



Strategic Plan 2020-2025

To advocate, build and champion people centred organisations for a resilient and diverse public sector workforce that benefits everyone in the West Midlands

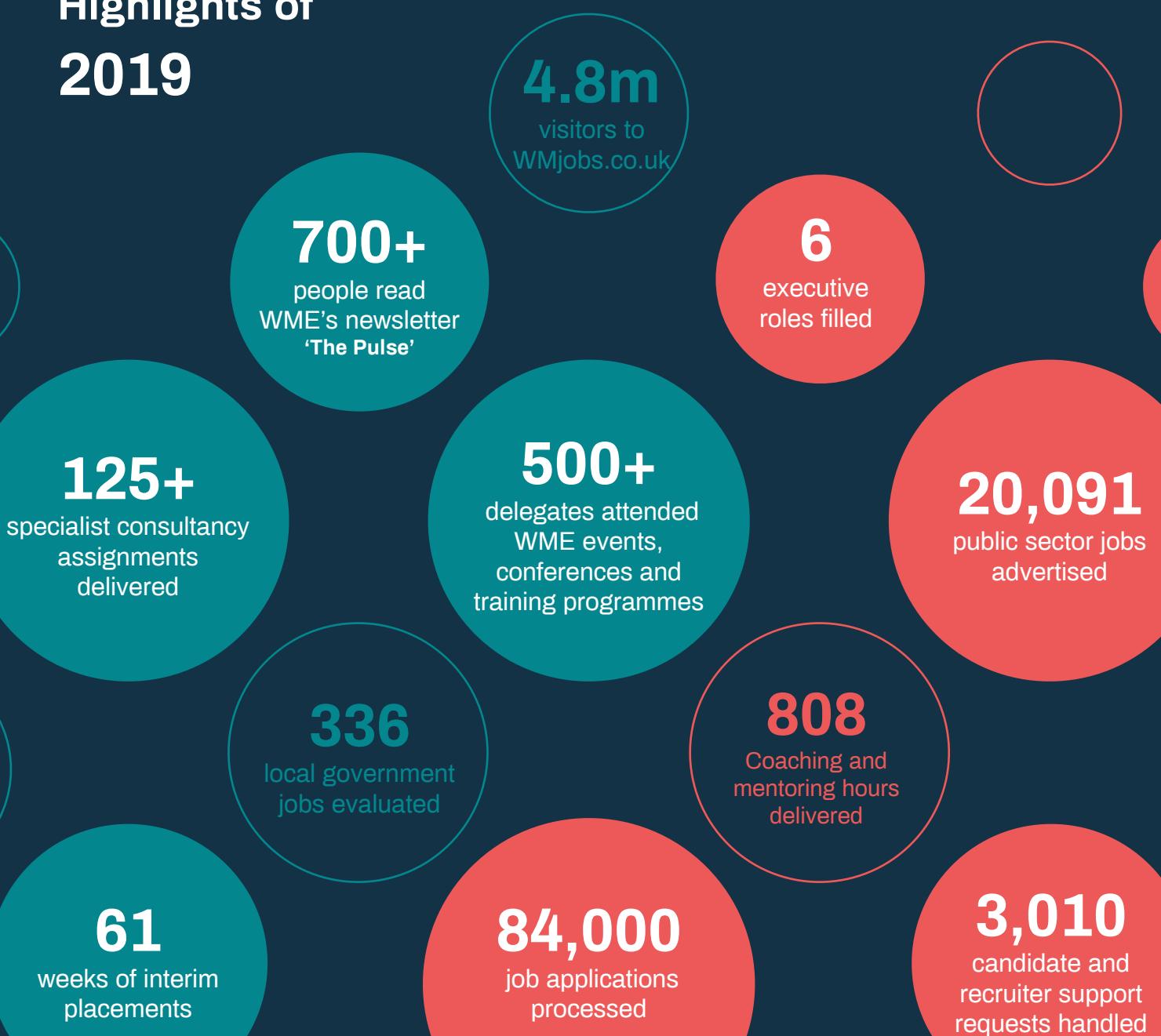


Our starting point

In 2019 West Midlands Employers began a process of transformation. Under a new Chief Executive and Senior Leadership Team, the organisation has restructured and refreshed our values, redefined our purpose, refreshed our services and modernised our ways of working. We began reconnecting with colleagues within and beyond our region through new networks and events that bring our people together, and we have been consulting widely on shared priorities for the new decade.

It has been a busy year for the team in balancing the demands of delivering our business whilst transforming the organisation for the future. We now have the capacity and capability to deliver a new and ambitious Strategic Plan with a vision to advocate, build and champion people centred public sector organisations and enable a more resilient and diverse workforce.

Highlights of 2019



Contents

A vision for our future	4	WME priorities for 2020-25	6
Repositioning your REO	4	Our Added Value	9
Plan on a Page	5	#TeamWME ready to deliver	12

Our vision for the future

**Rebecca Davis, Chief Executive
and Cllr Ken Meeson, Chair WME
Management Board**

**Over the next 5 years you will see
WME evolve and mature as an
Employers' Organisation that uses
its unique position in the Region
as a convener of partners to shape
new services and opportunities. We
are clear we are here to add value
and that starts with the delivery of
our new Strategic Plan.**

The West Midlands is an ambitious Region and this is our ambitious 2020 to 2025 strategic plan. WME has a vision to '**advocate, build and champion people centred organisations for a resilient and diverse public sector workforce that benefits everyone in the West Midlands**'.

We have consulted extensively with all our stakeholders to shape this strategy and we are confident it represents 'your voice and your choice' about what you want us to deliver for you over the next five years.

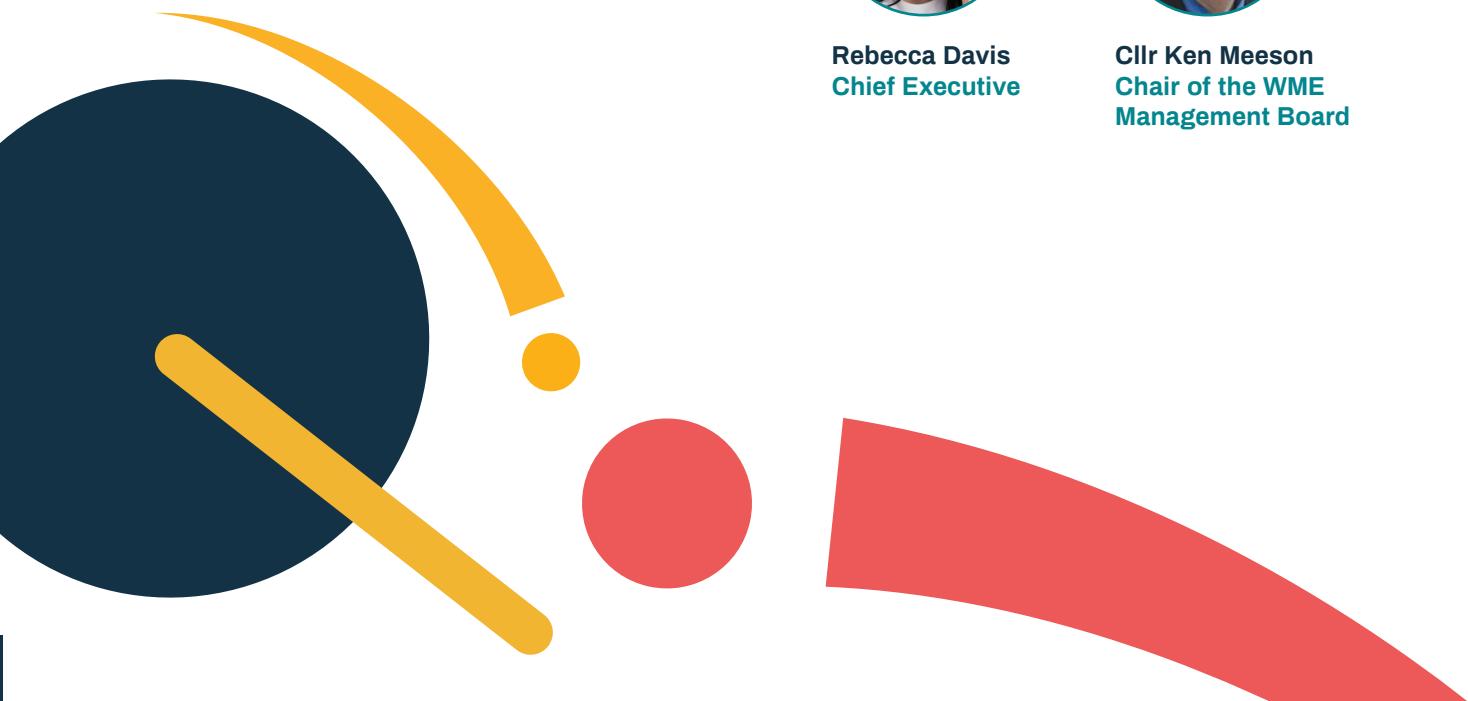
At WME we see a glass that is definitely half-full. Every change or service delivered by our membership organisations involve people - they are our biggest resource and our biggest source of potential for innovation and transformation. We will ensure everything we do is benefitting our workforce.



**Rebecca Davis
Chief Executive**



**Cllr Ken Meeson
Chair of the WME
Management Board**



Our Vision - Repositioning Your Employers' Organisation

At WME are excited by the transformation taking place within the public sector and the opportunities for service innovation this brings for all of us. We want the West Midlands Public Sector workforce to realise its full potential and be regarded amongst the best.

We want our sector to be a vibrant place to work and our region a great place to live.

Our ethos is 'public for public'

WME is owned by our subscribing Councils and is a voluntary not-for-profit organisation and any operational surplus we make is reinvested in our public sector workforce. Our new Strategic Plan places our membership organisations at the very heart of what we do, but our commercial services remain a key component of our work, ensuring the best services at discounted rates. On your behalf, we have and will continue to enter into partnerships and contracts with private and public sector organisations, maximising our buying power and influence as a regional organisation to benefit you.

We will:

- **Advocate** and influence for our membership as a highly respected partner to speak as the 'voice of employers' in the Region and offer solutions to our workforce challenges
- **Build** the future public sector workforce, by bringing our specialist expertise and insight to the right conversations at the right time to be a key partner in the ongoing development of the public sector workforce
- **Champion** the Region as an attractive place to live and work and being trusted as an honest broker, bringing organisations together to strengthen and diversify our workforce

What you will see as we reposition the organisation:

WME is predominately focused on service delivery; with limited capacity to support or build relationships with stakeholders

2019

WME focusses on adding value to Regional Workforce Priorities whilst still evolving its service portfolio

2020-22

WME is contributing to, influencing and leading the workforce agenda across the Region, with strongly established relationships with key stakeholders and improvement partners; whilst still delivering a wide range of key services

2023-25

Our Values

As individuals we are proud of our WME values and ensure they are at the **HEART** of how we will interact with you:

-  We **influence** change and innovate to build a better public sector.
-  We are **honest** and do the right thing.
-  We strive for **excellence** every single day.
-  We are **ambitious** and want to do spectacular things to make a difference.
-  We **respect** individuals and support our public sector family.
-  We are **trusted** colleagues and you can depend on us.

A clear message from our conversations with you has been a need to foster and promote WME as a family of local authorities, working on challenges that no one organisation can solve - working together to become a stronger Region and a more attractive place to work.

Looking ahead, WME needs to be at the right tables, having the right conversations, with the right and relevant stakeholders. We need to create the capacity to do this on your behalf and WME needs to begin the process of repositioning itself and building relationships, in order to do this effectively.



Plan On A Page

We have 3 priorities for the next 5 years and here's a summary of some of the key things we will deliver:



Priority 1 Tackle regional workforce priorities



We will support Organisational Development and culture change and establish a dedicated regional fund with capacity to deliver against targeted priorities, to build a more resilient and diverse workforce and attract and retain talent in the Region.

Priority 2 Deliver a strong portfolio of shared services and products



We will grow our Leadership, OD and HR support offer. We will look to expand our recruitment and resourcing services even further and give you access to all these at competitive and discounted rates.

Priority 3 Repositioning the REO as a strong Membership Organisation



We will put you at the heart of everything we do to ensure we are a strong Membership organisation focussed on the priorities and services you tell us you need. We will offer a new and valuable Shareholder Membership Services ensuring you have our support where it matters most, including better access to information, data and specialist workforce advice.

We will

- Work with you and key partners to set out a plan to spend £100k each year on regional workforce priorities and areas that matter to us all; wellbeing, resilience, inclusion, diversity, culture change and creating talent pipelines through apprenticeships, graduate and leadership development programmes.
- Commission and participate in research into future workforce trends based on our regional workforce priorities, making sure our organisations are at the cutting edge of new and emerging approaches such as AI and robotics.
- Maximise opportunities regionally and within key sectors such as Childrens, Adults and Education ensuring that where our priorities are aligned, we collaborate and share data, intelligence and resources.
- Be the leadership and development hub for our regional workforce, developing, with expert partners, a range of new programmes for all employees, managers, leaders and HR professionals.
- Progress our Organisation Development tools, psychometrics, 360 services, diagnostics and e learning – building on the best of what we currently offer.
- Grow membership of our Coaching & Mentoring Pool to embed a coaching culture within the public sector.
- Invest in evolving our successful WMJobs service to promote the region as a great place to live and work and to attract the best talent.
- Strengthen and grow our executive recruitment and search services offering you a trusted partner in the recruitment market.
- Launch an enhanced 'Talent Bank' of associate consultants to meet your specific support needs.
- Give you a collective voice annually on pay and other negotiations, and contribute to national conferences and publications and champion our Region in all we do.
- Drive engagement through our networking events for HR leads, newsletters and technical bulletins, and a members only section of our website.



WME Priorities

Our work over the next five years will focus on 3 key priorities:-

Priority 1

Tackle regional workforce priorities



Priority 2

Deliver a strong portfolio of shared services and products



Priority 3

Repositioning the REO as a strong Membership Organisation



Tackle Regional Workforce Priorities

Led by:

Rebecca Davis, Chief Executive



We will support Organisational Development and culture change and establish a dedicated regional fund with capacity to deliver against targeted priorities, to build a more resilient and diverse workforce and attract and retain talent in the Region.

You told us

- You want us to lead on regional priorities and help you work with other organisations and councils to tackle themes that no one organisation can address on their own.
- You want us to work with you to focus on some 'big ticket' areas of work, that really add value and deliver outcomes for you.

We have

- Invested time in understanding your needs in this new area of work for WME. We have made sure as an organisation we are 'match fit' and ready to start work on this exciting programme in April 2020.
- It's an ambition that will take time, but we will build on this in 2020. In 2019 we have begun the groundwork for this, which included delivering workforce planning workshops with the LGA, a wellbeing themed coaching conference for 200 delegates, secured funding to deliver an OD development programme, brokered partnerships with technology providers specialising in virtual reality social care training and we published our first data insights report.

We will

- Work collaboratively with you and other key partners to set out a delivery plan to invest £100k each year on the regional workforce priorities, ensuring we demonstrate clear and measurable progress and added value for you;
- **Inclusion:** To ensure our public sector organisations reflect the communities they represent, through understanding our current workforce and the impact inclusion has on service delivery and developing a range of interventions to support you.
- **Talent:** To support a West Midlands approach to talent attraction and retention, to meet the future needs of local government and the wider public sector. Ensuring we have a diverse talent pipeline, addressing current and future skill gaps, raising the profile of local government and public sector jobs, as well as showcasing the West Midlands as a great place to work.
- **Culture:** Develop OD interventions that are innovative and evidence based to support cultural and behaviour change in your organisations. We want to make sure your transformation initiatives are successful, and that people are ready and supportive of them.
- **Wellbeing:** To foster a resilient regional workforce that is healthy and productive. We want to ensure we champion support across the full wellbeing spectrum, ensuring we add value in any emerging new areas of work and fill any gaps in support provision.
- Work closely with our friends in key regional partnerships to make sure we are all working together; utilising our combined skills and resources effectively to support you in building a sustainable and strong workforce in our Childrens, Adults and Education sectors.
- Both commission and participate in research on future workforce trends, putting the West Midlands Region at the centre of new thinking in areas of wellbeing, artificial intelligence and other evolving workforce trends and needs.

"WME has a strong record of providing excellent services to the region. WM ADASS are keen to collaborate with WME to ensure that the 165,000 people employed providing social care in the region are valued for the great services they provide and that future employees are encouraged into the sector."

Pete Jackson, Improvement Director WM ADASS

"WME is unique in our region. It is our trusted, knowledgeable long-term local government partner, supporting all our councils. WME has scope to significantly contribute to a regional approach to stabilising workforce challenges and as an improvement partner. In my experience it quickly pays for its annual membership."

Alistair Neill, Chief Executive, Herefordshire Council

Deliver a strong portfolio of shared services and products

Led by:

Manny Sandhu, Director Resourcing, Leadership & OD



We will grow our Leadership, OD and HR support offer. We will look to expand our recruitment and resourcing services even further and give you access to all these at competitive and discounted rates.

You told us

- You value access to leadership and development opportunities at competitive rates but you also want us to transform what we offer to make sure it is fresh and cutting edge.
- You recognise our expertise in HR and OD and want us to build and champion a strong HR profession with quality development opportunities.
- You value the WMJobs shared service infrastructure which has been in place for 10 years and many of you rely on this service for attracting talent, but you want to see this evolve with more innovation.

We have

- Contracted for the delivery of the WMJobs service to March 2023 with enhanced service functions and flexibility over service options.
- Advertised over 20,000 jobs for you in the last year that attracted over 84,000 applications. Our team provided personal support to over 3,000 candidates who needed help with their application process.
- Enhanced our executive recruitment service so that we can now offer you candidate search too and we have led 10 significant campaigns for you.
- Delivered 750.5 hours of coaching and 57 hours of mentoring to our workforce in the Region, to develop their leadership.

We will

- Launch a new 'Leadership & Development Hub' by March 2021 that you are not only proud of but also keen to use. You will have access to a full range leadership and development programmes for all officers and elected members. We will also continue to offer a range of 360 services, psychometric tools and e-learning solutions.
- Grow our Coaching and Mentoring Pool to become a true cross public sector shared service, with an ambition of attracting and onboarding around 3 new

organisations each year. We will continue to embed a coaching culture and aim to increase in the number of coaching and mentoring hours year on year.

- Invest in the WMJobs services, refreshing the brand by March 2021 and introducing new media for our organisations to use showcasing the West Midlands as a great place to live and work. We want to have a bigger reach with WMJobs and want to make sure the Region has a voice on national initiatives.
- Strengthen and grow our Executive Recruitment and Search service so that you have a high-quality partner you can call on to work with you at every step of the process, including the delivery of search and assessment centres, aiming to deliver 12 campaigns a year.
- Expand our successful HR traded services (ie Job Evaluation, Investigations, Organisation Redesign, Pay Benchmarking, etc) to ensure we offer you best value services, that growth year on year.
- Develop a range of new services, either as WME or in partnership with other providers and specialists, to support you in meeting future challenges.

"WME is a 'go to' organisation for us across a range of people services. We have engaged WME to help us with senior recruitment and recently used their consultants to carry out a really useful piece of work on sickness absence management to share learning from other authorities. The service provided is always flexible and responsive to our needs and always feels great value for money compared to other providers."

Adam Norburn, Executive Director, Rugby Borough Council

Repositioning the REO as a strong Membership Organisation

Led by:

Lesley Shore, Director Corporate, HR & Membership Services



We will position our authorities at the heart of everything we do to ensure we are first and foremost a strong Membership organisation clearly focussed on those priorities and services you tell us you want and need. We will provide you with a new and valuable Shareholder Membership Services that ensures you have our free support where and when it matters most, including giving you better access to information, data and specialist workforce advice.

You told us

- We are your trusted partner and you see us as a vital 'insurance policy' for when you need us to support you on highly sensitive areas of work. You understand much of what we do is confidential, and we can't and won't 'shout about it'. You need to know you can continue to access our expert advice and guidance as and when you need it.
- Our membership offer was not transparent or easy to understand and you wanted to see this clearly set out with new services that give greater data and insights to help you understand our workforce of 116,500 employees.

We have

- Invested time in understanding what you need from us over the next five years; we have held conversations with all our membership at 6 key events and created an Influencers Panel of subject experts and stakeholders to help us define priorities.
- Continued to deliver a responsive HR services to you whilst readying ourselves for the future and that has included delivering 125 specialist consultancy assignments for you, evaluating over 336 local government jobs and delivering our employment helpdesk 5 days a week.
- Established new networks to help you connect with colleagues in the Region and share best practice, delivered 3 HR, OD and Transformation one day mini conferences, a national Coaching & Mentoring Conference - over 500 of you attended these and 700 of you are now reading our new quarterly newsletter The Pulse.

We will

- Launch our new comprehensive Shareholder Membership Service in April 2020 with 28 benefits for you. You will be assigned a named account manager and you will receive an annual benefits statement at the end of each year demonstrating how you have benefited from your membership.
- Drive improved engagement through a new website in April 2021, our networking events for HR and OD leads, newsletters and technical bulletins and grow virtual networking through an enhanced 'members only site'.
- Launch an enhanced 'Talent Bank' of associate consultants and local government subject matter experts to meet your specific support needs.
- Benchmark key workforce information through giving you access to a new online data portal in May 2020, offering HR leaders key data at the touch of a button and we will produce up to 6 regional insight reports for Chief Executives each year from May 2021.
- Build better relations with Unions through developing a new employee relations plan for the Region, including a Regional Joint Council and Conciliation Service from April 2021.
- Give you a collective voice annually on pay and other negotiations and contribute to national consultations on employment issues, conferences and publications to champion our Regions workforce.

"WME's new strategy will enable the organisation to build on its current strengths to address shared People priorities across the public sector in the West Midlands. Key to this will be offering much of the advice and support to individual People and HR leaders which would otherwise require."

John Henderson, Chief Executive, Staffordshire County Council

WME's Added Value

Our membership offers something for every organisation, and we provide our services, support and development to all employees in those organisations; meaning we support a local government membership workforce of over 116,500 as well as a wider workforce of corporate members and other pay as you go public sector clients.

Subscribing organisations pay an annual fee and receive associated member benefits, with many choosing WME as their partner of choice for additional commercial services, often at discounted rates.

Our types of membership:

Shareholder Member

The subscribing councils in the West Midlands are shareholders in WME and collectively own us. They are represented on our Shareholder Membership Group by their Chief Executive and have a direct say on what we do and how we do it. They also provide political oversight through an Elected Member Management Board, nominated from the sub-regions and Districts.

Corporate Member

Other public, voluntary, community and education organisations whose employees are an important part of our public sector workforce can subscribe to WME and receive services from us. They can select from a choice of 3 subscription options that best suits their needs and budget. Corporate Members do not have any executive or shareholder rights.

WME has supported our membership in over 3,440 days of discounted or free at the point of delivery consultancy engagements since we were established in 2013, with many being highly sensitive pieces of work.

WME is your REO (one of 10 regional organisations) and each region has an equivalent body representing employers' views nationally. REOs offer confidential advice and guidance to Chief Executives and Elected Members and are the regional interface with the national employers on terms, conditions and pay negotiations. WME has also evolved its role within the Region to provide considerable added value as a platform for the delivery of key shared services and other workforce related products.

"It's such an advantage for us as elected members to have our own organisation to support our employment challenges and development"

**Cllr Roger Phillips
(Herefordshire Council)
Member of LGA National Joint Council**

Demonstrating value through Membership Services

During 2019 we talked to over 200 people about our membership offer. You told us very clearly that it was not transparent, and we agreed with you.

We hope you feel that our new membership service package (page 10) is clear and adds value to your organisation. Through our account manager service reviews with your team and a personalised annual benefits statement, we will set out what services you have used and encourage you to take up those you haven't. Our benefits statement will also indicate the value of savings based on buying similar services independently to highlight the financial benefit of your membership of WME.

WME is here to deliver quality membership services, free at the point of delivery and we will review our membership service each year to ensure it remains relevant and meets your needs as member organisations.

Funding the WME Strategy

We have also produced a 3 Year Financial Plan that includes details of our Shareholder Membership Subscriptions for 2020-23 to help member organisations budget for the life of this strategy.

"We are here when you need us most; we are your insurance policy for workforce and employment issues"

**Rebecca Davis,
CEO WME**

Shareholder Membership Service 2020-2021

Our new subscription model is based around authority type and population size; creating 3 bands of fees with all District Councils in Band 3; Mets, Counties and Unitaries with a population below 200,000 in Band 2; and Mets, Counties and Unitaries with a population over 200,000 in Band 1.

Shareholder Membership Services		Population Band 1	Population Band 2	Population Band 3
Our support as your Regional Employers' Organisation				
Advice and support to manage employee relations disputes via new Regional Joint Secretaries Forum and conciliation service	Enhanced	✓	✓	✓
Regional responses to national consultations on legislative changes	New	✓	✓	✓
Regional membership of the National Association of Regional Employers		✓	✓	✓
Unlimited employment 'helpdesk' service 5 days a week via phone and email		✓	✓	✓
Supporting your political leadership				
Advice and guidance to interview or stakeholder/member panel for CEX recruitment *additional recruitment services available at discounted rates		Up to 3 days	Up to 3 days	Up to 2 days
Expert confidential independent advice to the Leader/Deputy Leader and Head of HR on employment issues relating to CEX role		✓	✓	✓
121 introductory meeting for new Leader and/or HR portfolio holder with WME Senior Team	NEW	✓	✓	✓
WME e-newsletter updated from Elected Member Management Board (quarterly)	NEW	✓	✓	✓
Supporting your Chief Executive				
Improvement Support; WME attend review feedback meeting(s) (e.g. LGA Peer Review, Ofsted, etc) and develop a WME proposal of support for CEX	NEW	Up to 5 days	Up to 4 days	Up to 3 days
Delivery of outcome focused programmes on agreed regional workforce priorities - led by Regional Directors/Heads of HR	NEW	✓	✓	✓
Annual independent facilitation of CEX performance appraisal with Members	Enhanced	Up to 2 days	Up to 2 days	Up to 1 day
Expert confidential independent advice to the CEX and/or Director of HR on employment issues relating to statutory roles.		✓	✓	✓
Regular CEX e-bulletins relating to workforce issues	NEW	✓	✓	✓
WME CEX peer networking event as part of an Annual WME AGM	NEW	✓	✓	✓
121 introductory meeting for a new CEX with WME Senior Team	NEW	✓	✓	✓
Supporting your officers and organisation				
Discounted fees for Members across the majority of WME services to ensure competitive rates		✓	✓	✓
HR Data Insights and Benchmarking Portal – access to bespoke online platform and services	NEW	✓	✓	✓
Salary Benchmarking for CEO and second tier roles		✓	✓	✓
121 introductory meeting for new Director/Head of HR with WME Senior Team	NEW	✓	✓	✓
HR Directors & Heads of HR Community Meeting (monthly)	NEW	✓	✓	✓
District Council Heads of HR Community Meeting (quarterly)	NEW	✓	✓	✓
HR, OD & Transformation (HOT) Conference Events (quarterly)	NEW	3 places	2 Places	1 Place
Access to negotiated regional discounts with other service providers (eg Xpert HR)		✓	✓	✓

Peoples Hour - HR Employment Law Bulletin (monthly)	Enhanced	✓	✓	✓
The Pulse - WME news (quarterly)	Enhanced	✓	✓	✓
Maximising Your Membership				
Annual Benefits Statement	NEW	✓	✓	✓
Membership Review with WME account manager	NEW	6 monthly	6 monthly	annual
Member only access on Website	NEW	✓	✓	✓

Corporate Membership Options 2020-2021

From 2020 our Corporate Membership is based around 3 levels of service to provide options for varied support and cost, Bronze, Silver and Gold. The service offer is set out in the following table along with the services fees for 2020-21.

Corporate Membership Service		GOLD	SILVER	BRONZE
WME keeping you informed				
The Pulse – our newsletter keeping you up to date with our services, workforce innovations, success and collaborative opportunities (quarterly)	NEW	✓	✓	✓
The People Hour – technical and professional HR and employment law bulletin (monthly)	Enhanced	✓	✓	✓
National Updates on pay negotiations or consultations on legislative changes		✓	✓	✓
Information Sharing; WME articles, blogs, e-bulletins	Enhanced	✓	✓	✓
Regular CEO e-bulletin relating to workforce issues	NEW	✓	✓	✓
WME supporting your HR & OD Team				
Employment Advisory Helpdesk – responding to phone and email support requests 5 days a week excluding bank holidays		Unlimited	Max 12 requests p.a.	Max 4 requests p.a.
Expert independent advice on employment issues for Statutory Roles	NEW	✓	✓	✓
Salary Benchmarking for CEO role	NEW	✓	✓	✓
Free attendance at each HR, OD & Transformation (HOT) Conference Events (plus 5% discount on fees for additional attendees)	NEW	2 places at each event	1 place at each event	1 place per annum
Membership Training Voucher*	NEW	£300	✗	✗
Discounted rates for Members on many WME services		✓	✓	✗**
Free Standard Job Adverts on WMJobs.co.uk (or Job of the Week if a WMJobs subscriber)	NEW	3 p.a.	2 p.a.	1 p.a.
Access to WM360 so you pay only for 360 review reports and feedback		✓	✓	✓
WME welcome meeting for a new Director of HR&OD in your organisation	NEW	✓	✓	✗
Networking with Local Government HR Directors on issues of common interest	NEW	Invite Only	Invite Only	✗
WME valuing your Membership				
Corporate Member Website Access (service relevant)		✓	✓	✓
Annual Membership Statement and Review with WME account manager	NEW	✓	✓	✓

* The voucher value can be used as part payment against any fees for delegate places on open training programmes or any inhouse training programmes.

** Bronze Corporate Members will receive a 10% discount off Non-Member Fees

Membership services and fees will be reviewed each year to ensure they offer best value for subscribers but for budgeting purposes you can expect an inflationary increase of 4.5% per annum for years 2 and 3.

Pay As You Go Services

We also offer our services on a pay as you go basis to organisations who do not wish to subscribe to WME, but who want to take up some of the services we offer. These 'non-members' pay at a significantly higher rate for our services and do not have access to the wider benefits of membership services. Typically, these are organisations 'new' to WME and many then progress to become a subscribing organisation.

#TeamWME ready to deliver

In 2019 we made significant changes at WME to ensure we had both the capacity and skills available to deliver on our new Strategic Plan from April 2020.

We have built a highly skilled core team of subject matter experts who are able to deliver our membership offer to organisations, shape new products and services and work collaboratively with key regional partners.

WME Inhouse Skills

- Consultancy skills in a wide range of HR and OD work including:-
Job evaluation, pay and grading, renumeration, benefits benchmarking and job design
Organisational design and service review
Development of OD frameworks
Coaching
- Direct HR advice and guidance
- Coaching and mentoring specialists with both direct delivery and scheme management skills
- Recruitment and selection specialists with experience of campaign management
- Mediation
- Specialist experience in a range of sectors including:-
Education and schools
Local Government authorities at all tiers
Police
Private sector, NFP and NHS

To find out more about your WME team go to the website www.wmemployers.org.uk

New WME Talent Bank

In addition to our dedicated core WME Team, we also manage and quality assure a Talent Bank of over 45 subject matter experts and associate consultants, who are in contract with WME to provide their services at highly competitive rates for the public sector.

Our associates cover a range of disciplines and specialisms that we are intending to expand and strengthen over the next 5 years. We want to position WME to be your one-stop-shop for all short-term consultancy or interim support needs.

Talent Bank Skills

- Investigation skills including complex, senior and statutory officer investigations
- Case management of Employee relations issues
- Mediation skills accredited to ILM level 5
- Job evaluation of three main job evaluation schemes, panel support, moderation, appeals and audit

- Organisational restructuring and change process management, management of consultation processes and development of service change / shared service models
- Research and best practice / benchmarking work
- Change management and cultural change support, organisational development interventions and programmes to support cultural change
- Training delivery in a wide range of subjects including (but not exclusively)

Manager as leader
Step up to leadership
Leader as coach
Managing difficult conversations and performance management
Equality and diversity
Resilience and mental health wellbeing
Place based leadership
Effective partnership working
Social media, presentation skills

- Occupational psychology and use of psychometric tools for recruitment, performance management and personal development
- Recruitment, search and selection, design and delivery of assessment centres

We invest in our Talent Bank colleagues, offering training and development opportunities and regular meetings with them to share sector based learning and to ensure they feel part of the WME family.

In 2020 we will launch a new website with access to information on our Talent Bank as part of #teamWME, including videos and case studies from all our specialists to bring the work they do to life.

Easy access, great value

The benefit of sourcing your specialist support through WME is that we have not only done the vetting and contracting for you, ensuring a wide range of skills and experience to call upon to suit every need, but we have also negotiated attractive rates to ensure best value to our members.



We are here for you:

The team is looking forward to working with you as we deliver our new Strategy and we are always pleased to hear from you so do get in touch.

T: 0121 569 2070 E:info@wmemployers.org.uk
www.wmemployers.org.uk