

Enquiries to:
Democratic Services

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Date: 4th October 2024

Our Ref: MM

Dear Sir/Madam,

A meeting of the **SHAREHOLDER COMMITTEE** will be held in the Council Chamber, Town Hall, on **Tuesday 15th October 2024 at 6.00pm.**

Yours faithfully,

TOM SHARDLOW

Chief Executive

To: All Members of the
Shareholder
Committee

Councillors J. Sheppard (Chair), J. Clarke, J. Gutteridge,
S. Hey, N. King and M. Walsh

AGENDA

PART I - PUBLIC BUSINESS

1. ANNOUNCEMENTS

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Lloyds bank building on the opposite side of the road.

Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also ensure that mobile phones are turned off or set to silent.

2. APOLOGIES - To receive apologies for absence from the meeting.

3. MINUTES – to confirm the minutes of the Shareholder Committee Meeting held on 9th July 2024 (**Page 5**)

4. DECLARATIONS OF INTEREST

To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members' Code of Conduct

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made for interests that are declared regularly by members to be appended to the agenda (**Page 9**). Any interest noted in the Schedule at the back of the agenda papers will be deemed to have been declared and will be minuted as such by the Democratic Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.

2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

5. PUBLIC CONSULTATION - Members of the public will be given the opportunity to speak on specific public agenda items, if notice has been received.

Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The Chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The Chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the Chair, the speaker persists, they will be asked to stop speaking by the Chair. The Chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the Chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

6. WEST MIDLANDS EMPLOYERS – ANNUAL REPORT 2023/24 – a report of the People Services Manager, attached **(Page 11)**
7. ANY OTHER ITEMS - which in the opinion of the Chair should be discussed as a matter of urgency because of special circumstances (which must be specified).
8. EXCLUSION OF THE PUBLIC AND PRESS

RECOMMENDED that under section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in paragraphs 3 of Part I of Schedule 12A to the Act.

PART II – EXEMPT ITEMS

9. NABCEL NEW BUSINESS OPPORTUNITY UPDATE – a report of the NABCEL Managing Director
10. NABCEL BUSINESS PERFORMANCE REPORT 2024 – 2025 Q1 – a report of the NABCEL Managing Director
11. NABCEL Q1 FINANCE FORECAST REPORT 2024 - 2025 – a report of the NABCEL Managing Director

NUNEATON AND BEDWORTH BOROUGH COUNCIL

NUNEATON & BEDWORTH SHAREHOLDER COMMITTEE

9th July 2024

A meeting of the Nuneaton and Bedworth Shareholder Committee was held in the Council Chamber, Nuneaton on Tuesday 9th July 2024.

Present

Councillors: J. Sheppard (Chair), J. Clarke, J. Gutteridge, S. Hey, N. King and M. Walsh.

PART I – PUBLIC BUSINESS

SC1 **Minutes**

To confirm the minutes of the meetings held on 23rd January 2024 and 23rd April 2024.

RESOLVED that the minutes of the Nuneaton and Bedworth Community Enterprise Limited (NABCEL) Shareholder Committee meeting held on 23rd January 2024 and 23rd April 2024 be approved and signed by the Chair.

SC2 **Declarations of Interest**

Councillor Gutteridge declared that he is no longer a representative on the Outside Bodies stated on the schedule and these are to be removed.

Councillor Walsh declared that he is a Trustee of the Nuneaton Scouts Association and a representative on the Hammersley Smith and Orton Charitable Board.

RESOLVED that the Declarations of Interest for this meeting are as set out in the schedule attached to these minutes, subject to the changes Councillor Gutteridge and Councillor Walsh requested to their Declarations of Interest.

SC3 **Exclusion of the Public and Press**

RESOLVED that under section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in paragraphs 3 of Part I of Schedule 12A to the Act.

PART II – EXEMPT ITEMS

SC4 **NABCEL Q4 Financial Forecast Report 2023 – 2024**

A report from the Managing Director of NABCEL to provide the Committee with an update on the draft financial position of NABCEL for 2023/24 based on the position at the end of April 2024 Q4.

RESOLVED that

- a) the contents of the report be noted; and
- b) additional information be provided to Committee Members in relation to staff retention figures and leavers.

SC5 **NABCEL Business Performance Report 2023 – 2024 Q4**

A report of the Managing Director of NABCEL to provide the Committee with information on the performance of the various business streams within NABCEL and ensure that Key Performance Indicators (KPI's) are being monitored and met.

RESOLVED that

- a) the contents of the report be noted and comments fed back to the Board;
and
- b) for future reports to include a graphic to denote red/amber/green.

SC6 **NABCEL New Business Opportunity**

The Managing Director of NABCEL provided the Committee with an update on the proposed new business of providing temporary accommodation services to Blaby District Council.

RESOLVED that

- a) the contents of the report be noted;
- b) the business case including all figures be presented to the Committee at the next meeting; and
- c) a briefing note update to be submitted within the next six months.

Chair

Shareholder Committee – Schedule of Declarations of Interests – 2024/2025

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	J. Clarke	-Employed by Marcus Jones MP - Warwickshire County Councillor	- Nuneaton Conservative Association; Deputy Chairman - Officer of the Abbey Preceptory Masonic Buildings - Nuneaton	
	J. Gutteridge		Representative on the following Outside Bodies: <ul style="list-style-type: none"> • Warwickshire Health and Wellbeing Board • Age UK (Warwickshire Branch) • Committee of Management of Hartshill and Nuneaton Recreation Ground • West Midlands Combined Authority Wellbeing Board Member of NABCEL	
	S. Hey	Director – - Heywire Ltd - Brilliant Boking Ltd		
	N. King	Employed by Love Hair and Beauty		
	J. Sheppard		- Director of Wembrook Community Centre. - Member of Labour Party.	Dispensation to speak and vote on any matters of Borough Plan that relate to the Directorship of Wembrook Community Centre.

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	M. Walsh	(Retired)Employed by MacInnes Tooling Ltd. – UK Sales Manager		

Shareholder Committee – Schedule of Declarations of Interests – 2024/2025

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	J. Clarke	-Employed by Marcus Jones - Warwickshire County Councillor	Nuneaton Conservative Association; Deputy Chairman Officer of the Abbey Preceptory Masonic Buildings - Nuneaton	
	J. Gutteridge			
	S. Hey	Director – - Heywire Ltd - Brilliant Boking Ltd	Member of: The Labour Party, National Trust, CAMRA (Campaign for Real Ale), Royal Photographic Society. Representative on the following Outside Bodies: <ul style="list-style-type: none"> • West Midlands Employers Board (NBBC representative) • Local Government Superannuation Scheme Consultative Board • Grayson Place (NBBC) Limited • West Midlands Employers • Nuneaton and Bedworth Older People's Forum 	
	N. King	Employed by Love Hair and Beauty	Representative on the following Outside Bodies: <ul style="list-style-type: none"> - Nuneaton Town Deal Board 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	J. Sheppard		<p>- Director of Wembrook Community Centre.</p> <p>-----</p> <p>- Member of Labour Party</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Sherbourne Asset Co Shareholder Committee • Warwickshire Direct Partnership • Warwickshire Waste Partnership • Nuneaton Neighbour Watch Committee 	Dispensation to speak and vote on any matters of Borough Plan that relate to the Directorship of Wembrook Community Centre.
	M. Walsh	Employed by MacInnes Tooling Ltd. – UK Sales Manager	<p>Trustee of the Nuneaton Scouts Association.</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> - Hammersley Smith and Orton Charity 	

AGENDA ITEM NO. 6

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Shareholders Committee

From: Ruth Bartlett, People Services Manager

Subject: West Midlands Employers – Annual Report 2023/24

Portfolio: Resources and Customer Service

Building a Better Borough Aim: N/A

Building a Better Borough Priority: N/A

1. Purpose of Report

- 1.1 To brief the Shareholder Committee on the annual report received from West Midlands Employers (WME) for 2023/24

2. Recommendations

- 2.1 To note the content of the annual report

3. Background

- 3.1 The Council is a shareholder in West Midlands Employers (WME), a not-for-profit, Elected Member led Employers Organisation, registered as the Employers Trade Union for the West Midlands Region. The Annual Report demonstrates the impact of work delivered across Local Government in the West Midlands Region and Nationally, to benefit our sector. All the services that we showcase in this report and our wider shareholder benefits have been available to your Council this year.

- 3.2 WME produce an annual report that outlines the work they have delivered across both the region and nationally. It also outlines the the services provided and the wider benefits available to the Council as a shareholder. A copy of the Annual Report for 2023/24 is attached at appendix A.

5. Recommendations

- 5.1 That the Shareholder note the contents of the WME Annual Report for 2023/24.

West Midlands Employers
Annual Report
Your Benefit Statement
for 2023-24



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Welcome to our Annual Report 2023/24

This is the story of our year at West Midlands Employers and the breadth and depth of our work to support your organisations and the 61,000 Local Government workforce [excluding schools] we employ.



Rebecca Davis
Chief Executive, WME

West Midlands Employers is owned by Councils to advocate, build, and champion people centred organisations for a resilient and diverse public sector workforce that benefits everyone in the West Midlands.

We are here to add capacity to the sector and drive improvement and innovation around everything involving your workforce. In the Region we have thousands of employees who are directly involved in making our communities stronger, healthier, and more prosperous; employees that work with the most vulnerable and are responsible for educating our future generations. What we do at WME complements and enhances the work of your own HR and OD Teams, whilst we keep one eye on the future - shaping and developing plans and services that keep the sector moving forward and as an employer of choice.

This year our journey with you has seen us deliver to even more organisations, over 454 across the Country. We have enjoyed a fifth consecutive year of growth, with a turnover of just over £4m; we have invested in procurement of shared services for our councils and met the cost of implementation.

WME Financial Results 2023-24

INCOME	
Shareholder Subscriptions* & Workforce Fund	£525,722
Service Subscriptions	£697,728
PAYGO Services & Products	£2,806,049
Other Income	£34,667
Total Income	£4,064,166

COSTS	
Staffing & Operational Overheads	£2,038,235
Direct Service Costs	£1,922,462
Workforce Priority Funded Projects	£100,000
Total Costs	£4,060,696

Result (surplus)	£3,470
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* Shareholder subscription is 12.9% of our overall income

PUBLIC - Shareholder Committee - 15th October 2024

As a strategic partner we have attracted grant funding, strengthened existing strategic partnerships, and established new ones. We have delivered national programmes and projects on behalf of partner organisations.

We are extremely proud of our ambition to be an exemplar employer and demonstrate best practice which has seen us placed in the Sunday Times 100 Best Workplaces list as a small employer.

Above all, we want to deliver **with you and for you** and I hope when reading our Annual Report you will be proud of your Regional Employers' Organisation and feel we not only add value to your organisation, but to the sector more widely.

2024/25 will be a big year for WME as we shape our new Strategic Plan for 2025 to 2030, we have built a strong foundation for the organisation to grow and evolve and whatever challenges face the sector, we are here ready to address them with you.



Membership Benefits

Being a **shareholder council member** of West Midlands Employers means that your annual membership contribution enables us to operate as the West Midlands' Regional Employers' Organisation. From this REO foundation we are also able to build a strong portfolio of support services that councils can access, some as free membership benefits and some as optional chargeable services.

We are also a strategic delivery partner for councils in the region supporting collaborative solutions and development of shared services – bringing organisations and individuals together to innovate and improve – harnessing the best of public and private sector initiatives. We support bids for additional government funding and represent the West Midlands in key forums.

Our Strategic work in the sector

We work with a number of partners to ensure we can influence, advocate, and champion the West Midlands in a number of key areas. The kind of work we are involved in includes:

- ✔ A strategic partnership with SOLACE to deliver a **Senior Leadership Programme** free to Councils
- ✔ Strengthening our partnership with **Socitm - Society For Innovation Technology and Modernisation** propels our shared vision of People-Centric Intelligent Automation and digital transformation, for the benefit of our collective members.
- ✔ A partnership with **WM-ADASS** to support the Adults Care Sector, including a shared post hosted by WME to work on delivery, winning £1.62 million 23/24 in government funding for the region to develop effective approaches to international recruitment looking at Ethical recruitment, local support, and the development of a **one stop shop** for Local Authorities and CQC providers.
- ✔ A partnership with the Association of Directors of Childrens Services including a funded post hosted by WME to support work in the Childrens sector including ethical use of agency and an MOU across the region to provide stability in agency social work.
- ✔ Developing a WM Workforce Strategy to drive greater value from limited resources through effective ways of working and steps to stabilise the permanent workforce
- ✔ Showcasing career opportunities in our sector through the Local Government Careers Guide and the recent Jobsters recruitment campaign via social media, radio, press and transport advertising.
- ✔ Meetings with DLUCh and the LGA to ensure the region is heard on key issues that matter, including piloting national initiatives for recruitment, and securing an LGA grant to manage their national

We also work tactically and at an operational level to bring a range of benefits to a wide variety of people in your council, to support them across different aspects of work. Examples of our work and case studies are included throughout this document, but this is a taste of our work benefitting our Shareholder Members

- **Leaders and Chief Executives** - we support the setting of objectives through our Chief Executive Appraisal process. This year we have supported 8 Councils through this service.
- **HR, Section 151, Chief Executives and Leaders / Portfolio Holders** are kept up to date on key national issues such as pay negotiations for the main employment groups within the sector, including the WME hosted LGE Pay Roadshow, attended by over 70 Members and Officers from 27 Councils.
- **WME** represents the region at the National Association of Regional Employers (NARE) providing an opportunity to speak to national colleagues from the LGA and regional colleagues across the country to highlight and showcase the great work being done in the West Midlands and to learn from other regions. This year we have attended 7 meetings, with topics including National Recruitment Pilots.
- **WME HR advice line** provides a responsive service to your HR professionals, offering advice on employment issues, terms and conditions, benchmarking and best practice information. This year we have responded to over 100 queries on a wide range of subjects as diverse as TUPE transfer terms, holiday pay calculations, the Modification Order, JNC Model Processes, redundancy pay calculations and continual service rules.
- **WME** led work in conjunction with London Councils and other REOs to develop an approach to the collection of a standard data set on a range of key workforce metrics for all Councils across the Country – leading to the adoption of the National Data Hub by all regions, and the procurement of a platform to host and share data. WME funds your access to this data hub as part of your Shareholder Membership Benefit.



Networks

This year we hosted a regional **Chief Executives network** in partnership with SOLACE and the LGA. The event was attended by 18 chief executives and 19 aspiring leaders and included presentations and discussion sessions by 'thought leaders' and local government professional leads.

HR professionals attend a virtual fortnightly network, to receive updates on key issues in the profession, ask questions of their peers and share concerns, achievements and best practice across the sector.

District Chief Executives attend the District Chief Executive Network facilitated by WME and this year we supported 4 meetings, and had guest speakers from a range of key subject areas including DLUCH, Housing.

Directors of Childrens Services are supported through the DCS network in partnership with WME. This year we supported 3 meetings and provided support in the maintenance and management of the regions memorandum of understanding in respect of children's social care agency spend and data collection that identified trends in agency supply. Also, we developed and designed a manager's guide "connect and reflect" in support of workforce development and retention.

Schools HR have a focused network for all schools related issues to share best practice, gain national updates, and develop regional approaches. This year we have held 6 meetings attended by up to 18 officers.





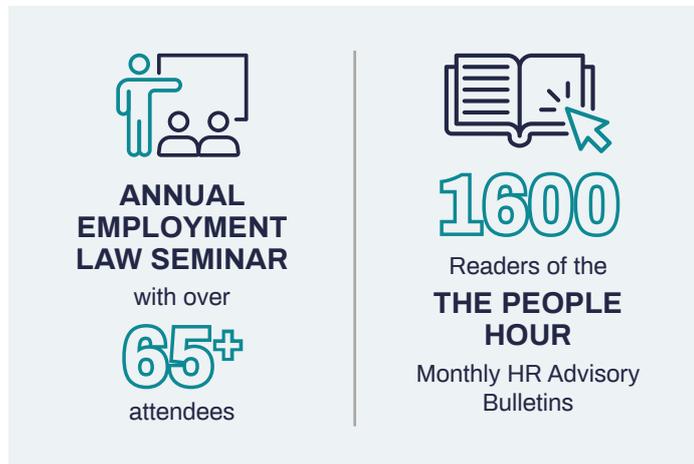
Human Resources and Consultancy

HR Consultancy

During the last 12 months the HR Consultancy Team have provided advice and support to our members across a varied number of employee relation interventions, the team have also seen an increase in mediation requests.

The team have continued to hold fortnightly network meetings for Directors and Heads of HR within our 32 member authorities.

Additionally, increased demand for consultancy support due to our unique skills and experience in areas such as Job Evaluation training, Equality Impact Assessment, again both within the West Midlands Region and outside of the Region



ANNUAL EMPLOYMENT LAW SEMINAR
with over **65+** attendees

1600
Readers of the **THE PEOPLE HOUR**
Monthly HR Advisory Bulletins



Circa **500** **JOB EVALUATIONS** have been undertaken

There has been a significant increase in demand for consultancy for Job Evaluation and Pay and Grading Reviews due to their niche expertise. We are currently conducting over 500 job evaluations per year at present.

The team have recently introduced a benchmarking club for Borough and District member authorities, comparing pay across roles agreed by the HR leads, collating data, and providing an overall analysis and producing reports to aid benchmarking and recruitment and retention; this will be an ongoing member benefit.



Case Study



Using Equal Pay Audit to review pay and grading approaches

Our client had identified that their current arrangements for pay and grading had not been reviewed since the Council went through Single Status in 2005. Over time differing arrangements had been adopted from TUPE transfers, changes to operational models and practices in services, the development of individual and unique grades and market supplements and other additional payments made to specific groups and individual employees.

This flagged a concern of challenge on the grounds of equal pay, with heightened awareness of employers of the risk associated with variations away from the first principles enshrined in the Single Status agreement, and principles of good governance on pay and grading.

In preparing to review the Council wide approach to pay and grading the Council needed an independent, data driven review of the current situation to make

sure that any proposals for change addressed anomalies and risks in the pay and grading structure, without causing other problems elsewhere.

WME developed a bespoke solution for the client, by using a data driven analysis of the workforce:

We needed to consider:

- ✔ **Who would be in scope of the review? How would casuals, temps and other peripheral workers be treated?**
- ✔ **What protected characteristic could be included in the review? – i.e. what data did the client collect, where were the data gaps**
- ✔ **What elements of pay and other terms and conditions would be included?**

Once we had agreed the scope of the data with the client, and the data point, we set about analysing the dataset to understand the scale of the issue and what the possible approaches could be

This year the HR consultancy team have supported in 32 investigations across a range of themes and 18 mediations. This service has provided support to over a third of our councils in a range of complex HR casework which could not be facilitated inhouse, issues including work such as:

 We organised a set of bespoke facilitated meetings using a blended approach (OD, Coaching and Mediation) between two senior individuals representing two different organisations with the aim of working through any issues, agreeing on solutions and establishing a collaborative strategic approach that benefits their business partnership.

 Resolving complex relationship and conflict through specialist workplace mediation. WME are frequently called upon to provide this intervention at all levels within organisations and across all areas of our sector, including in schools. With a very high success rate in reaching agreements and improving working relationships allowing services to be effectively delivered. Two members of office staff at a school were in conflict, the line manager having a different view to the other member of staff. This was having an impact on the delivery of administrative support. The mediation session was successful by allowing both parties to find solutions to be able to rebuild their relationship and find common ground to enable an effective way to deliver the support the school required.

 Supporting one of our clients with their disciplinary process at short notice to ensure a swift resolution to the proceedings for all parties involved.

 Supporting a client on a complex investigation involving allegations of sexual harassment, by providing an independent investigator who gathered all appropriate information and compiled a balanced and factual report to enable the client to take the appropriate disciplinary action.

Case Study

Birmingham City Council

The HR team have been working closely with Birmingham City Council, supporting them and providing expert job evaluation advice as they move into a significant pay and grading review project

In 2023 the team provided:



5 X 90 MINUTE WEBINAR SESSIONS

for a total of 600 managers on producing job information



14 X TRAINING DAYS

for analysts and members of the project team with further training scheduled



2 X DAYS SUPPORT FOR TRADES UNIONS

in providing advice and process support with further training scheduled



34 X DAYS PROJECT MANAGEMENT SUPPORT



ASSESSMENT CENTRE DEVELOPMENT

for Evaluator Recruitment



4 X DAYS RECRUITMENT AND SELECTION SUPPORT



20 + advice notes, process maps, reports and other supporting documentation

This work will continue into 2024/25 with the commencement of a Job evaluation academy for Birmingham staff to continue with a robust, consistent and fair job evaluation system for the future.

Resourcing



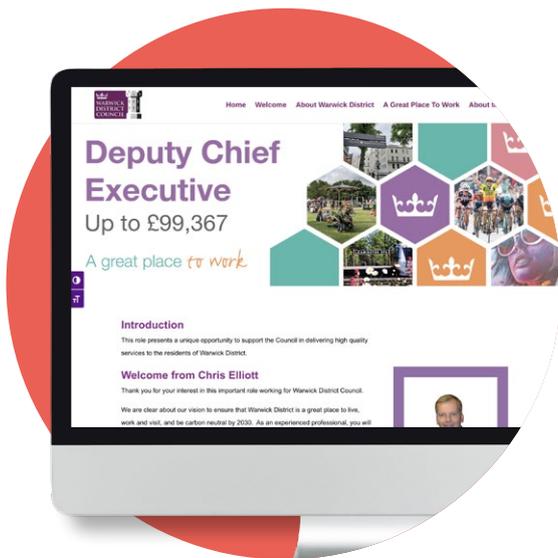
Executive Recruitment

At WME, we specialise in Executive Recruitment services, by assisting councils in recruiting for key leadership positions, such as Head's of Service, Directors and Chief Executive roles. Following our successful collaborations with Warwick District Council on previous recruitment campaigns, they turned to us again to support the appointment of their retiring Deputy Chief Executive, recognising our expertise in appointment into such critical roles.

Our success lay in delivering Warwick District Council an exceptional and diverse candidate pool while ensuring transparency and confidence among all stakeholders. With a deep-rooted partnership, WME is committed to the Council's prosperity ensuring it thrives as part

Our Principal Consultant collaborated closely with the Chief Executive and Head of HR, gathering insights to tailor the recruitment process. We undertook a full brief to understand what skills, knowledge and attributes a successful Deputy Chief Executive needed.

Following on from this we took to crafting compelling adverts for media placement, including the development of Warwick's dedicated microsite: [Warwick DC - Deputy Chief Executive \(warwickdc-greatplacetowork.org.uk\)](http://warwickdc-greatplacetowork.org.uk).



The campaign garnered significant interest, both the role and the councils demonstrated a very attractive offer to prospective candidates attracting circa 2000 views and over 60 applications across advertising platforms. WME conducted the initial sift, recommending a longlist of 12 candidates for face-to-face assessment. Colleagues from WME, Warwick District Council and a highly experienced technical assessor worked together in collaboration to deliver a highly energised assessment environment. This was the opportunity for not only candidates to showcase their skills and experience, but for Warwick District Council to demonstrate what a fantastic place it is to live and work in.

Typically in executive recruitment, and based on our previous experience working with the Council, one or two candidates are invited to the final members appointment committee. In this instance, despite the challenge of selecting from a high-calibre pool, three candidates stood out, as a testament to the rigorous process. All candidates performed incredibly well and it was a difficult decision for the panel to make. WME provided impartial support to the panel, resulting in a successful candidate joining Warwick District Council in September 2023.

“WME’s team were incredibly supportive throughout the recruitment process. It’s so important as a candidate to feel like you can reach out at any point to a known key contact and ask any question, no matter what it is. Chantelle kept me informed every step of the way and let me know what was needed at every stage of the process. The process felt well-organised and as much as I was being assessed as the candidate, the robust assessment enabled me the opportunity to get to know the Council, its employees, and members much more in depth than other processes I have been involved in. WME provide a responsive service, working collaboratively with me as a candidate and the Council, ensuring I had everything I needed to be able to deliver my best on the day. I have been in contact with Chantelle since starting in September to catch up on how I have been settling in and progress being made”



Darren Knight,
Deputy Chief Executive



Strategic Resourcing Board

Over the past year, the term “recruitment” has been on everyone’s lips, especially within councils facing challenges in attracting new talent to fill vacancies resorting to individual approaches to help address these issues. WME have been approached by several different councils for support and it was clear there were synergies in the issues and problems councils were facing and we saw potential for a more cohesive and strategic approach to address them effectively.

Previously, WME has organised various resourcing-themed networks in and across the region, focusing on resourcing projects and products including those centred around WMJobs and Talentlink. These network meetings had proven to be hugely successful and beneficial to those subscribing organisations of those services, however, the audience would typically attract operational leads, which resulted in network discussions being centred around operational delivery rather than discussing and developing strategic solutions.

In order to facilitate collaboration among councils and discuss the nuances of resourcing challenges, WME established the Strategic Resourcing Board. This network comprises of strategic resourcing leaders from the region who convene every six weeks to address challenges, share best practices, exchange insights, and collaborate on bespoke strategic projects. By operating collectively rather than in isolation, the board aims to make a meaningful impact in overcoming these challenges.

WME led the establishment of the board by developing its terms of reference, scheduling network meetings, and setting the agenda. Since its inception in May 2023, the Strategic Resourcing Board, comprising representatives from 14 strategic authorities and the WMCA, has arranged to meet seven times. Attendance typically includes all strategic resourcing leads, with alternate colleagues attending if necessary.

Since the launch of the network, the board has worked together to agree some key priorities for delivery over the next 12 months, which included:



Funded by the Workforce Priorities Fund and WMJobs, during September – December 2023 key stakeholders from the board worked together with colleagues from WME and the marketing and advertising provider to develop the Local Government Career and Apprenticeship Campaigns, which then launched in January 2024.

WME procured a provider to deliver customised recruitment training. A group of board stakeholders volunteered to collaborate with the provider to develop content and determine the delivery format. As a result, the provider designed four online workshops titled “Recruitment 101 – Introduction to Recruitment” and a Recruitment Masterclass tailored for strategic/advanced recruiters, delivered onsite at WME offices in Birmingham.

The board has delivered remarkable results in a short timeframe, benefiting the entire West Midlands region through collaborative efforts. Moving into the new financial year, the board convened in April to strategise and determine future priorities.

Facilitated by WME, the Strategic Resourcing Board has been of significant value. The open and collaborative nature of the group allows for local authorities to listen, learn and thrive from each other and challenge current ways of working. The guidance and role of WME has been extremely effective in promoting careers across Local Government in the West Midlands, thanks to their consistently professional and positive approach.



George Harris, Senior HR/OD Adviser – Herefordshire Council

“I have found the collaborative working as part of the Strategic Resourcing Board to be totally invaluable. I feel that my voice is heard and I play an active part whilst in comparison I listen and learn from other board members on almost every occasion we meet. As a strategic group we have discussed many ideas that have come to fruition with the support of Chantelle and WME”.



Jo Farley, Recruitment and Retention Lead – City of Wolverhampton Council

Applicant Tracking System Tribepad



Recruitment has felt for many organisations like an admin heavy task, with little time being available for candidate-hiring manager care and engagement. Lengthy processes result in the business not having the right people in post when it needs them.

In the past, systems have felt clunky and not intuitive, making adoption challenging and resulting in off-line processes or significant investment in training users to use the system. In addition, this has also caused delays in recruitment processes and resulted in poor data quality, making interpretation of workforce data regarding resourcing challenging.

West Midlands Employers and its shared service organisations have worked collaboratively for over ten years to digitalise recruitment via a regional transformation project and the adoption of an applicant tracking system, transforming the way councils recruited in readiness for the 21st Local Government digitalisation agenda.

Today, recruitment and retention continues to be a priority for many organisations in a highly competitive market. With ongoing budget pressures and reduced resource, it is imperative that technology plays its part in improving experiences, increasing efficiency and providing quality data to understand progress and trends.

With the contract coming to an end with our former supplier, WME were asked by the region to review the market with the above challenges in mind. During 2022/23 soft market testing and a robust procurement process was undertaken. As part of this, defining the requirements of the technology for today and ensuring it was agile and future proofed was a significant task in itself, as well as ensuring that the needs of an array of organisations such as County, Metropolitan, District, Borough, Fire and Rescue Services and other public sector organisations were considered. Following the procurement process, Tribepad were selected as our strategic partner. The

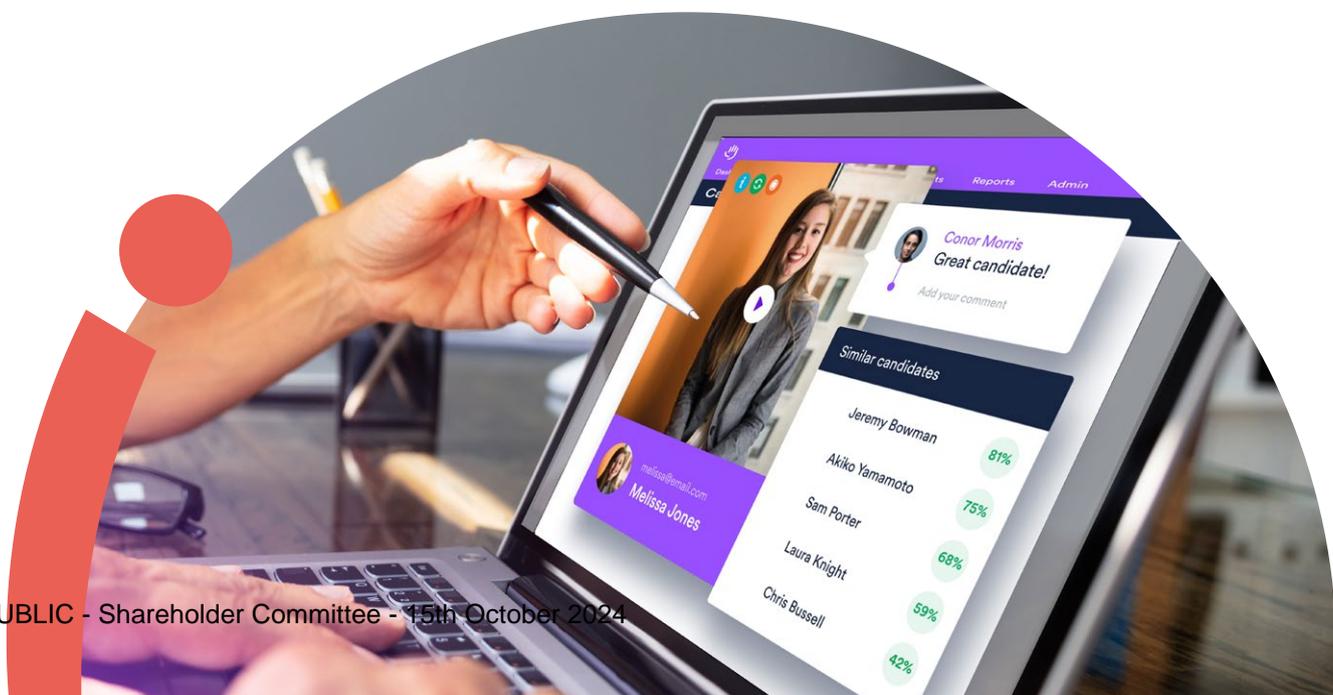
shared service had a collective goal to implement the new applicant tracking system with 14 organisations in the West Midlands by 31 March 2024.

A new service and new operating model were launched with the aim of giving subscribers direct access to the Tribepad team, resulting in faster response times and direct engagement with the product development team. This in turn will enable the small team at WME to focus effort on adoption of the platform to ensure organisations are getting the most from the solution as well as the development of WMTribe, a network for organisations to share learning, best practice and recruitment insights.

Organisations themselves have worked tremendously hard over short 10 and 8 week projects to learn and implement the solution within their organisation, ensuring candidate and hiring manager experience is carefully considered and the transition from the former system to Tribepad managed to result in a smooth experience.

Ahead of project kick off, there were a series of events and discussions with each organisation to better understand the capabilities and pre-work required. Moving into implementation, there were weekly training sessions which focused on a configuration topic, and regular drop in calls which gave organisations an opportunity to share and hear from each other.

The approach was fast paced, agile and. The implementation has been a complex and intensive project for each of the shared service organisations and is incredible to see the tremendous work our subscribing organisations have undertaken to make this happen.



The following organisations have worked tirelessly to achieve their implementation on time and budget:



Firstly, there's the huge savings benefit from bulk purchasing power. If we just compare the cost of what it would have been had each organisation purchased separately, there has been an initial saving of £805,000 across the 7 year contract.

Our organisations have implemented on time and budget with continued service delivery and positive candidate and user experience.

We are in the early stages of measuring the project success and are committed to ensuring our organisations and candidates have a positive experience. To date efficiency examples include:

We are currently carrying out a post implementation survey which will support a full evaluation exercise. At the first WMTribe Network event in April 2024, we worked with subscribers to produce an ongoing development roadmap which aims to ensure the system is providing the best possible experiences and efficiencies to power recruitment processes.

The feedback we have received has been positive!

Example metrics captured to date include:



“We had onboarding tasks completed overnight!”

“Managers love the simplicity of the system”

“Tribepad has already given us some positive advances in terms of how we are running our recruitment and promotion processes. We have also already received positive candidate feedback on their experience of completing an application form, but also the candidate dashboard / portal.”

“This will enable us to provide robust performance data which we have not been able to confidently provide previously. We are looking forward to using the onboarding functions which will definitely improve our candidate contact and remove the requirement for multiple emails outside the ATS.”

“Sharing with colleagues from across the region has been so helpful”



Reducing Agency Spend in the Region

In April 2022, we launched our WMTemps Service – a strategic partnership between WME, its councils, and the managed service provider appointed, Opus People Solutions. This initiative entails working collaboratively to support and deliver a regional workforce strategy that is unified by a regional temporary worker solution.

Opus People Solutions Ltd. specialise in working with councils and other public sector organisations to provide high quality, end to end recruitment solutions. Established in Suffolk in 2014, Opus are a wholly owned public sector organisation with excellent knowledge of the sector, extensive experience of supporting councils and have aligned values.

Since the launch of this WMTemps service, significant progress has been made towards achieving the objectives of the Regional Workforce Strategy. Following successful implementations, the seven councils utilising the regional agency framework are now benefiting from the service and partnership provided by Opus and WME. This equates to 22% of the market in the West Midlands.

Over the last 18 months, Opus People Solutions, through the WMTemps framework, has implemented services for and is pleased to be working in partnership with a number of both District, Met and unitary councils across the region

We're in discussions with several other councils in the region and anticipate welcoming more councils this year.

The WMTemps service is making a demonstrable impact on agency provision in the region and positive inroads in to addressing the workforce challenges raised by councils.

“The WMTemps framework goes beyond simply recruiting temporary workers. The team understand our workforce management challenges and they are actively helping us address them, assessing future talent needs, and supporting broader workforce objectives. This collaborative approach is fortifying our workforce, positioning our region for greater strength and resilience.”

David Sidaway, Chief Executive at Telford and Wrekin Council

Who we work with





The WMTemps service has been nationally recognised by the PPMA, awarding WMTemps 'highly commended' for Best Partnership / Collaboration at the 2024 Awards.

Highlights include:

- ➔ Accumulated savings forecast (over 4 years) of c£7m based on those councils currently using the service.
- ➔ 25% of all temporary placements made permanent to date.
- ➔ One council achieved £250k savings in the first 3 months after WMTemps went live.
- ➔ Another council achieved 69% decrease in active temporary workers, since the launch of WMTemps, through improved quality and increase in the number of temporary placements being made permanent.
- ➔ Increased directly sourced, local workers in all councils.
- ➔ Introduced improvements to agency worker policies and processes.
- ➔ Reduced off contract activity for several councils from day 1, providing councils with a better understanding of their agency spend.
- ➔ Engaged 20 local agencies in the West Midlands to support provision of temporary workers when needed.
- ➔ Improved hiring manager's experience – providing them with experienced recruitment consultants to talk to, saving them time and effort.

In addition, Opus are also becoming well established in the region and contributing to our strategic partnership and region in the following ways:

- Local Opus Team established in Walsall and satellite team co-locating with WME in Birmingham.
- Hosted event for HR leads and suppliers on children's workforce challenges.
- Marketing in local region to build local pool of direct workers.
- Hosted Hiring Managers Roadshows, including upskilling on IR35.
- Published a 2-yearly market insight reports of Social Work Statistics in WM and a whitepaper on Generational Recruitment.
- Attended multiple job fairs and developed relationships with local partners.
- 100% of revenue will be retained within the public sector and WME will receive a financial rebate based on level of spend that is reinvested into regional workforce initiatives.

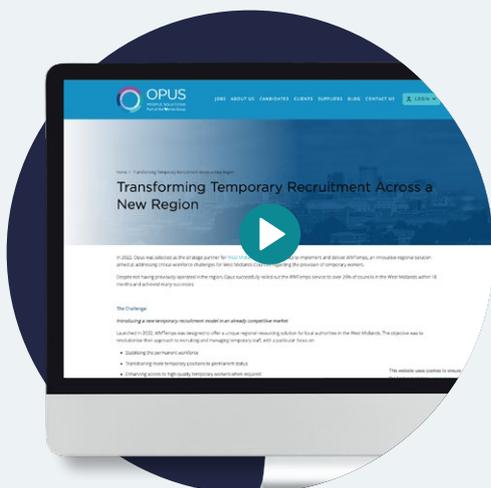
"We have found it really positive that the team behind the WMTemps framework have shown dedication and commitment to enhancing workforce management practices, and thereby ensuring that the quality of services offered by agencies are enhanced.

There has been a relationship of trust and confidence built for both candidates and agencies, which helps facilitate sound recruitment practices. We have been really reassured to work with a partner team committed to making a positive difference in the recruitment landscape"

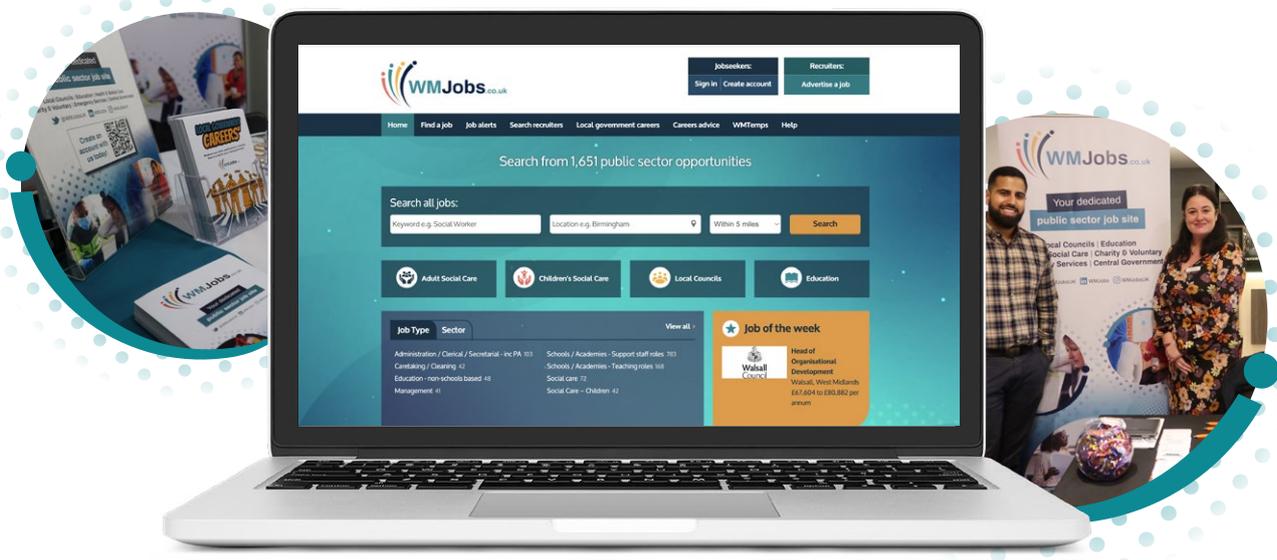
Sue Hanley, Interim Chief Executive of Redditch Borough Council and Bromsgrove District Council

"Opus and WME's commitment to workforce planning and innovation is refreshing. Their forward-thinking strategies have not only resulted in instant and significant cost savings but have positioned us for sustained success. The collaborative efforts and proactive approach of Opus and WME have exceeded our expectations, making them leaders in the field. We look forward to continuing this innovative partnership, effective strategic planning, and ongoing success."

Michelle Leith – Director of HR, Walsall Council



WMJobs Growth and Development



Recruitment is a challenge across all sectors at present, this is even more pertinent for local government. Within their latest Labour Market Outlook¹, the CIPD confirmed that organisations delivering healthcare, education, and the public sector in general, anticipated the most significant issues in filling job vacancies.

In addition to these widespread challenges, resourcing colleagues across the region have reported that even the entry level roles, that previously received high numbers of suitable applicants, are now also difficult to fill.

With this in mind, we are always looking for ways in which we can increase both the reach and functionality of WMJobs to support our councils and the wider public sector to attract the best new talent and realise efficiencies.

In addition to our two regional campaigns, this year our focus has been:

- ➔ Introducing scrape functionality as an alternative to our free of charge API
- ➔ An integration with LinkedIn resulting in all vacancies posted on WMJobs to also be present on this professional social media platform
- ➔ Attending job fairs across the region
- ➔ Recruiter hubs
- ➔ Apprenticeship Hub
- ➔ CV Database

Scrape Functionality

Many organisations save time when posting their roles by utilising our free of charge API whereby jobs are automatically posted to WMJobs when added to their ATS. This is an effective solution but does require organisations to configure their data feeds to match that of WMJobs.

Walsall Council were making changes to their applicant tracking system and after reviewing the available options, wished to proceed with a chargeable scrape service to automatically post their roles to WMJobs. This was a new product for WMJobs, and we worked with Madgex, Walsall Council and their supplier NAMOS Solutions to ensure a smooth implementation. This solution is now in place and providing time-saving efficiencies to Walsall Council's recruitment team.

“The integration of our Oracle Recruiting Cloud with WMJobs, which now enables vacancies to be posted automatically to the Jobs Board, has not only saved time but freed up capacity for the resourcing team to further support managers and applicants. The support received from WME with the set up and delivery of the solution has been invaluable and made the whole process a smooth transition.”

Rebecca Lloyd, HR Manager (Policy, Pay, Reward & Resourcing), Walsall Council

LinkedIn Integration

Within our Strategic Resourcing Board and WMJobs Recruiter Network, the issue of raising awareness of careers in the public sector to those in outside the sector is a common discussion topic.

To support this, we commenced a 6-month trial with LinkedIn, the world's largest professional network with more than 1 billion members worldwide. All roles present on WMJobs were also posted to LinkedIn and can be searched via the jobs tab and also on the WMJobs organisation page, opening up our roles to a whole new audience. In addition, our 'Job of the Week' and 'Featured Job' upgrades include a LinkedIn promoted job slot raising the profile further and driving exposure to the more passive candidate. With WMJobs offering this integration at no additional cost, it also means that individual councils do not have to invest in this solution independently.

Home About Posts Jobs Peop

During the 6-month trial period:



The new LinkedIn integration was the 3rd best source of new candidates for WMJobs, leading to **over 120,000 new users**



Where recruiters use the 'apply button' functionality for their roles, we can attribute **over 15,000 apply clicks to LinkedIn** across the trial – a 1,118% increase compared to previous 6-month period



WMJobs' has increased it's following by more than double on the platform



Job Fairs

This year the team have attended 13 job fairs across the region to promote careers in the sector, your vacancies and WMJobs.

Job fairs are a fantastic opportunity to meet people face-to-face, dispel myths and preconceptions and provide practical support and advice on account set up and applications. The candidates we meet often have little idea about the breadth and opportunity in the sector, with only an awareness of the 'more typical' council roles.

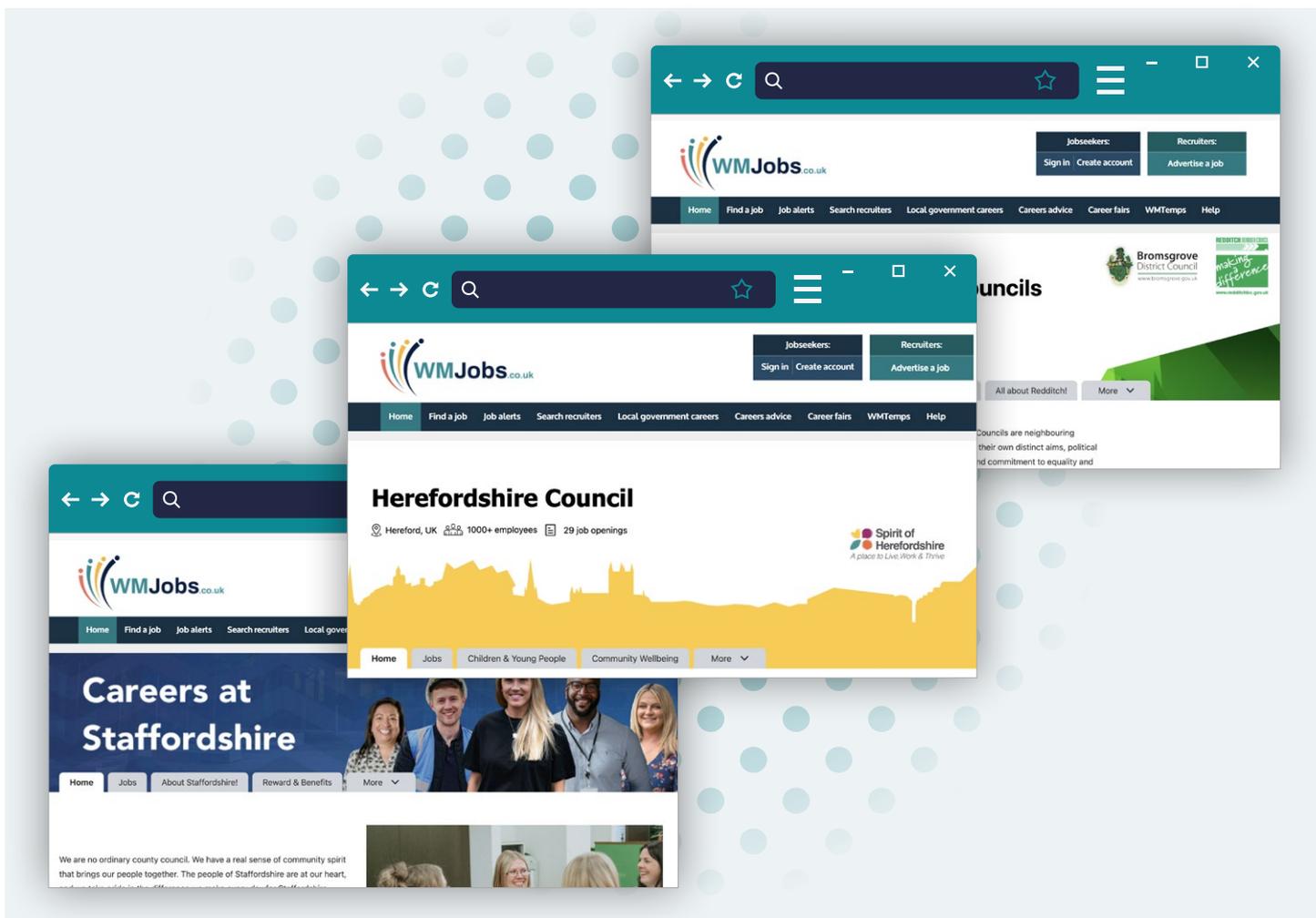
We attended large scale events across the West Midlands with up to 3,000 people. Locations include Birmingham, Wolverhampton, Worcester, Walsall, Hereford, Stoke, Sandwell and Telford. Where councils are able, we attend events in collaboration to maximise the opportunity and provide as much detail and assistance as possible to candidates.

It is a pleasure to work collaboratively with WMJobs. I found the jobs fair extremely engaging. It was great to see so many people and speak to job seekers directly. I provided them with the benefits of working in local government and promoted careers within the public sector. Attending the event and engaging with the community supports our recruitment campaigns. I look forward to joining colleagues at future jobs fairs.

Linda Pugh, Recruitment Manager, Stoke-on-Trent City Council

The job fair we attended was beneficial and increased the number of applications we received for both our housing and loader roles! The invite to join WME at the event was really appreciated, it was a real team effort on the day, working together to support candidates, sign them up for job alerts and provide information and leaflets.

Sarah Hopwood, HR Adviser at Worcester City Council.



Recruiter Hubs

Recruiter Hubs are a new feature to WMJobs this year which are free of charge to all our subscribers. They are optional, replace your current 'recruiter page', and bring lots of benefits:

- ✔ Bring your employer branding and EVP to life
- ✔ Customised and enhanced to a much greater level
- ✔ Up to 10 flexible and brandable pages for each Hub
- ✔ Show location, company size, and the number of job openings available within the header
- ✔ Inline navigation creates a single experience, so the jobseeker can learn about the company, read content, and browse jobs without having to leave the Hub
- ✔ Jobseekers can sign up for employer specific job alerts from within each Hub
- ✔ SEO focused with a better user experience

Content for these is provided by the subscribing organisation with the creation of the Hub by the WMJobs Team. To date [Herefordshire Council](#), [Bromsgrove & Redditch Councils](#), [Staffordshire County Council](#) and [WME](#) have made the switch and we're working with a number of other councils to get their Hubs live in the coming months.

'It was great to get our recruiter hub launched as we had recently delivered an employer brand project here at Staffordshire. The new hub gave us the opportunity to really showcase our new employer brand ambassadors, their videos and imagery – plus this extra exposure helps to broaden our candidate pool!'

Laura Chetta, Resourcing Business Partner, Staffordshire County Council

'During Autumn 2023, Herefordshire Council collaborated with WME to launch the first Recruiter Hub on the WM Jobs platform. Lucy at WME had a clear brief with a candidate led approach that focused on how best to promote our opportunities in Herefordshire. Thanks to Lucy's drive and determination, the Recruiter Hub launched within the agreed timescale and presents dynamic and engaging content to all prospective candidates in the West Midlands. Since launch, there has been an increase in candidate referrals and a clearer narrative of Herefordshire being a beautiful county to live, work and thrive. The guidance and role of WME in developing the Recruiter Hub and wider promotion has been invaluable in strengthening our EVP and we're excited to add to this in the coming year'.

George Harris, Senior HR/OD Advisor, Herefordshire

Apprenticeship

HUB

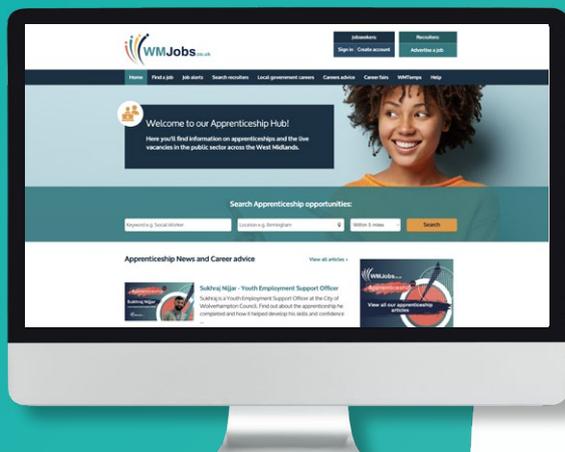
Following the success of our **Adult Social Care Careers Hub** launched in September 2022, we launched our new **Apprenticeship Hub** on 5th February to coincide with National Apprenticeship Week.

The Apprenticeship Hub provides a central and collaborative platform for the region to highlight articles, employee stories and campaigns related to apprenticeships, raising the profile of these opportunities to WMJobs' varied audience. Having the Hub's single landing page supports the candidates' journey and enables effective showcasing of the opportunities with external partners such as DWP, Colleges and Universities.

We have collaborated with subscribers across the region to create case studies and promote those who are completing, or who had completed, apprenticeships including City of Wolverhampton Council, Herefordshire Council and Worcester City Council to name a few.

During the 8 weeks since launch, the Apprenticeship Hub had:

- ➔ Received almost 10,000 views
- ➔ Posted 6 new articles
- ➔ Hosted 36 apprenticeships opportunities from around the region



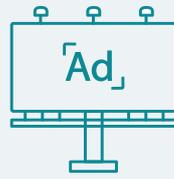


CV Database

We received feedback from the region that there was a desire to engage in a proactive approach to talent acquisition, this included direct sourcing. With this in mind we have invested in the development of new technology for WMJobs which enables candidates to complete a profile and upload their CV, our subscribers can then actively source from this database.

The database is now open to candidates and to date in excess of 2,300 profiles and CVs have been added. The database is now available for our subscribers providing a new route for talent search.

This financial year WMJobs has...



28,823
JOBS ADVERTISED



6.9m
JOB VIEWS



2.3m
ACTIVE USERS



112,827
NEW JOB ALERT SIGN UPS



30.5m
JOB ALERT EMAIL SENDS



2.4m
SOCIAL MEDIA IMPRESSIONS



Modern Day Recruiter

With more than 75% of the candidate market being passive candidates, recruiters in the public sector require the necessary skills, tools, and knowledge to be able to develop attraction strategies and recruitment processes that enable them to source the right candidates quickly and effectively.

The Strategic Resourcing Board, led by West Midlands Employers, agreed in-house recruitment teams within councils would benefit from training and upskilling in this area, and asked WME to procure a provider who could deliver an introduction to recruitment course(s), as well as a masterclass for more experienced recruiters across the region. The design of the programme, and delivery of the pilot sessions, was funded by WMJobs and places provided at no cost to delegates.

WME held several workshops with senior resourcing representatives from across the region to understand more about the vital skills required of recruiters in this modern day, where there is disparity within the training on specific elements of the recruitment process. To this end, WME went out to tender for a training provider who was experienced in delivering recruitment training and had both public and private sector experience. WME and the Board worked with the provider and developed a series of pilot training workshops.

Recruitment 101

The introduction to training was delivered virtually as four separate workshops and covered Attraction Strategies, Getting the Recruitment Tools Right, Interviews and Assessments and Recruitment Legislation. The target audience was those new to recruitment, colleagues who required a refresher or a hiring manager responsible for part of the recruitment process.

The in-person **Recruitment Masterclass** was aimed at senior resourcing leads from across the region and covered strategic attraction strategies, fair and consistent recruitment practices, creating a smooth candidate experience, data driven decision making and the digital impact of Artificial Intelligence (AI) and ChatGPT.

WME sought early interest from across the region to understand more about the volume of individuals who would want to attend the pilot workshops. Over 70 people were interested in attending either the Recruitment 101 or Masterclass sessions. Therefore, WME organised the scheduling of the workshops, carefully planning the dates around other WME events and training and allowing enough time in between sessions for delegates to attend.

The **Recruitment 101** workshops were delivered virtually throughout early March, which were a huge success! The workshops were at full capacity, with 20 delegates attending each one.

After each workshop delegates were asked to complete an anonymous feedback survey. Across the 4 sessions and approximately 80 delegates, 100% of delegates said the content met their expectations and 98% would recommend the courses to other colleagues! Feedback received included “helpful to hear tips and signposts”, “**really informative**” and “**great to network with other local authorities**”!

Also in March, the **Recruitment Masterclass** was delivered as an in-person workshop at WME’s offices in the Jewellery Quarter. The session was across half a day with 16 delegates attending from across Councils in the West Midlands Region (pictured below).

The Masterclass has provided our councils with the knowledge and insight to go back to their workplace and review their processes, and 100% of delegates who responded to the survey would recommend the course, and “**Really enjoyed the session and took some good learning**”!

Also in attendance, Kerry from City of Wolverhampton Council,

“I really enjoyed the session and found it really engaging, I think it was great that we could come together from other local authorities and listen to the challenges they face. We’ll be taking feedback back and looking at our engagement, communications to candidates and branding”

Among the delegates was Lee Carpenter, Dudley Metropolitan Borough Council,

“The course was really interesting, it was a great refresher and insight into new recruitment practices, lots of interesting ideas to take away!

Putting these into practice back in the office, we’ll be looking at how we attract candidates and provide our managers guidance to support this, ensuring we can reach a diverse audience.

I would definitely recommend the masterclass as it was really interesting, informative and interactive.”



Children Services Managing Social Work Agency Spend (MOU)

The Directors of Children's Services across 14 local authorities / trusts agreed to a Memorandum of Understanding (MOU) which sets out rates of pay and a core set of principles in respect of social work agency spends. The aspiration was to **reduce reliance on agency workers and manage associated payrate pressures**. The agency social worker market had started to increase and costs were becoming disproportionate. The desire was to **retain a consistent high quality permanent workforce to ensure children and young people would benefit across the region**.



In October 2022, 13 out of 14, Local Authorities were in a position of exemption which meant that there were considerable amounts of agency usage and spend. There was an increase in social workers moving within or outside the region for higher rates of pay, impacting on casework and stability.

WME coordinated and worked collaboratively across the region to build on an existing MOU from 2015. This was updated, developed and relaunched in October 2022, with all 14 Children's Services Directors and workforce network colleagues. To do this individual engagement meetings were held with authorities to explain the direction of travel, understand the local authority challenges and gain buy in to our approach. Additionally, we met with all managed service providers to update them on the MoU and the approach to managing it going forward. Regular communication between all parties evolved quickly and strong relationships were built and continue to develop.

The MoU agreement was signed off by all 14 Directors with a strong commitment to supporting the workforce and families across the region.

The Directors of Children's Services made a financial commitment for a Regional Lead Officer which has been hosted by WME. The resource ensures the implementation of the MoU across the region and continues to manage and support collaboration to ensure the agreement is upheld, and there is a commitment across the West Midlands to support quality, integrity, transparency and equity.

WME has built strong relationships and agreements with the region's 14 strategic local authorities and their associated managed service providers. This has enabled sharing of information and data to establish a baseline understanding of agency usage and spend.

WME has developed data sets and templates that support the region's understanding of social work agency usage, which has enabled the region to plan, monitor and review their activity in the workforce

- ✔ 11 out of 14 local authorities are no longer exempt. Resources, tools and processes have been developed in partnership with workforce network colleagues to support education and assist recruitment and retention across the region. Exemption requests are effectively managed within a clear governance structure.
- ✔ Within a 14-month period, 197 breaches to the MoU have been investigated and 98% of those were successfully resolved (no breach or MoU agreed processes were followed).
- ✔ The data shows an increase in agency to permanent conversions across the region. Within a 10 month period, 10 local authorities reported 144 conversions.
- ✔ Developing positive relationships with the supply market has led to a full understanding of the region's MoU and a mutual respect for what the region is seeking to achieve across their workforce priorities.
- ✔ The development of a reference template for agency workers has provided a consistent approach in support of the region's quality in practices.
- ✔ Having a regional officer in place has supported the West Midlands to coordinate a collective response to the children's and family's social worker workforce consultation.

West Midlands Association of Directors of Children's Services has had a Memorandum of Understanding in place covering arrangements for recruitment and payment of agency social workers. The MoU was coming under significant pressure and ADCS entered into a partnership with WME in February 2022 to bring in additional support to enable effective oversight of the arrangements in place and to implement improvements.

Tracy Harris supports the operational impact of the MOU enabling its integrity through designing, collecting, and delivering relevant data to identify emerging issues of concern. She has built an effective relationship with service providers which allows for two-way communication to resolve problems. Advice is provided to ADCS directors about necessary action to take when required.

ADCS receive an improved oversight of the MOU and WME play an effective bridging role between the 14 authorities and the service providers. Tracy is critical in this through her attention to detail, diligence, and ability to build strong relationships.

Catherine Driscoll, Director of Children's Services, Dudley Council and Workforce & Leadership DCS Sponsor



International Recruitment Fund for the Adult Social Care Sector

The strategic partnership between WME and WM-ADASS has enabled WME to have a significant input into both the application for funding, and the design and development of a regional programme, for International Recruitment.

As we know, there are significant workforce challenges facing the adult social care sector, within our strategic authorities and the wider care sector. As a region we recognise that international recruitment is a contributor to a long-term solution to workforce shortages and further interventions are required to address the challenges facing this sector.

Both WME and ADASS recognised that international recruitment has complex legal processes regarding immigration law and regulations. Our aim was to provide a regional support offer that was fair, equitable, accessible, and sustainable to all providers of adult social care.

As a region ADASS (on behalf of Shropshire Council as WM-ADASS host employer) submitted the application to the Department of Health and Social Care and were successful in securing £1.6 million for financial year 23/24.

As a result of this funding WM-ADASS commissioned WME as their delivery partner for the Regional Hub element of the West Midlands International Recruitment Programme.

“Tracy Harris has done excellent work developing an ethical recruitment hub with West Midlands Employers for the WM-ADASS International Recruitment Programme. She created a comprehensive website and arranged online legal workshops, ensuring ethical and lawful recruitment practices. Tracy’s dedication and skill have greatly contributed to the success of the program. Her efforts have been instrumental in the development of the ethical recruitment hub, and I am grateful for her contributions. I have no doubt that her continued efforts will lead to even greater success for the WM-ADASS International Recruitment Programme.”

Pete Jackson, Improvement Director WM-ADASS

Extensive research was undertaken into international recruitment to understand what would be beneficial for providers across the sector. It was agreed that WME would deliver the following work streams.

- ✓ Design and develop a **“One Stop Shop” / Hub** of information and resources for providers to access up to date information, guidance, and tools. Accessible to all CQC providers across the West Midlands.
- ✓ Provide a **framework for ethical recruitment** through research and filtering process across the supplier market.
- ✓ Design, **resources and develop tools** in support of legislation, safeguarding and ethical recruitment.
- ✓ Procure specialist services to deliver **legal and human resources** advice for international recruitment.
- ✓ Host a set of **webinars** to build on current understanding of the complexities in recruiting internationally.
- ✓ Create **articles and provide marketing material** that will raise awareness, provide support, and build on best practice across the region.
- ✓ **Assess** the appetite for international recruitment in the West Midlands

WME worked closely with WM-ADASS and regional stakeholders to ensure project needs were on track and develop a comprehensive understanding of regional needs in the international recruitment space.

WME established relationships with key suppliers/ partners meant that we were able to support strands of the project, set out clear project objectives, manage and monitor progress whilst working collaboratively to ensure deadlines in support of overall programme deliverables were met.

As a result, the **'West Midlands Social Care International Recruitment Hub'** was officially launched on the 12th January 2024 to Local Authorities, Care providers, Care Associations and key stakeholders in the adult social care sector. This is home to a comprehensive set of resources, tools, and services to support CQC registered suppliers achieve sustainable and ethical international recruitment.

More than 2,300 adult social care providers, and 14 local authorities have access to information and resources that can be used now and beyond the project delivery. For example, resources have been made available that are flexible and can be used by providers in support of "making a decision" on agency supply, to ensure recruitment is both ethical and safe.

A central hub of information has allowed regional colleagues to readily access up to date information in one place. Legal webinars and specialist advice has been built upon existing knowledge and complements best practices across the region.

What Next:

- An evaluation of Hub website usage, feedback, data and how that will be sustained.
- An evaluation of Legal & HR webinar successes/ reach/feedback/polls/survey on advice given added value to the region.
- An evaluation of tools/resources/Audit tools and added value.

Website Design Suppliers

Working alongside Tracy Harris and West Midlands Employers on the IR West Midlands website project has been a very positive experience. There was consistent and transparent communication throughout the project. Tracy kept us well informed of feedback from WME, addressed any queries promptly, and ensured we were all on the same page.

Everyone involved strived towards the same objectives of creating an informative and user-friendly website to support international recruitment within the West Midlands' adult social care sector.

This collaborative approach and clear communication have resulted in a successful website launch that effectively addresses the previous website shortcomings and the project's intended purpose.

Andy Thornley, Creative & Managing Director, HTLD

Legal and HR Specialist Supplier

From the outset, working with WM Employers has been incredibly straightforward. Communication has been prompt and helpful, and we've received regular updates on the progress of the project. The feedback and statistics on webinars hosted by WME that we have delivered have enabled us to assess the effectiveness of the content we have delivered. Tracy and her team have been easy to work with, clear communicators and it is clear that they are driven in their desire to see the project succeed. With their assistance my team and I feel that we have been integrated seamlessly into the project delivery and are well-placed to contribute to its success.

Edward O'Brien Senior Associate Lester Aldridge Legal Firm





WMADASS

Local Authority Occupational Therapists Career Pathway

WME and WM ADASS Strategic Partnership

As part of this partnership, working in collaboration with the Principal Occupational Therapists Network. Like many roles in Adult Social Services there is a shortage in this specialism of care across the Local Authorities in the West Midlands Region.

In addition to the number of vacancies and recruitment challenges, there is also an ageing workforce, like many professional roles within local authorities.

As a network they wanted to raise awareness of types of roles across the Occupational Therapist field with a focus on talent management and considered that a clear career pathway would provide this.

A career pathway for Local Authority Occupational Therapists was created providing clear details on how to progress through the Occupational Health profession. This resource provided details of qualifications required, education providers and type of experience required and was produced as a flipping book which Local Authorities, WM ADASS can use and upload to their own websites/

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Amanda Whittaker-Brown, LGA Senior Advisor, Workforce
"This resource is fantastic"

Andrea Gronow, Principal Occupational Therapist
"Just sharing this excellent resource that Rachael has completed for us, thanks to everyone that contributed"

Leadership & Organisational Development





The Leadership and Organisational Development service continues to be here to help propel public sector organisations toward their strategic workforce goals and empower others to 'Ignite the People Experience' with inclusion, culture, leadership and talent at the core.

It's been a great 12 months working with you and having the privilege to see some exciting initiatives begin to make their mark. We have **supported more than 70% of our shareholder members** offering everything from interim OD capacity; specialist consultancy; leadership facilitation and executive coaching; training delivery; event speakers and peer networking. As a result we know **at least 2100 colleagues have benefitted** from new thinking and practice, plus **over 350 colleagues from our HR and OD community** have engaged in both national and regional collective CPD, exposing them to some truly awesome thought leaders.

We welcomed our 40th subscribing organisation to the much respected coaching and mentoring pool which now is a thriving community of shared capacity across local authorities, police, fire and national health services, crime and commissioner offices and other regulatory bodies.

At a time when we need our people at their very best but resources are stretched, together **they have saved over £95,500** and been able to match their workforce to hundreds of coaches and mentors resulting in **over 1200 hours of coaching and 220 hours of mentoring** being delivered. Such collaborative efforts were **recognised at the PPMA awards** earlier in the year and we also took joy in the success of North Staffordshire Combined Healthcare Trust who won a Leadership in Excellence Award largely due to their investment in the WMCMP and Coaching Culture.

Thanks to our **national programmes**, we have seen over **30 senior peers and HR leads** all around the country accelerating, embedding and **inspiring allyship for inclusion, connected, forward thinking HR and OD capability and creativity and innovation** in organisational culture and ecosystems. This has fundamentally positioned those authorities ahead of the curve in terms of preparing for and meeting the demands of change and the future of work. At the thick end of the complexity wedge, despite perma-austerity and relentless pressure, those senior leaders know they have to be making the right decisions to navigate complex issues effectively. They recognise that pooling unique resources and cognitive skills is key.

Without doubt, the year was centred on performance and having the very best, doing their very best on the things that matter the most. Over **50 c-suite coaching sessions** took place and **more than 300 individual 360 performance reviews** demonstrating the commitment to personal growth and individual impact.

We welcomed **over 300 colleagues to 'The Big Three'** where experimentation, immersion and inspiration were key to finding, amplifying and enabling a talented, resilient and diverse future workforce. #Imagine, #WeBelong and #TSC23 made quarter three something extra special.

We took every opportunity we could to listen to your needs, refine and repurpose what we deliver in order that we add real value and impact however we support you. That journey continues but the year finished with us launching our new **Leadership & Organisational Development brochure**, starting a conversation with you to **'build a windmill'** and initiating opportunities for us to experiment, play and test our imagination in the year ahead. Together we can explore 'what can be'.

Warwick District Council Induction and Onboarding

Welcoming new people into any organisation is a real 'moment of truth'.

Does the hype of the interview translate into an engaging welcome?

Do first impressions help cement the thought that you've made the right choice or are alarm bells gently ringing in the back of minds?

There's plenty of emphasis on the recruitment process but it's probably true to say that less thought is given to what happens next. A collective sigh of relief as a job offer is accepted – a feeling that it's 'job done'.

Warwick District Council took a different view and felt it was time to overhaul its induction and onboarding process to make sure it was fit for purpose and that key people in the organisation understood their responsibilities in ensuring every new colleague felt like they'd made the right choice in joining the authority.

We began by arranging focus groups, facilitated by one of our associates, Ann-Marie Barlow. Using focus groups of people who had been through the existing induction and onboarding programme, we wanted to understand what that experience was like for previous new starters. Ann-Marie gathered the feedback, insights, comments and experiences and produced a report that was shared with Tracy Dolphin, Head of People and Communications and Karen Weatherburn, Learning & Development Officer.

Commenting on the feedback Tracy said,

"It was interesting to read about the experiences of previous new starters and certainly helped shape our thinking on what we needed to do to enhance the experience but also highlighted the good stuff that needed to be kept as we moved forward."

Ann-Marie's report formed the basis of the changes and the actions to enhance and refresh the onboarding experience.

We began by mapping the first 180 days of a new starter's journey. Starting from the day a candidate accepted an offer, to day 180 (6 months) we worked with Tracy and her team to agree who had responsibility for which elements of the induction and onboarding process.

"Clarity of what we expected from hiring managers, the HR team, and the candidates themselves was an important outcome for us" said Tracy.





Included in the 180-day journey, was the formal Welcome to Warwick induction meeting. Like many induction programmes, it was information-heavy heavy and feedback from the focus groups suggested much of the information provided was quickly forgotten.

Tracy was clear. “We wanted a session with new starters that left them feeling energised and truly welcomed to Warwick District Council. We wanted to provide some information but the over-arching message we wanted new starters leaving with is ‘You made the right decision’.”

Working with the internal WME team and key stakeholders at Warwick, a 3-hour Welcome to Warwick induction session was designed and developed. Supported by the senior leadership team, the pilot was launched early in 2024 and initial feedback has been hugely positive.

“The impact has been tremendous,” said Tracy. “Early feedback has been so positive, that our Learning & Development Officer will continue to work alongside West Midlands Employers to deliver this session on an ongoing basis”.

To be able to provide qualitative data to support the anecdotal feedback, Ann-Marie has been commissioned to facilitate focus groups of colleagues who have taken part in this renewed induction and onboarding process and compare them with earlier groups who had experienced the previous programme. This will show in more detail the impact that it had and the difference it made.

As Tracy says “We work so hard to attract and recruit people and the investment we make of time and money is significant, so it makes perfect sense that we invest in creating a positive experience for new starters that reassures them that they’ve made a great choice in joining Warwick District Council.”

Engagement and communication are a key element to WDC and a major factor of the Induction as part of the brand and identity led by Nicki Curwood, Marketing and Communications Manager who said “The importance of the experience of knowing you are part of such an innovative organisation cannot be underestimated and helps to underline our message that Warwick is a great place to work”.

We are working with WDC further on ensuring their values have also been fully incorporated into induction alongside updates to their Appraisal guidelines.

The HR team led by Sue Firminger, HR and Payroll Manager are also moving forward with updates to probationary reviews, re-promoting their benefits to ensure that the Induction experience is one to remember. Sue stated

“We are constantly looking at ways to enhance our recruitment and retention and want to be right at the forefront on how we deliver this”.



Case Study

Human Chain Reactions National Programme

When working in a strategic people and OD role, we're expected to be creative. We're expected to be innovative, and we're expected to see into the future and position our organisations ready for the future. It's a big ask. These are capability expectations but not necessarily capability realities. Creativity and innovation skills and behaviours are unique. They don't come naturally to everyone and can take a huge energy and focus.

Our default when planning a new piece of work or leading a process of change is often to surround ourselves with people we know will 'get stuff done'. How often do we deliberately go out of our way to seek a perspective that we don't know or one that is likely to challenge our own? How often do we take someone from a very different role and team and assign them briefly to another with the sole purpose of looking at a WICKED issue through a completely different lens? Like many the answer is probably nowhere near often enough. Because we are consistently operating under such time pressures, there's simply insufficient space to encourage too much challenge.

In this time of immense change and transformation – whether that be proactively preparing for the future of work or reacting to immediate challenges - the capability and capacity of our workforce for creative thinking and innovative action is going to be put to the test.

A journey of a thousand miles starts with a single step. We know that carefully curating a culture where sustainable high-performance is achieved through creativity and innovation is not going to be fixed by just an away day, an updated mission or an inspirational speaker. A systematic and strategic approach is required.

Recognising that traditional ways of leading and managing change will not be sufficient in the emerging future, with our associate Dr Mark Batey we designed a programme dedicated to upskilling the people/leadership profession so they can in

“It has given me the confidence to be bolder and braver in my approach to facilitating change (big or small) and recognising that leading and creativity is allowed to be fun and can in fact enable better ideas and innovation outcomes and learning.”

**Anastasia Davies, Solihull Social Care Academy
Manager, Solihull Council.**

turn share new thinking, lead the way, coach and upskill others and spark chain reactions all over their individual organisations.

We re-purposed the principles of our core in house **Chain** Reaction Programme which had been designed and successfully deployed for organisations ready to strategically embed and embrace innovation in systems, structures and mindset. Those that wanted to grow insight and capability at scale, pace and at all levels. (See Staffordshire case study template)

The Human Chain Reaction Programme offers an alternative approach whilst still benefitting from the overall knowledge content. This version is designed specifically for individual HR, OD, Change and Service Directors as an open programme. It aims to build capacity and capability within a particular business function that can then be shared when and in a way that is relevant to an organisation. We focused on how to boost creativity and innovation in both culture and leadership and organisational systems and structures with a deliberate intention to change not only what we, as leaders, 'do', but also how we should 'be'.



Put simply, the Human Chain Reaction Programme is about stimulating creativity, generating ideas, driving transformation and embedding innovation right at the heart of all people practices. Participating in the programme means that HR and OD can play a significant role in shaping the environment and role modelling the behaviours that will start the 'ideas' chain reaction in an organisation.

We wanted to create a space that would energise and champion a new way of thinking for those that could then influence and spread both a mindset and capability shift into the their organisation's DNA, as and when it felt right. Ultimately, whether putting people at the heart of meaningful change and transformation can result in more impactful outcomes.

That's why we took the concept and opportunity to the national Culture OD and Exchange network (CODE) with financial support from the Workforce Priority Fund. A collective test bed for doing things differently within local government. As a result, the first cohort of remote learners included senior representatives from Walsall Council, Staffordshire County Council, the WM Childrens Services Network, Northumberland County Council, West Northamptonshire Council, West Suffolk Council and Southend-on-Sea City Council.



Delivered over 7 days with some additional innovation clinics, participants took their live change issues through a suite of extensive toolkits that provide time, skill and energy for both initial creativity and resulting innovation. Led by Dr. Mark Batey, both an academic professor and renowned subject matter guru, the cohort immersed themselves in:

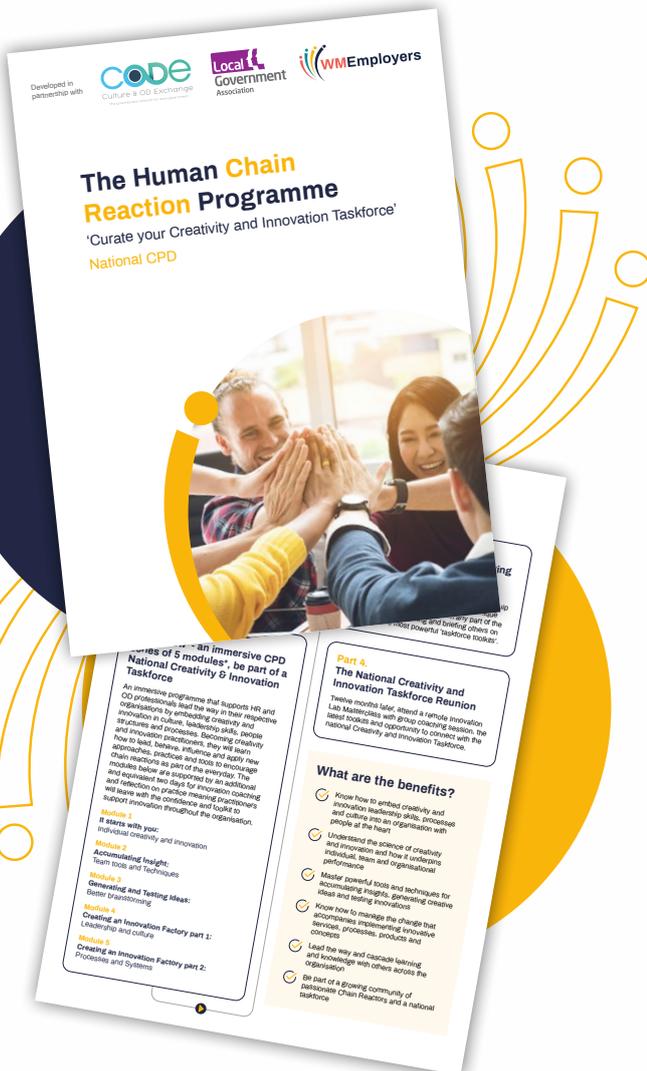
National Open Programme 2024	
Part 1: Imagining	Looking ahead: The future of work & the role of OD
Part 2: Know How	An immersive CPD series:
Module 1 It starts with you:	Individual creativity and innovation
Module 2 Accumulating Insight:	Team tools and Techniques
Module 3 Generating and Testing Ideas:	Better brainstorming
Module 4 Creating an Innovation Factory part 1:	Leadership and culture
Module 5 Creating an Innovation Factory part 2:	Processes and Systems 'Starting a chain reaction' – sharing the toolkits with other

The first cohort are now the founding members of the National Public Sector Creativity and Innovation Taskforce and they are keen to start thinking about what that means, how they can continue supporting and challenging each other along with influencing sector led change.

They have bonded together on an adventure that has stimulated all sorts of tangents and fascinating conversations, lightbulb moments and wild ideas that might just be our future. They took away a toolkit of resources ready for deployment back in the day job that included tools and techniques to stimulate and enable application of the creative problem solving process – accumulation, generation, evaluation, incubation. They are individually armed and ready to generate a chain reaction of different thinking all across and deep within their organisational structures.

"This was a great course...it was motivating and energising and provided a great balance between space to discuss current issues alongside how to apply the tools we were provided with to support greater creativity and innovation."

Jennifer Eves, Director (HR, Governance & Regulatory) West Suffolk Council.



Case Study

Staffordshire County Council 'Year of to next to Innovation 2023'

At the beginning of 2023/24, WME introduced Dr. Mark Batey to the national Culture and OD Exchange (CODE) network, where he shared and introduced his expertise and research into organisational creativity and innovation. It was a hugely successful hour-long session, with more than 90 participants and an unsurprising interest sparked in not only how network members could access further input from him but generally in the context of exploring the topic in the context of local government.

WME quickly got to work and developed a solution with Mark. Now as one of our associates, he leads on the delivery of 'The Chain Reaction programme' providing a plethora of ways to engage and embed his creativity and innovation thinking. It is ideal for those organisations that are ready to strategically embed innovation in systems, structures and mindset. It takes an organisational approach by engaging people from any team and at any level, starting from the top, to get those chain reaction of ideas off to a flying start.

Staffordshire County Council have led the way with their 'Year of Innovation 2023'. They started right at the top to ensure their journey included everyone, elected members too, and designed the language and communication to make sure the year felt meaningful for all. Their investment with WME extended beyond the visioning and positioning with senior leaders to create a climate of creativity but translated and cascaded that strategic ambition across the workforce by generating the space, structures and skillsets to bring it to life.

Their journey is on-going but has already seen more than 70 senior leaders and elected members come together to 'Imagine' and talk all things creativity and innovation. Those leaders then came back together and reflected on how they have and will implement some of the toolkits techniques in structures, processes and behaviours.

'Dr. Mark Batey exceeds our expectations which were already high. Things could not have gone any better. There is always great energy in the room and high engagement thanks to Mark's input and personal style. Overall the senior leaders day was a great success and an amazing start to Staffordshire County Council's chain reaction. Feedback from our first creativity and innovation taskforce cohort has been brilliant. We've got more demand than spaces available. We're excited to see how this develops and look forward to working with Mark and WME to build on success'

**Sarah Getley, Assistant Director People,
Staffordshire County Council**





Staffordshire Creativity and Innovation Taskforce

The council has skilled two of their three planned Creativity and Innovation Taskforces with 30 colleagues from across the organisation now equipped to start chain reactions all over. Their final taskforce embarks on their learning journey as 2024/25 gets underway.

They made sure anyone had the opportunity to catch the bug for being creative, to be inspired by Mark himself and generally feel more confident to share their thoughts and ideas by hosting several bitesize, remote sessions.

Two of their HR/OD colleagues immersed themselves in the national, open, Human Chain Reaction Programme so that they could ensure sustainability with creative and innovative thinking being embedded into culture, systems and processes. They are now part of the National Public Sector Creativity and Innovation Taskforce (see HCRP case study).

Staffordshire Innovation Challenge

As a result, Staffordshire County Council created and ran an Innovation Challenge, opening up the learning from Dr Mark Batey across the organisation to apply creativity and innovation concepts to an organisational problem. The challenge provided a development opportunity for colleagues across the council to get involved in the agreed challenge topic. Four facilitators from their new innovation taskforces helped to support the first cohort throughout the challenge.

The pilot ran for 12 weeks, with updates provided to the senior management team throughout that period and a final presentation/pitch to the chief executive at the end. Following the presentation, there was overwhelming support for the group's proposals.

These ideas perfectly aligned with the requirements of the service and members of the cohort continued to join task and finish groups to support the service to deliver their recommendations.

Line managers are saying that their team members who took part in the challenge were now adding more value and sharing wider learning. The future of the innovation challenge has been adopted as a bi-annual event, with many new innovators from across Staffordshire coming forward to be part of the new challenges planned for the Summer and Autumn 2024.

Staffordshire Innovation Awards

To make sure successes from their 'Year of Innovation' are recognised and celebrated across the authority, Staffordshire County Council hosted its first ever innovation awards, receiving more than 90 entries across eight categories.



Warwickshire County Council Manager as Coach

Case Study

At Warwickshire County Council we have been incorporating coaching throughout the organisation in various ways, for many years. In the last 12 months we wanted to ensure coaching made an even greater impact and wanted to use it to:

- 1 Complement our leadership development offer
- 2 Enable the culture change of our fire and rescue service to incorporate a more coaching style of leadership and communication
- 3 Support our Children's and Families team leaders through a leadership and wellbeing focus
- 4 Develop the capability/capacity of our people – through managers and colleagues having a coaching style and developing their teams

The County Council have been a member of the West Midlands Coaching and Mentoring Pool for many years, and we know the high quality of external coaching available through it would support our ambitions. We also recognised we needed to reach further and get coaching into specific service areas of the organisation. Having seen the WME triangle of Building Coaching Skills it helped us identify what we already had that we could utilise, and where else we could build.





We commissioned WME to deliver Manager as Coach to reach specific parts of the organisation, supporting 15 colleagues and a Coach2Grow programme to develop internal coaches within our Fire Service. This was to increase the breadth of coaches available to work with. The added benefit is that through developing enhanced coaching skills of 9 fire colleagues, not only were they up skilled to provide professional 121 coaching across the service, but they could apply their skills in their day to day work and demonstrate the impact of coaching style conversations throughout their teams and those who they come in contact with; supporting the culture change.

A Leadership Development programme was launched within our Children's and Families Service who recognised the nature of their work and ethos lends itself to using a coaching style. Research also shows how coaching alongside development can significantly increase learning transfer and would also support the wellbeing of social work professionals. A couple years ago 2 colleagues from our OD team attended the WME Group Coaching training. The skills gained enabled us to support and enhance the new leadership programme. We set up 4 cohorts of 8 employees who had completed the programme and worked together to explore how they were applying the learning, what they have tried and what else they could use. Each group came up with an agenda that was shaped on what the group wanted to focus on. We initially looked at offering 121 coaching, but recognised the volume of people was prohibitive with the resource we had, the group coaching worked really well as there was a lot of shared learning across the group, which provided ideas for application of learning and confidence to give things a try. Being members of the West Midlands Coaching and Pool meant we could still offer 1:1 coaching to those who felt it would be especially beneficial for them which worked well to provide tailored support for individual needs. 12 colleagues from Children and Families have now taken up a 1:1 coach through the Pool.

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We also incorporated Coaching Culture online learning into various training programmes as pre-work or between modules, to help make the connection to how coaching skills can support wellbeing, resilience, focus and growth mindset amongst others. We've used the modules over the last couple of years to broaden the coaching offer to all colleagues. We heard about how other organisations had been benefiting from Coaching Culture's online platform and have utilised the WME discount available to access it.

The key impact of people who have attended Coach2Grow and Manager as Coach is that they have been sold on the use of a coaching style. They have really bought into and realised the power of a coaching style, and made them enthusiastic about coaching so that they are using it in their day to day work.

The coaching interventions delivered to our Children's and Families teams have improved the way teams are operating, through better communication and structure to their conversations. We've been so pleased with the positive impact within our Children's and Families Teams that WME supported our Director for Children's Services present what we had been doing at a regional Big Thinking Event that was looking at ideas to support the permanency and retention of good quality Social Workers across the West Midlands. This has led to more organisations promoting the Coaching and Mentoring Pool to staff in Children's Services, meaning the work we have been doing has not only benefitted our council but the wider local government in the region.

In the last 12 months we have received well over 100 hours of external coaching through the West Midlands Coaching and Mentoring Pool. The equivalent of more than £22k if purchased commercially, which is 5x the cost of our subscription. The quality of the coaching has been excellent and represents great value for money.



The West Midlands Coaching and Mentoring Pool offers so much more than external coaches. The training, ongoing support, sharing of knowledge from WME and the community of organisations who subscribe, that we can seek advice from has been invaluable to help us develop our offer. Sam and team have been ongoing source of support, guidance, resources and information. We are so pleased with the results we are seeing.

“Without WME we wouldn’t be able to do what we do through coaching. It’s such a professional approach, and high quality. We’ve been provided ideas and input from the coaching community and WME staff.” Ann Hancox, Organisational Development Practitioner

“Going to WME for these services meant we could be confident of the quality, the understanding of public sector, our culture and challenges and it saved time and costs.”

Amy Fiddy, Organisational Development Practitioner.

Feedback from Coach2Grow

“The learning environment was superb, Julia was so knowledgeable and passionate about the subject! I have learnt so much and it was great to get to know some new Colleagues from WCC too!

“The coaching training was amazing - I have not felt that energised in years...loved it”

Feedback from Coachees

“Coaching has allowed me to feel more positive and motivated which in turn has allowed me to change my practice and influence others around me and my team. Coaching has allowed me the time and the space to explore how I was feeling and unpick why and supported me to feel and act differently and remain at work when I was finding it difficult to do so before. This has allowed me to become more productive and a more critical thinker.

Coaching for me was so positive, and has given me time to reflect and have my thoughts and assumptions reflected back at me and challenged. It has given me confidence to lead and develop my team and be more proactive and plan.”

Delivery Manager, WCC

“I work more flexibly now, which has been of benefit to my work as I can focus on tasks better but also personally as I have more time at home. I have taken on more courses which should help with my work. I have learned how to delegate better.

I found it incredibly worthwhile. It has helped me adapt how I work and, therefore, given me a new lease of life at work.”

Team Leader, WCC

“Coaching has been great!My coach doesn’t know anything about where I work and who I work with, so she is completely neutral and independent in her views and comments.

She gives me the space I need to talk through how I think I’m doing, the challenges I face and consider different ways of doing things. I develop the solutions to my own situations - but with support along the way.....

I enjoy the coaching sessions and they have been a very real lifeline to helping me improve my performance, and lead and manage myself better.”

Coachee, Warwickshire Fire Service



Feedback from our C&F Team

Coaching within Children's and Families Directorate

Feedback from 121 Coaching

"For any other C&F Team Leaders who are unsure about coaching. I would say 100% go for it!"

"Colleagues were able to access Online Coaching Culture Modules to support their development. Modules accessed by 35 or more colleagues included: Introduction to Coaching, Coaching Essentials, Building Trust & Rapport, Using Coaching Models and Asking Powerful Questions."

Group Coaching – What was most valuable?

"Time to stop and think, a safe space to reflect on PSDP, pull out our learning/issues and bring in some new creative ideas and find solutions together."



"My coach really helped me to open my mind in terms of how I was seeing and thinking about things. My coach was amazing at letting me offload and talking through with me how I could work with my new team to try and turn things around."

"I look now where I am with my team and my manager and things couldn't really be in a better place, which is all I had hoped for."

"Helped to refresh and encourage using the materials and leaning into day to day practice"

"Thought provoking and reassuring to hear the challenges but also successes of others"

"Positive to connect with new colleagues, which has helped understanding links and opportunities within the wider service"



The Big Three

2023/24 was a year when we focussed on collectively being curious and experimental with others to Inspire the Change.

A significant contributor to us being at the top of our game is reconnecting with our childlike curiosity – asking questions and not settling for the first solution. In addition to membership network activity, WME hosted the Big Three events making sure we could consciously expose ourselves to what's happening elsewhere, experimenting with ideas in safe spaces and testing out new thinking to stretch our ambitions and lead to the realisation of meaningful change.



The Tri Sector Challenge

Kick started things in September at Aston Villa Football Club. Twelve talented teams of future public sector leaders were put through their paces #putyourbesttothetest.



Set in the fictional country of Boroland, those 72 individuals were catapulted in at the last minute following the mass resignation of the previous leadership team. From the start, they needed to quickly make sense of competing priorities mixed with a large dash of ambiguity. Teams had to deal with a number of planned and unplanned meetings across the day on a range of differing subject matters but all of which shifted them from operational to whole system strategic thinking. Amongst all of this, there was a steady stream of incoming emails, newspaper clippings, and printed reports. And, of course, the unexpected! There were red herrings aplenty, an anxious eye on the clock throughout the day and the local press pouncing and testing on the spot media skills.

With Ashleigh Shatford from Staffordshire and Stoke-on-Trent Integrated Care System recognised as the 'shining star', ultimately it was Warwickshire County Council who got to see their top talent celebrated as the winning team, taking home the coveted TSC trophy.

Secure your spot ready for #TSC2024 taking place on Tuesday 24 September at Aston Villa Football Club





'Innovating the recruitment and retention challenges'

Also in September we set off on our intrepid journey towards 'Innovating the recruitment and retention challenges' faced as a sector, with inclusion right at the heart #samejobdifferentthinking.

66 ticketholders benefitted from expertise shared by 17 incredible speakers across keynote addresses, workshops and pre and post webinar who weaved innovation, inclusion and impact into a powerful range of information and resources. [Take a look](#) at how it went.



They left the conference on Tuesday 24 October in Birmingham all set to take on their resourcing challenges with fresh inspiration, ideas and influence. Shokat Lal, CEO from Sandwell Council got us underway with his **perspective from the top table** before participants They benefitted from dialogue and expertise on everything from **trusted insights for the right appointments** to the impact of culture, casting an inclusion lens, **being different and doing different** and **AI in talent search**.

Book your shareholder member places at The Annual Public Sector Workforce Summit, Innovating Tomorrow for the People of Today, set for Monday 17 June at The Studio in Birmingham.

It didn't stop there, as a further 177 people from all over the public sector joined us in November at our **annual coaching and mentoring conference**.

With the future of work a concept we all grapple with, coaching provides a valuable resource to support your workforce do the same. That's exactly what we charged the packed room of coaches, coaching leads and coaching thinkers with – imagining the future of work and being at the top of their game to help others #writetheirnextchapter.

Limited spaces
Once we're fully booked, we will start a waiting list system

WM Employers

ANNUAL PUBLIC SECTOR
WORKFORCE
SUMMIT

'Exploring new opportunities to innovate and build ourselves, our profession and our organisations'

Monday 17th June 2024 | 9am till 6pm
The Studio, Birmingham B2 5EP

An event for all HR, OD & Transformation Professionals to generate new ideas, take away new tools and build your support network #WFS2024

"A deeply thought-provoking experience which, despite reaching heights of excellence every year, still manages to keep bringing us fresh, relevant and enjoyable learning."
[Check it out.](#)

3 The West Midlands Coaching and Mentoring Pool

Over the last 16 years, West Midlands Coaching and Mentoring Pool has evolved into a powerful vehicle for learning and development across the region's public sector workforce, which led to it being shortlisted for the PPMA's Best Learning and Development Award 2023.

The Pool brings practitioners together for one-to-one sessions from a wide range of professions and sectors, creating a rich melting pot of skills and experience.

This is especially pertinent given the current emphasis on greater collaboration and integration within the public sector to make better use of limited resources and drive better outcomes. The Pool offers practitioners access to a wide variety of coaches and mentors while also being a two-way platform for sharing different perspectives and gaining insight into how colleagues work.

It not only enables participants to access support for personal development, the Pool also plays an important role in nurturing a coaching culture by supporting organisations to develop their own internal pools through tailored training.

It's constantly evolving, having grown from an original partnership of 13 councils to celebrating a milestone of 40 organisations in February 2024, that include fire & rescue, police and NHS services, a housing association, regulatory service and a university.

Adapting to improve access

The Pool benefits from access to an online matching hub. It's intuitive, efficient, secure and mobile compatible and offers sophisticated functionality for service users, as well as being available to support internal pool matching services.

WME invested in further adaptations in 2023 to improve search functionality and help increase the chances of people finding the right coach or mentor for them.

The Pool's impact

2023-24 saw over 439 people supported through 1,483 hours of coaching and mentoring. Working collaboratively, subscribing organisations saved over £95,500, when compared to the costs of using external commercial providers.

"A really positive experience, particularly to have someone to talk to who is independent and not involved in the day-to-day politics / environment. Having time out to work through reflections and challenges is helpful and not as confrontational as it was sold to be. I have shared with others that I have had coaching sessions and how useful I have found them."

Manager, Staffordshire County Council

Coachees and mentees said sessions have helped them to respond to work challenges, become better leaders/managers, make more informed decisions, contribute to the success of their team/organisation, and become more aware of the impact of their behaviour on others (average score between 7 and 9 – 10 being 'strongly agree').

"It has been really beneficial to have someone from outside my profession and organisation to mentor me and view my situation objectively and with fresh eyes."

Specialist, Gloucestershire Constabulary



After completing coaching provided by the Pool, people's **confidence in their own ability** increased by 61% and **team/project performance** increased by over 23%

“The coaching I have received has had a hugely positive impact on myself as a more skilled and more confident leader and manager, resulting in improvements with my team and its performance which has led to more timely and better outcomes for the people we support. My coaching enabled me to reflect about my practice and to work out ways I might provide challenge to make things happen, giving me the confidence to do what I needed to do to improve practice and team performance.”

Specialist, Gloucestershire Constabulary

99% of coachees and mentees said they were able to sustain changes made in their behaviour 6 months after finishing.



Building a sustainable, and valued service

The Pool is much more than a service you sign up to. Organisations commit to three-year subscription cycles (the latest being 2022-25) and play a direct role in shaping its development. 2024 will see WME working with subscribers to shape our future subscription model to continue this successful partnership.

The more you put in, the more you get out of it. A number of organisations not only benefit from access to external coaching and mentoring, but have also invested in building greater capacity through building internal pools.

For example, Solihull Council with Solihull Community Housing as an extended member, have close to 3000 staff and accessed 75.5 hours of coaching and mentoring support, 3.5 times the cost of their subscription fees.

4 NHS Organisations who joined the pool as a consortium have accessed close to 285 hours of coaching and mentoring, meaning they have accessed the equivalent of over £63k worth of support for only £15.5k.

Research tells us learning coaching skills improves leadership and management capabilities, and through the pool external coaches attend regular ongoing professional development to enhance these skills. WME also supports many organisations internal pools with their ongoing development: helping coaches develop their skills while contributing to the wider development of the public sector workforce.

“[The CPD Session] Reminded me that I love coaching and that even though my work is pressured at times, the coaching relationships and skills give me great pleasure, beneficial to my wellbeing in making a difference to others and contributes to my effectiveness in my leadership role”.

Specialist, Gloucestershire Constabulary



Workforce Priorities



Each year councils make a contribution into the Workforce Priorities fund (WPF), which is then held by WME and which we use to support initiatives across the region to benefit all councils.

These initiatives might attract match funding for sponsorship and external support (like the work we did with the Money Advice Service), or provide us with the opportunity to develop pilots and services which are innovative and creative without any single council needing to carry the risk (like the regional recruitment campaign)

Some of the work we have done is highlighted on the next few pages, detailing the achievements of projects funded, managed and delivered through the WPF, showcasing the cumulative effect using such an approach to joining up initiatives in the region can have.

PUBLIC - Shareholder Committee - 15th October 2024

Financial Wellbeing Week - 27th to 30th November 2023

WME hosted a number of free webinars to all our client base during the last week of November, including an additional one shortly afterwards.

The sessions were run in association with the Money & Pensions Service (MaPS) and each had its own individual presenter from the relevant organisation they were representing.

The aim of the webinars was to provide employees with details, information and guidance on a number of financially related areas during the current cost of living situation that many people are experiencing on a constant basis.

There were nine sessions in all, all lasting around an hour each, and by the conclusion, 297 people booked on to the webinars in total, with an additional 716 viewing separately afterwards via our dedicated microsite - [Welcome to West Midlands Employers \(WME\) \(financialwellbeingsservices.org.uk\)](https://financialwellbeingsservices.org.uk)

The sessions covered a whole range of financial subject matter, and a brief synopsis is provided here;

Getting money fit (MaPS)



This session focused on the 4 main steps to financial wellbeing, covering taking control of your money, making sure you are getting the money that you are entitled to, planning for the unexpected and securing your future. The session showcased the free MoneyHelper information, tools and resources that are available to everyone, no matter where you are on your journey with money.

Your money and your mental health - With Rethink Mental Illness

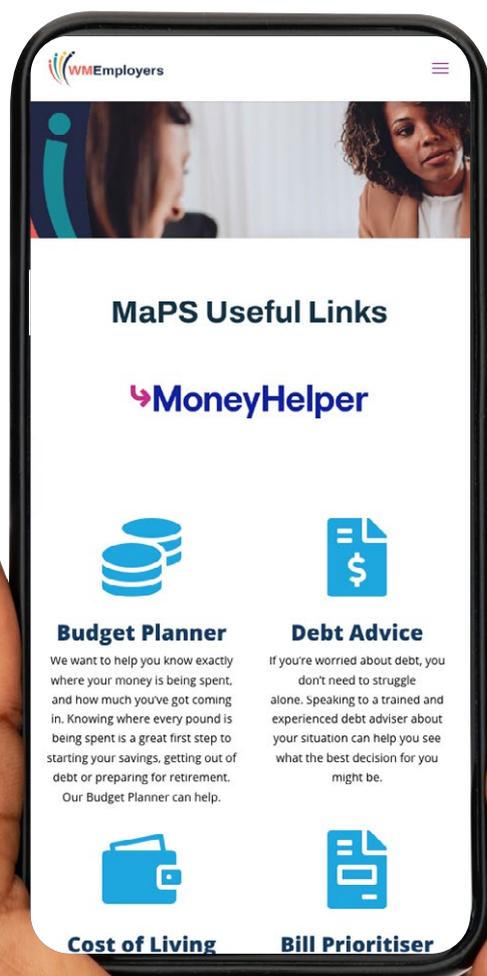


It is recognised that money concerns and mental health are linked. Living with a mental health condition can make managing money more difficult. And money issues can affect mental health. This session explored what help is out there for people experiencing financial difficulties.

Know The Score - With Experian



Here the focus was on credit reports and scores, and exploring what they really mean. In addition, guidance was provided around common misunderstandings and revealing insight and tips designed to help people to set up to get credit scores into the best possible shape.



What are credit unions? – with Just Credit Union



Here the focus was on detailing everything there is to know about Credit Unions, and whether they might be help to those interested in looking into this area further. Credit unions offer savings accounts and loans. Many offer a wide choice of additional products such as junior savings accounts, Christmas savings accounts, prepaid debit cards, insurance products, cash ISAs and in some cases even mortgages.

Severn Trent Water – What is available for you?



The focus of this session was the `Big Difference Scheme` including how it helps, who can apply and how to apply and also who will also qualify for BDS+ alongside:

- Water meters, benefits and how to request one, Bill Cap scheme WaterSure, eligibility and how to apply
- Debt matching, on Matching Plus
- The Customer Assistance Scheme
- How to join the Priority Service register

Advice on specialist issues With Citizens Advice



Citizens Advice looked into where it could assist in providing advice on issues that could be causing individuals problems. Here, guidance was around how CA can assist in problems with social security benefits, personal debt, housing, employment disputes and immigration issues. They also offer specialist help to the victims of crime.

Understanding Your Pension a session for those with Defined Benefits pensions

If you have worked or are working within the public sector, or have a final salary pension scheme it is likely you will have what is known as a defined benefit scheme. This webinar gave an overview of how defined benefits pensions work and how you can understand what to expect in retirement

Some statistics:

Most popular session:

- ✓ Informed decision making and mortgages
- ✓ Help with Pensions and Retirement
- ✓ Getting Money Fit

72 people from Sandwell Council joined (most amount of people from one organisation)

159 people joined Help with Pensions and Retirement (The most amount of people at one time)

Going forward WME will explore further ways to support our regions workforce on financial matters and ensure we are giving educated, informed and tailored guidance on this continually challenging area.

Action for Warm Homes – With National Energy Action



Action for Warm Homes

NEA provided tips that may help people lower your energy bills. In addition, they also covered:

- What's happening, a price cap explanation and what the future looks like
- How to save energy at home over the previous Christmas period
- Where to find support if you're struggling during the winter just passed.

Informed decision making and mortgages – With Mortgage Advice Bureau



Mortgage Advice Bureau

This session looked at different mortgage types to help those unsure reach an informed decision of what is the best option for them.





West Midlands Local Government Attraction Campaign

Those who work across local government in the West Midlands have both an appreciation of the **breadth** of opportunities available in the sector and the **importance** of these roles that support local communities to thrive. However, outside of the sector, that is not always the case. **More than nine in 10 councils are experiencing staff recruitment and retention difficulties** (LGA, 2023). This is reflected in the West Midlands with members of our Strategic Resourcing Board and WMJobs Recruiter Network raising concerns over challenges to recruit appropriately skilled people across a diverse range of skills and job types.

Taking this feedback on board, we began to scope a project to deliver two regional campaigns, a 'careers in local government' campaign followed by 'apprenticeships in local government.'

We procured TMP Worldwide to deliver the creatives, copy and majority of advert placement for the campaigns via the ESPO Framework. Following our engagement with the region, we had a clear objective for the campaign to **raise awareness of local government careers within the West Midlands to attract new candidates to the sector**. WMJobs was the natural home of the campaign as **your regional job board**.

We engaged with recruitment, HR, and communications representatives throughout the campaign. Councils were invited to view the initial three concepts TMP produced, give their feedback, and select their preferred route. As the campaign progressed updates were delivered through the Strategic Resourcing Board, Directors & Heads of HR Meetings and dedicated briefing sessions.

The general campaign was promoted across a 6-week period from 22nd January until 3rd March, the apprenticeship campaign launched on 5th February to coincide with National Apprenticeship Week and was actively promoted for two weeks.

The campaign delivery consisted of **two key elements**:

1. The **production of a range of creative assets** including social media cards, animations, posters, postcards, radio adverts and pull-up banners included within a campaign toolkit. Together, these provided WME and our region with the tools they needed to promote the campaign through social media, job fairs, websites, and council premises. We ensured that WME held the intellectual property for the assets and councils were able to add their logos as required.

2. **Regionwide digital and physical advertising** commissioned by WME. This included:

- ✔ Providing resources to all Job Centres and Colleges in the region
- ✔ Radio advertising
- ✔ Digital screens in shopping centres
- ✔ Adverts across the West Midlands Metro network
- ✔ Paid for social media and programmatic advertising
- ✔ Google AdWords
- ✔ Adverts within the Metro newspaper
- ✔ Geotargeted digital advertising on The Guardian and Metro online



~~How can I~~ **get a great start to** ~~my~~ **your career** ~~in~~

Be inspired and find an apprenticeship in local government NOW

WMJobs.co.uk

~~More~~ ~~don't have~~ **time for things that matter**

Start your search NOW for a career in local government

WMJobs.co.uk

~~Find~~ ~~Still searching~~ ~~for~~ **work that's meaningful**

Be inspired and find an apprenticeship in local government NOW

WMJobs.co.uk

~~Struggling to~~ **find purpose in your career**

WMJobs.co.uk

12:37 / 21:53

Headlines & Insights

The awareness campaigns reached a **substantial number of people over the 6 weeks of active promotion**, raising the **profile** of local government careers across the region and **driving candidates to WMJobs** as a central location for live vacancies.

Partners – we engaged with 85 external organisations including DWP, colleges and employability teams providing them with information, digital assets, and physical promotional material. In excess of 17,000 postcards and posters were provided.

“One of the great things about this campaign was the way it was fully managed by the WM Jobs team – they prepared everything for us. We just had to select a provided image which was specific to a social media platform - job done! For Walsall Council to fully engage in this campaign took no more than 20 minutes per day. By supporting the WM Jobs Local Government Careers Campaign, we are not only increasing the visibility of the WM Jobs service, we are also increasing the visibility of our vacancies and enhancing Walsall Council’s employer brand and promoting our Employee Value Proposition”.

David Duncombe, Senior HR Advisor (Resourcing), Walsall Council

Social Media

We delivered widespread organic and social media:



OUR FACEBOOK

reach (incl. sponsored) over the 6 weeks of the campaign was

191.5K



OUR INSTAGRAM

reach (incl. sponsored) was

102.3K



OUR LINKEDIN

impressions (organic only) were

26.8K

Advertising



RADIO ADVERTISING

Heart Radio is one of the most popular commercial radio brands in the UK, the West Midlands covers most of our region and has **570k weekly listeners**. Our advert was played **61 times over 10 days**.



SOCIALLY RECRUITED

Digital advertising through a variety of methods, generated almost **2 million impressions**



BILLBOARD ADVERTISING

We placed two 10-second animations at two large shopping centres within the region with a combined footfall in excess of 2million per month, these adverts were played over **13K times in two weeks**



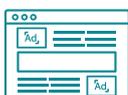
GOOGLE ADWORDS

Generated over **23.5K clicks** through to WMJobs



GEOTARGETED DIGITAL ADVERTISING

Geotargeted advertising on the **Metro and Guardian** online – this activity generated **207,261 impressions**



WEST MIDLANDS METRO

Over **25,000 customers** use the **Metro network everyday** through several towns and cities in our region making it a perfect place to advertise. Our campaign was present on **75 internal panels** and **six station platforms**.

WMJobs highlights include:

- ✓ For January, we had our **highest number of active users** since October 2021, in February there was an **18% increase** over the same period last year.
- ✓ WMJobs attracted **355K new users over the six weeks of the campaign**
- ✓ **Job apply clicks increased by 30%** compared to the same period last year
- ✓ Gained over **900 new LinkedIn followers** during the campaign
- ✓ Over **1,360 social media interactions** (reactions, comments, shares)

“We know that when we recruit, our ideal candidate is out there, we just need to find them! The WMJobs Local Government Careers Campaign was a wonderful way of helping us do that. The campaign promoted Local Government Careers across a number of effective media channels and helped us engage with the wider public, potential and future candidates across a range of social media platforms. Feedback to date has suggested that this was a well viewed campaign and definitely created a buzz around LG careers, which is just what we need to hopefully increase interest and quality applications across the sector.

David Duncombe, Senior HR Advisor (Resourcing), Walsall Council

“On behalf of WME, Chloe’s commitment to the region and support for each Local Authority has been of significant value. Thanks to her consistently professional and positive approach, Local Authorities in the West Midlands have benefitted from a bespoke region-wide campaign promoting the careers and opportunities in the sector. This has led to an increased awareness and understanding of the variety of specialisms available, but also the fundamental role councils have in their community and wider society”.

George Harris, Senior HR/OD Advisor, Herefordshire



Strategic Workforce Planning Development Programme

Developed in Partnership with CIPD

West Midlands Councils are facing many challenges: recruitment and retention challenges, reduced funding, the impact of the cost-of-living crisis and an ageing workforce.

WME and CIPD are working collaboratively to offer a practical strategic workforce planning solution to WM Local Authorities and member organisations. Our aim was to develop a solution that will add real value to our member authorities.

This programme has been developed through the Regional Workforce Priorities Fund in response to a call from WME Member Authorities for support with workforce planning solutions.

It is a modular-based programme that includes an introductory session which provides a high level of SWP and aims to raise awareness to how leadership teams, strategic and service managers contribute to SWP on a daily basis. Session two is around building capability of HR teams to enable them to support service managers with SWP and finally the third session provides the opportunity to enhance capability and understanding of providing a consistent approach to workforce planning.

As a new solution this was offered to three councils as a pilot, and we are delighted to have worked with one Strategic Authority and two Borough/District Councils.

This offer is now included as part of the Leadership and Organisational Development solutions.

As initially a pilot all three Councils had the opportunity to 'test' in a Service/Directorate within their Authority.

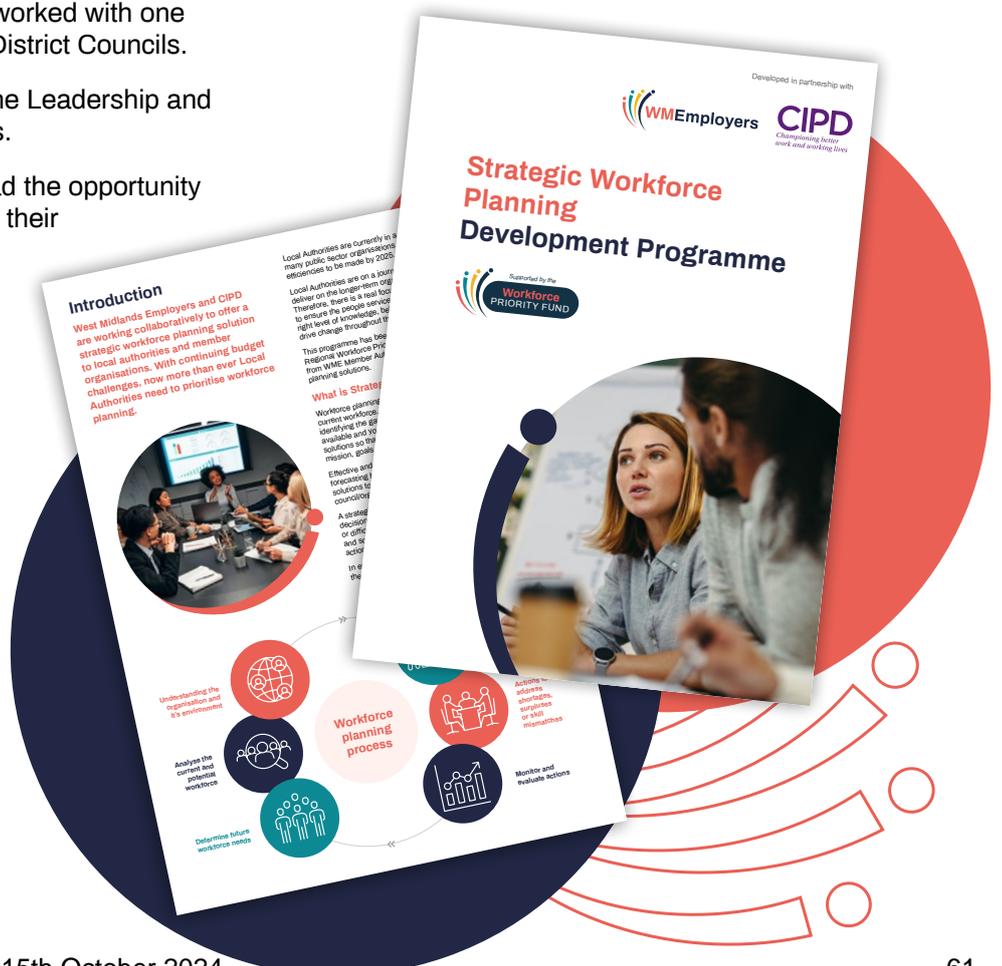
Warwickshire also took the opportunity to involve other service areas to maximise the impact and learning. The service areas had different workforce challenges and different experiences of workforce planning. Having undertaken the pilot Warwickshire are now reviewing how workforce planning will continue to be embedded across the authority, continuing to work in partnership with WME and CIPD.

“Working with WME and the CIPD has really helped to challenge and develop our thinking on strategic workforce planning and equipped us with the tools needed to embed this key business activity into our workplace. We're looking forward to seeing how the development of the thinking in this area helps us to be better equipped to meet our future workforce opportunities and challenges.”

Patricia Kinsella, Strategy and Commissioning Lead - Strategic Workforce Planning; Warwickshire County Council

“It is evident the world of work changes at a faster rate than before, none more so than in the public sector. The profession need to be more agile and adaptive in response. CIPD have been working in partnership with WME to support a number of local authorities develop workforce planning capability. Transitioning from reactive to proactive, ensuring business decisions are the right ones which are evidence based.”

Matt Gofton, Employer Solutions Manager, CIPD





Through the eye of the beholder

Recruitment Inclusion Lens Toolkit

As a shareholder member, exclusive access to our new **Recruitment Inclusion Lens Toolkit** awaits you. You or any colleague within your authority can grab a copy simply by **registering your interest here**. The toolkit will be delivered to your inbox.

Unlock 70 power-packed pages, brimming with invaluable resources, expert advice, and top tips to help you formally reflect on and improve approaches to recruitment with diversity and inclusion at heart.

This toolkit isn't just about learning something new; it's a call to action for ensuring your inclusion ambitions are consistently delivered across all recruitment processes, by all involved and with every vacancy.

It places a sharp inclusion lens on your hiring practices, acknowledging that simply seeking the "best" candidate is no longer enough. Resourcing now plays a pivotal role in nurturing diverse talent within your organisation.

The toolkit challenges and validates current practices, offers new perspectives, identifies potential risks, showcases what's working well, and provides insights to initiate change or frameworks to delegate and drive accountability.

Designed to be accessible to anyone involved in recruitment at any stage, the toolkit's content spans various media types and depth of information. Whether you're quickly assessing a live scenario, sharing learning material with colleagues, or using the structure for a thorough review of all recruitment touchpoints, you'll find something to generate light bulb moments.

Utilise the toolkit as a whole, divide sections among your team, adopt a self-assessment approach, engage our coaching support, or invite us for an independent review. Regardless of your approach, you can be assured that this expert content from Inclusive Employers has been tried and tested with colleagues from the City of Wolverhampton Council, Sandwell Council, and Stoke-on-Trent Council, thanks to Workforce Priority Funding.

Our current subscribing authorities



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