



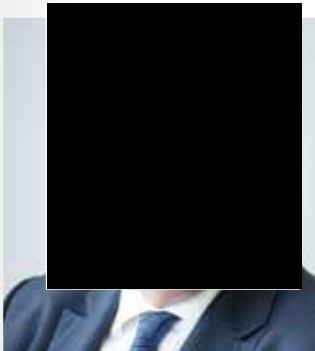
# OUR PRIORITIES 2017-21

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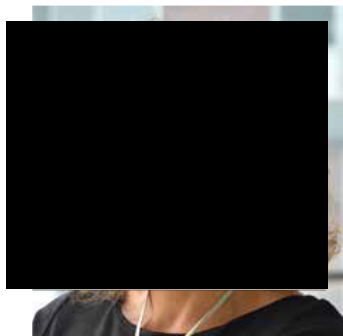
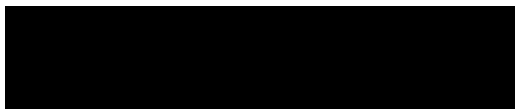
# FOREWORD

## OUR PRIORITIES 2017-21



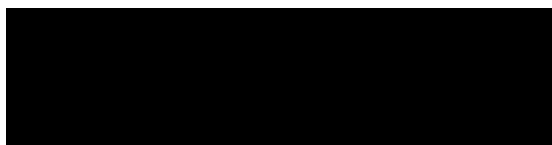
Colin Noble  
Leader of the Council

I am delighted to introduce Our Priorities for the next four years. It builds on the Conservative manifesto we stood on at the recent County Council elections, in addition to several carefully considered strategies already in place. At its heart are three core principles – inclusive growth, health care and wellbeing and efficient and effective public services. We will focus our energy and resources on these priorities, now and throughout this administration. Sound financial management, careful planning, and a passion for finding new ways to deliver and protect frontline services are all fundamental to our approach. Our priorities are deliverable because of the hard work and commitment of our councillors and staff - working with our partners, businesses and residents to make Suffolk a healthier and more prosperous place to live and work.



Deborah Cadman  
OBE  
Chief Executive

Strong and resilient communities and thriving local economies support each other, which is why we have put both at the heart of Our Priorities for the next four years. We call it inclusive growth, because our vision is a Suffolk where everyone can play their part and genuinely feel the benefits. This approach needs true collaboration from a range of public and private sector partners, all striving to find new and innovative ways to deliver services within an increasingly difficult financial environment. No one organisation or person can deliver this alone. That's where our fantastically committed staff and strong leadership of Suffolk County Council's Cabinet and Corporate Management Team is vital. We must be brave to secure the best outcomes for the people we serve. I'm confident we will.



# Suffolk County Council

## Facts and Figures

**75** County Councillors  
in 63 divisions



Conservative



Labour



Liberal  
Democrat



Independent



Green

Schools judged  
to be Good  
or Outstanding



June  
2017 **86%**

April  
2014 **74%**

March  
2017 **835**



March  
2016 **795**

Children in  
Care

People attending  
activities in libraries



2014/15

**141,508**

2016/17

**175,561**



**12,383**

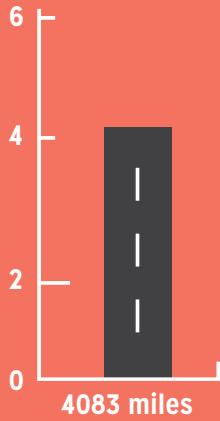
2016/17

Number of people with  
long-term needs supported  
by Adult and Community Services

Savings  
since  
2011



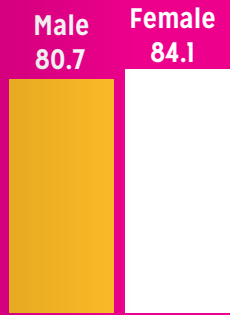
Length of roads we are responsible for



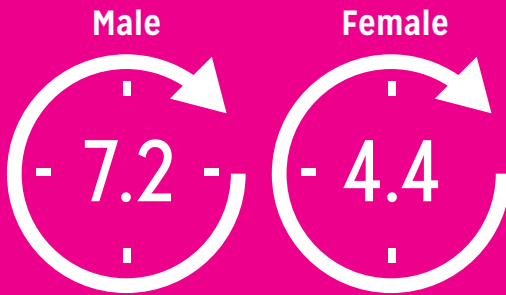
Premises upgraded under the Better Broadband for Suffolk programme



Average life expectancy



Difference in average life expectancy between the most and least deprived areas in Suffolk



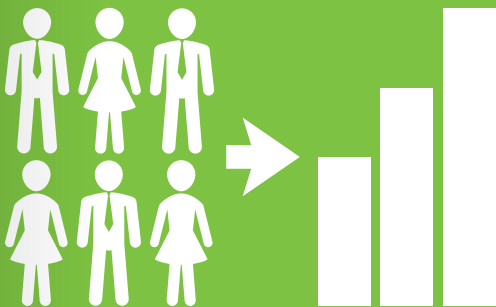
Number of people killed or seriously injured on Suffolk's roads



**207** (2015)

**241** (2014)

Population



**741,895**

Suffolk total population

**7%**

expected to grow by 2030

**151,300**

Under 18 population

**6%**

expected to grow by 2030

**75,150**

Over 75 population

**65%**

expected to grow by 2030

Municipal waste sent to landfill

2013/14 **47%**

2016/17 **1%**



**21.8%**

Adults obese



**17.6%**

Children in Year 6 obese

## CONTEXT

The early 21st century is unfolding as a time of significant change. Politically, economically, demographically and technologically, the pace and scale of change means there are risks, but also opportunities, for Suffolk.

Our new Government is negotiating Britain's exit from the European Union and forging a new international position for the country. Economic growth, prosperity and continual pressure to reduce public spending but meet increasingly complex demands are all key national policy priorities. There is much debate about our NHS, social care and education systems, the need for more affordable and suitable housing and national security.

Making sure people can connect with their communities, both physically and virtually, is vital for Suffolk's economic growth. Whether that's travelling for work, education or leisure, buying things online or simply Skyping a relative, connectivity is a basic part of 21st century life. Ensuring Suffolk has the right infrastructure in place to support this is essential.

To achieve this at a time of global uncertainty and economic pressure is a significant challenge. Our leaders, staff and partners will be challenged to grow our economy in a way that everyone can benefit from. We are already investing significant time and energy in improving Suffolk's schools, modernising our roads and broadband infrastructure and making sure health and social care works better together for our customers.

There is of course more to be done, and we will need to be innovative and brave to secure the best outcomes for the people we serve. Suffolk County Council is ready for that challenge.

# OUR PRIORITIES

Suffolk County Council's democratically-elected Administration has set out our priorities over the next four years:

**INCLUSIVE GROWTH**

**HEALTH, CARE AND WELLBEING**

**EFFICIENT AND EFFECTIVE PUBLIC SERVICES**

# INCLUSIVE GROWTH

**Suffolk needs to improve its economic productivity, levels of educational attainment and build more homes, ensuring that everyone benefits, including people who are vulnerable and facing disadvantage.**

## **Suffolk County Council will:**

**Continue our transformation of educational standards in Suffolk and work towards all of our schools being rated 'Good' or 'Outstanding' by Ofsted.**

Suffolk is ranked in the top half of all authorities in the country for schools standards, and we will continue to work closely with parents, teachers and school leaders to raise standards further. We will equip our young people to get highly-skilled jobs. We will extend across Suffolk our innovative MyGo youth employment centres which have already helped thousands of young people into work.

**Continue to champion the protection and enhancement of Suffolk's natural and historic environment and our adaptation to climate change, to ensure we maximise the benefits our environment will deliver, to our economic growth and health and wellbeing for now and future generations.**

Suffolk's natural and historic environment is one of our key strengths, important in its own right, but also adding considerably to our quality of life and sense of local pride. It provides us with enviable 'natural capital' on which to improve health and wellbeing and to grow our economy. Whether a tourism business, a farmer, a brewer, or an international port, our environment is central to our economic growth and should be considered part of Suffolk's 'business capital'. We will champion this vitally important part of our infrastructure as we use our expertise to support sustainable, inclusive growth.

We will also continue to improve our decision-making evidence base by supporting, and adding to, Suffolk's important biological and historic environment records. We will be strong advocates for the protection and enhancement of the county's environmental assets, with over 36% of Suffolk either nationally or locally designated for its wildlife or landscape value, including two Areas of Outstanding Natural Beauty and part of the Broads National Park. As part of our Greenest County ambitions, we will also continue to work with our many partners across the county, to support and advise the many projects we host or support, which protect and enhance these features that make Suffolk so special.

**Build further on our strong relationship with the Local Enterprise Partnerships (LEPs), to support business growth and unlock potential for greater growth in Suffolk.**

We will play a key role in developing and helping to deliver the LEPs' economic strategies, building on the Suffolk Growth Strategy, Suffolk's Planning and Infrastructure Framework, Better Broadband

## **Our ambition**

All schools rated  
'Good' or 'Outstanding'  
by Ofsted







for Suffolk, and Developing Suffolk's Talent. We will work with partners to participate in the Government's Industrial Strategy.

**Continue to work with business and education providers to develop the skills needed for future growth.**

We will support employers to train people in the skills their sectors need, continue our ambitious Apprenticeships Suffolk programme, work with employers to create more start-up businesses and support the proposal for an Institute of Technology to develop a robust supply of higher technical skills in key sectors such as energy, engineering and manufacturing. We will also support Suffolk's agriculture, fisheries and food and drink industries.

**Deliver high-quality transport and digital networks to ensure we support growth and increase prosperity.**

Suffolk needs the right infrastructure, whether it be road, rail or digital, to maximise the county's potential. We will develop a plan to invest at least £250 million in highways maintenance and new infrastructure, repairing 1,000 miles of road and delivering new highway schemes to tackle congestion and unlock development. We will also work with Network Rail and train operators to achieve high quality train services for Suffolk's businesses and residents. We're already investing heavily in much needed infrastructure developments.

This includes £40 million for the Upper Orwell Crossings in Ipswich and the Third River Crossing in Lowestoft, in addition to the £151 million we've secured from Government. We're also investing in projects to relieve traffic congestion in Bury St Edmunds and Lowestoft, and supporting community transport to extend public services in rural areas. We have made good progress with the roll-out of fibre broadband, with 96% of the county predicted to be covered by 2019 and funding secured to take that to 98% by 2020. We are developing plans to reach the remaining 2%.

**Together, these priorities for Inclusive Growth will help more people to fulfil their potential and improve their quality of life, strengthen Suffolk's productivity, unlock potential for new businesses to start and thrive, and existing businesses to expand and grow.**



**Repair  
1,000  
miles of road**

# HEALTH, CARE AND WELLBEING

**Caring for Suffolk's vulnerable residents, enabling everyone to live long, healthy and fulfilling lives is one of our top priorities. Thriving families and communities and thriving economies support each other.**

## **Suffolk County Council will:**

**Work with our partners to help keep Suffolk a safe and welcoming place for everyone to live in, work in and enjoy.**

Suffolk's diversity is one of its strengths, so we will value the contributions made by people from different backgrounds, beliefs, and cultures. We will monitor to ensure that all our services are easily accessible for all sections of our community, work with schools and places of learning to create inclusive and supportive learning environment and take a zero tolerance approach towards hate, in all its forms.

**Reduce mental and physical ill health, improving people's abilities to live well for longer.**

Although Suffolk is a comparatively healthy place to live, any level of mental or physical ill health can impact on people's ability to live well for longer. Better earlier help for those that need it can help prevent a crisis later on. We are committed to helping to deliver the aspirations set out in the Joint Health and Wellbeing Strategy for Suffolk. An example of this is our work with Child and Adolescent Mental Health Services (CAMHS) to improve children and young people's mental health by creating a single point of access to emotional wellbeing support and services for younger people. Our aim is to work more closely with the Norfolk and Suffolk NHS Foundation Trust to support people with mental ill health.

**Invest £1 billion to support older and disabled people and their carers in Suffolk, helping them to live safe, active and fulfilling lives.**

Over the next four years we will spend £1 billion on caring for older residents, as well as people of all ages with learning and physical disabilities, mental health conditions and those families and friends who care for their loved ones. We will also continue to support people with long-term care needs and those with physical and learning disabilities. We will become more effective at using data and intelligence to predict and manage demand, enabling us to better prioritise our spending. We will share knowledge with our partners and take account of public expectations. We'll ensure our staff put the needs of our customers first, whilst at the same time carefully managing our budgets.

**Support our most vulnerable residents and provide them with the care they need.**

We will support people who want to stay in their own homes and live independently to do so for as long as possible. We have facilitated a £60 million programme to develop ten modern, well-equipped care homes across Suffolk. We are working with our partners and health care providers to shape the development of Alliances that will further integrate health and social care services. We will also work with families and communities to build their resilience and help people to support each other. We plan to continue to work with care providers to help them to recruit, train and retain high calibre staff.



**Prioritise our spending and maintain a focus on good long term outcomes for children at risk.**

Children in Suffolk are generally happier, healthier and safer than the national average but we are experiencing an increasing demand for services from more vulnerable children and young people. We will continue to support vulnerable children and young people through a wide range of initiatives including Suffolk Family Focus, Signs of Safety and Wellbeing, the Multi-Agency Safeguarding Hub (MASH), and work to increase the number of in-house foster carers.

**Work to reduce the different experience of health and wellbeing between our more deprived and more affluent communities.**

Health inequality is unfair and avoidable. We will ensure that the delivery of NHS Health Checks to reduce the risk of cardiovascular disease is targeted at areas of greater need. Unhealthy lifestyles, including not undertaking physical activity and poor eating habits, have led to two-thirds of Suffolk's adults being overweight or obese. This also makes us more susceptible to preventable diseases and may increase future demands on health and care services. We will support Suffolk's four-year prevention strategy designed to improve the early detection and treatment of conditions; improve support to those

who wish to change their lifestyles and help people to take ownership of their health, reducing demands on public services. We are committed to promoting general wellbeing and making more innovative use of technology to encourage vulnerable people to have healthier lifestyles.

**These priorities for Health, Care and Wellbeing will encourage a better quality of life for Suffolk's most vulnerable children and young people, and protect the quality of life for Suffolk's elderly residents. They will also reduce rates of preventable diseases, develop a healthier population, and reduce demand for health and care services.**

Over the next four years we will spend

**£1 billion**

supporting older and disabled people and their carers



# EFFICIENT AND EFFECTIVE PUBLIC SERVICES

**At a time of diminishing resources, increased demand, and changing customer expectations, we need to change the way that we operate to meet our customers' needs and balance our budget.**

## **Suffolk County Council will:**

**Maintain our commitment to being a low-tax county council, only asking for more contributions to provide essential services to the people of Suffolk.**

In the past seven years, Suffolk County Council has not raised the basic level of council tax once, meaning residents are paying the same now as they did in 2010. We have been able to do this by running the council efficiently. We will only ask for additional financial contributions where absolutely necessary – for example to support Suffolk's elderly people who need care and children and young people who are at risk.

**Make essential financial savings.**

Between 2016 and 2018 we will have saved £66 million from the council's budget through ten major transformation programmes and a range of other savings. We face further significant financial challenges over the next three years, with a forecast budget gap by 2021 of over £50 million. We aim to maintain our focus on balancing the budget through continued good financial management; working closely with our public sector partners; making best use of our staff; finding new and efficient ways to deliver services; managing demand more effectively; and supporting the growth of Suffolk's economy.

**Continue to reshape our workforce and join forces with other public sector partners to maintain and improve services.**

We must meet the challenge of diminishing resources. To do this, we'll continue to enable our staff to work more flexibly and give them the tools to work closer with the community and residents for whom they provide a service. We aim to empower our workforce to be multi-skilled and more collaborative, in line with the 21st Century Public Servant principles, at the same time creating 180 apprenticeships over the next two years, that will develop skills and innovation in the public sector. We will look for ways to work with our local authority partners to improve efficiency.

**Respond to customer demand to access services differently.**

Our customers tell us they want to access services digitally, because it's quicker and easier for them. We plan to increase digital access to services, using our people and property differently, adapting our approach to meet local need and giving customers more control.

**In the past seven years, Suffolk County Council has not raised the basic level of council tax once**





**Through these priorities for Efficient and Effective Public Services, we will enable our staff to deliver what is needed in order to best serve our customers, improve the ability of communities to support themselves, maintain services by being more effective and efficient, help to grow Suffolk's economy, and continue to be a low-tax county council.**

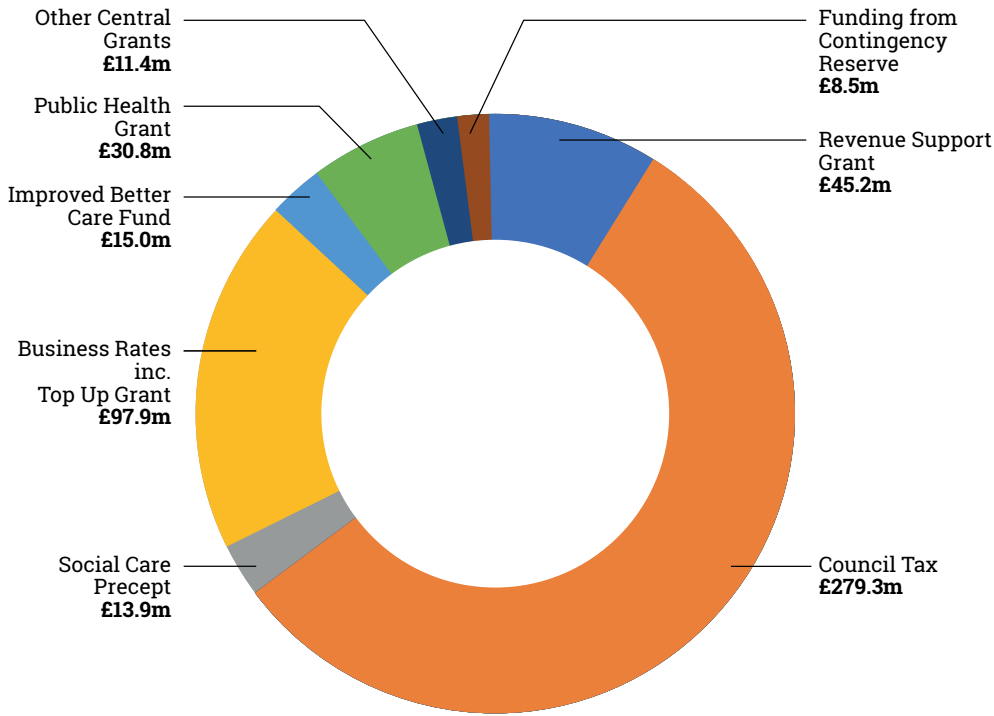
Forecast  
budget  
gap by  
2021



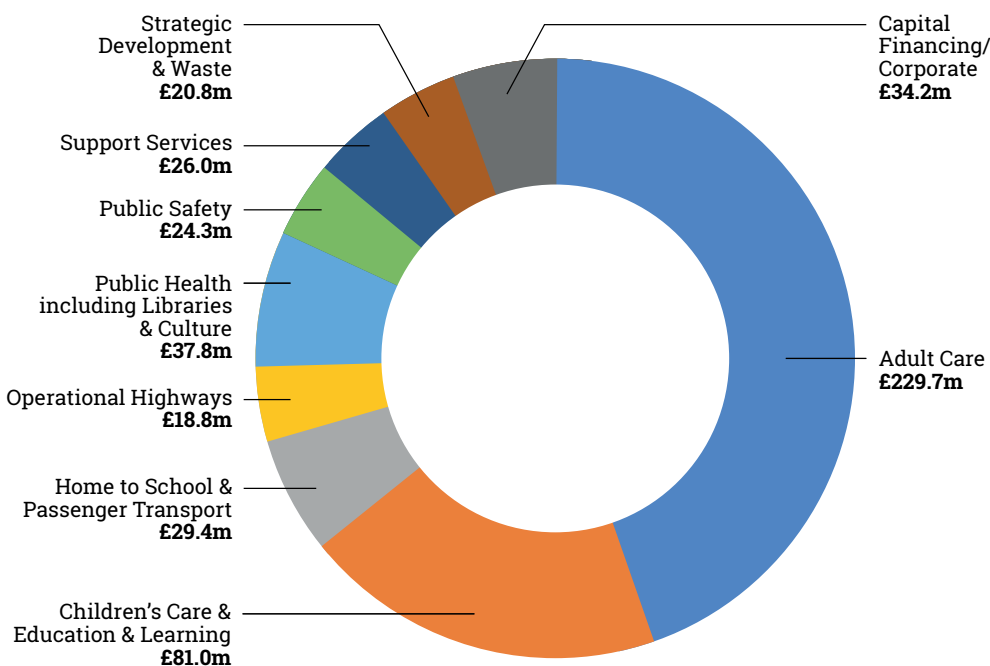
Creating apprenticeships  
within Suffolk County Council  
over the next two years

180 

# OUR FINANCES



In 2017-18 Suffolk County Council has a net budget of £502m. This is funded as follows:



Suffolk County Council spends almost two thirds of its net budget (61%) on adult care, children's care, education and learning.

## Savings since 2011

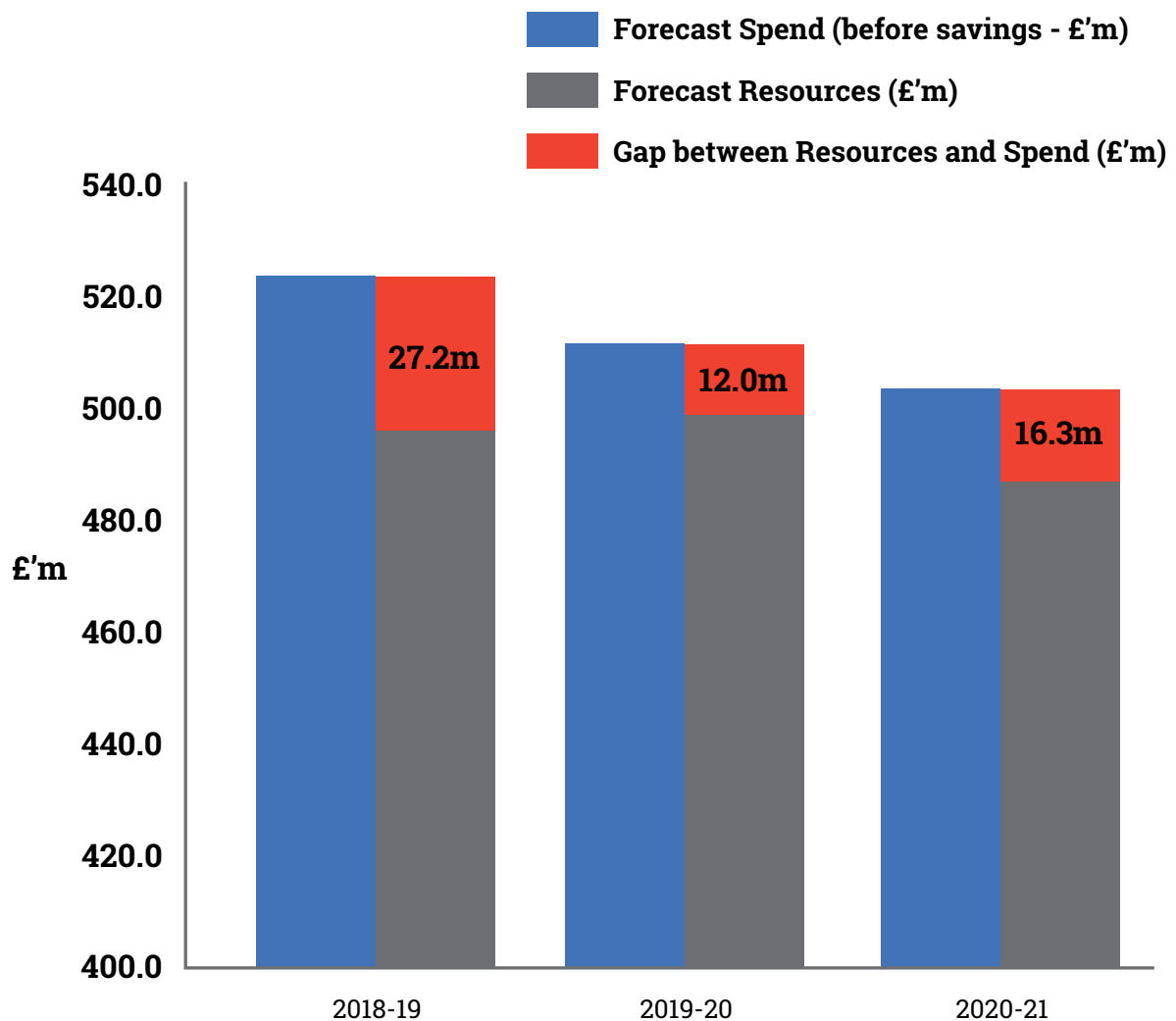
The Council has successfully managed the financial challenges laid down in the government's austerity programme and has made savings of £236m, as shown in the chart below. The response to these challenges has been measured, pragmatic and innovative and designed to protect front-line services as much as possible.



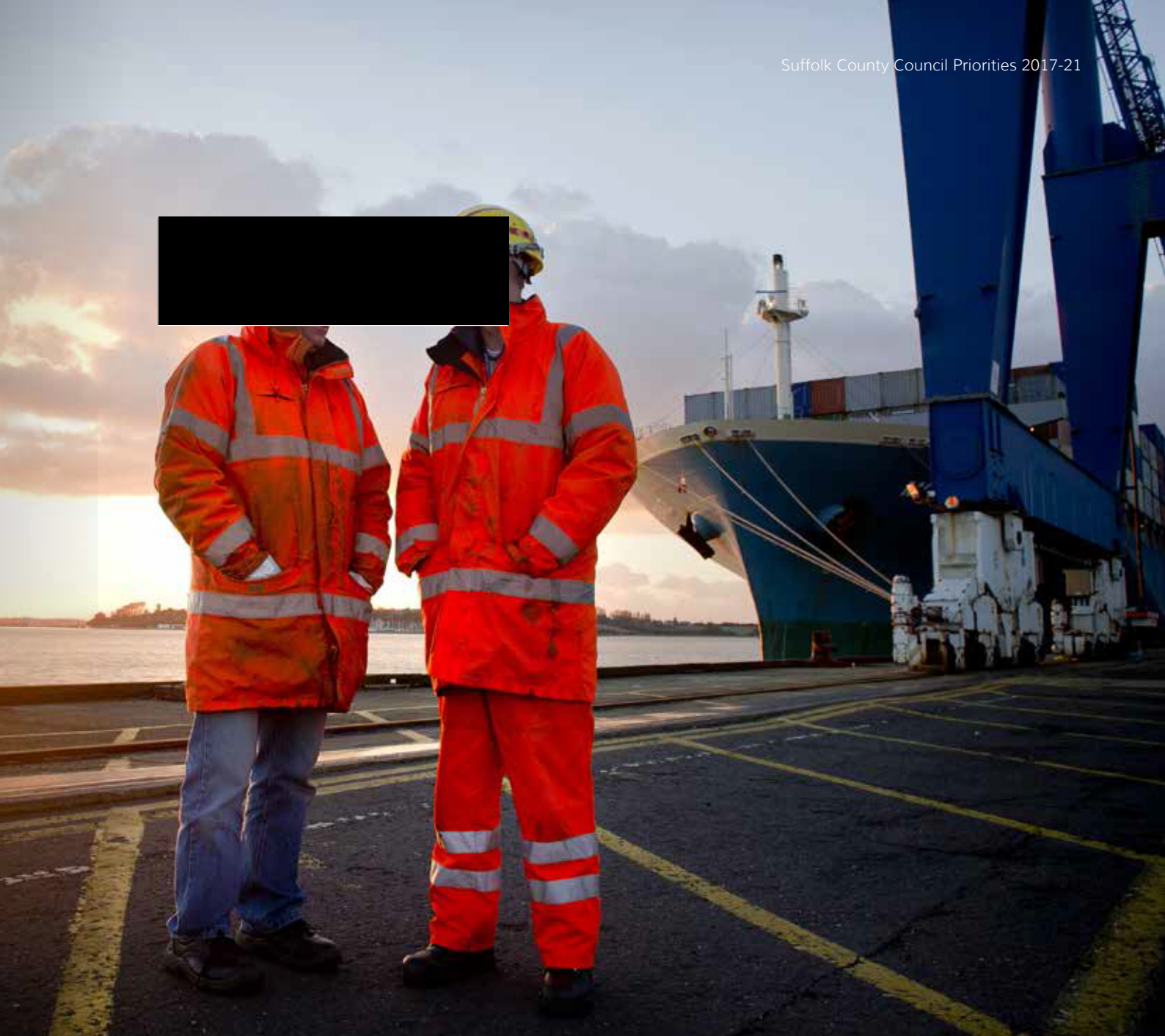
## Our Forecast Budget Gap 2018-21

Continued reductions in government funding will present significant financial and operational challenges to Suffolk County Council over the next four years. In line with 97% of eligible councils, we have accepted a four-year grant offer which provides some certainty about our level of funding for the period up to 2020.

We've forecast the level of funding we're expecting for each year, including the income we're expecting to receive from council tax and business rates. When you factor in inflation and increasing demand for services, the forecast cumulative budget gap that we face between 2018 and 2021 is £55.5 million. This is shown in the chart below.







Our long-term financial plan is focused on delivering economic growth that will generate wealth that can be reinvested in the local economy.

In the short to medium term, Suffolk County Council will continue to develop savings proposals that will reduce costs or generate income which will enable the council to set a balanced budget each year. Strong financial management has resulted in the build-up of appropriate reserves which will continue

to be used in a structured way as we face times of increasing financial risk. Using reserves will smooth the impact of reduced funding, which in turn allows us to develop sustainable solutions that deliver further savings whilst still meeting the needs of the people of Suffolk. This will help us to avoid cutting services in the short term, which could be redesigned at lower cost in the medium term.

# OUR PEOPLE

## **Our priorities are delivered by our people – whether that’s directly, through managed contracts or cross-organisational teams.**

People contribute most when they know how they fit into the bigger scheme of things and the value of their contribution. We must translate strategic priorities into practical plans and activities so that people can feel connected to what we are all here to do. Our Priorities helps to do that.

As the public sector becomes more joined up, with stronger focus on improving outcomes for residents, the requirements on the workforce change. Our people need to be politically and commercially astute as they work hand in glove with partners to create innovative solutions to the challenges we face. Over the next few years this will evolve as the boundaries between one organisation and another blur and collaboration becomes an everyday way of life.

Our people are supported to work flexibly, to put the needs of customers first; to prevent and manage demand in order to deliver value for money. Our managers know the skills needed to be a genuine 21st Century Public Servant and are expected to make use of a suite of tools to ensure they lead their people with impact. We’re also investing in technology and supporting staff wellbeing so that

the smaller workforce adapts to the more demanding environment, improves productivity and impact. This is especially important in times of austerity so that people are fit and able to deliver against drastically reduced budget.

Suffolk County Council has fewer staff now than five years ago; and the composition of our own organisation will continue to change as more apprentices join us each year and new career paths are developed. This will fundamentally change the way in which jobs are designed and resourced.

Suffolk County Council wants its workforce to be representative of the people and communities we serve. We will actively promote our recruitment opportunities to encourage people to join us from all walks of life.

We want our staff to feel valued and to be properly recognised for the good work that they do. We want them to feel proud of working for Suffolk County Council and will encourage them to celebrate their successes internally, locally and nationally whenever possible.



# Our ASPIRE values are at the heart of all that we do

They serve as a leveller for all our people irrespective of role or seniority – they set the tone of behaviour and expectation. The spirit of ASPIRE is strong; it is embedded in all aspects of performance management as well as daily life. Employee engagement matters to us and the strong partnership ethos with trade unions ensures that staff have a voice to influence decision making to improve services. In turn, this helps them connect to the bigger picture of what we are all here to do – deliver the priorities in this strategy.



**ACHIEVE** We are the best we can be



**SUPPORT** We work as one team



**PRIDE** We take pride in, and are proud of what we do



**INSPIRE** We model the ASPIRE values



**RESPECT** We give and earn respect



**EMPOWER** We empower, encourage and motivate people

# BUT THE STORY DOESN'T END THERE...

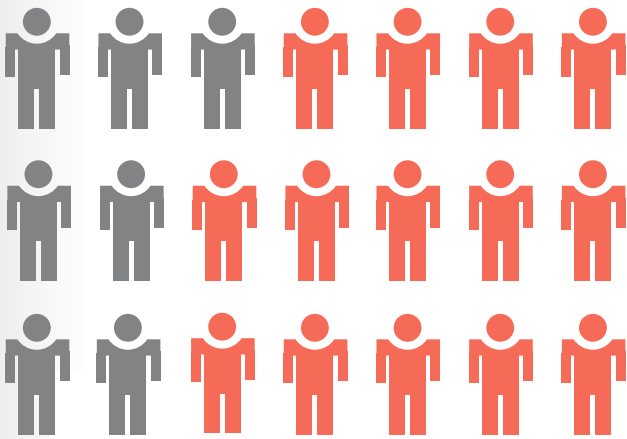
As we look further ahead in time, there are also some new challenges that we must understand and try to address. Doing nothing is not an option we can afford.

Over the next 20 years, Suffolk's population is forecast to continue to grow – by an estimated 69,000 people. That's the same as two extra Bury St Edmunds, with people all needing services from the public sector.

However, the most important change is not the population increase. Rather, it is that our population will get much older. In 20 years' time, 1 in 3 of our residents will be aged 65 or over, compared to 1 in 5 now – and nearly 60,000 people in Suffolk will be 85 or over, nearly three times the current number. Whilst in many ways this is a success story, reflecting increased life expectancy and higher standards of living, this change will also lead to new issues.

## These are likely to include:

- An increase in the number of people living with lots of chronic physical and mental health conditions, because we tend to develop more of these as we age; the number of chronic conditions a person has is a key driver of health and care need and cost
- An increase in the number of people living with age-related conditions, notably frailty and dementia, many of whom will be aged over 85 and whose carers may be frail themselves
- An increase in the number of people with poor mental or emotional health; 50% of lifelong mental health problems develop before the age of 14, and recent evidence suggests that indicators of poor mental health in Suffolk's children and young people, including the number of young people being admitted to hospital due to self-harm and to substance misuse, are rising
- More demand for homes
- Continued pressure on family budgets in relation to housing, exacerbated by changes to benefits, which may lead to 40% of 40 year olds and under still living in the parental home – this is nearly three times the current rate and has profound implications for family structure
- Worsening outcomes across a range of important indicators which are strongly associated with more unequal societies, including crime, poverty, social mobility, social inclusion and health, if the disparities between our more deprived and less deprived communities continue to increase
- A public service infrastructure – social workers, therapists, doctors, nurses, carers, hospitals, primary care facilities – which cannot cope with demand, and which become increasingly difficult to afford



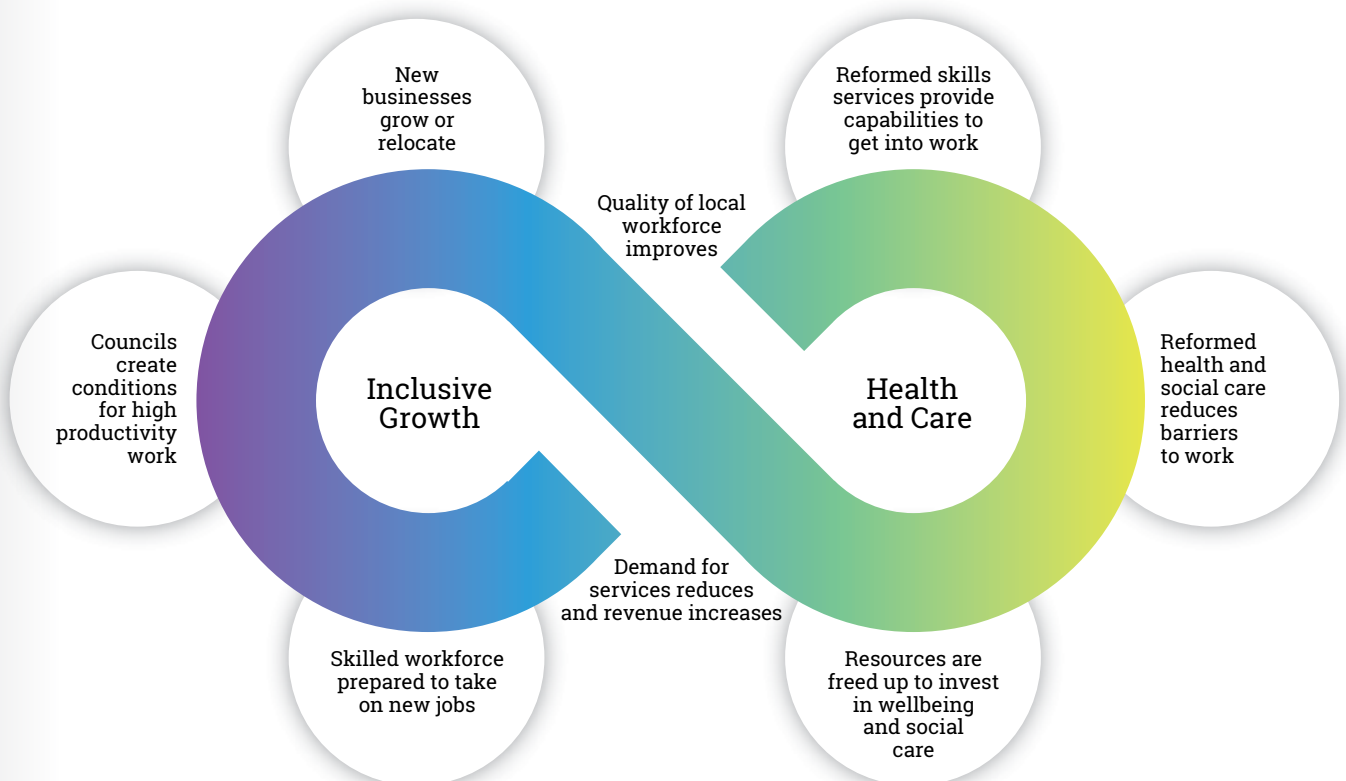
## Over the next 20 years, Suffolk's population is forecast to continue to grow, with 1 in 3 people being over 65

These outcomes all sound stark. Frankly, they are. We suggest that they are not how most residents of Suffolk would like to see their future, or that of their family.

There may well be important technological or medical advances in the next 20 years which help address some of these issues and provide new opportunities for Suffolk which we cannot clearly identify now. We are already working in Suffolk to join up health and social care teams, avoid duplication, and support people to age healthily. All these developments are welcome, and we can and must do more in these areas.

But the wider point is that we should be making decisions across Suffolk, now and in the future, in a way that is informed by the insight we can gain from this data. Our older population will have a wealth of experience, knowledge, and skills which we will need to harness in new ways. Our young people deserve the chance to realise their potential. Paying for care, and giving our young people real opportunities, both require the same thing – economic growth which is strong, sustainable, and inclusive.

Suffolk County Council understands that strong, productive and sustainable local economies need strong, healthy and empowered communities, and vice versa. They support each other, creating continuous inclusive growth. The diagram below demonstrates this relationship.



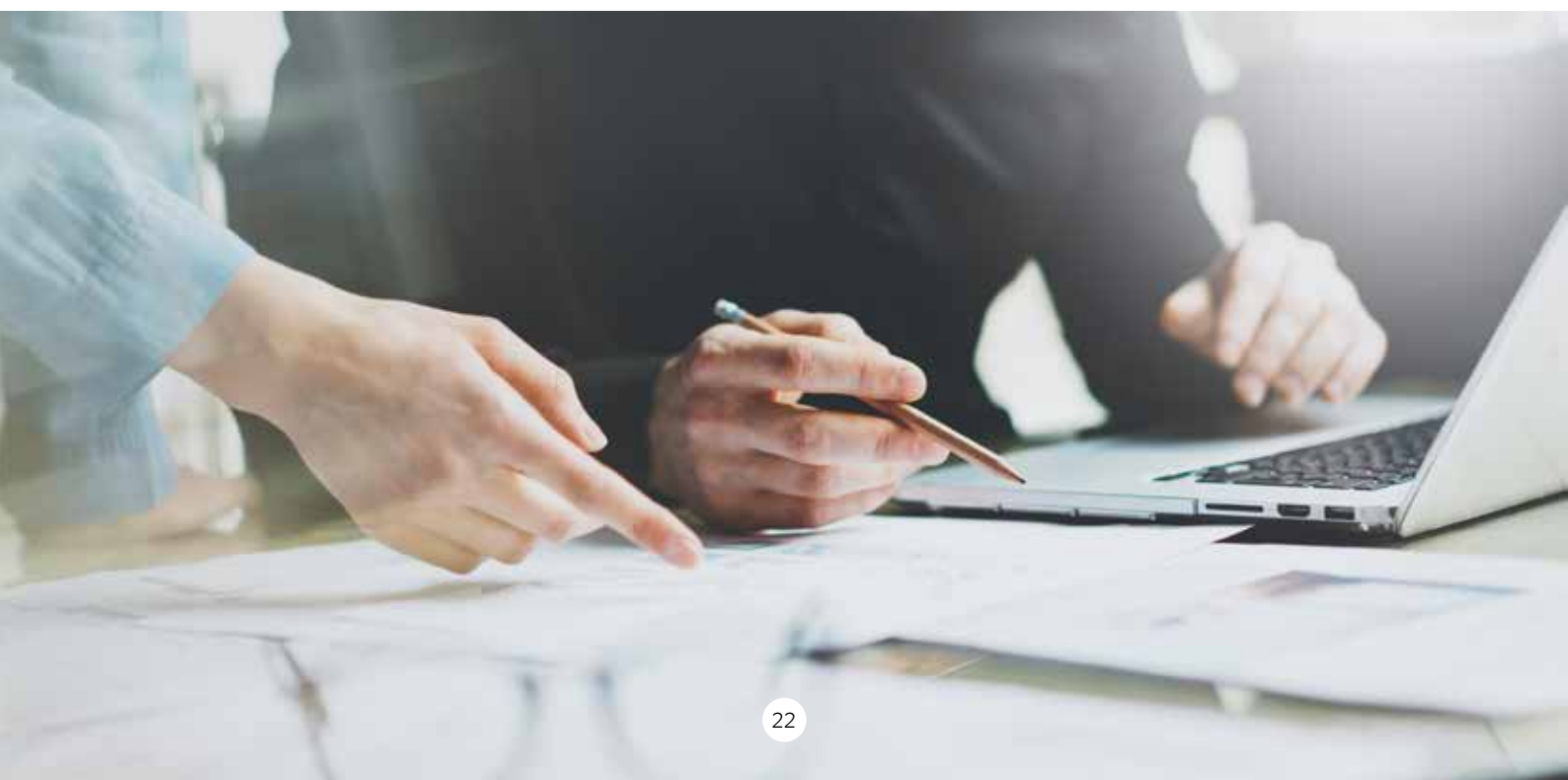
# LOOKING AHEAD - OUR ANNUAL BUSINESS PLAN

**We will assess the impact of our activities and be held to account by measuring the things that are important to our residents.**

Not only are our stated priorities fully aligned to the wider aims we have already developed with our public sector partners, they will continue to inform our approach to tackling the key challenges that Suffolk is facing, now and in the future.

In support of Our Priorities, we will produce a Business Plan each year – this will demonstrate how we are delivering against our priorities, what we have achieved to date, and the things we will be focusing on for the coming year. It will also set out our budget plans for the coming year. We will publish these Business Plans so that people can hold us to account, and review and assess the progress we are making.

The Annual Business Plan in turn will inform the service plans of our individual directorates and teams, and also provide the framework for our staff to set their own personal objectives each year.





## WE ARE LISTENING

**Suffolk County Council is committed to engaging with the people of Suffolk, our partner organisations and other stakeholders to help shape what we do.**

It's important that everyone understands the challenges we face and how this is likely to impact on them as individuals and communities. We also want to find out the things that are most important to you, and to hear your ideas to help shape the approach we take in response to the challenges we face.

As we have made clear in this document, the challenges we face and how we respond to them, is not something we can address on our own. This requires team work - with all organisations working together to achieve a set of common aims.

To that end, we will continue to run our *We Are Listening* campaign – giving residents, businesses and partners plenty of opportunities to tell us what they think. We'll do this face to face and virtually – so more people can take part.

# MEASURING OUR PERFORMANCE

**We will assess the impact of our activities and be held to account by measuring the things that are important to our residents.**





## Inclusive Growth

- Number of Good and Outstanding Early Years and childcare providers and schools in Suffolk
- Performance of pupils and students in Early Years (Age 4); in reading, writing and maths (Age 11); at GCSE (Age 16); and at A-Level (Age 18)
- Number of 16-17 year olds who are not in education, employment or training (NEET)
- Number of Apprenticeships
- % of adults qualified to degree level or higher
- Number of working age people who are employed/unemployed
- Number of young people aged 18-24 who are unemployed
- Average pay and house prices in Suffolk
- Number of jobs and business floorspace created in Enterprise Zones
- Balance of temporary to permanent road repairs
- Satisfaction with the condition of roads and footways
- Use of community and public transport
- Number of additional premises able to connect to better broadband

## Health, Care and Wellbeing

- Number of Children in Care; Children with a Child Protection Plan and Children in Need
- Adult customers with learning disabilities in paid employment and in settled accommodation
- Number of permanent admissions of young adults and older people to residential care
- Number of older people at home 91 days after discharge from hospital
- Ratings of nursing and residential homes
- Number of delayed transfers of care from hospitals
- Teenage / aged 15-17 pregnancies
- Drug rehabilitation rates
- Level of breastfeeding
- Level of smoking
- Take up on NHS Health Checks
- Child obesity in Reception and Year 6
- Number of 999 emergencies attended
- Number of people killed or injured in fires
- Response times to fires and fire engine availability
- Number of Fire Safety Audits carried out
- Individuals and communities protected from fraud and rogue trading
- Number of people killed or seriously injured on Suffolk's roads

## Efficient and Effective Public Services

- Council Tax Band D level
- Amount of savings delivered against plans
- Reduction in demand for county council services
- Number of full-time staff

If you need help to understand this information in another language please call 03456 066 067.

Se precisar de ajuda para ler estas informações em outra língua, por favor telefone para o número abaixo. 03456 066 067

Portuguese

Jeigu jums reikia šios informacijos kita kalba, paskambinkite 03456 066 067

Lithuanian

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