



Executive Search Proposal for West Lancashire District Council



Executive Manager, Regeneration and Estates

Prepared by
Katrina Paget, Partner
Tel: 0870 042 0037
Katrina.paget@gatenbysanderson.com

London Office
12 Appold Street
London
EC2A 2AW
Tel. 0870 042 0040
Fax. 0870 042 0046
london@gatenbysanderson.com

Leeds Office
15-16 Park Row
Leeds
LS1 5HD
Tel. 0870 042 0030
Fax. 0870 042 0036
leeds@gatenbysanderson.com

Birmingham Office
New Oxford House
16 Waterloo Street, Birmingham
B2 5UG
Tel. 0870 042 0060
Fax. 0870 042 0061
birmingham@gatenbysanderson.com



Clive Walsh
HR Manager
West Lancashire District Council
Council Offices
52 Derby Street
Ormskirk
Lancashire
L39 2DF

25th July 2007

Private & Confidential

Dear Clive,

APPOINTMENT OF EXECUTIVE MANAGER, REGENERATION AND ESTATES – WEST LANCASHIRE DISTRICT COUNCIL

I refer to our conversation last week regarding the above. As promised, I have set out below some information regarding GatenbySanderson and our services and an outline of how we can help you with this appointment. In particular, I have covered the following areas:

1. About GatenbySanderson
2. Context to this appointment
3. Our suggested approach
4. Our track record in similar appointments
5. Staffing
6. Timescales
7. Our fees and fee structure
8. References and conclusion

Appendix 1 – Track record of GatenbySanderson appointments

Appendix 2 – Standard terms & conditions

Appendix 3 – Quality Assurance

Appendix 4 – Equal Opportunities and Diversit

1 About GatenbySanderson

At GatenbySanderson, we have a unique offer for organisations wanting to improve performance through people. This ranges from searching and appointing excellent leaders, developing leadership talent within the organisation and engaging staff through team development, to drive performance improvement. Our preference is to work in partnership with organisations to provide this full consultancy service and help organisations to gain real, sustainable results.

GatenbySanderson has a well established pedigree in UK public sector executive search and selection. The company was formed in 2003 in Leeds, by Graham Goodwin and Rachel Hannan, who identified a market requirement for a more developed solution to sustainable recruitment and improvement across the public sector and the public/private interface. Our London office opened in June 2004 (led by Maggie Hennessy and Mike Phillips, both ex PwC/Veredus) and Birmingham in April 2005 (led by Bernard Doyle, ex KPMG and Martin Tucker, ex Director at Veredus). Mark Turner, ex-Managing Director of Veredus also leads our

National Business Unit, which specialises in Central Government, NDPBs and the Voluntary Sector.

Within four years, GatenbySanderson has become a supplier of choice, with more than 60 employees, providing a wide range of public sector clients with value added and cost-effective capacity building solutions. The organisation is broadly split into two business streams:

- **‘Finding Talent’**

Executive search, selection and comprehensive assessment of permanent leadership. Our assessment offering includes, amongst other things, role plays, group exercises, in-trays, psychometrics and personality profiling.

- **‘Transitional Leadership’**

Sourcing and placement of experienced and skilled temporary executives.

Our ‘Finding Talent’ business is split into Regional Business Units and a National Practice. Our Regional Business Units have particular focus on areas such as Local Government, Districts, Further Education, Housing, Health, Education, Regional Development Agencies, regionally based regeneration companies/bodies and the Private Sector. Our National Practice specialises in Central Government Departments, Non Departmental Government Bodies and National Charities.

Our Executive Search and Selection process includes, amongst other things, advice on scoping jobs and finalisation of specifications, advertising and design services, pro-active targeted search and headhunting, response management and appropriate filtering, initial assessment including in-depth competency interviewing and technical assessment, assessment of long-listed or shortlisted candidates including role plays, group exercises, in-trays, psychometrics and personality profiling, final interview process support, including reference taking and offer management, general requirements, such as full administrative back up and candidate feedback.

We gain our business through reputation and referral and we pride ourselves in the quality of our enduring relationships. Our work is original, often innovative and always reflects the needs of our clients. We value diversity, not just to the letter of the law but in spirit. Above all, the hallmark of our work is our honesty and integrity. Over 77% of our business is generated from existing clients and referrals. Our clients value the contribution we can make in assisting them to meet their demanding improvement challenges.

GatenbySanderson has a very successful track record in meeting the recruitment and organisational development needs within local government. Our consultants have assisted in the appointment of a broad range of senior positions; have recruited entire senior teams for a number of authorities and assisted on large scale organisational change programmes. We are skilled at working with Leaders of Councils, Senior Elected Members, Chief Executives and Human Resources Professionals, to advise on organisational solutions, recruit the best people, and to deliver leadership, change management and cultural change. We often act as both advisor and broker between Councils, Members and other key players from government and partner organisations.

Our aims are simple: **to find the best people for the right jobs and to develop the people and organisations to deliver.**



2. Context to this Appointment

West Lancashire is the most southerly of the 12 districts in Lancashire. In 2005 it had a population of 109,500, covering an area of 34,000 hectares, a large proportion of which is agricultural land. The district has two market towns: Ormskirk and Burscough, with mainly rural parishes and villages to the north, and the former New Town of Skelmersdale to the East.

The district has a diverse social-economic, environmental and cultural identity. Much of the area is relatively prosperous, as measured by house prices, high levels of owner-occupation, car ownership, educational qualifications and employment. The district has good road and rail networks but suffers from poor access to public transport in Skelmersdale and congestion around Ormskirk which has become a popular residential area for commuters.

Skelmersdale was originally designated as a New Town in the early 1960's, partly to house slum clearance from Liverpool. However the demise of the commission for New Towns, combined with poor design layout and socio-economic problems, meant that the town never reached its projected size. Consequently it is relatively poorly served by transport, health care and entertainment facilities. Unemployment in Skelmersdale is often double the district average.

The Council has made considerable progress and has been rated as "Excellent" in the 2007 CPA. This is clearly a great selling point for potential applicants. The Council has been particularly successful with its partners in reducing fear of crime, creating jobs across all areas, and making impressive progress towards achieving decent homes. The emphasis is now switching towards raising the quality of the environment and achieving affordable housing targets. The Council with its partners has strengthened the clarity and relevance of ambitions culminating in a revised sustainable community strategy covering 2007-2017. Regeneration is one of the key issues addressed within this strategy.

West Lancashire District Council comprises 54 elected councillors, covering 25 wards. The Council is conservative controlled. It operates a Cabinet model with a Leader, Deputy Leader and 5 other portfolio holders.

Around 680 people work for the Council, making it one of the district's biggest employers. The workforce is split into nine divisions with specific areas of responsibility. The Divisional Managers, together with the Chief Executive and the Deputy Chief Executive, form the Council's senior management structure. You currently have an interim manager covering Regeneration and Estates and are looking to fill this post with a permanent postholder. The Executive Manager Regeneration and Estates has responsibility for regeneration and economic development, alongside the management of the Council's commercial property portfolio.

Council Property (Non Housing or operational) consists of 130 properties with an income of £2.2m per year. The Division has a high profile within the organisation, not just because of the revenue generated through the estates management of the Council's portfolio but also largely because of its reputation for successfully attracting external funding and delivering social and economic regenerative benefits throughout the district. The Executive Manager, Regeneration and Estates will take a lead role in the delivery of major developments such as "Skelmersdale Town Centre Regeneration Project" and "West Lancashire Inspire".

The Council has developed its ambitions with partners and the community and these are supported by challenging plans for economic and social regeneration at both local and sub-regional level. A key element is the realistic and sustainable 10-15 year vision to reinvigorate Skelmersdale creating a more vibrant town centre, bringing in new jobs and revitalising retail, leisure and education facilities. Indeed, Skelmersdale Town Centre is identified by the Deputy Prime Minister as one of 42 national priorities for regeneration as a sustainable community. West Lancashire District Council and the



national regeneration agency English Partnerships are working with the preferred developer, St Modwen Properties Plc to develop the plans to regenerate Skelmersdale Town Centre.

West Lancashire Inspire is a wide ranging project aimed at economic regeneration through grants to local businesses and capital schemes. The scheme is worth over £9 million of investment - £2.6 million of which is coming from the Investing in Business programme by the North West Regional Development Agency.

Burscough Town Centre is also one of the Council's major redevelopments. Suggestions and ideas from local residents have been built into new designs for a £1 million revamp of Burscough village centre. The wide ranging regeneration initiative has begun with the development of a bus rail interchange and a new foodstore. The funding, from the North West Development Agency, is to be used to make the centre of Burscough more attractive and to boost the local economy.

The Council is also running a programme called "Enterprising West Lancashire" which offers one to one confidential support to help new business start-ups develop opportunities and solutions.

The Executive Manager, Regeneration and Estates will be a key appointment for the Council. The Council has strong internal HR capability with the experience of handling senior level appointments, including recruiting the current Chief Executive and other key members of the Senior Management team. However, this is a very specialist post and the market in this area is competitive. It is also a relatively complex market which extends outside mainstream local government, to the broader public sector and possibly even the private sector. Professionals in this area, with a proven track record showing high levels of ambition and flair, are highly sought after. These individuals will need to be attracted to the Council through a carefully planned and well informed recruitment process. As such you are considering the support of an Executive Search and Selection Consultancy to work with you on this key appointment.

The rest of this proposal sets out our suggested approach and also gives an overview of our extensive experience and track record in recruiting similar appointments - needless to say we are extremely keen to work in partnership with you to support this key recruitment process.



3. Our Suggested Approach

GatenbySanderson will work in partnership with you, your internal HR team and with TMP, your advertising agency, providing support in a range of areas, not providing just a recruitment service. We have outlined below the stages we would go through with you and candidates in order to ensure a successful appointment.

Structural design and job specification

This is a very important appointment for West Lancashire District Council. As such, it is crucial to get the views and support of stakeholders, both internally and externally to the Council. To this end we will undertake a series of briefings including key Council Members, the Chief Executive, appropriate Divisional Managers, plus any external stakeholders. These briefings are important in order to gain a true understanding of your expectations and aspirations for the post and to ascertain whether all key groups are of the same mind. Through these meetings, we will also become familiar with the selling points of your organisation, and the challenges of the role. Being prepared in this way will enable us to deal with candidates' perceptions more effectively. The more thorough these briefings, the more prepared we will be to answer the searching questions which high calibre candidates are bound to ask regarding the opportunities and challenges surrounding the post.

The information we gather in these briefing meetings will allow us to offer more specific advice around the design of the recruitment process and to clarify where we can support and work with your internal resources to assist in the process. We can also provide specific advice about the timescales necessary to ensure that a successful appointment is made. The briefings will also give us the information we need in order to develop the content of the person specification and information pack/website.

Positioning, marketing and promoting the posts

Many organisations see recruitment as a 'buying' process, purchasing the best talent they can afford. We believe that organisations should be clear that it is also a 'selling' process, persuading the best talent to move jobs in order to develop their careers, benefiting the individual as well as the organisation. This is why the advertising and recruitment information are key marketing tools, this is not just an opportunity to publicise the post, but the ambitions and achievements of the authority as a whole. The recruitment information should accurately reflect the importance you place on this appointment and should concisely convey the vision and aspirations of your organisation, as well as the reasons why West Lancashire District Council is an attractive organisation to work within.

We are very experienced in producing hard copy packs to provide prospective candidates with detailed information about the role. However, budget permitting, we would strongly recommend that we produce a recruitment website (or 'microsite') for this assignment – setting out what you want to achieve and including the job description and person specification plus other information. It is important to get this right to support the recruitment process, but it can also be an important marketing tool for you in the future, both for other recruitment processes and for more general PR purposes. The microsite will offer a fresh and modern approach, and allow candidates to access a huge amount of information. We have produced websites for other similar roles recently:

www.cherwellseniorrecruitment.com recruitment website, Chief Executive for Cherwell District Council

www.wycombeseniorrecruitment.com recruitment website, Chief Executive for Wycombe District Council



Please see below a 'screenshot' from the Wycombe site:

WYCOMBE DISTRICT COUNCIL
Wycombe District Council
Chief Executive Recruitment

Home | About Wycombe District Council | About Wycombe district

Available roles including job details and how to apply:
Chief Executive

A LETTER FROM CLLR LESLEY CLARKE, LEADER

Dear Applicant,

Thank you for your enquiry about the post of Chief Executive.

This is undoubtedly a challenging and exciting time for you to be joining Wycombe District Council.

The Council is changing. We have embarked on a radical change programme to reshape our services and approach to our customers. Later this year will see the implementation of "Wycombe Direct" our customer contact centre providing a first point of contact for Council services. We are also changing and modernising our organisation and senior management structure.

The Council is proud of its achievements. We are recognised as a leading edge authority seeking and achieving continual improvement in the management and delivery of quality and valued public services. We have achieved quality accreditations across Council services - a CBA rating of "good" (marginally two points) outside of "excellent".

In terms of the advertising campaign, we will provide advice on timings and which media will maximise interest and would be very happy to draft the copy on your behalf. I understand that you would wish to advertise the role on Jobs go Public. Although we would need to discuss budget and your views in more detail, my initial feeling is that you should also look to advertise in one national publication such as the Guardian or Sunday Times/Public Agenda and also consider one of the specialist local government media, such as the MJ. Also, in our experience, for roles at this level and profile, Regeneration and Renewal would attract relevant professionals. We may be able to minimise cost here, by combining some hard copy advertising with the online versions of the above. I would be happy to discuss this further with you.

We will also put the recruitment information on our website and arrange for it to be put on yours if required. The lead GatenbySanderson consultants will be available to answer questions from potential applicants throughout this period.

Once the information has been accessed by candidates and applications are received, we will deal with all of the administrative aspects of the process, acknowledging applications and ensuring that equal opportunities monitoring forms are widely used.



Sourcing candidates

One of the most critical parts of the process and the area where we consider that we can add most value to you in this appointment, will be the 'search' element, where we proactively go out to look for candidates who will be suitable for the post. We will define this search by agreeing with you suitable target sectors and organisations which may hold the people with the skills and experience you are looking for. We will start with our existing networks, which stretch across the country and beyond, built up from our extensive work in local government, especially in the regions. We will then, through a process of referral and recommendation, cover new ground in order to access and attract on your behalf the best possible candidates for the post.

Our experience has taught us that search is an absolutely essential part of the process, as the best potential candidates for many posts are often not actively looking at new opportunities, and therefore will not necessarily be reached by an advertisement alone. Searching for candidates at this level is particularly sensitive and to do this effectively you must be experienced, trusted and operate within absolute confidentiality.

In terms of our search areas we would suggest that a good place to start is with other local authorities and broader public / private sector organisations, for example Urban Regeneration Companies. We would also want to talk to you about the possibility of encouraging professionals with experience of the private sector, consultancy or central Government to provide you with a wider skills mix, diversity and as a basis for rounded competition.

In respect of local authorities, regional agencies and public sector organisations, the amount of performance and inspection information available on individual service areas is vast, and it is possible to draw implications for how an individual has contributed to successful outcomes for users. There are many relevant criteria within the CPA framework, and it is also important at this level to consider candidates' contribution to corporate working. With private sector professionals, there is usually a body of evidence to demonstrate their track record. However, some may not have worked within a political environment recently and we will need a clear steer from you as to your expectations in respect of a "learning curve" for a private sector candidate who meets your other requirements.

Although you are undoubtedly a very attractive employer, the search process is critical. Some advertisements for this type of role can generate high volumes of interest from potential applicants. However, few are able to meet the complex skills and experience required to work effectively within a complex political organisation. This is not an easy role to fill for any authority, not least in a region where competition for good regeneration managers is high amongst a host of other opportunities. There can also be difficulties in attracting staff from outside the region with opportunities for exciting regeneration roles also available in the Thames Gateway (especially around the Olympics) and for example in the North Midlands. It is imperative that the priority and weight of regeneration within the Council is presented clearly to potential applicants.

Assessment of candidates

We will assess each of the applications received on your behalf. First they are assessed in terms of how well their applications match the recruitment criteria outlined in the person specifications agreed with you at the beginning of the project. Secondly, we will use our extensive networks to take informal 'soundings' on the applicants, for example to corroborate any particular achievements they have highlighted in their application.

These two techniques together, will allow us to make an informed decision about their candidacy. Once we have assessed all of the applications we will come to make our recommendations to the appointments panel regarding who should be interviewed at the preliminary stage.



Once the list of candidates to go forward has been agreed, (typically this varies in number from 8 – 12 candidates) we will undertake the initial assessment of the candidates in an extensive first interview. This interview can incorporate one of our consultants and a technical assessor. The technical assessor will be someone who has previously, or is currently operating at this level within a relevant Authority, whose role in the interview could be seen as that of an 'expert witness'.

You may have some names in mind for this, but we are happy to approach people for this role, and can discuss potential technical assessors with you nearer the time. However people we have used recently in this regard include:

- Charlie Parker – Director of Investment and Performance, English Partnerships
- Elaine McLean – Director of Environment and Economic Development, Stockport Metropolitan Borough Council
- Adam Scott – Director of Regeneration, Housing and Neighbourhoods, Blackburn with Darwen Borough Council
- Sandy Penfold – Assistant Director (Regeneration), Stockport Metropolitan Borough Council

This combination of a GatenbySanderson Consultant and a Technical Assessor will ensure that all of the candidates undergo a robust, searching, yet fair and open assessment of their ability in relation to the posts, and typically lasts about one and a half hours.

At the preliminary interview stage we also offer the option for all of these candidates to undergo personality profiling prior to the initial interview. Themes which come out of these profiles will then be incorporated into the interview and explored with the candidates to provide a greater insight into their preferred styles of working and management.

Once the candidates have attended these preliminary interviews we will produce a written assessment of each of them, and once again we will come to meet the appointments panel in order to make our recommendations regarding which of the applicants should be shortlisted.

Following the agreement of the shortlist and any further assessment required, we will continue to provide support throughout the recruitment process. We will assist and provide advice regarding the final stage of the process, including providing suggested interview questions for the panel and suggested presentation topics for the candidates. We will also help you design a final two day process which will allow you to provide the candidates with information, the opportunity to ask questions and to meet some of the senior staff and Members in a more informal environment, prior to the panel interviews.

Prior to the final panel interviews we will take verbal references on your behalf on all of the shortlisted candidates. We take these references over the telephone in the form of mini interviews. This allows us to probe any areas which you have specific question marks about and hence you can have this information available to you prior to making your final decision.

We will also attend the final panel interviews as independent advisors, who can give you advice at the final stage. Our presence at the final interview also allows us to give the candidates full feedback about their interview performance. This means that, regardless of whether they are appointed or not, candidates come out of the process with something constructive and a positive view of your organisation.

We will also assist with all elements of offer management if required.



Further Assessment

Following the agreement of the shortlist we can provide additional assessment service.

We have significant in-house capacity and expertise in undertaking a range of assessments for management and leadership recruitment within a local authority context.

Our assessment specialists are all Level B trained and are skilled in areas of aptitude assessment, personality profiling and development of bespoke work simulation exercises.

We will work collaboratively with you to ensure that the exercises reflect the real issues and priorities for you and to ensure that the assessment methodologies selected are fit for purpose. Prior to the selection of the most appropriate assessment tools it would be useful for a discussion to revisit the skills and competencies that we really want to examine at the final stage of the process in order to ensure that we are measuring what we really need to. For example, some form of numerical assessment is often used as an assessment tool at the final stage of the process for roles at this level – but is it really an accurate predictor of successful performance in a role of this type?

Our initial thoughts on the specific tests which might be applicable are outlined below;

Personality screening

The personality profile shall provide information for challenge and discussion at initial stages, highlighting areas to probe with regards to each individual's style and approach around important competencies, including the following;

- creating innovation,
- evaluating issues,
- providing leadership,
- adjusting to change,
- projecting confidence and
- achieving success.

Such a measure will inform the approach taken with each interview. It will also allow us to assess candidate 'fit' with the environment in which this postholder will need to operate effectively within.

We have been finding the **Saville Consulting WAVE professional styles profile**, developed by Peter Saville (previously of SHL) a popular new tool.

This questionnaire measures preferred working style on 36 dimensions, highlighting individual's motivations, talents and the differences between the two.

It also provides useful information on competency potential and a prediction of culture/ environment fit, providing a gauge of how easy or difficult the individual may find it to 'fit in' and adjust to the new working environment at West Lancashire District Council.

As an alternative to traditional methods, we can ask candidates to undertake a personality questionnaire on-line. We would administer this prior to the preliminary interviews. This would provide an additional area of focus at this stage and would enable us to further explore the outcomes of the profile with candidates during an additional validation interview. During this meeting, candidates would receive face to face feedback of the outcomes of the profile and our assessment specialist would develop an understanding of his or her preferred style, motivation and talents and associated cultural fit to West Lancashire District Council.



The appointments panel for the role will receive a report at the shortlist stage, linking the personality profile to the interview outcomes, providing a more rounded view of the individual. Candidates will also receive a personal report for their own developmental purposes.

Of course, we are also qualified in other personality measures such as the Occupational Personality Questionnaire.

In-tray

In an in-tray exercise, a candidate is presented with a number of items for which they must provide a response. These items will depend on the level of the post, and are likely to include memos from their Chief Executive, politicians, customers and other stakeholders, senior members of partner services, and staff members. Issues in the memos range in level of severity and urgency, as well as in the type of response. Some will require an action; some may require more innovative ideas and solutions.

The candidate must indicate the priority they would give to each item, the immediate action they would take and how they would seek to resolve the issue. This exercise is then assessed against each item, and as an overall approach to work.

Sample skills and behaviours assessed include:

- Organisational and political awareness
- Strategic capability
- Ability to take measured risks
- Customer focus and community leadership skills
- Ability to form and maintain partnerships
- Approach to performance management
- Ability to communicate clearly and logically in writing
- Adaptability in personal style.

The competencies we focus on will be dependant upon your own priorities for the role and we will need to discuss this in more detail with you.

We suggest the in tray is administered to all shortlisted candidates on the first day of the final panel process. We will then write up reports to be presented to Members at the final panel interview the following day, as well as providing verbal feedback to the panel. This will provide Members with additional information with which to make their decision, and areas in which they should probe with regard to each specific candidate.

Aptitude testing

We would be happy to provide aptitude testing in the form of verbal and abstract reasoning testing, however, we would suggest that for posts at this level, the above methodologies provide a more robust and searching assessment of candidates' strategic capacity and leadership capability. We would be happy to discuss your thoughts and any requirements for further assessment, in more detail.



Interim Solutions

We offer our clients a high quality interim management service, to bridge the capacity gap between appointments across all Council functions.

'Transitional Leadership' is the interim arm of GatenbySanderson. Our aim is to provide transparent, responsive and high quality services to organisations seeking an interim manager or specific leadership advice or expertise. In line with the reputations of our Finding Talent arm, we pride ourselves on the networks and relationships we have built up over a number of years within the interim management / consultant community.

Our Transitional Leaders can be interim managers, project managers, independent consultants or technical experts. They are generally 'tried and tested' and come with considerable expertise and standing within their chosen field. They are committed to helping organisations move forward, and strive for improvement and don't believe in the notion of 'holding the fort' as change is constant.

The daily rate for relevant individuals will vary depending upon background and experience. This will typically be between £600-800 per day, plus expenses.

I understand that you currently have Jayne Traverse working as an Interim Manager, but should you wish to discuss interim solutions with us at any stage, please let me know. My colleague, Danny Hodgson, who is one of our Partners in the Leeds office and a specialist in this field, would be happy to call you/meet with you to discuss this further.



4. Our Track Record in Similar Appointments

A full list of the Executive Search appointments and consultancy assignments we have handled is outlined in Appendix 1. This gives you an excellent indication of our level of experience and knowledge within the relevant market and an idea of the breadth of work which our team has completed. It will also give you an indication of the amount of repeat work we have won from many of our clients. In addition to Appendix 1, we have highlighted below some of our most recent and relevant experience:

Some recent Regeneration and Estates appointments undertaken are as follows:

Barnsley Metropolitan Borough Council	Assistant Director Procurement and Property Services
Bassetlaw District Council	Head of Finance and Property
Calderdale Metropolitan Borough Council	Group Director, Regeneration and Development
Cambridgeshire County Council	Director of Sustainable Infrastructures
Essex County Council	Head of Built Environment
Herefordshire County Council	Head of Economic Development and Community Services
	Head of Asset Management and Property Services (ongoing)
Isle of Wight Council	Head of Regeneration
Knowsley Metropolitan Borough Council	Executive Director of Regeneration and Neighbourhoods
	Service Director, Regeneration
Leeds City Council	Chief Regeneration Officer
Leicestershire County Council	Head of Property Services (ongoing)
Liverpool City Council	Director Liverpool Partnership Group
New Liverpool Regeneration Company	Chief Executive
	Chair
London Borough of Camden	Assistant Director Renewal
	Assistant Director of Property Services
London Borough of Ealing	Executive Director Regeneration and Housing
	Director of Urban Environment
London Borough of Haringey	Corporate Director, Neighbourhood & Regeneration
London Borough of Hackney	Assistant Director Property Services
	Executive Director, Urban Living
London Borough of Harrow	Executive Director for Regeneration
London Borough of Lewisham	Chief Executive – Stratford
London Borough of Newham	Regeneration Partnership
	Director of Environment and Regeneration
London Borough of Redbridge	Chief Planning & Regeneration Officer
	Director of Regeneration
Newcastle City Council	Deputy Director Built Environment
North East Lincolnshire Council	Programme Director, MediaCity
Salford City Council	(ongoing)
	Project Director – Stockport Town Centre
Stockport Metropolitan Borough Council	Assistant Director Regeneration
Stoke-on-Trent City Council	Strategy
	Assistant Director Property Services



Sunderland City Council SQW Regeneration Consultancy	Assistant Chief Executive Regeneration and Heritage Head of Land and Property Associate Director/Director Physical Development and Regeneration (Cambridge)
Wakefield MDC	Associate Director / Director Physical Development and Regeneration (Manchester) Service Director Major Projects and Property
Wirral MBC York Council	Head of Housing and Regeneration Assistant Director, Economic Development
The Mersey Partnership Wakefield Council (City of) Wirral Metropolitan Borough Council	Chief Executive Corporate Director, Regeneration Head of Housing and Regeneration

Our Consultants are among the most recognised national recruiters of senior level talent in local government and our track record at Senior Officer level, over recent years, is very strong. Our networks at this level are current and this gives us access to a wide seam of candidates and can be extremely useful in terms of attracting more diverse applicants

Whilst our track record includes work with a range of Authorities, including Counties, Mets and Unitaries, we also have a strong and recent track record in working with District Councils and our network is very active.

Specifically, at district level, we have recently assisted in the following assignments:

Bassetlaw District Council	Director of Business Efficiency
	Director of Resources
	Head of Finance and Property
	Head of Community Prosperity
Boston Borough Council	Director of Resources
	Assistant Director, Finance
Charnwood Borough Council	Director of Change Management
	Director of Leisure and Environment
	Deputy Director Housing
Cherwell District Council	Chief Executive
Richmond Borough Council	Performance Review prior to CPA inspection
Elmbridge Borough Council	Strategic Director – Resources
South Hams District Council	Top Team Leadership Programme and Support
Teesdale District Council	Chief Executive
Wycombe District Council	Chief Executive
Wychavon District Council	Head of Revenue and Benefits

For a number of these appointments, our brief was to search for individuals outside local government, in the broader public services arena and into the private sector. By way of example, the individual appointed to the Chief Executive post at Cherwell District Council had an early career



background with a Blue Chip consultancy and joined Cherwell from Advantage West Midlands, where she was working as a director.

GatenbySanderson consultants have also worked extensively in the North West. Our clients in this region include:

- Cheshire County Council – preferred supplier
- Denbighshire County Council
- Greater Manchester Waste Disposal Authority
- Halton Borough Council
- Knowsley MBC
- Liverpool City Council
- Liverpool Regeneration Company
- Manchester City Council
- Merseyside Waste Disposal Authority
- Oldham MBC – sole supplier
- Salford City Council
- Salix Homes
- St. Helen's MBC
- Stockport MBC
- SQW Consulting (Manchester)
- Tameside MBC
- The Together Trust
- Wigan MBC
- Wirral MBC

GatenbySanderson's Leeds office (also our Head Office) is the largest office of any consultancy specialising in local government senior appointments in the North and, as such, we are extremely well placed to assist West Lancashire District Council with this appointment.

I hope the above gives you a good indication of how well placed we are to take on this appointment and how much of a head start we have in terms of the strength and current nature of our networks.



5. Staffing

For this assignment we will dedicate one senior member of the GatenbySanderson team, which will be myself as lead partner, together with a Consultant, either Nick Raper or Zoe Whitehead. We will lead and deliver all stages of the recruitment process and will be supported by a dedicated Assistant Consultant and the administration aspects will be handled by a dedicated Business Support Officer.

Profile of Consultants

Our Partners and Consultants have a strong empathy with the clients we work with and are experts in recruiting key management roles within this sector. Our team has an exceptional track record in delivering assignments across a number of levels. This has given us high levels of credibility within the market and a strong network of contacts. Profiles of relevant members of the team are as follows:

Katrina Paget - Partner

Katrina is a Law graduate and a qualified solicitor. She spent her early career as an employment lawyer, working with two large Northern based Law Firms.

She has over 15 years experience in Executive recruitment and HR consultancy, having spent the early part of her recruitment career with a major recruitment plc, where she specialised in Finance, Legal and Human Resources recruitment. She subsequently joined Deloitte as a consultant within its Human Capital business, delivering HR assignments and Executive Search across both the private sector and local government. Prior to joining GatenbySanderson, Katrina managed the regional business for a large executive search plc and delivered Board level, Chief Executive and Director appointments in a range of organisations across the Public and Private sectors. This has covered Local and Central Government and the wider public sector and private sector. Katrina has handled a range of assignments, both in the UK and overseas. This has involved managing searches across Europe, the USA and into Australia. Within Public Services, Katrina has worked with a range of local authorities including Manchester City Council, Liverpool City Council, Durham County Council, Wirral Metropolitan Borough Council, Salford City Council, Sheffield City Council, North East Lincolnshire Council, Barnsley Metropolitan Borough Council and Bassetlaw District Council. Katrina has also worked with a number of Central Government Departments, including the Department for Work and Pensions and more recently with the Department of Trade and Industry on the appointment of the Human Resources Director and a number of her team.

Katrina recently led on three Director appointments for Greater Manchester Waste Disposal Authority, and has recently worked with Merseyside Waste Disposal Authority on two key new Director positions. Additionally, she managed the recruitment of the new Chief Executive and Chair for Berneslai Homes, the ALMO for Barnsley MBC and has worked with The Mersey Partnership, to assist in the appointment of a new Chief Executive. Katrina leads on a major account with GatenbySanderson for the regeneration consultancy SQW and is currently managing a number of Associate and Director appointments for them across the UK. Additionally, Katrina is working with Salford City Council on the appointment of a Programme Director for MediaCity.

Katrina works with a number of regulatory organisations, particularly the General Medical Council. Other clients have included children's services, RDA's and their clusters, Regeneration organisations, Higher Education and the charity sector. She has a particular specialisation in managing senior cross-sector appointments.



Nick Raper – Senior Consultant

Nick has post graduate qualifications in HR, Employment Law and Occupational Safety & Health and is a member of the CIPD. His early career was in HR Management within the manufacturing and automotive sectors, where he helped to establish a new Anglo –Japanese joint venture automotive components manufacturing operation as Head of HR in the North East of England.

He has over 10 years' experience in recruitment consultancy, conducting a range of senior search and selection assignments for a mix of public and private sector clients.

In recent years he has tended to focus within the public sector in areas such as Health, Regeneration/ Regional Development Agencies, Museums, Skills and the Probation Service. Within the NHS Nick has recruited a number of Directors, Assistant Directors and General Managers in a range of PCT and Acute Trust settings.

Since joining GatenbySanderson Nick has worked for a variety of clients including Newcastle City Council, the General Medical Council and Greater Manchester Waste Disposal Authority as well as a number of Local Authorities including South Tyneside and Wakefield, as well as most recently for a Service Director within Children's Services for Oldham MBC.

Zoe Whitehead – Consultant

Zoe graduated from Leeds University with a BSc (Hons) in Microbiology. She worked as an accountant for Arthur Anderson for 4 years, gaining her first exposure to public sector clients. She moved into recruitment over 6 years ago, starting in the private sector and latterly moving into senior level Executive Search & Selection with GatenbySanderson – she joined the firm in August 2005. She has been involved in the recruitment of Heads of Service, Assistant Directors and Directors at county, unitary and district level. She has recruited within Adult and Children's Services, Environmental Services, Housing Services and the Corporate Centre including several posts in finance.

Zoe has an interest in environmental and regeneration issues having recently handled the recruitment of: a Project Director Stockport Town Centre, Stockport MBC; Executive Director of Environment, Durham County Council; Director of Strategy & Resources, Merseyside Waste Disposal Authority; Assistant Director of Strategic Housing, North East Lincolnshire Council; and Assistant Director Strategic Waste Management, Barnsley MBC. She was also recently a key member of the team leading on the recruitment of an entire Senior Management team for Salford City Council's new Housing ALMO, Salix Homes.

Zoe is also working with other organisations in the North West including Wirral Council and Oldham MBC, and has recent experience of working with Districts including Bassetlaw District Council.



6 Timescales

When we spoke, we briefly discussed timescales for this appointment. I understand that the Members are keen to progress with the appointment as soon as possible and that the preference would be to advertise the role in the next week or so.

Whilst we would be able to handle this on your behalf, in our experience, the summer holiday period, over July and August is a very difficult period to undertake any recruitment exercise. The school summer holiday period started at the end of last week and as such, many target individuals will be away over the next few weeks. This means that the search process will take longer and maximising the results of the advertising would be very difficult.

This is clearly a critical senior appointment for West Lancashire District Council and, as such it is important to get it right first time.

Our recommendation would be to start the ground and preparation work, including finalising the advert, undertaking all briefings with relevant officers, members and stakeholders and undertaking the organisation / individual identification elements of the search process during August with a view to advertising the role in early September, to maximise the response. To be blunt, we feel it is more important to find the right person than save a month or so - and to find the right person requires time and dedication.

We would be happy to discuss specific dates with you in more detail. However, the following represents a possible outline timetable for the process.

Confirmation to proceed:	Early August 2007
Set up and search process commences:	August 2007
Advertising appears:	w/c 8 th September 2007
Closing Date:	5 th October 2007
Longlist meeting:	w/c 8 th October 2007
Longlist interviews:	18 th /19 th October 2007
Shortlist meeting:	w/c 29 th October 2007
Final panel/appointment:	w/c 5 th November 2007



7. Our Fees and Fee Structure

Our usual fee for a position like this would be £18,000.

However, given that we have not worked with you previously, we are extremely keen to assist you with this appointment and are keen to develop a long term relationship with West Lancashire District Council. For this post we would therefore be prepared to charge the following costs;

Fees and Essential Costs

Undertaking the full process outlined above, the base fees for this assignments would be **£16,000**.

Here, the base fees will be charged on the basis of 50% on agreement that GatenbySanderson will work on this project, 30% on presentation of an agreed short list, and 20% on final appointment.

Alternatively, you may want to consider us assisting you on part of the process only. If you want us to work just up until Longlist stage (i.e. to hand over a longlist of candidates) the cost would be **£10,000** and up to shortlist, the cost would be **£14,000**.

Base fees here, would be charged on the basis of 50% on agreement for us to proceed and 50% on handover at longlist or shortlist stage, as appropriate.

Advertisement costs

You have indicated that advertising would be managed through TMP. It is worth pointing out that, as one of the largest advertisers of space in a number of the media highlighted above, we have substantially discounted rates and would be happy to work with your advertising agency and pass these onto you, if relevant.

Expenses

Expenses for items such as consultant and candidate travel, copying, couriers, etc, would be recharged at 10% of the fee.

Additional costs

- To incorporate a technical assessor into the preliminary interviews, represents an additional cost. These costs would usually be around £600 - 800 per day for a technical assessor at this level (with the average technical assessor charging around 2 or 3 days).
- Assessment testing costs. Personality Profiling will be £250 per candidate. This will be capped at £2500 for 12 or £2000 for ten candidates at longlist stage. For development of a completely new bespoke in tray exercise we would charge **£2,500**. Assessment fees are charged following completion of the Assessment Centre.
- Construction and management of a recruitment website for this post with a generic domain name that would be yours for 2 years' - a cost of **£2,500** plus VAT. This cost includes writing the text as well as design and technical construction of the site. Assistance would be required in providing various documents and images to include on such a site.

Please note that the above replaces our standards terms and conditions as set out in paragraph 3.2 of our terms and conditions, attached at Appendix 2.



8. References and Conclusion

We take extreme pride in the quality of our work and have a rigorous quality assurance framework in place – please refer to appendix 3. As a leading public sector recruitment and organisational development consultancy, we are clear that we have an important role to play in developing and promoting diversity and equalities both in terms of our employment practice and that of our clients – refer to appendix 4.

Please do feel free to speak with some of the people we have worked for previously, about what they think of our track record, commitment to delivery and ability to work in partnership with our clients. You can call any of the organisations listed on our track record, but particular relevant referees are:

- Councillor Lesley Clarke – Leader, Wycombe District Council
- Elaine McLean – Director of Environment and Economic Development, Stockport Metropolitan Borough Council
- David Hunter – Chief Executive, Bassetlaw District Council
- Mick Gallagher – Chief Executive, Boston Borough Council
- South Tyneside – Irene Lucas, Chief Executive

In summary, we feel that GatenbySanderson has an exemplary record in this sector and is the leading local government senior recruitment organisation in the North. As such, we have a real understanding of the market, and a full appreciation of the issues, protocols and sensitivities around managing high profile appointments in local government. Above all, our team are dedicated to finding the right person for this crucial role, and we look forward to developing a strong and ongoing relationship with West Lancashire District Council.

I shall be on leave from 25th July to 12th August. In the meantime, my colleague, Zoe Whitehead will be managing this in my absence. If you would like to discuss any aspect of this proposal or if you require any further information, please do not hesitate to contact her on.

- Tel: 0870 042 0057
- Mobile: 07841 088022

Yours sincerely

Katrina Paget
Partner, GatenbySanderson
Email: katrina.paget@gatenbysanderson.com