

No Limits Caithness Day Care of Children

Wick Family Centre Bank Row Wick KW1 5EY

Telephone: 01955 605 790

Type of inspection: Unannounced

Completed on: 10 August 2023

Service provided by: No Limits Caithness

Service no: CS2012308049 Service provider number: SP2012011880



About the service

No Limits Caithness is registered to provide a care service for children and young people with additional support needs, to a maximum of 16 children, aged from 4 years up to the age of 16 years. A maximum of 4 of these places may be used for children/young people aged 16 to 18 years.

The service is operated by the charitable organisation, No Limits Caithness, which is run by a board of directors. The care service is located in Wick and operates during school holidays and on Saturdays during school term.

About the inspection

This was an unannounced inspection which took place on Tuesday 11 July 2023. The inspection was carried out by two inspectors from the Care Inspectorate. We issued a letter of serious concern on Wednesday 12 July 2023. Following this, the service made the decision to close until Tuesday 8 August 2023. We visited the service on Thursday 10 August to follow up the issues identified within the serious concern letter.

To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- · spoke with one child using the service
- reviewed feedback from four family representatives
- spoke with staff and management
- observed practice and daily life
- reviewed documents
- spoke with visiting professionals.

Key messages

- · Overall children experienced interactions with staff who were caring and nurturing.
- Regular visits to local play parks supported children's physical development.
- Parents appreciated the service and spoke positively about the staff team.
- A significant lack of progress to make improvements meant that children did not experience high quality care and their safety and wellbeing needs were not always met.
- The service was not effectively managed or lead, resulting in issues not being identified or addressed.
- Children and young people were placed at significant risk due to ineffective supervision.
- Lunchtime was disorganised and delivered in a task driven manner, posing a high risk of children choking.
- Children's health and safety was at increased risk due to significant infection prevention and control issues.
- Quality assurance processes were ineffective which led to serious concerns regarding children and young people's safety, health and wellbeing.
- Gaps in professional knowledge and skills impacted negatively on the quality of children's experiences.

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How good is our care, play and learning?	2 - Weak
How good is our setting?	2 - Weak
How good is our leadership?	1 - Unsatisfactory
How good is our staff team?	1 - Unsatisfactory

Further details on the particular areas inspected are provided at the end of this report.

How good is our care, play and learning? 2 - Weak

We made an evaluation of weak for this key question. Whilst some strengths could be identified, these were compromised by significant weaknesses.

Quality indicator 1.1: Nurturing care and support

Children and young people experienced inconsistent interactions throughout the day. We saw some interactions that were nurturing and responsive to the needs of individuals. During these times, staff engaged with some children and young people in a kind and caring manner. This contributed to children feeling secure. However, we also saw some interactions that did not positively support children's wellbeing and safety as the manner of some interactions was not nurturing and respectful of individuals. At certain times across the day, staff were unaware of where children were playing and when they required help. This meant children did not always receive the right support at the right time and their safety was significantly compromised.

Staff did not always have the relevant knowledge and understanding to be responsive to individual care, play and development needs. There continued to be a lack of awareness in promoting positive behaviour strategies and understanding of children and young people's development. As a result, they were not being fully supported to develop resilience, progress and achieve their potential. This was identified at the last inspection and the area for improvement made in relation to this will be continued. See area for improvement 1 under What the service has done to meet any areas for improvement we made at or since the last inspection?

Children and young people's needs were not being consistently met. Most staff lacked awareness of how to support individuals and did not always use appropriate support strategies. Personal planning was ineffective and did not capture children's holistic wellbeing needs. Some personal plans had very limited information whilst others did not reflect children's current interests or needs as they were out of date. Where personal plans did contain current information, staff did not always use this to keep children safe. For example, individual risk assessments to ensure children's safety were not being followed and this placed children at risk. We made an area for improvement in relation to this at the last inspection, as we had significant concerns around children's safety and needs not being met this is now a requirement (see requirement 1).

Staff lacked knowledge and awareness around schematic play which resulted in missed opportunities to provide play experiences that were age and stage appropriate. On occasions staff did not recognise children's behaviour patterns and viewed this as disruptive behaviour. As a result, children were not offered opportunities to experiment and test out new ideas. This was identified at the last inspection and the area for improvement made in relation to this will be continued. See area for improvement 1 under What the service has done to meet any areas for improvement we made at or since the last inspection?

Lunchtime was disorganised and delivered in a task driven manner, posing a high risk of children choking. Some staff were distracted and not alert to what was going on. This meant there were many occasions where children were left alone whilst eating and they did not receive the required support. Additionally, staff were not aware of children who were moving around whilst eating. We had significant concerns around staff lack of awareness in relation to choking prevention and management. As a result, we issued a letter of serious concern on Wednesday 12 July 2023 which stated that the provider must protect children's health and safety and prevent the risks posed by ineffective supervision.

Following the inspection, the manager and provider advised the Care Inspectorate that they were temporarily closing the service to allow time to upskill staff to ensure the safety of children. The service closed on Thursday 13 July 2023 and reopened on 8 August 2023. As a result of the letter of serious concern, we made a follow up visit on 10 August 2023 to review the action taken in relation to the health and safety concerns identified. Some improvements had been made and children were safer, as the supervision of children had improved. We reminded the manager of the importance of ensuring changes are embedded and sustained to protect children's health and safety. To support the staff and manager in developing their practice, they should consider utilising improvement resources such as Good practice guidance: prevention and management of choking episodes in babies and children.

Quality indicator: 1.3 Play and learning

Some children were happy and enjoying their time with their friends. They were able to free flow between the main playroom and a large hall. This gave them some opportunities to be independent and direct their own play. However, some children lacked challenge in their play experiences and staff missed opportunities to build on their interests. This negatively impacted the quality of play experiences and resulted in some children becoming disengaged. This was identified at the last inspection and the area for improvement made in relation to this will be continued. See area for improvement 3 under What the service has done to meet any areas for improvement we made at or since the last inspection? To support the service in developing individual play experiences they should consider using best practice documents such as Realising the Ambition and the The Playwork Principles.

Children benefited from a wider range of sensory play experiences since the last inspection. Some children enjoyed playing with sand and water, developing sensory, fine motor skills and hand eye co-ordination. The variety of resources available to support sand and water play limited opportunities to support and develop children's curiosity and creativity. Consideration should be given to introducing more real life and natural resources.

Children's health and wellbeing was supported with regular opportunities for outdoor play. They participated in daily visits to local playparks. These opportunities provided areas to climb, explore and run, supporting children's physical development, and encouraged children to assess and manage risk.

Staff interactions with children and young people were inconsistent. Most staff did not have the necessary skills to effectively support and extend children's play. This limited the opportunities to widen children's skills and extend their learning through play. Some senior members of staff modelled good practice and supported play experiences effectively. For example, they facilitated opportunities for sharing songs and rhymes with children. This supported children's enjoyment of literacy and the development of their talking and listening skills.

Staff had undertaken some training and participated in professional development sessions, for example Makaton. Most staff were beginning to use their knowledge to communicate using Makaton. This was beginning to make some improvements to communication for children and young people. However, this was not yet consistent, and some staff did not get down to children's level to extend and develop their play experiences. This resulted in missed opportunities to support social and communication skills.

Requirements

1. By 8 October 2023, the provider must ensure each child receives appropriate care and support and their needs are met.

To do this, the provider must, at a minimum:

a) Ensure personal plans set out children's current needs and how they will be met.

b) Ensure all staff are aware of and understand the information within the personal plans and use this to effectively meet each child's needs.

c) Ensure personal plans are regularly reviewed and updated in partnership with parents.

This is to comply with Regulation 5(1)(2) (Personal plans) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is in order to ensure that care and support is consistent with the Health and Social Care Standards which state that: "My personal plan (sometimes referred to as a care plan) is right for right for me because it sets out how my needs will be met, as well as my wishes and choices" (HSCS 1.15).

How good is our setting? 2 - Weak

We made an evaluation of weak for this key question. Whilst some strengths could be identified, these were compromised by significant weaknesses.

Quality indicator 2.2: Children experience high quality facilities

Children benefited from plenty of space within the two playrooms and outdoor area. This provided some opportunities for them to direct their play. They had direct access from the playroom to an enclosed small outdoor area. However, the outside space looked tired and neglected. It was untidy, not well presented and was uninviting to children.

There were some areas for children to access soft furnishings and cosy spaces which supported their wellbeing. These spaces helped children relax. However, these were limited, and the playroom lacked homely touches and comfortable furnishings. As a result, the setting was not warm and welcoming for children.

The setting did not offer a range of rich, stimulating play resources to support and encourage children's development. There were some open ended, natural resources to promote curiosity and enquiry. However, there was still an overreliance on plastic play resources with limited real-life resources. This reduced opportunities to develop children's creative potential. This was an identified area for improvement at the last inspection and had not been met and will be continued. As a result, not all children were engaged in play. See area for improvement 4 under What the service has done to meet any areas for improvement we made at or since the last inspection? To support the service in developing this area of practice, the service should consider the use of the best practice guidance Loose Parts Play – a tool kit.

Children were not kept safe, as staff were unclear about their role in promoting a safe environment for themselves and children in respect of infection prevention and control. Staff had recently undertaken training in relation to this but the impact of this was limited, resulting in children being exposed to potential

risks. We identified significant infection prevention and control issues in the garden which had the potential to impact negatively on children's safety, health and wellbeing. For example, children were playing outside with water which had been cross-contaminated with bird faeces, with children then placing objects from the water in their mouth. Children were not effectively supported to wash hands at appropriate times throughout which increased the risk of infection spreading (see requirement 1).

Requirements

1. By 8 October 2023, to ensure children's wellbeing and minimise the risk of infection, the provider must ensure that effective quality assurance processes are in place in relation to infection prevention and control.

This is to comply with Regulation 4 (1)(d) (Welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that infection prevention and control measures are consistent with the NHS Scotland document: Infection Prevention and Control in Childcare Settings (Day Care and Childminding Settings).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I experience high quality care and support because people have the necessary information and resources" (HSCS 4.27) and "I have confidence in people because they are trained, competent and skilled, and are able to reflect on their practice and follow their professional and organisational codes" (HSCS 3.14).

How good is our leadership?

1 - Unsatisfactory

We were very concerned about aspects of the care being provided and we evaluated the service as delivering an unsatisfactory level of care for this key question.

Quality indicator 3.1: Quality assurance and improvement are led well

At the time of the inspection, the manager of the service was having to work as part of the staff team due to challenges around staff recruitment. As a result, the manager did not have sufficient time to implement effective quality assurance systems. There was minimal self-evaluation to support positive improvements within the service, or improved experiences or outcomes for children. There were significant gaps in quality assurance systems, including the safety of the environment and staffing. As a result, we identified significant concerns in areas which had not been identified or addressed, compromising children's safety, health and wellbeing. We made a requirement around ineffective quality assurance processes at the last inspection which has been restated. See requirement 2 under What the service has done to meet any requirements made at or since the last inspection?

We had significant concerns about the pace of change and ability to make improvements. There was a lack of leadership and direction in the service which placed children at risk. At the last inspection, three requirements were made and remain unmet. At the same inspection, four areas for improvement were made. None of these areas have been met and we have made three further requirements at this inspection. The manager did not demonstrate that they had the relevant skills and knowledge to effectively manage and lead the service and to implement positive changes using relevant childcare theory and guidance. This resulted in children not being supported to reach their full potential and they were not always kept safe (see requirement 1). There had been two serious incidents that placed children at significant risk of harm, due to ineffective supervision of children. For example, a child left the service unaccompanied by an adult. Investigations of incidents were not robust and lacked effective learning and evaluation. There were no quality assurance processes in place to ensure identified changes were having a positive impact. Some staff continued to demonstrate a lack of understanding around keeping children safe. The provider had failed to submit the relevant notifications to the Care Inspectorate in relation to the serious incidents.

Support and feedback were in place to build professional relationships with staff. However they were not being used constructively to support and develop staff skills and now knowledge, contributing to poor outcomes for children. Areas for staff development were not being consistently identified and addressed and where learning needs were identified these were not fully taken forward. There was limited understanding of childcare practice and training, and development opportunities were not having a positive impact. As a result, there was significant gaps in professional knowledge and skills which compromised children's health, safety and wellbeing. Clear direction is needed to ensure staff are fully supported in moving the service forward and improving outcomes for children. We made a requirement around this at the last inspection which has been restated. See requirement 2 under What the service has done to meet any requirements made at or since the last inspection?

Following the inspection, the provider informed the Care Inspectorate that they were temporarily closing the service due to the manager's planned absence from work and to allow time for them to address the serious concerns identified during the inspection. This had made a positive impact, we found children were safer as they were better supervised.

The Care Inspectorate met with the provider during the inspection to offer support in moving the service forward. The provider has agreed to take up the offer for the Care Inspectorate to provide improvement support and intends to keep the Care Inspectorate up to date with progress in meeting requirements and areas for improvement.

Requirements

1. By 8 October 2023, the provider must ensure that children receive safe, high-quality care. They must, as a minimum:

a) Ensure the manager has sufficient time allocated to effectively undertake their responsibilities.b) Ensure the manager has the skills, knowledge and expertise to effectively manage and lead the service.

This is to comply with Regulation 4(1)(a) (Welfare of users) and Regulation 7(2)(c) (Fitness of managers) of The Social Care and Social Work and Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/2010).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I use a service and organisation that are well led and managed" (HSCS 4.23).

How good is our staff team? 1 - Unsatisfactory

We were very concerned about aspects of the care being provided and we evaluated the service as delivering an unsatisfactory level of care for this key question.

Quality indicator 4.3: Staff deployment

The manager told us staff recruitment had been challenging and this had impacted on the mix of skills and experience within the staff team. Staff were caring and committed to their role in childcare, but most lacked the in-depth knowledge and experience necessary to provide high quality outcomes for children. Following the last inspection, staff had undertaken some professional development and training, however this was not yet leading to positive outcomes and there continued to be an overall lack of knowledge and skill around supporting children with additional support needs. There were gaps in specific skills to enhance children and young people's development to ensure they were supported to develop lifelong skills. As a result, children were not being effectively supported to be kept safe and reach their full potential.

We made a requirement at the last inspection in relation to staff deployment to ensure staff had the right skills, knowledge and experience. We have seen no progress or improvement in relation to this. As a result, we have restated the requirement. See requirement 3 under What the service has done to meet any requirements made at or since the last inspection?

Consideration had not been given to ensure staff were deployed to take account of positive relationships that had been developed with children. This meant there were missed opportunities to provide children with positive experiences. Communication and team working between staff was limited. This resulted in gaps in support and interactions with children across the day as well as tasks not being undertaken in a manner that ensured the safety of children. For example, staff failed to communicate that the outdoor area needed cleaned before children used it. Children then accessed the outdoor area whilst it was being cleaned, resulting in cross-contamination of the water children were playing with.

Children's safety and wellbeing was compromised by ineffective supervision. The manager and staff failed to identify and address the poor deployment of staff. They were not always aware of where children were playing as they were poorly positioned. There was inconsistent communication between staff, which resulted in frequent periods of time when children were not adequately supervised. On occasions, children were left unattended in the garden. For example, we observed a child unsupervised outside playing on a trampoline with small objects in their mouth. This placed children at serious risk of choking. We also observed a number of instances when individual risk assessments were not being followed as children who required supervision at all times, did not receive this. This placed them at serious risk of harm. As a result of the letter of serious concern, we made a follow up visit on 10 August 2023 to review the action taken in relation to the health and safety concerns identified. Some improvements had been made and children were safer, as supervision of children had improved.

What the service has done to meet any requirements we made at or since the last inspection

Requirements

Requirement 1

By 16 June 2023, the provider must ensure children receive personal care in an environment that supports high levels of infection prevention and control.

This is to comply with Regulation 4(1)(b) (Welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulation 2011 (SSI 2011/10).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "If I require intimate personal care, this is carried out in a dignified way, with my privacy and personal preferences respected" (HSCS 1.4).

This requirement was made on 5 May 2023.

Action taken on previous requirement

Children were no longer changed on a mat on the floor. Alternative short term arrangements had been put in place for undertaking personal care. However, these still did not support high levels of infection prevention and control.

We have extended the timescale for meeting this requirement to 8 October 2023.

Not met

Requirement 2

By 16 June 2023, the provider must ensure improved outcomes for children and practice by implementing effective systems of quality assurance.

To do this, the provider must, at a minimum, ensure:

a) Staff are supported to develop their knowledge and understanding around self-evaluation processes and are involved in the systematic evaluation of their work and the work of the service.

b) Clear and effective plans are in place for maintaining and improving the service.

c) Regular and effective support and supervision for all staff is implemented.

d) The manager effectively monitors the work of each member of staff and the service as a whole.

This is to comply with Regulation 3 (Principles) and Regulation 15(a) and (b) (Staffing) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes" (HSCS 4.19).

This requirement was made on 5 May 2023.

Action taken on previous requirement

Quality assurance systems were ineffective. There was minimal self-evaluation to support positive improvements within the service, or improved experiences or outcomes for children. There were significant gaps in quality assurance systems, including the safety of the environment and staffing. As a result, we identified significant concerns in areas which had not been identified or addressed, compromising children's safety, health and wellbeing.

We have extended the timescale for meeting this requirement to 8 October 2023.

Not met

Requirement 3

By 16 June 2023, the provider must ensure that children are effectively supported by staff who have the right skills and qualities. They must, as a minimum:

a) review the skill mix of staff across the setting

b) review and make appropriate changes to staff deployment to improve experiences for children

This is to comply with Regulation 4(1)(a) (Welfare of users) of The Social Care and Social Work and Improvement Scotland (Requirements for Care Services) Regulation 2011 (SSI 2011/2010).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS), which state that: "I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes" (HSCS 3.14).

This requirement was made on 5 May 2023.

Action taken on previous requirement

There continues to be an overall lack of knowledge and skill around supporting children with additional support needs. There were gaps in specific skills to enhance children and young people's development to ensure they were supported to develop lifelong skills. As a result, children were not being fully supported to reach their full potential.

We had significant concerns regarding staff's lack of awareness in promoting a safe environment and keeping children safe, as detailed throughout this report. Ineffective supervision compromised children's safety and wellbeing.

We have extended the timescale for meeting this requirement to 8 October 2023.

Not met

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

To support children's wellbeing, learning and development, the provider should ensure staff access training appropriate to their role and are effectively supported to apply their training in practice. This should include, but is not limited to training in effective interactions, promoting positive behaviour and effective communication strategies.

This is in order to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes" (HSCS 3.14).

This area for improvement was made on 5 May 2023.

Action taken since then

Staff did not always have the relevant knowledge and understanding to be responsive to individual care, play and development needs. There continues to be a lack of awareness in promoting positive behaviour strategies and understanding of relevant children and young people's development. As a result, they were not being fully supported to develop resilience, progress and achieve their potential.

Limited progress had been made in relation to supporting children's communication. Staff were beginning to use Makaton to communicate with children but this was not yet fully embedded in practice.

This area for improvement has not been met and remains in place.

Previous area for improvement 2

To effectively support children's wellbeing, the provider should ensure each child receives appropriate care and support and their needs are met. This should include, but is not limited to ensuring all staff are aware of and understand the information within the personal plans and use this to effectively meet each child's needs.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices" (HSCS 1.15) and "My care and support meets my needs and is right for me" (HSCS 1.19).

This area for improvement was made on 5 May 2023.

Action taken since then

Children and young people's needs were not being consistently met. Most staff lacked awareness of how to support individuals and did not always use appropriate support strategies. Personal planning was ineffective and did not capture children's holistic wellbeing needs.

This area for improvement is no longer in place and has been incorporated into a new requirement under How good is our care, play and learning?

Previous area for improvement 3

To enable children to receive high quality play, learning and development opportunities, the manager should ensure staff are responsive to children's individual interests and needs.

This is in order to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "As a child, I can direct my own play and activities in the way I choose, and freely access a wide range of experiences and resources for my age and stage, which stimulate my natural curiosity, learning and creativity" (HSCS 2.27).

This area for improvement was made on 5 May 2023.

Action taken since then

Children and young people were given some opportunities to be independent and direct their own play. However, some children and young people lacked challenge in their play experiences and staff missed opportunities to build on their interests. This negatively impacted the quality of play experiences and resulted in some children becoming disengaged.

This area for improvement has not been met and remains in place.

Previous area for improvement 4

To promote and encourage children's curiosity, creativity, problem solving and imaginative skills, the manager and staff should improve the play spaces available both indoors and outdoors. This should include but is not limited to:

- Providing suitable resources and materials to effectively engage and challenge children's play, learning and interests.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: "I am able to access a range of good quality equipment and furnishings to meet my needs, wishes and choices" (HSCS 5.23).

This area for improvement was made on 5 May 2023.

Action taken since then

The setting did not offer a range of rich, stimulating play resources to support and encourage children's development. There were some open ended, natural resources to promote curiosity and enquiry and the service had increased sensory play experiences. However, there was still an overreliance on plastic play resources with limited real life resources. This reduced opportunities to develop children's creative potential.

This area for improvement has not been met and remains in place.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com

Detailed evaluations

How good is our care, play and learning?	2 - Weak
1.1 Nurturing care and support	2 - Weak
1.3 Play and learning	3 - Adequate

How good is our setting?	2 - Weak
2.2 Children experience high quality facilities	2 - Weak

How good is our leadership?	1 - Unsatisfactory
3.1 Quality assurance and improvement are led well	1 - Unsatisfactory

How good is our staff team?	1 - Unsatisfactory
4.3 Staff deployment	1 - Unsatisfactory

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Care Inspectorate Compass House 11 Riverside Drive Dundee DD1 4NY

enquiries@careinspectorate.com

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