



## **LISKEARD TOWN COUNCIL**

### **Invitation to Tender – Town Council Strategic Direction, Capacity and Staffing Review**

Liskeard Town Council would like to appoint an appropriately experienced consultant to work with the Liskeard Town Council Staff Committee to prepare an evidence based plan for the Council's strategic direction, capacity and Staff Structure (as per the Specification for the Review) for the future current and future delivery of Liskeard Town Council projects and services. Utilising the recently adopted "Town Vision" and the projects arising from it, the adoption of the concept of a 5-year capital programme for project planning and the proposals set out in the Devolution Memorandum of Understanding, along with the consultant team's expertise, a "Strategic direction capacity and Staffing Review" and Implementation Plan document should be prepared to carry the Town Council forward in the future.

#### **1. Background**

Liskeard is an old market town located in South East Cornwall with a population of approx. 10,000, and is also the main commercial and administrative centre for a large hinterland of local villages of a further approx. 30,000 people. The town centre is all located within a conservation area, and a number of the buildings are Grade II and Grade II\* listed and is founded on small scale independent traders and hospitality venues, giving a personalised service. Whilst this foundation is a strength, in a fast-moving digital world the Town needs to ensure it does not get left behind.

The main employment sectors are wholesale, retail & motors and health & social work which provide nearly half the local jobs. There is no single large employer, and small to medium sized employers are accommodated on business estates at Holman Road, Heathlands, Miller Business Park and Moorswater.

The town is positioned on the A38 and is well served by frequent mainline rail and bus links and has a popular branch line between Liskeard and Looe.

#### **2. Tender Requirements**

We now need to update our Council's Strategic direction, capacity and Staffing Review, reviewing the Town Vision, Devolution Memorandum of Understanding, the concept of 5-year capital programme on the Town Council's projects list, and economic impacts to the town, and the cost effectiveness of the structure and staffing proposals.

The works will involve the following phases for which we seek assistance from external consultants:

### **Phase 1 – Research**

Review of existing plans, relevant data and projects including:

- Town Vision 2025 (attached)
- Devolution Memorandum of Understanding (MoU) 2025 – 2030 (attached)
- Precept Expenditure 2025-2026 (attached)
- Staff Structure (attached)
- Aims and Objectives (<https://www.liskeard.gov.uk/committees/town-council/>)

**Phase 2** - The Final Report to the Town Council detailing the findings and recommendations will include:

- Capacity – Through review of all resource to include human resources, finance and assets with regard to the Council's aspirations, the adoption of a 5year capital programme. And the Devolution MoU and local government in Cornwall.
- Strategic Direction – Review the Strategic Directions of Liskeard Town Council as set out in our aims and objectives, and the projects arising from the "Town Vision" impacts on the functions and capacity of the Town Council with the adoption of the 5-year capital programme and the Devolution MoU for the current and future phases of Devolution from Cornwall Council. Outline recommendations on staff roles or specialist consultancy to manage the projects arising from Town Vision and functions.
- Flexibility – Work with the Town Council to complete the review in a timely manner in view of business commitments.
- Management Information – Provide management information for Liskeard Town Council and the Staff Committee in carrying out the review.
- Personnel Proposals – Production of robust proposals for staff roles.

### **3. Tender Clarifications**

Any queries or correspondence relating to this document should be directed to Stephen Vinson, Town Clerk [townclerk@liskeard.gov.uk](mailto:townclerk@liskeard.gov.uk) or 01579 559 560.

Any question or request for clarification considered to be of material significance, will be published with the response, in an anonymous format, on the Council website.

### **4. Contract Price**

Pricing must be a fixed price and be fully inclusive of all overheads, general risks, liabilities and obligations.

All items are to be individually priced expressed to two decimal places.

Tenders should note that due to financial constraints it may be necessary to reduce or remove elements of the proposed works. Any such adjustments shall be notified to the tenderers prior to the award of contract.

Your organisation must bear all costs associated with the bidding process itself, including any site visits, and attendance at clarification meetings.

All pricings should be exclusive of VAT.

Quotations should remain open for an initial acceptance for a minimum of 60 calendar days. All pricing is to remain fixed for the duration of the contract unless otherwise agreed.

**A maximum of £10,000 is assigned to this tender.**

## **5. Timetable**

| <b>Stage of Procurement</b>               | <b>Deadline</b>                               |
|---|---|
| Issue of Invitation to Tender             | Wednesday 27 August 2025                      |
| <b>Deadline for return of Tender</b>      | <b>Monday 15 September 2025 at 9am</b>        |
| Evaluation of Tender responses            | w/c 15 September 2025                         |
| Clarifications                            | w/c 22 September 2025                         |
| Report to Council                         | Wednesday 24 September 2025                   |
| Town Council Meeting/Award of Contract    | Tuesday 30 September 2025 / 1 October 2025    |
|   |   |
| <b>Stage of Works</b>                     | <b>Date by</b>                                |
| Contract Start date                       | w/c Wednesday 1 October 2025                  |
| Draft recommendations                     | w/c 24 November 2025                          |
| Final recommendations                     | 8 December 2025 – agenda deadline 10 December |
| Town Council Meeting to consider adoption | 16 <sup>th</sup> December 2025                |
| Final Completion                          | 31 January 2026                               |

All tenders will receive a response by Monday 6 October 2025.

## **6. Submissions**

Please submit all the Tender documents by email **by 09:00 on Monday 15 September 2025** and send to [townclerk@lisheard.gov.uk](mailto:townclerk@lisheard.gov.uk) with the following wording **ONLY** in the subject box:

**“Council Committee Structure and Staff Review Tender Strictly Confidential”**

Tenderers should request confirmation of receipt.

Late submissions will not be considered.

Tenderers are prohibited from contacting councillors or staff to encourage or support their tender outside the prescribed process.

Tenderers shall not discuss the tender they intend to make or release any information about the tender they intend to make, other than with professional advisers who need to be consulted for preparation of the tender.

## **7. Tender Submission Requirements**

The following information should be included:

1. Organisation and Contact Details  
Full name and address of organisation  
Name/job title of the project lead for contact purposes  
Email address and telephone number  
Organisational status of the supplier (Company Registration Number, VAT number as appropriate)
2. Completed Certificate – Appendix A
3. Specification and Schedule of Works Pricing Sheets – A detailed cost breakdown is to be provided of each element of the work.
4. Project Management - Set out how you would carry out the work, including a project timeline with a breakdown of key milestones in a high-level Project Plan, and an indicative programme of works, including the resources you will employ and the use of any sub-contractors.
5. Options and Alternative Offers – Please clearly state if any options or alternative offer(s) have been made.
6. Relevant Experience – Please provide at least one reference from a similar sized town with examples of work, on a contract undertaken by your company in the last three years that you consider demonstrates a track record of relevant experience, highlighting key similarities to this contract.
7. Insurance – Please provide copies of your certificates in respect of public liability (not less than £10 million), employers liability (not less than £5 million) and professional indemnity insurance, and details of any claims in excess of £50,000 made under your company/organisation's insurance policies within the last three years (if none state none). Please contact us if you believe these levels are a problem for your organisation.

### Other requirements

Suppliers must be financially sound. We may use an external credit reference agency and, in addition, may seek copies of accounts and annual reports for larger contracts. We expect suppliers to have been trading long enough to have published accounts and developed a client base.

The Council's standard payment method is by BACS. The Council's standard terms of payment are Nett 30 days from receipt of acceptable invoice after successful completion of work as agreed. Please advise any discount available for early payment i.e. 7 or 14 days.

Your organisation shall at all times comply with the requirements of all relevant Health and Safety legislation.

Your organisation must comply with all current equal opportunities' legislation with particular regard to the Equality Act 2010

Your organisation must comply with all current and relevant UK and EU Environment Laws and in doing so, where possible, deliver good and best practice above the legal baseline.

Tenderers are hereby notified that Liskeard Town Council is subject to the regulations of the Bribery Act 2010 and therefore has a duty to ensure that all tenderers will comply with applicable laws, regulations, codes and sanctions relating to anti-bribery and anti-corruption including, but not limited to, this legislation.

Your organisation shall not unlawfully discriminate within the meaning and scope of any law, enactment, order, or regulation relating to discrimination (whether in race, gender, religion, disability, sexual orientation, age or otherwise) in employment.

Your organisation shall (and shall use its reasonable endeavours to procure that its staff shall) at all times comply with the provisions of the Human Rights Act 1998 in the performance of this project.

## **8. Tender Evaluation**

Each Tender will be checked for completeness and compliance with all requirements of the Specification. Tenders will be evaluated to determine the most economically advantageous offer taking into consideration the award criterion.

### **Evaluation Criteria**

The overall award criteria that will be used in evaluating submissions will be 60% on quality and 40% on cost. The preferred consultant/supplier will be that which achieves the highest overall score against our award criteria.

| <b>Criteria</b> | <b>Weighting</b> | <b>Element</b>  |
|-----------------|------------------|---|
| Quality         | 60%              | Demonstration of understanding of the brief<br>Project Plan showing planning, management and delivery within required timescales<br>Appropriateness of the project team and how they will communicate with the Council.<br>Demonstration of relevant experience, including track record |
| Cost            | 40%              | Cost / competitiveness<br>Value for money   |
| Total           |                  |   |

### **Scoring Matrix for Award Criteria**

| <b>Score</b> | <b>Judgement</b> | <b>Interpretation</b>   |
|--------------|------------------|---|
| 5            | Excellent        | Exceptional demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services. Full evidence provided where required to support the response. |

|   |                      |  |
|---|----------------------|--|
| 4 | Good                 | Above average demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services. Majority evidence provided to support the response.   |
| 3 | Acceptable           | Demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with some evidence to support the response.   |
| 2 | Minor Reservations   | Some minor reservations of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response.   |
| 1 | Serious Reservations | Considerable reservations of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response.   |
| 0 | Unacceptable         | Does not comply and/or insufficient information provided to demonstrate that there is the ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response. |

During the tender assessment period, Liskeard Town Council reserves the right to seek clarification in writing from the tenderers, to assist it in its consideration of the tender. Tenders will be evaluated to determine the most economically advantageous offer taking into consideration the award criterion weightings in the table above.

Errors and Discrepancies in Tenders - Where examination of tenders reveals errors or discrepancies which would affect the tender figure in an otherwise successful tender, the tenderer is to be given details of such errors and discrepancies and afforded an opportunity of confirming or withdrawing their offer. If the tenderer withdraws, the next tenderer in competitive order is to be examined and dealt with in the same way.

Liskeard Town Council is not bound to accept the lowest price or any tender. Liskeard Town Council will not reimburse any expense incurred in preparing tender responses. Any contract award will be conditional on the Contract being approved in accordance with Liskeard Town Council's internal procedures and Liskeard Town Council being able to proceed.

## **9. Disclaimer**

The issue of this documentation does not commit Liskeard Town Council to award any contract pursuant to the tender process or enter into a contractual relationship with any provider of the service. Nothing in the documentation or in any other communications made between Liskeard Town Council or its agents and any other party, or any part thereof, shall be taken as constituting a contract, agreement or representation between Liskeard Town Council and any other party (save for a formal award of contract made in writing by or on behalf of Liskeard Town Council).

Tenderers must obtain for themselves, at their own responsibility and expense, all information necessary for the preparation of their tender responses. Information supplied to the tenderers by Liskeard Town Council or any information contained in Liskeard Town Council's publications is supplied only for general guidance in the preparation of the tender response. Tenderers must satisfy themselves by their own investigations as to the accuracy of any such information and no responsibility is accepted by Liskeard Town Council for any loss or damage of whatever kind and howsoever caused arising from the use by tenderers of such information.

Liskeard Town Council reserves the right to vary or change all or any part of the basis of the procedures for the procurement process at any time or not to proceed with the proposed procurement at all.

Cancellation of the procurement process (at any time) under any circumstances will not render Liskeard Town Council liable for any costs or expenses incurred by tenderers during the procurement process.