



DERBY CITY COUNCIL

CORPORATE PLAN 2007-2010

DRAFT6
February 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 organisations 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, active and independent.
- Giving you excellent services and value for money.

Each priority is supported by key outcomes and actions that provide the 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 programme – 'Building on Excellence'. In 2007, we will keep improving - and change will continue to be a major theme.

Background Information on Derby

Derby City

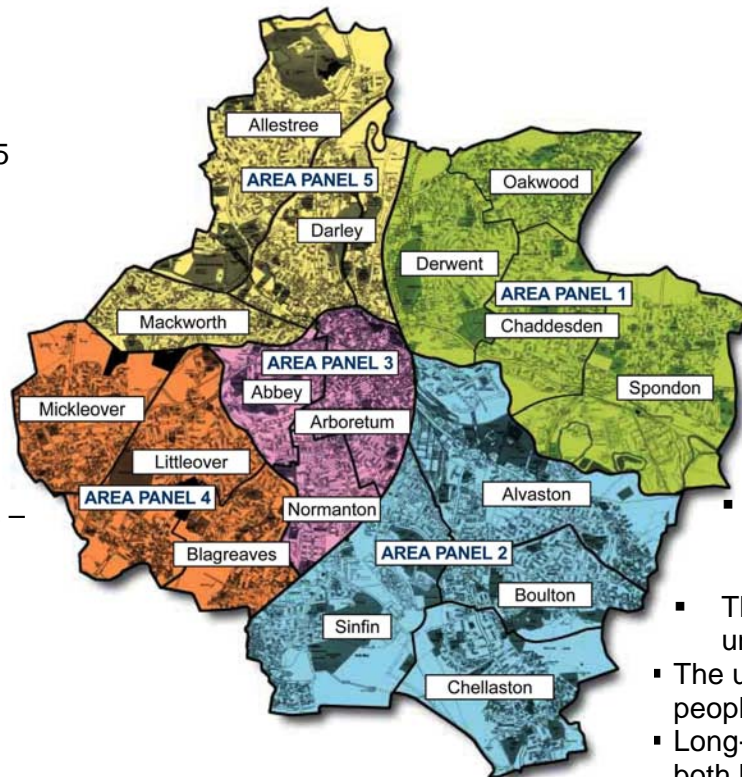
Derby is a compact city with a clearly-defined centre and distinct neighbourhoods. It achieved city status in 1977. It has a strong identity, clear boundaries and is surrounded by attractive countryside. Its environment includes over 800 hectares of municipal parks and the river Derwent flows through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

Population

- Derby has a population of 233,200, according to the updated 2001 Census returns.
- A third of the city's population is under 25 and 16% are over 65.
- The city has a multi-cultural community - 12.6% of people are 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 communications 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, Derwent, Normanton and Sinfin – 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...>

Political Management Arrangements

The Council's constitution

We have adopted a constitution, which sets out: how the Council operates, how we make decisions, and the procedures we must follow to make sure that we are efficient, transparent and accountable to local people. Some of these procedures 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 eight other members, who are responsible for proposing budgets and policies and taking key decisions. If the Cabinet wishes to make a decision that is outside of the budget or policy framework, it must refer the matter to the whole of the Council to decide on. Each Cabinet Member is responsible for a portfolio...

- Personnel, Performance and Economic Development.
- Leisure and Direct Services.
- Children and Young People.
- Neighbourhood, Social Cohesion and Housing Strategy.
- Planning and Transportation.
- Adult Services.
- Community Safety and E-Government.
- Housing Management.
- Enforcement.
- Corporate Policy.

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

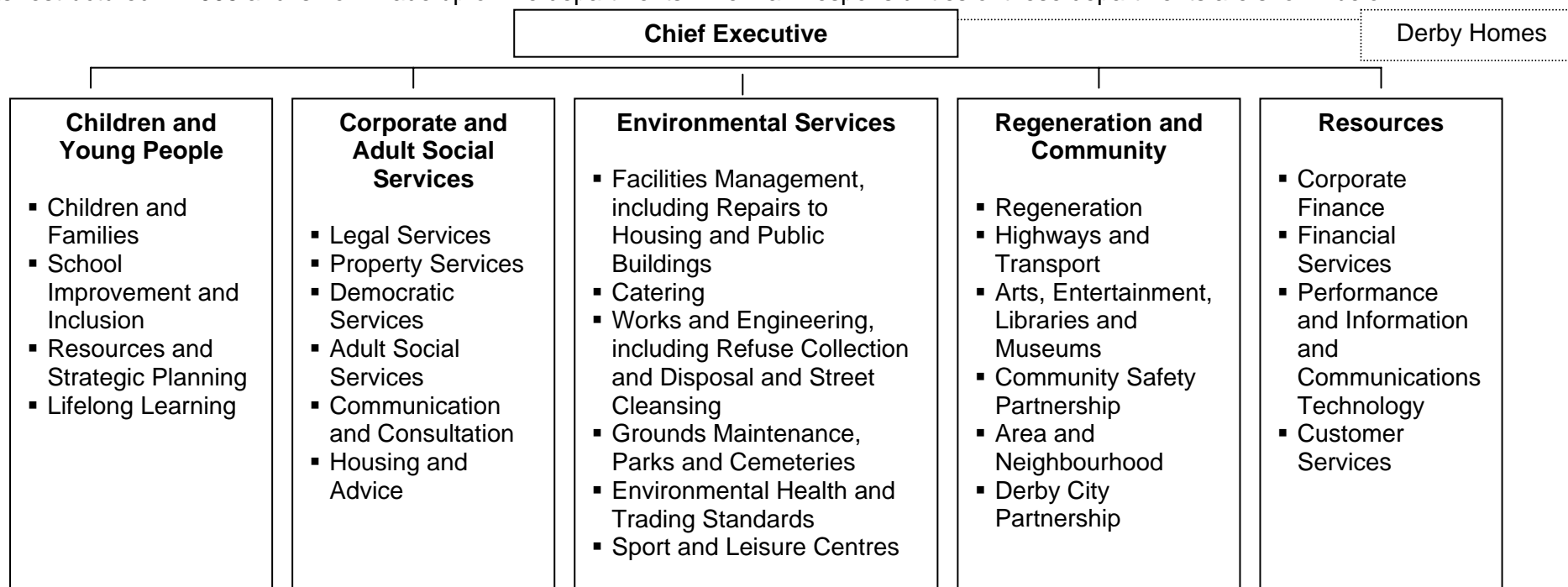
There are four Overview and Scrutiny Commissions, plus a Scrutiny Management Commission that support the work of the Cabinet and the Council as a whole. They do not take decisions themselves, but hold the Cabinet to account, review decisions made or yet to be taken, and contribute to policy development. The Commissions can 'call in' a decision that the Cabinet has made, 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 3. They provide a forum for residents 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 local community groups can apply for, to fund activities and environmental projects that benefit residents.

The Council's Structure

We have been a unitary Council since 1997. We employ over 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:



Derby Homes is the 'arms-length' housing organisation that manages and maintains the Council's housing stock. All other housing services are managed by the Director of Corporate and Adult Social Services.

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

Our Partners and How We Work With Them

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 Community Strategy '2020 Vision' of making Derby 'a city for all ages'.

The Partnership was restructured, in December 2006, 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 that support the overall Community Strategy.

Local Area Agreement

Derby City Partnership manages Derby's Local Area Agreement, LAA, which was set up in 2005 to help deliver a set of shared priorities agreed between Government and key partners in Derby. The aim 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.

The Government regularly reviews our progress in delivering our LAA. In July 2006, the Government Office for the East Midlands rated Derby's LAA as 'Green', 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. At the end of March 2005, we had achieved over 75% of the 12 targets that were set. In return for delivering these improvements, we received over £4 million in Performance Reward Grant, PRG. Derby's second agreement, LPSA2, started in 2005 and runs until March 2008. The Agreement has 12 target areas that have now been included in Derby's LAA. The targets areas broadly include: crime; education; health; housing; and employment.

Review

Comprehensive Performance Assessment 2006

Comprehensive Performance Assessment, 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 assessed Derby as < tbc> and demonstrating an overall < tbc> star performance.

Here is a summary of 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 in March 2007 taken more than 1000 households out of fuel poverty
<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 for creative businesses started construction of QUAD, Derby's Visual Arts and Media Centre, which is expected to be open in 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 collection rounds, which have helped to increase the amount of household waste that we are recycling 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 setting-up of school councils in 81 schools developed a participation strategy for adults who use our social care services 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' schools 	<ul style="list-style-type: none"> provided good-quality support to under-performing schools, although X schools remain in special measures <to be completed>
<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 attended university increased the number of adults achieving a Skills for Life qualification, exceeding our target of 910 for 2006-2007.
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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, sheltered cycle parking places at schools and colleges helped over 200 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 help with the ongoing delivery of telecare services published a commissioning strategy for older people 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"> <to be completed>

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 information and communications technology system for Derby's libraries started work on implementing an electronic procurement system.
<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

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 that allow 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.

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 next three years. These priorities describe how our services will help to improve the quality of life in Derby and how 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, active and independent
- give you excellent services and value for money.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.
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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
 - delivering the Hartington Street renewal area delivery plan
 - 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 Area and Neighbourhood teams as quickly as possible.
- Providing greater opportunities for people to participate in decisions about the area they live in by:
 - start work on Rosehill master planning
 - supporting the effective involvement of young people in the city's Youth Opportunity Fund and encouraging young people to improve services in their local community
- Reducing inequalities between neighbourhoods by supporting the creation of job opportunities by:
 - delivering the Workstation and Workstation Normanton projects to maximise employment opportunities that result from the Eagle Centre expansion
 - 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.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

Creating a 21st Century City Centre

<Image>

It's important that Derby offers a range of services and facilities for residents, businesses 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...

- Increasing economic growth and sustainable investment by:
 - working with Derby Cityscape Limited to deliver projects in the city centre
 - producing an action plan for the development of the eastern fringes area – the Castle Ward and the DRI area of Derby
 - building on the work of the City Growth Board to help develop and deliver projects to support the five identified growth clusters - manufacturing/engineering, retail, tourism, creative industries and Normanton business community.
- Improving accessibility to the city centre by:
 - preparing for and constructing Connecting Derby, our major integrated transport project
 - improving public transport facilities, which will include creating a new state of the art bus station.
- Increasing the quality of open spaces and the range of 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
 - working with Cityscape to deliver projects in the Public Realm Strategy.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

Leading Derby towards a Better Environment

<Image>

It's 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 should also 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 with six major Derby organisations to change employee attitudes towards climate change
 - developing a strategy and implementation plan under the Local Authority Carbon Management Programme
 - implementing the NO₂ action plan that includes measures to tackle congestion
 - taking forward the framework provided by Derby Declaration to tackle 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 way 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'.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

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 targeted support to identified schools and underachieving groups
 - building schools for the future.
- 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
 - improving people's access to libraries in Derby.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.
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Helping Us All to Be Healthy, Active and Independent

<Image>

We are committed to making sure that everyone in Derby has the opportunity of living a healthy, active 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...

- 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.
- Improving the health and well-being of our communities by:
 - extending the gym at Springwood leisure centre
 - refurbishing 12 play areas in the city
 - implementing Cycle Derby, which provides extensive promotion and cycle training for primary and secondary target groups
 - reducing the number of teenage pregnancies and increasing the support available to teenage parents.
- Responding quickly and effectively to local needs of children, young people and their parents/ carers by:
 - integrating 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
 - delivering integrated services for children and families through children's centres and extended schools.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.
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Giving You Excellent Services and Value for Money

<Image>

As a **four-star** Council, we are committed to continuing our drive to improve services and deliver 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 installation of the new information and communications technology system in our libraries
 - improving customer service by delivering the Derby Direct Strategy
 - developing plans to improve central office accommodation, including seeking to address working inefficiencies
 - implementing a Workforce Development Plan.

- Increasing value for money by:
 - implementing the efficiency and value for money strategy action plan
 - approving and implementing the revised Information Communications Technology strategy
 - delivering a resolution of the LGS pay review that is affordable within the budget process
 - delivering our equality and diversity action plan.

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, in 'Delivering Our Priorities – Action Plan'.

Plans for Improvement

A Journey of Change and Improvement

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

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

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 good 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 Derby Direct - the Council's contact centre.
- 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 of services and innovation within a culture of prudent management of departmental resources.
- Balancing the medium-term need to improve and develop services as shown 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 extra 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. Specifically, all services have been tasked with identifying 10% savings over the three year period of this Corporate Plan.
- Managing 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.
- Creative use of prudential borrowing and asset disposals to achieve major transformation in the city centre, office accommodation and improving our assets generally.

- The integrated approach includes addressing the implications of capital spending in revenue budgets, and making sure that decisions on budgets managed in partnership are consistent with the Council's own financial planning.

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

You can find full details of how we will deliver our priorities, including the measures we will use to assess our success, 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 we are making good progress and those areas where we 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 information communications technology system, called '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 and has 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

CPA	Comprehensive Performance Assessment
DCC	Derby City Council
DCP	Derby City Partnership
GCSE	General Certificate of Secondary Education
ICT	Information and Communication Technology
LAA	Local Area Agreement
LGS	Local Government Scheme
LPSA	Local Public Service Agreement
NEAT	Neighbourhood and Environmental Action Teams
NEET	Not in Education, Employment or Training
NO ₂	Nitrogen Dioxide
PFI	Private Finance Initiative
PRG	Performance Reward Grant
QUAD	Derby's Visual Art's and Media Centre
7 Cs	Corporate climate change communications can create clever solutions

How To Contact Us

We would like you to tell us what you think about our Corporate Plan as this will help us develop our future plans. Please send your 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 ਤੇ ਸੰਪਰਕ ਕਰੋ। 256666

Hindi

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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 سے رابطہ کریں۔