

**EVALUATION OF OPENING DOORS TO
TRAINING AND EMPLOYMENT – WATERLOO
COMMUNITY DEVELOPMENT GROUP**

PREPARED BY



March 2007

OPENING DOORS TO TRAINING & EMPLOYMENT EVALUATION

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1. Introduction

This evaluation of the Opening Doors to Training and Employment (ODTE) project was undertaken by CNT Associates in March 2007. We undertook an evaluation and review of the three strands of the project and the client groups that the project worked with.

All three groups, young people (mainly from ethnic minority groups), parents and carers of young children and African women, face many challenges to develop their prospective career paths.

CNT Associates were familiar with some of the activities of the partner organisations delivering the project, but we found a range of effective interventions and activity and significant commitment to delivering and developing the various strands of the project by both the 3 partner organisations and the other agencies and employers involved in it.

We were also impressed by the participants on the project and their positive attitudes, despite in some cases facing significant personal and social issues in their wider communities.

CNT Associates would like to thank the following people and organisations for their help and support during the evaluation of the project, David Fisher, WCDG, Clare Ballard- Yawson, WCRT, Julie Reynolds, WCDG, Natalie Bell SE1 United, Jacob Whittingham SE1 United and to all the partners, participants and employers who worked together to develop this project.

2. Executive Summary

2.1 This evaluation was undertaken on the Opening Doors to Training & Employment (ODTE) Project in March 2007

2.2 The aim of the study is to evaluate the impact of the project, review its outputs, highlight any examples of best practise, assess particular strengths and weaknesses and review its potential for future development and sustainability

2.3 A range of methodology was used, including, one to one interviews, including project and partner staff, participants and other partners; document and strategy review, SRB output review and other desk research

2.4 The project has three strands:

- Younger People
- Parents and Carers With Young Children
- African Women

A range of support was provided for them to develop a pathway to training, volunteering, work experience and employment.

2.5 Evaluation Findings

The evaluation found that:

- The project achieved its aims and outcomes
- The project had achieved or was on course to achieve all its relevant SRB outputs
- There was overachievement on some strands of the project, notably by the SE1 United Young Peoples strand of the project
- The project was effectively managed by Waterloo Community Development Group, who also delivered a strand of the project and managed the other two strands
- There was a high degree of effective partnership and multi-agency working
- Effective use was made of volunteers, employers and employees
- The networking approach to development was effective

- High level of participation from people from Black Asian & Minority Ethnic Groups, Lone Parents and other 'hard to reach groups'
- Many participants went onto further options or opportunities

2.6 Best Practise

A range of best practise was identified during the evaluation including:

- Informal networking approach- which paid dividends in terms of project commitment and partnership working
- The Parents & Providers programme was an effective gateway to recruitment for the ODTE and identified significant numbers of potential recruits to the programme, this was an innovatory method of recruitment which differentiates the ODTE from other more mainstream recruitment projects
- SE1 United's mentoring work with employers and employees and involvement in managing and developing the project
- Effective multi-agency working between the partnership and other agencies including Waterloo Job shop, Coin Street, Blackfriars Settlement and others
- Participants involved in the development of the project and the employment handbooks
- Development of a 'choice based' personal training and learning programme for participants

2.7 Areas for Further Development

Although the project overall has been successful in achieving its aims and outputs a number of areas still need to be developed or addressed to ensure the project could be potentially sustainable, these include:

- More strategic development work with larger potential partners such as the local authorities, the London Development Agency, Primary Care Trusts and others
- Celebration of Achievement and Communications- there has been limited work to celebrate the achievements of the project or in terms of communications, such as website development or web pages, though there was a newsletter.

- Plan a development strategy to make it sustainable or clarify the legacy of the project

2.8 Conclusions

Overall the project has successfully achieved both its outputs and its aims, if the project is to continue in its present or even a different form or structure, then further development and fundraising will be required in order to achieve this.

3. Background To The Evaluation Study

The Opening Doors project is managed by the Waterloo Community Development Group (WCDG). WCDG is the Waterloo community's land planning group. It has been active since its formation in 1972. WCDG according to latest available annual report (2005/6) has six members of staff and up to 25 volunteers and an active management committee

The aim of the group is to work with and for the local residents to maintain and develop a healthy and sustainable community, for more land for homes and essential amenities such as shops and open space, for the benefit of present and future generations.

Alongside its planning and related campaigning work it has also developed a significant community development aspect to its work and projects such as the Parents & Providers have received funding from a range of sources including Waterloo Community Regeneration Trust (WCRT) through its SRB funding programme which ends at the end of March 2007.

These programmes were funded based on community need and the changing demographics of the area.

According to latest available statistics, key local indicators include:

- 8,968 residents in the area
- 31% of residents are from ethnic minorities
- An estimated 55,000 jobs in the area, but only 56% of the local population is currently in employment
- Lowest car ownership in Europe - 70% have no access to a care
- 27% of land taken up for major transport (stations/road/rail)

WCDG is now seeking funding from other sources for its projects, which have generally been perceived as successful and have achieved the relevant outputs required by its major funders. WCDG has the advantage of being a longstanding and stable organisation with a well-defined structure and project portfolio.

4. Opening Doors to Training & Employment Programme

The Opening Doors To Training & Employment programme (ODTE) is a Single Regeneration Budget (SRB) funded partnership programme co-ordinated by WCDG, who are also the contract holder and accountable body to WCRT. There are 3 strands to the project, which was commissioned in 2006. These strands are:

- **Young People- Managed by SE1 United**
- **Parents & Carer's of Young Children – who wish to return to work- Managed by WCDG**
- **African Women new to the UK- who wish to go to work- Managed by Great Lakes African Women's Network (GLAWN)**

The project aims to provide a range of support and interventions for people who wished to return to work and provided a range of activities for people who wished to return to work or access employment or training opportunities for the first time or on a more long term and sustainable basis.

The project aims to support participants, in order that they should value themselves as potential employees and then help them to access opportunities which are either paid or voluntary.

The project legacy will be three employment handbooks to be circulated throughout the WCRT area of benefit. One for young people, one for parents/carers and one for general usage or by employers that will have been substantially written by the above three groups.

The project also informed SBEG's Local Employment for Local People project and will help to bench mark local best practise for working with 'hard to reach groups'.

The project recognises that people have different needs and issues and that with some groups, such as lone parents or young men from minority ethnic groups the pathway to employment maybe be more of an issue in the short term and looks to provide various pathways to training, education and support, including confidence building, challenging low self-esteem and providing opportunities to receive, group and one to one advice and has concentrated as much on 'soft outputs' such as awareness raising and providing options for consideration etc as harder outputs into training employment and education.

The project is a short term project and the three strands are concentrated on groups that would normally be classified as 'hard to reach', particularly challenging or groups that are over-represented statistically, in terms of their dependency on benefits. All these groups have both personal and social issues to contend with, which traditionally makes it more difficult for them to access employment and other opportunities in the Waterloo area. Despite having some large employers in the area, significant numbers from these groups, such as young black males or lone parents find it more difficult to access these local opportunities

Partnership Delivery of the Three strands of the Project

The three strands are delivered by the following partners:

1. Strand 1- Young People–October 2006- to date- SE1 United

Aim:

To provide the tools necessary (CV workshops, Interview technique sessions, training sessions, meeting with people in chosen professions etc) to get young people in the Waterloo area into employment.

SE1 United provided:

1. Group sessions with young men between the ages of 15-21 in conjunction with the Job Shop and Blackfriars. The sessions were designed to give young people the opportunity to come as a group to a session, rather than a one on one session which might have been intimidating to some. During the one session, they brought in someone who works in a professional environment to talk to them (over food) about what it was like to work in such a setting, and what it takes to achieve such a position. It also gave the young people the opportunity to get registered en masse and to provide basic sessions for Job Shop registration and job opportunity updates.
2. Individual one-2-one sessions with young people based at SE1 United's Living Space office. Wednesday 11am-3pm was the advertised day for consultation, registration and interview, however, once people had been registered, they booked appointments with them on any day from Monday to Thursday.

Course Participants

From statistical information provided by the project most the participants (90%) were from ethnic minority communities, including:

- **Black British**
- **Afro –Caribbean**
- **Dual Heritage**
- **Black African**

The others were from white British backgrounds (10%)

Evaluation by SE1 United of the project

Challenges

- Once the young people are at the sessions, they often were hard to keep settled and quite regularly descended into cussing each other and not paying much attention to the issues that were being discussed.
- Getting the young people to get involved in the discussion was slow to begin with in part because all the young people in the sessions knew each other. This was quickly resolved when the issue of jobs with payment was discussed.
- Keeping the sessions to a small number of people was difficult as other young people were interested in being part of the group. Also, when the group got bigger, their attention span was greatly reduced.

Successes and Strengths

- Getting a group of previously de-motivated, uninspired young people to regularly attend sessions in which they were required to write, and to discuss issues that they had previously never thought about.
- Improving their ability to articulate and express their opinions about what they want to achieve, and how they want to achieve it in an environment that was geared towards their development.
- Nine young people were successfully signed up to the Job Shop.
- Confidence improved by meeting with Job Shop who talked to them about their job prospects and what they could achieve.

Further Work

- Greater work and closer relationship with the Job Shop and this group of young people.
- Interview techniques, and CV writing workshops should go a long way to getting these young people to apply for jobs and to get interviews.
- Determine the employment aspirations of the group and bring in people who work in those respective sectors.
- Training sessions such as First Aid, Food and Hygiene, and FA Level One were set up during the February half term 07.

Success and Strengths

- One-on-one sessions give young people who feel intimidated by a large crowd the opportunity to talk personally about their situation. Personal sessions have proved much better for improving the articulation of the young people in preparation for their interviews.
- For specific interviews these sessions provide the chance for young people to think about the types of questions that they will be asked, and to practice their responses in a personal environment.
- Young people who want to use the internet with assistance from an SE1 United member of staff can have a private session to learn how to best search for jobs.

Issues for the Programme

- Getting young people to keep to their appointments proved difficult.
- Due to the demand from the young people, and consequently they sometimes ended up with several people in the office at once requiring assistance.

Further Training to End of March 2007

- Certified Training Courses in Risk Assessment, Child Protection, Food and Hygiene, First Aid, Basic Mechanics, Basic Bricklaying and How To Get Employed.
- Four people to speak to young people about their careers in a variety of jobs that the young people expressed an interest in.
- Two other young people matched in a work placement.

Training, Employment & Volunteering Handbooks

As part of the project 3 handbooks were produced, these were produced by the steering group for the project which included WCDG, SE1 & GLAWN and others including, Coin Street, Black Friars Settlement, African Child Association, Waterloo Job Shop. These were developed as many local community associations felt that there was a lack of information locally with regard to training, employment & volunteering opportunities.

These have now been produced and are another output which has been achieved as part of the project

The booklets were:

- **Young Peoples Edition**
- **Parent/Carers Edition**
- **General/ Employers Edition**

These were produced in February 2007 and are short but comprehensive guides to the above issues, they are intended to be living documents and the project is inviting comments from users and readers of these resources to find out if they are useful publications for local people

Strand 2 - Parents & Carer's of Young Children Who Wish to Return to Work

This strand of the project managed by WCDG focuses on another challenging group, namely parents & carer's with young children who wish to return to work.

From previous work with this target group WCDG was aware that many of the potential participants were isolated and lacked both confidence and self-esteem. They adopted a low key approach to developing the project which started with a networking lunch at Johanna school which 25 people attended.

Crèche facilities were provided and an informal approach was adopted in which a number of WCDG staff and advisers from the Job shop and other service providers were on hand to talk to participants on a one to one basis. A person who had previously achieved employment through another WCDG related programme was also on hand to support the project and to mentor and give advice to people interested in returning to work.

Project Elements

This strand of the project has several elements to it these are:

➤ ***Confidence Building***

Many parents and carers lack confidence and need significant support. To combat this as an informal and low key approach was developed with an emphasis on soft skills, networking, mentoring and working with others to develop the confidence of the client group

➤ ***Training***

A range of training was provided for course participants including

- Child Protection
- Childcare
- IT
- First Aid
- Basic Food Hygiene
- Administration
- Hospitality
- Journalism
- Newsletter Production & Design

Most of the participants had a limited history of training & employment related support, with some of the individuals concerned having basic skills issues or been out of the labour market for significant periods.

Because of the needs of the client group, employment outcomes were limited on this strand of the ODTE project and the social networking element of it was focused on and developed as a 'choice issue' allowing participants to look at the choices available to them and other issues that would need to be addressed such as childcare support.

➤ **Personal Development, Volunteering & Soft Skills**

The overall aim of this strand of the project was to create pathways to employment on an individual basis with an emphasis on choice and flexibility to access childcare and personal support when it was available.

Self employment was also examined as a potential option for some participants, one of whom started up her own catering business and was an outcome for the project.

Volunteering and related work experience was also highlighted on this strand of the programme, as both a social benefit and a potential pathway into work; the handbooks produced as part of the project also give a significant amount of information and case studies related to volunteering as a pathway to employment.

For example one lone parent became a volunteer with SE1 United as a volunteer youth/community worker. As a result of her participation and the flexibility of the hours on the project, she has now become a paid youth worker and is looking to take on further study to obtain relevant qualifications to become a social worker and possibly specialise in child protection.

People were provided with personal action plans, CV's, work experience, lunches and outings to work on their soft skills such as communication and personal development, improve their esteem and build support for the project.

14 parents and 9 African women reached personal plans. One of these parents gained full time employment in January, one is training as a classroom assistant with Lambeth and volunteering at Johanna School, one is volunteering with WCDG 3 days per week in a trainee admin role whilst studying at Uni4U, Kings College and others are now actively seeking suitable employment or volunteering.

One parent lunch was reserved for Muslim women with only female attendance including staff, the lunches were carefully targeted to gain maximum impact and recruit potential participants to the programme

The Parents & Providers programme was an effective gateway to recruitment for the ODTE and identified significant numbers of potential recruits to the programme, this was an innovative method of recruitment which differentiates the ODTE from other more mainstream recruitment projects. Other employment projects usually generate referrals from more mainstream or statutory sector agencies, this was locally based recruitment which engaged with groups which these other agencies usually have difficulties accessing or recruiting to their training projects and programmes

Strand 3 - African Women New to the UK Who Wish to Go to Work

This strand of the project was managed by Great Lakes African Women's Network (GLAWN).

GLAWN is a very active community group in the area which provides a number of services for African women, including personal and social support, health advice, training and development, and more specific support for bereaved women or women who have suffered from or their families suffer from abuse in their country of origin or have other issues as refugees. Again a range of support was provided for a group of people who had to deal with a range of issues before they could access opportunities.

Women are given employment skills training, advice on CV writing, interview practice, and have access to the internet to look for jobs. Also encourage women to take part in cultural activities.

A package of support was provided here based on the needs of the client group. The strand of this support programme were similar to the one in the Parents of Young Children programme

➤ Confidence Building

Two lunch events were organised on the same basis as the Parents of Young Children event, informal and with advisers on hand to provide support and advice and with crèche facilities available. The aim of this was to provide a supportive environment and to provide choice for people based on their needs and requirements in a mutually supportive environment.

➤ **Training Programmes**

A range of training was provided including:

- Child Protection
- Risk Assessment
- Basic Food Hygiene
- Paediatric First Aid
- Community Development Skills
- Health & Social Care
- ICT
- Social Enterprise
- African Fashion & Textiles Design
- Employment Skills Training
- Voluntary Work Opportunities

➤ **Personal Development, Volunteering & Soft Skills**

This was another key part of the programme, the focus on soft skills and personal development was very important in raising the self-esteem of a client group who had many issues to deal with, 9 African women had individual personal plans developed with them as part of the process to develop their pathway into volunteering, training, education and employment. Participants were encouraged to attend the Waterloo Job Shop, and given advice and support to enable them to have the information to make the right choices and look at jobs where there was flexibility and they were also able to review their childcare needs as part of the process. They were also able to cascade information through their communities and to friends and associates who may have been interested in the programme. Parents and carers were also encouraged to attend the Waterloo Job Shop and staff members from the job shop were present at both parent and carers and African women's lunches.

5. Evaluation of the Outputs

The total funding for the programme was £57,822, which included both capital and revenue funding. A range of outputs were included for the programme, as is the norm with other SRB funded programmes.

Key Outputs included:

Selected Outputs 2006- 7 - Opening Doors to Training & Employment

Output	Target	Actual
Voluntary Organisations Supported	4	7
Jobs Safeguarded	1	1
Local Young People benefiting from social development	12	23
New Business Start Ups	0	1
Individuals employed in voluntary work	14	16
Residents Accessing Employment	2	4
Work placements completed	10	10
Individual Personal Plans Completed	12	23

From further information received the outputs for the quarter Jan – March 2007, which have not been returned yet, show further progress and some outputs are likely to be overachieved on, for example SE1 United had a target of 35 participants, this is likely to be in the region of 50 on the final return.

Further Output Achievement

From existing output information the project has achieved most of its outputs with those that have not been achieved yet such as:

- People Obtaining Training Qualifications
- Number of Childcare places provided
- Private Sector Leverage

The likelihood is that in the final quarter returns the outstanding outputs will be achieved and possibly exceeded in some cases, the final returns are not due until the end of March 2007.

How Successful Was the Project?

Based on a review of a number of strands on the project, which included:

- Interviews with WCDG staff- managers of the project & contract holder
- Interviews with SE1 United, WCDG and GLAWN-strand project managers
- Review of SRB outputs
- Review of evaluations
- Anecdotal evidence from participants
- Review of the employment handbooks & other documents
- Review of WCRT evaluation
- Review of SE1 United Evaluation

The project overall was successful and achieved or is on track to achieve its SRB outputs. The different strands of the project targeted some of the most difficult groups to both engage with and to provide pathways to employment, training, volunteering and education.

The project in our opinion was innovative and tried to address the complex factors that prevent socially disadvantaged groups from developing pathways from benefit dependency and to address social needs such as childcare and other more personal needs such as basic skills issues, personal development issues, low self-esteem and lack of self-confidence.

Best Practise - Young Peoples Strand –SE1 United

All strands of the project in our opinion have significant merit; we would particularly cite the SE1 United Young Peoples strand.

Over 90% of participants were from ethnic minority groups, mainly young black males who are often one of the most difficult groups to engage with, though probably in real terms the most employable of the three strand groups that were part of the project. Over 70% of participants obtained employment on this programme, although some participants were employed directly by SE1 United and associated organisations, the range of sectors that participants obtained jobs in, included:

- Customer Service
- Aviation Industry
- Youth Work
- Researchers
- Retail
- Catering & Hospitality
- Finance Industry
- Administration

There was also a wide range of work placements and volunteering opportunities in areas including:

- Graphic Design
- Education
- Childcare
- Administration
- Project Management
- Creative Industries

Mentoring – All Strands of the Project

The mentoring aspect of the project is particularly strong and a range of mentors were involved as part of the project, including:

- WCDG staff
- Advisers from SE1 United and other projects
- Advisers from agencies, such as Waterloo Job shop and others
- Trainees from associated WCDG projects who had successfully obtained employment
- A range of Employers & Employees

This aspect of the project provided additional support for trainees particularly the Young Peoples strand and provided role models for the participants, mentors included, a lawyer, a civil servant, an IT consultant, a musician and an estate agent and a range of employers. This support underpinned the project and helped to successfully motivate the participants in their personal development. This aspect of the project provides evidence of best practise and should be expanded, if the project is developed or funded from other sources.

Other Aspects of Support

The networking lunches are another aspect of the project that are innovative and help to build up both support for it and bolster the lack of confidence and/or low self esteem of some of the participants and potential participants.

The partnership and multi-agency approach has also been successful with the three core partners forming a strong bond that is a basis for future development and partnership work. All the relevant partners and agencies worked together to ensure that participants had a portfolio of support and relevant information to make more informed choices about their future career paths and the issues they would have to deal with to develop these.

Best Practise Strands 2 & 3 (Parents & Carers of Young Children & African Women)

Participants of strands 2 & 3 of the project have even more significant issues to address than the young people who participated in strand 1 of the project. There are a number of areas of best practise that we would also cite here, these are:

➤ **Development of Informal Support Networking Lunches**

The informal approach and the networking aspects of the project, help to provide a supportive environment in which to develop the project and its services. It also helped to facilitate the partnership and multi-agency approach to develop the project, with advisers and other partners working together to develop the project. Outreach work undertaken by the Parents & Providers project provided support to engage with this client group and acted as a gateway to the project.

➤ **Choice Based Approach & Personalised Learning**

The basic approach of the project was to provide people with information and support to develop their own pathway to employment, this kind of personalised approach is becoming the norm in most main stream learning programme, 23 participants also completed individual personal plans which they are now subsequently enacting as part of this personalised learning and development agenda.

➤ **Volunteering, Work Experience & Self Employment**

This aspect of the project was also effectively developed with ten participants undertaking work experience as part of the project to provide relevant experience in a range of areas which included:

- Research
- Childcare
- Administration

Volunteering was also used and highlighted to similar effect to boost participant's confidence, empower them and to provide an alternative pathway to further training and employment opportunities. There was also some support for people who wished to develop their own businesses, although not originally part of the project outputs. Support was provided to

enable one participant to develop their own catering business, which has been successfully launched.

Successful Outcomes for Parents and Carers of Young Children

These included:

- 26 parents accessing the project
- 1 person into full time employment
- 1 person started a business
- 1 person currently completing an NVQ in childcare
- 1 person was supported to develop a mobile crèche
- 3 people on pre- employment training
- 4 people became volunteers
- 1 person went on a work placement
- 25 people went on various training courses

Areas For Further Development or Further Action

Although the project as a whole was successful there are some areas that need to be developed or which were not developed as part of the project.

➤ Information Resources & Management

Although there was a newsletter produced as part of the project there is no website or web page as part of the project either on WCDG or SE1 United, though GLAWN did provide some information on their website. Limited resources and places on the project made this more difficult to address in terms of ICT development activities.

➤ Wider Strategic Linkage

The partners involved worked extremely well together, but there was very limited linkage to other programmes or with the relevant local authorities for the project. More could have been potentially developed with regard to employment, employer involvement and work experience by some more direct engagement with the two local authorities in the area.

➤ **Future Development Strategy**

Given the relative success of the project, further funding is currently being sought by WCDG, participants are still being supported in various ways by the individual partners and of course many participants have achieved employment, training or volunteering outcomes.

This project has significant merits and could operate at a more significant level drawing in more resources and developing its services, which have impacted on three groups of people which central government policy and programmes are actively targeting to support interventions which will enable them to secure sustainable employment. Given current central government and regional/local government policy, a project like this can achieve the outcomes that more centralised and statutory agencies cannot achieve. There are a number of forthcoming funding opportunities which could be accessed by the project or with other strategic partner, including:

- European Social Fund 2007-13
- Olympics related funding
- Learning & Skills Council Funding
- Local authority- LAA and tendering & commissioning opportunities

Conclusions

This project and its three strands have significant merit, have provided active interventions with their target groups and have achieved or will achieve their relevant SRB outputs. There are some excellent examples and models of partnership and multi-agency working which are worth developing.

The issues of further strategic development are particularly important with the advent of the Local Area Agreement, which has a Children & Young Peoples block within it, projects like this may qualify for funding, however strategic development work needs to be undertaken in order to make the necessary linkage with the relevant local authorities and to build partnership and access funding

With further resources and development this project could be sustainable on a long term basis and potential funders should be made aware of significant potential of this project

Appendix 1

Methodology Used in this Evaluation

Methodology used included:

- Inception meeting with Waterloo Community Development Group
- One to One Interviews
- Site Visits
- Desk Research
- Evaluation of SRB outputs
- Interviews with participants
- Review of Questionnaires
- Review of relevant reports and documents
- Web site based research
- Review of WCRT Evaluation
- Voluntary Sector interviews and research

Appendix 2 List of Organisations and People consulted with

David Fisher	WCDG
Clare Ballard-Yawson	WCRT
Jacob Whittingham	SE1 United
Julie Reynolds	WCDG
Martin Hardiman	Family Links
Participants at SE1 United- Young Peoples Strand -ODTE	SE 1 United
Natalie Bell	SE1 United
Abigail Tripp	SE1 United
Conrad Hollingsworth	LVAC
Attendees	Parents and Providers Network
Enid Kakaire	GLAWN
Helen Clayton	Sports Action Zone
Tracy Gregory	SAVO
Carol Atkins	Pathways 21
Joanna Barnett	CNT Associates
Danielle Mason	CESI
Mark Morrin	CESI
Participants from Parents & Carers strand	Parents and Providers Forum, WCDG



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