

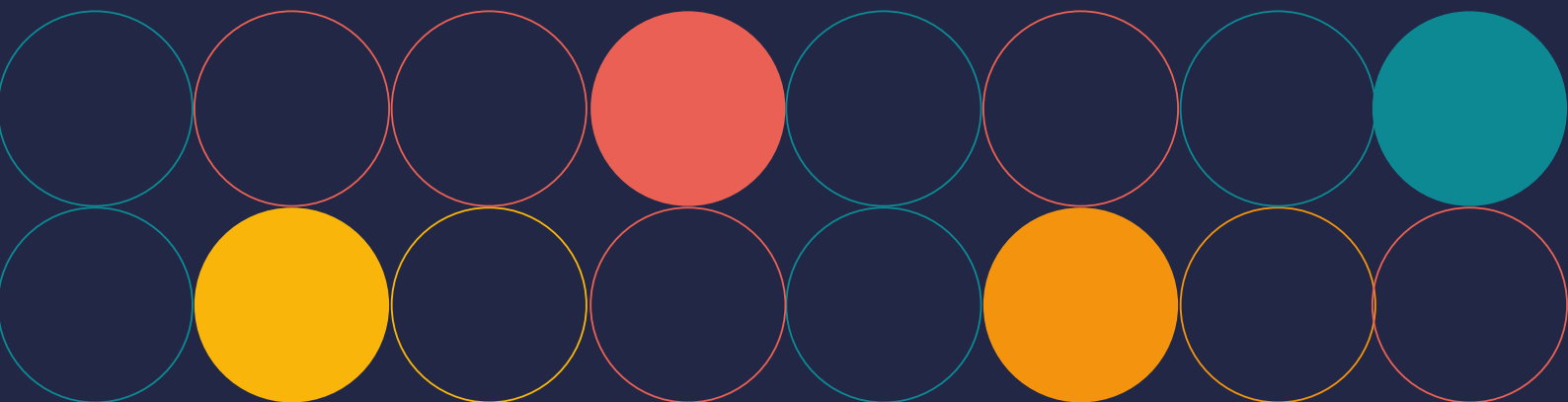


WME Business Plan for 2025-26



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01 Welcome

Intro from Rebecca Davis, Chief Executive

West Midlands Employers is owned by 31 Councils in the West Midlands Region, and we fulfil many roles for and on behalf of our Shareholder Councils. We are the Regional Employers' Organisation created under the Trade Union & Labour Relations Act to fulfil employee relations on behalf of our member councils. In addition to this, we provide a range of membership benefits that have been updated to reflect the changing needs of our shareholder councils.

During the past five years, WME has exceeded the planned delivery of our [2020-2025 Strategic Plan](#), with a period of growth and stability in all services. Our Annual Report for 2024/25 provides a summary of our achievements in the final year of that Plan

The post-covid era is firmly behind us, but as an organisation we are taking what we learnt about being agile, reactive and resilient as an organisation, and now looking ahead. The sector once again faces challenging times, and WME can and will be an essential partner and ally to Councils. Alongside our refreshed priorities, we are intent on providing quality value for money services, helping councils across the region by 'services and keeping money within the sector'. We are ready to respond to the rapidly changing nature and needs of councils in the West Midlands as we continue to evolve services and navigate devolution and local government reorganisation. Our focus on workforce continues

to be long-term and will go 'beyond reorganisation' to look at the workforce the sector needs over the next 10 years, and I am pleased that we are launching the new West Midlands Local Government Workforce Strategy to complement [our new Strategic Plan](#) 'Your Partner In Progress'.

Our 2025/26 Business Plan focuses on delivering the priorities set out within our new Strategic Plan, as such year 1 of our 5-year plan promises to offer both challenges and opportunities in equal measure.

Rebecca Davis
Chief Executive,
WME



02

Looking ahead in 2025 – 2026

By putting ourselves in our Councils shoes we can ensure WME can respond and meet changing needs. Whilst many of the challenges facing Local Government and the wider public sector are long-standing issues, which require complex solutions across boundaries, there are new challenges and opportunities emerging each year. Below is a high-level summary of the key challenges stakeholders will be facing:





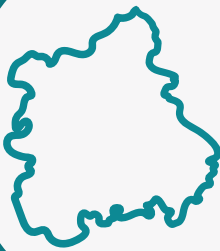
1. Local Government Challenges

- **Financial Pressures:** Reduction in funding, increased demand for services, reliance on local taxation, uncertainty over financial settlement.
- **Demand for Services:** Increased population and aging demographic considerations, the need for increased immediate responses to local and national events [e.g. flooding and riots] with long-term increasing pressure on social services and SEND provision.
- **Legislative Changes:** Changes in local government reorganisation devolution, changes to employment legislation and the industrial relations landscape.
- **Public Trust & Political Engagement:** Ensuring transparency and accountability amidst increasing scrutiny.



2. Public Sector Challenges

- **Public Service Reform:** Need for efficiency, greater collaboration across sectors, digital transformation.
- **Bureaucracy & Red Tape:** Balancing the need for regulation with the demand for more nimble and innovative solutions.
- **Digitalisation & Cybersecurity:** Ensuring systems are modern, efficient, and secure.
- **Funding Sustainability:** Impact of austerity measures, fluctuating national budgets, and the shift towards self-sustaining models.



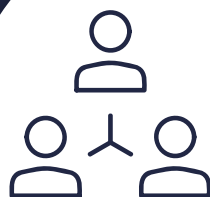
3. West Midlands Region Challenges

- **Regional Economic Challenges:** Recovery from the economic downturn and regional disparities in wealth.
- **Infrastructure and Housing:** Addressing housing shortages, transportation, and connectivity between urban and rural areas.
- **Skills Gap:** Ensuring local residents have the skills to thrive in evolving industries (e.g., green tech, digital).
- **Health & Social Care Integration:** Strengthening collaboration between local health services, councils, and community organisations.



4. Workforce and HR Challenges

- **Recruitment & Retention:** Staffing shortages in key sectors (e.g., social care, education).
- **Workforce Well-being:** Addressing burnout, mental health, and stress among public sector workers.
- **Flexible Working & Hybrid Models:** Adapting to new working patterns while maintaining service delivery.
- **Skills Development & Training:** Ensuring workforce skills are up-to-date and future focused.
- **Pay and Reward:** ensuring reward mechanisms are modernised and, whilst negotiated nationally take account of local economy drivers.



5. Senior Leadership Challenges

- **Succession Planning:** Preparing for leadership gaps and maintaining a robust pipeline of leaders and statutory postholders
- **Organisational Culture:** Strengthening a culture of collaboration, innovation, and transparency.
- **Decision-making and Accountability:** Balancing long-term strategic goals with short-term operational pressures.
- **Adapting to Change:** Ensuring leadership is agile in response to shifting external and internal factors

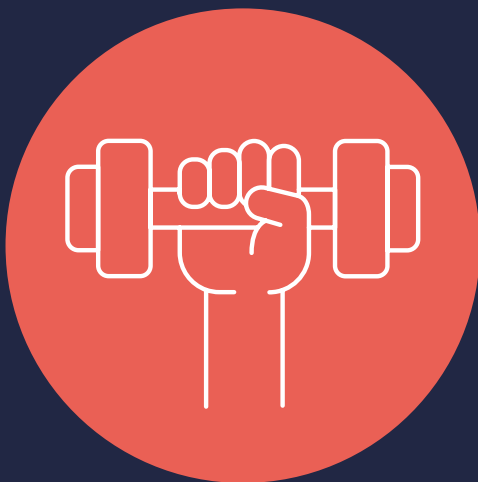
What does this mean for WME?

Given the context in which the public sector is operating and the amount of change facing the sector with a new labour government and devolution being pushed forward, WME needs to focus on providing cost effective, value for money and stable services whilst being agile and flexible to respond to the changing needs of our customers, whilst ensuring we remain a sustainable and resilient organisation through what will be a period of extensive change in local government.

Set out below is an assessment of how well equipped WME is to continue supporting the region in the medium to long term.

Strengths

- ✓ Established regional delivery partnerships
- ✓ Strong professional networks - invaluable in supporting sectoral change management
- ✓ Experienced at regional collaboration
- ✓ Strong reputation for quality and value
- ✓ Experienced and expert team and talent bank of consultants
- ✓ Strong sectoral partnerships
- ✓ A collaborative hub HQ
- ✓ Benefits Package for Members and Corporate Subscribers
- ✓ Established shared service offer that will continue to be in demand



Weaknesses

- ✓ Recognise a need to prioritise and improve longer term planning and project management
- ✓ Need more capacity for effective Relationship Management to enable more responsive and agile support
- ✓ Resource limitations of what we want to do versus what we can do within our funding capability
- ✓ Capacity to respond to and convert tender opportunities
- ✓ Access to quality data to inform strategies
- ✓ Niche specialisms can have a single point of failure risk



Opportunities

- ✓ Local Government Reorganisation (LGR) will require support, and WME is well placed to provide that in relation to the workforce issues as the region's REO
- ✓ Devolution will also impact our regional model providing opportunities for innovative solutions
- ✓ Development of new partnerships as the regional landscape changes
- ✓ Improving access to regional data will add significant value to the reorganisation of the sector
- ✓ Ability to be a commissioner of shared services
- ✓ Improved Employee Value Proposition can bring new talent to the sector

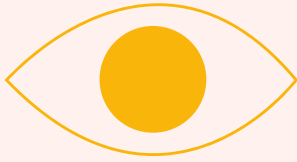


Threats

- ✓ Financial pressures in Local Government impacting our councils' ability to take up our services and/or commit to medium term contracts – risk of losing regional contracts
- ✓ Resource pressures limiting councils' capacity to engage with our networks, events, etc, and for us to engage with key decision makers – risk will lose regional collaboration opportunities
- ✓ Limited resource within WME
- ✓ Financial controls in the sector impacting our ability to future plan
- ✓ Devolution and LGR will change our Shareholder Council profile and impact our financial model
- ✓ LGR is a new and added priority requiring councils to divert capacity to this, rather than progressing existing priorities /commitments

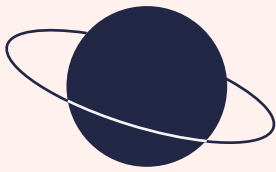
03

Our 2025/26 Business Plan



Our Vision

That every citizen of the West Midlands has access to modern, high quality public services that work together to help them and our Region thrive.



Our Mission is to do that by

Uniting Local Government Employers and other public sector organisations to ensure they attract, develop, and retain a highly skilled, motivated, and productive workforce, with a sustainable talent pipeline that deliver high quality services for the communities we serve.



Our Purpose

As the Regional Employers' Organisation, we will support our shareholder councils and other public sector organisations on their current or immediate people needs and help to prepare their organisation and employees for the future world of work.

Our Priorities

We will be your partner in progress by delivering against five priorities and one enabling ambition.



1 Delivering Trusted Services



4 Improving Career Desirability



2 Leading Collaboration



5 Inspiring Workforce Innovation



3 Representing the Region



6 Evolving WME for the future

as an organisation that continues to be agile and ready to respond to challenges

→ Please read our [WME Strategic Plan – Your Partner in Progress](#)

04 Our Services

Attraction



WMJobs Board

Subscription based jobs board advertising

Regional Career Fairs & Events

Regional Local Government Attraction

Campaigns

Employer Branding Initiatives

Recruitment



WMTribe ATS Platform

End to end - Applicant tracking system

WM Temps Temporary Agency Framework

Agency framework contract

Executive Search and Recruitment Consultancy

Assessment Centre Design and Delivery

Children's Services & Adult Services MOU

Technology Solutions

- AI-enhanced recruitment tools
- Compliance monitoring systems
- Data and insights reporting

Development



Talent Bank of HR & OD Associates

Learning & Development Programmes & Consultancy

Public Sector I HEART You Podcasts

Coaching and Mentoring Pool

360 Degree Feedback Tools

Psychometric Assessment Tools

Elected Member Development

Reward



Reward Intelligence

- Regional salary benchmarking
- Market insights reports

Compensation Support

Job Evaluation Bureau Service and Tools

Pay framework development

Reward strategy consulting

Retention



Local Government Pay Negotiation

Executive CEO & Director Appraisals

Workplace Mediation

Organisational Redesign

Job Management Tools

HR Helpline

Grievance and Investigation Consultancy

Movement



Organisational Change Consultancy

TUPE Transfer Advice and Consultancy

Provincial Council Collaboration and Trade Union Partnership

HR Policy & Process Development & Implementation

Expert advice on Local Government

Model Process for Chief Officers



What we continue to do with and for our Shareholder Members and Corporate Subscribers

Our 2025/26 Membership Benefits Packages continue to include the vital services and benefits which you value most and have been updated to include new benefits. Details of our shareholder benefits and corporate subscription benefits are below.

Note:

WME offers services on a pay as you go basis to organisations who do not wish to subscribe to WME. Those organisations will not have access to our benefits package and will pay our undiscounted rates as non-subscribers.



Delivering Trusted Services

Shareholder Councils	Corporate Subscribers
Best Price commitment on consultancy services Minimum 20% discount on standard consultancy day rates for expert services covering Organisational Change, Pay and Reward, HR, Leadership and OD and Resourcing	Discounts on standard consultancy services Up to 20% discount on standard consultancy day rates for expert services covering Organisational Change, Pay and Reward, HR, Leadership and OD and Resourcing
Your REO on the West Midlands Joint Council As your Regional Employers' Organisation, WME works collaboratively with Trade Unions on pay, terms and conditions, policy changes, arbitration, employment matters and local govt reorganisation. Regional Pay Briefings and Annual LGE Pay Roadshow	Not applicable
Commissioning & Delivery of Shared Services WME funds the procurement of chargeable shared services, securing best prices for service users (delivering a procurement saving for councils) <ul style="list-style-type: none">• WMJobs Public Sector Jobs Board (recruitment site linked to ATS, DBS, IDVT)• Tribepad Applicant Tracking System• IDVT & DBS Services• WMTemps Single Agency Framework (for temp workers)• Coaching & Mentoring Pool (a matching site shared resource and expertise)• Job Evaluation Bureau (support services)	Access to WME's Shared Services Corporate subscribers are also able to access many of WME's commissioned shared services, securing discounted prices not available elsewhere
Specialist Consultancy Support Up to 3 days of expert HR advice and consultancy support on Chief Officer and Statutory Officer employment matters	Not applicable
Employment Helpdesk Unlimited access to an expertly staffed Employment Helpdesk offering guidance and employment law and local government terms and conditions advice (open Mon-Fri 9am to 5pm closed bank holidays)	Employment Helpdesk Access to an expertly staffed Employment Helpdesk offering guidance and employment law advice on people matters for up to 12 enquiries in any year (open Mon-Fri 9am to 5pm closed bank holidays)
Employment Law Bulletin 'The People Hour' is a monthly newsletter for HR professionals providing insight from an employment law professional on topical issues	Employment Law Bulletin 'The People Hour' is a monthly newsletter for HR professionals providing insight from an employment law professional on topical issues
Facilitated CEO Appraisal Independent facilitation and support to the Leader of the Council to conduct an annual Chief Executive Appraisal (up to 3 days)	Facilitated Senior Appraisal Access to a chargeable and independent facilitated appraisal for Chief Executive/Director roles
Relationship Management A minimum of one meeting with your organisation's Senior Team each year; a welcome induction with WME for new Chief Executives or Directors of Service; and a monthly e-Bulletin for CEO Senior Leaders	Relationship Management A touch point meeting with your organisation's senior team

Leading Collaboration

Shareholder Councils	Corporate Subscribers
<p>Professional Networks Our professional networks support knowledge sharing, collaboration, and access to support and expertise</p> <ul style="list-style-type: none"> • Chief Executives [Monthly] • Heads/Directors of HR [Bi-Monthly] • OD Elite for OD Professionals [Quarterly] • Resourcing Board for Resourcing Professionals [Bi-Annually] • WMTribe for Resourcing Specialists • WMJobs for Resourcing Specialists • WMTemps Partnership Board [Quarterly] 	<p>Professional Networks A WME invitation to join professional networks where appropriate and where it may add value to the subscribing organisation</p>
<p>WME Annual Summit Access to the WME regional workforce conference (Guaranteed 2 free delegate places for Districts; 4 free delegate places for County, Unitary and Metropolitan councils)</p>	<p>WME Annual Summit Access to the WME regional workforce conference with one free delegate place guaranteed</p>
<p>WME Regional Hub Use of the WME HQ meeting room and hot-desk facilities in the Jewellery Quarter, Birmingham (subject to availability, requires booking and refreshments are chargeable)</p>	<p>WME Regional Hub Use of the WME HQ meeting room and hot-desk facilities in the Jewellery Quarter, Birmingham subject to availability, requires booking and refreshments are chargeable)</p>
<p>Infinistats HR Data Service WME funds the subscription fee for all Shareholder Councils to access the Data Insights service – enabling insight reports for the region</p>	<p>Not applicable</p>
<p>Partnership Working SLT oversight, direction and support for partnership work with Adults and Children’s Services</p>	<p>Not applicable</p>



Representing the Region

Shareholder Councils	Corporate Subscribers
<p>Your Voice, Your REO Elected Member representation on the WME Board secures a voice for every shareholder council</p>	Not applicable
<p>Responding WME will coordinate a regional response to Government consultations on policy relating to Local Government that impact Shareholder Councils</p>	Not applicable
<p>Lobbying WME will lobby Government on specific issues relating to the local government (council and schools) workforce</p>	Not applicable
<p>Representing WME represent Councils on MHCLG National Workforce Board and the National Association of Regional Employers (NARE) WME represent Local Government and our region at relevant events, showcasing the work of our councils</p>	Not applicable
<p>Hosting WME host a West Midlands Evening Reception at the LGA Conference 2025</p>	Welcome attendance at the WME Evening Reception at the LGA Conference 2025 for Senior Officers from Corporate Subscribers attending the event

Improving Career Desirability and support for Senior Leaders

Shareholder Councils	Corporate Subscribers
<p>Chief Executives and Future Leaders Events Free attendance at two Chief Executives and Future Directors/Chief Executives events delivered in partnership with Solace and the LGA</p>	Not applicable other than by invitation
<p>Chief Executive Development Programme WME fund delegate places on the Solace Ignite CEO programme for any new Chief Executives into the Region</p>	Not applicable
<p>Chief Executive Coaching Support WME funded expert executive coaching service for chief executives new to the Region or new to a CEO role (up to 4 sessions in their first year)</p>	<p>Executive Coaching Service Access to a chargeable confidential and independent Executive Coaching Service</p>
<p>Chief Executive Wellbeing Support WME funded confidential counselling with our independent specialist provider (up to 6 face to face sessions)</p>	<p>Wellbeing Counselling Service Access to a chargeable confidential and independent counselling service to support executive wellbeing</p>
<p>Promoting Local Government as a Career Choice Showcasing the sector and Region; highlighting career opportunities through WME resourcing services; podcast interviews and editorials</p>	<p>Promoting Public Sector as a Career Choice Showcasing the sector and Region; highlighting career opportunities through WME resourcing services; podcast interviews and editorials</p>

Inspiring Workforce Innovation and CPD

Shareholder Councils	Corporate Subscribers
Masterclasses Providing topical bite-sized virtual masterclasses across our services	Masterclasses Access to topical virtual masterclasses relevant to subscriber organisation
Focus on the Future Leading collaboration on future service and workforce innovations	Focus on the Future Invitation to collaborate on future service and workforce innovations
Knowledge Sharing 'The Pulse' a monthly e-newsletter sharing insight into new thinking and innovations in the sector and upcoming key events <ul style="list-style-type: none">• Chief Executive Bulletin - a quick summary of key regional news [monthly]• WME Annual Benefit Statement	Knowledge Sharing 'The Pulse' our monthly e-newsletter sharing insight into new thinking and innovations in the sector and upcoming key events <ul style="list-style-type: none">• Regional Pay Briefings (where relevant to subscriber)• WME Annual Benefit Statement
Workforce Priority Fund Financial and project management of the Regional Workforce Priority Fund - directed to support workforce innovation and improvement	Not applicable





05

How we work with our clients

We recognise WME is in a unique position to convene and manage networks on behalf of key regional stakeholders and professional groups, providing the skills, capacity and resources to administer and convene the following networks.





Networks WME facilitate and manage

Network	Purpose	Attendees	Frequency
Directors/Heads of HR Network	To act as the primary liaison and information route with Council employers, fulfilling our role as the Regional Employers Organisation – sharing legislative changes, pay negotiation, employee relations issues, advice, guidance and sharing of best practice.	Heads of HR (Districts & Boroughs) Directors of HR (Strategic Authorities)	Fortnightly – Virtual 2 in-person per year
Regional Schools HR Network	To provide strategic advice and guidance to the Councils Schools HR Network on terms and conditions, pay and employee relations matters.	School HR Leads	1 per School Term
Recruiter Network	To support recruiters within Councils and other public sector organisations on sharing best practice and working collaboratively to drive performance of the regions Public Sector owned Jobs Board WMJobs.	Operational Leads – 3-year Subscriber Councils	Quarterly
Resourcing Board	To support strategic advice and guidance to the Councils Strategic Resourcing leads on talent attraction, retention and workforce planning matters.	Recruitment Managers (Unitary, Mets, County)	Bi-Annual
WMTribe	To enable Councils benefiting from the TribePad Shared Service to manage the contract and maximise benefits.	Recruitment Managers / Operational Leads of Subscriber councils and WM Talent Acquisition	Quarterly
WM OD Elite	To support OD professionals from Councils and public sector organisations to further their professional development, find collaborative opportunities and share best practice.	OD Professionals	Quarterly
Coaching & Mentoring Pool Service Advisory Group	To enable Councils and public sector organisations who are subscribing members of the Coaching Pool, to maximise the benefits associated with the shared service.	Leads for Coaching & Mentoring	Bi-Annual

Network	Purpose	Attendees	Frequency
WMTemps Partnership Board	To enable Councils accessing services through the WMTemps framework to contribute to the management of the service rebate and service improvement.	Leads for Temporary Agency Staffing, Procurement and Commercial Leads	Bi-Annual
West Midlands Region Chief Executive Network	To provide as primary liaison with employers, through the Chief Executives of shareholder councils of the REO. Provision of administrative support to the network and engagement on a wide range of issues at the request of employers which impacts the services they provide.	All West Midlands Region Council Chief Executives	Monthly – Virtual In-Person – Bi-Annual
West Midlands District Chief Executive Network	As above – recognising the discreet needs of District Council Chief Executives.	All West Midlands District Council Chief Executives	Quarterly – Virtual and in-person
Aspiring Directors and Chief Executives Forum	Working with key sector stakeholders to provide development opportunities and networking for future CEO's and Directors.	Open to all CEO Direct Reports and Heads of Service	Bi-Annual – In-Person
WME Shareholder Board	Each Shareholder Council has an Elected Member representative contributing to the governance and strategic direction of WME	Council nominated Elected Member	3 times each year

Networks WME are members of on behalf of the Region

To deliver on our priority of 'representing the Region' WME attends a number of key Regional and National Boards and Networks

Network	Who Attends	Frequency
National Local Government Workforce Board	Managed by MHCLG and Chaired by the Secretary of State for Local Government.	Periodically throughout the year
National Association of Regional Employers	Representatives of all Local Government Employers Organisations and the National Employers	Monthly
Directors of Adult Services	Representatives from the 14 Strategic Authorities in the Region and ADASS West Midlands.	Periodically throughout the year
Directors of Children's Services	Representatives from the 14 Strategic Authorities in the Region.	Periodically throughout the year

WME is keen to extend this support further across the Region and host and support any other networks that deliver on our priorities.

06 What our priority objectives are for 2025-26

This business plan will be supported by more detailed Service plans developed and managed by Directors with their teams.



Rebecca Davis
CEX
Providing advice and guidance



Lesley Shore
Director HR & Corporate Services

- Employment Practices
- Benchmarking
- HR Consultancy
- Mediation
- WME - Comms & Marketing
- ICT and support services
- Membership



Manny Sandhu
Director Resourcing & L&OD Services

- Recruitment Services (MMJobs, WM Temps, WM Talent)
- Adults & Childrens Commissioned Series including MOUs
- Learning and Development
- Organisational Development



Sharon Philips
Director Governance & Finance

- Financial Management
- Financial Advice
- Procurement for WME
- Governance for WME

→ Read on further for more details about our services and their 2025-26 objectives.



07

WME Service Plan Summary – Objectives 2025-26

This Business Plan appendix is a brief summary of each of our service areas and their priority objectives, including what success looks like.



Membership Services

The Membership Service is focussed on delivering trusted services to our Shareholder Councils, fulfilling the role of the Regional Employers Organisation as a representative of our councils and the region, facilitating collaboration with a future focus for the sector to inspire workforce innovation, and of course delivering a package of membership benefits that add value to our subscribers. Please see section above What we continue to do with and for our Members and Corporate Subscribers for more details about our members services.



Membership Objectives 2025-26

M1

Deliver a package of added value Membership Benefits to Shareholder Councils and Corporate Subscribers and monitor through our relationship management meetings

Success Criteria

- All subscribers are aware of the MB package and accessing services
- RM meetings taking place
- Hosted 2 well attended CX & Future Leaders events with Solace
- Hosted successful Workforce Summit with identified added value for participants and WME
- Good attendance at professional networks across the region

M2

Grow our community of subscribers

Success Criteria

- Increased number of subscribing organisations; RM meetings taking place

M3

Contribute to Joint Council work collaborating with TU colleagues on potential support for LGR

Success Criteria

- Joint Council meetings held; positive relationships in place and ideas for collaboration

M4

Meet demand for CEO appraisals and confidential support

Success Criteria

- Requests for CX appraisals met, and confidential support requests met within capacity

M5

Provision of data insights

Success Criteria

- Infinistats and other data is informing insight reports to the region

M6

Launch a new Strategic Plan and Regional Workforce Strategy while meeting WME commitments

Success Criteria

- Strategic Plan and Regional Workforce Strategy (RWS) launch successfully and are well received
- Meeting our support commitments under the RWS
- Successful delivery of our Business Plan, meeting income target

M7

WME to secure Admitted Body status for WME in the LGPS (SPF) and become its own employer

Success Criteria

- WME is admitted into the SPF with pension agreements signed and in place
- Successful TUPE transfer of staff to WME
- Procurement of employer support services completed
- New HR policies and procedures in place

M8

Investment of Workforce Priority Fund to support key workforce challenges

Success Criteria

- Funding allocation agreed through Directors HR and projects being successfully delivered within time and budget

Resourcing Services

As a trusted regional partner in public sector resourcing, we deliver innovative solutions and expertise that enable our organisations to build talented, diverse, and future-ready workforces. We will combine sector-leading tools, collaborative approaches, and deep regional insights to address both immediate recruitment challenges and long-term workforce needs.



What we offer	Who for	Benefits
<p>WMJobs An award-winning public-sector job board. Owned by 32 councils in the West Midlands we're dedicated to helping the region to thrive by connecting job seekers with meaningful roles. Can be purchased in a variety of ways from single adverts, job packs, annual and three-year subscriptions.</p>	<p>All public sector organisations – HR & Resourcing Teams All Hiring Managers</p>	<ul style="list-style-type: none"> • Advertising on an award-winning public-sector job board • Access to wide range of candidates • Best value for money • Subscription and pay as you go options • Market leading technology • Access WMJobs Recruiter Network for our shared service subscribers
<p>WMTalent Acquisition access to a thriving WMTribe network to share resourcing and system best practices, leveraging an already procured applicant tracking system powered by Tribepad that aims to make recruitment fairer, faster and better. Organisations with a WMJobs subscription can access this service. The minimum would be a 3-year subscription.</p>	<p>All public sector organisations - HR & Resourcing Teams All Hiring Managers</p>	<ul style="list-style-type: none"> • Reduced costs through bulk purchasing power • No procurement required • WMTribe to share knowledge and learning • Access to collective data • Faster hiring processes • Improved candidate experience • Effective integrations • Designed with user experience in mind, making it a simpler tool to adopt
<p>IDVT Enable organisations to access digital identity check and right to work check provision by a certified identity service provider at reduced costs and with procurement completed.</p>	<p>Shareholder members & Corporate Subscribers All Hiring Managers HR, Compliance, Resourcing Teams</p>	<ul style="list-style-type: none"> • Reduced costs through bulk purchasing • No procurement required • Ensure compliance • Modern and simple candidate experience, candidates can provide information such as right to work evidence to you when it works for them (even within 24hrs) • Reduce time to offer
<p>DBS Organisations can access the e-bulk service to carry out DBS checks, at significantly reduced cost per transaction.</p>	<p>Shareholder members & Corporate Subscribers – All Hiring Managers HR, Compliance, Resourcing Teams</p>	<ul style="list-style-type: none"> • Reduced costs through bulk purchasing • No procurement required • Ensure compliance and safeguarding
<p>Resourcing Consultancy including Executive Recruitment, Recruiter Training, recruitment process audits</p>	<p>All public sector - All Hiring Managers HR & Resourcing Teams</p>	<ul style="list-style-type: none"> • Additional capacity to achieve resourcing goals • Competitive pricing and approach to executive recruitment • Increased efficiency and innovation to your recruitment strategies • Ensure compliance

What we offer

WMTemps

A unique regional framework contract that councils can access free of charge and with no procurement for the provision of Temporary Workers

Who for

Shareholder members and corporate subscribers – All Councils / All Hiring Managers

Benefits

- Regional framework that is transforming agency provision and helping to stabilise the permanent workforce
- Access to local workers and ethical agencies
- Higher quality candidates
- Reduction of reliance on agency staff
- Better visibility and control of temporary workforce expenditure
- Better management and reporting to improve workforce planning
- Improved experiences for managers and temporary workers

Resourcing Services Objectives 2025-2026

R1

Continue delivering resilient, compliant and future ready resourcing services

Success Criteria

- All services are 100% compliant

R2

Candidate attraction for the region's public sector

Success Criteria

- Annual growth in candidate visitors to WMJobs is achieved
- Delivery of at least one targeted campaign via WMJobs

R3

Retention, development and growth of our resourcing services – ensuring these are fit for the future, particularly supporting Devolution

Success Criteria

- Maintaining annual income for WMJobs via subscription and paygo services
- Requests for resourcing services from non-council organisations
- Requests for consultancy and business cases from organisations interested in our resourcing services, achieving a 60% conversion rate

R4

Evaluation and recommendations on WMTemps framework contract and deployment of next steps

Success Criteria

- By September 2025, decision by WME Board as to the future delivery for WMTemps and for any agreed decisions to be initiated in October 2025

R5

Ensure all organisations accessing resourcing technology services see value and maximise the investment to achieve resourcing objectives.

Success Criteria

- Retention of existing subscribers to the resourcing services
- Evidence of good practice disseminated across the region through case studies and insights reports.

R6

Provide resourcing insights to help the region and our clients understand their workforce and resourcing practice

Success Criteria

- Accessible regional data to help councils understand recruitment trends across the region
- Each WMTribe and WMJobs Recruiter Network to showcase regional insights in recruitment trends. Each subscribing organisation to receive a quarterly insights report.

R7

Strengthen regional collaboration, innovation and knowledge sharing by delivering and evolving our three resourcing Boards / Networks

Success Criteria

- To have delivered 2 annual Resourcing Board network meetings alongside quarterly Tribe and Recruiter networks in which there is high engagement and attendance whereby agendas are provided and space for peers to share best practice is provided.



Learning & Organisational Development Services

We provide local authorities and other public sector organisations with leadership, organisational design and development expertise to address today’s challenges and build future-ready, inclusive workforces. Our services span strategy and consultancy, training and development, and personal growth ready to go or tailored to your unique needs. Our services are offered as a member benefit and as a pay as you go service.

What we offer	Who for	Benefits
<p>Strategy and Consultancy - Driving transformation</p> <ul style="list-style-type: none"> • Organisational Design Consultancy • Organisational Development Consultancy • Strategic Workforce Planning • Leadership Facilitation • WMOD Elite Network 	<p>Available to employees in our local authorities and any other public sector organisation</p>	<ul style="list-style-type: none"> • Future proofed • Challenge and critique • Independence and objectivity • New or additional Capability
<p>Training and Development</p> <p>Equipping the workforce with the skills, knowledge, and leadership needed to thrive now and in the future.</p> <ul style="list-style-type: none"> • CPD and Training Delivery • Finding your future leaders • Advancing Diverse Talent • Developing New Managers • Senior Leadership Growth 		<ul style="list-style-type: none"> • Additional and immediate Capacity • Insights and intelligence • Expertise in specific contexts • Scalable content • Cost effective solutions through collaborative efforts
<p>Personal Development</p> <p>Empowering individuals to achieve their potential and drive high performance across your organisation.</p> <ul style="list-style-type: none"> • Coaching and Mentoring Support • Executive Coaching • 360-Degree Performance Reviews • Psychometric Tools 		

L&OD Service - Objectives 2025-26

LD1

Continue to grow our recognisable and trusted identity as futurist, organisational strategists, embedding our #buildawindmill movement'

Success Criteria

- Gain and maintain growth in consultancy services
- Grow our presence in thought leadership through regular articles, blogs [6] and attendance as speakers at conference events [2]

LD2

Continue to offer and develop our consultancy services to meet emerging organisational and workforce needs ensuring these are fit for the future, particularly supporting LGR and Devolution

Success Criteria

- Provision of support service and tailored consultancy
- Engage all councils going through devolution in OD services by attendance at OD network
- Grow our submission volume to regional and national tender opportunities in OD space with improved conversion rates being demonstrated and success in local government and other public sector bodies
- Bespoke OD consultancy aimed at organisations going through re-organisation, new operating models

LD3

Ensure our workforce capability/ training portfolio remains relevant, accessible and sustainable

Success Criteria

- Within Q2 to have a clearly defined portfolio of training offers accessible to Councils

LD4

Sustain a high-quality Coaching and Mentoring community and develop a growth plan for the future

Success Criteria

- Procurement of a new Coaching and Mentoring hub in readiness for launch 1st April 2026. Maintaining current subscriptions and developing a new subscription model which enables future growth of the pool beyond 2026.

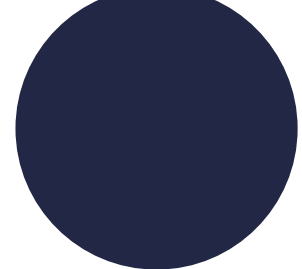
LD5

Reframe and promote local authorities as future employers of choice

Success Criteria

- In Q1 launch products and consultancy support within workforce planning, attraction strategies and internal mobility and share learning amongst councils where these practices are adopted





Adults & Children’s Services

WME are commissioned to manage the Regional Memorandum of Understanding that monitors spend and supports best practice across agency usage for specific roles across 14 strategic Council across Childrens and Adults Social Care Services. The aim of the regional MoU is to support increasing stability and permanency in the workforce through the management and monitoring of children’s and adults MOU, to improve quality, increase transparency, reduce spend and provide transparency. WME also design and deliver a variety of workforce projects. This work is funded through partnership contracts.

What we offer	Who for	Benefits
Childrens Agency MoU social work	Directors of WM-Childrens Services and workforce leads	<ul style="list-style-type: none"> • Management and monitoring of spend. • Reduction in breaches and exemptions • Data insights • Collaboration and Engagement across the region LA and suppliers • Sharing of best practice to raise quality
Adults Agency MoU (specific roles)	Directors of WM-Adults Services and workforce lead	<ul style="list-style-type: none"> • Management and monitoring of spend. • Data insights • Collaboration and Engagement across the region LA and suppliers • Sharing of best practice to raise quality • TBC in line with principles of MoU agreed e.g. reduction in exemptions breaches
Regional support/ coordination in respect of National / Regional consultations/initiatives	Directors of WM-Childrens Services and workforce leads	<ul style="list-style-type: none"> • Coordination of DfE consultations for the region (Childrens) • Regional cross collaboration boarders • TBC DASS related initiatives
Other Commissioned Work e.g. EDI report annually	Directors of WM- Adults and workforce leads Directors of WM-Childrens Services and workforce leads	<ul style="list-style-type: none"> • Improvements in workforce – vary according to project

Adults & Childrens Priority Objectives 2025/2026

AC1

Relationship continuation and development of partnership with DCS and WM-DASS Network across 14 LAs

Success Criteria

- Maintain investment from DCS and WMDASS to deliver workforce priorities on an annual basis.

AC3

Produce reports that give insights in support of workforce priorities e.g. agency spend/activity

Success Criteria

- Provision of high-quality reports to all stakeholders within the agreed time periods to help inform local and regional decision making

AC2

Manage and monitor MOU Childrens and Adults in respect of agency spend across social care 14 LA's

Success Criteria

- Provision of high-quality reports to all stakeholders within the agreed time periods to help inform local and regional decision making

AC4

EDI reports that give insights in support of workforce priorities

Success Criteria

- Provision of high-quality reports to all stakeholders within the agreed time periods to help inform local and regional decision making



HR Services

The HR Consultancy Services Team provides comprehensive support for all aspects of HR consultancy. We are committed to delivering tailored solutions to our clients. We are experts in employment relations, pay, grading and reward strategy, terms and conditions, restructuring, casework and policy development.



What we Offer?	Who for?	Benefits
<p>HR Consultancy services for support with specific HR needs, from restructuring support including TUPE, policy development, audits re HR policies and practices, data insight reporting</p>	<p>All public sector clients Chief Executives All People Managers HR Leads</p>	<ul style="list-style-type: none"> • Independent support • Expert services which can supplement and / or be independent of internal HR services
<p>Casework / Investigations for disciplinary and grievance, absence and whistleblowing</p>	<p>All public sector clients Chief Executives All People Managers HR Leads</p>	<ul style="list-style-type: none"> • Independent support • Expert services which can supplement and / or be independent of internal HR services
<p>Expert Mediation services</p>	<p>All public sector clients Chief Executives All People Managers HR Leads</p>	<ul style="list-style-type: none"> • Independent support to quickly resolve workforce conflict and mitigate issues such as absence, turnover and claims
<p>Pay and Grading services including Grading reviews, Equal Pay audits and Equality impact assessments, Pay benchmarking, Reward strategy</p>	<p>All public sector clients Chief Executives All People Managers HR Leads</p>	<ul style="list-style-type: none"> • Sector specialists providing independent support to deal with complex issues • Offer a wider perspective from experience adding a breadth of knowledge
<p>Job Evaluation Services including - We offer a wide range of JE solutions ranging from ad- hoc or full bureau services including hosted JE system</p>	<p>All public sector clients Chief Executives All People Managers HR Leads</p>	<ul style="list-style-type: none"> • Niche expertise • Cost and time effective service • Expert independent oversight JE processes
<p>Training in key HR areas including HR for Schools, TUPE, Job Evaluation, Investigations and Masterclasses</p>	<p>All public sector clients Chief Executives All People Managers HR Leads</p>	<ul style="list-style-type: none"> • Specialist support • Offer a wider perspective from experience adding a breadth of knowledge
<p>Employment Law Advice Line</p>	<p>HR Leads</p>	<ul style="list-style-type: none"> • Responsive Expert advice on all aspects of Local Government and employment issues for HR leads
<p>Facilitated HR Networks</p>	<p>HR Leads</p>	<ul style="list-style-type: none"> • Create a supportive LA HR Community that adds direct benefit to their workforce

HR Consultancy Services - Priority Objectives 2025-26

HR1

Continue to provide support to the HR community by providing advice and guidance, promoting shared experience and knowledge, and helping councils remain compliant with legislation and changing requirements

Success Criteria

- A knowledgeable, enthused and effective HR community who support their councils to improve in all aspects of the people agenda and can add value and effective evidence to decision makers in councils.

HR2

Development and growth of our HR Consultancy services – ensuring these are fit for the future, particularly supporting LGR and Devolution

Success Criteria

- An associate talent pool who are able to provide cost effective additional capacity, expertise and independence for Councils in times of additional pressure.

HR3

Work with affected Councils to support the local government reorganisation agenda ensuring they are equipped to manage change effectively

Success Criteria

- An HR community who are ready to manage the challenges of LGR in a way which is legally compliant, data driven and ensures services are fit for the future

HR4

Support the Region in influencing and implementing changes to the national pay spine and implications of the National Minimum Wage

Success Criteria

- An increased profile for the West Midlands in national spheres, including invitations to contribute to working groups and task and finish projects at a national level

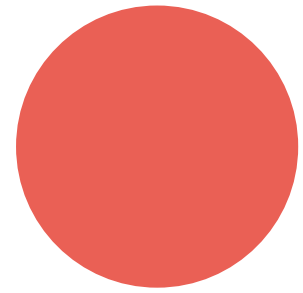
HR5

Provide Regional Insights about the workforce and support the region in exploring and understanding the implications of data and MI being produced and identify opportunities to make and improve data driven insights

Success Criteria

- A knowledgeable and informed community who uses data and insights to make effective evidence-based decisions





Corporate Services

For our clients, we provide a first point of contact for all customers, fielding enquiries and ensuring customers and prospective customers are directed at the appropriate service gateway. We manage our Membership Service and subscriptions. We also manage the use of WME Office space which is available for member councils.

We manage marketing, publicity and communications activity to promote WME and the services it provides, including event management. We provide internal business support to our teams and for our governance boards.

What we do	Who for	Benefits
Manage access to central, modern collaborative workspaces	All clients	Access to a cost effective, attractive space to promote teamwork and face to face meetings
Manage WME events and networks, associated SharePoint sites	All shareholders, delegates and network participants	Centrally coordinated point for sharing of knowledge, ensuring members, users and staff have access to the most up to date information and data to support decision making
Support the WME Shareholder Board and Business Management Board	All shareholder Councils	An informed, effective Management Board who act to support, challenge and drive the work of WME
ICT, Data Protection and Compliance for WME		Ensure WME is working effectively with the most appropriate technology, including AI resources, meeting legal requirements and ensuring WME can successfully bid for tenders where ICT and data are a submission requirement

Corporate Services - Priority Objectives 2025-26

C1

Increase brand awareness and knowledge of West Midland Employers and WMJobs services among Shareholders, corporate subscribers and potential new subscribers and partners.

Success Criteria

- Evidence of a 15 % increase in website traffic in 6 months in analytic tools

C2

Build meaningful relationships with council communication teams and journalists to increase awareness of services available from West Midland Employers.

Success Criteria

- 20 new contacts added to marketing database in Qs 1 and 2
- Attendance of Councils at a Coms Leads forum to share and promote the work of WME and look for opportunities for collaborative working

C3

Chief Executive Network Support - 31 local authorities in the West Midlands Region to collaborate more effectively with each other supported by WME, LGA and MHCLG.

Success Criteria

- 20 new contacts added to marketing database in Qs 1 and 2
- Attendance of Councils at a Coms Leads forum to share and promote the work of WME and look for opportunities for collaborative working

C4

New Shareholder Board – 31 shareholder members to support WME with new business

Success Criteria

- All meetings are Quorate





Finance & Governance

The Finance & Procurement team serves as a critical enabler by managing financial resources, ensuring compliance, and providing expert guidance through robust systems and timely reporting. Our focus is on delivering trusted expertise and first-class support to all stakeholders while safeguarding organisational assets through effective controls and processes. Working collaboratively across all service teams, we enable successful delivery of organisational goals through integrated financial and procurement support and guidance, supporting strong governance practices.

What we Offer?	Who for?	Benefits
<p>Robust Financial Management</p>	<p>All Stakeholders, internal & external (Member Councils, Shareholder Board, internal colleagues, Auditors, Certification Office, HMRC All clients, Providers)</p>	<p>Trust: Robust financial management, stability, and sustainable growth. Integrity: Audited reports ensure transparency, compliance, and effective risk management. Strategic Insight: Timely data informs planning, growth, and cashflow management. External Value: Reliable services and payments build strong relationships with stakeholders. Operational Excellence: Financial clarity supports decisions, job security, and growth opportunities.</p>
<p>Compliant procurement practice</p>	<p>All Stakeholders, internal & external (Member Councils, Shareholder Board, internal colleagues, Auditors, all clients & providers)</p>	<p>Framework for Value: Compliant procurement ensures value, reduces risk, and builds trust through ethical practices. Operational Efficiency: Standardised processes, competitive bidding, and transparency drive cost savings and supplier trust. External Trust: good governance, fair competition, and confidence in procured services, clear procedures and ethical guidelines.</p>
<p>Effective Governance</p>	<p>All Stakeholders, internal & external (Member Councils, Shareholder Board, internal colleagues, Auditors, all clients & providers)</p>	<p>Success Foundation: Governance oversight, accountability, structured support, and risk management Strategic Direction: Defines objectives, policies, and decisions Operational Excellence: Clarifies roles, responsibilities, and processes for staff and the Board. Stakeholder Trust: Builds confidence through transparency, compliance, and best practices. Leadership Support: Enables informed decisions with checks and balances.</p>

Finance & Governance – 2025-26 Key Objectives

F1

Provision of robust Financial Management services across the business

Success Criteria

- An effective team with appropriate skills to deliver the full range of financial functions with high levels of accuracy; meeting key deadlines; and securing positive audits reports with few or no areas of concern
- Efficient and timely transactional processing to enable provision of financial data for management, service, and Board reports per agreed deadlines
- All statutory reporting obligations met and all data processed to enable reporting to VAT, HMRC, and Certification Office deadlines
- Investment planning in place to enable maximisation of interest on deposits contributing to WME income targets
- Audit plan in place and successful year end routine to enable production of Year End Outturn Report for auditing.
- Financial planning approach that is considering and preparing for the impact of LG reorganisation on our funding model and services
- Evidence of commitment to work smarter through service improvements delivering service efficiencies

F2

Provision of compliant procurement processes

Success Criteria

- Procurement policy, procedures, systems and documentation in place to support compliance with the Procurement Act 2023
- An effective team with appropriate skills to administer compliant procurement processes with access to specialist procurement expertise as required
- Staff have access to information, support and expertise as and when required.
- A pipeline of planned procurement activity with procurement projects being delivered on time and within budget
- InTend e-portal used successfully to process compliant procurement activity meeting required deadlines for notices
- Improved visibility of public sector opportunities that WME respond to through the Central Digital Platform

F3

Provision of effective and robust Governance of the REO

Success Criteria

- Key governance documents in place and up to date; Constitution, Terms of Reference for the Board and Sub-Committees, Scheme of Delegation
- Effective administration of Board meetings and provision of reports to agreed deadlines
- Informed Board and BMG making timely decisions in support of the effective management of WME business
- All councils having representation on the Board and all meetings being quorate

F4

Providing support to business development and service growth

Success Criteria

- Representation at Project Board to support effective procurement and budget provision for project-based activities
- Finance Manager on B&B Group to support new business development, planning and monitoring of budget activity
- Financial management protocols in place and observed to support effective budget monitoring and management
- Contribute to maintenance of quality data in CRM to support accurate billing, relationship management data, and accurate product pricing

F5

Provision of financial data and service KPIs

Success Criteria

- Provision of finance and procurement service KPI data to agreed deadlines
- Provision of financial data as measure of business performance to support KPI reporting to agreed deadlines; analysing data and appropriate presentation of data for audience



WME Budget for 2025-26

Our financial priority is to ensure we deliver our business plan priorities within a break-even budget, but ideally to stretch this to target an operating surplus which at the financial year end helps us replenish our reserves. Our Reserves help us manage financial risk and may be called upon for specific investment activity. The annual budget is approved by our Shareholder Board and monitored through our Business Management Group.

INCOME	£s
Shareholder Subscriptions (31 Councils) including a Workforce Priority Fund of £100k	£539,178
Corporate & Service Subscriptions	£966,751
PAYGO products and services	£2,245,491
Other Income (bank interest)	£40,000
Total Income	£3,971,420
EXPENDITURE	
Staffing	£2,019,046
Overheads	£340,000
Direct Service Costs and Workforce Priority Fund	£1,365,594
Total Expenditure	£3,734,640
Budgeted Operating Surplus for 2025/26	£56,780

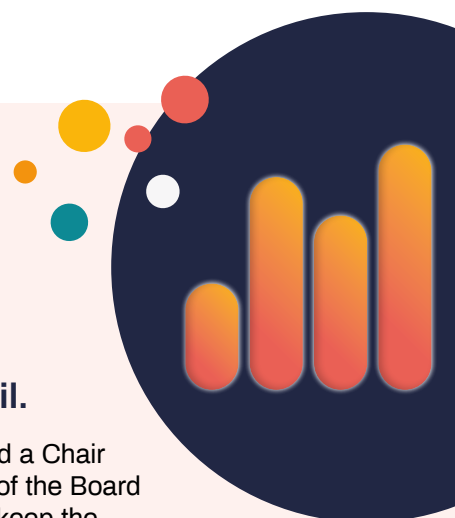
How WME will manage and report progress

WME is governed by a Shareholder Board comprising of an elected member representative from each Shareholder Council.

The WME Board meets 3 times a year (July, November, and February) and has elected a Chair and three Vice Chairs who form the Business Management Group – a sub-committee of the Board responsible for meeting with the Senior Leadership Team between Board meetings to keep the business of WME progressing and to work closely with the Senior Leadership Team. The Board has also established an Employment Committee that will meet only as required to deal with employment matters.

WME has a Constitution (Rules of the REO) and the Shareholder Board operates with Terms of Reference that set out the responsibilities of the Board and its sub-committees. WME provides a progress report from the Chief Executive and a Budget Performance report to each meeting of the Board. The SLT will provide more regular briefings on progress against the Business Plan to the BMG.

WME will publish an Annual Benefits Statement providing an annual report on the work of WME set against the business plan objectives for the year.






Get in touch

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