



Camborne Town Council

Specification for a Full review of the Organisational Structure and Staffing

1. General Principles

1.1 Introduction

This Specification sets out the requirements for a review of Camborne Town Council's organisational structure and staffing. The specification represents the minimum requirements of the Contractor in terms of outputs and performance. It is not intended to be restrictive in terms of innovation or flair. The ultimate aim is to ensure that the Council has the strength, capability and capacity to deliver high quality services and to positively respond to future opportunities particularly those presented by increased devolution from Cornwall Council.

The specification covers:

- The key policy and other generic requirements;
- The statutory and mandatory compliance issues;
- The management and administrative arrangements;

The Contractor shall note that the contract between Camborne Town Council and the Contractor will, in its final negotiated form, oblige the Contractor to provide services in accordance with this Specification, except where changes are mutually agreed.



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1.2 Camborne Town Council – The Context for the Review

In 2014 the Council commissioned a Root and Branch Review which resulted in changes to its governance arrangements and staffing. Since that time the Council has undergone a period of growth, primarily due to Cornwall Council's Localism Agenda. In September 2017 ownership of the library transferred to the Council and a major repair and refurbishment project of the Grade II Listed building started; this will be completed by June 2018 when the Council will move its offices to this location. It will assume responsibility for the management and delivery of library services as soon as formal TUPE consultations and arrangements are completed (currently scheduled for the beginning of July 2018). In December 2017 ownership of four recreation grounds and parks transferred to the Council and more are scheduled to transfer through further phases of devolution from Cornwall Council.

In 2014 Camborne Town Council's establishment comprised two full time employees (The Clerk and 'Handyman'), two part time employees (deputy Clerk and Administrative Assistant) and a seasonal 'Handyman'. The establishment is currently eight full time employees and one part time; this will increase once the transfer of the library service has been completed.

The recent changes have resulted in increased responsibilities for many members of staff and more changes are anticipated. The main purpose of this review is to ensure that the Council has a management structure to effectively deliver quality public services and that it has the capability and capacity to respond to future devolution opportunities. The review is intended to ensure that roles and responsibilities are clearly defined and correctly remunerated in accordance with the NJC Agreement (we are a 'Green Book' employer).

The Council is currently refreshing its Corporate Plan and has identified priorities for 2018-2021 as follows:

- The successful transfer of ownership or management of green spaces from Cornwall Council;
- The implementation of green space services;



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- The development of a programme for improvement and investment in green spaces;
- The successful transfer of the Passmore Edwards library building;
- Completion of the library building refurbishment works to meet the scheduled move of the Town Council offices in May 2018;
- The transfer of the library service;
- Communication, consultation and engagement with local residents, organisations and community groups;
- The Local Government Boundary Review in Cornwall;
- Managing change to facilitate training, development and welfare;
- Implementation of recommendations resulting from the Review of the staffing structure;
- Implementation of systems and procedures to ensure compliance with the General Data Protection Regulations 2018.

Cornwall Council will be undertaking a review of Town and Parish boundaries for implementation from 2021-2023. The results of the Boundary Review will inform the long term strategic direction of the Council; however, it is intended that the review of the Organisation's Structure and Staffing will provide the foundations to enable it to gain strength, flexibility and the necessary leadership skills for potential significant future growth. The successful bidder will be expected to be interested in finding solutions that fit the needs and circumstances of Camborne Town Council and the Camborne parish and not impose a pre-conceived model.

The review must be carried out with regard to the legislative framework that local councils must work within as well as all other wider legislation.

All submissions should be of sufficient detail, with regard to a breakdown of tasks, costs, and timetable to enable a fair and considered comparison of all tenders received.



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The invitation to quote will close at 1700 on 1st July 2018 by which time bidders will need to submit their Best and Final Offer for review by the Town Council, with the intention being that all bidders are informed of the decision on 16th July 2018. Submissions can be made in hard copy or electronic format with all information kept Confidential until the time of the assessment and marking by the designated Council Member(s) and Officer.

Quality and Performance

Camborne Town Council is looking for a Contractor who is committed to quality and performance. Camborne Town Council will work closely with the Contractor to ensure that a quality ethos underpins the services provided.

The emphasis shall be placed on the Contractor implementing their own quality monitoring system; the performance standards set out in this specification shall contribute to the overall measurement of performance.

1.3 Personnel attributes

The Contractor shall ensure that all staff delivering these services have the necessary qualifications, licences, permits, skills and experience to discharge their responsibilities effectively, safely and in conformance with law and Camborne Town Council policies and procedures. The Contractor shall ensure that all members of staff receive the instruction, training and supervision necessary to properly carry out work to safe and legal standards.

1.4 Responsiveness and flexibility

This contract calls for a level of flexibility and responsiveness from the Contractor. Camborne Town Council expects that the Contractor's management and staff will be attentive and that resources will be found to maintain service standards during times of staff shortage.



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Although this specification identifies the services and the standards required; Camborne Town Council views this as the base on which to build a partnership working together to achieve the best quality outcomes that finances will allow.

2. Statutory and Mandatory Compliance

2.1 Relevant Law

The Contractor shall deliver all the services defined in this Specification in compliance with relevant law. Relevant law means any applicable law, statute, proclamation, bye-law, directive, decision, regulation, rule, order, notice, rule of court, or delegated or subordinate legislation and any applicable request or requirement.

2.2 Camborne Town Council Policies and Procedures

The Contractor shall deliver all services defined in this specification in compliance with Camborne Town Council's policies, procedures and agreed Service Level Agreement.

3. Service Requirements

The Contractor shall carry out a thorough Organisation and Staffing review with regard to all aspects of Camborne Town business and specifically 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.

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Item No.	Item	Requirement	Description of Requirement	Performance Standards
3.1.1	Strategic direction	Review the strategic direction of Camborne Town Council with regard to the localism agenda, local government in Cornwall, the Local Government Boundary Review.	<ul style="list-style-type: none"> ▪ Analysis of potential impact of boundary changes based on Cornwall Council new division boundaries; ▪ Identification of opportunities for increased devolution; ▪ Interviews with Councillors and staff; ▪ Communication and community engagement opportunities identified. ▪ Partnership working reviewed. ▪ Recommendations for inclusion in the Corporate Plan and budget process. 	<ul style="list-style-type: none"> • Evidence based report to Full Council; • Identification of specific, achievable actions and targets;
3.1.2	Capacity	Thorough review of all resources to include human resources, finance and assets with regard to the Council's aspirations, the localism agenda and local government in	<ul style="list-style-type: none"> ▪ Examination of recent projects and initiatives; ▪ Examination of committed priorities and future aspirations. ▪ Staffing; skills, knowledge, numbers, hours of work, job roles and responsibilities reviewed. ▪ Council accommodation and processes equipment including software systems reviewed. 	<ul style="list-style-type: none"> • Evidence based report to Full Council; • Identification of specific, achievable actions and targets;

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Item No.	Item	Requirement	Description of Requirement	Performance Standards
		Cornwall	<ul style="list-style-type: none"> ▪ Identification of skills gaps, training needs. ▪ Current service responsibilities and obligations assessed. ▪ Management responsibilities and structure reviewed. ▪ Recommendations for changes to job descriptions and salary grades made as appropriate. 	
3.1.3	Capability	Identification of Strengths, weaknesses, opportunities and threats against the context of local government changes	<ul style="list-style-type: none"> • Baseline assessment of skills and knowledge; • Identification of gaps; • Development opportunities identified; • Options for resourcing specialist skills and knowledge identified. • Succession planning. • Recommendations for inclusion in the Corporate Plan and budget process. • 	<ul style="list-style-type: none"> • Evidence based report to Full Council; • Identification of specific, achievable actions and targets;
3.1.4	Governance	Review of delegated responsibilities	<ul style="list-style-type: none"> • Delegated responsibilities reviewed against financial regulations and good practice. 	<ul style="list-style-type: none"> • Evidence based report to Full Council; • Identification of specific,

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Item No.	Item	Requirement	Description of Requirement	Performance Standards
			<ul style="list-style-type: none"> • Recommendations for improved decision making processes; • Recommendations for defined delegated responsibilities for job roles. 	achievable actions and targets;
3.1.5	Leadership	Identification of Strengths, weaknesses, opportunities and threats against the context of local government changes	<ul style="list-style-type: none"> • Baseline assessment of skills and knowledge; • Identification of gaps; • Development opportunities identified; • Performance management systems recommended. 	<ul style="list-style-type: none"> • Evidence based report to Full Council; • Identification of specific, achievable actions and targets
3.1.6	Management Information	Provide management information for Camborne Town Council	<ul style="list-style-type: none"> • The Contractor shall provide Camborne Town Council with management information; • As a minimum, the Contractor shall support invoices with: <ul style="list-style-type: none"> • Details of all purchases including all discount arrangements (invoice, statement, over-riders) • Records of work sheets and information to support labour costs 	<ul style="list-style-type: none"> • Information to be available when required by Camborne Town Council • Information in support of any invoices • Ad hoc reports within timescale agreed with Camborne Town Council

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Item No.	Item	Requirement	Description of Requirement	Performance Standards
			<ul style="list-style-type: none"> Details of all other costs incurred 	
3.1.7	Personnel Management	Management of staff	<ul style="list-style-type: none"> The Contractor shall manage all staff in accordance with best employment practice. The Contractor shall be mindful of the Camborne Town Council personnel policies to ensure that approaches to personnel management are consistent 	<ul style="list-style-type: none"> Adoption of best practice personnel and health & safety management
3.1.8	Training	Provide training to all staff	<ul style="list-style-type: none"> The Contractor shall ensure that staff are trained in accordance with the requirement of the job they are performing. 	<ul style="list-style-type: none"> Staff trained in accordance with the job they are undertaking