

Working together, improving together

Care Inspectorate Involvement Strategy 2015 – 18

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“We believe that our work is improved by the involvement of people who use services and their carers and that they have a right to be involved in matters which affect their lives.”

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Introduction

I am delighted to introduce the Care Inspectorate's involvement strategy for 2015 to 2018. Involving people who use care services in our work is fundamental to our philosophy and approach.

I believe this strategy comes at an apposite time. As we begin to develop new national care standards based around human rights and wellbeing, involvement will become increasingly important and align to national policy developments.

People who use care services are almost always are the people best placed to know what is best for them. It is impossible for anyone to truly understand someone else's likes, feelings and personal wishes. That is why we expect care services to meaningfully and genuinely empower people to become involved in the design and delivery of the services they use. Our inspectors see excellent and innovative examples of practice in every service type in Scotland, and we will offer advice and support to care services to constantly raise the bar on what effective involvement practice looks like.

This strategy re-affirms our commitment to apply the high standards we expect of others to ourselves. It describes how we intend to involve people who use care services in the core of our scrutiny and improvement work. Building on the success of our inspection volunteer scheme is important for us, so we will expand it into new types of service and we will widen the pool of people who become inspection volunteers.

We will also actively seek to embed a culture of involvement in our organisation. Our six involvement outcomes will guide us in constantly improving and broadening our involvement activities. Aligned to our equality strategy, we want to reduce and eliminate barriers to involvement.

I am also very pleased that this strategy has been co-produced with our Involving People Group. That has allowed people's voices to be heard and listened to, and helps improve the quality of our work. I would like to personally thank each and every one for their dedication and commitment to making this strategy such a powerful vehicle for involvement.

Karen Reid
Chief Executive

Who we are and what we do

Established in April 2011 under the Public Services Reform (Scotland) Act 2010, we are the official body responsible for inspecting standards of care in Scotland. That means we regulate and inspect care services to make sure they meet the right standards. We also carry out joint inspections with other regulators to check how well different organisations in local areas are working to support adults and children. We help ensure social work, including criminal justice social work, meets high standards.

Everyone is entitled to safe, high quality, compassionate care that meets their needs. It is against the law for care services to operate unless they register with us.

We inspect and grade around 14,000 regulated care services used by people of all ages and carry out around 7500 inspections of social care and health services every year. These include care homes for older people, adults and children; care at home services; childminders and children's nurseries and housing support.

We believe that every person in Scotland should receive high quality, safe and compassionate care that reflects their rights, choices and individual needs through their whole care experience. We will contribute to this vision by:

- providing assurance and protection for people who use services and their carers
- delivering efficient and effective regulation and inspection that meaningfully involves people who use services and their carers
- supporting improvement and signposting good practice
- acting as a catalyst for change and innovation
- working in partnership with people who use services and their carers, scrutiny, delivery and policy partners.

The Act also sets out specific duties for involvement and partnership working.

Duty of User Focus¹:

This duty requires us to put people who use services and their carers at the heart of our work. This is critical to improving the quality, design and delivery of care across Scotland as well as making a significant impact in shaping our business activities and national policy developments.

Duty of Co-operation²:

This duty requires us to collaborate closely with other scrutiny and improvement bodies like Healthcare Improvement Scotland, Education Scotland, Audit Scotland and Her Majesty's Inspectorate of Constabulary Scotland to co-ordinate our scrutiny activities so that regulation, inspection and audit across Scotland are efficient, effective and duplication is reduced. We also play a key role in improving the quality of care across community planning partnerships and in collaboration with other scrutiny bodies.

¹ <http://www.gov.scot/Publications/2010/12/03093907/1>

² <http://www.gov.scot/Publications/2010/12/03093728/0>

To ensure involvement is at the heart of the work we do and considered in our strategic projects and workstreams, we have linked our six new involvement outcomes and action plan with our strategic objectives³ to:

1. provide assurance and build confidence through robust regulation and inspection of the quality of care
2. contribute to building a rights based, world class care system in Scotland
3. support people's understanding of high quality, safe and compassionate care by promoting the standards and quality of service they should expect and make sure their voices are heard
4. build capacity within care services to make sure there is high quality development and improvement of rights based care across Scotland
5. support and inform local and national policy development by providing high quality, evidence based advice and information on care
6. perform effectively and efficiently as an independent scrutiny and improvement body and work in partnership with others.

Our Involvement Strategy - "Working Together, Improving Together"

We expect people who use care services to be involved in the design and delivery of care services. People who use services are almost always the best people to know what works for them. Participation is at the heart of our inspection process and there is a strong indicative relationship between the level of participation and the quality of care provided. We seek to apply the same approach to our work.

Through our involvement work, we see the value of putting people who use care services and carers at the heart of what we do. We know we cannot meet our strategic objectives without listening to and acting upon their feedback and experiences about what is important to them and the wider public. We know that those who use care services are "experts by experience" and that using this information to strengthen and improve the work we do as "experts by profession" leads to true involvement and ultimately contributes to, high quality, safe and compassionate care which reflects the rights, choices and individual needs of people.

Our new Involvement Strategy 2015 –18 demonstrates this commitment to involving people who use care services and carers by setting clear outcomes and measurements for success. The action plan outlines our intentions to build upon, strengthen and improve our previous activity in this area. We have called our new strategy, "Working Together, Improving Together" as this is exactly the approach we intend to take in building and improving upon the work carried out in the past.

The strategy is crucial in setting the scene for a culture of involvement in the organisation and continues our commitment to the Charter for Involvement⁴ and

³ Care Inspectorate Corporate Plan 2014 – 2018

http://www.careinspectorate.com/index.php?option=com_docman&task=cat_view&gid=526&Itemid=100182

continually improving and increasing the involvement activities we offer. It is our aim that involvement is embedded in our organisational culture and core business in every level of the organisation. This will make us more efficient and able in responding to the changes in service provision and scrutiny approaches and assist the effective integration of health and social care services.

Our new involvement action plan focuses around six clear outcomes we are looking to achieve which will help us meet our strategic objectives. We have not changed the things that have worked for us over the past three years but seek to strengthen and improve them. The Involvement Charter is still a marker for our commitment to our involved people and involvement activities and we are consolidating these actions within this strategy.

We know from feedback and consultation with our involved people that not everyone is interested or able to read and understand a strategic document. This version is intended to be a strategic document, setting outcomes and actions for the organisation and to inform our Board, Executive Team and workforce. Our involved people make it clear to us regularly through consultation that they feel strongly about public organisations making their information accessible, transparent and clear to all. To do this, our action plan specifies that this document is produced in a summary version that is easily understandable. Further to this, there is an action to produce an easy read involvement strategy accessible to all. We will also provide the strategy in alternative formats on request, in line with our approach to advancing equality.

Charter for Involvement

Our organisational vision within the Corporate Plan 2014 -2018 states that;

“The Care Inspectorate believes that every person in Scotland should receive high quality, safe and compassionate care that reflects their rights, choices and individual needs through their whole care experience”

To achieve our vision, we need to meaningfully involve and work in partnership with people who use care services and their carers. Our statutory obligation only strengthens our commitment to meeting this vision. Our “Involving People, Improving Services – The Plan 2012-15” established our Involvement Charter and set out actions which we have progressed over this period with our involved people. In the next three years, we want to build upon this work by carrying out more involvement activities and ensuring that barriers to involvement are tackled. We believe that our work is improved by the involvement of people who use services and their carers and that they have a right to be involved in matters which affect their lives. We value the expert experience of people using services and we are committed to supporting them to share this so we can ultimately improve care services in Scotland.

The Involvement Charter was developed in co-production with involved people in 2012. It sets out our organisational commitment and aims for involvement. Feedback from our consultation exercise in 2015 on the new involvement strategy was clear that we should stick to the charter commitments and continue to keep this

⁴Care Inspectorate Involving People, Improving Services – The Plan 2012 - 15
http://intranet/index.php?option=com_content&task=view&id=4735&Itemid=793

as our organisational approach and commitment to involving people. Our new involvement outcomes have been adapted from the charter.

Involvement Charter - The Care Inspectorate will:

1. Involve and support people who have or currently use services and their carers in our activities
2. Recognise the commitment and contribution of people we involve and ensure that we always provide feedback so that everyone feels respected and valued
3. Make sure that involvement opportunities we offer people make a real contribution to the work we do
4. Offer a range of ways to be involved
5. Welcome people from a wide range of cultures, communities, circumstances, backgrounds and ages to be involved
6. Use the skills and experiences of everyone involved practically, flexibly and creatively
7. Be clear with people about the purpose of their involvement and how we will use their contributions
8. Make sure that information about being involved in our work is easy to find and that our processes are open and understandable
9. Measure, review and report on the outcomes of our involvement activities
10. Work with other relevant organisations and agencies to develop and share good involvement practices

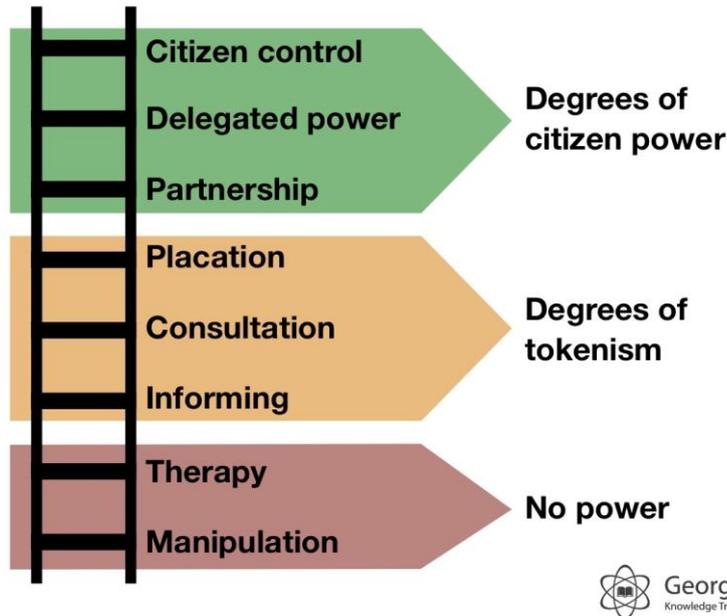
What do we mean by involvement?

There are many ways people who use services and carers can be involved in our work. In order for people using services and their carers to be empowered they should be able to choose how and when they participate.

They may wish to become involved by simply giving their views on care services or a particular issue. Alternatively, they may seek to become more involved in project group work and policy development, for example by taking part in staff interviews, strategy groups and inspections. Arnstein's 'ladder of participation'⁵ was an early model in setting out the levels of participation that may be offered to people.

⁵ Arnstein, Sherry R. "A Ladder of Citizen Participation," JAIP, Vol. 35, No. 4, July 1969, pp. 216-224.

Arnstein (1969) Ladder of citizen participation



The 'ladder' demonstrated that unless participation allows people to take decisions about how services are run, involvement will be, at best, tokenistic. Arnstein's model also demonstrated how people can be involved in a variety of ways. It is important that we use the right involvement at the right time. We want to avoid tokenism and ensure that our involvement activities are meaningful. To do this we will continue to ask and listen to people who use care services and their carers about their preferences for involvement. We know we need to be clear about the different ways in which we will seek involvement from people and that the terms used for this purpose can sometimes be misunderstood. For the purposes of our involvement activities, we have defined the terms in our own ladder below:

Involvement	We use this as a general term for all of the work and activities we carry out with people who use care services and carers from consultation to co-production.
Co-production	This is a method of working in partnership as equals at the outset of a project with people who use care services and carers to achieve better outcomes and improved efficiency. (e.g. Development projects, recruitment activity, scrutiny work)
Engagement	This involves an ongoing mutually beneficial two way partnership where decision making should be shared between the organisation and people who are involved. (e.g. Involving people Group)
Consultation	This is the process of asking for and listening to views on a particular policy or piece of work and using these to influence decision makers or changes where appropriate. (e.g. surveys, questionnaires, meetings to ask for views on a particular policy or process)
Information sharing	This is when the organisation shares information of interest with people. This may be shared in a variety of different ways e.g. inspection reports, leaflets, website, emails or letters

How we currently involve people

We have a range of opportunities to involve people in our work from Board Members to one-off events. In this section we have highlighted some of our main involvement mechanisms.

Care Inspectorate Board

At least two of our members are required to be people who use services or carers themselves. This brings a different range of experience and perspectives to the Board which is invaluable in moving our work forward. All appointed individuals are full and equal members.

In addition, our Board members are fully committed to realising the principles of involvement and the commitments made within our Charter. One of their responsibilities is to promote involvement in the organisation through the decisions they make.

Inspection Volunteers

Our Inspection Volunteer scheme is open to people who use care services and informal carers, such as family members, who play a crucial part in our inspection process. It is their personal experience we are interested in along with the ability to engage and empathise with people using services who have the same shared experiences.

Before going out on inspection, our volunteers have gone through a robust selection process including an interview, two day training programme and accompanied shadow inspections. They are supported by an Involvement Co-ordinator, and the inspector who is leading the inspection. They receive on-going training and development and also have access to their own inspection and report writing guidance.

The Inspection Volunteers add value to inspections by encouraging people using care services and carers to provide information on their experiences, whilst listening and recording their comments and making appropriate observations and comments. Some ways in which this can happen are:

- talking to individuals or groups of people using the service, their family, friends or relatives
- attending groups or events for people using the service, or carer and other focus groups
- observing general staff interactions with people using care services, the physical environment or how people are supported with activities including meal times
- carrying out telephone interviews with people who are using a service currently being inspected
- visiting people or services on their own, without the inspector, i.e. care at home services.

The Inspection Volunteer then prepares a report which is passed to the inspector for the purposes of informing the final report.

Young Inspection Volunteers

Since 2012, we have also had opportunities for young people aged 18-26 with experience of using care services to be involved in our joint inspections of services for children and young people across community planning partnerships. The role of the Young Inspection Volunteer is to provide a young person's perspective on the services for children and young people within a specific area. They play an important role on inspection, by hosting focus groups, carrying out one to one interviews and facilitating group discussions with young people using services and professionals providing the services. We recognise that our Young Inspection Volunteers have the voice of experience and we know from our work with them that no one has better knowledge or understanding of the services than the children and young people using them. We have responsibility to listen and enable their views to change and influence our inspection reports as well as the way in which we work In this area.

Young Inspection Volunteers receive a comprehensive training programme which includes information on the organisations we inspect, confidentiality, boundaries and group work. They receive ongoing support from external agencies, contracted to work with the Care Inspectorate to assist in recruitment, training and support.

Involving People Group

Our Involving People Group is a national group where people who use care services and carers can come together to consult and engage on the work we are doing to improve care and support services. The levels of work involved can encompass consultation events where the group will give feedback and suggestions on areas as broad as the Care Inspectorate's website to the Corporate Plan or full co-production projects to produce a particular piece of work (like our Involvement Charter). The group has around 25 core members and another 25 who keep in touch through mailings and emails. They meet around four times a year in different locations throughout Scotland.

Project work and one off events

We offer a variety of different project groups, events and conferences for our involved people to participate in. In the past few years, some of the projects and work streams where we have involved people who use care services and carers include:

- our methodologies project to give their perspective and views on the inspection process
- high level scrutiny care working group
- improvement projects for our inspection process
- meeting our public sector equality duties
- promotion of the inspection volunteer scheme / Involving People Group at our staff conferences
- representing the Care Inspectorate at external conferences
- representing people who use care services on our recruitment panels.

More information on our involvement opportunities, including the application process can be found on our website at www.careinspectorate.com, by emailing getinvolved@careinspectorate.com or by calling our National Enquiry Line on 0345 600 9527.

Involvement Outcomes 2015 – 2018

Outcomes are the changes that result for individuals, communities, organisations as a consequence of the action the Care Inspectorate has taken. They can include short term benefits such as changes in awareness, knowledge, skills and attitudes and longer term benefits such as changes in behaviours, decision making or social and environmental conditions. We want them to bring practical improvements.

Our six involvement outcomes are based upon the commitments in our Charter and very much focussed on the added value of involvement for both the organisation and involved people. We consulted extensively with our involved people on the outcomes and actions for the next three years through events, focus groups and survey questionnaires. Their feedback and suggestions for improvement, where appropriate, have been incorporated into our Outcomes and action plan.

- 1. People of all cultures, communities, circumstances, backgrounds and ages can be actively involved with us, and new ideas and ways of working are welcomed.**
- 2. Our involvement opportunities make a real contribution to our work and help influence the improvement of care in Scotland.**
- 3. Everyone involved in our work feels respected and valued, with recognition and acknowledgement of their commitment and contribution.**
- 4. Being involved in our work is easy to access, with open, inclusive and understandable information and processes**
- 5. We develop and share good involvement practices by working with relevant organisations and agencies.**
- 6. Our employees know and understand our involvement activities, and have opportunities to get involved.**

These outcomes are focussed on what we want to achieve in the next three years. They are not the only things the Care Inspectorate will be doing to support involvement, but outline the work of the Involvement and Equalities team in this area. The action plan at Appendix 1 also highlights priority areas for improvement over the period 2015 – 2018.

Our new action plan is challenging and wide-reaching for the organisation. We are proposing a number of new involvement initiatives and expansion into specialised areas of our work like complaints and registration where our involvement activities have been, to date, limited. We want to see more positive changes in our organisational culture in relation to involvement and the inclusion of people who use care services and their carers. This will also involve working with our employees to ensure they have the knowledge, skills and impetus to embrace this as part of our day to day work.

Evaluating our progress

We will monitor and measure our performance in delivery of our Action Plan and report on how we do this to our Board on an annual basis. Our Involved People Group will develop evaluative measures to help to do this.

All of our involvement activities are a two way process and as a result of consultation with our involved people, we know that they want to be included in the review and evaluation process. We promote self evaluation and believe that we can discover what is working, what doesn't and how we can learn to measure the difference we are making by evaluating our involvement activity. We have used the Evaluation Pathway⁶ model which has four distinct stages to assist us in this process:

Evaluation Pathway Model

Stage 1: Setting Outcomes

Ensuring that everyone is on board with the evaluation process and that our outcomes and actions are clear and focused.

Stage 2: Collecting Information

Finding different ways to collect information about the difference we make.

Stage 3: Analysing and Reporting

Understanding the information collated and reporting it in a meaningful way.

Stage 4: Learn from your Findings

Using our findings to communicate what we have learnt and how this has influenced or changed our practice.

We will also use the principles within Consumer Focus Scotland's report User Focus in the Scrutiny of Public Services: 7 steps⁷ to inform our evaluation processes and ensure we are doing what we have committed to within the action plan.

User Focus in the Scrutiny of Public Services: 7 steps

1. An organisational commitment to user involvement
2. User involvement in the governance structure
3. User involvement in the design of scrutiny
4. User involvement during scrutiny
5. User involvement as members of scrutiny teams
6. Accessibility of scrutiny outputs
7. User involvement in improvement action

We need to consider how we measure our outcomes and not just the impact of our actions. We want to be able to tell our involved people the value their work has added to our strategic objectives. This is a difficult area and to ensure that we are meeting this obligation, we have committed to developing quality assurance systems

⁶ <http://evaluationsupportscotland.org.uk/evaluation>

⁷ <http://www.consumerfocus.org.uk/scotland/files/2010/10/User-Focus-report.pdf>

for our involvement work over the next three years. We will gather data on an ongoing basis to support this using qualitative and anecdotal evidence as well as quantitative statistics.

The Involvement and Equalities Team will be responsible for driving progress on meeting our involvement outcomes and actions. Updates on our progress will also be published on the Care Inspectorate website and provided in alternative formats on request.

Further information

Further information in relation to our involvement activities can be found on our website www.careinspectorate.com. Information can also be obtained from our involvement and Equalities team by emailing getinvolved@careinspectorate.com or calling 0345 6009527.

Involvement Outcomes Action Plan 2015-2018

	Outcome	Action(s)	Timescale for completion	Link to CI Strategic Objective
1	People of all cultures, communities, circumstances, backgrounds and ages can be actively involved with us, and new ideas and ways of working are welcomed.	Undertake a recruitment project with seldom heard groups / groups with protected characteristics which are not represented by involved people at this time. E.g. LGBT groups, minority ethnic groups, people with experience of homelessness, addictions, women's refuges.	Dec 2016	3. To support peoples' understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and make sure their voices are heard.
		Develop an involved people recruitment project with our volunteers to further expand our groups, empowering our involved people to work as ambassadors for the organisation.	Sept 2016	
		Link with community groups and equality organisations to provide information on our inspection volunteer programme and Involving People Group, and encourage wider and deeper involvement for a range of people.	2016/17	
		Expand the work of our young inspection volunteers into different areas of the organisation and consider alternative ways of working to appeal to a younger audience. For example, social media.	2015-17	
		Develop a more targeted approach and plan in terms of geography for the activities carried out by involved people. (e.g. ensuring that annually we hold involvement meetings in different areas nationally)	Dec 2015	
2	Our involvement opportunities make	Develop systems for involving young inspection volunteers	2015/16	2. To contribute to building

a real contribution to our work and help influence the improvement of care in Scotland.	in care service inspections.		a rights based, world class system in Scotland.
	Consider how we widen our involvement activities into different areas, like our complaints and registration processes.	2015 - 17	
	Extend our involvement opportunities into areas of policy development. (e.g. Review of National Care Standards / Scrutiny and Improvement)	2015 - 18	
	Develop a guidance handbook on involvement good practice aimed at care professionals.	2016/17	
	Carry out an internal audit of involvement activities in the organisation ensuring that we are maximising all opportunities by recording these through the use of our ICT systems.	Mar 2017	
	Increase the involvement of inspection volunteers on inspection visits and calls on a yearly basis.	2015 - 18	
	Consider development of annual conference for involved people that would include CI staff and a strategic discussion of the organisation's progress.	2015/16	
	Develop robust quality assurance measurements and key performance indicators for our involvement work.	Sept 2016	
	Develop a consistent process for ensuring involved people are included in the design of new scrutiny approaches (e.g. strategic commissioning / joint inspections with scrutiny partners)	2015-18	
	Report annually to the Board on the successes of our involved people and the progress made on the	June 2016 June 2017	

		involvement action plan 2015 -18.	June 2018	
	Outcome	Action(s)	Timescale for completion	Link to CI Strategic Objective
3	Everyone involved in our work feels respected and valued, with recognition and acknowledgement of their commitment and contribution.	Undertake an exercise to gather information on the skills and experience of our involved people and ensure that this information is evaluated and fed back to them for information.	April 2016	3. To support peoples' understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and make sure their voices are heard.
		Produce guidance for our staff on the skills and experience of our involved people and how they can be involved in different areas of work. (e.g. How an involved person can be involved in co-presenting at conferences, training and events)	2015/16	
		Develop the Involve Newsletter to a twice yearly edition which encompasses feedback from meetings, project groups and events and input from our involved people.	2015-18	
		Empower our involved people to get more involved by providing relevant training and development opportunities informed by their feedback.	2015-18	
		Commit to ensuring involvement is at the heart of our strategic project work from the outset by ensuring that involvement is built into project plans.	Mar 2016	
		Develop an online group / social media page that can be used as a communication tool for our involved people and as a method for them to give us feedback and suggestions on a regular basis.	Dec 2015	

		Develop a “buddy system” for involved people who are new to the organisation or those who cannot attend meetings but want to be kept informed of developments around inspection and involvement activity.	March 2017/2016/17	
	Outcome	Action(s)	Timescale for completion	Link to CI Strategic Objective
4	Being involved in our work is easy to access, with open, inclusive and understandable information and processes	Continue to produce involvement materials on “how to get involved” and develop a variety of ways to apply including online recruitment methods.	2016/17	4. To build capacity within care services to make sure there is high quality development and improvement of rights based care across Scotland.
		Develop both easy read and summary versions of the involvement strategy and action plan 2015-18 and ensure these are accessible.	2015/16	
		Create and develop ways for involved people to communicate easily through social media (e.g. develop Yammer groups for involvement activities)	2015/16	
		Develop a plan with inspection staff to ensure that they are promoting our involvement opportunities when out on inspection visits.	2016/17	
		Attend a wider range of community events, such as Mela, Pride, to promote our involvement opportunities to diverse groups	2015 and ongoing	
5	We develop and share good involvement practices by working with relevant organisations and	Build better links with community groups and organisations to provide information on the role of the Care Inspectorate and how people who use services and carers can get involved with us.	2016 -18	5. To support and inform local and national policy development by providing high quality, evidence

	agencies.	Continue to work jointly with organisations to ensure that we are providing the correct level of support for our involved people and barriers to involvement are tackled	2015 -18	based advice and information on care. 6. To perform effectively and efficiently as an independent scrutiny and improvement body and work in partnership with others.
		Undertake a best practice benchmarking exercise on our involvement activities with the approach taken by other organisations both nationally and internationally	2016/17	
		Develop specific initiatives for involvement in collaboration with relevant organisations. (E.g. involvement of people with dementia / joint events with Education Scotland and Healthcare Improvement Scotland).	2015 - 18	
		Develop a plan to widen our network of contacts and adopt a more proactive approach to promoting our involvement work with peers.	2016/17	
		Ensure all of our involvement activities are added to The Hub website and linked internally to our other improvement work.	2015-18	
		Undertake the steps required in relation to the Investing in Volunteers accreditation scheme to strengthen our public commitment to involving people.	August 2016	
	Outcome	Action(s)	Timescale for completion	Link to CI Strategic Objective
6.	Our employees know and understand our involvement activities, and have opportunities to get involved.	Agree a series of joint events for employees and involved people and ensure that our employees are represented at involvement activities where appropriate.	2015 - 18	1.To provide assurance and build confidence through robust regulation and inspection of the quality of care

		Provide regular updates to our employees on the progress of involvement work in the organisation.	2015 -18	2. To contribute to building a rights based, world class care system in Scotland
		Develop active online discussions around involvement issues.	2015/16	
		Consider linking involvement activity into our employee performance development review system.	2016/17	
		Develop a plan to empower all employees by being clear where involvement is linked to the strategic outcomes and developing a culture of involvement in the organisation.	2016-18	
		Consider where involved people could be involved in our staff development events (e.g. staff conference) to share their experiences and promote the value of our involvement work.	2016/17	

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Other languages and formats

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànanan eile ma nithear iarrrtas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੈਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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