



DERBY CITY COUNCIL

CORPORATE PLAN 2007-2010

DRAFT 3
January 2007

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INTRODUCTION

Welcome to Derby City Council's 2007-2010 Corporate Plan. It describes the city that the Council wants to help Derby become and explains how we manage our performance and resources to make sure this happens. We are committed to improving services and this Plan shows how we will do it.

To realise our vision for Derby, we are working with many different partners through the Derby City Partnership to help make Derby 'a city for all ages'. The Plan also highlights six priorities for improvement, which cover key areas of service delivery in 2007-2010...

- Making us proud of our neighbourhoods.
- Creating a 21st Century city centre.
- Leading Derby towards a better environment.
- Supporting everyone in learning and achieving.
- Helping us all to be healthy and active.
- Giving you excellent services and value for money.

These priorities are supported by key outcomes and actions, providing a framework for managing and monitoring their delivery over the next three years.

Derby continues to be an 'excellent four star' Council. In 2006 we continued our journey of change and improvement supported by our Building on Excellence programme. In 2007 we will keep improving and change will continue to be a major theme.

CONTEXT

DERBY CITY *(All context information will be spread across 2 pages in the designed plan)*

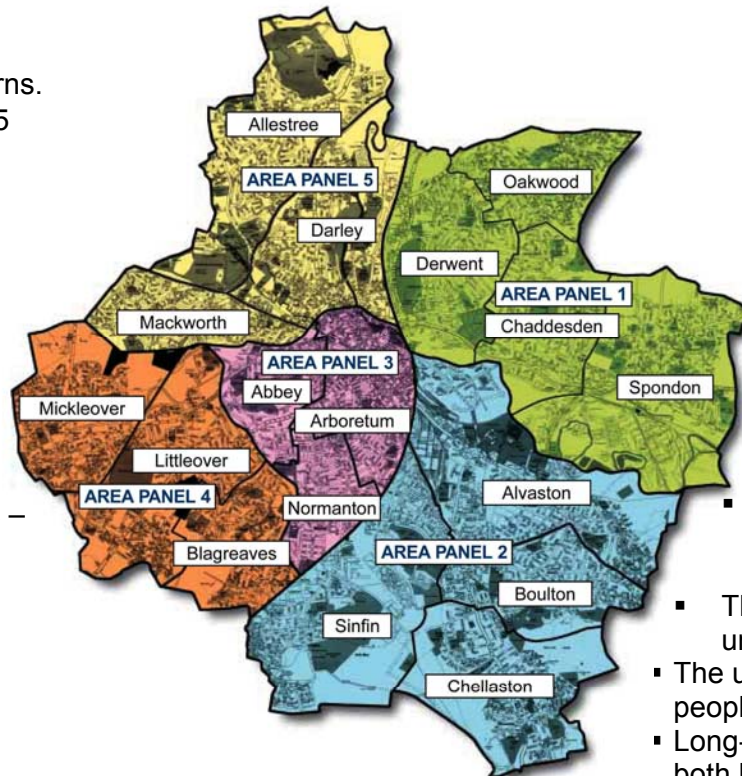
Derby is a compact city with a clearly defined centre and distinct neighbourhoods. It achieved city status in 1977. It has a strong identity, clear boundaries and is surrounded by attractive countryside. Its environment includes over 800 hectares of municipal parks and the river Derwent flows through it.

Population

- Derby has a population of 233,200, according to the revised 2001 census returns.
- A third of the city's population is under 25 and 16% over 65.
- The City has a multi-cultural community, 12.6% of people from minority ethnic communities. The largest minority ethnic communities are from India and Pakistan

Employment

- Derby has a traditional strength in its major engineering industries – Aerospace and Rail.
- Manufacturing accounts for more than one quarter of the workforce, but the public sector is close behind as the next major employer.
- There are developments in new areas of employment such as tourism, culture industries and information and communication technology.



Quality of Life

- Derby is a safe and healthy place, with crime and mortality rates lower than average for cities.
- Air and water qualities are both generally good.
- The indices of deprivation 2004 identify four wards in Derby – Arboretum, Normanton, Sinfen and Derwent – as ranking among the most deprived in England
- Allestree and Mickleover are among the most affluent

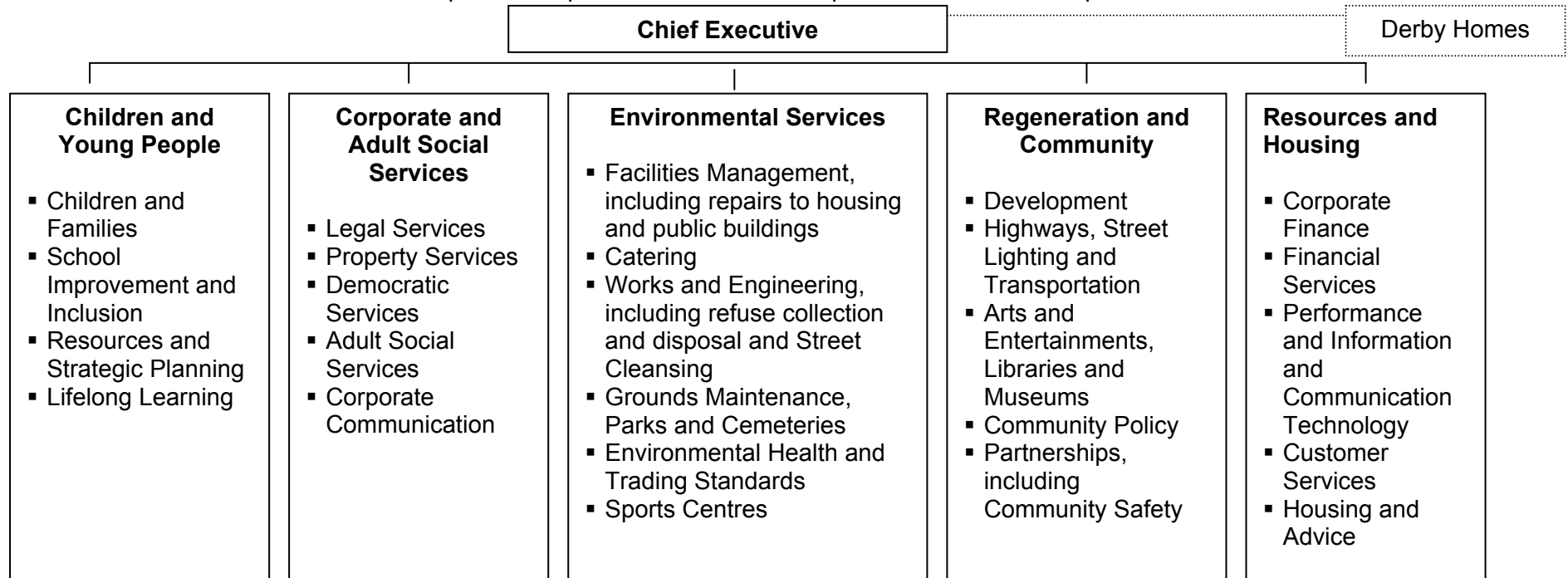
Unemployment

- Derby's unemployment rate is below the national average, based on claimant count.
- There are unacceptable levels of unemployment in two inner-city wards.
- The unemployment rate for minority ethnic people is twice that for white people.
- Long-term and youth unemployment are both higher in the City's most deprived wards.

<Context continued...>

THE COUNCIL

We have been a unitary Council since 1997. We employ some 12,000 people and are now the largest single employer in the city. The Council was restructured in 2005 and is now made up of five departments. The main responsibilities of these departments are shown below:



Managing and maintaining the Council's housing stock has been delegated to an arms length housing organisation – Derby Homes, with all other housing services managed by the Director Resources and Housing.

The Council's structure gives clear accountability for performance, both within departments and corporately.

POLITICAL MANAGEMENT ARRANGEMENTS

The Council's constitution

We have adopted a constitution, which sets out how the Council operates, how decisions are made and the procedures to follow to make sure that these are efficient, transparent and accountable to local people. Some of these processes are required by law, while others are for us to choose.

How the Council operates

The Council is made up of 51 councillors, who are democratically accountable to all residents in their wards. All Councillors meet together as a Council. Meetings of the Council are open to the public. The Council appoints a Cabinet, made up of the Leader, Deputy Leader and nine other Members, which are responsible for proposing budgets and policies and taking key decisions. If the Cabinet wish to make a decision that is outside of the budget or policy framework, this must be referred to the Council as a whole, to decide.

Committees deal with regulatory functions such as planning applications, licensing and appeals.

There are four Overview and Scrutiny Commissions, plus a Scrutiny Management Commission, that support the work of the Cabinet and the Council as a whole. They do not take decisions themselves, but hold the Cabinet to account, review decisions made or yet to be taken and contribute to policy development. The Commissions can call in a decision that has been made by the Cabinet but not yet implemented, to consider whether the decision is appropriate.

Area Panels

To give local citizens a greater say in Council affairs, we have five Area Panels. Each Panel is based on either three or four wards, as shown on page X. They provide a forum for citizens to discuss local issues and petitions with ward councillors and our partner organisations. Working together we develop joined up solutions that contribute to improvements in local services and neighbourhoods. Each panel has a small budget, which is used to support local community group activities and environmental projects.

WORKING IN PARTNERSHIP

Working in partnership is key to delivering our priorities. The Council plays an important role in the Derby City Partnership, DCP, which has been working for over ten years to improve the quality of life for the people of Derby by working towards its 2020 Vision of making Derby 'a city for all ages'.

The partnership has recently been restructured to reflect current priorities and is divided into five 'city' groups...

- City for Children and Young People.
- City Growth.
- Cultural City.
- Healthy City.
- City for Stronger and Safer Communities.

The role of each group is to oversee the delivery of city plans supporting the overall Community Strategy.

Local Area Agreement

Derby City Partnership manages Derby's Local Area Agreement, LAA, which was established in 2005 to help deliver the shared priorities agreed between Government and key partners in Derby. The intention of the LAA is to allow us to use Government funding more flexibly, with fewer conditions both within and across partner agencies. This will help make a lasting difference to the quality of life in local communities.

Progress in delivering our LAA is reviewed regularly by Government. In July 2006, Derby's LAA was rated as 'Green' by Government Office East Midlands, which is the highest rating.

Local Public Service Agreement

Local Public Service Agreements, LPSAs, were first introduced in 2002, as a way for the Government and Councils to work together to tackle national and local priorities. Derby was one of the first Councils to develop an agreement and at the end of March 2008 we had achieved over 75% of the 12 targets which were set. In return for delivering these improvements we received over £4 million Performance Reward Grant, PRG. Derby's second agreement – LPSA2 – started in 2005 and runs until March 2008. The Agreement contains 12 target areas which have now been integrated into Derby's LAA. The targets areas broadly include crime, education, health, housing and employment.

REVIEW

COMPREHENSIVE PERFORMANCE ASSESSMENT 2006

Derby City Council has been judged as <awaiting confirmation from the Audit Commission in January 2007>.

Comprehensive Performance Assessment, or CPA is an assessment the Audit Commission makes on how well the Council is managed and how good the services it provides for local people are.

In January 2007, the Audit Commission has assessed Derby as < tbc> and demonstrating an overall < tbc> star performance.

How we performed compared to last year...

Service	Score 2005	Score 2006
Benefits	3	3
Children and Young People	3	3
Culture	3	TBC
Environment	4	TBC
Housing	3	TBC
Social Care - Adults	3	3
Use of Resources	3	3
How the Council is run	3	3
Overall Rating	4 Stars	TBC

REVIEW OF THE CORPORATE PLAN 2006 – 2009

Last year's Corporate Plan included a range of planned activities to achieve the priorities and key outcomes set out in 2006. Here are some of our achievements...

We said that we would **improve the quality of life in Derby's neighbourhoods**, by:

Key Outcomes	We have:
<ul style="list-style-type: none"> reducing crime and anti-social behaviour 	<ul style="list-style-type: none"> reduced the number of British Crime Survey comparator crimes, which includes domestic burglary and vehicle crime created pilot neighbourhood teams to work better with local communities.
<ul style="list-style-type: none"> reducing inequalities between neighbourhoods 	<ul style="list-style-type: none"> opened a new partnership library (TBC Q3) taken X households out of fuel poverty we provided X new affordable homes.
<ul style="list-style-type: none"> reinvigorating the city centre and river areas 	<ul style="list-style-type: none"> constructed the Friar Gate Studios building started construction on QUAD, Derby's Visual Arts and Media Centre, which is expected to be open in April 2008 been preparing for the Connecting Derby project, which has included compulsory purchase and site orders being made.
<ul style="list-style-type: none"> making Derby cleaner and greener 	<ul style="list-style-type: none"> introduced two more rethink rubbish rounds' which has helped to increase the amount of household waste that is being recycled to 19% rolled out Neighbourhood Environmental Action Teams in priority areas.
<ul style="list-style-type: none"> providing greater opportunities for people to participate in decisions about the area they live in. 	<ul style="list-style-type: none"> supported the establishment of school councils in 81 schools developed a participation strategy for children, young people, parents and carers to assist them in becoming more involved in service design and delivery developed a participation strategy for adult social care users developed a consultation strategy.

We said that we would **encourage lifelong learning and achievement**, by:

Key Outcomes	We have...
<ul style="list-style-type: none"> providing early and effective support for under-performing schools to reduce the number of 'causing concern' 	<ul style="list-style-type: none"> achieved a satisfactory progress rating in all our schools that have been assessed provided good quality support to underperforming schools although X schools remain in special measures.

schools	
<ul style="list-style-type: none"> improving educational attainment at Key Stage and GCSE levels 	<ul style="list-style-type: none"> <to be completed>
<ul style="list-style-type: none"> raising skill levels to improve the chances of securing employment. 	<ul style="list-style-type: none"> exceeded our target for the number of care leavers who attend university increased the number of adults achieving a Skills for life qualification, exceeding our target of 910 for 2006/2007 by x%.

We said that we would **build healthy and independent communities**, by:

Key Outcomes	We have...
<ul style="list-style-type: none"> improving the health of our communities 	<ul style="list-style-type: none"> increased the number of secure cycle undercover parking places at schools and colleges helped X children to receive cycle training.
<ul style="list-style-type: none"> improving the standard of social care for vulnerable adults and older people 	<ul style="list-style-type: none"> written a telecare strategy, which will facilitate the ongoing delivery of telecare services published a commissioning strategy for older people launched a strategic planning partnership for adults reduced admissions to residential and nursing care developed a planning partnership to deliver a strategic plan, which promotes older people's well-being across the city.
<ul style="list-style-type: none"> delivering joined up services for children and young people that meet the needs of the local community. 	<ul style="list-style-type: none"> distributed Bookstart gift packs to 90% of children aged nine months opened X Childcare Centres in the areas of XXX.

We said that we would **deliver excellent services, performance and value for money**, by:

Key Outcomes	We have...
<ul style="list-style-type: none"> reducing inefficiency by improving business processes and ability to perform 	<ul style="list-style-type: none"> implemented an electronic social care record system for new adults who enter social care transferred Streetcare services into Derby Direct started work on providing a new ICT system in all our libraries begun work on implementing the e-procurement system (implemented by the end of March 07?).
<ul style="list-style-type: none"> minimising Council Tax levels and increasing value for money. 	<ul style="list-style-type: none"> set a low Council Tax level in 2006-2007 made £X efficiency savings.

OUR VISION

VISION FOR DERBY

Our vision for Derby, our broad priorities for the services we provide and our key outcomes for improvement are central to our planning processes, which enable us to provide better services for Derby.

We have worked with Derby City Partnership, DCP, to develop a second community strategy for 2006-2009, which describes DCP's priorities over the next three years and how delivering these priorities will help achieve the 2020 vision. Our vision is for Derby to be a 'city for all ages'

Derby – A city for all ages

People of all ages and from all walks of life will feel they belong to Derby and that Derby offers them everything they need - for work, education, housing, leisure and a safe, healthy lifestyle.

As a Council, we will help the city to build on its strengths and take advantage of new opportunities to be a major player in the East Midlands. We already work with lots of partners through the Derby City Partnership to achieve this. Our Corporate Plan includes many actions showing some of the contributions our services will make to achieve that vision.

OUR VALUES

Our values provide a framework for the way we want to work as a Council, helping us to deliver our vision and priorities.

We will:

- be open, transparent and honest in everything we do
- value our employees in delivering services
- develop effective partnerships with all stakeholders, especially Derby's residents
- adopt new ways of working wherever these will help us do things better and provide value for money, customer focused services.

PRIORITIES FOR 2007 – 2010

Our vision for Derby is underpinned by six Council priorities that will guide the services we provide over the medium term. These priorities describe how our services will help to improve the quality of life in Derby and they support the Community Strategy. Our services will work together across our five departments, with different organisations and with local people to make Derby a city for all ages.

Over the next three years, we will:

- make us proud of our neighbourhoods
- create a 21st Century city centre
- lead Derby towards a better environment
- support everyone in learning and achieving
- help us all to be healthy and active
- give you excellent services and value for money.

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

MAKING US PROUD OF OUR NEIGHBOURHOODS

<Image>

We are committed to delivering local services that meet the needs and expectations of our residents. We have five key outcomes that we will focus on, to make us proud of our neighbourhoods...

- Reducing crime and anti-social behaviour, by:
 - undertaking area improvements in burglary reduction
 - targeting our actions on the people that cause the most harm to local communities
 - developing a homelessness assessment centre at Green Lane.
- Making Derby cleaner and greener, by:
 - maintaining Neighbourhood Environmental Action Teams, NEAT and developing supporting services to make sure that enquiries are delivered to the teams as quickly as possible.
- Providing greater opportunities for people to participate in decisions about the area they live in, by:
 - developing area planning partnerships to enable local people to influence service delivery in their neighbourhoods
 - commencing work on Rosehill Master planning
 - supporting the development of opportunities for young people to get involved in decision making, through schools councils and wider participation groups.
- Reducing inequalities between neighbourhoods by supporting the creation of job opportunities, by:
 - delivering the Workstation and Workstation Normanton projects to maximise employment opportunities
 - rolling out the 'Workstation' model to future developments in the City.
- Improving the standard and range of affordable housing, by:
 - delivering the housing PFI scheme
 - increasing the number of decent homes in the private sector.

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

CREATING A 21st CENTURY CITY CENTRE

<Image>

It is important that Derby offers a range of services and facilities for both residents and people visiting the area. Our city centre has been the focus of a large amount of change over the past few years. During 2007-2010 we plan to continue to create a 21st Century city centre by focusing resources on delivering three key outcomes...

- Improving accessibility to the city centre, by:
 - preparing for and constructing Connecting Derby
 - improving public transport facilities.
- Increasing economic growth and sustainable investment, by:
 - working with Derby Cityscape Limited to deliver projects in the city centre
 - building on the work of the City Growth Board to help develop and deliver projects to support the four identified growth clusters - manufacturing/engineering, retail, tourism, and creative industries.
- Increasing the range of open spaces and cultural facilities in the city centre, by:
 - continuing work on QUAD, Derby's Visual Arts and Media Centre, which is scheduled to be complete in 2008
 - submitting a Stage One bid to Heritage Lottery for the refurbishment of the Silk Mill Museum.

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

LEADING DERBY TO A BETTER ENVIRONMENT

<Image>

It is important that we take steps to care for the environment. We need to work together as a city to: reduce and recycle waste, utilise renewable sources of energy sources and reduce reliance on fossil fuels. We also should be committed to protecting and developing the natural and built parts of our local environment. We have three key outcomes, for 2007-2010...

- Reducing the level of carbon emissions, by:
 - completing the Derby's 7 C's project
 - taking forward the framework provided by Derby Declaration on climate change.
- Raising awareness on climate change and local environmental issues, by:
 - continuing to extend the Rethink Rubbish recycling scheme
 - procuring, jointly with Derbyshire County Council, an alternative means of waste disposal
 - maximising residents' access to the Warm Front Scheme, which aims to make homes more energy efficient.
- Caring for Derby's heritage, by:
 - determining and taking forward a programme of Conservation Area Appraisals and Management Proposals covering all of the City's conservation areas
 - reviewing the Local List of Buildings of architectural or historical interest
 - developing and delivering a programme of environmental services with a focus on regeneration and community involvement, through Groundwork Derby and Derbyshire.

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

SUPPORTING EVERYONE IN LEARNING AND ACHIEVING

<Image>

We recognise the strength of the city is linked to the education and skills of all individuals, the motivation of people to learn throughout life and the commitment of employers and learning providers. We are working with partners to encourage lifelong learning and achievement by focusing on two key outcomes...

- Improving educational achievement and narrowing gaps in attainment, by:
 - implementing Primary and Secondary improvement strategies
 - providing differentiated support training and challenge to all schools
- Providing learning opportunities to raise skills levels for all, by:
 - increasing the number of adults achieving a Skills for Life qualification
 - improving the post 16 provision, including the development of youth support
 - producing and delivering, with partners, the NEET reduction strategy 2006-2010.

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

HELPING US ALL TO BE HEALTHY AND ACTIVE

<Image>

We are committed to making sure that everyone in Derby has the opportunity of living a healthy and independent life in their own community. We are working to deliver three key outcomes, which focus on the services for children, young people and vulnerable adults, while promoting equality of opportunity, good health, support, safety and guidance...

- Improving the health and well-being of our communities, by:
 - extending Springwood Leisure Centre, with 100 leisure workstations
 - refurbishing five play areas
 - implementing the cycle training strategy to encourage young people to cycle
 - reducing the number of teenage pregnancies and increasing the support available to teenage parents.
- Raising the quality of social care for vulnerable and older people, by:
 - developing Extra Care, residential accommodation for older people that offers a range of support packages
 - developing telecare services
 - modernising sheltered housing services within the City.
- Responding quickly and effectively to local needs of children, young people and their parents/ carers, by:
 - integrate the Council's School Meals Service with our Housing Benefit Service to encourage low income families, with school age children, to take up their entitlement to free school meals.
 - <to be confirmed>

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

GIVING YOU EXCELLENT SERVICES AND VALUE FOR MONEY

<Image>

As a **four star** Council, we are committed to continuous service improvement and delivering value for money. We have a programme of improvement called Building on Excellence, which helps us to focus our resources on specific areas for improvement. The programme aims to deliver real benefits and to change the way that we deal with our customers and how we work. We have two key outcomes to focus our actions on giving you excellent services and value for money...

- Improving Council services, by:
 - completing the replacement the libraries computer system
 - improving customer service by delivering the Derby Direct Strategy
 - progressing plans to provide alternative central office accommodation to address working inefficiencies from fragmented sites within proposals that deliver long term value, in terms of costs.
- Increasing value for money, by:
 - undertaking effective three-year budget planning, ensuring that new commitments are prioritised and constrained by council tax affordability
 - integrating the delivery of efficiency savings with the budget planning process, relying on cashable efficiencies to meet the substantial majority of the annual 2.5% Gershon target
 - making sure that savings and efficiencies within current and future budget plans are monitored robustly and delivered
 - realising procurement savings as efficiencies, within the budget process.

Full details of how we will deliver our priorities, including measures, can be found in ' <i>Delivering Our Priorities – Action Plan</i> '.

PLANS FOR IMPROVEMENT

A JOURNEY OF CHANGE AND IMPROVEMENT

As a 'four star' Council, we are committed to continuous improvement and to our priority of 'delivering excellent services and value for money'. To provide a focus for change and improvement, in 2003 we introduced a change management and improvement programme called 'Building on Excellence'.

The programme which is based around five themes has helped us channel our resources and effort into areas previously identified as needing to be improved. The key priorities for each of the themes are outlined below.

Improving organisational and service performance.

- Oversee the delivery of the Council's Performance Management Strategy.
- Improve the Council's performance management system – Performance Eye.
- Support the embedding of a performance culture across the organisation

Delivering efficiency and value for money.

- Implement the Council's new Procurement Strategy across the organisation.
- Identify and deliver efficiency savings across the whole Council
- Finalise and launch the Council's Efficiency/Value for Money Strategy.

Improving communication and engagement.

- Implement the Council's communication and consultation strategies.
- Oversee the implementation of the partnership's engagement strategy.
- Make the most of opportunities to learn from best practice within the city and in other local authorities.

Developing a culture of excellence and learning.

- To enhance the engagement of employees with corporate and service objectives.
- Improve the management of employee performance.
- To establish effective, on-going workforce development planning.

Delivering excellent customer service.

- Continue to implement the Council's Customer Service Strategy.
- Develop the range of services provided by the Council's Contact Centre – Derby Direct.
- Co-ordinate the implementation of customer service initiatives across the Council.

MAKING THE BEST USE OF OUR RESOURCES

Key Principles

The revenue and capital budgets express the Council's forward plans in a financial form. To achieve this, the Council's financial planning framework is closely integrated with its plans for local services and the future development of the City.

The key principles that underpin our financial management are...

- Delivering a sustainable medium term budget, using cash limits as incentives for continuous improvement and innovation within a culture of prudent management of departmental resources.
- Balancing the medium term need to improve and develop services as demonstrated in the Corporate Plan with the key policy objective of limiting the increase in Council Tax and keeping it low relative to other authorities.
- Providing services with basic increases in cash limits that reflect relevant inflation and targeting additional allocations to reflect unavoidable pressures and to deliver prioritised growth.
- Encouraging services to identify cashable efficiency savings to help achieve savings targets and contain other pressures, through a programme of targeted base budget reviews and/or wider service reviews.
- Management of key budget risks, with higher risk areas attracting a more intensive level of budget monitoring, with the flexibility to change financial targets to address any unplanned problems.
- A transparent approach to budget consultation, as evidenced by the publication of highly detailed consultation proposals, and a willingness to change proposals in response to public reaction.
- The integrated approach includes addressing the implications of capital spending in revenue budgets, and ensuring that decisions on budgets managed in partnership are consistent with the Council's own financial planning.

The delivery of the Corporate Plan depends upon the availability of financial resources. The Plan includes some priorities for which resources have yet to be fully secured, particularly after 2007-2008, and the limited funding gap in the Council's indicative forward budgets from 2008-

2009 also needs to be addressed. The full delivery of the Plan requires an optimistic future funding scenario and robust actions to deliver further efficiency savings. This means that the Council has planned in advance how best to use such extra resources against its highest priorities.

Budget process for 2007-2008

Key outcomes from the budget process...

<to be developed>

Medium Term Outlook for 2008-2009 and 2009-2010

<to be developed>

DELIVERING OUR PRIORITIES AND MANAGING OUR PERFORMANCE

Full details of how we will deliver our priorities, including measurable outcomes, actions and indicators, can be found in '*Delivering Our Priorities – Action Plan*'.

Making sure that we monitor our progress in delivering key outcomes is vital to achieving our vision of 'a city for all ages'. Performance management is a fundamental part of this corporate planning process. It is made up of the culture and systems that we put in place to help us manage, monitor and continuously improve our performance and achieve our priorities.

We monitor our performance continuously so we can identify areas of service where good progress is being made and those that are not performing as well as expected. Corporately we monitor our performance against our priorities and other key targets every three months. We use an ICT system, Performance Eye, to help us improve the way that we collect, monitor analyse and manage our performance.

The Council's Performance Management Strategy outlines our approach to achieving effective performance management, with four key aims...

- Maintain an effective and fully integrated performance management framework.
- Develop the functionality of Performance Eye to support flexible and robust performance management.
- Embed a performance management culture throughout the Council.
- Work with partners to develop accessible and transparent performance management arrangements.

ACRONYMS

<to be completed when all text finalised>

HOW TO CONTACT US

We would like you to tell us what you think about this plan as this will help us develop our future corporate plans. Please send comments to:

Change Management and Performance Unit
PO Box 6291
The Council House
Corporation Street
Derby DE1 2YL
E-mail: performance@derby.gov.uk

A copy of this plan is on our website at www.derby.gov.uk.

We can give you this information in any other way,
style or language that will help you access it.
Please contact us on 01332 255560,
Minicom 01332 256666.



Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ,
ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ
01332 **255560** ਮਿਨੀਕਮ 01332 256666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

Hindi

हम आपको यह जानकारी किसी दूसरे तरह और ढंग से या दूसरी भाषा में भी दे सकते हैं जिससे आपको इसे
प्राप्त करने में मदद मिल सकेगी. कृपया हमसे इन नंबरों द्वारा संपर्क कीजिए 01332 **255560**
मिनीकाम 01332 **256666**

Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم 01332 **255560**
منی کام 01332 **256666** پر ہم سے رابطہ کریں۔