

East North East Homes Leeds

COMMUNITY INVOLVEMENT STRATEGY



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1.0 Vision for East North East Homes Leeds

“East North East Homes Leeds will seek to provide opportunities which allow residents a range of flexible ways in which they can get involved to ensure that our services reflect their needs.”

“East North East Homes Leeds will treat residents as equal partners and ensure that they feel that they have a real ability to influence the decisions which affect their estate.”

“East North East Homes Leeds will seek to provide an equality of opportunity for residents to get involved but will also seek to actively promote the involvement of young people, older people and individuals from Black and Minority Ethnic backgrounds”

Our aims & values

Aims:

By 2010 we will make sure all sustainable properties which we manage meet the Decent Homes Standard.

By 2015 we will make sure that all communities in our area are cohesive, cleaner, safer and greener.

By 2020 we will make sure that all residents in our area are able to contribute to, and benefit from the economic prosperity of the City .

Our values:

Decent Homes.

Decent Places.

Fair Access.

Valuing Resources.

2.0 Background and Policy Context

This is the first Community Involvement Strategy produced by East North East Homes Leeds following the merger of Leeds North East Homes, Leeds East Homes and Leeds South East homes.

This strategy recognises the progress made in Community Involvement since the introduction of the Leeds ALMOs in 2003. Both Leeds North East Homes and Leeds East Homes developed Community Involvement strategies and introduced several new initiatives that greatly enhanced opportunities for involvement.

This strategy will set out the existing ways that residents can get involved with East North East Homes Leeds, the current levels of involvement, where we are currently under-represented, and what actions we are going to take to address this.

Although resident involvement is the responsibility of all members of staff, we have established a Partnership Team whose role is to manage resident involvement and diversity and to ensure that all members of staff understand their roles in supporting resident involvement and providing an inclusive service (please see appendix 1 for Partnership Team structure)

2.1 Existing Involvement Mechanisms

This strategy recognises people's wish to get involved with us in a way that suits them. East North East Homes Leeds has developed a range of involvement mechanisms that enable tenants and residents to get involved with East North East Homes Leeds in lots of different ways either actively through resident or community groups, focus groups and forums or less so by reading newsletters or logging on to our web site.

1. **Joining or forming a residents' group**

There are currently over 50 residents groups operating across North and East Leeds. Having demonstrated that they are accountable and representative by drawing up a constitution and electing a committee, these groups will hold meetings with East North East Homes Leeds staff as well as staff from other Leeds City Council departments. They act for their community in bringing about improvements to their neighbourhoods.

2. **Village Voices / Community Champions**

In some areas there are not enough interested residents to form a group so we will work with individuals who are prepared to represent their community to ensure that these communities are consulted or have access to the same levels of service that other areas can expect. Individuals must still demonstrate that they are accountable to their communities in a similar way to groups. Once this is done we will work with them in the same way as a constituted group.

3. **Partnership agreements (Compacts)**

These are working agreements between East North East Homes Leeds and its resident groups & village voices. Agreements are tailored to the needs of groups and individuals are based on the aims of the groups and what they want to achieve for their area. For more details on developing a Partnership Agreement for your area please contact the East North East Homes Leeds Partnership Team.

4. **Focus Groups**

We have implemented a range of focus groups addressing each major area of service. Presided over by the lead manager for the relevant area of service, Focus groups will provide customers with an excellent opportunity to influence how a service is provided and what improvements should be made.

Focus groups will cover the following areas of service

- Diversity & Cohesion
- Housing Management
- Environmental Services
- Allocations & Lettings
- Access & Customer Care
- Anti social Behaviour

- Repairs & Improvements
- Regeneration
- Sheltered Housing

5. Neighbourhood Forums

These are public meetings held every three months. The forums will be linked to the Area Panels (see section on Area panels) and are an opportunity for people to meet and discuss issues of concern in their area. Including where best to spend money to improve the environment, community policing, cleansing and any other areas of concern.

6. Estate Walkabouts

Estate Walkabouts are opportunities for Resident Groups and Village Voices to walk around their area with members of staff from East North East Homes Leeds and where appropriate other Leeds City Council departments. Walkabouts will enable customers to identify communal repairs or improvements to the various departments in an effort to get them addressed. Regular Estate Walkabouts will ensure that residents are involved in monitoring progress in their areas.

7. Mystery Shopping

Is an opportunity for customers to test all areas of our service without staff teams knowledge and then to tell us what you think of it. Mystery shoppers don't have to be part of a group or necessarily be active in their community just be prepared to tell us about their real life experiences.

8. Becoming a member of East North East Homes Leeds Board of Management

Four tenant board members sit on the East North East Homes Leeds Board of Management. The Board of Management are responsible for the setting the aims and objectives of the organisation and ensuring its financial viability. Tenants are elected for a three year fixed term with the next elections due in April 2010. Should a vacancy occur in the meantime then the position will be advertised and be subject to an election.

9. East North East Homes Leeds Area Panels

Because of the recent ALMO mergers East North East Homes Leeds have set up four Area Panels to ensure that there is real decision making at a local level. Made up of 7 tenants and two Ward Councillors the panels have an annual capital budget for environmental and community safety schemes. They are chaired by a tenant Director. The panels also have an annual revenue budget for small-scale repairs and improvements in their area. (For further details, see Area Panels below)

10. Informal meetings

If you would like to meet members of staff in a more informal setting at a social gathering like a coffee morning or bingo session then why not invite members of staff from East North East Homes Leeds along? We are more than happy to attend.

11. Newsletter

We produce and deliver four newsletters a year. Our newsletters contain articles on a whole range of subjects including some from our customers.

12. Satisfaction Surveys

As we are continually striving to improve our services we regularly send out questionnaires to ask people what they thought of the service they received. From the repair satisfaction slip attached to the appointment card to the annual status survey all returns are analysed and a report is produced, by our dedicated Customer Research Team, with recommendations for the relevant manager.

13. Through our website www.enehl.org.uk

Get up to date information on the work we are doing to make North and East Leeds a great place to live, find details of the services we provide, request repairs, comment on our services and find details of our opening times and dates of meetings.

14. Resident Inspectors

Unlike mystery shoppers, Resident Inspectors will shadow members of staff while they are carrying out their work. This provides an excellent opportunity for residents to understand fully our processes and the service we provide and to make suggestions on how to improve.

2.2 Current levels of resident involvement through formal mechanisms

We currently have 50 registered groups and 5 non-registered groups. We also have 8 community champions / Village Voices. This represents around 61% of East North East Homes Leeds tenants.

Of these 10% are from the minority ethnic community. As the overall minority ethnic make up of our community is 15% we will take steps to address this gap by working within our communities to increase representation and to implement a Hard to Reach Strategy including

1. To actively involve Minority Ethnic communities in the decision making of East North East Homes Leeds. To participate as the sounding panel for the separate groups: - New minority ethnic groups & Lesbian Gay and Bisexual groups
2. To actively involve new minority ethnic communities in the decision making of East North East Homes Leeds. Group to inform the Minority Ethnic Board Steering Group
3. To actively involve Lesbian Gay and Bisexual communities in the decision making of East North East Homes Leeds . Group to inform the Minority Ethnic Board Steering Group
4. To ensure young people have their chance to voice their opinions as potential 'tenants of the future'. Group to inform directly to Board
5. Embedded communication strategy to ensure all communities are contacted in appropriate ways
6. All customers are receiving information in desired formats and languages
7. To understand the opinions of the whole Minority Ethnic community – and appreciate why there may be dissatisfaction. To include questioning on services and involvement
8. All staff to include opportunities for involvement for all members of the community into their working practice
9. All team leaders and Housing Support Officers have knowledge of impact assessments on their service and to address their areas of service.

10. Ensure all staff teams are aware of cultural needs of different communities
11. To increase responsibilities for Equality and Diversity across all internal staff teams.
12. To have staff who understand domestic violence and can follow procedure to deal with instances in households / workplace
13. Have an action plan to tackle increased racial harassment in the North East Leeds area
14. Ensure all customers have equal access to services
15. All tenants are offered the chance to get involved if indicated on any returned questionnaire

2.3 Support for Residents Groups & Village Voices

East North East Homes Leeds recognises that setting up and organising a resident's association or becoming a Village Voice can be quite daunting for some people, especially if they have never been through this process before.

To help, East North East Homes Leeds offer full support to those wishing to set up a group or become their area's representative. This support includes:

- Helping to draw up the Constitution (resident groups) or Terms of Reference (Village Voices). (Appendix 3 provides examples of both).
- Producing leaflets to advertise meetings etc
- Arranging and paying for the hire of venues
- Helping with elections to tenant group committees
- Training for new committee members
- Helping to produce newsletters and flyers

There is further support available to residents groups and Village Voices from the Leeds Tenants Federation

Leeds Tenants Federation represents the views of residents at a strategic and city-wide level. Membership is open to all residents and provides additional opportunities to get involved. The Federation provides support by:

- Producing newsletters
- Providing advice and
- Providing training

In addition to this support, the Federation provides an annual grant (see below) to residents' groups depending on the number of council properties they represent. Newly established groups get an immediate start up grant of £100 in addition to the annual grant. Unfortunately, the federation does not provide grants to individual representatives such as Village Voices or Community Champions but will provide help with photocopying etc.

| No. of Council Properties | Support Grant (£) |
|---------------------------|-------------------|
| 20 - 99 | 100.00 |
| 100 - 149 | 125.00 |
| 150 - 199 | 150.00 |
| 200 - 299 | 225.00 |
| 300 - 499 | 300.00 |
| 500 - 999 | 350.00 |
| 1000 - 1499 | 500.00 |
| 1500 + | 600.00 |

East North East Homes Leeds encourages all resident groups and Village Voices to join the federation. See appendix 4 for application form. By adopting a constitution and electing a committee or signing to Terms of Reference, resident groups and Village Voices automatically meet the membership criteria laid down by the federation.

From April 2008, the responsibility for funding resident groups will be devolved to East North East Homes Leeds. We will conduct a consultation exercise with our residents groups early in 2008 to discuss this and to come up with the most appropriate way to fund and register our resident groups from April 2008

2.4 Funding for Residents Groups and Village Voices

One of the most difficult things for residents groups to do is to make a visible impact in their neighbourhood. By setting up as an elected committee or representative, resident groups and Village Voices are automatically entitled to access the Area Panels revenue budget for small-scale environmental repairs through the Estate Walkabout programme.

This Estate Walkabout programme enables Groups and Village Voices to attend Estate Walkabouts that are formal joint inspections of neighbourhoods and are intended to enable representatives to identify issues of concern in their area and to get the matter resolved with members of staff from East North East Homes Leeds and other Leeds City Council departments.

East North East Homes Leeds has set aside a total of £263,000 in 2007/8 for residents to access through a range of initiatives. These initiatives include Estate Investment, Estate Walkabouts, training, action days, Community Safety and youth involvement. Residents will be able to access this funding through their respective Area Panels (please see Area Panel information below)

To supplement this funding East North East Homes Leeds will be encouraging and supporting residents groups and Village Voices to seek and apply for funding themselves so that they are seen to be contributing not only socially to their areas but financially as well. Support will include help in identifying possible grant funders as well as assistance with completing application forms etc.

The Partnership Team will also attract match funding through more statutory means and have set a target £60,000 of the overall budget.

2.5 Involvement through informal mechanisms

East North East Homes Leeds actively seeks to engage with customers through a range of informal events

We currently hold a range of informal events, examples including coffee mornings, drop in events, youth meetings, Mums and Tots Groups, Christmas Parties, attending Parish Council meetings and garden parties

3.0 Legislation and Guidance

The Housing Act 1985 - Section 104 requires landlords give all tenants a written explanation of their conditions of tenancy, statutory rights, the landlord's repairing obligations and the arrangements for consultation

National Framework for Tenant Participation Compacts (1999) provides a toolkit to help councils and residents to develop, implement and review their local compacts.

The resident involvement key line of enquiry (KLOE) published by the Audit Commission in July 2004 - establishes clear statements of performance in the following areas:

- Access, customer care & user focus
- Diversity
- Resources for resident involvement
- Impact of resident involvement
- Value for money

The East North East Homes Leeds Community Involvement Strategy seeks to reflect the KLOE by seeking to provide an equality of opportunity for all customers to participate in shaping service delivery and by emphasising the involvement of under represented groups.

3.1 Best Practice

Considerable good practice exists in the area of community participation and resident involvement. East North East Homes Leeds will identify best practice from the existing 3* ALMOs, Communities & Local Government and the Chartered Institute of Housing helping us to develop new initiatives and improve resident involvement in the organisation.

3.2 Involving Young People

East North East Homes Leeds are developing Youth inclusion projects alongside rewards and recognition schemes such as Dreamscheme a registered charity that is based on “work, points and trips”. Where young people are enabled to carry out community based work projects for which they earn points. These can then be exchanged for trips and activities of their choice. We will set aside a budget specifically for Youth Inclusion work and the Community Involvement Officers will have overall responsibility will manage this fund including attracting match funding.

East North East Homes Leeds has developed a Youth Inclusion Strategy and a Child Protection Policy strategy to complement the Community Involvement Strategy. Ensuring that young people are fully engaged with the organisation and that there are structures in place to protect both staff and vulnerable people.

3.3 Equality and Diversity

Customer Profiling

We will identify diverse customer needs through our profiling information and use this information when service planning around our community involvement activities including Area Panels, Youth Involvement, the elderly, disabled, Minority Ethnic and other groups.

We will profile the make up of our residents groups to ensure that they are representative of their area.

Equality & Diversity Training

We will provide Equality and Diversity training for members of the Board and our Area Panels and we will offer the same training to our resident groups, Village Voices and Community Champions.

4.0 Key aims for the next 3 years

1. Making sure that all our tenant representatives are able to contribute effectively by developing a training package in partnership with the Leeds Tenants Federation.
2. Getting involved in more informal activities with residents such as coffee mornings etc to get feedback from residents.
3. Working with those groups that struggle to get involved with us through our normal methods.
4. Attracting external match funding into the organisation through resident groups and Village Voices
5. Developing more partnership agreements (tenant compacts) with our resident groups and Village Voices
6. Encourage residents to lead on involvement
7. Encourage Resident Groups & Village Voices to seek match funding
8. Offer equal opportunities awareness training to all residents groups so that they better understand the needs of their communities.
9. Making sure that Information relating to the residents groups and village voices in North East Leeds is published on the East North East Homes Leeds website
10. Support more under 18 football teams in area through kit sponsorship etc.
11. Develop contact information on Community venues for resident and community groups to access.
12. Work with partners agencies (such as schools) to attend events across North East Leeds such as carnivals, sporting events and Galas
13. Increase representation across the new area by increasing the number of resident groups, Village Voices or Community Champions.
14. Increase support for existing resident's groups through a dedicated Community Involvement Officer
15. Increase youth activities through reward and recognition schemes.
16. Increase knowledge of East North East Homes Leeds staff around Community Involvement.
17. Expand engagement of Hard to Reach groups
18. Maximise the effectiveness of residents groups - ensure that the groups represent the communities they serve and achieve a high level of satisfaction from their local community
19. Establish a community resource centre within each area in partnership with other agencies
20. Enable each residents group to promote their activities on their own website
21. Develop the ENEHL Area Panels

5.0 Area Panels

East North East Homes Leeds has set up four Area Panels. Created to ensure that Resident Involvement continues to be at the heart of decision making in the new ALMOs. The panels cover the following areas.

Outer NE – Wetherby, Harewood and Alwoodley

Inner NE – Chapel Allerton, Moortown and Meanwood

Outer East – Seacroft, Killingbeck and Temple Newsam

Inner East – Gipton, Harehills and Osmondthorpe

Each Area Panel will have a dedicated Partnership Development Officer whose role will be to administer the panels and to represent the panels at the various partnership meetings that currently exist in each of the four areas as well as developing new partnerships to reflect the needs of the neighbourhoods and the priorities of the panels.

They will also be responsible for identifying and developing customer led environmental and community safety schemes. This includes consulting with affected residents, drawing up specifications liaising with contractors and ensuring contract delivery.

The panels have a wide remit set out in their Terms of Reference including:

- Business and delivery Plans
- Tenant Inspections
- Performance
- Community Participation
- Tenancy Management
- Repairs and Improvements
- Lettings
- Tenant Satisfaction
- Staffing
- Service Development

If you would like a copy of the full Terms of Reference please contact Julian Kelly Partnerships Development Manager on 2145043

Although generally the panels will be monitoring and measuring the organisation across these headings they will, in time, get involved in more detailed work such as:

- Being consulted on contracts for Grounds Maintenance and Repairs
- Recommending priorities for inclusion in Business Plan
- Leading a tenant Inspection
- Developing strategies for Hard to reach Groups
- Being involved in deciding how to enforce tenancy conditions
- Participating in contract evaluation
- Making recommendations for Local Lettings Policies
- Recommending changes in service delivery
- Being involved in induction of new staff

Clearly, the panels need to develop before they tackle these areas of work and it will be over 18 months before the Terms of Reference are completely addressed.

6.0 Monitoring the success of the strategy

Measuring success

It is essential to identify specific performance targets against which the success of the strategy can be measured. These targets will be reviewed with residents to ensure that they reflect their priorities.

Performance Measures

1. Satisfaction with opportunities for involvement in management and decision-making.

All tenants

| | | |
|-----------------------------|-----|-------------------------|
| Previous performance (LNEh) | 65% | from STATUS survey 2006 |
| Target performance | 75% | 2006/7 |
| Current performance | 54% | from STATUS survey 2007 |
| Target performance 2007/8 | 65% | |

Young people (25-34)

| | | |
|-----------------------------|-----|-------------------------|
| Previous performance (LNEh) | 35% | from STATUS survey 2006 |
| Target performance | 45% | 2006/7 |
| Current performance | 43% | from STATUS survey 2007 |
| Target performance 2007/8 | 50% | |

People from Minority Ethnic backgrounds

| | | |
|-----------------------------|-----|-------------------------|
| Previous performance (LNEh) | 40% | from STATUS survey 2006 |
| Target performance | 50% | 2006/7 |
| Current performance | 56% | from STATUS survey 2007 |
| Target performance 2007/8 | 65% | |

Disabled people

| | | |
|-----------------------------|-----|-------------------------|
| Previous performance (LNEh) | 56% | from STATUS survey 2006 |
| Target performance | 66% | 2006/7 |
| Current performance | 55% | from STATUS survey 2007 |
| Target performance 2007/8 | 66% | |

Older People (60+)

| | | |
|-----------------------------|-----|-------------------------|
| Previous performance (LNEh) | 83% | from STATUS survey 2006 |
| Target performance | 89% | 2006/7 |
| Current performance | 64% | from STATUS survey 2007 |
| Target performance 2007/8 | 83% | |

2. Number of residents involved with the company either through their participation with their local groups or through meetings planned by the company**Total number of residents involved with East North East Homes Leeds in March 2006**

| | |
|----------------------------------|-----|
| Current performance | 360 |
| Target performance by March 2006 | 480 |

Young people

| | |
|---------------------|-----|
| Current performance | 11 |
| Target performance | +30 |

People from BME backgrounds

| | |
|---------------------|-----|
| Current performance | 25 |
| Target performance | +30 |

Disabled people

| | |
|---------------------|-----------|
| Current performance | Not known |
| Target performance | +30 |

Older People

| | |
|---------------------|-----|
| Current performance | 75 |
| Target performance | 100 |

3. Number of groups, Village Voices or Community Champions

| | |
|----------------------------|--|
| Current Performance 2006/7 | 52 groups 8 Village Voices or Community Champions |
| Target 2007/8 | 55 groups 8 Village Voices or Community Champions |

4. % of residents represented by a group, Village Voices or Community Champions

Current performance 2006/7 61%

Target 2007/8 75%

5. % of minority ethnic residents represented by a group Village Voices or Community Champion

Current performance 2006/7 10%

Target 2007/8 15%

6. Satisfaction of stakeholders with the work of the Partnership Team

Current performance 2006/7 93.75 percent of respondents find the relationship that they have with the team to be useful and productive

Target 2007/8 95%

7. Capital & revenue spend and match funding

Total budgets for 2007/8

Capital £160,000

Revenue £80,000

Target spend 2007/8 100%

Match funding

Target 2007/8 £60,000

8. Satisfaction with effectiveness of East North East Homes Leeds meetings

Current performance 2006/7 (LNEh) 78.8%

Target 2007/8 78%

9. Satisfaction with the Estate Investment Bids

Current performance 2006/7 (LNEh) 67.4%

Target 2007/8 80%

7.0 Implementing the strategy

Responsibility for implementing the Community Involvement Strategy lies with the whole company. All East North East Homes Leeds teams should include community involvement activities within their respective Service Improvement Plans and performance frameworks.

These activities include:

- Carrying out estate walkabouts (Housing Support Officers)
- Attending resident group meetings (all staff)
- Arranging and facilitating focus groups (all staff)
- Taking part in tenant led inspections (all staff).

This list is an indication of the type of activities that could be included in service plans and is not exhaustive. Teams can add in appropriate activities as they see fit.

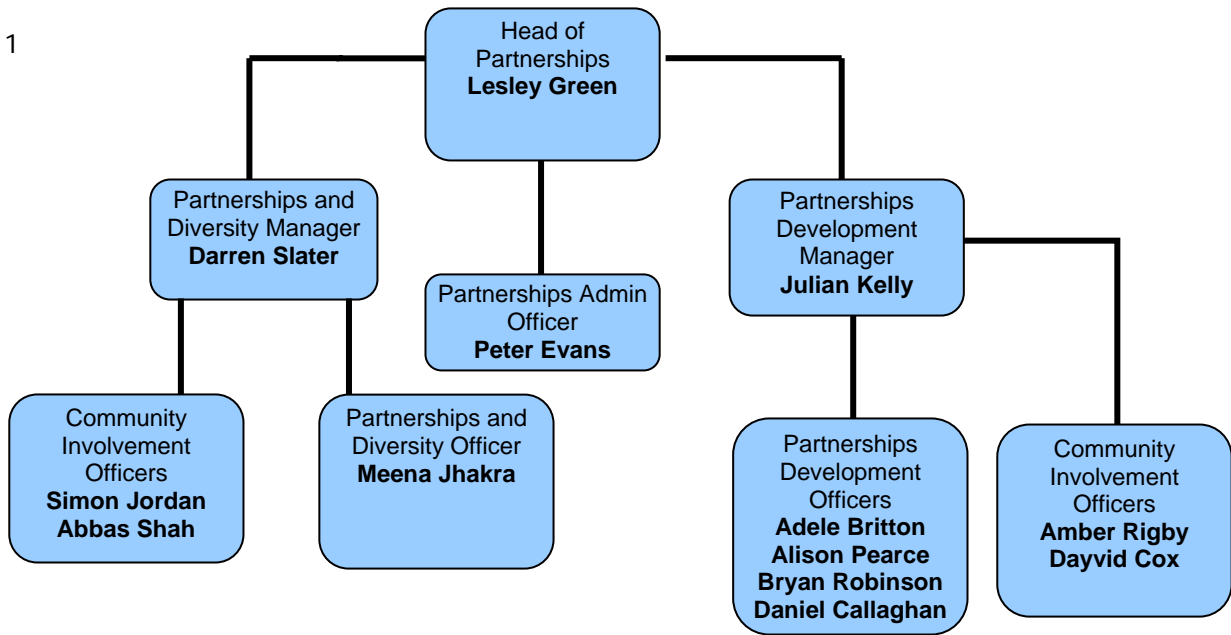
The Partnership Team will carry out an audit across the company to ensure that each area of the business is addressing its responsibility for community involvement.

8.0 Review Process

There will be a review of progress in delivering the Community Involvement Strategy during the last quarter period with a report to the Board of Management.. The Board will review progress against the established targets and set priorities for the next 12 months.

Partnership Team structure

Fig 1





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