

INSPECTION REPORT

Drivers on Demand Ltd

12 December 2003



ADULT LEARNING
INSPECTORATE

Grading

Inspectors use a seven-point scale to summarise their judgements about the quality of learning sessions. The descriptors for the seven grades are:

- *grade 1 - excellent*
- *grade 2 - very good*
- *grade 3 - good*
- *grade 4 - satisfactory*
- *grade 5 - unsatisfactory*
- *grade 6 - poor*
- *grade 7 - very poor.*

Inspectors use a five-point scale to summarise their judgements about the quality of provision in occupational/curriculum areas and Jobcentre Plus programmes. The same scale is used to describe the quality of leadership and management, which includes quality assurance and equality of opportunity. The descriptors for the five grades are:

- *grade 1 - outstanding*
- *grade 2 - good*
- *grade 3 - satisfactory*
- *grade 4 - unsatisfactory*
- *grade 5 - very weak.*

The two grading scales relate to each other as follows:

SEVEN-POINT SCALE	FIVE-POINT SCALE
grade 1	grade 1
grade 2	
grade 3	grade 2
grade 4	grade 3
grade 5	grade 4
grade 6	grade 5
grade 7	

Adult Learning Inspectorate

The Adult Learning Inspectorate (ALI) was established under the provisions of the *Learning and Skills Act 2000* to bring the inspection of all aspects of adult learning and work-based learning within the remit of a single inspectorate. The ALI is responsible for inspecting a wide range of government-funded learning, including:

- work-based learning for all people over 16
- provision in further education colleges for people aged 19 and over
- **learndirect** provision
- Adult and Community Learning
- training funded by Jobcentre Plus
- education and training in prisons, at the invitation of Her Majesty's Chief Inspector of Prisons.

Inspections are carried out in accordance with the *Common Inspection Framework* by teams of full-time inspectors and part-time associate inspectors who have knowledge of, and experience in, the work which they inspect. All providers are invited to nominate a senior member of their staff to participate in the inspection as a team member.

Overall judgement

Where the overall judgement is that the provision is adequate, only those aspects of the provision which are less than satisfactory will be reinspected.

Provision will normally be deemed to be inadequate where:

- more than one third of published grades for occupational/curriculum areas, **or**
- leadership and management are judged to be less than satisfactory.

This provision will be subject to a full reinspection.

The final decision as to whether the provision is inadequate rests with the Chief Inspector of Adult Learning. A statement as to whether the provision is adequate or not is included in the summary section of the inspection report.

INSPECTION REPORT

Drivers on Demand Ltd

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INSPECTION REPORT

DESCRIPTION OF THE PROVIDER

1. Drivers on Demand Ltd (DOD) is a private limited company. It is a specialist employment agency, offering training for drivers of large goods vehicles (LGVs) and passenger carrying vehicles (PCVs). DOD contracts with Jobcentre Plus to offer work-based learning for adults and the intensive activity period of New Deal 25+. The organisation's head office is in Hounslow, West London. Training and assessment is provided by a Wembley-based subcontractor which is also an associate company.

2. DOD has a team of 12 staff, five of whom administer the Jobcentre Plus training. Two directors oversee the operations. There is a contracts manager, based in Wembley, who has line management responsibility for the programme administrators and the recruiters. They visit jobcentres and interview prospective clients.

3. According to the 2001 census, the proportion of people from minority ethnic groups is 35 per cent in Hounslow compared with 25.4 per cent in outer London and 9.1 per cent in England as a whole. In 2001, the proportion of school leavers achieving five or more general certificates of secondary education at grade C or above was 46 per cent in Hounslow, compared with 47.9 per cent in England. In April 2003, the unemployment rate in Hounslow was 2.4 per cent, compared with 2.6 per cent in England.

SCOPE OF PROVISION

Retailing, customer service & transportation

4. DOD has 17 clients on transport programmes, of whom two are on New Deal 25+ and 15 are on work-based learning for adults. Clients work towards the LGV and PCV driving licences. Both programmes last for up to 26 weeks and include a medical examination, a Driving Standards Agency theory test, and the Driving Standards Agency practical driving test. On completion of an induction and initial assessment, LGV clients are placed with employers, who are also DOD's customers, for a period of work experience, and PCV clients move straight into practical and theory training. All training is subcontracted to a specialist transport training company. Funds earned by clients on work experience are used by DOD to contribute to the cost of their training.

ABOUT THE INSPECTION

Number of inspectors	3
Number of inspection days	12
Number of learner interviews	9
Number of staff interviews	12
Number of employer interviews	3
Number of subcontractor interviews	3
Number of locations/sites/learning centres visited	2
Number of visits	3

OVERALL JUDGEMENT

5. The quality of provision is adequate to meet the reasonable needs of those receiving it. More specifically, training in transportation is satisfactory, as are DOD's leadership and management and its arrangements for equality of opportunity. However, quality assurance is unsatisfactory.

GRADES

grade 1 = outstanding, grade 2 = good, grade 3 = satisfactory, grade 4 = unsatisfactory, grade 5 = very weak

Leadership and management	3
Contributory grades:	
Equality of opportunity	3
Quality assurance	4

Retailing, customer service & transportation	3
Contributory grades:	
New Deal 25+ and work-based learning for adults	3

KEY FINDINGS

Achievement and standards

6. **The level of progress into employment has been consistently good.** Of the 151 clients who started programmes between 2001 and 2003, 64 per cent progressed into employment. In 2003-04, of the 40 clients starting the programme, 57 per cent have progressed to employment with the remainder of the clients still in learning.

7. **There is good achievement of qualifications.** Of the 151 clients who started programmes between 2001-02 and 2002-03, nearly 60 per cent gained their LGV or PCV driving licences. In addition, 45 per cent of clients leaving the programme gained

qualifications in the use of specialist operating equipment and further licences to drive larger vehicles.

Quality of education and training

Grades awarded to learning sessions

	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Total
Retailing, customer service & transportation	0	0	2	1	0	0	0	3
Total	0	0	2	1	0	0	0	3

8. **Practical driver training is good.** The instructors are calming, supportive and give clear instruction and advice about vehicle position and approaches to difficult road layouts. Instructors make good use of clients' progress reports to identify weaknesses and further training needs, and these are reviewed and remedied during subsequent lessons. All instructors have good industrial experience and, in addition, some are on the Driving Standards Agency's voluntary register of instructors.

9. **Outdoor resources for practical training and assessment are particularly good.** Initial practical training is carried out on a large manoeuvring and reversing area, allowing clients to develop their confidence by practising control and emergency stopping procedures before moving into busy London traffic. The vehicles used are satisfactory and reflect those in use in the LGV and PCV industries. Theory training resources are satisfactory, although the teaching rooms are a little cramped.

10. **Poor use is made of individual learning plans.** The plans are all the same, irrespective of the clients' prior skills and knowledge. Plans are not updated to reflect any learning or experience that clients have.

11. **When progress reviews are carried out there is insufficient focus on the learning that has taken place.** There is no involvement of work-placement providers. Where targets are set they are vague and too general.

12. **There is insufficient planning of work experience.** Work experience is arranged in response to employers' demands rather than being planned to meet the needs of the client. Some clients carry out repetitive tasks which do not allow them to develop a wide enough range of skills and experience.

Leadership and management

13. **DOD uses effective financial management to subsidise the cost of clients' training.** In addition to its training contract, DOD runs a commercial agency providing drivers to businesses. Clients are given driving jobs for work experience. Half the fee earned from the job is used to supplement the money provided by Jobcentre Plus, and contribute to the cost of the LGV driver training and any additional qualifications.

14. As part of their agreement with DOD, clients are guaranteed employment with the agency after successfully achieving their LGV licence.

15. DOD's contracts manager is based at the subcontractor's premises. There is **effective team working between DOD and the subcontractor, and good support for clients during their practical training.**

16. Written business plans are shared with members of staff and regularly discussed at staff meetings. **However, the business plan sets insufficiently specific targets for training.**

17. There are regular management and staff meetings and frequent informal meetings. The staff meetings take place at a time when all staff can attend. Minutes of management meetings, which include staff from the subcontractor, do not include explicit reference to training or to clients' progress.

18. **The recruitment process is thorough** and ensures that the clients who are selected for training have the appropriate driving and communication skills to successfully progress into employment.

19. The company is committed to removing barriers to employment and training. Effective links have been established with local refugee groups and the local authority, which has projects targeted on deprived areas, the homeless, and drug users. DOD has had some success in attracting clients into training who would not normally have participated.

20. **DOD has good recruitment practices.** It employs two recruitment officers to work full time in jobcentres. They are very sensitive to the cultural and religious beliefs of clients and ensure they are aware of the demands of transport work and the impact they may have on their religious practices. If clients are not eligible for government-funded training, they are referred to the local bus company for training and employment.

21. Data on equal opportunities are collected, but they are not analysed to establish trends or as a basis for planning. **The equal opportunities policy is inadequate.** It has not been reviewed or updated for two years, and does not refer to recent legislative changes. There has been no recent staff training. Equal opportunities is discussed during clients' induction although their recollection of this is poor. **There is poor monitoring of the equal opportunities practices of work-placement providers.**

22. **The quality assurance arrangements for DOD's government-funded programmes are ineffective.** The quality management system makes minimal reference to training. There is insufficient focus upon improving clients' experience.

23. There is no monitoring of the effectiveness of work experience in developing the occupational skills that clients require for employment.

24. **There is no analysis of training data for quality improvement purposes.** DOD does not systematically collect feedback from employers or learners. Where feedback has been received, there has been no analysis to target improvements.

25. The subcontractor independently monitors the quality of the practical training through its own observation process, but DOD is not routinely given copies of observation records.

26. **The subcontractor has effective health and safety arrangements**, which include regular risk assessment of training activity. The contract DOD has with work-placement providers requires confirmation of their health and safety arrangements. However, there is no further monitoring after this initial check.

27. **The company's self-assessment process is not leading to continuous improvement.** Three self-assessment reports and development plans have been written, all of them practically identical in content. There is no evidence of regular monitoring of progress against actions. There is no involvement of staff, clients or employers in reaching judgements about the training programme. The report is not based on the 'Common Inspection Framework'.

The following strengths and weaknesses were identified during this inspection:

Leadership and management

Strengths

- good financial arrangements to fund clients' LGV training
- good arrangements to ensure that clients progress into employment
- effective team working between the partners managing the training programme
- good client recruitment practice

Weaknesses

- inadequate reinforcement and monitoring of equality of opportunity
- insufficient focus of quality assurance arrangements on training
- poor use of self-assessment to bring about continuous improvement

Retailing, customer service & transportation

Strengths

- good rate of progress into employment
- good rate of achievement of driving qualifications
- good practical driving instruction
- particularly good resources for practical training and assessment

Weaknesses

- insufficiently focused individual learning plans
- inadequate reviews of clients' progress
- insufficient planning of work experience

WHAT LEARNERS LIKE ABOUT DRIVERS ON DEMAND LTD:

- staff are motivating and want clients to do well
- the staff's patience during training
- the opportunity to get a qualification which will help them get a job
- the availability of staff to answer queries and resolve problems
- the flexible approach to finding work experience
- the good potential for employment following their training

WHAT LEARNERS THINK DRIVERS ON DEMAND LTD COULD IMPROVE:

- the length of work placements - they would like them to be longer
- the amount of feedback from the work-placement provider about their performance - they would like more
- the time it takes to accumulate funds to pay for training - clients would like it speeded up
- the opportunity to sit with more experienced drivers when there is no work available
- the amount of support for home study

KEY CHALLENGES FOR DRIVERS ON DEMAND LTD:

- maintaining the good rates of progress into employment
- better planning and review of job skills development within the training programme
- better monitoring of equality of opportunity
- greater focus on continuous improvement and further development of quality assurance arrangements

DETAILED INSPECTION FINDINGS

LEADERSHIP AND MANAGEMENT

Grade 3

The following strengths and weaknesses were identified during this inspection:

Strengths

- good financial arrangements to fund clients' LGV training
- good arrangements to ensure that clients progress into employment
- effective team working between the partners managing the training programme
- good client recruitment practice

Weaknesses

- inadequate reinforcement and monitoring of equality of opportunity
- insufficient focus of quality assurance arrangements on training
- poor use of self-assessment to bring about continuous improvement

28. DOD has developed good financial arrangements to enable it to provide LGV training for clients. In addition to its training contract, DOD has a commercial agency providing drivers to companies across London. As part of their work experience, clients are given driving jobs through the agency. Half the fee earned from the job is put into a fund and used to supplement the Jobcentre Plus income and cover the costs of the LGV driver training and any additional qualifications. There is effective use of the fund to support early leavers. If a clients leaves the programme early, their fund is held for them to use at a later date to fund training at another training provider or college.

29. There are good arrangements to ensure that clients gain employment. Clients are guaranteed employment with DOD's agency after successfully achieving their LGV licence. Those who choose to seek employment outside the agency are given good support to do so. Over 80 per cent of the successful clients start work at the agency to develop experience as a driver, and many then move into other full-time driving employment after a few months.

30. There is effective team working between the partners managing the training programme. Since February 2003, DOD's contracts manager has been based at the premises of the subcontractor in Wembley. This has enabled effective support to be given to clients during their practical training. It also provides frequent opportunities for the subcontractor's trainers to informally feed back on clients' progress.

31. There is an clear organisational structure which is well understood by members of staff. DOD has a team of 12 staff, five of whom administer the training contract. Two of the staff are dedicated recruitment consultants and spend all their time following a weekly schedule of visits to jobcentres.

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32. The directors of DOD have a clear vision for the business and, although this is not written into a strategic plan, the staff understand it well. Written business plans are produced for a 12-month period and reviewed quarterly. They are shared with members of staff, giving them a good understanding of the business objectives. Minutes of staff meetings show that members of staff regularly discuss the objectives and identify actions to be taken and staff responsibilities. The business plan sets insufficiently specific targets for training.

33. Communications within DOD are satisfactory. There is a schedule of regular management and staff meetings. There are also frequent informal meetings of staff. The staff meetings take place at a time when all staff can attend. Quarterly staff meetings to discuss business-planning issues are held away from the provider's premises to take people out of their normal working environment. Both management and staff meetings have minutes with identified actions. Management meetings, which include staff from DOD and the subcontractor, take place every six weeks. There is little explicit reference to training or learners' progress in the minutes of these meetings. The recruitment consultants meet the contracts manager regularly to discuss any issues arising.

34. In 1997, DOD gained the Investors in People award, a national standard for improving an organisation's performance through its people. It was re-accredited in March 2003. Staff appraisal and training is carried out annually. All members of staff have a contract of employment and a job description which are updated as necessary at their appraisal. There is a standard induction for all staff and a core training development plan. Staff appraisal identifies additional training appropriate to an individual's role. Staff development is regular agenda item for both management and staff meetings. However, there has been insufficient training in equality of opportunity.

Equality of opportunity

Contributory grade 3

35. The recruitment process is thorough and ensures that the clients who are selected for training have the appropriate driving and communication skills to successfully progress into employment. A series of interviews is held with Jobcentre Plus and DOD's training staff. Each client has a practical driving assessment, and PCV clients sit a basic literacy and numeracy assessment.

36. DOD is committed to removing barriers to employment and training. Effective links have been established with local refugee groups and the local authority which has projects targeted on deprived areas, the homeless, and drug users. Through working with these disadvantaged groups, DOD has had some success in attracting clients who would not normally take part in training. Ten per cent of the current LGV clients are from these disadvantaged groups. Access to most work-placement premises is good, although access to the subcontractor's offices is restricted and unsuitable for wheelchairs. Clients are encouraged to take additional qualifications to improve their employability. A prompt response is made if clients express dissatisfaction with their work placement. If problems cannot be resolved, an alternative work placement is identified. All eligible clients receive ongoing assistance with travel costs. The company has been successful in attracting clients from a wide range of minority ethnic groups.

Thirty per cent of current clients are from minority ethnic backgrounds. The company has also recruited five women to the training programme. More than 60 per cent of DOD's staff are from minority ethnic groups.

37. DOD employs two recruitment officers to work full time in local jobcentres. Both officers are from minority ethnic backgrounds and speak a number of the languages spoken by the client groups they interview. Both have first-hand experience of the transport industry and can speak in detail about driver training and the job requirements. They are very sensitive to the cultural and religious beliefs of clients, and ensure they are aware of the demands of the job and the impact they may have on their religious practices. Staff at each jobcentre work closely with the two recruiters. Clients are interviewed to ensure that they receive accurate guidance about transport training or job interviews. If they are not eligible for government-funded training, they are referred to the local bus company for training and progression into employment.

38. Data on equal opportunities are collected, but there is no analysis to identify trends or as a basis for planning. The equal opportunities policy is inadequate. It has not been reviewed or updated in the past two years and does not refer to recent legislative changes. Key terms are not clearly defined and there is no clear strategy identified for the policy's implementation. There has been no recent staff training and marketing materials do not specify that DOD is an equal opportunities provider.

39. Equal opportunities is referred to during clients' induction although their recollection of this is poor. Clients can, however, describe how to make a complaint. There is no further reinforcement of equal opportunities and diversity during progress reviews or training. Clients' understanding of equal opportunities issues and their impact on them as drivers is weak. There is poor monitoring of employers' equal opportunities practices, and one work placement had inappropriate images on the walls which were not identified by DOD. In some work placements, clients receive less support than employed drivers.

Quality assurance

Contributory grade 4

40. DOD has a well established and effectively implemented quality management system, which includes a comprehensive range of quality assurance policies and procedures covering the organisation's main business operations. The company was re-accredited with ISO 9002, an international quality assurance standard, in 2001. Annual audits of the quality assurance system are conducted by an external consultant, and any non compliance is identified and recorded. The company is quick to respond with corrective action.

41. However, apart from the recruitment and initial interview processes, the quality management system has insufficient focus on clients' experience. The quality assurance arrangements respond to the contractual requirements of Jobcentre Plus and the needs of the DOD's recruitment agency. There is no monitoring of the effectiveness of work experience in developing the occupational skills required for employment. The responsibility for the quality assurance of subcontracted training is not specified in the

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subcontractor agreement. The subcontractor independently monitors the quality of the practical training by observation four times a year. Tutors are given little feedback and areas for improvement are not clearly identified. DOD, however, is not routinely given copies of observation records.

42. Data are collected on clients' starts, retention rates, progression into employment, achievement rates, gender, ethnicity and disabilities. However there is little analysis of these data for quality improvement purposes. There is no analysis by intakes, and no targets are set for retention, achievement or widening participation. Records are kept of early leavers, but in many cases, the reasons clients give for leaving the programme are not specific. The company does not systematically collect feedback from employers. Where feedback has been received from clients, it is not analysed to target improvements.

43. Clients' progress reviews are ineffective, a weakness identified at a previous inspection but not yet remedied. Scheduled reviews often do not take place. Those that do, do not adequately focus on clients' development of skills and knowledge. Targets are not set for completion before the next review.

44. DOD's health and safety arrangements are reviewed annually. The subcontractor has effective health and safety arrangements, which include regular risk assessment of training activity. Responsibility for annual risk assessment is clearly stated in the subcontractors' agreement. DOD's contracts require work-placement providers to have appropriate health and safety arrangements, together with employers' and public liability insurance, and fire, motor vehicle and professional indemnity cover. However, monitoring is limited to an initial check. Clients are not trained to conduct appropriate health and safety checks or carry out risk assessments at work-experience locations, as specified in DOD's health and safety policy.

45. The self-assessment process is not contributing to continuous improvement. Self-assessment has been carried out as part of DOD's contractual requirement. Three self-assessment reports have been written, and all are practically identical in content. Development plans are very similar and there is no evidence of regular monitoring of progress against actions. The most recent report is insufficiently self-critical. Only one key weakness was identified, although inspectors found that key weaknesses identified at the previous inspection still remain. Staff generally have a poor understanding of the self-assessment process and are unaware of the strengths and weaknesses identified in the current report. There is no involvement of staff, clients or employers in reaching judgements about the training programme. The provision is not evaluated against the 'Common Inspection Framework'.

AREAS OF LEARNING

Retailing, customer service & transportation

Grade 3

Programmes inspected	Number of learners	Contributory grade
New Deal 25+ and work-based learning for adults	17	3

The following strengths and weaknesses were identified during this inspection:

Strengths

- good rate of progress into employment
- good rate of achievement of driving qualifications
- good practical driving instruction
- particularly good resources for practical training and assessment

Weaknesses

- insufficiently focused individual learning plans
- inadequate reviews of clients' progress
- insufficient planning of work experience

Achievement and standards

46. Clients have made consistently good progress into employment over the past three years. In 2001-02, 62 per cent of clients gained jobs, and in 2002-03 the proportion was 73 per cent. In 2003-04, 57 per cent have gained jobs and are still in learning.

47. There is good achievement of qualifications. In 2001-02, 59 per cent of clients achieved their LGV or PCV driving licences. In 2002-03 the figure was 61 per cent. A further 45 per cent gained additional qualifications in the operation of specialist operating equipment, and further licences to drive larger vehicles.

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The following table shows the achievement and retention rates available up to the time of the inspection.

Jobcentre Plus funded programmes																	
New Deal 25+ and work-based learning for adults	2003-04		2002-03		2001-02												
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
	Number of starts	40		66		85											
Retained*	9		40	61	50	59											
Planned learning completed	9		40	61	50	59											
Gained job	23		48	73	53	62											
Still in training	17		0	0	0	0											

*retained clients are those who have stayed in learning for at least the planned duration of their programme, or have successfully completed their programme within the time allowed, or who have gained employment during their time on the programme

Quality of education and training

48. Practical driver training is good. The instructors are calming, supportive and give clear instruction and advice about vehicle position and approaches to difficult road layouts. Positive encouragement is used throughout the session. Instructors effectively use role-play to simulate passengers' behaviour at bus stops. They provide regular feedback to clients during breaks in driving. Instructors make good use of clients' progress reports to identify weaknesses and further training needs. These are reviewed and dealt with during subsequent lessons. Instructors do not make use of the tachograph during training. Although this is not a requirement for learner drivers, all LGV drivers will be expected to use it on entry to employment in the transport industry. All instructors have good experience and some are also on the Driving Standards Agency's register of instructors.

49. Outdoor resources for practical training and assessment are particularly good. Initial practical training is carried out on a large manoeuvring and reversing area. This allows clients to develop confidence by practising control and emergency stopping procedures before moving into busy London traffic. The vehicles used are satisfactory and reflect those in use in the LGV and PCV industries. Theory training resources are satisfactory, although the teaching rooms are a little cramped. The ratio of computers to clients is good, and effective use is made of specialist software to prepare clients for the theory and hazard-perception test.

50. During the recruitment process, there is an initial assessment of clients' literacy, numeracy and language skills. Any clients whose skills needs would prevent them from successfully completing the training, or subsequently entering employment as a driver, are referred back to Jobcentre Plus. Clients all take an initial practical driving assessment to ensure that they have the ability to develop the practical skills they will need.

51. Poor use is made of individual learning plans, and they are insufficiently focused. All the plans are the same irrespective of clients' prior skills and knowledge. They do not adequately identify individual training needs for example, in manual handling, route planning or customer service. There is no clear link to the initial assessment of driving skills. Plans are not updated to reflect any learning or experience that may have taken place.

52. The progress review process is inadequate. Often the initial review that is due after the first two weeks on the programme is missed or is carried out late. When reviews are carried out there is insufficient focus on the learning that has taken place. There is no involvement of the work-placement providers. Where targets are set they are vague and too general. There is insufficient planning to ensure that clients experience sufficiently varied work and drive enough different types of vehicles.

53. There is insufficient planning of clients' work experience. Work experience responds to employers' demands rather than being planned to meet the needs of the client. A range of work is available but this is not matched to the clients' needs and current level of experience. Some clients carry out repetitive tasks which do not allow them to develop a full range of skills and experience or progress from driving cars to vans to small trucks. Many assignments are brief and do not allow clients time to gain employability skills such as team work. The short exposure to individual employers does not allow clients to be inducted properly or become accustomed to the range of working practices. When work placements are not available, much of clients' time is spent on unsupervised home study. There is insufficient monitoring of this time or the progress clients are making.

Leadership and management

54. The leadership and management of driver training are satisfactory. There are three small teams responsible for recruitment, arranging work placements, and the administration of the programme, respectively. The recruiters spend all their time in jobcentres and provide effective guidance to prospective clients. Each of the driver controllers, who arrange work placements, is responsible for separate group of clients and maintains regular informal contact with them.

55. There is effective but informal communication within and between these teams. There are also regular formal meetings of staff. However, the minutes of these meetings rarely show any discussion of clients' progress and experience. Staff clearly understand their roles and all have a job description. Staff appraisal is carried out annually and results in individual learning plans. Staff are appropriately qualified for their roles. However, there has been insufficient staff development in equality of opportunity.

56. Practical driver training is carried out by a subcontractor. The trainers are well qualified. DOD's contracts manager is based at Wembley and maintains regular daily contact with the trainers to check on clients' progress. This arrangement also ensures that clients can get swift responses to any problems or concerns they may have.

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57. Staff were not involved in the self-assessment process. The self-assessment report did not include the strengths and weaknesses identified by the inspector.