

Thrive Childcare and Education, Corner House Nurseries Spylaw Day Care of Children

2 Spylaw Road
Edinburgh
EH10 5BH

Telephone: 01312 291 500

Type of inspection:
Unannounced

Completed on:
29 September 2023

Service provided by:
Thrive Childcare and Education
Limited

Service provider number:
SP2003002955

Service no:
CS2015336531

About the service

Thrive Childcare and Education, Corner House Nurseries Spylaw is registered to provide a care service to a maximum of 69 children aged three-months to those not yet attending primary school, with a maximum of 24 children under two-years.

The service is based in a large building on a residential street in the Merchiston area of Edinburgh. The service is close to local amenities such as shops, parks, and community resources.

The large building consists of three floors. Children were accommodated on the top floor of the building across two playrooms. The nursery has two enclosed gardens to the front and side of the property.

The service is in partnership with the local authority to deliver funded early learning and childcare.

As of 1 May 2023, the service was only providing care to children aged approximately three-years to not yet attending primary school. The provider cited challenges relating to the recruitment and retention of staff as the reason for this decision. The provider indicated that they intend to reopen other playrooms and provide care to younger children once they have stabilised the staffing and leadership of the service. We are continuing to liaise with the provider regarding these plans.

About the inspection

This was an unannounced Follow Up Inspection which took place on 26 September 2023 between 09:10 and 16:40. We returned announced to the service on 28 September 2023 between 10:00 and 13:45. We provided feedback to the depute manager, representatives from the provider's regional support teams, and a representative from the local authority.

The inspection was carried out by two inspectors from the Care Inspectorate.

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 some children using the service and received feedback from four parents
- spoke with four members of staff and management team
- observed practice and children's experiences
- reviewed documents.

Key messages

- Limited progress had been made in addressing the concerns from the previous inspection. Four requirements and six areas for improvement remained unmet. We have extended the requirement timescales and continued the areas for improvements to allow the service further time to make the improvements needed. However, progress must be made on all areas and we have requested we are kept updated through ongoing action plans.
- Concerns remained about the quality of care and support children received due to staff deployment. Improvements were needed to the mix of skills, knowledge, and experience across the staff team.
- Concerns remained about the way the service managed, investigated, and reflected on accidents and incidents. Processes for reflecting on accidents and incidents were not always robust or meaningful.
- Concerns remained about the quality of children's play and learning experiences. Children were not well supported in their play and learning.
- Concerns remained about the processes for and the impact of quality assurance and improvement planning. Some quality assurance processes and improvement plans were in place, but these were not leading to improved outcomes for children, families, and staff.

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 leadership?	2 - Weak

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

During this inspection, children experienced more consistent and nurturing interactions. However, there remained gaps in the knowledge staff had in relation to the children they were caring for. For example, some staff were not clear on the strategies needed to effectively support and nurture children. As a result, children's care was not always tailored to their individual needs. We have made a new requirement to take account of the outstanding work required to improve outcomes for children. **(See Requirement 1)**

Requirements

1. By 15 December 2023, the provider must ensure children experience care and support that is consistently nurturing and supportive, in order to meet their individual needs.

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

a) all staff working with children have sufficient knowledge of their needs, interests, and routines.

This is to comply with Regulation 4(1)(a) (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 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); and

'As a child or young person I feel valued, loved and secure' (HSCS 3.10).

How good is our leadership?

2 - Weak

During this inspection, concerns remained about how the service was investigating, monitoring, and reflecting on accidents and incidents. As a result, there was potential for children's wellbeing to be compromised. Work was needed as a matter of priority to ensure the service effectively managed the response to accidents and incidents. This included ensuring that any identified actions were carried out and reflected upon. This work was needed to help ensure any learning from accidents and incidents was used to make improvements, and minimise the potential of the accidents and incidents being repeated. This would help keep children safe.

As a result, we have made a requirement in relation to these concerns. **(See Requirement 1)**

Requirements

1. By 30 November 2023, the provider must ensure children's safety and wellbeing by effectively investigating, monitoring, and reflecting on accidents and incidents.

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

- a) investigations into accidents and incidents are carried out in a timely manner following robust processes;
- b) any identified actions are implemented and embedded to reduce the risk of future accidents and incidents;
- c) staff and managers are supported to reflect on accidents and incidents to promote a culture of learning and accountability; and
- d) improved quality assurance procedures to maintain a safe and well managed service.

This is to comply with Regulation 4(1)(a) (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 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); and

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS, 4.19).

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

Requirements

Requirement 1

By 30 June 2023, the provider must ensure children experience care and support that is consistently nurturing and supportive.

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

- a) staff interactions are consistently responsive and nurturing; and
- b) all staff working with children have sufficient knowledge of the children's needs, interests and routines.

This is to comply with Regulation 4(1)(a) (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 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); and

'As a child or young person I feel valued, loved and secure' (HSCS 3.10).

This requirement was made on 24 April 2023.

Action taken on previous requirement

The number of children attending the service had significantly reduced, and as a result, staff were more available to care for the children. This enabled staff to provide more nurturing and responsive interactions. For example, staff welcomed children into the service and provided cuddles and comfort as they separated from their parents/carers.

Through one-to-one discussions and some role modelling, support staff interactions had improved. However, there remained gaps in the knowledge staff had in relation to the children they were caring for. For example, while some staff knew children's likes and dislikes, they were not knowledgeable about how to engage with children when they needed additional support. Children needed staff to be well informed about their needs and have the skills to meet these needs. Most of the staff team had moved to the older age group when the service had reduced its numbers. As a result, staff were still establishing their knowledge of children's needs, interests, and routines. Therefore, some children were not yet experiencing care and support that was consistently nurturing and responsive.

As a result of the improvements within staff interactions, we have assessed this requirement as met in part, but have made a new requirement to focus on the gaps in staff knowledge of children. See key question 'How good is our care, play and learning?' for the new requirement and timescale.

Met - within timescales

Requirement 2

By 30 August 2023, the provider must ensure children experience positive and varied play and learning opportunities, that promote their wellbeing and development.

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

- a) children have opportunities to engage in a range of interesting and stimulating play experiences throughout the day;
- b) environments are enabling and consistently well-resourced;
- c) staff interactions consistently promote children's play and learning; and
- d) staff are supported to develop an understanding of relevant child development theory.

This is to comply with Regulation 4(1)(a) (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 care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I can choose to have an active life and participate in a range of recreational, social, creative, physical and learning activities every day, both indoors and outdoors' (HSCS 1.25); and

'As a child, my social and physical skills, confidence, self-esteem and creativity are developed through a balance of organised and freely chosen extended play, including using open ended and natural materials' (HSCS 1.31).

This requirement was made on 24 April 2023.

Action taken on previous requirement

Children's play and learning experiences were not positive and varied. We remained concerned about the quality of children's play and learning experiences.

Overall, children were not experiencing an enabling and consistently well resourced environment. Some work had been taken to improve opportunities for arts and crafts. Staff told us they had revamped the art area and added additional materials. As a result, they had observed children spending more time in this area. However, other areas remained under resourced, and some items remained in a worn condition. For example, play kitchens were missing sinks and other appropriate resources. The water tray had a few plastic toys in it, which looked uninspiring. The environment lacked resources to promote children's curiosity and inquiry skills.

Across the playrooms, experiences and resources did not meet children's learning needs. For many children, they were not offered appropriate levels of challenge to keep them stimulated and motivated in their play and learning. This meant children did not engage in sustained periods of play that could support their wellbeing and development.

Staff engaged with children in their play helping them to feel valued. However, the interactions lacked focus and missed opportunities to extend children's thinking or consolidate their learning. Staff needed more support to develop the skills and knowledge needed to effectively support children through interactions and planned interventions.

Staff had not been provided with opportunities to develop their understanding of child development and how they can use this knowledge to promote children's play and learning. Therefore, staff were not effectively supporting children's individual wellbeing and development needs through meaningful play, learning experiences, and purposeful interactions.

As a result of the limited progress, this requirement has not been met. We have restated the requirement with a new timescale of 31 January 2024.

Not met

Requirement 3

By 30 July 2023, the provider must ensure there are robust quality assurance processes in place, alongside a clear improvement plan that addresses gaps in the quality of the service.

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

- a) effective quality assurance processes are implemented that recognise strengths and address areas for improvement;
- b) the management team, in consultation with children, parents, and staff, develop and implement an effective and relevant improvement plan that builds on strengths, while addressing areas for improvement; and
- c) the staff and management team are supported to collaborate and deliver improvements using good practice guidance to plan the improvements and evaluate progress.

This is to comply with Regulation 4(1)(a) (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 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 24 April 2023.

Action taken on previous requirement

While recognising that the significant changes to leadership and staffing within the service may have impacted on the pace of change, concerns remained about the quality of the service experienced by children and families.

Some quality assurance systems had been developed, but these were not consistently used to monitor the service or aid improvement. For example, staff continued to use garden checklists to manage safety and quality of experiences within the garden. However, inspectors found areas of the garden remained tired and in a poor condition. Also, there were tubs with stagnant water dotted across the garden. Despite completing the quality assurance checks staff had not addressed these issues, meaning the process was ineffective. Some quality assurance audits relating to the play environment had been introduced, but were not yet being used as effective tools to aid improvement. There remained significant gaps within the quality assurance processes in place. Therefore, children and families were not benefiting from a culture of continuous improvement.

The improvement plan for the service had been slow to develop, and did not effectively address the concerns or improve the quality of the service. As a result, aspects of the service had not improved. For example, concerns remained in relation to children's play and learning, the quality of the environment, and the mix of staff skills and knowledge. The action plan submitted to the Care Inspectorate lacked detail, and requests for further information were not submitted in a timely manner. This indicated that the pace of change was not well developed.

Good practice guidance was not used to effectively support improvement planning. Further work was needed to ensure improvements were planned for and evaluated by the staff and management team using good practice. This is to ensure children and families experience a service that is informed by good practice, which can help the delivery of positive outcomes.

As a result of the limited progress, this requirement has not been met. We have restated the requirement with a new timescale of 31 January 2024.

Not met

Requirement 4

By 30 July 2023, the provider must ensure that staff deployment provides the right mix of skills, experience and knowledge to meet children's needs.

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

- a) the deployment of staff takes account of the staff skills, knowledge and experience;
- b) processes for supporting and monitoring staff practice are in place and effective;
- c) all staff including agency and/or supply staff receive an induction which supports them to understand what is expected of them in their role; and
- d) staff deployment is consistent and promotes responsive care.

This is in order to comply with Regulation 15(a)(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 experience stability in my care and support from people who know my needs, choices, and wishes, even if there are changes in the organisation' (HSCS 4.15); and

'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 24 April 2023.

Action taken on previous requirement

While recognising that the significant changes to leadership and staffing within the service may have impacted on the quality of staff deployment, concerns remained about the service having the right mix of skills, experience, and knowledge across the staff team.

The number of children using the service had reduced, and as result, children were cared for by a more consistent team. This enabled children to establish some positive, trusting relationships with staff. However, many members of the team were inexperienced or had not previously worked with the current age group of children. For these staff. they were still developing their skills and knowledge, which meant there were missed opportunities to effectively support children.

Support and monitoring of staff practice was not yet leading to improvements in staff skills and knowledge. The approach to supporting and monitoring staff practice remained inconsistent. For example, although some practice observations had been carried out, there was not a clear plan in place to enable staff development. Staff needed more opportunities to engage in professional learning and experience effective mentoring. These practices should enable staff to develop their skills and enhance positive outcomes for children.

Staff inductions still needed to improve to ensure they provided staff with the right support. Some work had been undertaken to develop the approach to inductions. For example, new modern apprentices had regular check-ins with senior staff. These sessions highlighted progress and reviewed development needs. However, further work was needed to ensure induction processes were individualised and tailored to the needs of each staff member. This is to ensure staff strengths are developed further, while also effectively addressing any areas they need to improve.

At times during the inspection, concerns remained about the deployment of staff. For example, some children were not effectively supervised as staff were not always positioned well within the room. This had the potential to put children at risk. The service must ensure that staff deployment takes account of the changing needs of children as they move within the environment.

During the inspection, we received assurances from the senior leadership team that action was being taken to address the outstanding concerns. For example, we were made aware of new staff being recruited and the planned appointment of a new manager. The service also informed us that they planned to review the layout of the playrooms used by children to ensure children could be more effectively supervised by experienced staff.

As a result of the limited progress, this requirement has not been met. We have restated the requirement with a new timescale of 30 November 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 ensure children are supported to reach their full potential, the service should further develop children's personal plans. This should include but not be limited to, documenting strategies that identify how staff will meet children's individual needs, and reviewing the plans and strategies in consultation with parents.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My personal 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).

This area for improvement was made on 24 April 2023.

Action taken since then

All children had a personal plan, however, the information held was not being used well to plan for children's care and support needs. For example, in one child's plan, it had been identified that they were shy and needed support with social engagement. At lunch time staff did not plan for this and the child ended up sitting at a table on their own. This meant the child's wellbeing and development was not being enhanced through effective strategies of support.

Many personal plans had not been reviewed or updated with parents, meaning there were missed opportunities to reflect children and families changing needs. Where strategies were recorded, these were often not implemented and evaluated to assess the impact of the support. As a result, there were missed opportunities to understand whether the support outlined was meeting children's needs.

The senior leadership team had recently reviewed the personal planning approach and were beginning to introduce new guidance and procedures to assist staff. As part of this work, staff were being provided with training in relation to planning for children's care. To ensure children are supported to reach their full potential, the service should continue with the planned work to improve personal planning approaches.

This area for improvement has not been met and has been restated.

Previous area for improvement 2

To support children to achieve, the service should improve the approach and skills of staff in relation to planning for children's learning and development needs. Staff should be supported to develop their understanding of how to effectively observe and assess children's learning so they can plan quality learning experiences and consider meaningful next steps.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) that state that:

'I am supported to achieve my potential in education and employment if this is right for me' (HSCS 1.27); and

'As a child, my social and physical skills, confidence, self-esteem and creativity are developed through a balance of organised and freely chosen extended play, including using open ended and natural materials' (HSCS 1.31).

This area for improvement was made on 24 April 2023.

Action taken since then

Limited progress had been made in relation to supporting children to achieve. A few children had observations of their play recorded in their online learning journals. However, the observations were often generic so did not identify key skills or next steps for children's learning.

Meaningful planning approaches were not yet in place. For example, staff had begun to plan experiences based on children's interests. However, the experiences were often adult directed and lacked depth and challenge. As a result, the learning was not meaningful and did not effectively support children to make progress.

The service should ensure staff are supported to develop their skills in observing and recording children's learning so they can effectively plan interesting and meaningful learning experiences. They should also be guided on how to plan for next steps that will help children to achieve.

This area for improvement has not been met and has been restated.

Previous area for improvement 3

To prevent the spread of infection, staff should adhere to good handwashing practices when attending to children's care needs.

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 based on relevant evidence, guidance and best practice' (HSCS 4.11).

This area for improvement was made on 24 April 2023.

Action taken since then

Improvements had been made to handwashing practices. For example, older children who wiped their own noses were supported by staff to engage in effective handwashing after this task. Staff were observed to wash their hands at appropriate times throughout the day. These practices were helping to limit the spread of infection.

This area for improvement has been met.

Previous area for improvement 4

To ensure children experience high quality facilities, the provider should implement effective quality assurance processes that ensure all indoor and outdoor areas of the service are welcoming, inviting, and well-resourced.

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 area for improvement was made on 24 April 2023.

Action taken since then

Limited progress had been made in relation to children experiencing high-quality facilities. Both indoor and outdoor spaces were not as inviting and welcoming as they could be. Within the playrooms currently used by children, some displays were well presented making them interesting to look at. However, many areas remained tired. For example, some toys and resources were drawn on or worn. Tired resources and spaces do not give children the message that their play and learning matters.

Within the garden area, the mud kitchen and loose parts were not well presented. Children were not being provided with the inspiration needed to make good use of these materials. As a result, children's creativity and problem solving skills were not being well supported.

Concerns remained about the quality assurance processes in place. For example, indoors walls were stained with paint and posters were ripped. This meant children were not experiencing a welcoming environment.

During the inspection, some action was taken to remove some of the worn resources. However, further work was needed to ensure children were cared for in an environment that is welcoming, inviting, and well-resourced.

This area for improvement has not been met and has been restated.

Previous area for improvement 5

To support children and families to influence the quality of the service, the provider should develop ways to gather views and use this to inform improvement planning.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I am supported to give regular feedback on how I experience my care and support and the organisation uses learning from this to improve' (HSCS, 4.8); and

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

This area for improvement was made on 24 April 2023.

Action taken since then

The number of families using the service had reduced significantly since the last inspection. Some communications had been provided to families asking them to share their views about the service. However, this was at an early stage and not yet having a positive impact on improvement planning. For example, it was not clear what the responses had been and how this information was being used to inform improvements.

Moving forward, the provider should ensure children and families are enabled to share their views and influence improvement planning.

This area for improvement has not been met and has been restated.

Previous area for improvement 6

To support children's wellbeing, the provider should improve approaches to investigating, monitoring, and reflecting on accidents and incidents within the service. This is to ensure children's safety and wellbeing is paramount, and the service can take learning from reflections to improve outcomes for children.

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 area for improvement was made on 24 April 2023.

Action taken since then

Concerns remained about how accidents and incidents were investigated, monitored, and reflected upon. As a result, there was potential for children's safety and wellbeing to be compromised. When reviewing some accident and incident investigations during the inspection, we found agreed actions had not been carried out. For example, following an accident, the service had identified issues with staff deployment and the equipment within the room. While the piece of equipment was removed, staff deployment was not effectively addressed. Therefore, the risk had not been sufficiently addressed or minimised. The management team and staff had limited opportunities to reflect on the incidents and accidents, meaning there were missed opportunities to learn, inform practice, and minimise the risk of repeated safety failings.

During the inspection, some work was taken to address the outstanding actions needed following accidents and incidents. However, these actions should have been made at the time and not as a result of our inspection. Improvements were needed as a matter of priority in relation to the provider and manager effectively investigating, monitoring, and reflecting on accidents and incidents. This is to ensure children experience a quality service that responds appropriately in order to maintain their safety and wellbeing.

As a result of these concerns, we have made this area for improvement a requirement. See key question: 'How good is our leadership?'

Previous area for improvement 7

To keep children safe and maintain their wellbeing, the provider should improve staff knowledge in relation to child protection. This should include, but not be limited to, staff developing a broader understanding of the indicators of abuse/harm and how concerns should be reported and recorded.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3.20).

This area for improvement was made on 24 April 2023.

Action taken since then

Staff had received some training relating to child protection. For example, during new inductions. Some staff were able to discuss some of the indicators of abuse/harm, which helped them to be alert to potential concerns. However, there remained gaps with the staff team's knowledge about how to report concerns.

The provider should ensure staff are supported to understand the steps to be taken in order to raise a concern. This is to ensure staff are confident and clear on how to effectively safeguard children.

This area for improvement has not been met and has been restated.

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	3 - Adequate
1.3 Play and learning	2 - Weak

How good is our leadership?	2 - Weak
3.1 Quality assurance and improvement are led well	2 - Weak

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Contact us

Care Inspectorate
Compass House
11 Riverside Drive
Dundee
DD1 4NY

enquiries@careinspectorate.com

0345 600 9527

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