



## **Liskeard Town Council**

### **Specification for a Review of Liskeard Town Council**

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#### **1. General Principles**

##### **1.1 Introduction**

This Specification sets out the details of the organisational Review required by Liskeard Town Council. This represents those themes and areas that the Town Council would like the consultant to review. Whilst this will provide the main focus of their work, it is hoped that the consultant will contribute additional suggestions from their experience of other appropriate Town Councils. The ultimate aim is to improve the capacity of Liskeard Town Council through improved flexibility, improved processes including the Committee system and the adoption of a 5-year capital programme to assist with project and work planning. This will better equip the Town Council to serve the community in the present workload also the delivery of relevant aspects of the recently approved "Town Vision". It should also take account of the impending Memorandum of Understanding (MoU) with the proposed Devolution package from Cornwall Council. Mindful of the Government's intention to make further changes in the local government landscape and to provide quality services to the Liskeard parish in the future.

The specification covers:

- The General Principles
- The Service Requirements

##### **1.2 Liskeard Town Council – The context for the Review**

Liskeard Town Council has recently adopted the use of 5year capital programme, and a "Town Vision" new approach to multi annual aims and objectives setting and budgeting. It is intended that this will enable the Town Council to adopt a more strategic approach in taking forward improvements to the services and properties for which it is currently responsible. It will also provide a framework within which to consider the impact of the Devolution Memorandum of Understanding (MoU) which is also a 5year+ document with opportunities to take on additional functions and properties for the benefit of the wider community.



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The review must be carried out with regard to the legislative framework that applies to Town Councils, Liskeard Town Council has obtained the Localism Act 2011 General Power of Competence in 2016. The Town Council remains eligible and has retained it by annual resolution Minute 012/25 20<sup>th</sup> May 2025. The review must work within the other wider legislation impacting on Town Councils.

The contractor should have due regard that Cornwall is a unitary area with significant pressures on public finances. Following the transfer of Castle Park, Cornwall Council and the Town Council are currently working upon a Devolution Memorandum of Understanding (MoU) to assess the phased transfer of related properties. Amongst the Cornish Town Council's Liskeard sets one of the smallest precepts at £698,772 (2025/2026 figure) or 7.7p in every £1.00 of the local Council Tax bill. Only one Town Council has a lower precept than Liskeard Town Council.

#### **Quality and Performance**

Liskeard Town Council is looking for a Contractor who is committed to quality and performance; with proven knowledge and experience of this tier of local government and who can put forward realistic, achievable solutions to problems. The successful contractor should be able to evidence examples of previous success so that the Town Council can take up references. The Town Council will require the contractor to carry suitable insurance for this activity. Also, the Town Council will require the contractor to follow its normal Terms and Conditions (attached).

#### **1.3 Personnel attributes**

The Contractor shall ensure that they and all of their staff possess the necessary qualifications, and full CV's in the relevant areas to carry out the review.

#### **1.4 Timescales**



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The Town Council intends to approve this Specification and (attachments) at its 26<sup>th</sup> August 2025 meeting. It would see interest from suitably qualified contractors to report to the 30<sup>th</sup> September 2025 Town Council. To carry out the work in the following 8 – 9 weeks reporting to the 16<sup>th</sup> December 2025 Town Council for consideration.

## **2. Statutory and Mandatory Compliance**

### **2.1 Relevant Law**

The Contractor shall deliver the review such that it is compliant with statutory provisions and also accords with Best Practice.

## **3. Service Requirements**

The Contractor shall carry out a thorough review of all aspects of Liskeard Town business with specific regard to the following requirements. The nature of this review is such that all identified themes are inter- related; these connections will need to be reflected in the review. It is not intended to be prescriptive about methods of working which will be for the Contractor to determine in order to achieve the required outcomes.

<b>Item No.</b>	<b>Theme</b>	<b>Requirement</b>	<b>Scope of Requirement</b>	<b>Outcomes</b>
3.1.1	Capacity	Thorough review of all resources to include human resources, finance and assets with regard to the Council's aspirations, the	<ul style="list-style-type: none"><li>▪ Staffing; skills, knowledge, numbers, hours of work, job roles and responsibilities.</li><li>▪ Identification of skills gaps, training needs</li><li>▪ Current and future service responsibilities and obligations.</li><li>▪ Management responsibilities.</li></ul>	<ul style="list-style-type: none"><li>▪ Evidence based report to Full Council.</li><li>▪ Identification of specific, achievable actions and targets,</li></ul>



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Item No.	Theme	Requirement	Scope of Requirement	Outcomes
		adoption of a 5-year capital programme and the Devolution (MoU) and local government in Cornwall	<ul style="list-style-type: none"> <li>Performance management responsibilities.</li> </ul>	
3.1.3	Strategic direction	Review how the strategic direction of Liskeard Town Council as set out in our aims and objectives and the "Town Vision" impacts on the functions and capacity of the Town Council, with regards to pursuing the projects set out in the "Town Vision" the management of the 5year Capital Programme and of the Devolution	<ul style="list-style-type: none"> <li>Interviews with Councillors and staff;</li> <li>Partnership working.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence based report to 16<sup>th</sup> December 2025 Full Council;</li> <li>Identification of specific, achievable actions and targets;</li> <li>Outline recommendations on staff roles or specialist consultancy to manage these projects and functions;</li> </ul>



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Item No.	Theme	Requirement	Scope of Requirement	Outcomes
		(MoU) for the current and future phases of Devolution from Cornwall Council.		

### Service Requirements

	Service item	Service requirement	Description of Requirement	Performance standards
3.1.5	Flexibility	Work with the Town Council to complete review in a timely manner in view of business commitments. The Town Council would select a contractor at the 30 <sup>th</sup> September 2025 Council meeting. The review should take 8 to 9 weeks to complete.	<ul style="list-style-type: none"> <li>▪ Prompt communication with the Town Clerk and Mayor in the first instance.</li> <li>▪ Clear instructions regarding the information needed;</li> <li>▪ Understanding of competing business priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular consultation and communication with Councillors and Town Council employees.</li> </ul>



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3.1.6	Management Information	Provide management information for Liskeard Town Council and the Staff Committee assisting in carrying out the review.	<ul style="list-style-type: none"> <li>▪ The Contractor shall provide Liskeard Town Council with management information</li> <li>▪ The Contractor shall operate an open book approach to management and financial information</li> <li>▪ As a minimum, the Contractor shall support monthly invoices with: <ul style="list-style-type: none"> <li>○ Details of all purchases including all discount arrangements (invoice, statement, over-riders)</li> <li>○ Records of work sheets and information to support labour costs</li> <li>○ Details of all other costs incurred</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Open book information to be available when required by Liskeard Town Council</li> </ul>
3.1.7	Personnel Proposals	Production of robust proposals for staff roles.	<ul style="list-style-type: none"> <li>▪ The contractor shall be mindful of the need for viable proposals that the Council's Human Resources consultant Work Nest can translate into job descriptions and person specifications for the Liskeard Town Council posts that emerge from the review.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption of best practice personnel management</li> <li>▪ With the revised Job Descriptions going to the 16<sup>th</sup> December 2025 Town Council.</li> </ul>