



Derby Recovery Plan 2021/22

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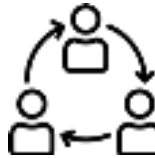
Key principles of our work



The impacts that COVID-19 has had on Derby



There have been over **8,000 confirmed COVID-19 cases** in the city, with more than **300 lives lost**, to date.



There has been **increased isolation, loneliness and mental health issues** for some of our residents and communities.



There have been big impacts on the aerospace, hospitality and manufacturing sectors, which are some of the city's biggest employers. Over **6,000 redundancies** have been announced in the city so far.



We have recorded **over 1,000 homelessness approaches** (including those at risk of losing their home) in the first 6 months of 2020/21, despite national policy to limit evictions during COVID-19.



35% of the city's workforce were **furloughed**, at the height of the virus. The Council has **paid grants to support businesses** worth **over £45 million**, with payments continuing.



1,867 people have **volunteered** through our Community Hub and given over **75,000 hours** to provide support to local people who need food, medication or help.



More people across the city are at risk of poverty. Around **12,000 children in Derby (22%)** live-in low-income households and this is expected to rise.



Between April 2020 and the end of September 2020 there was a **13% increase in referrals**, compared to 2019, **to our Adults Multi-Agency Safeguarding Hub**, with increased complexity of need in the cases we are supporting.



There has been a **decline in footfall** in our city, significantly impacting an already fragile city centre. **32%** of commercial units in the city centre are currently empty.



We recorded a **16% rise in referrals to Children's Social Care** during the first 6 months of 2020/21 compared to 2019/20, including a **27% rise in domestic abuse referrals**.



Youth unemployment (18 to 24-year olds) has increased from **4% to 10%**. At September 2020, **18.2%** of young people in Years 12 and 13 were not in education, training or employment (NEET) or their activity was 'Not Known'.



We have seen an increase in our budget pressures/overspend of **£7.093million** (September 2020), impacted by an increased demand and loss of income during the pandemic.



There are increasing risks of debt and financial exclusion for our residents, with **Universal Credit claims increasing by 15,353 in 12 months** (September 2019 to 2020).



We have experienced some backlogs in services, due to the impacts of lockdowns, but we have responded flexibly by reallocating **over 200 colleagues towards COVID services** at various points since March 2020.

Introduction

The Derby Recovery Plan sets out clear priorities for the next 12-months, becoming the central focus for our work underpinned by the Council Plan 2019 - 2023.

Responding to the impacts of Coronavirus (COVID-19) represents one of the greatest challenges we have ever faced. Our response to the pandemic has given us all a unique insight into what can be achieved when we work together towards a shared goal. We are stronger together, and at our best when we are working alongside the people of Derby.

We are determined and resilient, and our recovery effort is bringing together expertise from across the public, private and community sectors to help the city build back – and build back better.

The COVID-19 pandemic presents a real opportunity to reset how we think about our economy, our communities, our services and the how the Council can concentrate on the things that really matter to the people of Derby.

We have a proud history of innovation stretching back over 300 years – we invented the factory; we are the spiritual home of the railway; we are a world-leader in aviation, and we are determined to play a major role in a post-crisis world.

Our underlying strengths remain, and we are confident that, in time and with appropriate assistance, our communities can thrive, and Derby can once again be a major driver of the country's economy.

“Working WITH the city to recover from Covid-19; re-building and re-shaping services that are based on local needs and that are sustainable for the future, in line with the resources that we have available to us”



Ensuring vulnerable people get the health and care that they need



Supporting our communities



Helping business and workforces to stay resilient



Maintaining essential services



Keeping people informed

Our place – a city with big ambitions

We are determined and resilient. Despite the impacts of the pandemic, Derby remains one of the UK's industrial and export power houses, with some of the largest numbers of advanced manufacturing jobs in the country. Our underlying strengths persist, and we are confident that Derby can once again be a major driver of the national economy. We have established the Derby Economic Recovery Steering Group: a partnership of public and private sector organisations, including Derby City Council, the University of Derby, D2N2 Local Enterprise Partnership (LEP), our MPs (Members of Parliament) and representatives of the city's most important businesses - including; Rolls Royce, Bombardier and Toyota UK. Through our partnership, 'Team Derby' is working to help the city recover and then thrive.



Our outcomes

- **Confidence** – using our knowledge, experience and skills to create strong businesses, strategic partnerships and a vibrant city centre.
- **Diversification** – seeking to create a modern, SMART city, with jobs for the future where we actively seek to innovate and grow. We will reimagine our city centre with culture at its heart.
- **Decarbonisation** – recognising that we need to do more to have a positive impact on climate change; reviewing our transport, promoting smarter travel, securing renewable energy and seeking more sustainable waste management.

Our collective response to COVID-19 has reinforced the need for us to work together, with all activity to be overseen by the Derby Economic Recovery Steering Group and our City Partnership Board.

Some of our must do's will include:

1. Support businesses to stay open, using national assistance to create a Derby-relevant programme of recovery grants.
2. Work with our partners to support skills development in the city, with a focus on our young people.
3. Through our 'Ascend' business growth programme, support new small and emerging businesses.
4. Create a new Derby City Centre Masterplan, which addresses head-on the need to reinvent the purpose of the central business district.
5. Regenerate the city centre, with the development of key capital projects in 2021/22.
6. Make Derby a centre of excellence for future fuel technology, working with our major employers, like Toyota.
7. Deliver our multi-million Derby Mobility Programme through the Transforming Cities Project.
8. Review our cultural offer and work with key partners to bring vitality into our city centre through events, creativity and performance arts.
9. Encourage and support new investment into the city. Recent successes include Nuclear Advanced Manufacturing Research Centre (NAMRC) at Infinity Park and Smartparc at the old Celanese cite.

The differences we want to make

- Those that have lost jobs through Covid-19 are supported into **new roles**, through our interventions.
- **More jobs** created, and businesses supported to thrive.
- More people **visiting** our city centre, including **more tourism**.
- Higher levels of **satisfaction** with our city.
- Reduced **carbon emissions**.
- More household **waste recycled**.
- More people, who can, **walking and cycling**.

Our people – a city of health and happiness

Our communities are incredibly resilient, with COVID-19 highlighting the passion and commitment to working together. There is a long-standing and strong sense of pride in our city and we have a real opportunity to build on our collective response to COVID-19, to further grow the strengths of our citizens. We know that there are inequalities within the city, with areas of poverty that we must address. We want to focus on improving the health, wealth and wellbeing of our citizens, using the strong partnerships already in place to further integrate our health and social care services and to improve employment opportunities for those with barriers to employment. We are also seeking to use and develop the assets that we have within our communities to support our families to thrive, helping our children and young people to develop skills for the future; building on our established approaches to prevention to create independence. We are absolutely committed to doing things differently, putting our communities and citizens first.



Our outcomes

- **Healthy citizens** – working together across organisational boundaries to keep the COVID-19 infection rate low and addressing long-standing inequalities and poverty.
- **Resilient neighbourhoods** – using the strengths within our communities to support those in need, making sure that Derby is a place where people help each other, a place to feel safe, and be safe. Working across the sector to create easy to access, local public services.
- **Thriving children and young people** – recognising that we must work to create a place where our children and young people are supported to achieve their full potential, and when they need support that they have access to ‘the right services, at the right time’.

To make sure that we can maximise opportunities to work together across the local area, making the best use of our shared assets, we have established a Community Board that will report into our City Partnership Board.

Some of our must do's will include:

1. Continue to monitor the rates of COVID-19 and take action, as required.
2. Launch a ‘Better Together’ approach, simplifying access to local public services.
3. Continue to explore ways to join up NHS and social care services for Derby citizens.
4. Deliver our Special Educational Needs and Disability (SEND) Strategy.
5. Develop a ‘Wrap Around Service’ for rough sleepers.
6. With partners, launch a citywide free food offer.
7. A refreshed Inclusion and Equality Plan, including our race equality commitments.
8. Launch our ‘stronger families’ model across the partnership, based on local needs.

The differences we want to make

- Lower than average COVID-19 infection rates.
- More people reporting that they **feel safe**.
- **Fewer people at risk of homelessness** and more affordable housing.
- Lower levels of **domestic abuse and exploitation**.
- More children and young people achieving their potential through **education, skills and development**.
- **Fewer Derby residents** requiring statutory social care support.

Our Council – focused on the things that matter

We are here for Derby; to work with communities, business and partners to make it the best that it can be. COVID-19 has given us a valuable insight into what can be achieved when we work together and how we can be flexible, working with the city to deliver services in different ways. We recognise that the impacts of the COVID-19 pandemic will be seen for many years to come. It is important that we work to re-shape our services within the resources that we have available, making sure that they are sustainable and continue to meet the needs of our communities. This may mean that they need to look very different in the future. Recognising that we cannot move forward alone, we will work with partners through the City Partnership Board to reshape our city vision and deliver our shared recovery priorities.



Our outcomes

As public servants we are now in a 'new normal' and the way that we deliver, and commission, services must change. Led by our Cabinet and Corporate Leadership Team we will focus on three outcomes:

- **Enabled residents** – recognising that we need to develop services around the needs of our communities, listening to what they tell us, seeking to make the best use of technology to deliver services differently; focusing on developing our long-term aspirations for the city.
- **Intelligence led decisions** – using data and information to deliver the 'right services' that offer value for money, investing in tools to help us monitor the right things and using quality information when making decisions, focusing on outcomes.
- **Empowered colleagues** – supporting our workforce to be the best that they can, embracing new ways of work and learning from the pandemic. We recognise the importance of our leaders and valuing the contributions of all our colleagues to build a resilient, diverse, inclusive council for the future.

To make sure that we are focused on our three priority outcomes and that all other plans for improvement, or change, are aligned we have established an Organisational Recovery Board, which will oversee the delivery of our priority programmes and projects.

Some of our must do's will include:

1. Increase the use of digitally enabled services and reduce digital exclusion.
2. Review and re-shape what, and how, we deliver.
3. Improve communication and engagement with our residents, to shape sustainable services for the future.
4. Make better use of our intelligence to inform decisions.
5. Improve well-being and resilience across our workforce; taking them with us as we change services.
6. Agree an action plan to minimise the Council's impact on the environment.
7. Agree a long-term approach to innovation and enterprise.

The differences we want to make

- **Effective and efficient** services, that are **sustainable, and deliver value for money**.
- **Simple pathways** to support for those that need it.
- **Reduced digital exclusion and more services available online.**
- **Motivated employees** that represent our values.
- **Residents and colleagues feeling informed and engaged.**

Monitoring our impact

A key part of being a public sector organisation is making sure that we are open, honest and transparent in all that we do. To make sure that there is clarity on what we want to achieve we usually publish an annual delivery plan, that underpins our Council Plan.

For 2021/22, this plan will represent our annual delivery plan, with senior leaders focused on monitoring progress against our 'must do's', evaluating the differences that we are making to our outcomes through a small number of priority performance measures.



The aspirations within this plan can only be achieved by working in partnership, and our City Partnership Board will oversee all relevant activity to ensure we are working together to achieve our partnership goals. To make sure that we capture all the positive actions that are taken, and to fully understand the differences that we are making, we have a short and focused action plan that links to our developing local area partnership goals. We will review this plan every three months to make sure it remains relevant and focused. (**Appendix 1**).

COVID-19 has taught us how much working with others can achieve more for local people, especially in a time of crisis. It has also shown that the 'best plans' may not always prepare us for the unknown. It is for this reason that we feel that it is important that our recovery plan is dynamic and responsive to change, which could include on-going waves and impacts of the virus. We will capture changes through our quarterly performance monitoring reports, recognising that the steps that we need to take to achieve our outcomes must be agile and flexible.

The contents of this plan should be read alongside our [Medium-Term Financial Plan](#), which sets out how we are going to use our resources to achieve our outcomes for the city.

Our Strategic Risk Register sets out the threats that we have identified that will stop us from achieving our goals. This is also reviewed and updated every three months to make sure that it remains current, and that we are assured of our mitigations to reduce any threats and take advantage of any opportunities, as we work through our recovery together.



Action Plan - April 2021 - March 2022

Our place – a city with big ambitions

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
Confidence	Working with key partners (including; The University of Derby, Cale Street Investments, cultural partners and property owners) to deliver short- and medium-term interventions to address the impacts of COVID-19 on the city centre	Director of City Development & Growth	March 2022 and on-going	<p>A package of measures to halt and reverse decline in city centre activity and improve growing vacancy rates, and a programme to deliver for the medium-term</p> <p>Number of businesses supported by Derby City Council through access to finance, advice and indirect support</p> <p>Delivery of our priority projects, including the Market Hall, Assembly Rooms and Becketwell</p> <p>Jobs created through our initiatives</p> <p>Private investment generated in Derby, as a result of our interventions</p> <p>External public funding secured</p>	<p>Jobs / skills / innovation</p> <p>Vibrant city / leisure / culture</p>
	Deliver a new Derby City Centre Masterplan	Director Planning, Transport and Engineering	December 2021	<p>A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre</p> <p>A more vibrant, active and connected city centre that has a clear role and purpose and which provides a destination people will choose to visit</p> <p>More businesses and office workers in the city centre</p> <p>More people living in and close to the city centre</p>	<p>Jobs / skills / innovation</p> <p>Vibrant city / leisure / culture</p>
	Continue to support employment and housing growth city-wide	Director City Development and Growth	On-going to the end of March 2022, with quarterly reviews	<p>Investment in Infinity Park on the back of the iHub and NAMRC investments</p> <p>Successful completion of a deal with Smartparc re. the Celanese site</p> <p>Roll-out of new housing investment in Castleward and South Derby Growth Zone</p>	Jobs / skills / innovation

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
Diversification	Deliver initiatives to support people into employment	Director City Development and Growth and Director of Learning and Skills	April 2022	Number of people helped into work through the Employment Portal Number of young people in employment, education and/or training	Jobs / skills / innovation
	Re-define our Adult Learning Service offer to continue to deliver courses remotely, ensuring our offer is informed by the needs of local businesses, and aligned with any identified skill gaps	Head of the Adult Learning Service	December 2021	Online courses offered and take-up	Jobs / skills / innovation
	Work through the Economic Recovery Steering Group to identify and implement opportunities for business development and growth	Chief Executive, Director City Development and Growth	On-going to the end of March 2022	Work with key partners including Marketing Derby, the D2N2 LEP and the Midlands Engine and Midlands Connect to secure inward investment Work with the University of Derby and other partners to deliver the Ascend programme, in support of potentially high value-added start-ups and existing businesses in Derby	Jobs / skills / innovation
	Develop a Vibrant City events plan to support the recovery of our cultural offer in the city	Director Leisure, Culture and Tourism	July 2021	Events scheduled and attendance / coverage insight	Vibrant city / leisure / culture
	Explore the potential of smart cities and build on the roll out of City Fibre Infrastructure across the city	Director Digital and Customer Management	March 2022	Coverage of fibre (percentage with access); across residences, business, and public infrastructure Facilitating the expansion of next generation mobile networks to facilitate inclusion and future smart technology	Jobs / skills / innovation

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
Decarbonisation	Co-ordinate the Council and city response to the declared Climate Emergency	Director Planning, Transport and Engineering	Review March 2021	An established Climate Change Partnership Group and internal Officer Group An adopted Net Carbon Zero Strategy with a dedicated action plan	Green city / climate change
	Support the city to be more energy efficient	Director Planning, Transport and Engineering	On-going to the end of March 2022	Grants awarded to small businesses in Derby/Derbyshire for resources efficiency and energy efficient measures Completion of energy audits for small businesses in Derby/Derbyshire	Green city / climate change
	Delivery of our Transforming Cities project	Director Planning, Transport and Engineering	Review March 2023	More people, who can, walking and safely using public transport (in line with COVID-19 regulations whilst these remain in place) 'Bus priority corridors' – upgrading junctions, infrastructure and RTI at key junctions Cycle lane improvements along key routes to employment sites, including dedicated cycle lanes Creating a more welcoming gateway into the city that connects the station with the city centre, public transport, active travel links and routes into the city centre Smart park and ride hubs	Green city / climate change Vibrant city / leisure / culture

Our people – a city of health and happiness

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
Healthy citizens	On-going development and implementation of our COVID-19 readiness plans and our Local Outbreak Plan; in line with the latest national guidance (including delivery of local test, trace and isolate activity and COVID-19 Marshalls)	Director Public Health and Director Policy, Insight and Communications	On-going to the end of March 2022	City COVID-19 infection and death rates (including for vulnerable groups) Percentage of colleagues reallocated to priority roles, in line with identified service pressures Regular internal and external communication	Citizenship and community
	Deliver effective strategic planning and insight to help improve health outcomes and reduce health inequalities	Assistant Director Public Health (Corporate)	On-going to the end of March 2022	A clear understanding of need, evidenced by up to date joint strategic needs assessments Updated Health and Wellbeing Strategy Public health indicators	Citizenship and community
	Support the establishment and work of a Poverty Commission	Strategic Director People Services	On-going to the end of March 2022	Development of a city-wide action plan to tackle child poverty in the city, which will include measures to evaluate the impact that we make	Citizenship and community
	Maximise the potential of joint working with the NHS and other partners to produce efficiencies and better service outcomes	Director Integration and Direct Services and Director of Adult Social Care Services	March 2022	Delayed transfers of care from hospital per 100k population (attributable to Social Care) Older people who were still at home, 91 days after discharge from hospital into reablement/rehabilitation services	Citizenship and community
	Support improvements in health and wellbeing, through a focus on health improvement and wider determinants	Director Public Health and Director of Leisure, Culture and Tourism	On-going to the end of March 2022	Public health indicators Percentage of residents active Total number in effective alcohol treatment Smoking quit rate (Percentage stopping at 4 weeks) Total number of first attendances in Sexual Health clinics	Citizenship and community
Resilient neighbourhoods	Develop and implement our 'Better Together' approach to make the most of the assets within our communities and develop simple pathway to access services for those that need to	Strategic Director Communities and Place and Strategic Director People Services	March 2022	Established Community Recovery Board and Better Together Implementation Board Agreed measures and targets for our Better Together Approach Volunteering Strategy and database in place Refreshed Neighbourhood Boards	Citizenship and community

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
	Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable	Director City Development and Growth and Derby Homes	On-going to the end of March 2022	New homes Affordable housing Homelessness and rough sleeping Homelessness preventions	Citizenship and community
	Embed and further develop neighbourhood working to all areas of the city and explore opportunities for a City Centre Community Safety Hub	Director Public Protection and Streetpride	March 2022	Recorded crime and anti-social behaviour rates, including hate crime More people feeling safe	Citizenship and community Vibrant city / leisure / culture
	Publish a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments	Director Policy, Insight and Communications	March 2022	Plan published, which will include measures to evaluate the differences that we are making	Citizenship and community
Thriving children and young people	Implement Derby's Strength-Based Approach Strategy and support families to safely stay together; reducing demand for statutory safeguarding interventions	Director Early Help and Children's Social Care	March 2022	Families/children supported to better outcomes through early help Number of children in need, children with a child protection plan and looked after children and young people	Citizenship and community
	Implement our Children at risk of Exploitation Strategy		On-going to the end of March 2022	Fewer children at risk of exploitation	Citizenship and community
	Establish a city-wide education strategy for lifelong learning, working to ensure any impacts from COVID-19 are identified and addressed (for all pupils)	Director Learning and Skills	March 2022	Children and young people achieving their potential through education, skills and development	Citizenship and community Jobs / skills / innovation
	Implement our Local Area SEND Strategy	Director Learning and Skills	March 2022	Quality education, health and care plans Waiting times for assessments / plans Satisfaction level of parents, children and young people	Citizenship and community Jobs / skills / innovation
	Increase the number of Derby Foster Carers	Director Early Help and Children's Social Care	On-going to the end of March 2022	Number of children placed with an Independent Fostering Agency Total number of fostering households	Citizenship and community

Our council – focused on the things that matter

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
Enabled residents	Consult with our residents and local business, as part of our Vision Commission work	Director Communities and Place and Director Policy, Insight and Communications	March 2022	Satisfaction levels with the city and residents feeling listened to, or specific measures linked to the project	Citizenship and community
	Simplify processes for Welfare Reform services, including drafting a business case for a Partnership Hub approach, in line with our Better Together Approach Project	Head Customer Management	March 2022	Number of successful interventions on the customers behalf delivered by the Welfare Reform Team	Citizenship and community Jobs / skills / innovation
	Create a Single Front Door Strategy for Derby to simply access to services and support more, increasing access online		March 2021	Online services Number of My Account registered users Customer experiences	
	Deliver our Digital by Default project to increase the number of services online and support customers to access them, reducing digital exclusion	Director Digital and Customer Management	March 2022	Deliver digital services that are easy to use that people prefer to use, while not excluding those that do not To make digital access the default channel for accessing services and communicating with the Council Development of digital skills and confidence for customers To facilitate the use of AI Chatbots, Smart and Voice Assistants, Fulfilment Drones etc. Develop facilities to assist residents to access services who may otherwise be digitally excluded	Jobs / skills / innovation
Intelligence led decisions	Enable services to use data and information more effectively to inform decisions through improved data quality and the use of business intelligence tools	Director Digital and Customer Management and Director of Policy, Insight and Communications	December 2021	Agreed Business Intelligence Strategy Refreshed Performance Management Framework, with a move to outcome-based accountability and place-based performance frameworks in all service areas Relaunched Risk Management Strategy	All goals

Our outcomes	What actions will be taken?	Lead	Deadline	Our intended outputs and how we will measure the difference we make	Links to our partnership goals
	Deliver our Medium-Term Financial Plan	Strategic Director Corporate Resources and Director Finance	On-going to the end of March 2022	Targeted thematic reviews completed, in line with service priorities, to help manage demand and improve efficiency Invest to save business cases progressed	
	Deliver the property rationalisation programme to make the most of property we own and dispose of any no longer used	Director Property	Review March 2021	Income generated from property Efficient use of our available assets	Jobs / skills / innovation
	Development of a Council Climate Change Action Plan, identifying the measures and projects we, as a Council, can undertake to reduce our carbon footprint	Director Planning, Transport and Engineering	Review March 2021	Carbon footprint review exercise identifying how much the Council emits, and from what services/activities Adopted carbon reduction action plan	Green city / climate change
	Publish a commercial approach to set out our approach to innovation and enterprise (including commissioning, procurement, contract management, income etc)	Strategic Director Corporate Resources	March 2022	Plan published, which will include measures to evaluate the differences that we are making	All goals
Empowered colleagues	Promote the health and wellbeing of our colleagues	Head of Organisational Development	March 2022	Colleague Wellbeing Strategy launched Fewer working days lost to sickness absence, including the average number of days lost due to stress/anxiety A coordinated approach to the reallocation of colleagues to support our organisational response to COVID-19 Colleagues feeling motivated, informed and engaged (measured through our engagement activity)	Citizenship and community
	Support our colleagues to work effectively remotely, and agree long-term plans for how we will deliver services post-COVID-19	Head of Organisational Development and Director Digital and Customer Management	September 2021	Host culture workshops to shape our long-term organisational recovery Implement our internal communications plan, with regular activity including briefings for all managers and colleagues Deliver our Digital Workforce project Seek feedback and use the findings to inform how we support our colleagues	N/A

We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 640767
Minicom: 01332 640666

Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku.
Prosimy o kontakt: 01332 640767 Tel. tekstowy: 01332 640666

Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਭੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ 01332 640767 ਮਿਲੀਕਮ 01332 640666 'ਤੇ ਸੰਪਰਕ ਕਰੋ।

Slovakian

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Skontaktujte nás prosím na tel.č.: 01332 640767 Minicom 01332 640666.

Urdu

یہ معلومات ہم آپ کو کسی دیگر طریقے، انداز اور زبان میں بھیج سکتے ہیں اگر اس کی آپ کو مدد کرے۔ براہ کرم
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