

City Gateway

Inspection report

Unique reference number: 58841

Name of lead inspector: Robert Hamp HMI

Last day of inspection: 3 December 2010

Type of provider: Independent learning provider

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Information about the provider

1. City Gateway is a charity set up in 1999. Its youth training activities take place at three sites in Tower Hamlets, East London. The chief executive officer heads a senior management team of eight, including a director of strategy and development and a head of training and employment. The senior management team is accountable to a Board of Trustees. City Gateway has 120 staff of whom 63 are employed part time and 31 who work in the training and employment department.
2. Fifty-nine learners are on apprenticeship programmes funded by the Skills Funding Agency. There are 20 sports apprentices, 24 information and communication technology (ICT) apprentices and 15 customer service apprentices. Customer service was not inspected. Apprenticeship funding accounts for about 16% of City Gateway's total income.
3. The charity targets young people who are not in education, employment or training (NEET) or those who are at risk of becoming NEET. Almost all learners progress onto apprenticeship programmes from City Gateway's pre-apprenticeship programme. There are 27% of learners who enter the pre-apprenticeship scheme who have high levels of safeguarding risk. Over 70% of pre-apprenticeship learners have no qualifications and 57% have English as an additional language.
4. The London Borough of Tower Hamlets contains examples of extreme deprivation alongside global corporate businesses located in Canary Wharf and within the City Of London. Youth unemployment is high at 23.4% compared with 14.5% across Greater London. Minority ethnic groups make up 50% of the population and 66.3% of pupils achieve five or more GCSEs at grades A* to C compared with 70% nationally.

Type of provision	Number of enrolled learners in 2009/10
Employer provision:	
Apprenticeships	77 apprentices

Summary report

Grades: 1 is outstanding; 2 is good; 3 is satisfactory; 4 is inadequate

Overall effectiveness of provision		Grade 1
Capacity to improve		Grade 1
		Grade
Outcomes for learners		1
Quality of provision		1
Leadership and management		1
Safeguarding		1
Equality and diversity		1
Subject Areas		
Information and communication technology for users		1
Sport, leisure and recreation		2

Overall effectiveness

- City Gateway is an outstanding provider with many outstanding features. All staff are keen to offer support and they get to know learners well. Learners feel that they have a very safe and friendly place to learn. Learners gain excellent employability skills and are developing their personal and social skills significantly to improve their social and economic potential. Some learners are involved in community activities such as organising events to engage others or in fundraising activities.
- Learners make outstanding progress on their courses and the vast majority finish their programmes within agreed timescales. All learners report that they enjoy their learning very much and speak positively about how their attitudes and expectations have been completely transformed from very low self-esteem and outlook to real optimism for the future. Teaching and learning and assessment are outstanding. Learners benefit from learning activities that are lively, stimulating and challenging.
- Courses are planned very well to fit the needs and interests of learners and to provide them with relevant skills, knowledge and confidence to secure full-time employment. The identification of individual needs and the support provided to learners is outstanding. Many learners find appropriate employment and work

placements in global corporate organisations. This provides others with confidence and a determination to achieve. Learners and staff gain real benefits from partnership arrangements with businesses who are keen to provide their time and practical support and offer employment opportunities.

8. City Gateway's leadership and management are outstanding. The charity has a clear focus on providing hope for local young people. Arrangements to promote the safeguarding of learners are outstanding. The promotion of equality and diversity is outstanding. The self-assessment process is fully inclusive and the self-assessment report is highly accurate but lacks some detail. The overall effectiveness of the provision is outstanding.

Main findings

- Outcomes for learners are outstanding. Overall success and the success rate for learners completing within agreed timescales on the ICT apprenticeship is outstanding. The success rate for the customer service apprenticeship is very high. The overall success rate for learners on the sport apprenticeship is good. Learners are making outstanding progress.
- Learners demonstrate high levels of motivation and confidence and are keen to succeed. They make substantial improvements in their economic and social well-being. Learners gain valuable work experience and work skills with major corporate employers and businesses in the City of London and Canary Wharf. A significantly high proportion of apprentices secure full-time employment.
- Learners feel very safe. They use safe working practices. Sports learners have a good understanding of healthy eating. Many learners are able to make a positive contribution to the community through voluntary work and fundraising activities.
- Teaching, training and assessment are outstanding. Learners enjoy learning in work placements very much. Sports learners particularly enjoy developing their literacy and numeracy skills. Assessment arrangements are very well planned and flexible. Feedback to learners is highly effective. The system for observing teaching and learning is effective and well developed.
- Programmes meet learners' and employers' needs very well. Programmes in sport are particularly well designed for progress into employment within the industry. Opportunities for a few learners to progress to higher qualifications in some areas are limited. The development of employability skills is particularly good. Employers value highly the contribution that learners make to their organisations.
- Partnership arrangements are outstanding. Learners are encouraged to work and mix with others from different communities and backgrounds to help them learn and prepare them more effectively for employment. Partnerships are used effectively to provide employment opportunities and promote social inclusion.
- Care, guidance and support for learners are outstanding. Learners benefit from excellent support and information, advice and guidance. Individual support plans provide learners with an excellent foundation to overcome significant

barriers and to help them achieve. Learners speak positively about how staff motivate them and take time to understand their individual needs.

- Leadership and management are outstanding. The charity has a well-established and successful partnership with the Borough of Tower Hamlets for reducing the number of young people who are or may become NEET. The senior management team has a strong commitment to continuous improvement. Stakeholder involvement in managing and improving the provision is highly effective.
- Arrangements to promote the safeguarding of learners are outstanding. Processes and support arrangements are clear, well defined and understood by all learners. Comprehensive risk assessment and health and safety arrangements are in place and are promoted well. Arrangements for working with neighbourhood groups, statutory bodies and referral agencies are highly effective.
- The promotion of equality and diversity is outstanding. All staff and learners have a very good understanding and awareness of equality and diversity which is covered well in the curriculum. Managers systematically monitor the performance of different groups of learners. Young leaders are used effectively to promote equality and diversity, particularly in the community.
- User involvement to promote improvement is outstanding. Learners report that they feel involved and included in decision making. Employers are involved well in providing feedback about the quality of provision and are actively engaged in supporting learners through shadowing, joint events and input into learning sessions.
- The self-assessment process is fully inclusive and the self-assessment report is highly accurate. However, the subject sector area reports lack clear focus. Quality improvement arrangements are well developed and effective. The system for observing teaching and learning is well established and accurate.

What does City Gateway need to do to improve further?

- Continue to maintain and improve the overall success and success rate of learners completing within agreed timescales on all apprenticeship programmes.
- Improve the self-assessment report by adopting a more focused approach to the reporting of specific programme areas.
- Continue to broaden the type and level of qualifications offered to learners to provide further opportunities for local learners and further development opportunities for current learners.

Summary of the views of users as confirmed by inspectors

What learners like:

- they never give up on you
- a great place to work and a caring environment

- learning in professional work environments
- individual support and respect from all staff
- excellent teaching
- tutors always have time for us.

What learners would like to see improved:

- the provision of level 3 qualifications.

Summary of the views of employers as confirmed by inspectors

What employers like:

- quick response to problems and queries
- the speed of establishing an effective working relationship
- apprentices that add value to the business
- keen and able apprentices
- the way they work to get things right
- support and advice they give.

What employers would like to see improved:

- ICT apprentices with more technical support skills.

Main inspection report

Capacity to make and sustain improvement

Grade 1

9. The strategic management and direction of City Gateway are outstanding. It has a clear focus and excellent awareness of the needs of learners and the issues facing them. City Gateway has been very successful in raising the aspirations of local young people and providing them with the skills and knowledge and employment opportunities to change their lives. Over 90% of learners in ICT are gaining apprenticeships and 80% of all apprentices find employment or attend further education courses. Quality improvement arrangements are robust and highly effective. Internal verification is good. Staff work closely with learners to achieve their targets and a very high proportion are completing within agreed timescales.
10. The self-assessment report is accurate and the development plan is highly effective. Managers and staff use data particularly well. Challenging targets are set and met. User feedback is used effectively to improve the provision and is outstanding. City Gateway is fully aware of its strengths and areas for improvement. Staff are well informed and knowledgeable. The sharing of good practice between programme areas has been introduced successfully.

Outcomes for learners

Grade 1

11. Outcomes for learners are outstanding. The success rate for learners on the ICT apprenticeship is significantly higher than the national average at 93%. The success rate for those completing within agreed timescales is also well above the national rate at 90%. The success rate for customer service apprentices is 100%. The success rates for learners on the sport apprenticeship are now good. Current learners on all apprenticeship programmes are making outstanding progress.
12. Learners make substantial improvements in their economic and social well-being and develop valuable employment skills. Learners demonstrate high levels of commitment and motivation. Learners are gaining in confidence and are keen to succeed. Many learners have significant issues and barriers to overcome. For example, 27% of learners have high levels of safeguarding risk. Learners respond positively to away-days, work placements and team building events. They gain valuable work experience and work skills with high profile employers. Eighty per cent of apprentices secure full-time employment or enter further education.
13. Learners feel very safe. They use safe working practices. Sports learners have a good understanding of healthy eating. Some learners are able to make a positive contribution to the community through voluntary work and fundraising activities.

The quality of provision

Grade 1

14. The quality of provision is outstanding. Teaching, training and assessment are good in sport and outstanding in ICT. All learners enjoy enormously the range of methods used to engage them in learning. Learners report high levels of satisfaction. All learners enjoy very much their learning particularly in work placements. Learners in sport value developing their literacy and numeracy skills. Assessment arrangements are very well planned and flexible and feedback is highly effective in helping learners improve their performance. Learners' reviews are highly effective and supportive. The system for observing teaching and learning is effective and well developed.
15. Arrangements to meet the needs and interests of learners are outstanding. The majority of learners progress on to apprenticeships from a comprehensive and effective pre-apprenticeship programme. They are prepared well and are able to make excellent progress on their apprenticeships. Programmes in sport are particularly well designed for progress into employment within the industry. The development of employability skills is particularly good on all apprenticeship programmes. Employers value highly the contribution that learners make to their organisations. However, the range and level of programmes in ICT are currently limited to level 2.
16. Partnership arrangements are outstanding. Partnerships are used effectively to benefit learners and promote social inclusion. For example, partnership working is encouraged during learning sessions to facilitate learning and promote understanding and respect. Learners benefit from extremely good arrangements with many high-profile employers. Corporate partners demonstrate high levels of commitment to apprenticeships and many are involved in the design and review of City Gateway's programmes. Partnerships with local communities are developed through strong links with local youth clubs. Social cohesion is enhanced through young leaders who work effectively with local young people through a variety of learner-led activities and events.
17. Care, guidance and support for learners are outstanding. Learners benefit from excellent support and advice and guidance that is planned and monitored extremely effectively. Retention workers are used effectively to support learners' participation on their programmes. Well-developed support plans provide an excellent foundation to help learners overcome significant barriers and to help them achieve. Learners value supportive visits by assessors to the workplace that help them progress. They benefit from staff who have good industry experience and knowledgeable employment progression workers who support them on work placements. Learners speak positively about how staff motivate them and take time to understand their individual needs.

Leadership and management

Grade 1

18. Leadership and management are outstanding. Managers have a clear focus on providing hope and raising the expectations of local young people. The charity has been particularly successful in connecting with, and engaging, disaffected

young learners some of whom have considerable personal, social and economic issues. City Gateway's strategic development involves all staff and is aligned particularly well to local needs. Partnership working with the London Borough of Tower Hamlets is highly effective in identifying and reducing the number of young people who are, or at risk of becoming, NEET. The senior management team sets a clear direction and demonstrates a strong commitment to continuous improvement. Communication concerning the well-being of learners is excellent. Stakeholder involvement in managing and improving the provision is highly effective.

19. Arrangements to promote the safeguarding of young learners and vulnerable adults are outstanding. All staff, volunteers and trustees are checked with the Criminal Records Bureau and a single central record is kept and updated regularly. Safeguarding processes and support arrangements are clear, well defined and understood by staff and learners. All staff have undertaken appropriate child protection training. The youth work manager is responsible for maintaining a risk register of learner referrals and subsequent actions. Arrangements for working with neighbourhood and statutory groups and referral agencies are highly effective. All safeguarding referral data are monitored effectively and at risk learners are regularly monitored for other signs or symptoms. City Gateway has identified safeguarding of Bangladeshi girls as a high priority and has introduced one-to-one support and provided appropriate staff training. Learners are actively involved in identifying concerns about their peers.
20. Promotion of equality and diversity is outstanding. All staff have recent training and all learners have a very good understanding and awareness of equality and diversity. Learners work effectively with others from different backgrounds and cultures to prepare them more effectively for employment. City Gateway works closely and sensitively with local diverse communities. They have been particularly successful in developing a group of diverse young leaders to promote positive relations within their communities. This group is involved well in organising a variety of events for young people and in identifying and developing volunteering and fundraising activities. The use of data to monitor the performance and participation of groups of learners is excellent. For example, data analysis indicated that learners from all ethnic backgrounds achieve well. The low take up of sport by girls has resulted in a high profile poster campaign and a girls' network connects females across courses.
21. City Gateway's engagement with users to support and promote improvement is outstanding. The charity is part of an effective peer review group. It is committed to the National Youth Agency's Hear by Right to ensure learners' involvement in decision making. Learners are viewed as partners in delivery and report that they feel involved and included in decision making including programme design. Learners have a good variety of methods to provide feedback. Employers are involved well in providing feedback about the quality of provision and are actively engaged in supporting learners through work shadowing, joint events with learners, and input into learning sessions. Employer relationship managers ensure that feedback from employers is

communicated effectively. Learners are kept well informed by 'you said we did' information sheets.

22. Quality assurance arrangements are highly effective. Performance management is strong and staff appraisals and staff training plans are well developed. Data are used well to monitor performance. The system for observing teaching and learning is effective at providing tutors with clear targets for quality improvement. Internal verification is robust. The self-assessment process is highly inclusive and the self-assessment report is accurate but lacks detail in the subject sector areas. The quality improvement plan is used well to monitor quality improvement. Quality assurance arrangements cover key aspects of programme delivery well.
23. Management of resources to secure value for money is outstanding. Many learners are achieving their frameworks early and outcomes are outstanding. The ratio of staff to learners is very good and learners are supported well by retention workers and work placement managers. Current learners are making outstanding progress. Learners benefit from a training centre located close to Canary Wharf and corporate employers. City Gateway has an ambitious strategy for the future.

Subject areas

Information and communication technology for users

Grade 1

Context

24. Twenty-four apprentices are on the ICT user skills programme. All learners are employed by City Gateway and receive one or two days classroom education a week alongside work placements either within City Gateway or with companies in Canary Wharf or the City of London. The ICT department has two tutors. Seven apprentices are female and seven are White British.

Key findings

- Outcomes for apprentices are outstanding. The overall success rate and success rate for learners completing within agreed timescales is particularly high and well above the national average. Current learners are making excellent progress and many have already achieved their framework within the agreed timescale. Over 80% of apprentices acquire a full-time job or move on to further education.
- The development of employability skills is very good. Apprentices gain valuable workplace experience working with industry standard applications. Many apprentices with previously low levels of attainment complete the programme successfully and leave with skills and knowledge to operate in an office environment. Some apprentices are recruited into responsible and well paid jobs with high profile companies in the City of London and Canary Wharf.
- Teaching, learning and assessment are outstanding. Learners are keen to learn and enjoy their learning very much. Training sessions make good use of a stimulating range of well-paced activities that engage learners well. Practical aspects of learning are particularly effective. Group activities are used well to develop social interaction and develop valuable work-related skills. However, some classroom layouts are cramped.
- The ICT user training programme effectively meets the needs of learners and employers. Learners gain a good practical understanding of work and employers speak positively about the effectiveness of learners in the workplace. Many work placements lead to employment or wider employment opportunities. However, the range and level of programmes offered to apprentices are limited to level 2.
- Partnership working is outstanding. City Gateway has established a highly effective network of work placements to support the apprenticeship programme. Employers, many of whom are global corporate businesses, are highly supportive of City Gateway and its aim to find employment opportunities for local disadvantaged learners within ICT. Learners are aware that successful completion of the programme enhances their employability. Employers value learners' practical ICT skills.

- Support for apprentices is particularly effective. Learners benefit from excellent personal support from retention workers during off-the-job training sessions and employment progression workers provide effective work placement support. Job coaching by vocationally experienced staff enhances apprentices' chances of success in obtaining employment. Staff are knowledgeable and advise apprentices well during recruitment. Apprentices are very happy with the support they get from the enthusiastic and dedicated staff.
- Leadership and management are outstanding. Target setting is clear and understood well by learners and staff. The planning and monitoring of work placement progress and assessment are particularly good. Tutors and employment coordinators use apprentice progress information well to support apprentices whose progress is slow. All staff promote a supportive culture that is focused on learner achievement.
- The promotion of equality and diversity in the curriculum is outstanding. Staff and learners have a very good understanding of equality and diversity. Learners are encouraged to interact and work alongside others from different cultural backgrounds in preparation for work placements. They learn the need to appreciate differences and to treat people with respect. Many form new friendships and gain the confidence to undertake work placements.
- City Gateway's implementation of safeguarding is particularly good. Safeguarding is promoted well during induction. Tutors have a good understanding of the safeguarding policy and guidance and a useful safeguarding decision tree is located in staff areas. Learners feel very safe. They have a good understanding of the safeguarding principles, including e-safety, and are aware of sanctions for negative behaviour.
- User involvement in making decisions is outstanding. Learner views are used well to improve the programme. For example, learners are involved in planning the provision. Employers speak positively about the role of the employer relationship manager in providing them with feedback opportunities. Learners are kept well informed by 'you said we did' information sheets.
- Self-assessment is accurate and inclusive. The lesson observation system is robust and is leading to improvements in the quality of teaching and learning. Quality assurance is effective. However the self-assessment report does not provide adequate references specific to ICT.

What does City Gateway need to do to improve further?

- Introduce better classroom layouts to avoid learners being cramped and unable to use learning and support materials effectively.
- Develop and implement a broader ICT provision to include technician qualifications and advanced level programmes.
- Provide more ICT-specific information in the self-assessment report to allow greater clarity.

Sport, Leisure and Recreation

Grade 2

Context

25. Twenty learners are on a sports apprenticeship. City Gateway first delivered apprenticeships in 2008 and since then 5 cohorts of 57 learners have enrolled on the programme. City Gateway uses Central YMCA Qualifications (CYQ) as its awarding body. The sports department employs three tutors who monitor and assess the sports programme. Off-the-job training takes place at the Limehouse Youth Centre and two other training sites at Heron Quays. All learners are employed by City Gateway and are found work placements in local fitness centres and gyms. The majority of learners are male.

Key findings

- Outcomes for learners are good overall. The first cohort of 16 learners did not complete the full framework qualification during 2009. However, all subsequent learners are making excellent progress. Most learners who enrolled on programme in 2009/10 have completed their full framework and timely achievement is very high.
- Progression is outstanding. A significant number of learners gain employment or access further education following framework completion. Learners currently on programme have an excellent understanding of their targets and are making outstanding progress.
- Learners develop excellent skills. The standard of learners' practical work is particularly good and exceeds awarding body requirements. Learners develop good employability skills through their work placements. They communicate well with clients and add value to employers. Learners particularly enjoy their learning at City Gateway and say that they feel safe.
- Teaching, training and assessment are good. Action planning in progress reviews is particularly good. Taught lessons engage learners well, although learning is not always checked consistently. Learning provided through work placement opportunities is very good. Some employers are able to provide very good training and shadowing opportunities.
- Learning programmes are very well matched to the needs of employers and learners. The development of employability skills is particularly strong. Learners develop good literacy and numeracy skills that are tailored to their vocational area and individual needs. However, learners are not currently able to progress onto advanced apprenticeships within City Gateway.
- Partnerships with employers and community groups are outstanding. Partners are used effectively to benefit learners and promote social inclusion. Learners work with the local community through the Limehouse youth centre where there is suitable access to a training gym. Learners provide effective support for a sports-based social enterprise project that uses apprentices to deliver sports activities to residents, workers and organisations in Tower Hamlets.

- Care, guidance and support for learners are outstanding. Learners benefit from high levels of individual support that is well planned, monitored and effective in helping them to achieve. Personal development plans are used particularly well to ensure that learners are receiving appropriate and effective support. The pre-apprentice programme provides an excellent foundation for entry onto the apprentice programme. Learners on work placements receive highly effective support from employment progression workers.
- Leadership and management are outstanding and focused well on learner success. Monitoring of learners' progress is thorough and has led to significant improvement in achievement. Staff are set challenging targets for the progress of learners. These are monitored rigorously through weekly team meetings and fortnightly one-to-one supervision meetings. Internal verification is robust.
- Promotion of equality and diversity is outstanding. Learners are aware of their responsibilities and take these seriously. Staff and learners work together proactively to promote, for example, the inclusion of females in sport. Equality and diversity are well embedded in all aspects of teaching, training and assessment.
- City Gateway engages well with employers, learners and parents. Feedback from learners and employers is used to identify improvements such as changes to programme structure, access to training venues and the development of progression routes. Learners feel that they are listened to and that City Gateway values their opinions.
- Quality assurance is rigorous. City Gateway quickly identified issues that impacted on the achievement of apprentices during 2009 and took actions to remedy the situation. These actions have been effective, resulting in significantly improved outcomes for learners and are sustainable. Self-assessment accurately reflects the provision.

What does City Gateway need to do to improve further?

- Continue to implement strategies to monitor effectively and improve successful framework completions for all learners.
- Ensure that learning is consistently checked during lessons and progress reviews.
- Develop and implement an advanced level programme to further improve progression opportunities.

Information about the inspection

26. One of Her Majesty's Inspectors (HMI) and two additional inspectors, assisted by the provider's chief executive officer, as nominee, carried out the inspection. Inspectors also took account of the provider's most recent self-assessment report and development plans, comments from the funding body and data on learners and their achievement.
27. Inspectors used group and individual interviews, telephone calls and emails to gain the views of learners and employers. They also looked at questionnaires learners and employers had recently completed for the provider. They observed learning sessions, assessments and progress reviews. Inspectors collected evidence from the apprenticeship programmes in all but one of the subject areas the provider offers.

Record of Main Findings (RMF)

City Gateway

Learning types: 14 – 16: Young apprenticeships; Diplomas; **16-18 Learner responsive:** FE full- and part-time courses, Foundation learning tier, including Entry to Employment; **19+ responsive:** FE full- and part-time courses; **Employer responsive:** Train to Gain, apprenticeships

Grades using the 4 point scale 1: Outstanding; 2: Good; 3: Satisfactory; 4: Inadequate	Overall	Employer responsive
Approximate number of enrolled learners		
Full-time learners	59	59
Overall effectiveness	1	1
Capacity to improve	1	
Outcomes for learners	1	1
How well do learners achieve and enjoy their learning?	1	
How well do learners attain their learning goals?	1	
How well do learners progress?	1	
How well do learners improve their economic and social well-being through learning and development?	1	
How safe do learners feel?	1	
<i>Are learners able to make informed choices about their own health and well being?*</i>		
<i>How well do learners make a positive contribution to the community?*</i>	1	
Quality of provision	1	1
How effectively do teaching, training and assessment support learning and development?	1	
How effectively does the provision meet the needs and interests of users?	1	
How well partnerships with schools, employers, community groups and others lead to benefits for learners?	1	
How effective are the care, guidance and support learners receive in helping them to achieve?	1	
Leadership and management	1	1
How effectively do leaders and managers raise expectations and promote ambition throughout the organisation?	1	
<i>How effectively do governors and supervisory bodies provide leadership, direction and challenge?*</i>		
How effectively does the provider promote the safeguarding of learners?	1	
How effectively does the provider actively promote equality and diversity, tackle discrimination and narrow the achievement gap?	1	
How effectively does the provider engage with users to support and promote improvement?	1	
How effectively does self-assessment improve the quality of the provision and outcomes for learners?	1	
How efficiently and effectively does the provider use its available resources to secure value for money?	1	

*where applicable to the type of provision

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