

Appendix D (i)

STRICTLY PRIVATE & CONFIDENTIAL

Mr Clive Walsh
Human Resources Manager
West Lancashire District Council
52 Derby Street
Ormskirk
Lancashire
L39 2DF

25th July 2007

Dear Clive

Thank you for the opportunity to submit a proposal to support West Lancashire District Council in the recruitment of a Regeneration and Estates Executive.

We believe we have an unrivalled understanding of the public sector market place nationally with offices in Leeds, London, Manchester, Nottingham, Bristol and Birmingham. The staff who would be working on this assignment have significant experience of working on a range of senior posts within the regeneration sector, and the region and therefore have not just a real appreciation of the national issues, but also an understanding of sector specific and local issues. Importantly our knowledge of potential candidates nationally is relevant and up to date.

It means that you would be bringing on board a partner who understands this particular recruitment market place through active and current involvement in highly relevant assignments. You would be bringing on board our specialist recruitment consultants in this area, Jon Houlihan and Marek Dobrowolski. That experience would be put to good use in both identifying people who are recognised as high performers in potentially comparable environments as well as providing expert advice of candidates experience and claimed achievements.

The consultants assigned to this recruitment have extensive experience of the regeneration agenda and have over the last few months have personally managed a range of relevant assignments in the regeneration arena including Director of Physical Infrastructure - Creative Sheffield, Chief Executive of Wolverhampton Development Company, Director of Regeneration and Culture at Leicester City Council, Telford and Wrekin Head of Assets and Property and currently Strategic Director - Environment and Development at Rotherham MBC

We would obviously use all of our experience if selected to work with West Lancashire District Council and it would ensure that we know where to look for good candidates, and that when we talk to them we have real credibility, and can answer questions they may have with insight and confidence.

It is worth saying that this Regeneration is a particularly buoyant market at the moment and we have provided as an attachment, details of a range of posts that have come to market in this area over the last few years. We believe this illustrates the point well and if appointed to

support you would like to explore more fully your expectations regarding the type and level of experience you would wish to see candidates have.

Our Approach to this Assignment

I would personally manage this project team, acting as the lead consultant. I have attached details of the background and experience of the whole team who would work on the assignment.

Jon Houlihan – Regional Director

Jon Houlihan has over 20 years recruitment experience having previously operated as a senior manager in local government. He is particularly experienced in working with the Regeneration Sector and is Tribal Executive Resourcing's lead consultant of Regeneration related assignments. Jon has led a range of recruitment assignments at Chief Executive and Director level both for local authorities and other significant regeneration vehicles including Urban Regeneration Companies and Development Agencies. His most recent relevant experience includes leading the international search for a Chief Executive for Creative Sheffield (the UK's first City Development Company) as well as the recruitment of the Chief Executive of the Sandwell URC.

Marek Dobrowolski

Marek is a Geography graduate of University College Worcester and has recently joined Tribal from Veredus who he joined at the start of 2003, to work within the Local Government and Regeneration team. He has worked extensively with a number of authorities and regeneration vehicles having led on a number of Chief Executive, Director and Heads of Service level appointments. Prior to joining Veredus he spent 5 years recruiting senior Commercial professionals within the Private Sector on behalf of blue chip clients. Since 2003 Marek has personally worked with 12 of the 23 Urban Regeneration Company's he has worked on the appointment of 9 Chief Executives of New Deal for Communities. Since joining Tribal he has led on the recruitment of the Chief Executive of Wolverhampton Development Company, the Director of Development for Creative Sheffield, the Director of Culture and Regeneration at Leicester City Council, Assistant Director Planning Management at Birmingham City Council and the Asst Director Regeneration and Leisure at Stockport MBC.

Jeff Stanton,

One of our founding Directors, Jeff is a member of our Manchester Executive Resourcing Team. He has worked in Human Resources Consultancy since 1988, during which time he has been personally involved in the recruitment and assessment of candidates for many Chief Executive, Director and Head of Service appointments. He is a qualified psychometric assessor, registered with the British Psychological Society and has considerable experience of designing and running Assessment/Development Centres at this level, which have, on many occasions, included the participation of Elected Members as assessors.

Jeff is a Corporate Member of the Chartered Institute of Personnel and Development and previously spent almost 20 years in a variety of local authority personnel management positions, as well as a spell as Head of Personnel Services at Birmingham International Airport.

Miriam Burton, Head of Assessment

With a background of senior HR posts within the BBC (World Service, Staff Selection and Recruitment, and News & Current Affairs), Oxford University Careers Services and Oxford Glycosciences (UK) Ltd, Miriam brings a wealth of experience of HR Assessment to the Tribal offer.

Having been within HR and recruitment for over 15 years, Miriam assists with the creation of job analyses, competency frameworks and benchmarking to design and implement assessment centres for a wide range of posts. She is also qualified to work on career development programmes

The Recruitment Process

1. Pre Advertisement Process

We would like to meet with appropriate senior officers to discuss in depth the role. We feel that this would be incredibly beneficial to gaining a thorough understanding of the post, in an overall organisational context.

At this stage it would also be beneficial to take an overview of the main aims and responsibilities of the role. Having received a full brief on the post, and the 'fit' of candidates required, we propose to adopt the methodology, which I have outlined below.

We would be more than happy to amend the proposed methodology to suit your requirements, particularly bearing in mind that you have asked us to quote across a broad range of possible partnering arrangements.

2. Candidate and Response Management

To include:

- Attending briefing/developing resourcing strategy
- Provision of informal discussion with consultant – telephone and email accessibility
- Follow up of enquirers to secure/nurture interest
- Logging of media response analysis statistics
- Receipt and acknowledgement of applications
- Detach and return all monitoring forms to the Recruitment Team
- Forwarding required number of application packs and schedules to client 2 working days following closing date via courier
- Free of charge listing of the vacancy on www.tribalresourcing.com

3. Assessment of Applications (Long Listing)

To include:

- Initial assessment of each application against the person specification
- Reporting on each candidate against the specification
- Making recommendations about candidates to go forward to next stage
- Attending a long list meeting with client to present report
- Letters/verbal correspondence for candidates being declined
- Feedback to all applicants

4. Executive Search

To provide executive search to identify and attract appropriate candidates into the recruitment process ensuring that the candidature is as high quality and diverse as possible, where requested positive action measures taken. Our service would include:

- Identifying and contacting appropriate candidates meeting the agreed search profile and within the agreed search geography (Utilising our current networks and databases)
- Network search within leading diversity groups and networks
- Gaining referrals and targeting via the professional networks
- Provision of search report at conclusion of assignment

5. Initial Competency Based Management Interviews

To include:

- 1 day of interviews (up to 7 candidates)
- Development of technical and competency based questions and model answers
- Administration of interviews/all correspondence with candidates
- Facilitation of interview
- Use of technical assessor if requested (recharged at cost)
- Interview Reports
- Making recommendations about candidates to go forward to next stage
- Attending a meeting with client to present report
- Providing feedback to candidates

6. Consultant to Attend Client Managed Final Interviews

To include:

- Consultant attending client lead interviews on site
- Inputting into question setting and model answers
- Supporting the interview panel as appropriate
- Providing feedback to candidates

7. Design and Management of Assessment Centre

To include:

- Delivery of 1 day assessment centre for up to 8 candidates inc All materials
- Design of assessments to assess competencies using OPQ 32 Personality Instrument and aptitude tests
- Provision of 1 qualified assessor
- Provision of verbal and written inputs for the panel – outlining areas to probe and suggested questions for final interview panel
- Administration of on-line psychometric tools and reporting (if appropriate)
- Feedback to candidates attending assessment centre

Packaged Assignment Management Services

Packaged Service (a)

To include all services up to and including initial assessment of the applications

Inclusive of services 1 + 2 + 3 + 4 outlined above £10,500

Packaged Service (b)

To include all Services in Package A plus managing the process up to Short List Stage

Inclusive of services 1 + 2 + 3 + 4 + 5 £15,000

Packaged Service (c) To include all Services in Packages A & B plus supporting the process up to Conclusion.

Inclusive of services 1 + 2 + 3 + 4 + 5+6 +7 £17,750

Fees & Terms of Business

Our preferred way of working is to present a transparent cost schedule at the outset, with “no surprises” for either party later in the process. I have assumed from our telephone conversation that you would wish to keep the advertising elements “in- house” as well as the production of any microsite or hard copy packs.

Therefore all fees are, as stated, **inclusive** of all Consulting services as outlined above, but are **exclusive** of any advertising, web and/or print costs, which would be submitted for prior approval, should you wish to engage us in this part of the recruitment process.

All invoices are subject to VAT at current UK rate, and our terms are payment within 21 days of receipt (unless a query is raised by either party). Payments not received after 28 days from date of invoice would incur a late payment surcharge of 5%, accrued per month thereafter.

All fees excluding search fees are payable regardless of the outcome of the assignment. If no appointment is made due to lack of appointable candidates the Tribal will undertake the

search again free of charge. However charges will be made for services required to support the additional search e.g. candidate management as appropriate.

There would be no additional charges for consultants travel expenses. Overnight accommodation required would however be charged at cost. West Lancashire District Council would be expected to meet all other costs associated with administration/running of the recruitment assignment including candidate's expenses.

All costs are exclusive of VAT.

Contact Details

The contact details for the consultants we propose would work on this assignment are below. In my absence messages can be left with Claire Hands, who works in our Birmingham office and would provide the administrative support to this process.

Jon Houlihan 07736 821079 jon.houlihan@tribalresourcing.com

Marek Dobrowolski 07767 615512 marek.dobrowolski@tribalresourcing.com

References

We are happy for you to approach any of our clients to get a view on the quality of our work. We can provide specific referees should you wish.

I hope the above information provides you with the confidence that Tribal would be a credible partner for this particular assignment. It goes without saying that I would be more than happy to provide you with further details or matters of clarification should I have misunderstood your expectations following our telephone conversation.

Finally, thanks once again for considering Tribal.

Yours sincerely,

Jon Houlihan.

Tribal Regional Director

Freedom of Information

This tender document for West Lancashire District Council and the information contained in it is provided to the Council in strict confidence and the Council acknowledge that disclosure of the Information may be prejudicial to Tribal Resourcing Ltd's commercial interests. West Lancashire District Council shall not use the Information for any purpose other than considering the Transaction nor shall the organisation disclose the Information to anyone other than those of the organisations' employees who need to know the Information for the purposes of the Transaction.

If West Lancashire District Council receives any request to disclose any of the Information under the Freedom of Information Act 2000, the organisation will not do so before notifying Tribal Resourcing Ltd and giving Tribal Resourcing Ltd the opportunity to make representations to the organisation as to why the Information should not be disclosed. Tribal reserve the right to make a claim against West Lancashire District Council for compensatory damages if any of the Information is wrongfully disclosed and causes Tribal Resourcing Ltd damage.