



**REQUEST            19317**

Please provide

1. A list of training courses for Wigan Council employees/ collaborators employed, e.g., through employment agencies or running a business (e.g., local estate caretakers), conducted by professional external entities over the last two years (with an indication of the scope of training).
2. Policies and procedures related to the supervision performed by Wigan Council employees, including management staff, of employees/collaborators working in the field (e.g., on estates), including the method of payment for work performed/the rules for rotation of these employees.

**RESPONSE**

1. External Provider: Housing Quality Network – Complaints training for all housing managers.

Scope: To ensure staff understand how to handle complaints effectively, fairly, and in line with the Housing Ombudsman’s Complaint Handling Code and regulatory expectations. This includes preventing escalation, improving service quality, and learning from complaints to strengthen landlord–resident relationships.

No other external training has been completed within Tenancy Management within the last two years.

2. Please see attached documents.

The supervision of field-based employees such as Neighbourhood Tenant Officer, Tenancy Support Officer and Estate Caretakers within Tenancy Management are supported by several corporate policies and requirements, these policies apply to all staff:

- Lone Working Policy – sets out mandatory procedures for staff who work alone, including the requirement to report in at the start and end of each day.
- Employee Code of Conduct – outlines expected standards of behaviour and professional practice.
- Health and Safety Procedures – general health and safety responsibilities applicable to all roles, including risk management and safe working practices.
- Driver Awareness Training – mandatory for relevant roles involving council vehicle use.

These policies collectively outline expected behaviours, supervision requirements, safety concerns. Supervision for field-based staff is carried out through a combination of on-site management and scheduled performance discussions. Alongside these are the relevant risk assessments for individual tasks.

- On-the-ground supervision: Two supervisors work alongside field-based employees and undertake regular checks of work being completed.
- Start-and-end-of-shift reporting: In line with the Lone Working Policy, staff must check in at the beginning of their day and check out at the end.
- My Times discussions: Staff participate in formal My Times sessions, during which concerns, performance matters and support needs are discussed.

These arrangements ensure ongoing oversight, safety, and performance monitoring for all relevant employees.

Employees are allocated set patches and follow a defined work schedule across the working week.

Scheduling and monitoring are managed through an electronic calendar system. Staff are ordinarily not rotated from their allocated patches unless required to provide operational cover, such as for annual leave or sickness absence.

Field-based members of staff are paid a monthly annual salary, in line with council employment terms and conditions.

This applies to directly employed staff; payment arrangements for contractors or agency staff are determined by the relevant provider or agreement.



# My Time

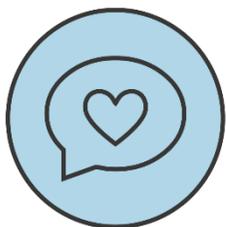
Name:

Manager/Supervisor:

Date:

## What to cover and when....

We recommend you discuss all themes throughout the year, but you can choose what you would like to cover on a more regular basis (at least once a quarter). You are also expected to complete a My Time Reflection meeting at least once a year. You can read more detailed guidance on The Hub.



My Wellbeing



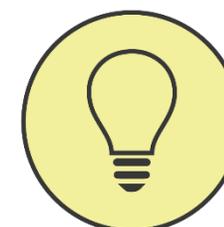
My Work-Life  
Balance



My Team and  
Relationships



My Work &  
Achievements



My Future

## Team Wigan Behaviours

The [Team Wigan Behaviours](#) show how we work together. How we talk to each other. How we get things done. In a nutshell, they explain and exemplify how we behave as we give our best to deliver our priorities. All employees are expected to display our Positive, Accountable, Courageous and Kind behaviours, so reflecting on how you do this is an important part of My Time and should be considered throughout your discussion.

Be Positive

Be Accountable

Be Courageous

Be Kind

## Meeting Notes

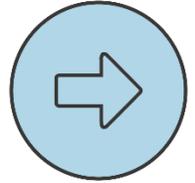
Please refer to the My Time Conversation Tool for more guidance, support and information but here are some quick talking point tips:

- Outline what you want to talk about with your manager – What do I need to focus on?
- Be open and honest – How am I feeling?
- Celebrate your achievements - What am I doing really well? What are my highlights since my last My Time? What am I proud of?
- Ask for help where needed - Are there any areas in my work or personal life that I am struggling with? Do I need additional support from my colleagues or manager?
- Think about your future - Have I identified any learning opportunities that may help me to develop and grow in my current role or future aspirations?
- How have I displayed the BeWigan behaviours in my day-to-day work activities?

## My Goals and Outcomes

It's important that you to build in some time to review your goals, actions and priorities on a regular basis as well as get feedback from your manager - all of which are important for improving performance, productivity and engagement at work, and ensuring that you and your manager set clear expectations so you're able to deliver the best service.

Remember to focus on **wellbeing goals as well as work-related actions**, thinking about all of our [BeWigan Behaviours](#) and how you display them and how these goals will help you to achieve your outcomes.



My Goals and  
Outcomes

### Record your goals

Talking point tips:

- Review and reflect on previous My Time goals
- Agree goals moving forward
- Do I understand where we're heading as an organisation and how I contribute to achieving outcomes?
- Am I clear of what is expected of me?
- Do I need any further support to help me perform well at work?



# My Time

We know that our people are our most important asset and you and your talents, skills, experience, and knowledge are at the heart of all we do and all that we achieve. Therefore, we want to focus on you – hear your story, understand your needs and aspirations, and provide you with dedicated time and resources to focus on this.

Staying connected with your manager is so important and having regular, continuous My Time conversations will; improve clarity around what is expected of you, inspire you to reach your goals and aspirations, and support your wellbeing throughout your journey with #TeamWigan, putting our BeWigan Behaviours and Deal Principles at the heart of everything we do.

## What you need to know

### What is a My Time conversation and why are they important?

My Time is an all-year round performance and development tool which supports you and your manager to have regular discussions to create an inspiring, positive and productive work environment. It gives you responsibility to take control of your own engagement and supports your personal growth and development, building on your strengths and supporting you to achieve your goals.

My Time meetings take a holistic approach, focusing on everything you need to prioritise at work including your wellbeing, your work-life balance, your team and relationships, your work and achievements, your future and will enable you and your manager to agree on your actions, goals, priorities, and any support you may need going forward.

### How often should I have a My Time meeting?

- My Time takes a flexible approach and is your platform to discuss what you need to with your manager to get the best out of your role and ask for support and guidance.
- The frequency of My Time meetings depends on your job role and level of communication between you and your manager. In general, My Time meetings should be held quarterly at the very minimum or on a more frequent basis if required.
- The frequency of My Time meetings should be agreed between you and your manager. As an employee, it's your responsibility to schedule your My Time meetings, however managers should ensure they're happening on a regular basis.
- You should have a My Time Reflection discussion with your manager at least once a year.

### How do I get the best out of My Time discussions?

- Having a good conversation provides the opportunity to share, understand and move forward together. My Time meetings are about you but are very much a two-way conversation. Take this opportunity to have an open and honest conversation with your manager about what you need and to ask for feedback.
- Your manager is there to provide the support you need to work effectively and productively, help you to reach your goals and aspirations, and care for your wellbeing, however, your development is ultimately your responsibility so it's important that you have these regular conversations to get the best out of your work and working environment. My Time conversations will enable you to stay motivated and happy in your current or future role.
- Think about the [BeWigan Behaviours](#) just as much as your performance outputs – it's not just what we achieve but how we do it.

## My Time Conversation Tool

We have developed this conversation tool to guide you through your discussion. You can use it in a way which works for you to help you prepare for your My Time meetings. We have broken the guidance down into six sections that provide you with lots of helpful hints and tips of what you may want to discuss and questions to think about.

# My Wellbeing

How is my health and wellbeing?

Your wellbeing is a top priority, and your My Time meeting should take a holistic approach, ensuring you have dedicated time with your manager to discuss you, your role and your future. This first section is a chance for you to tell your manager how you are and where you want to focus your discussion.



**Things I might want to discuss:**

## How am I doing?

Be open and honest with your manager. If something is going really well for you at work or at home, share it. Get to know one another on a personal level to strengthen your working relationship. Equally, if there's anything at all you are struggling with, tell your manager rather than letting issues build up. You might feel better just talking about it and your manager could offer the support you need.

## What would I like to focus on in my conversation?

My Time is your space to talk, get support, focus on your development, celebrate any achievements, share any issues or worries. Is there something in particular you want to discuss with your manager?

## Do I need any other support in addition to this My Time meeting that my manager can help with or signpost me to?

It's important that you are kind to yourself and look after your wellbeing. Whilst My Time meetings provide an ideal space to discuss challenges or concerns, if you are struggling with anything at work or home and need a bit of extra care and support, you don't have to wait for a My Time meeting. We have other tools, support and guidance in addition to support you to stay happy and healthy at work. Visit the [BeWell section of The Hub](#) for more information.

If you're feeling stressed, don't hesitate to ask your manager for support. We have Individual and Team [Stress Assessment Tools](#) to support you through difficult times in your professional or personal life.

Menopause can have a devastating impact on women experiencing it, their families and their colleagues in the workplace. If you, a family member, friend or colleague is struggling, there's [help and guidance](#) available but it's really important that you speak to your line manager if it's affecting you.

Our [Employee Assistance Programme \(EAP\)](#) offers free, confidential telephone support 24 hours a day, 7 days a week, 365 days a year. To access the service, call the 24-hour helpline on 0800 028 0199.



**Consider:** Working life, personal life, health, wellbeing, support



## Manager Top Tip

Get to know your team and genuinely care about them – their interests, working style, strengths, dislikes, hobbies. This could help with identifying ways to offer support and understanding what motivates someone. Have an open mind, every individual has unique strengths. Be open about yourself too - strong working relationships help to form a productive and positive work environment. An important part of having regular conversations is that it's just as much about supporting wellbeing as it is about developing performance.



## Manager Top Tip

If you notice a member of your team is struggling, you don't have to wait for their My Time meeting or wait for them to raise it with you. It's important that as a manager or supervisor, you understand what help is available to your team so you can direct them to the relevant information and support they need. We have lots of Wellbeing resources to support employees with their mental health, physical health and financial worries on [The Hub](#) which you should familiarise yourself with.

# My Work-Life Balance

How am I managing my time?

This is an opportunity to talk about your work-life balance and whether you are managing your time efficiently or where you may need support from your manager. You can also discuss your time out, such as annual leave because it's important that you take the time to rest and recharge your batteries.



We want to support you to be as productive as you can with your time, enabling you to make the best choices about the most effective ways for you to work.

**Things I might want to discuss:**

## Additional responsibilities outside of work – do I need more support at work?

We understand that you have your own life outside of work that may sometimes affect you at work, but we want to support you to manage everything as best we can. It may be that you have childcare issues, caring responsibilities for a friend or relative or other commitments. Speak to your manager about what support you might need to help you.

## Working pattern – am I managing my time effectively?

Time management is important for any job and it's great if you're able to accomplish what you need to achieve within your working day and still have some time to focus on yourself – catching up on the latest council updates, accessing learning and development opportunities or spending some time focusing on your wellbeing. If you aren't able to complete your tasks within your normal working hours, it can put a lot of pressure on you as an individual and could affect your work. This is a chance to explore any issues you might have with managing your time. Is it something you can resolve by making a few changes to your working day or are you given unrealistic expectations that you are struggling to meet? Whatever it is, you should speak to your manager to work through a solution together.

## Am I making the best use of my time?

Being efficient is key for making the most out of your time to ensure what you do has the biggest impact. Continuously review your work processes, equipment and resources to manage your work effectively. It's not always about sticking to what you know, be innovative and creative and tell your manager about any new ideas you have to better how you do things.

We're all embracing our blended ways of working from Our Place (council buildings), My Place (home) and Your Place (community). This may mean different things for different teams, depending on the best place for you to do the work you do. If you are now working in a more blended way due to the nature of your role, have you taken practical steps to get the best outcomes from this approach? Here's some top tips:

- Make sure your diary is always up to date and clearly displays where you are during your working day, whether you are available and if you are unavailable, state the reason why.
- Be contactable throughout the working day and always ensure your contact details are up to date. You can easily update your directory details and email signature yourself.
- If you are working from home, you still need to be available to meet with colleagues and customers face to face if needed during your working hours, ensure you have arrangements in place for any caring responsibilities.



**Consider:** Work/life balance, annual leave, flexi allowance, workload, resources, equipment.



### Manager Top Tip

Is there a possibility for your team to work flexibly if needed but still being able to deliver agreed outcomes and manage expectations? Get to know your team more to understand any pressures in and out of work e.g. any additional responsibilities they might need assistance with, whilst maintaining a good working relationship, keeping in touch regularly and offering guidance and support where needed. Make sure your team take time out, using all of their annual leave to support work-life balance.



### Manager Top Tip

Continuously review the processes within your team, making sure you have the right equipment and resources to manage the work effectively. Enable your team to be innovative and creative and share ideas about how they can get the best out of their role. Be open to change, there might be more efficient ways of doing things that you haven't thought of.

# My Team and Relationships

How are my team relationships?

Having a good team and building working relationships is essential for creating a positive working environment. It signifies that we are working towards a shared purpose and common goals which can help motivation. Having a supportive team around you is good for your wellbeing too; especially during times of change and uncertainty.



A team could be anyone from your immediate team, a project team, customers you work with, partners and so on. We will all form many different teams throughout our working lives so it's good to really understand the different working styles within your teams, evaluate how you all work together and resolve any issues.

**Things I might want to discuss:**

## Do I feel connected to my team/colleagues/customers/partners?

Developing networks and building relationships at work is good for productivity, motivation, and wellbeing. Working together with colleagues, partners and our communities to be courageous and innovative and make the biggest impact is what we aim for at #TeamWigan. You can use your My Time to address any issues you may be having around feeling connected to your team and come up with ideas around how it can be improved.

## What do I bring to the team?

It's also important to think about where you fit in and the impact you have, understanding how you contribute to the bigger picture. You should think about your role, your skills and strengths, behaviours, the purpose of your job, and what you do on a daily basis. Think about how you help your team/service achieve its' aims, and ultimately your personal impact on the Wigan Borough, our residents, and our customers.

## What do my colleagues bring to the team?

Whilst it's important to understand what you bring to the team, it's also important that you understand your colleagues, and what they contribute. Respecting the contribution of everyone you're working with, being fair and inclusive and embracing everyone's diverse skills and interests is essential for building positive working relationships. Getting to know your colleagues and understanding them on a more personal level will help you to gel as a team, as well as understand where your colleague's strengths lie and where there may be gaps where you can support each other to be productive. This could be sharing your knowledge, experiences and lessons learned.

## Do my team work well together and learn from each other?

It's not just about what we achieve, but how we do it. All employees are expected to display our BeWigan Behaviours so reflecting how you do this is important. As well as self-reflecting, recognising when your peers have done a good job and sharing this with them and others in the team is something that we should all strive to do. Equally, if someone else within a team you're working with is not displaying the BeWigan Behaviours, it's something that you should address to try to resolve any issues and learn from one another.



**Consider:** BeWigan Behaviours, working styles, team relationships, strengths, partnerships, feedback



### Manager Top Tip

Make time for both informal and formal team bonding. Whether it's coming together to discuss work, volunteering in the community or organising social activities outside of work, don't underestimate how important this is for creating a positive and thriving team dynamic.



### Manager Top Tip

Are there any conflicts, performance or difficult issues with your team or a team member? Not talking about them can cause issues to grow and there can be a negative impact on other staff and the wider service. As these conversations often require you to deal with emotions and information in a sensitive way, we've developed a Courageous Conversations toolkit to help managers develop the skills and confidence to have those more difficult workplace conversations. You can also carry out a Team Stress Assessment if you're concerned about team wellbeing or are going through changes as a team.

# My Work and Achievements

How is my work going?

Discussing your work with your manager on a regular basis, getting feedback and support will have a positive effect on you at work helping you to stay engaged, motivated and productive.

In this section, you should discuss your work and share what's going well and things you are proud of. It is also an opportunity to share any difficulties that are being experienced and identify where support is needed.



**Things I might want to discuss:**

## What's going well?

We can all get caught up in our work sometimes and forget to stop and think about what is going well and why. It could be a project you're working on, processes you have put in place, ideas being put into practice or things just generally running smoothly. It's good to reflect on this and speak about why you think things are going well so that you can use this as best practice in the future.

## Do I have any new ideas or suggestions?

We know that our best ideas come from you, our employees and we want you to be accountable for making things happen. You are the eyes and ears of the organisation, doing the hard work, day in, day out to keep our services running. We pride ourselves on having an innovative workforce who leads the way, so if you have any new ideas or suggestions, you should use your My Time to discuss them with your manager.

## My achievements

Sometimes, our strengths come so naturally to us that we don't realise their value or give ourselves enough credit. It's important to recognise what you have achieved – no matter how big or small. Think about the following questions: Is there anything I'm proud of? Has my work made a difference?

## Do I need any extra support?

As well as celebrating achievements and what's going well, this is also your opportunity to discuss what other support that you would benefit from. Think about whether you are coping with your work or what isn't going well so that you and your manager can explore what you need to help you move forward.

## Is there anything I need to do differently?

Evaluating your own work and performance helps you to learn and improve. If something isn't working quite right, you should explore this and come up with solutions about what you need to change.



**Consider:** Performance, progress, delivery of outcomes, ideas, solutions



## Manager Top Tip

Celebrate achievements and recognise good work. Even if it's a small achievement, it should still be recognised so that your team feel valued for the work they do and motivated to keep it up. Share any individual successes with the rest of the team too.



## Manager Top Tip

Use My Time meetings to provide regular and constructive feedback to your team. Regular feedback can prevent any conflicts happening as both yourself and your team members will be clear on what's expected and will help to build confidence and develop skills. Constructive feedback will also help to resolve small issues before they escalate into something bigger.

# My Future

Where do I want to be?

You play a hugely important role in where we are going next as an organisation and our future successes. You have an opportunity in your My Time to share your future aspirations with your manager. Your aspirations are very important to us and whilst you should take responsibility for your own development, there may be things that your manager can help you with and support you to achieve. In preparation for your meeting, you may want to think about your future aspirations and development opportunities.



**Things I might want to discuss:**

## What are my future aspirations?

Thinking about where you're heading within your career and what your next steps are is important to help you to forward plan and identify what you need to achieve your aspirations. No matter what stage in your career you're at, you need to think about what your next steps are. It may be learning new skills, taking on more responsibilities, getting a promotion, making a sideways step into a different part of the organisation, or thinking about your retirement and succession planning.

## Have I accessed or do I want to access any development opportunities?

Taking responsibility for your own development is something that we really encourage. If you've learnt anything new or have seen a development or training opportunity you'd like to look into further, you should discuss it with your manager. We learn new things every day and there's always ways you can build on your learning experiences, such as job shadowing, getting involved in different projects, learning through day to day experiences, as well as putting time aside for yourself to learn something new through podcasts, blogs and more formal training. Whether you want to enhance your skills required for your current role or as part of your future, undertake a new qualification, such as an apprenticeship or to gain experience in another area, it's never too late - visit the [My Development Toolkit](#) to look at what learning opportunities are available.

## Am I up to date with any mandatory training that I need for my role?

Your role will determine what core learning you need to undertake on a regular basis to keep yourself and others safe at work. Speak to your manager if you are unsure what mandatory training applies to you.

## Do I have any concerns or need support to develop my skills?

We want to nourish our talent and help you to progress in your career and future at Wigan. If you are concerned about your development, skills or your future, you should speak to your manager during your My Time meeting.



**Consider:** Career steps, work experience, development, skills, your future at Wigan



## Manager Top Tip

Get to know your team members to understand where they want to be and what their next career steps are so that you can offer support. Some members of your team might be happy where they are and want to focus their development on skills to support their current role, whereas other members of the team might want to develop new skills in preparation for future promotion. Managers and leaders play a crucial role in promoting a culture of feedback and development, where employees can thrive. It could be that a member of the team ready to retire or take a different path and need help to plan ahead. Everyone will have different aspirations so understanding this as a manager will help you to tailor what support each member of your team may need.



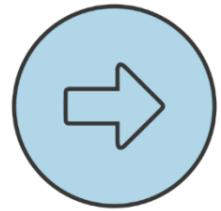
## Manager Top Tip

Support your team to develop their skills and enhance their work experience. Encourage cross-project working, gaining experience in different areas of work and taking up new opportunities.

# My Goals and Outcomes

How do I move forward?

This section is important because it helps you to review goals on a more regular basis as well as get feedback—all of which are important for improving performance, productivity and engagement at work, and ensuring that you and your manager set clear expectations so you're able to deliver the best service.



I will discuss and agree the following points with my manager:

## Review and reflect on previous goals

Building in some reflection time is important to evaluate your progress. You're likely to reflect on actions throughout your conversation but it's important to revisit all previous goals set to recap on what was agreed in your last My Time. Have you achieved everything you set out to do, if not, why? Things don't always go to plan and we know priorities in the workplace can change quickly, so don't worry if you don't complete every goal you set, the main thing is that both you and your manager are clear on why and whether you need support to move them forward.

## Agree key goals moving forward

What are my upcoming work goals to focus on?

- How will they help me to make an impact and achieve key outcomes?

What are my wellbeing goals?

- What can I do to care for my own wellbeing?
- Is there anything my manager can do to support my wellbeing?

## Am I clear of what is expected of me?

Make sure that you have a clear understanding of your tasks, responsibilities and actions before you finish your My Time. Do you need your manager to go over anything again? It's okay to ask a lot of questions, our priority is that you feel confident in your role.

## Do I need any further support?

Asking for support does not mean you are incapable of doing your job well – we all need support and the most important part of performing well at work is learning to recognise where we need support and asking for it. Make sure you have covered all of your support needs in your my Time – whether its work-related or something personal, your manager is there to help you. Is there anything your manager could do to support you to achieve your goals?



### Manager Top Tip

Setting clear, strategically aligned goals and objectives is key to growing the skills and strengths of your team. Clear goals help ensure everyone is aligned, in terms of current priorities, personal development, and the future goals of the organisation. Having these conversations on a regular basis provide enough clarity and feedback, whilst providing the tools to enable your team to work their best.



### Manager Top Tip

Use the Action Plan Template within the My Time form each time you have a meeting to reflect on pervious actions set and review what needs to be done going forward to supprt your team to deliver their objectives. Within this, focus on wellbeing goals and BeWigan Behaviours as well as work-related actions.

# My Time Documentation

## How do I use the My Time tools?

- There is no right or wrong way to use the tool – how often you speak to your manager will be a big factor. The conversation tool provides suggestions of what you might want to discuss in your meeting. You aren't expected to cover all sections in every My Time meeting
- You should prepare for your My Time prior to your meeting if possible. Have a look through the Conversation Tool ahead of the meeting and make notes of anything you want to discuss using the My Time Form.
- You can choose which sections you'd like to focus on however you should complete a full My Time, covering all of the sections within the Conversation Tool at least once a year as part of your My Time Reflection.
- After your meeting, make additional notes on your form about what was discussed and share with your manager to make any comments and agree any actions and goals moving forward.

## My Time Reflection

My Time Reflection meetings will compliment your regular My Time meetings. We know you won't need to discuss every topic set out in the My Time Conversation Tool in every My Time, however it is important that you have a more in-depth discussion with your manager, covering all topics at least once a year, building in time to reflect on the last 12 months and look forward to the year ahead.



My Reflection

From January - March, please make the time to schedule a My Time Reflection Meeting with your manager. You can refer to the Conversation Tool to help you prepare for your discussion and we've added some additional questions to the My Time Reflection form for you to think about.