

# Level 2 Certificate of Technical Competence in Dog Walking (0146-21)

September 2020 Version 1.2

## Qualification Handbook

## Qualification at a glance

<b>Industry area</b>	Animal Care
<b>City &amp; Guilds number</b>	0146-21
<b>Age group</b>	16-18, 19+
<b>Entry requirements</b>	Centres must ensure that any pre-requisites stated in the <i>What is this qualification about?</i> section are met.
<b>Assessment</b>	To gain this qualification, candidates must successfully achieve the following assessments: <ul style="list-style-type: none"> <li>One to one practical assessment with oral questioning</li> </ul>
<b>Grading</b>	Pass only
<b>Approvals</b>	Full centre approval Qualification approval
<b>Support materials</b>	If applicable
<b>Registration and certification</b>	Registration and certification of this qualification is through the Walled Garden, and is subject to end dates.

Title and level	Size (GLH)	TQT	City & Guilds qualification number	Ofqual accreditation number
Level 2 Certificate of Technical Competence in Dog Walking	14	17	0146-21	603/0792/4

Version and date	Change detail	Section
1.0	First version	
1.1 October 2017	Learning outcome 3 in unit updated	Units
1.2 September 2020	Unit content updated to reflect changes in legislation for England only. The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 has amended or repealed: Performing Animals (Regulation) Act 1925 Pet Animals Act 1951 Animal Boarding Establishments Act 1963 Riding Establishments	Unit content

Act 1964 Breeding of Dogs Act  
1973 Dangerous Wild Animals  
Act 1976 Zoo Licensing Act  
1981 Breeding of Dogs Act  
1991 Breeding and Sale of  
Dogs (Welfare) Act 1999

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# Contents

<b>1</b>	<b>Introduction</b>	<b>5</b>
	Purpose statement	5
	Qualification structure	7
<b>2</b>	<b>Centre requirements</b>	<b>8</b>
	Approval	8
	Physical resources	8
	Internal Quality Assurance	8
	Age restrictions	8
	Employer involvement	8
<b>3</b>	<b>Administration</b>	<b>9</b>
	External quality assurance	9
	Malpractice	9
	Access arrangements and special consideration	10
<b>4</b>	<b>Units</b>	<b>12</b>
<b>Unit 202</b>	<b>Dog walking</b>	<b>13</b>
	What is this unit about?	13
	Learning outcomes	13
	Guidance for delivery	21
	Suggested learning resources	22
<b>Appendix 1</b>	<b>Sources of general information</b>	<b>23</b>

# 1 Introduction

## Purpose statement

The following purpose is for the **City & Guilds Level 2 Certificate of Technical Competence in Dog Walking (603/0792/4)**.

Area	Description
OVERVIEW	
Who is this qualification for?	<p>If you are looking for a career within the animal care industry, then this is qualification is aimed at you.</p> <p>Working with animals is extremely rewarding, but it can require long hours, with dedication and enthusiasm for the role. This qualification is suitable if you are 16 years old or over.</p> <p>You will gain the practical skills and knowledge that are important for working as a competent dog walker. You could also progress to further learning and training in this area.</p>
What does this qualification cover?	<p>This qualification covers the skills you will need to progress to work as a dog walker. Mandatory content covers:</p> <ul style="list-style-type: none"><li>• roles and responsibilities of a professional dog walker</li><li>• legislation and Codes of Practice</li><li>• breeds and behaviour</li><li>• walking and controlling a dog</li><li>• problems, injuries and emergencies</li></ul> <p>The assessment for this qualification will require you to achieve:</p> <ul style="list-style-type: none"><li>• One to one practical assessment with oral questioning</li></ul>
WHAT COULD THIS QUALIFICATION LEAD TO?	
Will the qualification lead to employment, and if so, in which job role and at what level?	<p>Achievement of this qualification demonstrates to employers or the public that you have the practical skills and knowledge they are looking for when recruiting/seeking the services of a dog walker.</p>
Why choose this qualification over similar qualifications?	<p>There are no other recognised qualifications for dog walkers at this level.</p>

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Will the qualification lead to further learning?

Yes. Once you have successfully completed this qualification, you could go on to study other level 3 college-based animal management qualification over one year or two years.

Over one year:

- Level 3 Advanced Technical Certificate in Animal Management
- Level 3 Advanced Technical Diploma in Animal Management (540)

Over two years:

- Level 3 Advanced Technical Extended Diploma in Animal Management (720) (Zoos/Wildlife) or (Animal Management/Applied Science)
- Level 3 Advanced Technical Extended Diploma in Animal Management (1080) (Zoos) or (Wildlife) or (Animal Management) or (Applied Science)

This qualification could also lead you to higher level training and learning within the industry.

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#### WHO SUPPORTS THIS QUALIFICATION?

Employer/Professional Trade Association

The Pet Industry Federation.

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#### FURTHER INFORMATION

Please refer to the Qualification Handbook, available on the City & Guilds website, for more information on the structure of this qualification, the content of the units, and assessment.

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## Qualification structure

For the **Level 2 Certificate of Technical Competence in Dog Walking** learners must be trained and assessed in the unit listed below.

Unit number	Unit title	GLH
<b>Learners must achieve unit 202</b>		
202	Dog walking	14

## 2 Centre requirements

### Approval

New centres will need to gain centre approval. Existing centres who wish to offer this qualification must go through City & Guilds' **full** Qualification Approval Process. Please refer to the City & Guilds website for further information on the approval process: [www.cityandguilds.com](http://www.cityandguilds.com).

Centres that are approved to offer the relevant subject-related QCF qualifications, new Technical qualifications or work-based qualifications will receive **auto-approval** for these qualifications.

Please see the document on the webpage for 0146, under 'additional documents'.

### Centre staffing

Staff delivering these qualifications must be able to demonstrate that they meet the following requirements:

- be technically competent in the areas in which they are delivering
- be able to deliver across the breadth and depth of the content of the qualification being taught
- have recent relevant teaching and assessment experience in the specific area they will be teaching, or be working towards this
- demonstrate continuing CPD.

### Physical resources

Centres must be able to demonstrate that they have access to the equipment and technical resources required to deliver this qualification and its assessments. Centres must have access to a range of dogs and have sufficient animals so that animal welfare standards are kept.

### Internal quality assurance

Internal quality assurance is key to ensuring accuracy and consistency of tutors and markers. Internal Quality Assurers (IQAs) monitor the work of all tutors involved with a qualification to ensure they are applying standards consistently throughout assessment activities. IQAs must have, and maintain, an appropriate level of technical competence and be qualified to make both marking and quality assurance decisions through a teaching qualification or recent, relevant experience.

### Age restrictions

This qualification is approved for learners aged 16 – 18, 19+.

### Employer involvement

Employer involvement is strongly recommended to maximise the value of each learner's experience. Centres are required to involve employers in the delivery of the Certificate of Technical Competence and/or their assessment, for every learner. This must be in place or planned before delivery programmes begin and available to the EQA for inspection and monitoring.

### 3 Administration

Approved centres must have effective quality assurance systems to ensure valid and reliable delivery and assessment of qualifications. Quality assurance includes initial centre registration by City & Guilds and the centre's own internal procedures for monitoring quality assurance procedures.

Consistent quality assurance requires City & Guilds and its associated centres to work together closely; our Quality Assurance Model encompasses both internal quality assurance (activities and processes undertaken within centres) and external quality assurance (activities and processes undertaken by City & Guilds).

For this qualification, standards and rigorous quality assurance are maintained by the use of:

- internal quality assurance.

In order to carry out the quality assurance role, Internal Quality Assurers (IQAs) must have and maintain an appropriate level of technical competence and have recent relevant assessment experience. For more information on the requirements, refer to *Section 2: Centre requirements* in this handbook.

To meet the quality assurance criteria for this qualification, the centre must ensure that the following procedures are followed:

- suitable training of staff involved in the assessment of the qualification to ensure they understand the process of marking and standardisation
- completion by the person responsible for internal standardisation of the Centre Declaration Sheet to confirm that internal standardisation has taken place
- the completion by candidates and supervisors/tutors of the record form for each candidate's work.

#### External quality assurance

City & Guilds will undertake external moderation activities to ensure that the quality assurance criteria for this qualification are being met. Centres must ensure that they co-operate with City & Guilds staff and representatives when undertaking these activities.

City & Guilds requires the Head of Centre to

- facilitate any inspection of the centre which is undertaken on behalf of City & Guilds
- make secure arrangements to receive, check and keep assessment material secure at all times, maintain the security of City & Guilds confidential material from receipt to the time when it is no longer confidential and keep completed assignment work and examination scripts secure from the time they are collected from the candidates to their dispatch to City & Guilds.

#### Malpractice

Please refer to the City & Guilds guidance notes *Managing cases of suspected malpractice in examinations and assessments*. This document sets out the procedures to be followed in identifying and reporting malpractice by candidates and/or centre staff and the actions which City & Guilds may subsequently take. The document includes examples of candidate and centre malpractice and explains

the responsibilities of centre staff to report actual or suspected malpractice. Centres can access this document on the City & Guilds website.

Examples of candidate malpractice are detailed below (please note that this is not an exhaustive list):

- falsification of assessment evidence or results documentation
- plagiarism of any nature
- collusion with others
- copying from another candidate (including the use of ICT to aid copying), or allowing work to be copied
- deliberate destruction of another's work
- false declaration of authenticity in relation to assessments
- impersonation.

These actions constitute malpractice, for which a penalty (eg disqualification from the assessment) will be applied.

Where suspected malpractice is identified by a centre after the candidate has signed the declaration of authentication, the Head of Centre must submit full details of the case to City & Guilds at the earliest opportunity. Please refer to the form in the document *Managing cases of suspected malpractice in examinations and assessments*. Alternatively please complete the form, JCQ/M1. Copies of this form can be found on the JCQ website: <http://www.jcq.org.uk>.

### **Access arrangements and special consideration**

We have taken note of the provisions of equalities legislation in developing and administering this specification.

We can make arrangements so that candidates with disabilities, special educational needs and temporary injuries can access the assessment. These arrangements must be made before assessment takes place.

It is the responsibility of the centre to ensure at the start of a programme of learning that candidates will be able to access the requirements of the qualification.

Please refer to the *JCQ access arrangements and reasonable adjustments and Access arrangements - when and how applications need to be made to City & Guilds* for more information. Both are available on the City & Guilds website: <http://www.cityandguilds.com/delivering-our-qualifications/centre-development/centre-document-library/policies-and-procedures/access-arrangements-reasonable-adjustments>.

### **Special consideration**

We can give special consideration to candidates who have had a temporary illness, injury or indisposition at the time of the examination. Where we do this, it is given after the examination.

Applications for either access arrangements or special consideration should be submitted to City & Guilds by the Examinations Officer at the centre. For more information please consult the current version of the JCQ document, *A guide to the special consideration process*.

**Language of examinations**

City & Guilds has a responsibility to ensure that candidates can be assessed in the following languages only:

- English
- English in Northern Ireland
- English in Wales.

## 4 Units

<b>Level:</b>	2
<b>GLH:</b>	14

### What is this unit about?

The purpose of this unit is for the learner to understand the roles, responsibilities and requirements of an individual who wishes to offer a professional dog walking service.

This will include current laws, legislations and codes of practice in relation to a dog's health and welfare, walking a dog safely and dealing with emergencies.

A driving licence is not required to complete this unit.

### Learning outcomes

In this unit, learners will be able to:

1. Understand the roles and responsibilities of a professional dog walker
2. Understand the requirements of current legislation and codes of practice for transporting and walking dogs
3. Know breeds of dogs and their temperament
4. Carry out a behavioural observation on a client's dog
5. Walk and control a dog
6. Understand problems, injuries and emergencies sustained to the dog and dog walker whilst walking.

## Scope of content

This section gives details of the scope of content to be covered in the teaching of the unit to ensure that all the learning outcomes can be achieved.

Centres must ensure that they keep up to date with any changes to legislation and codes of practice.

## Learning outcome:

1. Understand the roles and responsibilities of a professional dog walker

## Topics:

- 1.1 Roles and responsibilities
- 1:2 Security of keys and house/personal information
- 1:3 Business insurance and personal safety

### Topic 1.1

- Lone working
- Liaising with clients on their needs and the dog's needs
- Assessing the behaviour and temperament of the dog
- Access to a vehicle that is fit for purpose and maintained
- Dog welfare
- Security of client's house and keys
- Providing the client feedback information on the exercise given, behaviour of dog and any other relevant information
- Cleaning and disposal of animal waste

Client data, on a record or form:

- Client name, address and contact telephone numbers
- Emergency contact numbers
- Name, address/location and contact number for the client's vet
- Microchip details
- Pet insurance
- Dealing with an emergency (according to the client's wishes)
- Additional duties which may include feeding the dog
- The dog's history and temperament, current veterinary records (dates of worming, flea treatment and vaccinations)

### Topic 1.2

Safety and security of client information and property:

- Types of items/information that should be kept secure
- How to carry keys whilst in use and keep safe when not in use
- Where to safely and securely store any written information
- Importance of not divulging personal information to third parties
- Data protection
- Disposal of records

### Topic 1.3

The importance of obtaining business insurance and what it covers:

- Self-employed policy (public/product liability, loss or straying, collection and delivery)

- Business use policy for vehicle

The importance of personal health and safety:

- Vaccination
- Personal protective equipment (PPE)
- Personal medical attention in the case of bites and scratches

**Learning outcome:**

2. Understand the requirements of current legislation and codes of practice for transporting and walking dogs

**Topics:**

2.1 Legislation and laws pending

2.2 Codes of practice

**Topic 2.1**

Laws and laws pending relating to dogs and how they would impact the role as a dog walker:

- The Control of Dogs Order 1992
- Highway Code
- Animal Welfare Act 2006
- The Clean Neighbourhoods and Environment Act 2005
- Road Traffic Act 1988
- Dog (Protection of Livestock) Act 1953
- Dangerous Dogs Act 1991 (Banned Breeds and Breed Regulations, 2014 Amendment)
- The Anti-social Behaviour, Crime and Policing Act 2014
- Micro-chipping of Dogs Regulation (England) 2015
- DBS (Disclosure and barring service) check of dog walker (not required by law but some dog walking agencies insist on this)
- Data Protection Act 1998
- The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

**Topic 2.2**

The importance of codes of practice relevant to dog walking:

- The Kennel Club General Code of Ethics
- National Association of Pet Sitters and Dog Walkers (NARPS) Code of Conduct
- Codes of conduct for dogs (nations)

**Learning outcome:**

3. Know breeds of dogs and their temperament.

**Topics:**

3.1 Breeds of dogs and their temperament

**Topic 3:1**

- Commonly kept breeds of dogs, including crossbreeds and their typical physical and temperaments
- Commonly observed behaviours in the Kennel Club Groups:
  - Hound group
  - Terrier group
  - Working group
  - Pastoral group
  - Gundog group
  - Utility group
  - Toy group

Basic dog behaviour:

- Physical signs (fear, submission, aggression, stress, play)
- Introductions to dogs and humans

**Learning outcome:**

4. Carry out a behavioural observation on a client's dog

**Topics:**

Topic 4.1 Basic behavioural observation

**Topic 4.1**

Contents of a basic dog behavioural observation form:

- Body language
- Behavioural responses to approach
- Reactions to vocal commands
- Reactions to physical commands, touch and application of walking equipment, toileting commands

Completing a behavioural observation form, before it is agreed that the dog can be walked for the client:

- Identifying the behaviour the dog is displaying through its body language
- Observing how the dog reacts to the dog walker as they are invited into the house
- Is the dog comfortable to be approached by the dog walker at its own accord
- Does the dog react to its name
- How does the dog react to being touched



**Learning outcome:**

5. Walk and control a dog

**Topics:**

- 5.1 Dog walking requirements record
- 5.2 Obedience training
- 5.3 Fitness for walking, health and husbandry
- 5.4 Equipment required for dog walking
- 5.5 Walking and handling a dog

**Topic 5.1**

- Time of day to be walked
- Dog to be walked alone or with other dogs
- Length of walk
- Drying the dog
- Where the dog is to be left after the walk

**Topic 5.2**

Basic obedience techniques used to maintain control of dogs:

- Sit
- Heel
- Stay
- Recall

**Topic 5.3**

Health check of a dog to assess fitness for walking:

- Signs of good health
- Signs that could indicate ill health
- Observation of ecto-parasites (fleas and ticks)

Health and husbandry which can affect walking a dog:

- Feeding of dogs in relation to exercise - this can impact the time of day and length of time of the walk
- For bitches, the impact of being in season or not: location of walk and mixing with other dogs
- Age of the dog
- Health status

**Topic 5.4**

- Leads
- Harness
- Water - for dog and dog walker
- Water bowls
- Poo bags
- Treats
- Health and hygiene items
- First aid kit
- Muzzle

All equipment to be in a fit condition for use, safe and secure.

### Topic 5.5

Walking a dog safely complying with legislation and good practice:

- Appropriate handling techniques to apply equipment, ensuring that it is secure
- Safe procedure for moving a dog in and out of a vehicle
- Control of the dog at all times using correct obedience techniques as necessary
- Picking up after the dog using correct methods of disposal
- Awareness of surroundings (other dogs, people, animals and traffic)
- Awareness of and being courteous to members of the public (and their dogs) at all times
- After the walk, checking the health and behaviour of the dog and that there is access to drinking water
- Responsibilities regarding bitches in season and entire dogs
- Walking near livestock

### Learning outcome:

6. Understand problems, injuries and emergencies sustained to the dog and dog walker whilst walking

### Topics:

- 6.1 Risk assessments
- 6.2 Dealing with animal problems and emergencies
- 6.3 Dangers, injuries and ailments whilst walking
- 6.4 First aid

### Topic 6.1

Risk assessment for the walking location/area planned for use (hazards, control methods and contingency plans)

### Topic 6.2

Procedures for dealing with an animal problem or emergency:

- The difference between a problem and an emergency
- When it would be necessary to administer first aid
- Client's requirements and recommendations for dealing with emergencies
- When it is required to contact the client, their emergency contact person or vet
- Actions to be taken when a dog has gone missing or has been stolen

### Topic 6.3

Potential dangers, injuries and health risks to dog walker and the dog while walking:

Risks to the dog:

- Dangers:
  - Broken glass
  - Deep, fast-flowing water and hidden debris under the water
  - Barbed wire
  - Stray dogs
  - Livestock
  - Wildlife
  - Cliff edges
  - Wells/hidden holes

- Deep cracks in the ground on parched fields
- Boggy areas
- Cattle grids
- Injuries:
  - Lameness
  - Tail injuries
  - Bites
  - Kicks
  - Cuts
  - Broken/damaged teeth
  - Stick injuries
- Health risks:
  - Heatstroke
  - Stings
  - Poisons
  - Rotten food/animal carcasses
  - Poisonous or toxic plants and food items

Risks to the individual:

- Being pulled over by the dog
- Being approached by strangers when walking alone
- Being bitten
- Back injuries

#### **Topic 6.4**

Contents of a basic first aid kit, personal and in vehicle:

Personal:

- Emergency numbers (vet and customers)
- Nitril gloves
- Round ended scissors
- Tweezers
- Saline solution
- Microporous tape
- Conforming bandages
- Cohesive bandages
- Medium and large dressings
- Sterile gauze swabs
- Alcohol free cleansing wipes
- Plastic pouches/ plastic bags
- Foil blanket
- Tick remover
- Topical solutions for bites and stings

In vehicle:

- Muzzle
- Towels
- Wound powder
- Nitril gloves
- Round ended scissors
- Tweezers
- Saline solution
- Microporous tape
- Conforming bandages
- Cohesive bandages

- Medium and large dressings
- Sterile gauze swabs
- Alcohol free cleansing wipes
- Plastic pouches/plastic bags
- Foil blanket
- Tick remover
- Torch
- Waste bags
- Topical solutions for bites and stings

Emergency first aid for a dog:

- Behaviour of an injured dog
- Methods of restraint for an injured dog
- Bandaging a dogs leg/ tail
- Emergency aid for:
  - Shock
  - Heatstroke
  - Choking
  - Drowning
  - Poisoning
  - Road Traffic Accident (RTA)
  - Bleeding

### **Guidance for delivery**

Within this unit practical elements should be demonstrated to the learner. Practical elements should be backed up by theory and dog walking business professionals (eg dog walker to give a talk on their business to the learners).

The content of this qualification could be delivered alongside Level 2 or Level 3 Technical Qualification in Animal Care (0172).

This unit could also be linked to the Level 2 Certificate in Technical Competence in Pet Sitting (0146-20).

### **Employer engagement**

Employer engagement is essential in order to maximise the value of learners' experience. It would be helpful for teachers to develop relationships with local kennels/rescue centres to allow learner's access to dogs for the practical elements of the unit.

A partnership approach should be adopted, where possible, with employers with whom the consortium has links, and with employers used for work experience placements.

By keeping good relations with related local businesses it will ensure learners are kept up to date with essential relevant information, eg changes in law relating to dogs.

## Suggested learning resources

### Books

The Kennel Clubs Illustrated Breed Standards -The Official Guide to Registered Breeds  
The Kennel Club  
Published by: Ebury press, 4<sup>th</sup> Edition, 6<sup>th</sup> March 2011  
ISBN - 10: 0091928540  
ISBN – 13: 978 – 0091928544

You & Your Dog  
Taylor, David, B.V.M.S F.R.C.V.S with Scott, Peter, M.R.C.V.S  
Published by: Dorling Kindersley Publishers Ltd, second impression 1989 edition  
ISBN – 10: 0751302732  
ISBN – 13: 978 – 0751302738

### Magazines:

Your Dog Magazine  
Dogs Today  
Dogs Monthly

### Websites

Pet Owners Association	<a href="http://www.pet-owners.co.uk">www.pet-owners.co.uk</a>
The Kennel Club	<a href="http://www.thekennelclub.org.uk">www.thekennelclub.org.uk</a>
The Pet Industry Federation	<a href="http://www.petfederation.co.uk">www.petfederation.co.uk</a>
National Association of Pet Sitters and Dog Walkers (NARPSUK)	<a href="http://www.narpsuk.co.uk">www.narpsuk.co.uk</a>

## Appendix 1 Sources of general information

The following documents contain essential information for centres delivering City & Guilds qualifications. They should be referred to in conjunction with this handbook. To download the documents and to find other useful documents, go to the Centres and Training Providers homepage on [www.cityandguilds.com](http://www.cityandguilds.com).

### City & Guilds Centre Manual

This document provides guidance for organisations wishing to become City & Guilds approved centres, as well as information for approved centres delivering City & Guilds qualifications. It covers the centre and qualification approval process as well as providing guidance on delivery, assessment and quality assurance for approved centres.

It also details the City & Guilds requirements for ongoing centre and qualification approval, and provides examples of best practice for centres. Specifically, the document includes sections on:

- the centre and qualification approval process
- assessment, internal quality assurance and examination roles at the centre
- registration and certification of candidates
- non-compliance and malpractice
- complaints and appeals
- equal opportunities
- data protection
- management systems
- maintaining records
- internal quality assurance
- external quality assurance.

### Our Quality Assurance Requirements

This document explains the requirements for the delivery, assessment and awarding of our qualifications. All centres working with City & Guilds must adopt and implement these requirements across all of their qualification provision. Specifically, this document:

- specifies the quality assurance and control requirements that apply to all centres
- sets out the basis for securing high standards, for all our qualifications and/or assessments
- details the impact on centres of non-compliance.

Our Quality Assurance Requirements document encompasses the relevant regulatory requirements of the following documents, which apply to all UK centres working with City & Guilds:

- Ofqual's General Conditions of Recognition.

The centre homepage section of the City & Guilds website also contains useful information on

- **Walled Garden:** how to register and certificate candidates on line
- **Events:** dates and information on the latest Centre events
- **Online assessment:** how to register for e-assessments.

## Useful contacts

<b>UK learners</b> General qualification information	<b>E: <a href="mailto:learnersupport@cityandguilds.com">learnersupport@cityandguilds.com</a></b>
<b>International learners</b> General qualification information	<b>E: <a href="mailto:intcg@cityandguilds.com">intcg@cityandguilds.com</a></b>
<b>Centres</b> Exam entries, Certificates, Registrations/enrolment, Invoices, Missing or late exam materials, Nominal roll reports, Results	<b>E: <a href="mailto:information@cityandguilds.com">information@cityandguilds.com</a></b>
<b>Single subject qualifications</b> Exam entries, Results, Certification, Missing or late exam materials, Incorrect exam papers, Forms request (BB, results entry), Exam date and time change	<b>E: <a href="mailto:singlesubjects@cityandguilds.com">singlesubjects@cityandguilds.com</a></b>
<b>International awards</b> Results, Entries, Enrolments, Invoices, Missing or late exam materials, Nominal roll reports	<b>E: <a href="mailto:intops@cityandguilds.com">intops@cityandguilds.com</a></b>
<b>Walled Garden</b> Re-issue of password or username, Technical problems, Entries, Results, e-assessment, Navigation, User/menu option, Problems	<b>E: <a href="mailto:walledgarden@cityandguilds.com">walledgarden@cityandguilds.com</a></b>
<b>Employer</b> Employer solutions, Mapping, Accreditation, Development Skills, Consultancy	<b>T: +44 (0)121 503 8993</b> <b>E: <a href="mailto:business@cityandguilds.com">business@cityandguilds.com</a></b>

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## About City & Guilds

As the UK's leading vocational education organisation, City & Guilds is leading the talent revolution by inspiring people to unlock their potential and develop their skills. City & Guilds is recognised and respected by employers across the world as a sign of quality and exceptional training.

## City & Guilds Group

The City & Guilds Group operates from three major hubs: London (servicing Europe, the Caribbean and Americas), Johannesburg (servicing Africa), and Singapore (servicing Asia, Australia and New Zealand). The Group also includes the Institute of Leadership & Management (management and leadership qualifications), City & Guilds Licence to Practice (land-based qualifications) and Learning Assistant (an online e-portfolio).

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