



## The East Midlands Strategy for the 2012 Games

# foreword



On behalf of the partners leading on the East Midlands Strategy for the 2012 Games, I want to thank everyone who responded to the draft plans we published in March 2007. The response to and enthusiasm for our plans from the region's local authorities, individuals and many and varied organisations was heartening. It marks us out as a region that is ready to step up to the challenge of supporting London in staging the world's greatest sporting event. The input and insights we received shows the excitement that the Games can inspire right across our region. We remain committed to making the most of this unique opportunity for all the people of the East Midlands.

Our ambition remains to use the Games to engage a new generation in sport, the arts and learning. We will welcome teams and visitors from across the world to our region – whether to train in some of the best facilities the country has to offer or to sample our vibrant cities and rolling countryside as tourists. Our businesses will have the opportunity to tender for and win contracts to supply a range of goods and services. We will use the Games to inspire a step change in the health and wellbeing of our region using an innovative programme of initiatives.

We will stage an inspirational and inclusive programme of events and activities as part of the UK's Cultural Olympiad. The Games offers us the chance to support the staging of the Games at the same time as developing and enhancing opportunities for our own region and its people.

This update incorporates your thoughts and feedback and will form the basis of action plans that will describe how we in the East Midlands will not only help London stage the best Games ever, but also leave a lasting legacy for our region. These action plans (which we will publish early in 2008) will highlight the synergies of our themes and require partners from across the region to come together to make our ambitions a reality. A real legacy from the Games will be the enduring partnerships that we build in the delivery of this strategy.

We look forward to working with you as we step up to the challenges and opportunities of staging the greatest show on earth in 2012.



**Jeff Moore**  
Chief Executive  
*emda*  
Chair of the East Midlands Management Board  
for the 2012 Games  
Member of the Nations & Regions Group



## Areas of Focus

Encouraging more people to take part in sport in the East Midlands

Establishing clear and sustainable pathways for talented sportspeople to develop to their full potential

Ensuring we fully support and exploit Loughborough University's worldwide reputation for supporting elite sports performance

Following our consultation, Sport England will be leading on the sport theme in three areas. These are all closely linked and will involve a wide range of partners across the region including county sports partnerships, local authorities, schools, sports clubs, governing bodies of sport, universities and private sector operators.

### Community Sport

The 2012 Games provides an exciting opportunity to inspire people to participate in sport. At present only 20.8% of people in the East Midlands take part in at least 3 x 30 minutes moderate intensity exercise each week, with wide variation in the levels of sporting activity between the highest and lowest areas. We will be using evidence gathered from our Active People survey and market segmentation work to develop and test new ways of increasing the levels of sporting activity across the East Midlands and encouraging local authorities to include targets for sports participation in Local Area Agreements.

### Sporting potential

We want to make sure that all young people inspired by the prospect of 2012 have opportunities to discover and develop their sporting potential.

To do this we need to ensure that clear pathways are in place to bring together funding, facilities, coaching and other support. Sports clubs and volunteers are also essential to the achievement of this ambition. The East Midlands National Governing Bodies of Sport Forum and the Youth Sport Trust will be working with us in this area and we will ensure this work is aligned with our ambitions for the Young People theme.

### Elite performance

The region has a world-wide reputation for its support and development of elite level performers. At the centre of this is Loughborough University which has been described by Lord Coe as *'the world's best integrated sports development environment'* We want to build this even further with high achievements for East Midlands based athletes in both the 2008 and 2012 Games. Many world class athletes are currently benefiting from facilities and services (medical, sports science, coaching and sports technology) which give Loughborough University and the East Midlands a competitive edge at the forefront of elite sport. We need to ensure our structures continue to develop to support elite athletes, sportspeople and coaches living, working and training in the East Midlands.



The Regional Sports Board's Performance Action Group supported by Loughborough University will lead this theme.

**The actions include:**

- Developing new and innovative ways to inspire people to take part in sport on a regular and sustained basis
- Maximising the opportunities to develop facilities that meet local needs through the Building Schools for the Future programme and other investment opportunities
- Ensuring the links between schools, colleges and universities and local community sport are strengthened
- Create a programme of high profile sporting events which inspires people as both spectators and participants
- Making sure sport is an entitlement for all young people in the East Midlands and ensuring that young people have the opportunity to gain inspiration from elite performers who are based in the region

- The development of a network of strong sports clubs with quality coaches and volunteers who work together to provide clear pathways for talented performers to succeed
- Encourage local funding programmes that provide financial assistance to young athletes to help them on their way to achieving their potential
- Invest in facilities and services that support the development of world class performers
- Support Loughborough University to build upon its worldwide reputation
- Promotion of the region as a venue for pre Games training and holding camps

We are already rising to the challenge of creating a lasting legacy of increased participation and developing excellence in sport across the East Midlands.

Local authorities, county sports partnerships and a range of other partners are picking up the baton by including sport targets in Local Area Agreements and through developing imaginative and enterprising programmes to build a lasting legacy for sport.

4,500 people took part in events surrounding the FA Women's Cup in Nottingham in 2007 and 270 people cycled in the Cyclo Sportif in Leicestershire which followed on from the East Midlands CiCLE Classic. Other established events like the Nottingham Open Tennis also offer many people the opportunity to take part as well as watch and this concept will form the basis of a new events strategy for the region.

A new generation of volunteers are emerging across the region through schemes such as Step into Sport, the Leadership Academy in Derbyshire and the Sporting Volunteers programme in Northamptonshire.

£3.5m has been allocated to 22 sports in the region to make sure player pathways are developing and local initiatives to raise funds to support talented athletes have been established across the region.

The development of the £15.7m Loughborough Sports Park as a base for governing bodies of sport and the £15m Sports Technology Institute at Loughborough University demonstrate the region's commitment to securing Loughborough University's place on the world stage.



## Areas of Focus

Raising awareness of the business opportunities related to the development and delivery of the Games

Ensuring businesses have access to support to enable them to bid for 2012 contracts and are aware of the services available to them within the East Midlands including public sector procurement skills

Using the 2012 Games to build international business relations

Using the 2012 Games to showcase technical innovation in the region to a global market place

Feedback from stakeholders across the region supported our proposed areas of focus for this theme. The following seeks to update rather than duplicate the contents of the previous version.

*emda* has led much of the thinking around delivering benefits to businesses across the UK by the work it has carried out on the Business Opportunities Network concept. Our recent focus has been on working with the London Development Agency to deliver the nationwide 'CompeteFor' portal. This will provide unprecedented access to London 2012 supply chain opportunities for small and medium-sized enterprises.

'CompeteFor' has the full support of London 2012. The Olympic Delivery Authority (ODA) will advertise all opportunities on the website and will oblige its Tier 1 buyers to do the same. There is also a flow-down contractual requirement for Tier 2 and below buyers to use the site for available opportunities within their supply chain. Around 5,000 contracts per year are targeted to flow through the 'CompeteFor' system. London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) contracts will follow in due course.

'CompeteFor' will also signpost businesses towards local business support services available via East Midlands Business (the region's Business Link provider) in order to increase capability and expertise. It will also link with Supply2.gov.uk the portal for lower value public sector contract opportunities. The system also facilitates joint bidding for contracts by businesses in different areas of the UK and gives feedback to unsuccessful applicants. *emda* will also be able to access data on the demographics of businesses applying for and winning supply chain contracts in order to share best practice.

'CompeteFor' is currently in its pilot phase with a full launch planned for January 2008. The portal will be supported by London 2012 endorsed events and roadshows. The project is a major step forward in engaging buyers and suppliers across the UK and represents a significant investment by *emda* to support our businesses in their quest for Games related contracts.



On other initiatives, the region's efforts will reflect and complement the priorities identified by Department for Business, Enterprise and Regulatory Reform (DBERR) in their plans to maximise the economic benefits of the Games. These plans can be found at [www.berr.gov.uk/sectors/2012olympicgames](http://www.berr.gov.uk/sectors/2012olympicgames). *emda* retains a seat on both DBERR's project board and steering group as the representative of the English RDAs.

Many respondents to the draft strategy highlighted synergies between themes. The revised structure embeds some key issues across all themes but we also wish to recognise the inter-related nature of some of our 2012 opportunities. For example, working in partnership with Sport England and health leads, *emda* is exploring some healthy workforce initiatives using the power of the Games as a hook. We will undertake a project to better understand the detrimental effects of poor health on business and work with employers to improve the health of the region's workforce. Healthy workforce initiatives will be encouraged to promote health and wellbeing at work and at home.

# visitor economy



## Areas of Focus

Developing the region's tourism offer by building closer links with sporting and cultural events

Fully exploiting the 2012 'platform' to grow visitor numbers to the region before, during and after the Games, securing a wider East Midlands visitor audience as a lasting legacy

Supporting the visitor industry to raise product and service quality standards via the East Midlands 'Quality Improvement Programme' and a regional commitment to skills development within the sector

Work on the visitor economy theme is led by East Midlands Tourism (EMT) working closely alongside the Destination Management Partnerships, Strategic Sub-regional Partnerships and other stakeholders at sub-regional level. East Midlands Tourism's objective is to attract new and repeat visitors to the region, improve product and service quality and encourage new investment.

EMT has, together with the 2012 Tourism Group, guided initial work over the period to March 2008. This has resulted in the production of a full analysis of the 2012 Games opportunities for the region's visitor economy together with a series of recommendations for review and implementation.<sup>1</sup>

## The recommendations include the development of:

- 'Destination Welcoming' specifically designed to cater for athletes and related visitors at pre Games training and holding camps (and, if required, teams hosted by the region during the games);
- Existing and new events and festivals, linked to the Cultural Olympiad;
- Complementary marketing programmes that are closely linked to the national strategy;
- East Midlands regional representation within the Olympic Park during the Games period;
- 'Destination Welcoming' for international spectators, potentially either using the region as a base during the Games or extending their stay.

Work has also been undertaken to assess the impact of complementary initiatives coming on stream in the run up to the Games - such as the Channel Tunnel Rail Link and various sporting and cultural developments planned for the region.



**Immediate priorities will focus on two specific areas:**

- Support for training venues to ensure they can offer a comprehensive visitor welcome to Games related guests;
- Welcome information/promotional packs for National Olympic Committees, athletes and other Games related guests.

EMT will also work to increase visitor numbers to the region from non-core markets post 2012 via targeted marketing to take advantage of the raised profile of the UK that comes with staging the Games.

EMT is directly supporting the Creative Programmer post for the region. The programmer is responsible for developing activity related to the Cultural Olympiad and will work closely with EMT staff and the region's 2012 Coordinator.

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<sup>1</sup> 'Understanding the Tourism Opportunity presented by the London 2012 Olympics' – Scott Wilson on behalf of East Midlands Tourism - February 2007



## Areas of Focus

Celebrating our aspirations, our cultural diversity and our creative industries through the delivery of the East Midlands' contribution to the UK Cultural Olympiad, autumn 2008 – autumn 2012

Supporting communities to develop and deliver their own cultural activities and to enhance their skills as participants and volunteers

Promoting the region's rich cultural heritage for the benefit of the region and for attracting increased visitors

## Consultation

The regional consultation revealed a broad based support for the proposed themes and values of the UK Cultural Olympiad. It also revealed an enthusiasm for the activities proposed in the 2012 bid, including the ceremonies, the ten key projects and the UK Cultural Festival. (For more information see [www.london2012.com/plans/culture](http://www.london2012.com/plans/culture).)

The consultation also gave strong support for the role of local authorities in supporting community engagement and empowerment; for the need to complement local approaches; for maximising the potential of cultural resources in engaging communities; for showcasing places and spaces in the region to build the region's visitor destination potential; for engaging in the challenges of fund-raising from the public and private sectors; and for the need for some overarching big ideas that were unique to the East Midlands.

The consultation also indicated the need to develop detailed delivery plans as soon as was practically possible.

## Appointment of Regional Programmer for the Cultural Olympiad

Working with London 2012, a series of Creative Programmers have been recruited in the English regions, alongside equivalent posts in the nations of Scotland, Wales and Northern Ireland. The Creative Programmer for the East Midlands took up his appointment mid-September 2007. Working through Culture East Midlands, the Programmer will work closely with *emda*, the regional cultural agencies and with local authorities. He will act as a central point of communication and planning for the Cultural Olympiad, brokering partnerships between agencies, potential sponsors, producers and individuals in producing a programme of events and activities over the four years, with sustainable legacies in the years beyond.



## Structures

The Cultural Olympiad Creative Programmer reports to the Board of Culture East Midlands. He is part of the overall 2012 East Midlands Delivery Group, in order to ensure the best possible links to all aspects of 2012 delivery in the region, from business procurement and tourism, to skills and volunteering. However, an additional stakeholder group has been established to advise on priorities and on the delivery plan for regional aspects of the Olympiad. These structures will be supplemented by occasional more open meetings for the cultural sector as a whole to engage in discussions about the programme.

## National Contexts

The Creative Programmer will work closely with the London 2012 Culture, Ceremonies and Education Team, acting as a broker and adviser on behalf of projects and activities occurring in the East Midlands. Full guidelines and criteria for projects to be included in the Cultural Olympiad will be published in the coming months but key principles are available on the London 2012 website.

A number of agencies, eg the Film Council, the Arts Council and the Museums, Libraries and Archives Council (MLA) are taking the lead on delivering some of the key projects listed in the 2012 programme and will be publishing their own guidelines in due course. The MLA has published its strategy for the Olympics, *Setting the Pace* and the DCMS and Visit Britain have published their tourism strategy, *Winning: A Tourism Strategy for 2012 and Beyond*.

There will be a significant re-alignment of current resources in support of the Cultural Olympiad but there are as yet no confirmed additional funds available for supporting projects, although discussions are being advanced with a number of possibilities, eg the Legacy Trust and headline sponsors of the Games.

## Key Immediate Priorities

- To act as an advocate and source of information about the opportunities
- To raise the profile of the Cultural Olympiad
- To establish appropriate advisory structures and networks, including a twice yearly Culture Club event, open to all sectors
- To encourage partnerships which generate excellent ideas, large or small
- To encourage partnerships which generate resources
- To establish longer-term targets and legacy outcomes
- To develop a four year cultural programme for the region

# children and young people



## Areas of focus

Increasing young people's participation in sport and physical activities

Maximising the opportunities for young people to be a part of the 2012 Games

Creating a programme of activities that explore the region's international links and help young people understand and celebrate their position in a global society – a 'One World' experience

Introduce more young people to volunteering

In his final speech to the International Olympic Committee Seb Coe pronounced that, "London's vision is to reach people - young people, all around the world and connect them with the power of the Games". Coe himself was inspired by the Mexico Games of 1968. The power of the Games on our doorstep cannot be underestimated and we will seek to use this to inspire more young people to take up sport and physical activity, to understand the world they live in and their role within it and to share cultural experiences with their peers both in the UK and around the world.

The region's local authorities will lead on the development of opportunities for children and young people. The themes of culture, health and sport are integral to developing opportunities for young people and Sport England, Culture East Midlands, Government Office for the East Midlands, the Youth Sports Trust and the Performance Action Group supported by Loughborough University will work closely with all local authorities in this area.

Local authorities have a key role to play in delivering the physical education elements of the Government's Public Service Agreement 22\*. The Government's aim for 2008-11 is that, in addition to at least 2 hours per week of high quality PE and sport in school for all 5-16 year olds, all children and young people aged 5-19 will be offered opportunities to participate in a further 3 hours per week of sporting activities provided through schools, FE colleges, clubs and community providers.

The Games present a unique opportunity to engage with children and young people. We will use innovative methods and technology to ensure they are at the heart of the planning and implementation of their 2012 journey. The Delivery Group is now working with lead participation bodies on the most effective way to communicate and engage with children and young people.

We will work with London 2012 to ensure young people are able to maximise the opportunities developed by their Education Team. Already we have seen the launch of a competition for schoolchildren - the 'Velodream' competition and - we expect many similar opportunities to emerge once the London 2012 Education Team launches their plans in June 2008.



London 2012 will require 70,000 volunteers. We will encourage young people to volunteer for the Games but ensure they are equipped to do so; ensuring they are fully trained and have relevant experience within their local community. We will ensure the needs and wishes of young people are fully integrated into a regional events programme including opportunities to volunteer and participate.

As the single biggest peace time project on earth the 2012 Games provide an opportunity to further develop international twinning models for young people to share ideas and experiences. International cultural and sporting links will be forged across the globe. Some parts of the region have already established vivid international connections to enrich their 2012 experience. We want use the Games to widen these types of relationships and ensure more schools and communities have the resources to create their own 'One World' experience.

We are working with our higher and further education institutions to understand how we can best support them in the run up to the Games. We will look at how we can build on the region's strengths of sports medicine, sports technology and sports science. Sport England and Youth Sports Trust are working towards a network of coordinators within the HE/FE sector to address drop off levels of participation in the post-16 age group and to provide pathways of continued sporting participation and excellence.

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\*PSA 22 - Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport.



## Areas of Focus

Use the 2012 Games to raise awareness of the positive aspects of leading a healthy and active lifestyle within sedentary individuals and communities with significant health inequalities

To utilise the East Midlands 2012 branding to accredit high quality services aimed at target groups

Develop specific Health and 2012 interventions within the National Health Service (NHS) and foster better use of performance management within primary care around physical activity

The health theme is led by the Regional Director of Public Health. The focus of the Health and 2012 group is particularly concerned with those individuals who do not undertake any form of physical activity within their daily lives. This is complementary to the effort to drive up engagement in sport and exercise amongst the overall population as set out in the Sport section on pages 4 & 5. Partners will also work together to devise a series of workplace health initiatives as referenced in the Business section on pages 6 & 7.

The programme of activity will be delivered by the East Midlands Physical Activity Steering Group and the Physical Activity leads within the Primary Care Trusts (PCTs).

The Chief Medical Officer has set out the scientific evidence\* on the important contribution an active lifestyle can make to maintaining health and wellbeing throughout life. An active lifestyle is key to improving and maintaining health. However, at present, only 37% of men and 24% of women are sufficiently active to gain any health benefit\*\*. Besides the human costs of inactivity an estimate of the economic cost in England is estimated to be £8.2 billion annually.

The rapid increase in the number of obese people in the UK is a major challenge. The Foresight 'Tackling Obesity: Future Choices' Project Report states that nearly 60% of the UK population could be obese by 2050. This would lead to an anticipated seven fold increase in the direct healthcare costs of overweight and obesity with the wider costs to society and business reaching £45.5 billion (at today's prices).

The challenge of encouraging the sedentary into leading an active and healthy life is significant and we need to find the right solutions to these issues.

We are already working regionally to develop a better understanding of the types of interventions which will secure results. We are also concerned with establishing high quality provision and will therefore benchmark to ensure effective delivery. We have identified gaps in the current performance management regime within PCTs around the recognition of physical activity and we will seek to take action to correct this shortfall.



#### The actions include:

To establish a legacy of physical activity and health interventions targeting those sedentary people within the population, with a high risk of long term health conditions. An evidence based approach will be taken to ensure that the interventions delivered are the most appropriate for working with target groups.

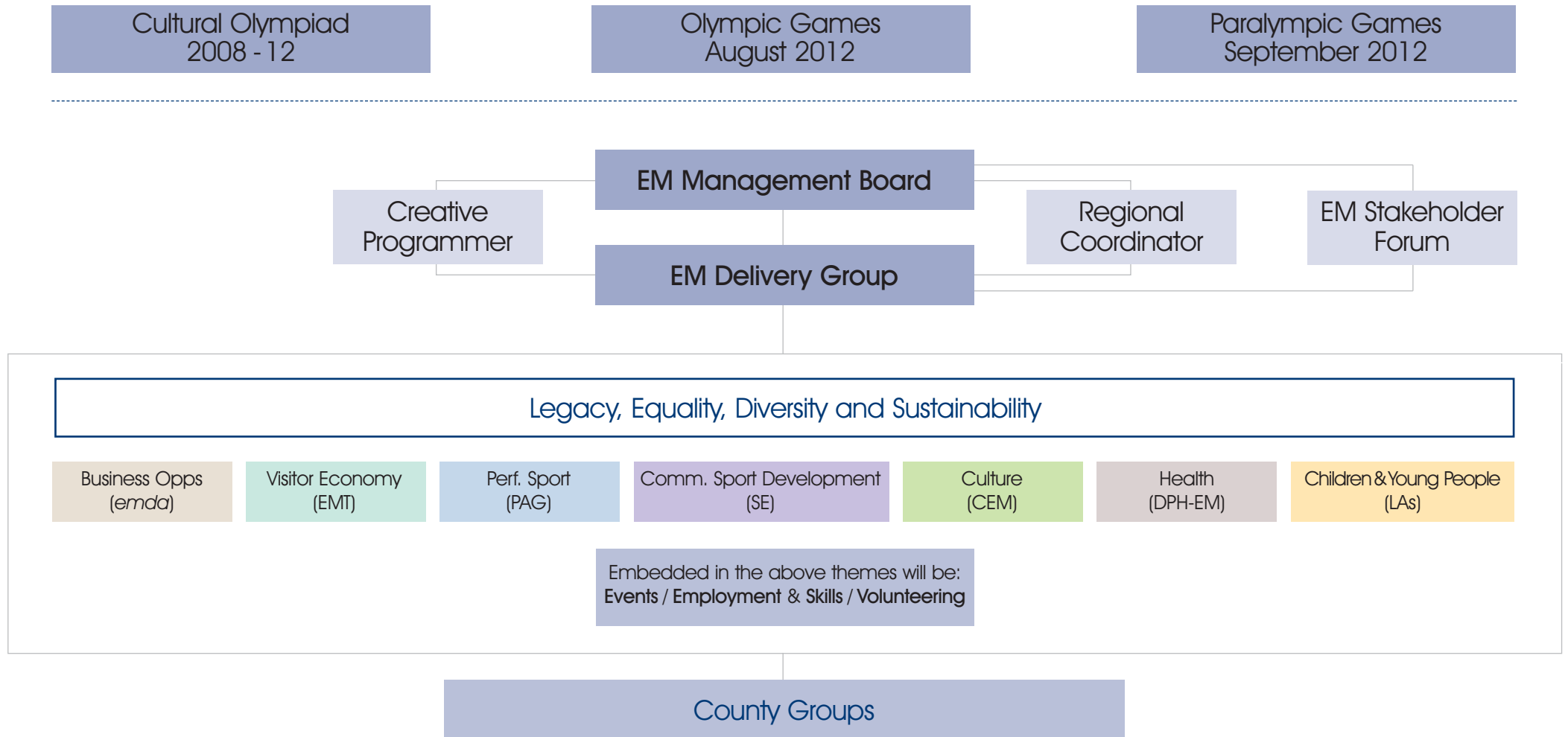
To utilise the Regional 2012 brand as an accreditation mark for physical activity and health initiatives across the region. The accreditation mark will be developed to benchmark schemes ensuring effective delivery with robust evaluation. It is expected that with the accreditation consideration will be given to developments which concentrate on health inequalities, obesity and long term condition management.

To develop and embed performance management targets for physical activity within the NHS, which will ensure a London 2012 health legacy throughout the region. Embedding physical activity performance management targets in PCTs will ensure that physical activity will be part of core business arrangements for Primary Care Trusts.

\*Department of Health. *At least five a week: evidence on the impact of physical activity and its relationship to health*. London: Department of Health; 2004

\*\*Department of Health. *Health Survey for England 2003: The Risk Factors for Cardiovascular Disease*. London: Stationery Office; 2004

# structure



## Structure Key

<i>emda</i>	East Midlands Development Agency	CEM	Culture East Midlands
EMT	East Midlands Tourism	DPH-EM	Directorate of Public Health – East Midlands
PAG	Performance Action Group	LAs	Local Authorities
SE	Sport England		

# structure

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This document, with slightly revised theme areas and a revamped regional structure, is designed to guide our thinking over the years running up to 2012. It has been developed to recognise and reflect the feedback you have given us over the course of the consultation period. The overarching ambitions of this strategy will be supported by a detailed action plan which will be released in January 2008.

You will see that we have adjusted our regional management structure to reflect some consistent themes in the feedback we received from stakeholders across the region. The new framework is designed to give greater clarity for ownership of issues and greater connectivity between themes.

Our Management Board will continue to comprise Sport England, EMT, GOEM, Culture East Midlands, *emda* and representation from the region's local authorities.

The Delivery Group will be a wider group and consist of officers of the above organisations supplemented at some meetings by representation from each county group and wider interest groups. This will help us ensure connectivity between the regional and county based groups.

Our theme groups change slightly. 'Education' has become 'Children and Young People' to reflect the key role that local authorities will play in delivering for young people across the region. The sport theme has two areas of focus - community sport development and performance sport. Sport England and the Performance Action Group will be developing these themes. There are clear synergies between both the sports theme groups and the work we are planning on our young people theme. The Directorate of Public Health for the region will lead on health and wellbeing issues and, again, these will be reflected in the activities of other theme groups such as sport and business.

There are a number of 'embedded' themes that we will ask each group to consider - these are skills, volunteering and events. A comprehensive piece of work to consider the skills opportunities of the Games is already underway under the auspices of the esp (Employment, Skills and Productivity Partnership).

The great opportunity from the Games is to leave a legacy for our region. This focus on legacy is at the heart of activities and plans for all groups. Equality, diversity and sustainability are similarly key principles that all groups will keep at the centre of their thinking and action planning.

Pre Games Training Camps as a theme is not included in this version of the strategy since the initial task was completed by each of our county groups to London 2012's timetable. Work will continue at the regional level with the support of the county groups early in 2008 and will be complemented by the tourism activity detailed in this document. The official London 2012 guide to training camp opportunities will be available at the Beijing Games, our guide to the region's offer will be available in advance of this.

# contacts

For further information on the East Midlands' plans in relation to the 2012 Games please contact Tracy Croft or Tom Gee at *emda* on 0115 988 8307 or [regionalcoordinator@emd.org.uk](mailto:regionalcoordinator@emd.org.uk)

Further copies of this document and other related material can be downloaded from [www.emda.org.uk/2012](http://www.emda.org.uk/2012)

Our work at the regional level continues to be complemented and refined by our County based groups.

For more information about progress and how to get involved in your County please contact:



David Joy on 01773 571 232  
or [david.joy@derbyshire.gov.uk](mailto:david.joy@derbyshire.gov.uk)



Steve Dibnah on 0116 257 5627  
or [steved@lsep.co.uk](mailto:steved@lsep.co.uk)



Steve De Wint on 01522 585 580  
or [steve.dewint@lincolnshiresports.co.uk](mailto:steve.dewint@lincolnshiresports.co.uk)



Gary Sheppard on 01604 236 257  
or [gsheppard@northamptonshire.gov.uk](mailto:gsheppard@northamptonshire.gov.uk)



Simon Starr on 0115 848 3443  
or [simon.starr@ntu.ac.uk](mailto:simon.starr@ntu.ac.uk)



championing  
the east midlands

## contact us

East Midlands Coordinator for the 2012 Games  
East Midlands Development Agency  
Apex Court  
City Link  
Nottingham  
NG2 4LA

T +44 (0) 115 988 8307

E regionalcoordinator@emd.org.uk

W www.emda.org.uk/2012

If you require alternative formats of the information in this document, please contact the Communications team: 0115 988 8509.

यह जानकारी आपकी भाषा में उपलब्ध है।

कृपया मार्केटिंग डिपार्टमेंट से 0115 988 8509 पर सम्पर्क करें।

یہ معلومات آپ کی اپنی زبان میں بھی دستیاب ہیں، براہ مہربانی  
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કૃપા કરી માર્કેટીંગ ડીપાર્ટમેન્ટનો ટેલીફોન નંબર  
૦૧૧૫ ૯૮૮ ૮૩૦૦ પર સંપર્ક કરો.

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