

# Care service inspection report

Full inspection

Kibble Education and Care Centre
School Care Accommodation Service

Goudie Street Paisley



Service provided by: Kibble Education and Care Centre

Service provider number: SP2004007042

Care service number: CS2003001291

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

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# Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

# We gave the service these grades

Quality of care and support 5 Very Good

Quality of environment 5 Very Good

Quality of staffing N/A

Quality of management and leadership N/A

#### What the service does well

Kibble Education and Care Centre provides a high quality service for supporting young people. Young people have fantastic opportunities to learn in a well resourced school setting but also gain practical learning through KibbleWorks and The Experience. Young people are well supported by a highly trained staff group which is ably supported with the Specialist Intervention Service (SIS) which provides a range of therapeutic interventions to the young people.

## What the service could do better

The organisation was in the process of reviewing the Kibble Journey. We look forward to examining this at future inspections of the service. There was a need for the service to ensure that all assessments were appropriately updated to reflect young people's risk so that staff were fully aware of the support strategies to deploy to ensure that they were fully supported. There was also a need for the service to review the number and the quality of recording of incidents that had taken place in one unit.

# What the service has done since the last inspection

The service had continued to develop the environment of many individual units. The whole service will have en suite provision on campus within the next few months. The organisation had also reviewed their child protection policy to fully incorporate child sexual exploitation (CSE). They had also developed a new online training course and also training input for all staff.

## Conclusion

Kibble Education and Care Centre continues to operate to a very high standard with excellent opportunities for young people to have access to a learning environment which supports young people developing a range of skills. Staff had developed trusting relationships with young people. This commitment to young people in their care helped young people to change their behaviour and successfully move on.

# 1 About the service we inspected

Kibble Education and Care Centre is administered by a voluntary board of trustees on behalf of the Miss. Elizabeth Kibble Trust. Kibble is a residential school which provides care, support and education for up to 73 young people between the age of 12 and 18 years, who are experiencing emotional, behavioural and educational difficulties. Since 2010, Kibble has been registered to accommodate both boys and girls.

The service is inspected by us at least once per year on an unannounced basis. As well as being inspected by the Care Inspectorate, the centre is also subject to joint inspections by Her Majesty's Inspectorate of Education (HMIE), known as Education Scotland, at four-year intervals and is registered with the Registrar of Independent Schools.

The service is situated within extensive grounds on the north side of Paisley. The service is a campus style with community-based units and provides a range of specialised and intensive provision. KibbleWorks, which is a social enterprise initiative, is off-site and provides young people with support and assistance into employment.

In addition, Kibble provides an intensive fostering service which is registered separately with the Care Inspectorate.

The campus is divided into nine separate units, with all apart from one unit having en suite facilities. All units have sufficient space for young people in terms of sitting rooms, games rooms and dining areas. Young people have access to recreational facilities, including a swimming pool, gym and football pitches. The educational centre on campus is a modern facility providing young people with high standard equipment and an environment conducive to learning.

#### Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

# Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of care and support - Grade 5 - Very Good Quality of environment - Grade 5 - Very Good Quality of staffing - N/A Quality of management and leadership - N/A

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com or by calling us on 0345 600 9527 or visiting one of our offices.

# 2 How we inspected this service

# The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

# What we did during the inspection

We wrote this report after an announced shared inspection with Education Scotland. We carried out the inspection on 27 and 31 May 2016 and the 1, 2 and 3 June 2016 at various times throughout the day and evening. The inspection was carried out by five inspectors, eight HMIE inspectors and one inspection volunteer. We gave feedback to the two directors and the quality assurance manager at the end of the inspection.

As requested by us, the provider sent us an annual return and self assessment form.

In this inspection we gathered evidence from various sources, including relevant records and other documents, including:

- case files
- medication audits
- complaints records
- young people's meetings
- school council meetings
- audit systems, including medication
- medication policy
- health files
- participation folders
- individual unit welcome booklets
- risk assessments
- accident/incident records
- intervention monitoring records
- child protection records

- maintenance records
- board meeting minutes
- Certificate of Registration
- Staffing Schedule
- insurance details
- quality assurance information
- self assessment.

We spoke with the following people:

- twenty-one young people individually
- three young people (focus group of senior pupils)
- four young people (focus group of younger pupils)
- six parents (focus group)
- two social workers
- chief executive officer (CEO)
- chair of the board
- hoard member
- two directors
- five operations managers
- five service managers
- two duty managers
- child protection advisor
- health and safety manager
- quality assurance manager
- looked after and accommodated children (LAAC) nurse consultant
- SIS team
- Welltree Foundation consultant.

# Grading the service against quality themes and statements

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

# Inspection Focus Areas (IFAs)

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

# Fire safety issues

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at www.firescotland.gov.uk

#### The annual return

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

#### Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

The service had completed a self assessment form as requested by the Care Inspectorate. This document had fully incorporated all stakeholders' opinions, which included staff, family representatives and young people. This self assessment contained information on what the registered manager, staff and young people thought that they did well and how they thought some things should be improved.

# Taking the views of people using the care service into account

We interviewed 21 young people, the majority of the young people were found to be satisfied with the care that they received. All young people stated that they felt safe. Young people were observed during free time and at meal times. Inspectors were impressed at the well developed relationships that young people had with staff. It was evident that young people felt valued and respected by the staff teams that were caring for them. Comments from young people included:

- "The staff have really helped me with my behaviour. They know what to say to help me to calm down and now I can do it for myself. I used to be in safe holds all the time, now it's hardly ever."
- "I feel really safe here. I trust the staff to keep us safe."

- "I would give it six out of six. In fact, I would give it 10 out of six. It is really good."
- "On a scale of one to six, staff would be a five to six but the experience of living in the unit is one to three."
- "I am happy here. The staff are really good at their job. We can have a good laugh and carry on."
- "The staff are really good. They try to help you. They are fair."
- "The activities are great."
- "Feel supported and contact is going good, just don't like school."
- "We all get on ok here, it is a nice unit."
- "Mossway is the best unit, the staff are sound."
- "The food is not bad but it could be more varied. Too much rice and pasta."
- "I know I have a care plan and staff tell me what is in it."
- "I think the rules and routines are fair here."
- "Staff are interested in what we think, they listen to us about how we feel."
- "I love football now but I didn't before I came here."
- "The computer room is great; I have lots of music on the computer that I like to listen to."
- "Staff help you when you are feeling upset or angry so you don't lose it in front of the other young people."

# Taking carers' views into account

We interviewed six families during our visit. All families had positive experiences of the organisation. Many had been involved in family therapy work which had transformed their relationships with their children. The use of the SIS was seen by families as a real strength. Families commented directly on the very good communications with the service and, in particular, their relationship with individual young people's key workers. Parents found staff approachable and had developed trusting relationships with key staff. Comments from parents included:

- "Kibble is a great service."
- "This resource has enable my child to return to education."
- "My child is attending school and gained a number of national qualifications."
- "The service allows young people to experience work placements and have access to paid employment."
- "This is an amazing service and young people get great access to a great range of opportunities."
- "Our children have a great range of opportunities and it's up to them to take them."

# 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

# Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

# Statement 3

"We ensure that service users' health and wellbeing needs are met"

# Service strengths

There was very good evidence that young people were able to have their health and wellbeing needs met. We graded this statement as very good as there were major strengths.

Most young people were found to be confident and happy and had well developed relationships with the staff. Staff encouraged them to be healthy and active with an extensive range of strategies that supported their wellbeing.

All young people had comprehensive care plans. These plans took account of the wellbeing indicators, had clear targets and focused on young people having positive outcomes. Most young people all had extensive risk assessments and behaviour support plans that set out strategies that staff should use to ensure that risk was minimised.

The service had the well resourced and highly trained SIS. They used an evidenced-based approach and offered a large range of therapies to young people and their families. This included systemic family therapy, dialectical behaviour therapy (DBT) and art therapy, to name a few. We were impressed at the way that they used creative ways to ensure maximum engagement of young people. For example, they had a child-friendly drop-in space but it was their continued persistence to encourage active participation from young people.

The SIS team provide specific assessments for young people that included drugs and alcohol, harmful sexual behaviour and trauma assessment (neurosequential model of therapeutics (NMT)). The staff then engaged directly with young people or resourced appropriate staff to ensure young people got the best possible support. After any programmed work, young people and their parents evaluated the effectiveness of these programs to ensure that the service was continuing to develop and improve.

The SIS team were integral in disseminating expert advice and guidance to all staff involved in the care of young people. Accessing specific training, where required, ensured that staff were as knowledgeable as possible. There had been a large investment in staff training and the service had gained a Gold Investors in People award. We saw clear evidence of comprehensive access for all staff to health training, which included a suicide prevention programme which included all staff to gain training on Applied Suicide Intervention Skills Training (ASIST), safe talk, mental health awareness, self harm, and medication. The service had contributed to the development of a new module which will be an essential element in the new Bachelor of Arts (BA) in Social Pedagogy which had a clear focus on health and wellbeing. The service was being proactive with a number of their staff in the process of gaining this qualification.

All young people have access to health check ups on admission and clear tracking and follow up of all aspects of their health. Staff were trained in oral healthcare across campus. We saw very good examples of structured approaches to ensure that young people manage wearing glasses and tooth brushing and were encouraged to take a pride in their personal hygiene.

The service had very effective and well established relationships with LAAC nurses throughout Scotland, Child and Adolescent Mental Health Services (CAMHS), drug and alcohol initiatives, and the Sandyford centre. These relationships had enabled the service to develop protocols that ensured that young people were discussed at appropriate referral processes and, in many cases, young people were able to be fast tracked due to their needs.

The service contracts with the Welltree Foundation to assist young people with sexually harmful behaviour. The campus also widely used complementary therapies which included mindfulness and also the Sleep Scotland programme.

These inputs support an overall health strategy which links to the whole culture and ethos of the environment, which is to promote that rested children to attain and concentrate better at school.

We found that staff were excellent at promoting leisure interests which ensured that there was the promotion of physical activities across campus, including swimming, gym, ice skating, running, fishing, boxing, free running, skate park, football pitch, and gym hall. Staff were very active in supporting and taking part. One member of staff was power walking with young people to enable them to get fit but also as a way that they were able to discuss issues that were causing them stress.

In the 2016/17 inspecting year, the Care Inspectorate is scoping CSE practice in children and young people's services. This is part of our contribution to Scotland's National Action Plan to Tackle Child Sexual Exploitation and focusses on frameworks of CSE practice, staff understanding and care planning outcomes. Child protection had a high-profile within the service and the service had recently updated their policy to include CSE. All staff had a very good knowledge and awareness of any presenting problems and all had received training on child protection. The organisation had recently trained a number of trainers to roll out training on CSE to the whole staff group to increase their awareness of CSE. All staff spoken with demonstrated a good knowledge in regard to identifying the risk and vulnerability indicators of CSE and all young people were interviewed by the police on their return to ensure that there were protocols and strategies in place to protect young people from potential or further harm. There was clear evidence of staff effectively implementing the procedure to protect young people in their care.

# Areas for improvement

There was a need for some units to continue to review young people's abilities to self medicate. This will assist young people to take more responsibility and gain essential life skills.

The service should continue to develop opportunities for young people who are struggling in maintaining their weight. The service should consider expanding

the training opportunities that staff have so that they have the necessary skills to help support young people.

The service is to continue to develop the integration of a single coordinated plan. The service was undertaking a pilot of a new format and was evaluating it success over the summer period.

#### Grade

5 - Very Good

Number of requirements - 0

Number of recommendations - 0

## Statement 6

"People who use, or would like to use the service, and those who are ceasing the service, are fully informed as to what the service provides."

# Service strengths

There was very good evidence that young people who used, or would like to use the service, and those who are ceasing the service were fully informed as to what the service provides. We graded this statement as very good as there were major strengths.

The organisation had a well developed website which gave a clear overview of the services which were available to young people and their parents prior to starting the service. The content gave up to date information about national awards the service had achieved.

All individual units had developed young person-friendly welcome packs. These contained a comprehensive range of information which young people would require to know about. This booklet also contained clear information about the service's complaints process and how young people could actively participate in the service.

When young people had a planned placement, they and their parents had the opportunity to visit the campus prior to admission. Key workers were identified

prior to these visits. In many occasions, these key staff were involved in giving young people a tour of the facility. Key workers spent individual time with young people giving them an overview of the routines and an induction to the safety aspects of the centre. There was a well developed admission protocol which ensured that all the necessary paperwork and consents where completed to ensure young people could receive the appropriate supports on admission.

During the settling in period, there was an emphasis on supporting young people to keep in touch with those people who were important to them. This was done using video conferencing, Skype, e-mail, and telephone as many young people were placed some distance from their home community.

The service had continued to improve their transition planning and recording. These were found to be of a high standard and all young people had clear and positive destinations. There were planned visits to the places that young people were moving to to help them to prepare. Staff accompanied young people, often considerable distances, to support them with the transition.

We saw very good evidence of young people who were moving on, of having this marked appropriately with having special meals and leaving events. Young people who were moving on were also supported to keep in touch with the service by telephone and also with social media as there is a secure Facebook page for ex-residents.

# Areas for improvement

The service should continue to review and developed the young people's booklets to reflect the changing nature of the units and reflect any changes to the policies and procedures.

The organisation should consider developing a welcome video for the open school. This would be a positive addition to the information which is already being produced.

When young people were transitioning from one unit to another unit in the service. There was a need for the service to ensure that all young people's information is completed and up to date on leaving the unit.

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There is a need to continue to develop the benchmarking of young people's life skills as they transition between units. This would ensure that the service continues to offer young people to continually build on their independence living skills.

#### Grade

5 - Very Good

Number of requirements - 0 Number of recommendations - 0

# Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

# Statement 2

"We make sure that the environment is safe and service users are protected."

# Service strengths

There was very good evidence that the environment was safe and young people were protected. We graded this statement as very good as there were major strengths.

There was an above minimum staffing provision on every shift, this ensured that young people had access to staff for support and supervision. Staff had a knowledge and awareness of young people and their potential risk factors, these were taken into account when planning activities and resources. The service had implemented a number of strategies and procedures that ensured young people were managed and supported to ensure their protection. Most young people interviewed indicated that they "felt safe". All parents stated that they felt their children were very safe.

Communication within the campus was an essential feature of the daily routines with regular dialogue at staff changeover. There were focused handovers which discussed the levels of supervision and safety that were necessary to support individual young people to feel safe. Every young person was discussed and their risk reviewed at every shift changeover.

The organisation had a formal partnership with Police Scotland where they have police liaison officers based on campus. This provided essential support for young people if they returned to the campus after absconding or issues that may have occurred during home leave. This additional support ensured that all young people's return to campus interviews had been positive for both young people and staff.

Staff were vigilant to any repairs and the premises were maintained to a very high standard. At the time of the inspection, the premises were observed to be

in an excellent state of repair and offered a warm, attractive and comfortable environment. There had been considerable investment in the campus with new kitchens and living room areas in several units. The service continued a programme of redecoration of units and these were very homely.

As already stated, there is a rich learning culture and support for staff training. All staff had validated Safe Crisis Management (SCM) training and the service was accredited to provide training to outside providers through the British Institute of Learning Disabilities (BILD). The service had continued to ensure that all young people and staff received Life Space interviews and debriefing after any incidents.

The service had a comprehensive recording system in place for the recording of incidents and accidents.

All staff received training in medication administration which included competency-based inputs. The organisation's procedures were based on best practice and there were protocols in place for storage, administration, recording, and auditing. Young people had their medication held safely and had it administered appropriately. Some young people had been risk assessed and encouraged to self medicate, so that appropriate skills would develop that would help them move on from the service.

There was clear reporting and monitoring for health and safety. This included premises risk assessments and Control of Substances Hazardous to Health (COSHH) data sheets. Staff were found to be knowledgeable on these processes and these advised staff of the safety information. Health and safety was a standing agenda item within the daily and monthly routines and checks. These were monitored by all unit managers, senior staff and the board had a clear overview.

# Areas for improvement

Some Youth Assessment and Screening Instruments (YASIs) and risk assessments were not updated to reflect some young people's current situations. We had a discussion with an individual manager and were assured

that these would be updated to reflect the young person's current situation (see Recommendation 1).

We identified the need for the service to review the number of incidents and the recording of these incidents with in a named unit (see Recommendation 2).

#### Grade

5 - Very Good

Number of requirements - 0

#### Recommendations

Number of recommendations - 2

1. The service should continue to develop their care planning system to ensure that it is reflective of the changing needs of young people and that it is reflects the outcomes and strategies to manage young people's behaviour.

# National Care Standards, School Care Accommodation Services -Standard 3: Care and Protection

- 2. The service needs to improve the recording of restraint incidents to make it clear:
- what preceded the incident;
- what de-escalation methods were used; and
- what strategies have been put in place to prevent further incidents.

# National Care Standards, School Care Accommodation Services -Standard 3: Care and Protection

# Statement 4

"The accommodation we provide ensures that the privacy of service users is respected."

# Service strengths

There was very good evidence that the environment allowed young people to have a positive quality of life. We graded this statement as very good as there were major strengths. We concluded this after we spoke with staff and stakeholders, saw written evidence and made observations in several units in the open campus and in the community setting.

All of the units were designed to ensure that young people's privacy is fully respected with all young people having their own rooms. The majority of young people had their own bedroom which had en suite facilities. All young people could decorate their room to their specific tastes. Young people were actively encouraged to personalise their own space. One young person stated: "my room has been decorated several times and I love to put up posters".

Staff were all found to be extremely knowledgeable of the need to ensure confidentiality and always spend one-to-one time with young people when discussing issues pertaining to them. All young people stated that staff were very good at respecting their privacy and they gave examples of how staff would knock on their doors and waited for verbal confirmation that it was fine for them to enter their rooms.

Individual files and personal information was stored safely to ensure confidentiality. All staff completed data protection training and were highly aware of best practice with regards to confidentiality.

Feedback from young people indicated that staff were very good at respecting their private time and also very good at ensuring that their privacy was assured. Most units had additional space where young people could have privacy with their families. These were also used to undertake one-to-one work with young people.

# Areas for improvement

The privacy of young people had been improved in several units with the addition of fencing around their public areas and bedroom areas. We suggested several units that would also benefit from this enhancement as it would provide greater privacy.

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There was a need for the service to consider young people having their own bedroom door keys (subject, of course, to individual risk assessment). Young people who have increased responsibilities within the campus should have this trust.

#### Grade

5 - Very Good

Number of requirements - 0 Number of recommendations - 0

# Quality Theme 3: Quality of Staffing

Quality theme not assessed

# Quality Theme 4: Quality of Management and Leadership

Quality theme not assessed

# 4 What the service has done to meet any requirements we made at our last inspection

# Previous requirements

There are no outstanding requirements.

# 5 What the service has done to meet any recommendations we made at our last inspection

#### Previous recommendations

There are no outstanding recommendations.

# 6 Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

# 7 Enforcements

We have taken no enforcement action against this care service since the last inspection.

# 8 Additional Information

There is no additional information.

# 9 Inspection and grading history

Date	<b>Type</b> Unannounced	Gradings	
24 Aug 2015		Care and support Environment Staffing Management and Leadership	5 - Very Good 4 - Good 5 - Very Good 5 - Very Good
29 Jan 2015	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 5 - Very Good 5 - Very Good
14 Aug 2014	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 5 - Very Good 5 - Very Good
24 Jan 2014	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 5 - Very Good 5 - Very Good
21 Jun 2013	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 5 - Very Good 5 - Very Good
19 Mar 2013	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 6 - Excellent 6 - Excellent

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3 Sep 2012	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good Not Assessed Not Assessed
28 Feb 2012	Unannounced	Care and support Environment Staffing Management and Leadership	6 - Excellent 5 - Very Good Not Assessed Not Assessed
8 Feb 2011	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 5 - Very Good Not Assessed
9 Aug 2010	Announced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed Not Assessed 5 - Very Good
22 Feb 2010	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good Not Assessed 5 - Very Good Not Assessed
9 Oct 2009	Announced	Care and support Environment Staffing Management and Leadership	4 - Good 4 - Good 4 - Good 4 - Good
24 Feb 2009	Unannounced	Care and support Environment Staffing Management and Leadership	5 - Very Good 5 - Very Good 4 - Good 4 - Good
3 Sep 2008	Announced	Care and support Environment Staffing Management and Leadership	4 - Good 4 - Good 4 - Good 4 - Good

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànain eile ma nithear jarrtas

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本出版品有其他格式和其他語言備索。

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