

Lancaster City Council | Report Cover Sheet

Meeting	Cabinet	Date	18 January 2022		
Title	Lancaster City Council Corporate Rebranding				
Report of	Chief Executive				
Purpose of Report:					
<p>To seek Cabinet approval for the newly designed version of the Lancaster City Council logo as part of a wider corporate rebranding development project.</p> <p>To seek Cabinet approval to develop a brand implementation programme that will build a consistent identity across council services and incorporate the principles of the new logo design.</p>					
Key Decision (Y/N)	Y	Date of Notice	13 December 2021	Exempt(Y/N)	Y - Appendix 1 and 2

Report Summary

The council has, over time, evolved and changed dramatically, both in terms of the services it delivers and how it engages with its communities. The existing logo does not represent the inclusive, forward-thinking and innovative council that we now are, and so the council wants to change its brand image to reflect its new focus.

As part of this brand redevelopment work, a change in the current council logo would help transform public perception of the council, allowing it to be seen as friendly and outward-focused, while also inspiring staff internally as they recognise the council as an employer of opportunity and innovation.

Based on research and consultation, the images chosen in the proposed new logo are designed to help unite the district, incorporating city, coast, and countryside. The new design symbolises community and captures the true characteristics of our brand.

This proposal is to decommission the existing Lancaster City Council logo and replace it with a new version, alongside a brand implementation programme.

Implementation costs for the new logo will be kept to a minimum through a phased rollout programme, utilising existing budgets.

The development of a brand implementation programme will incur design and marketing costs. These are currently estimated to be up to £20,000 and would be incurred over a period of time. It would be funded from within the existing service marketing budgets.

Recommendations of

It is recommended that:

1) Cabinet approves the decommissioning of the current Lancaster City Council logo and the implementation of the newly designed logo.

2) Cabinet approves the development of a brand implementation programme that will build a consistent brand identity across the council and its services.

Relationship to Policy Framework

The proposal is entirely consistent with and supports Lancaster City Council's policy framework by increasing public awareness of the council and its overall brand characteristics as highlighted in the research.

Conclusion of Impact Assessment(s) where applicable

Climate	Wellbeing & Social Value
Digital	Health & Safety
Equality	Community Safety

The new logo and brand implementation programme has no direct impact in relation to the above assessments but will directly raise awareness of the council and its operations.

Details of Consultation

The new logo design project has been developed following research and ongoing engagement with external partners, the senior management team, heads of service, Leaders from different political groups, Cabinet, and selected councillors.

Legal Implications

Legal Service can advise on any Intellectual Property issues. Projects and activities within the corporate rebrand will be subject to the council's normal governance and decision-making processes where any direct legal implications will be considered.

Financial Implications

Current estimated design and marketing costs for the above programme are £20K to be funded from within existing service marketing budgets.

Projects and activities developed in the brand implementation programme will be subject to the council's normal governance and decision-making processes where any direct financial implications will be considered

Other Resource or Risk Implications

Resource implications and risks will be considered as the new logo and brand implementation programme phased rollout are developed.

Section 151 Officer's Comments

The future costs of rebranding could be significant as the new brand would be expected to be delivered across the whole Council including its property estate, vehicle fleet, public realm assets as well as other areas such as uniforms and clothing.

As has been documented on several occasions the Council is facing significant short-, medium-, and long-term financial challenges and so consideration of the recommendations of this report should be made against that backdrop. If not be approved consideration should be given to repurposing the funding identified to assist in addressing those challenges

Monitoring Officer's Comments

The Monitoring Officer has been consulted and has no comments to add.

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Links to Background Papers	
N/A	

1.0 Introduction

- 1.1 The council has evolved dramatically in recent years, with a renewed focus on climate awareness and community engagement. The existing logo and brand essence are no longer representative of the whole district or of the approachable and innovative council that we are. While the updated Council Plan sets out the council's priorities and objectives, we need a modern and welcoming logo and identity to help portray that.
- 1.2 A dramatic change to the council's logo and broader identity will help to transform the perception of the council and its work, both internally and to the wider public. We need to embrace the varied communities across our district – city, coast and countryside – and show off the transformation the city council has undergone. It is also vital to bring together the individual services of the council, in recognition of our work as one organisation.
- 1.3 This will be achieved through the eventual decommissioning of the existing Lancaster City Council logo and replacing it with a bold new version.
- 1.4 To ensure that our new logo and message is properly relayed to internal and external stakeholders, it must be accompanied by the development of a brand implementation programme, incorporating design and marketing elements such as brand guidelines, toolkit and design assets. This strategy will ensure that the new branding can be implemented both internally and externally and achieve consistency across the organisation.

2.0 Background

- 2.1 The current logo appears outdated and is not largely representative of current council operations and the local community it represents. Alongside this, some services within the council have established their own identity and are no longer easily recognised as part of the council. This can be damaging to the council, as it may be overlooked for the important work it is doing in the community. This strategy will help align those individual aspects to reflect the parent brand.
- 2.2 As the council's proactive recovery work from the pandemic continues and the council develops improved services – including business support, mobile customer services and hubs, climate action measures and community engagement initiatives – the timing is now right for a fresh and exciting new corporate image to realign the council's brand and how it is characterised within the local community.
- 2.3 Using in-house skills and resources, high-level research was conducted involving external partners, senior management team, heads of service, leaders from different political groups, Cabinet and selected councillors to explore the characteristics of the existing logo and how the council brand may be developed to reflect our forward-thinking approach. **(See research summary - Appendix 1)**

2.4 Using the results of this research, a member and senior officer-led group were consulted. It concluded that a change to the existing logo and brand image was necessary. It was decided the council needed a look that was more modern, brighter, more welcoming and a reflection of the united district it serves. A number of design options were considered for the replacement of the current logo. The final option for consideration was strongly supported and felt it symbolised and captured the true characteristics of the council. **(See Design & Visual Concepts - Appendix 2)**

3.0 Proposal

- 3.1 The proposal is very deliverable and implementation costs can be kept to a minimum using the existing service budgets, which will avoid many of the costs usually associated with a full rebranding exercise.
- 3.2 For the vast majority of council assets, costs will be covered within existing service budgets as replacement branding will happen gradually as-and-when assets are updated – either as part of scheduled works or when they are replaced due to reaching the end of their functional life. While some applications of the logo are yet to be identified, this will be further explored when developing the brand implementation programme.
- 3.3 The brand rollout will be project-managed in-house using the existing skills and professional services of the corporate communications and marketing team, supported by an external design agency. Estimated unavoidable costs associated with the design and marketing elements of the programme will be up to £20,000, incurred over a period of time, which is within the existing service marketing budgets.
- 3.4 Sub brand development for services (using certain elements of the main brand) will involve Heads of Service consultation and engagement. This will be part of the brand implementation programme and look to re-establish brand consistency throughout the organisation.
- 3.5 Although not developed yet, the brand implementation programme will consist of elements including full brand audit; decommissioning the existing logo; design work; phased implementation; and a multimedia campaign. The campaign will be implemented both internally and externally to raise awareness of the changes.

4.0 Options and Options Analysis (including risk assessment)

Option 1: Approve the newly designed version of the Lancaster City Council logo and develop a brand implementation programme

Advantages:

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| <ul style="list-style-type: none">• Opportunity to refresh the city council logo and re-establish its brand, reflecting the current community focus and engagement work• A logo that is more representative of the district• The change addresses key research results from members and senior stakeholder groups• Opportunity to realign services to the parent brand and establish brand consistency• Raise awareness of the city council and its renewed focus• Improve current perceptions of the city council to both staff and external audiences• Strengthen partnership working across the district and the subregion |
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<ul style="list-style-type: none"> • Provide an engaged approach that takes account of business needs • Potential to drive commercial revenues • Opportunity for national and local PR
<p>Disadvantages: None</p>
<p>Risks: Brand imagery is subjective and can illicit different responses. For this reason, the brand development work was researched and consulted with key stakeholders and senior staff with a high level of support – therefore mitigating risk.</p>
<p>Option 2: Do not approve the newly designed version of the Lancaster City Council logo nor develop a brand implementation programme</p>
<p>Advantages: None</p>
<p>Disadvantages:</p> <ul style="list-style-type: none"> • Current logo and brand of the city council may remain outdated in the eyes of key stakeholders • Council and services will remain fragmented and lack brand consistency • Public perception of the council could remain detached from the progressive and positive changes the council is implementing • Opportunities to build on the current very high levels of public and business engagement will be undermined • Limiting commercial opportunities • Lack of unity across district
<p>Risks: Potential to attract staff could have consequences on service delivery</p>

5. Officer Preferred Option (and comments)

- 5.1 The Officer preferred option is Option 1, which is to approve the newly designed version of the Lancaster City Council logo and develop a brand implementation programme. This will improve current perceptions of the city council to its multiple stakeholders, while firmly positioning the council as an innovative and forward-thinking organisation which is open to change.