



WME Business Plan for 2026-27

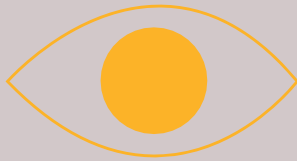


Looking ahead in 2026 – 2027

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:

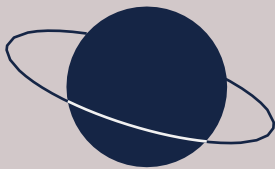


03 Our 2026/27 Business Plan



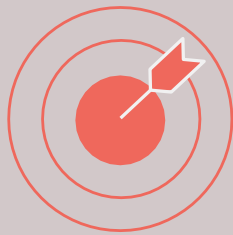
Our Vision

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

→ <https://bit.ly/4kyxgMp>

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 2026/27 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





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 facilitate collaboration and best-practice sharing among recruiters and strategic resourcing leads in councils and public sector organisations, strengthening recruitment capability across the region	Recruitment managers and operational leads of subscriber councils of WMJobs and WMTalent Acquisition	Quarterly
WMTribe	To support councils and public sector organisations using the Tribepad Shared Service in managing the contract and maximising the benefits delivered through the service.	Recruitment managers and operational leads of subscriber councils and WMTalent Acquisition	Bi-Annually
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 Strategic Authorities 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.



WME Business Plan Summary – Objectives 2026-27

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



Resourcing Services

Objectives and Deliverables
R1. Deliver resilient, compliant and future ready resourcing technology services
➤ Delivery of all roadmap commitments for WMJobs and WMTalent Acquisition.
➤ Achievement of income targets across all technology services.
➤ Increased adoption of WMTalent Acquisition features and measurable improvements in recruiter and candidate experience.
➤ External recognition through testimonials, case studies or award submissions.
➤ All services are 100% compliant
R2. Enhance and expand our Resourcing Consultancy Offer
➤ Delivery of a series of joint L&OD and Resourcing Roadshow across the region which help shape our consultancy offer.
➤ Strengthened customer relationships and improved understanding of resourcing priorities.
➤ Growth in consultancy income and councils commissioning work.
➤ Consultancy assignments delivered with measurable outcomes.
➤ Cross-team consultancy delivery increased across WME.
➤ Improved regional recognition of WME as a strategic resourcing partner.
R3. Strengthen candidate attraction through the WMJobs.co.uk brand
➤ Delivery of at least one major paid attraction campaign and one partner job-fair style event.
➤ Growth in traffic, engagement and apply clicks through WMJobs channels (adjusted to job volume)
➤ Participation in ten or more job fairs.
➤ Strengthened partnerships with LGA, WMCA and other bodies.
➤ Initiatives delivered to support early-career entry.
➤ Recognition of WMJobs as a best-practice attraction platform.
➤ Creation of a WME Outplacement Offer linked to LGR.
➤ Enhanced communications resource and support for WMJobs promotion from WME's corporate team
R4. Strengthen regional collaboration, innovation and knowledge sharing
➤ Four Resourcing Networks delivered and Two WMTribe Networks delivered with external speakers engaged and agendas planned, with increased participation and positive feedback.
➤ Production of content for Network Newsround for The Pulse and summary of key messages for Heads / Directors of HR following each network delivery
➤ Resourcing Data Dashboard launched and maintained.
➤ Quarterly Resourcing Insights published.
➤ Collaborative initiatives delivered.
R5. Establish and procure the Resourcing Shared Service for the next contract term
➤ Shared Service model agreed and supplier procurements completed by Q4.
➤ Customer contracts renewed for 2027 + term.
➤ Clear engagement and transition plans developed.
➤ Sector changes considered in new design.
R6. Explore and procure the technology to power WMJobs.co.uk for the future
➤ Procurement completed by Q4 2026–27.
➤ Provider appointed with enhanced functionality, delivering Zero downtime during transition and improved satisfaction.
➤ Feasibility work completed for national platform expansion with a Business case and recommendations produced.
R7. WMTemps - Establishment of a model for the sustainable delivery of WMTemps and wider resourcing services
➤ Options appraisal for delivery vehicles with a Business case and recommendations produced.
➤ An arrangement in place for WMTemps with no break in service for councils
➤ Positive engagement and confidence from Shareholder Councils, particularly WMTemps client Councils in the new delivery model.

HR and Consultancy Services

Objectives and Deliverables	
	<p>HR1: Strengthen and expand our regional HR community, ensuring councils and clients remain compliant, connected and professionally supported</p>
	<ul style="list-style-type: none"> ➤ Continue to provide support to the HR community by providing advice and guidance, promoting shared experience and knowledge, and helping councils remain compliant
	<ul style="list-style-type: none"> ➤ HR professionals are fully conversant with Councils employment legal obligations by providing forum for sharing and discussion of legal changes and relevant casework, through the annual employment law seminar as well as regular Pulse articles and subject specific briefings to Heads of HR network groups as appropriate
	<ul style="list-style-type: none"> ➤ Continue to provide support to the HR community by providing advice and guidance, promoting shared experience and knowledge, and helping councils remain compliant
	<ul style="list-style-type: none"> ➤ Development and growth of our HR Consultancy Services – ensuring these are fit for the future through ongoing CPD, best practice reviews, supported internal supervision and associate support.
	<p>HR2 Development and growth of our HR Consultancy Services – ensuring these are fit for the future</p>
	<ul style="list-style-type: none"> ➤ Continue the provision of the Job Evaluation Bureau to provide a cost effective and timely specialist service to clients where they require this expertise either to meet a skills or capacity gap inhouse
	<ul style="list-style-type: none"> ➤ Provide professional, cost effective mediation services to ensure clients have an effective vehicle for mitigating, reducing risk of employment law challenges and to support the creating of better workplace environments
	<ul style="list-style-type: none"> ➤ Provide expert Pay and Grading Consultancy as required by clients who identify a need for specialist support to ensure they remain equal pay compliant, with modern and “fit for purpose” approaches to pay and grading within the constraints of the public sector / local government sphere.
	<ul style="list-style-type: none"> ➤ Manage Employee Relations Casework to a high standard, ensuring work is customer focussed whilst being employment law “safe”
	<ul style="list-style-type: none"> ➤ Develop a suite of new training offers where needs are identified either through changing priorities (e.g. LGR), changes to legislation (e.g. duty to prevent harassment) or new WME sector focus.
	<ul style="list-style-type: none"> ➤ In collaboration with wider WME develop an ‘offer’ for Outplacement Support
	<p>HR3 Work with affected Councils to support the local government reorganisation agenda ensuring they are equipped to manage change effectively</p>
	<ul style="list-style-type: none"> ➤ Specific LGR Masterclass Development
	<ul style="list-style-type: none"> ➤ Continue to grow and develop the LGR Networking support offer on a sub-regional basis to foster close working relationships within LGR clusters and to provide expert facilitation as appropriate to the groups
	<ul style="list-style-type: none"> ➤ Work with affected Councils to support the local government reorganisation agenda ensuring they are equipped to manage change effectively
	<p>HR4 Support the region in influencing and implementing changes to the national pay spine and implications of the National Minimum Wage</p>
	<ul style="list-style-type: none"> ➤ Support the region in influencing and implementing changes to the national pay spine and implications of the National Minimum Wage
	<ul style="list-style-type: none"> ➤ Participation in Specific Themed National Groups
	<ul style="list-style-type: none"> ➤ Respond (as BAU) to Government Consultations relating to employment matters to ensure the voice of WME and the wider region
	<ul style="list-style-type: none"> ➤ Participate and Lead Regular National Networking, both through MHCLG workstreams, the NARE group, and wider participation to ensure WME and the region have a clear voice
	<p>HR5 Provide Regional Insights about the workforce and support the region in exploring and understanding the implications of data and MI being produced to make and identify opportunities to improve data insights</p>
	<ul style="list-style-type: none"> ➤ Development of Regional and Individual Council Analysis and Toolkits
	<ul style="list-style-type: none"> ➤ Provide Regional Insights about the workforce and support the region in exploring and understanding the implications of data and MI being produced to make and identify opportunities to improve data insights

➤ Continue with District Benchmarking Core Service to support Districts in recruitment and retention and to share information across the tier of councils
➤ Undertake Individual Benchmarking Projects as determined to support with data insights (above) and to share across the region

Corporate Services

Objectives and Deliverables
C1 Enhance the visibility and understanding of West Midland Employers and WMJobs services among Shareholders, existing corporate subscribers, and prospective subscribers and partner organisations.
➤ A demonstrable 15% increase in website traffic within a six month period, as evidenced through analytics reporting.
C2 Strengthen strategic relationships with council communications teams and relevant journalists to enhance awareness of the services provided by West Midland Employers.
<ul style="list-style-type: none"> ➤ Acquisition of 20 new, relevant contacts added to the marketing database during Quarters 1 and 2. ➤ Participation from councils in a Communications Leads Forum to facilitate the sharing and promotion of WME's work and to identify opportunities for collaborative initiatives.
C3 Provide effective support to the Chief Executive Network, enabling the 31 local authorities within the West Midlands region to collaborate more efficiently, in partnership with WME, the LGA and MHCLG.
<ul style="list-style-type: none"> ➤ Addition of 20 new, relevant contacts to the marketing database during Quarters 1 and 2 ➤ Engagement from councils through participation in a Communications Leads Forum, supporting the sharing and promotion of WME's work and the exploration of opportunities for collaborative activity.
C4 Support the effective operation of the Shareholder Board, enabling all 31 shareholder members to actively contribute to and guide the development of new business opportunities for WME.
➤ All Shareholder Board meetings are quorate

Adults and Childrens Services

Adults and Childrens Services Objectives and Deliverables
AC1: Relationship Continuation and development of partnership with DCS and WM-DASS Network across 14 LA's
➤ Maintain investment from DCS and WMDASS to deliver workforce priorities on an annual basis.
AC 2: Manage and Monitor MOU Childrens and Adults in respect of agency spend & activity across social care 14 LA's
➤ Deliver outcomes as specified in the SLA - Provision of high quality reports to all stakeholders within the agreed time periods to help inform local and regional decision making

Leadership and OD Services

Objectives and Deliverables
<p>LD1 Continue to grow our recognisable and trusted identity as futurist, organisational strategists, embedding our #buildawindmill movement' <i>Intent: To sustain and strengthen our position as the region's trusted thought leaders on the future of work and organisational transformation continually researching, testing, and inspiring "what's next" for local government.</i></p>
<ul style="list-style-type: none"> ➤ Publish high-value OD and leadership briefing papers that shape regional insight and influence We will produce 3–4 high-quality briefing papers each year that distil the emerging trends, needs and opportunities we are seeing across the region through our conversations, consultancy work and sector intelligence. These papers will provide: <ul style="list-style-type: none"> ➤ Clear analysis of what's changing in the organisational development and leadership space ➤ Insightful commentary connecting patterns, challenges and opportunities ➤ Practical recommendations that support councils in understanding and responding ➤ Take the L&OD back on the road in collaboration with Resourcing: Deliver a Roadshow – engaging councils regionally through a joined-up L&OD and Resourcing offer that strengthens links between attraction and retention and explores shared priorities such as Strategic Workforce Planning (SWP), young people and early careers, and use of AI.
<p>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 <i>Intent: To deliver high-impact, evidence-led consultancy that responds to complex organisational challenges, supporting councils and partners through transformation, devolution, and workforce change. To strengthen the clarity, visibility and integration of our consultancy offer, ensuring it remains future-focused, accessible and connected to our wider strategic positioning.</i></p>
<ul style="list-style-type: none"> ➤ Define and communicate our consultancy identity: Strengthen the link between brand and growth. Establish a mechanism to measure the relationship between our thought leadership (LD1) and consultancy demand, tracking engagement, conversions and repeat business. Use this data to inform proactive business development and shape content priorities. Retain the flexibility to respond to emerging organisational challenges, policy changes and unanticipated opportunities during the year, adapting our consultancy offer to meet evolving council needs while remaining aligned to our strategic intent.
<ul style="list-style-type: none"> ➤ Launch a forward-thinking, integrated outplacement support offer: Design and implement an accessible, contemporary outplacement support service, drawing together HR, Resourcing and OD expertise to provide seamless transition support particularly in preparation for potential LGR impact. Ensure the offer reflects modern needs around career re-direction, digital confidence and resilience.
<ul style="list-style-type: none"> ➤ Respond effectively to complex team challenges: Formalise our ability to deliver intervention and recovery support for teams experiencing breakdowns in relationships or dynamics. Clearly define our position and capability in this space, combining coaching, mediation and counselling-informed practice where appropriate, with a sub group of ready to go suitably skilled associates
<p>LD3 Ensure our workforce capability/ training portfolio remains relevant, accessible and sustainable <i>Intent: To maintain a forward-thinking, high-quality and accessible portfolio of learning and development that supports the evolving needs of the public sector workforce. To strengthen relevance, sustainability, and reach through innovation, automation and new programme design freeing capacity to deliver bespoke, high-value development interventions.</i></p>
<ul style="list-style-type: none"> ➤ Evolve and automate our training delivery model: As a corporate project and in collaboration with the corporate team, explore and implement appropriate AI-enabled tools and automation to streamline programme administration, improve access, and enhance client experience (eg a learning concierge agent).
<ul style="list-style-type: none"> ➤ Support top teams and system leaders: Respond to growing demand for executive and C-suite development. Deliver bespoke interventions that develop both individual and collective leadership performance, drawing on PIE (Performance, Image, Exposure) and system-level collaboration approaches.

- **Develop a ready-to-go Business Partnering programme:**
Design and launch a flexible Business Partnering development offer that can be adapted across professional disciplines (HR, Finance, IT, Procurement), ensuring it reflects the modern expectations of business partners as strategic enablers and connectors.

- **Expand the reach of the Tri-Sector Challenge:**
Continue to deliver the annual Tri-Sector Challenge, increasing participation across the public sector. Grow engagement beyond councils to include NHS, police, fire and housing organisations, focusing this year on relationship-building and appetite exploration.

- **Introduce an elected member development offer:**
Design, launch and have tested a dedicated Member Development Service, providing relevant, engaging and practical development opportunities for elected members in the run-up to and following local elections.

LD4 Sustain a high-quality Coaching and Mentoring community and develop a growth plan for the future Success Criteria

Intent: To ensure the Coaching and Mentoring Pool (CMP) continues to provide high-quality, accessible, and value-for-money development support across the public sector.

To use the migration to the new digital hub as a launchpad for a focused growth strategy that enhances sustainability, relevance, and innovation.

- **Grow and strengthen the CMP community**
Focus this year on proactive, purposeful growth continuing to build a sustainable and thriving community rather than rapid expansion. Develop and deliver a CMP Growth Plan that deepens engagement with existing subscribers, attracts new participants where it adds value, and ensures the pool continues to meet evolving organisational needs.
Continue to finesse and improve the new matching hub so that it meets the potential demonstrated during procurement, including the inclusion of our paid for executive coaching (and mentoring) service.
Apply the relevant insights and outcomes from the 2025–26 Regional Mentoring Project to strengthen the offer, reach, and impact of the CMP

- **Develop an Executive and Independent Mentoring Service:**
Design and test a paid-for mentoring offer for senior leaders and executives, complementing existing pool activity and responding to emerging demand in the C-suite and system-leadership space.
Build awareness and visibility of our new Team and Group Coaching offer, positioning it as a practical and impactful solution for teams and groups experiencing change, challenge or transition, and ensuring councils understand how and when it can add value.

LD5 Reframe and promote local authorities as future employers of choice

Intent: To shape how local government is seen and experienced as a modern, purposeful, and attractive place to work. To strengthen collaboration between L&OD and Resourcing, ensuring our combined work in workforce planning, attraction and engagement demonstrates how councils can reimagine and communicate their future employer identity.

- **Align and clarify our joint offer:**
Work collaboratively with the Resourcing Service to map and define our shared offer across Strategic Workforce Planning (SWP), Employer Value Proposition (EVP), attraction, and internal mobility.

- **Strengthen succession planning and leadership pipelines:**
Learn from the 'Our Future Leaders' pilot at City of Wolverhampton Council and use the insights to support other councils apply what works and influence content and direction of regional Future Leaders Network

Membership Services

Membership Services – Objectives and Deliverables
<p>M1 Deliver a package of added value Membership Benefits to Shareholder Councils and Corporate Subscribers and monitor through our relationship management meetings</p> <ul style="list-style-type: none"> ○ 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 ○ Joint Council meetings held; positive relationships in place and ideas for collaboration
<p>M2 Grow our community of subscribers</p> <ul style="list-style-type: none"> ➤ Increased number of subscribing organisations; RM meetings taking place
<p>M3 Contribute to Joint Council work collaborating with TU colleagues on potential support for LGR</p> <ul style="list-style-type: none"> ➤ Joint Council meetings held; positive relationships in place and ideas for collaboration
<p>M4 Meet demand for CEO appraisals and confidential support</p> <ul style="list-style-type: none"> ➤ Requests for CX appraisals met, and confidential support requests met within capacity
<p>M5 Provision of data insights</p> <ul style="list-style-type: none"> ➤ Ensure Infinistats and other data is informing insight reports to the region which enable evidence based decision making
<p>M6 Investment of Workforce Priority Fund to support key workforce challenges</p> <ul style="list-style-type: none"> ➤ Funding allocation agreed through Directors HR and projects being successfully delivered within time and budget

Financial Services

Finance Service Objectives and Deliverables
<p>F1: Provision of robust Financial Management services across the business</p>
<ul style="list-style-type: none"> ➤ Maintain 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. <ul style="list-style-type: none"> • Support the successful transition and onboarding of new CFO, ensuring comprehensive knowledge transfer and embedding of organisational understanding. • Support the development and integration of our L2 Accounts Apprentice, building capacity and positioning them for continued growth within the organisation after their apprenticeship ends in early 27/28.
<ul style="list-style-type: none"> ➤ Deliver efficient and timely transactional processing to enable provision of financial data for management, service, and Board reports per agreed deadlines. Explore AI opportunities to enhance efficiency.
<ul style="list-style-type: none"> ➤ Meet all statutory reporting obligations, ensuring all data is processed to enable reporting to VAT, HMRC, and Certification Office deadlines
<ul style="list-style-type: none"> ➤ Optimise investment planning in place to enable maximisation of bank interest on deposits contributing to WME income targets
<ul style="list-style-type: none"> ➤ Maintain a clear audit plan and successful year-end routine to enable production of the Year End Outturn Report for auditing.
<ul style="list-style-type: none"> ➤ Continue our financial planning approach that considers and prepares for the impact of LG reorganisation on our funding model and services
<ul style="list-style-type: none"> ➤ Demonstrate commitment to working smarter through ongoing service improvements and process reviews that deliver service efficiencies

F2: Provision of compliant procurement processes and contracting

- 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 (induction for new CFO)
- Staff have access to information, support and expertise as and when required.
- Pipeline of procurement activity with procurement projects being delivered on time and within budget
- InTend used to process compliant procurement activity meeting required deadlines for notices and registration with the Central Digital Platform for public sector opportunities alerts
- Preparation of documentation and early planning for WME to make an application to new PA2023 frameworks for our services
- Development of contracting templates appropriate to our full range of WME services and access to legal expertise as required

F3: Provision of effective and robust Governance of the REO

- Operational review of key governance documents including 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

- Maintain finance team representation at Project Board and B&B Group to support effective procurement, budget provision for project-based activities, and new business development planning and monitoring
- Maintain robust financial management protocols and further develop service area 'Dashboards' to support effective budget monitoring and management across all service areas, enabling budget holders to manage resources confidently
- Contributing to maintenance of quality data in CRM to support accurate billing, relationship management data, and accurate product pricing

F5: Strategic - Significant projects

- 1] WME as an Employer

Support transition from a hosted arrangement to WME as an employee, including purchase and set up of payroll and other related services and administration of new pension responsibilities as an Admitted Body.

- 2] Creation of an appropriate commercial model to deliver traded services
Secure Board approval to explore and set up a vehicle or mechanism to secure WME's future commercial trading activity and retain Teckal Exemption for council access to services via WME.
Phase 1 - Develop robust business case and secure Board approval for preferred option
Phase 2 - Implementation and establishment of separate accounting processes and governance.
Phase 3 – Contracting – transfer of contracted services from WME to new entity and options for new contracted services

- 3] Major Resourcing Procurement Project

Deliver an above threshold Competitive Flexible Procurement for a new jobs board and linked to this secure contract extensions with client base, Tribepad for ATS and Connexia SWD for DBS services

F6: Provision of financial data and service KPIs


- 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, including:-
- Continuing to develop, refine, and roll out dashboards across service areas to improve financial visibility for budget holders and SLT, enabling KPI and progress tracking.



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