals achieving another type of positive outcome as direct consequence of assistance (e.g. no. going on to FE or further training etc)	4	4	6	7	21		10	15	21	
Trainee Summary Information:										
Total Number of participants who are GHA tenants:	68	27	50	33	178	85			263	
Number of individuals achieving a qualification are GHA tenants:	33	7	0	0	40	46			86	
Number of individuals entering employment are GHA tenants:	34	7	9	6	107	36			143	
Recruitment routes:										
Via existing LDC caseload:	88	30	67	42	227	78			305	
Via LHO/other new referral:	5	0	4	3	12	25			37	
Via Training for Work:	27	8	2	2	39	24			63	

e Training Places and Placements – Participation and Completion:					Total No. to Date:	Achieved 2006-07	Target 2006-07	Target 2007-08	Achieved Total Programme	Total Programme Target
Number of participants previously economically inactive: (e.g. aged 16-64 outwith the workforce and carers, school pupils, disabled people, lone parents looking after children, students)	71	26	53	36	186	64			250	
Number of participants unemployed for 0-12 months prior to joining the programme:	44	15	47	19	125	48			173	
Number of participants unemployed 13 months or more prior to joining the programme:	50	15	24	12	101	56			157	
Number of participants in receipt of sickness or Incapacity Benefit prior to joining programme:	13	9	8	3	33	29			62	
Average age of participants:	0	0	0	0	0				0	
No. Age 16-24:	17	5	25	8	55	34			89	
No. Age 25-44	59	19	32	30	140	52			192	
No. Age 45-65	18	6	12	6	42	18			60	
Number Males:	92	30	68	47	237	103			340	
Number Females:	2	0	3	1	6	1			7	
No. Participants residing in bottom 15% Glasgow SIMD datazones:	49	17	46	11	123	97			220	
Ethnic Breakdown:										
White:	93	30	67	48	238				238	
Scottish	90	28	65	47	230				230	
Irish	0	0	0	0	0				0	
Other British	1	2	1	0	4				4	
Other White Background	2	0	1	1	4				4	
Black or Black British:	2	0	1	0	3				3	
African	1	0	1	0	2				2	
Caribbean	0	0	0	0	0				0	
Other Black Background	1	0	0	0	1				1	
Asian or Asian British:	0	0	0	0	0				0	
Indian	0	0	0	0	0				0	
Pakistani	0	0	0	0	0				0	
Bangladeshi	0	0	0	0	0				0	
Chinese	0	0	0	0	0				0	
Other Asian Background	0	0	0	0	0				0	
Other Background:	0	0	4	0	4				4	
Mixed Ethnic Background	0	0	0	0	0				0	
Other Ethnic Background	0	0	1	0	1				1	
Not known	0	0	3	0	3				3	

Appendix 3
Tables from EEP Tenant Survey

Table A: Awareness of the Community Janitors

Programme	2007 Aware of Community Janitors	2008 Aware of Community Janitors	2007 Seen Community Janitors	2008 Seen Community Janitors
1	56%	68%	49%	48%
2	27%	25%	22%	17%
3	22%	43%	12%	20%
4	28%	29%	16%	15%
5	26%	28%	24%	16%
6	20%	33%	19%	23%
7	16%	27%	8%	16%
8	35%	39%	23%	22%
9	24%	46%	18%	33%
10	21%	24%	15%	13%
All	28%	37%	21%	23%

Table B: Service provided by the Community Janitors

Programme	Very good	Fairly good	Neither good nor poor	Fairly poor	Very poor	Don't know
1	56%	26%	9%	2%	2%	5%
2	64%	18%	-	-	9%	9%
3	31%	63%	-	-	-	6%
4	36%	46%	9%	9%	-	-
5	33%	50%	17%	-	-	-
6	40%	27%	13%	-	13%	7%
7	43%	29%	14%	7%	-	7%
8	38%	38%	6%	19%	-	-
9	10%	52%	24%	5%	5%	5%
10	43%	29%	14%	-	14%	-
All	40%	37%	11%	4%	4%	4%

Base: Respondents who have seen the Community Janitors working

Table C: Community Janitors have improved the appearance of your local area

Programme	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
1	28%	54%	9%	-	2%	7%
2	9%	64%	18%	9%	-	-
3	13%	69%	13%	-	-	6%
4	40%	40%	10%	10%	-	-
5	35%	35%	24%	6%	-	-
6	44%	13%	25%	6%	6%	6%
7	8%	54%	15%	8%	-	15%
8	20%	33%	33%	13%	-	-
9	19%	24%	38%	10%	-	10%
10	17%	50%	33%	-	-	-
All	24%	44%	20%	5%	1%	5%

Base: Respondents who have seen the Community Janitors working

Table D: Appearance of local area has improved in the last year

Programme	2007	2008
1	43%	51%
2	39%	44%
3	39%	33%
4	39%	45%
5	35%	44%
6	31%	39%
7	35%	32%
8	48%	50%
9	44%	50%
10	32%	33%
All	38%	44%

Base: Respondents who have seen the Community Janitors working

Table E: Serious problems in your local neighbourhood

Programme	Vandalism, graffiti or other deliberate damage to property & vehicles	Dirty stairs /communal areas	Untidy gardens	Rubbish or litter lying around	Abandoned or burnt out cars	Fly tipping	Maintenance of open spaces
1 2007:	19%	15%	13%	26%	1%	10%	11%
2008:	15%	17%	13%	21%	2%	6%	17%
2 2007:	41%	17%	7%	20%	6%	10%	13%
2008:	20%	15%	10%	36%	-	-	8%
3 2007:	46%	18%	26%	35%	17%	19%	19%
2008:	30%	15%	42%	28%	3%	15%	18%
4 2007:	42%	25%	10%	29%	5%	9%	14%
2008:	36%	32%	12%	29%	-	6%	11%
5 2007:	31%	17%	15%	29%	2%	10%	12%
2008:	46%	21%	4%	32%	4%	11%	14%
6 2007:	30%	13%	18%	25%	2%	15%	11%
2008:	33%	16%	29%	37%	6%	20%	20%
7 2007:	31%	10%	11%	22%	2%	6%	12%
2008:	15%	5%	6%	15%	-	11%	14%
8 2007:	29%	12%	11%	25%	5%	12%	14%
2008:	27%	16%	13%	46%	4%	13%	20%
9 2007:	44%	25%	28%	45%	6%	12%	15%
2008:	50%	24%	27%	33%	8%	28%	19%
10 2007:	52%	24%	18%	39%	1%	16%	14%
2008:	58%	9%	9%	50%	-	30%	20%
All 2007:	35%	17%	15%	29%	5%	12%	13%
2008:	31%	18%	18%	31%	3%	13%	17%
2006 GHA Tenant Satisfaction Survey	15%	8%	7%	11%	6%	n/a	n/a

Table F: Serious environmental problems in your local area

Programme	De-littering and the removal of rubbish	De-weeding paths	Sweeping paths	Grass cutting	Hedge trimming	Cleaning deck access landings	Uplift of bulky items	Graffiti Removal	Keeping communal doors closed and locked
1									
2007:	17%	17%	17%	8%	5%	11%	14%	10%	22%
2008:	15%	18%	17%	15%	13%	11%	12%	11%	17%
2									
2007:	17%	12%	10%	4%	4%	14%	9%	20%	16%
2008:	27%	-	8%	-	-	8%	9%	18%	19%
3									
2007:	24%	16%	18%	11%	12%	8%	6%	31%	20%
2008:	30%	30%	38%	27%	27%	6%	12%	25%	13%
4									
2007:	24%	12%	10%	5%	6%	10%	7%	28%	14%
2008:	29%	17%	24%	6%	12%	29%	12%	39%	18%
5									
2007:	17%	17%	16%	8%	6%	10%	8%	17%	24%
2008:	21%	11%	7%	4%	4%	15%	11%	20%	21%
6									
2007:	22%	15%	11%	8%	6%	8%	7%	13%	14%
2008:	19%	16%	16%	21%	22%	5%	20%	16%	16%
7									
2007:	14%	18%	12%	8%	8%	6%	7%	18%	20%
2008:	14%	16%	11%	10%	5%	-	5%	11%	16%
8									
2007:	17%	15%	14%	9%	12%	5%	7%	23%	19%
2008:	39%	12%	21%	16%	24%	10%	12%	27%	38%
9									
2007:	30%	23%	15%	13%	5%	6%	15%	26%	35%
2008:	21%	22%	33%	25%	12%	17%	21%	15%	19%
10									
2007:	30%	22%	14%	10%	8%	10%	19%	34%	21%
2008:	25%	20%	10%	-	9%	9%	9%	27%	18%
All									
2007:	20%	16%	14%	8%	7%	9%	10%	21%	20%
2008:	23%	17%	20%	14%	14%	11%	13%	20%	19%

Base: Respondents quoting a serious problem

Table G: Walked for at least 15 minutes in the local area in the last seven days

Programme	2007	2008
1	86%	79%
2	76%	94%
3	74%	84%
4	65%	70%
5	74%	77%
6	69%	68%
7	74%	73%
8	71%	62%
9	72%	70%
10	71%	82%
All	73%	75%

Table H: Feel safe walking alone in this neighbourhood after dark

Programme	2007	2008
1	46%	41%
2	44%	24%
3	26%	36%
4	41%	38%
5	31%	31%
6	37%	48%
7	39%	43%
8	40%	37%
9	30%	29%
10	25%	18%
All	36%	36%

Appendix 4
LHO Newsletters

Great NEWS

The official newsletter of Great Western Tenant Partnership



COMMUNITY JANITORS

In partnership with Tenant Managed Homes in Drumchapel and the Local Development Agency Opportunities, we have secured funding to employ an environmental team of Community Janitors to assist in maintaining the environment, gardens, closes and backcourts.

The project is funded by the various agencies Glasgow Housing Association, Glasgow Community Planning Partnership, Communities Scotland, Scottish Enterprise Glasgow, Job Centre Plus and Glasgow City Council

During 2005 Great Western Tenant Partnership carried out a Tenant Satisfaction survey and the outcome of the survey was that customers were dissatisfied with the environment in which they live within, Great Western Tenant Partnership have made significant progress since then by employing neighbourhood assistants whom carry out 100% checks in relation to close cleaning, monitor open spaces and liaise effectively with Land Services. We believe that the new initiative will be the final missing piece of the jigsaw and that residents will further benefit from the new service, which will be provided as of April 2007. This demonstrates that Great Western Tenant Partnership have responded positively to the issues raised by our customers.

It is a training scheme offering six months placement to unemployed persons across the west area of the city. The janitors can be utilised as a pro-active squad who can assist with problems such as bulk dumping and further assist residents with overgrown hedges and gardens.

Each person employed will receive training and may even gain qualifications that will improve their chance of securing a full time job in the landscaping services industry.

GREAT WESTERN
Tenant Partnership



Building 3, 46 Munro Place, Glasgow, G13 2UP
Tel: 0141 274 8603 Fax: 0141 274 8601





2007
newsletter

Issue 3 - Spring

Kennishead Avenue Local Management (KALM)

Welcome to the latest edition of our newsletter which I hope you enjoy reading.

In this edition we will update you on the "Community Janitors" Programme, cyclical maintenance projects carried out last financial year, the controlled entry upgrade, Tenant Satisfaction Survey and much more.

I hope you find the articles useful and informative.

"COMMUNITY JANITORS" PROGRAMME

The Community Janitors programme commenced on the 2nd of April 2007 and is providing a valuable service to residents within our area. The project will be active across the South West of Glasgow to improve the green space and local environment for residents.



Teams will be involved in the following tasks:

- **Grass cutting**
- **Strimming**
- **De-weeding**
- **Hedge cutting**
- **Pruning**
- **Community clean ups**
- **Bulk uplifts**

Environmental Operatives will have the opportunity to achieve the following nationally recognised qualifications:

- **Manual Handling**
- **Emergency First Aid at Work**
- **Health & Safety at work**
- **Safe operation of Machinery**

The teams will be distinctive with blue uniforms and logos. They will seek to assist LHO's and residents to improve their everyday environment by cleaning up previously neglected areas while assisting trainees to gain valuable skills to be successful in the jobs market.

Good News - Further Improvements to our Area, Community Janitors are Coming to Milton

In partnership with Glasgow North Limited, we are really pleased to let you know that 6 Community Janitors will work with us to make further improvements in Milton. This means that a further 6 posts are available to compliment the work that North Glasgow are involved in. This project develops skills that will enable people to gain future employment opportunities. It involves on-the-job training.

Milton Community Homes, in partnership with its residents, will identify tasks to improve our area and compliment work already carried out by Land Services or Environmental Protection Services. The jobs the Community Janitors can do are as follows:

- Cleaning
- Sweeping paths and de-weeding
- De-littering and removal of rubbish, fly tipping
- Assisting tenants in their homes and wider environment
- Graffiti removal
- Reporting repairs or vandalism
- Grass cutting, hedge trimming etc
- Closing and locking doors to communal areas

Each new janitor receives training in the machines and tools used daily to enable them to carry out the work required. The training element will be a package of employer led training identified through discussion with a range of potential private and public sector employers.

In addition to this, the janitors can access other training opportunities to enable them to gain a full-time job within the 26 weeks project. This additional training will vary from person to person as Glasgow North Limited caters for individual needs. A comprehensive aftercare package, including job searches and assistance with applications / interviews is provided.



You can also help improve Milton. You can report jobs to us by phoning the office on 274 6900. We will contact the Community Janitors on your behalf and arrange for the work to be carried out. Your support is important in this very valuable project

Environmental Vacancies

Glasgow North Limited is looking to recruit 10 people to become Community Janitors onto an environmental training and employment project. The improvements to the environment will take place in and around areas such as Milton, Summerston and Acre.

Wage: £5.35 per hour.

Duration: Up to 26 weeks, 35hrs per week.

Eligibility: 18 Plus and live in the Glasgow North area.

Typical Job Role: Grass cutting, de-littering, removal of rubbish and fly tipping, graffiti removal.

Training: Each person will receive training and qualifications that will enhance their opportunity to gain a full-time job.

Recruiting now: For further details on the environmental job vacancies and a forthcoming information session, please contact Alan Telford or Clare McKinstry by the 23rd March 2007.

Free Phone Number: 0800 917 0198

Mosspark Newsletter



Issue 2 Summer 2007 The Quarterly Newsletter of Mosspark Housing Association Limited



South West
: **COMMUNITY**janitors

Community Janitors Project

The Community Janitors Project is now up and running in the Mosspark Housing Association Area. This project has been organised in conjunction with GHA and the Glasgow South West Regeneration Agency (formerly Govan Initiative). It is first and foremost a training scheme to help local people gain skills and experience that will help them get full time jobs.

12 trainees and 4 supervisors form 4 squads who tackle all sorts of environmental work; Overgrown gardens, clearing up open spaces, removing fly tipping, hedge trimming, and many more one off jobs.

The service is there to complement the work that the Council's Environmental Protection Services (Cleansing) and Land Services (Parks) do for us. This allows us to quickly do the jobs that are not covered by the standard contracts.

One squad is working in our area every alternative week and if you think you would benefit from the service contact your Housing Officer.

Out of work – looking for training to help you get a job? Contact your local Job Centre and apply to join the Community Janitors Project. Full training is given on the use of a variety of tools and machinery, and help and guidance is also available on applying for jobs and interview skills.



Before the community janitors worked their magic



The site after the works were completed



Community Janitors Hard at Work

Inside this Issue

Community Janitors

Tenant Participation

Wider Action

Useful Information/Contact Numbers

New Community Janitor Service

An exciting new initiative is helping to provide employment and training opportunities to local people. The Glasgow Community Janitors project was launched on 8th August 2006, in partnership with GHA, LHO's and the Local Development Company (LDC). The first phase commenced in June 2006 and has been operating in 23 LHO's. The next phase is due to start in another 12 LHO's commencing 2 April 2007 - Parkview LHO will be included in this phase.

LDC employ and manage the teams of supervisors and trainees, while the LHO identify the tasks that need done. The janitors are employed for 6 months on the scheme and will learn the relevant skills that will assist them in finding work when the six months come to an end.

The Community Janitors tasks will assist the existing services currently provided by GCC Land Services and EPS - Environmental Protection Services. Residents may benefit from having their hedge cut. Overgrown gardens, which would normally incur a charge by the resident if they do not qualify for garden maintenance, may receive a garden once-over. After this cut the tenants would then be responsible for their own garden.

We have already improved much of our houses internally and externally, so with the introduction of the Community Janitors project we will be in a position to tackle the environmental issues.

Hopefully this will encourage our tenants to take pride in the area in which they live.

Community Janitors

“Locally-focused to improve our Neighbourhoods”



Pictured are members of the local Community Janitors squad, who are doing a great job within the COMPASS, Royston Corridor Homes and Unity neighbourhoods in helping to keep the place clean and tidy.

Their remit includes some grass cutting, hedge trimming, environmental issues and general upkeep of the areas. Photographed with the

janitors are GHA's Chair Sandra Forsyth and MSP's Rhona Brankin and Paul Martin.

The Community Janitors scheme is an initiative set up in various areas of the City with funding and support from various agencies including Glasgow City Council, Communities Scotland, Scottish Enterprise Glasgow and Job Centre Plus. The major funders for the project, however, are Glasgow Housing Association and

Glasgow Community Planning Partnership.

COMMUNITY JANITORS

The Community Janitor's Programme has proved to be a great success in this area. The project was set up to assist unemployed people back into work and at the same time to improve the environment. The programme in the South West started in March of this year with the recruitment of the Janitors who then started work in April. To date, 11 of the trainees have gained full-time employment.

The Janitors carry out tasks such as grass cutting; strimming; de-weeding; hedge cutting; pruning and bulk uplift. Approximately 500 tasks have been completed so far and several hundred tonnes of debris have been removed which has resulted in a significant improvement in the local environment.

The Janitors also carry out Community Clean-Ups and Clean Glasgow (Glasgow City Council's campaign to clean-up the environment) are keen to get involved in working with the Janitors and the local community to target a specific area which has been environmentally



South West
: **COMMUNITY**janitors

neglected. Small grants are available from the Council to support this. If you have an area in mind that would benefit from this work or would like any more information about the work of the Community Janitors then please contact our Neighbourhood Assistant, Stephen Maiden at this office on 0141-274 7600.

In addition, for further information about gaining access to the Community Janitors Programme as a trainee, please contact Seamus Connolly on 0141-585 6856 or Email: connollys@govan-initiative.co.uk

Below are some before and after pictures of the work of the Community Janitors in this area.



B E F O R E



A F T E R





The South West Community Janitors programme started on the 2nd of April 2007. Glasgow South West Regeneration Agency (GSWRA) who are managing the project, have recruited 17 people from the local area who were previously unemployed.

The focus of the project is to allow people to gain new skills to help them into employment and in-turn improve the local environment. So far, GSWRA have been successful in helping 4 Community Janitors into employment. If you are interested in this programme please call into the 'Wedge' and ask for more details.

The CJ's are involved in a variety of LHO led environmental tasks. Pollok Tenants Choice is pleased to be taking part in the project along with other LHO's managing stock for GHA. So far, the CJ's have completed over 60 environmental tasks for us.

We have a varied programme of environmental tasks for the CJ's in our area and hope you share the enthusiasm that everyone working with the project has in making it an environmental and employability success. If you see the CJ's working in your immediate area we hope you will welcome them and we look forward to getting feedback from you on the work they are doing.



Appendix 5 Bibliography

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