

Enham

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Background information

Inspection judgements

Inspectors use a four-point scale to summarise their judgements about achievement and standards, the quality of provision, and leadership and management, which includes a grade for equality of opportunity.

Key for inspection grades

| | |
|---------|--------------|
| Grade 1 | Outstanding |
| Grade 2 | Good |
| Grade 3 | Satisfactory |
| Grade 4 | Inadequate |

Further information can be found on how inspection judgements are made on www.ofsted.gov.uk

Scope of the inspection

In deciding the scope of the inspection, inspectors take account of the provider's most recent self-assessment report and development plans, and comments from the Department for Work and Pensions (DWP) or other funding body. Where appropriate, inspectors also consider the previous inspection report (www.ofsted.gov.uk), reports from the inspectorates' monitoring visits, and data on participants and their achievements over the period since the previous inspection.

In addition to reporting on overall effectiveness of the organisation, its capacity to improve further, achievement and standards, quality of provision and leadership and management, this inspection focused on specialist provision in:

- Preparation for life and work

Description of the provider

1. Enham is a charity and company limited by guarantee. Since 1918 it has provided services to people with disabilities, ranging from housing and employment to personal development and care. The organisation owns most of the Enham Alamein village near Andover. It has projects that are funded by a wide variety of public bodies, along with projects supported by donations and Enham's own funds.
2. This inspection examined Enham's Workstep provision, which is funded through the London and South East offices of the Department of Work and Pensions (DWP). This provision is managed through Enham's Learning and Employment Services division, which operates from offices in Eastleigh, near Southampton. The Workstep provision includes 'Mount Industries', a furniture making workshop in Eastleigh with approximately 16 participants, a workshop (mainly packing and assembly) for approximately 23 participants and horticultural schemes for four participants, both in Enham village. Most the remaining Workstep provision is concerned with supporting 220 participants with host employers, mainly in Hampshire.
3. Many of the staff involved with the delivery of Workstep have other roles. As well as managers and team leaders, four monitoring advisers support participants in employment and seven employment advisers who are mainly concerned with pre-employment activities including providing participants with assistance in finding jobs. Enham's Workstep provision was inspected by the Adult Learning Inspectorate (ALI) in July 2005. At that time there were approximately 170 participants with host employers.

Summary of grades awarded

| | |
|----------------------------|---|
| Effectiveness of provision | Satisfactory: Grade 3 |
| Capacity to improve | Good: Grade 2 |
| Achievement and standards | Satisfactory: Grade 3 |
| Quality of provision | Satisfactory: Grade 3 |
| Leadership and management | Satisfactory: Grade 3 |
| Equality of opportunity | Contributory grade: Satisfactory: Grade 3 |

Sector subject area

| | |
|-------------------------------|-----------------------|
| Preparation for life and work | Satisfactory: Grade 3 |
|-------------------------------|-----------------------|

Overall judgement

Effectiveness of provision

Satisfactory: Grade 3

4. The overall effectiveness of Enham's Workstep provision is satisfactory. Achievement and standards, the quality of provision, leadership and management and equality of opportunity are all satisfactory. Workstep provision in the preparation for life and work sector subject area is satisfactory.

Capacity to improve

Good: Grade 2

5. Enham's capacity to improve is good. Progression into unsupported employment was satisfactory at the previous inspection, with a rate of around 6%. Enham has focused its effort on changes aimed at improving this progression rate during a period of expansion. These initiatives have been very successful and rates for the last two years have increased significantly. The in-year rate for 2008/09 is around 22%. Trustees and senior managers set a strong direction focused on improvement which is sensitively balanced to ensure that participants' needs are met. Changes to the Workstep team structure and its approach to communication have greatly improved routine working. Staff development has improved and has a clear focus on ensuring staff are well trained to meet participants' support needs.
6. The effectiveness of steps taken to promote improvement since the previous inspection is good. Some steps have been very effective, particularly in improving progression rates. Many strengths have been maintained over the last four years. Health and safety, which was poor at the previous inspection, is now satisfactory. The literacy and numeracy strategy and provision have been improved, now having a positive impact with an increasing number of participants receiving well tailored tuition at their workplace. Concerns about the planning of learning and target-setting with participants have only been partially rectified.
7. The self-assessment process is satisfactory. The process is well established and inclusive. All staff are fully involved in the initial discussion of strengths and areas for improvement which are linked to themes in the common inspection framework. The report covers a wide range of provision offered by Enham in addition to Workstep. Many of the identified strengths and areas for improvement match those found by inspectors. The specific text for Workstep programmes, although rather descriptive, is an accurate reflection of the quality of provision. The self-assessment and inspection grades were similar. Enham recognises the need to change the structure of the current report to differentiate between the programmes it offers. Although data about participation are used effectively in the report, progression rates are not properly considered. Some of the judgements are not sufficiently focused on the impact on the participants' experience.

Key strengths

- Particularly good personal and vocational development for participants with host employers.
- Good practical support to gain and maintain employment.
- Good leadership and direction for improvement.
- Very strong partnerships and links with employers.
- Thorough and effective staff training and development.

Key areas for improvement

- Insufficiently clear description and recording of participants' progress.
- Insufficient use of staff observations and client feedback.
- Insufficient monitoring of equality of opportunity in host employers' workplaces.

Main findings

Achievement and standards

Satisfactory: Grade 3

8. Achievement and standards are satisfactory. The vocational and personal development of participants with host employers is particularly good. Enham gives all participants appropriate induction, health and safety training and an initial assessment of their literacy and numeracy needs. Participants gain good initial skills with their host employers, which is encouraged by Enham staff, and in many instances an adviser works closely with the employer to ensure appropriate training is provided. The 258 current participants have participated in nearly 600 recorded training events linked to their employment. These include general development in topics such as interview techniques, specific work related skills training, for example in lathe training, and higher level personal development such as an HND Business and Finance and NVO level 3 in librarianship. Advisers are effective in helping participants develop personal skills associated with stress and anger management, communication and self-confidence. Participants with these improved skills are now moving, in increasing numbers, to unsupported employment.
9. Overall progression into unsupported employment is satisfactory. Using the DWP measure, Enham's progression rate since 2001 is 17%, or 19% if only those participants for whom progression into unsupported employment is appropriate are considered. However, progression has improved very significantly in recent years. Over a six year period to 2006/07 an average of only nine participants a year progressed to unsupported employment. In 2007/08 there were 20 progressions. In 2008/09 there have been 49 progressions, although some of these have not yet passed the six month sustained progression point. This improvement is beneficial for a range of participants; 11 participants who progressed in the current year were with the previous supported placement scheme and had an average of 15 years on the Workstep programme. The self-assessment report noted these strengths, though used insufficient data to support its findings.

Quality of provision

Satisfactory: Grade 3

10. The quality of provision, training, coaching and learning are all satisfactory. Enham's workshop supervisors provide effective on-the-job coaching and support for new tasks or when different work routines are put in place. Participants on jobsearch programmes receive useful individual coaching on jobsearch skills, including letter writing and interview techniques. If appropriate, staff accompany participants to job interviews and provide effective support.
11. Equipment and tools in the workshops are of industry standard, but adapted to the needs of the participant where necessary, for instance with slower conveyor belts. Tasks are properly differentiated to enable those with learning difficulties to

complete tasks such as packaging work. Enham's workshops are used for work tasters to prepare participants for future employment. Participants are involved in realistic employment situations and are regarded as full team members. However, long-term participants in the workshops have insufficient opportunity to extend their job roles. Many jobs are repetitive and unchallenging. Some participants are not given sufficient opportunities for job rotation. Enham provides satisfactory training on, and ensures adherence to, health and safety regulations in the workshops; this was an area of concern at the previous inspection.

12. Enham does not describe and record participants' progress sufficiently clearly. This area for improvement was not identified in the self-assessment report. Advisers record their many contacts with participants on a variety of forms, some of which have recently been significantly amended. This collection of records does not always give a coherent picture of what has happened with a participant. Short- and long-term targets, in participants' development plans and visit reports, are sometimes too general, with unclear timescales. Enham is now using long-term timescales as a target to encourage participant and adviser focus on progression, but this is not yet standard for all participants. Training logs record training, but do not always make clear what the participant has achieved.
13. All participants have their literacy and numeracy levels satisfactorily assessed on entry to the Workstep programme. Until 18 months ago they were then encouraged to attend classes with other providers if they had identified needs. This resulted in limited take-up. However, Enham now has its own staff providing literacy and numeracy training in the workplace which has seen a satisfactory increase in those who are now improving their skill level, though the programme is only just being applied in the workshops.
14. Arrangements to meet the needs of participants are satisfactory. Enham makes good use of its links with other programmes. For example, it places participants in two Enham cafes in local towns where, on a one year contract, they develop their vocational and personal skills before being considered for other supported or unsupported employment. If appropriate, Enham encourages participants to take up voluntary work to widen their skills, for example, in secretarial work for national charities or voluntary work in horticulture.
15. Guidance and support for participants is good. Participants are given good practical support to gain and maintain employment which was identified in the self-assessment report. Staff work effectively in partnership with a wide number of support agencies to ensure participants receive specialist support if necessary. Enham has good links with social workers, parents, medical advisors, and employers. Staff are accessible to participants, visiting them frequently in the workplace and liaising regularly with their employers. Examples of the additional support provided include accompanying a nervous participant with special dietary requirements to a cookery class, help in furnishing a participant's house, weekly meetings to support a participant suffering from depression and mediating between employers and official bodies about potential disciplinary matters. Enham makes good use of additional funding to provide necessary equipment, workplace adjustments and travel. In most cases the support provided by Enham staff is matched by highly responsive and committed employers who communicate well with Enham staff.

Leadership and management

Satisfactory: Grade 3

Equality of opportunity Contributory grade: Satisfactory: Grade 3

16. Leadership and management are satisfactory. Leadership, particularly in directing improvement, is good. Enham has successfully developed a culture aimed at achieving Workstep's aim of unsupported employment. Its achievement of internal targets, for participants starting programmes and progressing into work, is good. Managers routinely and effectively review well publicised group and individual targets with their teams. Changes to team structures and job roles have proved to be very effective in strengthening the participants' experience, and employer links.
17. Enham's directors are fully involved in all aspects of the business. The chairman ensures staff are well informed about future direction through the innovative "chairman's cafes" which are held regularly in different locations. Enham's three-year business plan and key goals are strongly linked to its vision and priorities. The board has good financial expertise, which is used well to monitor budgets and accounts. The Workstep team have benefited from board members' expertise, including receiving training in dealing with aspects of recruitment.
18. Partnership working is very strong. The director and managers take the lead role in groups focusing on the future development of Workstep programmes. The partnership liaison manager is very effective in promoting the full range of Enham's services to employers and partners. Links with employers are strong. Successful employers and partners are recognised through Enham's partner of the month and partner of the year awards. Advisors have built up extensive networks of support organisations.
19. Staff training is thorough and effective. A wide and improving range of well attended training and development opportunities is available, much of which is well tailored to job roles. Staff are enthusiastic about applying the training in their work with participants. Staff have suitable qualifications, experience and training to provide good support for participants. Staff appraisal and six-weekly supervision meetings are effective, particularly in providing individual support for employment and development advisors. Staff are appropriately managed, receiving effective and practical support. Suitable contingency arrangements are in place to cover staff absence. Clear policies and procedures help staff with their jobs. Systems for sharing best practice are well established and have some impact. Enham is still at an early stage in implementing their revised Skills for Life policy.
20. Communication is satisfactory, particularly for this geographically dispersed workforce, as recognised in the self-assessment report. Electronic communication has improved over the last six months. Staff receive useful weekly updates giving them key information they need for their jobs. Meetings are productive, with good discussion of ideas and issues. However, there have been gaps between some meetings last year and at the start of this year.

21. The procedures for safeguarding participants meet current government requirements. Enham has appropriate policies and people responsible for child protection and vulnerable adults. Training has started and staff generally understand their responsibilities. Staff employed within the last six years have all been checked with the Criminal Records Bureau. A small number of the longer-established staff are still to be checked.

22. Equality of opportunity is satisfactory. Enham has a strong culture of inclusion and promoting equality and diversity for people with disabilities. Managers and staff work very effectively with employers to dispel some of the misconceptions about employing people with a disability. The partnership liaison manager has a regular slot on a radio station for black and minority ethnic listeners, in which Workstep participants and employers have also been involved. Staff receive extensive training in many aspects of diversity and supporting disability. Enham's equality of opportunity policies are adequate and meet current legislation. The company is at an early stage in developing equality impact assessments. The proportion of black and minority ethnic participants is slightly above the county rate. Data on participation by diverse groups is used in the self-assessment report to identify under-represented groups. However, managers do not routinely analyse trends in participation or progression into employment by different groups on the Workstep programme. Arrangements for monitoring employers' equality of opportunity policies and practice are insufficient. Participants have a satisfactory awareness of equality of opportunity, their rights and responsibilities, but insufficient discussion takes place of these topics during reviews. Participants' awareness of the complaints procedures is variable, and is weak for some participants.

23. The self-assessment process is satisfactory. Participants' paperwork is routinely checked to ensure it complies with contractual requirements. However, the quality of some of the development plans and reviews is weak, something not identified adequately by team leaders during their six weekly observations of advisers. Insufficient action is taken to rectify poor plans or reviews. Many observation reports have too few actions to help advisers to improve. Managers do not always discuss the actions identified in the advisers' observations at their supervision meetings. Participant and employer feedback is collected and analysed, but insufficient use is made of this to improve provision.

What participants like:

- The encouragement and support that is provided, which is successful in building participants' confidence and helping them in employment.
- 'What they did helped me keep my job through some difficult times.'
- 'Working in the factory is pretty good; it is nice we have something to do.'
- 'The way they gave me the support and encouragement I needed to help me get back on my feet after seven years 'on the sick''.
- 'Learning new things'.
- 'Very good support'.
- 'Staff are there to help with personal issues'.
- 'The support I get – without it I would not have my job'.

What participants think could improve:

- 'Fewer changes in the advisers who visit us'.
- 'Having opportunities to explore other work opportunities'.
- 'Helping me communicate with my work colleagues and them having an understanding of my disability'.