Performance at Work Policy

Version 2

Date of Approval: June 2022

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Last Reviewed: Sept 2026

Date of next review: Sept 2029

You are advised that a printed version may not be the latest available version. The latest version, which supersedes all previous versions, is available on the Brighter Places Policy Index Sheet. Those to whom this policy applies, are responsible for familiarising themselves with the latest version and for always complying with the policy requirements.

This is a non-contractual policy and does not form part of your contract of employment and Brighter Places reserves the right to amend the policy at any time at its sole discretion.

Should colleagues require any reasonable adjustment to allow for engagement with this document please contact the policy lead

Contents

..... 1

Performance at Work Policy 1

Contents 1

1. Policy Statement / Purpose 3

2. Commitment 3

3. Linked Documents 4

4. Policy Detail 5

4.1. Introduction and scope 5

4.2 Overview 5

4.3 Competence and Conduct Requirements 5

5. Probation and Changing of Roles 6

6. Setting Objectives 8

7. Reviewing Performance 8

8. Managing Underperformance 12

9. Training Requirements 18

10. Raising an issue in relation to the application of this policy 18

11. Monitoring and Review 18

12. Reasonable Adjustments 18

13. Data Protection 19

14. Equality, Diversity and Inclusion 19

15. Summary Roles and Responsibilities 19

1. Policy Statement / Purpose

The purpose of this policy is to ensure that Brighter Places has a framework in place to drive the association's performance through the effective management of colleague performance in line with our corporate values whilst ensuring colleagues are supported, developed, and high performance is recognised and rewarded.

This policy applies to all Brighter Places colleagues who are employees. It may also be applied, where appropriate and proportionate, to workers engaged directly by Brighter Places, recognising that some statutory rights and procedural requirements may differ depending on employment status.

This policy does not apply to sickness absence or medical capability concerns, which should be managed through the Brighter Places Sickness Absence Policy. Where performance concerns may be linked to a health condition or disability, managers must consider whether the Sickness Absence Policy, reasonable adjustments, occupational health advice or other support should be used before progressing under this policy.

This policy supports compliance with the Regulator of Social Housing's Competence and Conduct Standard by embedding clear expectations around capability, professional behaviour and continuous development within the performance management framework.

2. Commitment

Brighter Places believes that all colleagues should have the opportunity to thrive and deliver the highest levels of performance possible. Brighter Places recognises that for colleagues to do this, colleagues must have the right tools and skills to do the job, must be managed in a way that promotes high performance and must operate in an environment conducive to high performance.

Brighter Places values Equality, Diversity and Inclusion as an underpinning principle. This policy sets out to ensure that this is applied in the management of performance and that discrimination in all its forms is eliminated. We strive towards demonstrating fairness and equal opportunities for colleagues, customers, and the wider community.

We will:

- Provide a clear and transparent framework for managing and measuring colleague performance.

- Train both colleagues and managers in the application of this policy.
- Manage performance continuously through a cycle of feedback and review, ensuring performance expectations are set equitably across the association.
- Provide access to development planning tools and development for colleagues where required.
- Ensure a clear and fair process is in place for management intervention when managing underperformance and issues of capability. With a focus on support and coaching to uplift performance.
- Manage performance in line with the Brighter Places values and behaviours ensuring both colleagues and managers live the values in applying this policy.
- Ensure confidentiality and data protection is taken seriously throughout the application of this policy and that all parties adhere to the Brighter Places data protection policies and procedures.
- Address any issues of discrimination or inequality raised in the application of this policy and will provide reasonable adjustments where required with regards to accessibility or application of this policy.
- Continue to monitor the application of this policy and ensure that it is kept relevant, up to date relevant and appropriate. This policy will be reviewed at least every 3 years.

3. Linked Documents

Brighter Places Reward Policy
Brighter Places Disciplinary Policy
Brighter Places Grievance Policy
Learning and Development Procedure
Brighter Places Training Matrix
Brighter Places Values
Cultural Framework
Competency and Conduct Policy
Code of Conduct
Performance at Work Procedure

4. Policy Detail

4.1. Introduction and scope

- Brighter Places is committed to providing high-quality homes for the communities which it serves. Therefore, the performance of every colleague is crucial to the success of the organisation.

- The following document provides a framework to drive the association's performance through effective management of colleague performance in line with the Brighter Places values whilst ensuring colleagues are supported, developed, and high performance is recognised and rewarded.

4.2 Overview

- All colleagues are encouraged to maximise their potential within their role and to continuously strive to deliver their best. This is underpinned through an approach to managing performance focused on continual process of feedback and review. However, there will be occasions where a colleague's ability and performance falls below the required standard for their role and are unable to meet their contractual obligations. The following procedure sets out the management intervention required to address issues ensuring colleagues are treated fairly and equitably.

- Brighter Places believes that performance is not just about what a colleague delivers but also how it is delivered, including demonstration of the required competencies, behaviours and standards of conduct expected under the Competence and Conduct Standard and our organisational values.

- This framework has been developed with support from colleagues across the association and will apply to all colleagues of Brighter Places. It does not form part of the contract of employment and may be amended at any time.

4.3 Competence and Conduct Requirements

- In line with the Regulator of Social Housing's Competence and Conduct Standard, Brighter Places recognises that effective performance is underpinned by colleagues demonstrating the appropriate **knowledge, skills, experience and behaviours** required for their role, and by maintaining those requirements over time through learning, supervision and review.

- Performance at Brighter Places is therefore assessed not only on *what* is delivered, but *how* it is delivered, ensuring alignment with our values, culture, professional standards, role expectations and regulatory requirements.
- Colleagues are expected to:
    - Maintain and demonstrate the competencies required for their role
    - Act in line with the organisation's Code of Conduct and expected behaviours
    - Engage in continuous professional development to keep their knowledge and skills up to date
    - Meet any qualification or training requirements relevant to their role within agreed timescales
    - Managers are responsible for ensuring that expectations are clearly defined, regularly reviewed and supported through appropriate development, training, supervision and access to role-specific guidance.
    - Where a role is identified as being within scope of the Competence and Conduct Standard, managers must ensure that any role-specific competence, qualification, training, conduct or professional development requirements are reflected in objectives, probation reviews, development plans, performance discussions and any improvement plans.

5. Probation and Changing of Roles

Setting Probation Period Objectives

- Upon commencement of employment with Brighter Places all colleagues are provided with a 5-month probation period. The purpose of this period is for colleagues to have an opportunity to develop into the role, develop their knowledge of the association, its culture and embed the values whilst allowing for an adjustment with regards to delivery.

- Completion of mandatory training, achievement of the required level of performance and evidence of role-specific competence within probation are conditions of successful completion of probation. Failure to meet these requirements may result in extension of probation or termination of employment on capability grounds, after relevant support, development needs and reasonable adjustments have been considered.

- As part of the colleague's induction programme, line managers are required to introduce colleagues to the Brighter Places Performance at Work policy and ensure that colleagues are given suitable time to familiarise themselves with the policy as well as the Brighter Places values.

- During the probation period and no later than the 4th week of employment, the line manager is required to meet with, discuss and set the colleague their probationary period objectives.

- Line managers are required to undertake a probation review meeting with colleagues no later than 1 week before the end of the 5-month probation period. The meeting is to be attended by the line manager and the colleague in some occasions HR or a more senior manager may also be present also. There is no right to be accompanied at this meeting.

- The probation review must be conducted in line with the performance at work procedure and will have one of the following outcomes:

    - Confirm that the colleague has met the performance expectations and have completed probation.

    - Extending the probation by a further 3 months to allow colleagues the opportunity to fully meet the expectations set.

    - Fail the probation and terminate the colleague's employment for failure to achieve the relevant expectations, following appropriate support, consideration of reasonable adjustments, review of relevant evidence and an opportunity for the colleague to respond before a final decision is made.

- The line manager is responsible for ensuring that they clearly articulate the rationale for the decision.

- Brighter Places recognises that when a colleague has a change of role or a promotion that there will be a period of time between starting the role and being able to fully perform to the expected level, however this period of time will differ dependant on the individual. The line manager will set objectives for the colleague however, as with new starters they should consider the development needs of the individual and adjust the objectives accordingly.

- Where a colleague fails to meet the performance, competence and/or behavioural expectations required, the line manager is responsible for using the performance improvement process to address this performance.

6. Setting Objectives

Setting Performance Objectives

- All colleagues are required to have a clear set of objectives throughout their employment lifecycle. Objectives should be regularly reviewed, success celebrated, and new objectives agreed as others are completed.

- As a values-driven organisation, Brighter Places believes that performance is not just the outcomes / outputs that a colleague achieves but also living the values through the behaviours displayed in delivery.

- Generally colleagues should have no more than 4 objectives at a time to ensure colleagues are focused and not overwhelmed. Certain roles may have slightly more however the line manager must ensure that this is deliverable, and the timescales allow for delivery.

- In setting the objectives, line managers should consider the objectives set for the whole team ensuring there is equity with regards to the objectives set and level of expectation across the team.

- Reasonable adjustments (See **reasonable adjustments** section below for further information) should be discussed and considered when developing a new objective and any adjustments should be documented in the support required section.

- Objectives must be agreed with the colleague and signed off by both the colleague and manager as live. In the unlikely event that disputes occur, these should be escalated to a more senior level of manager who will mediate the dispute. Where a colleague does not feel that the dispute has been resolved, they can utilise the Brighter Places Grievance procedure (see **resolving disputes** below for more information)

- To ensure alignment of objectives and parity of application across directorates, line managers will review objectives set across teams with the directorate management team and Executive Team member.

7. Reviewing Performance

Gathering Feedback

- Line managers are responsible for ensuring that they have suitable information to support the performance of colleagues both regarding delivery and behaviours displayed by colleagues in delivery.

- A key element of this would be stakeholder feedback. Managers should ensure that wherever possible in advance of performance discussions they obtain feedback from stakeholders and utilise this at performance discussions.

- Line managers should check that the stakeholder providing the feedback is comfortable with it being fed back to the colleague when gathering the feedback.

Performance Discussions

- Line managers are responsible for ensuring regular performance discussions are conducted with all their direct reports. Performance discussions have multiple functionalities as they:
    - provide an opportunity to discuss colleague welfare.
    - allow for a two-way discussion on progress of objectives and ensure any issues are addressed with regards to delivery or behaviours.
    - identify support required or to establish / test the effectiveness of reasonable adjustments.
    - provide colleagues with feedback on how to improve and identify development needs.
    - identify how colleagues are performing and take appropriate actions moving forward.
- It is expected that performance discussions will take place at least every 3 months as a minimum. The meetings should be conducted in private and treated as confidential.
- If issues with performance are identified, the line manager is responsible for invoking the underperformance process (See the **managing underperformance** section below for more information)
- Where colleagues have achieved or exceeded expectations, managers should ensure this is recognised and celebrated.

Evaluating Performance Levels

- At the end of a performance discussion managers will need to provide the colleague with an evaluation of their performance which will equate to one of 3 options:
    - Exceeding expectations
    - Meeting expectations
    - Not meeting expectations

Performance Level	Delivery Criteria	Behaviours / Values Criteria
Exceeding expectations	The colleague has exceeded on the delivery expectations set. They may not have completed the objective but are further into the delivery than would be expected at this point in time or in some cases have almost delivered on the objective however there were mitigating factors that they addressed but could not for no fault of their own overcome. They have proactively engaged with stakeholders and line management and have proactively identified issues and delivered solutions. Colleagues may also exceed delivery expectations where mitigating factors have caused a delay in deliverables, but they have gone to exceptional lengths, engaging stakeholders, identifying support and exhausting every option to address the issue.	The colleague's behaviours show that they have truly embraced the values and behaviours. They have adapted their approach fully to ensure that deliver matches the expectations set and have encouraged and worked with stakeholders / others to embrace the behaviours and values.
Meeting expectations	The colleague delivered on the delivery expectations set. They may not have completed the objective but are in line with where they should be at this point in time or in some cases have almost delivered on the expectations however mitigating factors outside of their control have impacted the delivery. They have proactively attempted to obtain support during the period and have where	The colleague has displayed behaviours that meet the expectations set. The colleague shows evidence of living the values and there is evidence of them attempting to adjust their approach to ensure they can deliver on expectations.

	possible identified actions to correct any issues or notified and discussed with the line manager / stakeholders.	
Not meeting expectations	The colleague has failed to deliver on the delivery expectations set. They have offered little or no mitigation for failing to achieve the relevant standard and have not proactively attempted to obtain support during the period.	The colleague's displayed behaviours do not meet the expectations that have been set. The colleague shows little or no evidence of living the values and there is no evidence of them attempting to alter their approach. The colleague has offered little or no mitigation for not meeting the expectations.

Recognition and Praise

- Recognising high performance is essential in managing performance and ensuring that all our colleagues continue to deliver the performance expectations of the association.
- All colleagues and line managers are encouraged to use praise as a form of recognition for the work that their peers and team members undertake.
- Both line managers and colleagues are encouraged to consider others for more formal recognition such as nominations for the colleague recognition scheme.

Measuring Performance

- Brighter Places utilises different Key Performance Indicators to measure performance levels dependant on the role. Line managers are responsible for ensuring that colleagues are aware of the KPIs in place that relate to their role.
- The association reserves the right to amend the way in which performance is measured solely at its discretion. Line managers will be responsible for communicating changes to performance measures with colleagues.
- Where colleagues believe that data used in the measuring of performance is incorrect, they should direct queries to their line manager in the first instance.

Performance Related Pay Increments

- Brighter Places Reward policy sets the opportunity for colleagues to receive performance related pay increments. The Performance at Work procedure

details the process for assessing, applying and awarding performance increments.

- No performance related pay increment is guaranteed, and the company reserves the right to amend the reward policy and performance related pay at its sole discretion.
- No performance related pay increment can be approved without approval from either the People Director and/or CEO.

Development Planning

- It is essential that managers understand their colleague's aspirations and needs as well as gaps in knowledge and skills so that they can ensure that suitable development is provided to support in the delivery of performance.
- At least annually a competence assessment is required inline with the requirements of the competence and conduct policy. Development activities must be logged and suitable actions taken to develop the colleagues competencies.
- Before committing to development that has a financial cost, the line manager must discuss this with HR before committing to providing the development.
- Once identified, managers are responsible for ensuring that the relevant development is provided, and colleagues are required to attend and embed the development to the best of their abilities.

8. Managing Underperformance

Performance concerns may arise where a colleague is unable to deliver the required level of performance in role, consistently demonstrate the required competence for their role, or maintain required knowledge, skills or behaviours. Where the concern relates primarily to deliberate misconduct, negligence, breach of conduct or professional behaviour, the Disciplinary Policy should normally be considered instead.

Where this occurs, a structured and supportive approach will be taken to:

- Identify gaps in performance, competence or behaviour
- Provide appropriate development, training or support
- Monitor progress against agreed improvement plans
- Consider whether any reasonable adjustments, workload issues, systems barriers, training gaps or unclear expectations may have contributed to the concern before moving to formal action.
- Ensure any action taken is proportionate, evidence-based and aligned with the competence definition used in this policy:

Early Intervention

- Early intervention to managing underperformance is key. Line managers are required to constantly review performance and should be prepared to act at the earliest opportunity.
- Where a colleague's performance dips below an acceptable standard, the line manager may choose to take informal initial steps to improve the colleague's performance.
- Where a colleague does not achieve the required performance levels through early intervention, a Performance Improvement Plan – PIP will be required.

Performance Improvement Plan (PIP) and Capability Procedure

- PIPs will run usually for a period of 3 – 6 months, depending on the levels of improvement required. This should be confirmed with the colleague when setting. The line manager is responsible for ensuring that where identified the relevant support is in place for colleagues.
- In certain circumstances Brighter Places may move more quickly through the stages of the performance improvement or formal capability process, or may move directly to a later stage, where this is reasonable and proportionate. This may include, but is not limited to, serious or repeated underperformance, where there is a significant risk to residents, colleagues, service delivery, compliance, health and safety, regulatory requirements or the organisation, or where previous support, feedback or improvement action has not resulted in the required improvement. Any decision to accelerate the process must be evidence-based, discussed with HR in advance, consider any mitigation, support needs or reasonable adjustments, and ensure the colleague is given a fair opportunity to respond before an outcome is reached. The right to be accompanied and the right of appeal will still apply where formal action is taken.
- Before commencing formal capability action, the manager should establish the facts as far as reasonably possible, including reviewing relevant performance evidence, previous feedback, support provided, any workplace barriers, training needs, reasonable adjustments and any explanation or mitigation provided by the colleague.

Formal Capability Process

- The formal capability process is set out in the Performance at Work Procedure and must be applied in line with the ACAS Code of Practice on disciplinary

and grievance procedures, including fair investigation, clear written notification of concerns, disclosure of evidence, the right to be accompanied, a fair hearing, written outcomes and the right of appeal.

- The line manager is responsible for inviting the colleague to attend a formal capability meeting.
- Any evidence proposed to be discussed at the meeting must be collected and shared with the colleague in advance of the meeting, together with clear written details of the performance, competence or behavioural concerns, the possible outcomes of the meeting and sufficient time to review the evidence and prepare a response.

- The manager will try to accommodate the availability of the chosen companion wherever possible. Where the colleague's chosen companion cannot attend at the proposed time, the colleague may suggest an alternative reasonable time, normally within five working days of the original meeting date, and the meeting should be rearranged where this is reasonable. It is the colleague's responsibility to arrange their companion's attendance.

- The colleague will have the opportunity to discuss the areas of performance which require improvement in more detail. Colleagues will have the opportunity to put forward any mitigation for failing to meet the performance expectations.
- The manager will consider whether there has been sufficient improvement and, where formal action is justified, may issue one of the following outcomes. The outcome must be proportionate to the evidence, confirm the improvement required, set out the support available, state the review period and explain the consequences of failing to improve.
    - First written warning and Improvement Notice – 6 months
    - Final written warning and Improvement Notice – 12 months
- A review period will be agreed, and the performance improvement plan will be amended to reflect any necessary changes in expectations or support following the meeting.
- The outcome of the capability meeting will be confirmed in writing.
- If the colleague's performance fails to improve after appropriate support, review periods and a final written warning, and no suitable alternative action is appropriate, the colleague's contract may be terminated on capability grounds. A manager who has not been involved in the process to date will be

assigned to chair the meeting. HR will support any capability meeting where the potential outcome may be dismissal.

- The hearing will review the steps taken to date with regards to managing and improving performance and whether relevant support has been offered and any mitigation offered by the colleague as to why they have failed to improve their performance.
- Notes will be taken throughout, and all parties will be asked to read and sign a copy of the notes following the hearing.
- On conclusion of the meeting, the hearing manager will take into consideration whether there has been sufficient improvement and one of the following sanctions may be issued:
    - Dismissal with notice to be served
    - Dismissal with pay in lieu of notice (if PILON is contractually an option)
    - Demotion (if a role is available)
    - Re-issue of the final written warning
    - No further action – continue with the Performance Improvement Plan
- This decision in relation to the sanction will be communicated following the conclusion of the capability meeting.
- Colleagues have the right to appeal the decision.

Failure to Attend a Capability Meeting

- If, for any reason, the colleague fails to attend a capability meeting, the meeting will be rescheduled. If the colleague fails to attend the re-arranged meeting, a further and final date will be provided for the meeting to take place within 2 working days where possible. Should the colleague fail to attend this final date, the meeting will be held in their absence, and a decision will be made on the evidence available at the time.
- If the colleague is absent from work due to sickness, they may still be asked to attend a capability meeting where it is reasonable to do so. Before proceeding, the manager should consider the nature of the absence, any medical advice, reasonable adjustments, alternative ways of participating and whether attendance would have a serious adverse effect on the colleague's mental or physical health.

- If the colleague is unable to agree another date for the meeting within 5 working days, the line manager may request the colleague to attend Occupational Health for an assessment of their fitness to attend the capability meeting and an appropriate time scale.

- The manager will try to accommodate the availability of chosen companions whenever possible. However, it is the colleague's responsibility to arrange their representation for the time they are requested to attend a meeting. This shall not result in unnecessary delays, and if the chosen representative is not available, then an alternative should be sought by the colleague.

Appeals

Raising an appeal

- The colleague has a right to appeal at all stages within the formal capability process. Appeals will be considered fairly and impartially, and may result in the original decision being upheld, overturned or replaced with an alternative outcome where justified by the evidence.

- The colleague must appeal in writing, within 5 days of receipt of the outcome letter. Appeals sent after deadline will not be considered unless there are exceptional circumstances where it will be escalated to a senior member of the HR team for consideration.
- The colleague's appeal letter should fully state the reasons for appealing the original decision.
- The colleague should provide the appeal to a member of the HR team (hr@brighterplaces.co.uk), details of which will be contained in the outcome letter.
- The HR team will appoint an alternate manager who has not been involved in the proceedings to date, to chair the appeal.
- The meeting will take place without unreasonable delay and colleagues will be required to provide the appeal chair with any reasonable adjustments required in advance.
- The appeal chair will consider any documentation that the colleague has submitted as part of the appeal together with all written evidence and notes from the original meetings. The appeal chair will make a decision regarding the appeal, and either:
    - Uphold the original decision
    - Recommend alternative action
    - Overturn the original decision

- The appeal Chair will provide their decision in writing within 5 working days of the appeal meeting or where this is not possible, the outcome will be provided without unreasonable delay. The decision at this stage will be final. There will be no further right of appeal.

Right to be accompanied

- Where the right to be accompanied is provided within this document colleagues may be accompanied by a work colleague or recognised trade union representative.
- It is the responsibility of the colleague to arrange for attendance of their companion.
- If the colleague is accompanied at the hearing, the work colleague / trade union representative will be allowed to address the meeting in order to:
    - put forward and sum up the colleague's case,
    - respond on the colleague's behalf to any view expressed,
    - ask questions on the colleague's behalf and raise points about any information provided as evidence.
- However, the work colleague / trade union representative will not be able to answer questions on behalf of the colleague.

Notetaking

- Any notes taken during meetings within this process will be available to the employee on request. Notes will be taken at all formal capability meetings and the colleague provided with a copy.
- Any notes taken by the association during meetings under this policy will be a record of the conversation but will not be verbatim. Meetings are not permitted to be digitally recorded and any employee who does so could be subject to disciplinary proceedings.
- Notes must be signed by all parties present at meetings. Should any party refuse to sign the notes, a record of this, and any reasons for refusal, should be made on the notes.
- Where employees contest the contents of notes, two copies will be made, and it will be documented that these changes were made post completion of the notes. The employee will be provided with a copy of both the original set of notes along with a copy of any notes containing proposed changes.
- Should colleagues by way of reasonable adjustment require notes in a different format, Brighter Places will endeavour to meet the needs of the adjustment.

9. Training Requirements

- Both colleagues and managers will be trained in the application of this policy and procedure to ensure fair and equitable application in practice. Training will include how the policy supports the Competence and Conduct Standard, how to identify role-specific competence requirements, how to evidence competence and conduct concerns, and how to apply reasonable adjustments and support before progressing formal action.

10. Raising an issue in relation to the application of this policy

- Brighter Places encourages open and honest discussion with regards to all policies. Should colleagues have issues with the application of this policy then they should address these informally with their line manager in the first instance.

- Where issues cannot be resolved informally colleagues can utilise the Brighter Places Grievance procedure to formally address issues.

11. Monitoring and Review

- The ongoing application of this policy is monitored via the Human Resources team to ensure that it remains relevant, up to date and accessible to the relevant audience.
- Monitoring will include periodic review of themes from probation outcomes, performance improvement plans, formal capability cases, appeals and equality data to identify learning, consistency issues, training needs and any adverse impact in the application of the policy.
- The policy will be reviewed at least every 3 years.

12. Reasonable Adjustments

- Where required, reasonable adjustments will be considered to support colleagues to engage with this policy and any associated process. Colleagues should speak to their line manager, HR or the policy owner if they need assistance or adjustments.

13. Data Protection

- Any personal data created or used in the application of this policy must be done so in line with the Brighter Places data protection policy and privacy notices.

14. Equality, Diversity and Inclusion

- Brighter Places is committed to ensuring this policy is implemented in accordance with its Equality, Diversity and Inclusion approach. An Equality Impact Assessments (EQIA) has also been carried out to inform the development of this policy.

- Where required, reasonable adjustments will be considered to support colleagues to engage with this policy. Please speak to the policy owner for assistance.

15. Summary Roles and Responsibilities

Activities	Board	CEO	PGC	ARC	Exec	Managers	All staff	HR	Gov
Owner of the policy								√	
Monitoring & review of the policy								√	
Approval of changes to the policy					√				
Responsible for policy implementation						√		√	
Addressing issues in the implementation of the policy								√	
Version control of live policy								√	√
Training of colleagues								√	

TRANSLATIONS

If English is not your first language and you need a translation, we can get one for you.

ALBANIAN

Nëse anglishtja nuk është gjuha juaj amtare dhe keni nevojë për një përkthim, ne mund t'ua sigurojmë atë.

BENGALI

ইংরেজী আপনার মাতৃভাষা না হলে এবং আপনার কোন অনুবাদের প্রয়োজন হলে আমরা তা প্রদান করতে সক্ষম।

CHINESE

如果英文不是您的第一語言，而您需要翻譯的話，我們可以爲您安排。

GUJARATI

જો તમારી પહેલી ભાષા અંગ્રેજી ન હોય અને તમને ભાષાંતરની જરૂર હોય તો અમે તમને તે આપી શકીએ છીએ.

HINDI

यदि अँग्रेज़ी आप की पहली भाषा नहीं है और आप को अनुवाद की आवश्यकता है तो यह हम आपको प्रदान कर सकते हैं

KURDISH

Heke îngilîzî zimanê we yê yekem nîne û pêwîstîya we bi wergêr heye, em dikarin yekî ji we re bibînin

POLISH

Jeżeli język angielski nie jest Twoim językiem ojczystym i wymagasz tłumaczenia, możemy to zapewnić.

PORTUGUESE

Se o Inglês não é a sua língua materna e precisa de uma tradução, nós podemos obtê-la.

PUNJABI

ਜੇਕਰ ਇੰਗਲਿਸ਼ ਤੁਹਾਡੀ ਪਹਿਲੀ ਭਾਸ਼ਾ ਨਹੀਂ ਅਤੇ ਤੁਹਾਨੂੰ ਦੁਭਾਸ਼ੀਏ ਦੀ ਜ਼ਰੂਰਤ ਹੈ ਤਾਂ ਤੁਹਾਡੇ ਲਈ ਅਸੀਂ ਇਸਦਾ ਪ੍ਰਬੰਧ ਕਰ ਸਕਦੇ ਹਾਂ।

SOMALI

Haddii Ingiriisku aanu ahayn afkaaga kowaad oo aad u baahan tahay turjumaad, annagaa kuu samayn karra.

URDU

اگر انگریزی آپ کی پہلی زبان نہیں ہے اور آپ کو ترجمہ کی ضرورت ہے تو ہم آپ کے لئے فراہم کر سکتے ہیں۔

VIETNAMESE

Nếu quí vị không thao Anh văn và cần bản dịch, chúng tôi sẽ giúp quí vị một bản.