



Committee: CABINET

Date: TUESDAY, 25 JUNE 2013

Venue: MORECAMBE TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. Apologies

2. Minutes

To receive as a correct record the minutes of Cabinet held on Tuesday, 28 May 2013 (previously circulated).

3. Items of Urgent Business Authorised by the Leader

To consider any such items authorised by the Leader and to consider where in the agenda the item(s) are to be considered.

4. Declarations of Interest

To receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 10 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

5. Public Speaking

To consider any such requests received in accordance with the approved procedure.

Reports from Overview and Scrutiny

None

Reports

6. **Lancaster Square Routes (Pages 1 - 8)**

(Cabinet Member with Special Responsibility Councillor Hanson)

Report of the Head of Regeneration & Planning

7. **Brand Engagement Update (Pages 9 - 15)**

(Cabinet Member with Special Responsibility Councillor Sands)

Report of the Head of Regeneration & Planning

8. **Senior Management Structure Update and Deputising Arrangements (Pages 16 - 19)**

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of the Chief Executive

9. **Exclusion of the Press and Public**

This is to give further notice in accordance with Part 2, paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item(s) in private.

Cabinet is recommended to pass the following recommendation in relation to the following item(s):-

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members are reminded that, whilst the following item(s) have been marked as exempt, it is for Cabinet itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

10. **Update on the Homelessness Change Programme (Pages 20 - 34)**

(Cabinet Members with Special Responsibility Councillors Leytham & Hamilton-Cox)

Report of the Head of Health & Housing

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Jon Barry, Abbott Bryning, Tim Hamilton-Cox, Karen Leytham, Ron Sands and David Smith

(ii) Queries regarding this Agenda

Please contact Liz Bateson, Democratic Services - telephone (01524) 582047 or email ebateson@lancaster.gov.uk.

(iii) Apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Thursday, 13 June 2013.

CABINET

**Lancaster Square Routes
25 June 2013**

Report of Head of Regeneration and Planning

PURPOSE OF REPORT				
To decide on the centrepiece for Market Square to be constructed as part of the works approved in May 2013 to complete improvements to the Square in 2014				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date of notice of forthcoming key decision			24 May 2013	
This report is public.				

RECOMMENDATIONS OF COUNCILLOR HANSON

That Cabinet:

- (1) Consider the options for a centrepiece and associated artwork as set out in the report, and determine which centrepiece it wishes to proceed with and the theme that the embodied artwork should take; and
- (2) Authorise the Head of Regeneration and Planning to take all necessary actions to procure and install the centrepiece and artwork.

1.0 Introduction

- 1.1 At its last meeting Cabinet approved works to improve Market Square but deferred a decision on what the centrepiece to the square should be. This report is to inform members in making such a decision.
- 1.2 The report contains the further information requested by Cabinet on costs and possible cheaper options for the centrepiece. All the information on the centrepiece reported in May is otherwise included in Appendix 1.

2.0 Proposal

- 2.1 As reported in May officers present two options considered consistent with the concept design previously agreed by cabinet. It should be noted that officers do not include a “do nothing” option as this would be inconsistent with previous authorisations.

- 2.2 The first option is for a centrepiece in the form of one elevated rectilinear structure, the second in two structures.
- 2.3 The May report detailed that for both options the structures are to be constructed with a mass concrete core and finished in a mix of granites. The report omitted to say that the finishes might also include other natural stone along with granites, but of a similar quality and cost. Slip risk will be a consideration in materials selection and use.
- 2.4 As reported, officers propose that an artist be commissioned to detail the form and finish and embody artwork. The Square Routes visions for Market Square propose the centrepiece as a key opportunity for interpretation to add to the city's distinctiveness. Officers made some suggestions as to any theme artwork might take and members are asked to direct as to this.
- 2.5 The May report identified the estimated build cost of both options at some £118k. Officers consider that the options presented reasonably balance quality and capital and revenue (ongoing maintenance) cost considerations. However, should members want officers to make cost savings then three routes are available: savings on materials, artwork or lighting. Significant savings will however inevitably diminish the result achieved.
- 2.6 For example, cheaper materials might be used but the result would be inferior - concrete and artificial stones are less pleasing and less durable and wood much less durable. Any compromises in durability will ultimately result in an increase in future maintenance costs. Officers consider granites and natural stones to be the best available finishing materials in visual terms, in strength and durability and in the ability this material affords to embody inscribed artwork.
- 2.7 Should members want officers to pursue making significant savings this will require further work before officers are able to properly report on the costs and implications.
- 2.8 However, the need for such further work would inevitably impact adversely on officers preparations otherwise for the public realm works as a whole and increase risk of the council not being able to deliver the works within the period required to meet the ERDF funding requirements.
- 2.9 Members should further note that the net cost saving to the council of any savings made would be approximately 50% of the total saved given that the works are to be match funded 50% by ERDF i.e. a £10 k cost saving achieved would be £5 k net saving for the council.
- 2.10 An additional consideration is that the ERDF funding is available on the basis the council will deliver a centrepiece to a certain quality i.e. fitting to the approved design concept. Should the council wish to depart from this it will require officers to agree the variation with the Department for Communities and Local Government. This could take some time and the outcome cannot be certain.

3.0 Details of Consultation

- 3.1 As reported in May.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Both options presented fit to the concept design previously consulted on and approved. Both will add much seating capacity to the square, effectively doubling that planned elsewhere on the new benches. The options offer a similar capacity of seating, giving people opportunities to sit in a variety of arrangements.
- 4.2 Both options for a centrepiece are designed to fit to an improved layout of the Charter Market in the square and both take up much less space than did the arrangement of the former fountain in association with the benches around.
- 4.3 As regards the potentials for using the centrepiece as a stage for performance both options offer this but there are differences. These and all other relative differences between the two options are considered further in the table below.

Option 1	The centrepiece to Market Square comprising a single elevated structure (as per the Option 1 drawings in Appendix 1).
Advantages	<p>Option is wholly consistent with the agreed concept design for Market Square, with the first phase completed last year.</p> <p>This option is consistent with the concept designs which went through extensive public and stakeholder consultation at the inception of Lancaster Square Routes.</p> <p>Centrepiece is multi-purpose as it can be used as seating and as staging for performances and fits well with other uses of the square including the Charter Market.</p> <p>Builds in the ability to use the structure for a wide range of performances and is readily useable without additional interventions. The dimensions are proportional to the setting and the potential size of the audience.</p> <p>Builds in steps to meet building regulation requirements for staged performances.</p> <p>From a practical perspective it is much easier (eg no need for setting up, storage, transportation)</p>
Disadvantages	<p>It is more obstructive to pedestrian movement through the very centre of the square than option 2.</p> <p>Will not offer a sufficient depth of stage for certain larger bands.</p>
Risks	<p>That the centrepiece does not find favour with people. This is a risk with any public design installation and no more so here in the very centre of the city. The agreed concept design follows extensive consultation, which elicited a generally positive response. The extensive design and community engagement work informing the proposal suggests the square does need a fitting and multi-purpose centrepiece.</p>

Option 2	<p>The centrepiece to Market Square comprising twin elevated structures (as per the Option 2 drawings in Appendix 1) and also including for the council investing in demountable units that inserted between the two permanent structures would make it possible to provide for a full stage area equivalent to that offered in the option 1 proposal.</p>
Advantages	<p>Is broadly consistent with the agreed concept design for Market Square.</p> <p>Centrepiece is multi-purpose, as seating and as a space for performance and fits well to other uses to be made of the square including for the Charter Market.</p> <p>In the linear length of seating made available is comparable with that proposed in option 1.</p> <p>Gives better permeability for pedestrians through the very centre of the square than option 1.</p> <p>A stage area the same as that provided in the option 1 proposal is achievable via use of demountable units.</p> <p>Even without such units the structures will be an elevated facility that could be utilised for impromptu performances and street theatre.</p>
Disadvantages	<p>Is a variant on and to some extent does depart on the agreed concept design for Market Square and which went through extensive public and stakeholder consultation at the inception of Lancaster Square Routes.</p> <p>This option will require officers to seek a discrete variation from DCLG in the ERDF investment concerning the form of the centrepiece – see risks below.</p> <p>Surface treatments for the 3.7m by 6.4 metre ‘gap’ between the two structures will need to be designed to readily accommodate the insertion of demountable units whilst not permitting vehicles to access this area.</p> <p>The option is requiring of additional officer time involved in designing the demountable units – compared to option 1.</p> <p>The fact that to make available a full stage area will require the demountable units to be installed when needed for performances. Therefore, this option would require the council to plan and manage a system for making these available and this means additional officer time and ongoing costs compared to option 1.</p> <p>There would be many practical aspects to consider in devising such a management system including storage arrangements and methods for transportation, placement, training of staff for placement and dismantling. Insurance. There would be a</p>

	<p>promotional and marketing aspect to communicate the availability of the facility. There would also be several financial considerations for the council to consider including whether the council would want management of such a system to be at no revenue cost to it i.e. requiring it to be self financing through charging or whether the council is prepared to meet some or all of the revenue costs. Any charging system and the levels of charging would need to be devised in the context of the council's Fees and Charging policy. Further information on all these considerations for option 2 will be provided prior to the meeting.</p>
<p>Risks</p>	<p>The risk of not securing the specific variation required in the ERDF investment offer is considered very low.</p> <p>The risk that the centrepiece does not find favour with many people is as per option 1.</p> <p>A risk additional to option 1 is that the investment in demountable staging units proves not to give best value if either the city council and its partners fail to drive and market use of the square for performance and / or demand to utilise staging in ways requiring this proves limited. In this latter regard a particular risk of this option is that should the council decide to charge for making available the demountable units then it is inevitable that such charging will impact on take up of the facility by third parties - albeit the extent to which such take up would be impacted cannot at this stage be quantified.</p>

5.0 Officer Preferred Option (and comments)

- 5.1 Both options deliver improvements consistent with corporate policy and makes full and best use of available finance including European funding.
- 5.2 Option 1 is the better for making more use of the square for performances and events as the structure is readily useable without recourse to using demountable units as per option 2 and the risk that any charging system will deter take up. Option 1 is much more practical from a logistical and ongoing perspective as it does not require storage, transport, staff to set up etc
- 5.3 Option 2 is the better in terms of facilitating pedestrian movement through the very centre of the square. However, it does present practical problems and increased ongoing costs when events are planned
- 5.4 In the May 2013 report officers considered that both options presented for the centrepiece would prove fitting and beneficial and accordingly a preferred option was not suggested.
- 5.5 To try to give a little further guidance on this officers consider that any balance of advantage between the options really comes down to how committed the council is to growing use of Market Square as a venue for performances and events. Should the council be strongly committed to this then officers advise that option 1 should be preferred as this is much the more straightforward option is this regard involving providing a structure readily useable for most types of performance and thereby the more likely to facilitate use for performance.

6.0 Conclusion

6.1 This report details on the decision required concerning a centrepiece for market Square as part of the next phase of work to implement Lancaster Square Routes.

RELATIONSHIP TO POLICY FRAMEWORK As per the report in May 2013.	
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing) As per the report in May 2013.	
LEGAL IMPLICATIONS Legal Services have been consulted and have no further comments to make.	
FINANCIAL IMPLICATIONS There are no additional financial implications arising from this report over and above those reported in May 2013 but should members approve option 2 a report will be required in due course as to a system for managing and charging for making the demountable units available.	
OTHER RESOURCE IMPLICATIONS As per the report in May 2013.	
SECTION 151 OFFICER'S COMMENTS The Section 151 Officer has been consulted and has no further comments to make.	
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and her comments incorporated into the report	
BACKGROUND PAPERS None.	Contact Officer: Julian Inman Telephone: 01524 582336 E-mail: jinman@lancaster.gov.uk

Appendix 1.

Relevant extracts from the May 2013 report to Cabinet (notation as per the report)

- 6.2 Cabinet subsequently approved (Minute 95 8 December 2009) a design concept for a centrepiece to a rectilinear footprint, first and foremost a sought after place to sit (as was the former fountain) and secondary to this a place for performance.
- 6.3 This design concept was closely informed by operational considerations: that the centrepiece must fit to what is otherwise required for an efficient and attractive layout of stalls on market days and to other essential operational requirements including for traffic movements by emergency and refuse vehicles.
- 6.4 A centrepiece that seats many people will help make the central part of the Square active particularly when there is no market in operation - which is much of the time.. This is to help sustain the Square as the heartbeat of city life and a place that people are drawn to, enjoy spending time in and feel safe and secure. The design concept is that the opportunity to sit should be in a form alternative to the more traditional seating otherwise available at the sides of the Square.
- 6.5 In addition, the centrepiece can be a facility for a wide range of performance, small and large, informal through to very formal - impromptu stand up, street theatre, bands, choral events and music and formal staged theatrical productions.
- 6.6 The works to Market Square completed last year removed the former fountain, formed the rectilinear footprint for a centrepiece with a temporary surface and installed electrical and water connections.

Centrepiece to Market Square – detailed structural design

- 6.7 Two options are presented for the centrepiece, both in hard wearing granite with mass concrete as the hidden core. These:
- fit to the rectilinear footprint identified for the structure as part of the works completed last year,
 - sit well otherwise within its surroundings and in particular in relation to the City Museum,
 - are quite simple in form and unfussy in appearance,
 - effectively double the seating capacity otherwise available to the sides of the Square and enable people to congregate and sit in a relaxed and informal manner in a choice of facing directions and on its top surface,
 - give ready access to the elevated surface.
- 6.8 The structure would be finished in a mix of granites. A wide range are available for use affording much scope for colour variation and in texture including for rough and polished surfaces. This to complement the granite and stone used in the first phase of surfacing works.
- 6.9 The mix of granites is to be attractive and the appearance further made pleasing and interesting with embodied artwork.
- 6.10 The artwork should be to a consistent theme. Members are asked to

consider what this should be, mindful that officers' consider the theme should be appropriate to the city as a whole. Officers' suggestions are:

- Social heritage, the people, activities, work, industry and transport that shaped the city.
- Civic heritage: Market Square as the centre of the county town of Lancashire.
- Lore and Legends.
- A timeline of the city's history.
- A modern take – art that looks forward, not back.

CABINET

**Brand Engagement Exercise Update
25 June, 2013**

Report of Head of Regeneration & Planning

PURPOSE OF REPORT				
To update members on the outcomes of the brand engagement exercise				
Key Decision	X	Non-Key Decision	Referral from Cabinet Member	
Date of notice of forthcoming key decision		6 June, 2013		
The report is public				

RECOMMENDATIONS OF COUNCILLOR SANDS

- (1) That Cabinet endorses the findings of the brand engagement exercise as the basis for preparing a brand development plan for Lancaster District.
- (2) That officers work with partners to prepare the brand development plan for future Cabinet consideration/approval.

1.0 Introduction

- 1.1 The Corporate Plan includes an action to produce a Brand Development Plan. What is meant by brand in this report is the position we seek to own in people’s minds when they think of our district, the reputation we hold and the values we provide our visitors that make the experience we provide unique.
- 1.2 It also commits us to greater partnership working. Both Lancashire County Council and Marketing Lancashire agree that the growth and development of Lancaster district is critical to the wider economy of the county.
- 1.3 For some time there has been concern that the current city, coast, countryside “brand” whilst being effective with local citizens has lacked distinctiveness for visitors and therefore not achieved maximum awareness of the destinations within the district. In addition we have had some evidence about how the district is perceived by potential visitors who could but do not currently come to our district. With so many major regeneration projects now in development this is the right time, from the visitor and business economy perspective, to raise our profile, strengthen our messages and improve the quality of what is on offer to visitors and investors.
- 1.4 Creating a relevant and up-to-date brand development plan is a major undertaking but is essential if the significant benefits arising out of developments such as Lancaster Castle and the Canal Corridor are to be fully

captured. The first stage in creating a brand development plan is a brand engagement exercise. This was undertaken in the first half this year and the results are summarised below. Cabinet is now asked to endorse the findings of this exercise as the basis for the next stage of work which is developing the actual brand development plan.

The brand engagement exercise

- 1.5 The brand engagement exercise covered two distinct (although overlapping) areas. Firstly, the branding and marketing of the area as a visitor destination. Secondly, a similar exercise to inform how we approach selling our district to investors. The work has been part funded by Lancashire County Council and has been carried out in close co-operation with Marketing Lancashire. It included extensive desk top research together with over twenty “1-2-1” interviews with stakeholders from business, tourism attractions, local authority, tourism bodies, Duchy, Lancaster University, AONBs, arts partners and more. This was followed up with a stakeholder workshop which tested emerging thinking about the distinctiveness of the district and levels of understanding about our key assets and was a key stage developing the positioning, personality and brand essence of the district.
- 1.6 A similar exercise was carried out with major businesses and business focussed organisations with the aim of developing an inward investment branding strategy and, in turn, market the district as a place in which to invest, work and live. This included reviewing and analysing the nature of the district as a business location, consumer testing and stakeholder engagement.

Results/Outcome Visitor Economy

- 1.7 The outcomes of the “1-2-1” interviews and workshop both demonstrated strong consensus for two clear brands:
- Lancaster – a historic and cultural city, appealing to people interested in the cultural offer often without children or families. The Lune Valley was seen as an extension of the Lancaster offer; and
 - Morecambe Bay – a natural and beautiful area with a wide range of outdoor activities, stretching from Glasson Dock right the way through Heysham, Morecambe and Carnforth to Arnside/Silverdale and beyond. This was seen as appealing to families and those looking for outdoor activities.
- Morecambe (including Heysham) is by far the biggest centre of population around the Bay , with a ready made visitor infrastructure, albeit in need of investment and refreshment. As such it continues to attract significant numbers of visitors. Construction of the M6 link and implementation of our regeneration plans will reinforce this leading position. However, by promoting itself as the urban heart of the Morecambe Bay offer, there are obvious opportunities for Morecambe to take advantage of new audiences, particularly outdoor adventure/nature tourists, who traditionally may have chosen to head further north to the Lake District.
- 1.8 The outcomes of this exercise have been consumer tested, locally and around the Manchester area (one hour plus drive time), with consumers

representing families and people without children (students, couples, those whose children have grown up). Their views largely matched the stakeholder group findings, demonstrating two areas of clear and distinct appeal.

Results/Outcome Inward Investment

- 1.9 Despite the group having a high proportion of businesses operating in the Morecambe/Heysham area, they were clear that in terms of inward investment the focus should be on Lancaster first, with the university being a major draw. In their words, 'the rest will follow.' In terms of key strengths, they highlighted its central position in the UK, strong transport links (M6 link seen as huge boost), relatively good value cost of land, labour costs and rents, seen as particularly important to overseas investors. The group was also interested in the development of a forum to collaborate further.

2.0 Proposal Details

- 2.1 Developing our place brands requires partnership buy in. The exercise outlined above has begun that process and enabled a wide range of partners to work together to clarify:

- What we are trying to achieve;
- What our strategic position for our district is; and
- How we position ourselves and others buy into that.

The city council has subsequently been approached by a number of partners who have been involved in the process and who are keen to work together to move to the next stage.

- 2.2 The next stage is to share the findings with partners and in turn, the city, county and Marketing Lancashire work with relevant partners to develop brand implementation plans including creatives, toolkits and marketing delivery plans.

- 2.3 For the visitor economy, these would be:

Morecambe Bay Brand

Morecambe Bay Partnership, which brings together Cumbria Tourism, Marketing Lancashire, SLDC, Lancaster City Council, Arnside/Silverdale AONB, Bay Tourism, RSPB and others, already exists as a vehicle to progress this work

Lancaster Historic and Cultural City

A number of key stakeholders including the university, arts partners, chamber, county and Marketing Lancashire, AONBs, have already indicated their desire to work towards this.

- 2.4 For inward investment marketing purposes, this would be:

Lancaster as a centre for inward investment

This will involve working with the private sector, alongside the chamber, county and Marketing Lancashire to develop an implementation plan, developing clear messages that will help enhance the reputation of the area, collectively delivering the marketing of that plan to ensure the image the district wishes to project and messages it wishes to impart are reflected in

those materials.

3.0 Details of Consultation

3.1 A wide range of organisations representing local business, tourism businesses, business and tourism organisations and other relevant partners have been engaged in the process.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: To work with partners to develop all three plans	Option 2: To work with partners to develop some of the three plans	Option 3: Not to take forward
Advantages	Positioning Lancaster District's reputation and image so that it reflects the true quality of the offer available	Some improvements to the district's reputation and image	The council may decide not to deliver tourism services and therefore take the savings
	Positioning Lancaster District so that its economy achieves maximum benefits achievable via inward investment and leisure tourism	Some benefits to the economy as a result of inward investment or leisure tourism	
	A district prepared and ready to take advantage of the major regeneration initiatives planned	A district prepared and ready to take advantage of some regeneration activities	
	A coherent and partnership approach to development and implementation		
Disadvantages	Cost of funding further work on the Brand development Plan	Some aspects of district's leisure and commercial assets are undersold	District's leisure and commercial assets are undersold
			Lancaster District economy fails to achieve maximum benefits achievable via inward investment and leisure tourism
			District not fully prepared or able to take advantage of the major regeneration

			initiatives planned
			Risk of some partners becoming disillusioned with lack of action and going off and developing inconsistent and incoherent sporadic approaches and therefore failing to maximise true potential created by joint development and delivery
Risks	The success of brand development plan is reliant upon the appropriate resources and support of partners	Risk of some partners becoming disillusioned with lack of action and going off and developing inconsistent and incoherent sporadic approaches and therefore failing to maximise true potential created by joint development and delivery	
	Council spending reviews for future years may impact on the ability to implement outcomes of implementation plans.	Council spending reviews for future years may impact on the ability to implement outcomes of implementation plans.	
		Visitor and investor spend goes elsewhere and the district fails to realise the significant benefits arising out of regeneration developments.	Visitor and investor spend goes elsewhere and the district fails to realise the significant benefits arising out of regeneration developments.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 1. Creating a relevant and up-to-date brand development plan is a major undertaking but is essential if the significant benefits arising out of developments such as Lancaster Castle and the Canal Corridor are to be fully captured. The appetite for partners to work together to develop and deliver

this is also there.

6.0 Conclusion

- 6.1 The future growth of the district’s economy will rely heavily on the perception of the area in the eyes of potential investors and visitors. Previous research has shown that the reputation and image of the district does not reflect the true quality of the area and the offer available.
- 6.2 Major regeneration initiatives are planned for the next five years. To gain the maximum benefits from this investment, a wide range of complementary activities are required ranging from (for example) physical intervention in upgrading the public realm through to “softer” measures such as interpretation and marketing. It is essential that these latter activities are guided by a strong and clear brand and are delivered in a co-ordinated and consistent way.
- 6.3 The brand engagement exercise has brought a wide range of partners together to consider the nature of our district as a visitor and inward investment destination. This in turn has been tested with consumers both locally and from outside the district. The exercise has not only offered information on the approach to be taken to sell our district to visitors and potential investors but also brought together partners who would be keen to work alongside us in developing an implementation plan to ensure Lancaster District’s reputation and image does reflect the true quality of the offer available and that our economy achieves maximum benefits achievable via inward investment and leisure tourism.
- 6.4 And the next steps are to work with those partners to develop a draft implementation plan for consideration by Cabinet. This will include developing visitor facing creatives, branding toolkit, marketing and delivery plans.
- 6.5 Whilst a precise timetable for completion of an implementation plan cannot be provided at this stage, it will be a priority area of work for the council and any proposed implementation plans, once developed, will be fed back into Cabinet in a timely manner to inform budget setting and planning.

RELATIONSHIP TO POLICY FRAMEWORK

The development of our economy relating to inward investment and opportunities arising from our outstanding culture, heritage, entertainment offer, coastline and outstanding natural landscapes is set out as one of the council’s current four core priorities.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

It is considered there is no direct impact arising.

LEGAL IMPLICATIONS

Legal have been consulted and there are no matters arising from this report.

FINANCIAL IMPLICATIONS

No financial implications beyond existing resources at this stage, although clearly the extent of resources required will depend on the decisions of Cabinet. Financial implications of any subsequent development plans will be reported back in due course, for subsequent consideration and to inform future budgeting.

OTHER RESOURCE IMPLICATIONS

Human Resources:

Some minor realignment of resources may be required

Information Services:

No IS requirements at this stage

Property:

Property have been consulted and no impact at this stage

Open Spaces:

No impact arising from this report

SECTION 151 OFFICER'S COMMENTS

Given the Council's challenging financial outlook, it is imperative that any future development plans for branding are considered as an integral part of the Council's annual corporate planning and budgeting exercise, to inform future visioning, priority setting and resource allocation, given the Council's many competing demands. This is to help ensure that any plans ultimately adopted are of appropriate comparative priority, as well as being deliverable and affordable.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

Draft Destination Branding Strategy

Contact Officer: Gill Haigh

Telephone: 01524 582178

E-mail: ghaigh@lancaster.gov.uk

Cabinet and Personnel Committee
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**Chief Officer Structure Update including
Deputising Arrangements for the Chief Executive**

25 June 2013

Report of the Chief Executive

PURPOSE OF REPORT					
To advise Cabinet and Personnel Committee on the current position following the retirement of the Head of Community Engagement and to seek Cabinet's agreement to recommend that Personnel Committee approves the disestablishment of the post of Head of Community Engagement.					
Key Decision		Non-Key Decision	X	Referral from Cabinet Member	
Date Included in the Forthcoming Key Decision Notice					N/A
This report is public.					

Recommendations

- 1. That Cabinet agrees to recommend to Personnel Committee that the post of Head of Community Engagement be disestablished, with the revenue budget being updated accordingly if approved.**

1.0 Background

- 1.1 In February 2012, the Chief Executive reported to Cabinet options for the future management of the council at a senior level. The report set out two options; the officer preferred option being for the disestablishment of the deputy chief executive post and for all remaining chief officers (Service Heads) to report direct to the Chief Executive. This option was supported by Cabinet and approved by the Personnel Committee and the revised arrangements were introduced in April 2012.
- 1.2 In February 2013, Personnel Committee was provided with an update on the revised arrangements and advised that in January 2013, the Head of Community Engagement gave notice of his retirement, which took effect from the 31 March 2013.
- 1.3 Interim arrangements were introduced on the 01 April 2013 in respect of direct line management responsibility for the Community Engagement Assistant Heads of Service, pending a formal decision on whether or not to recruit to the post of Head of Community Engagement. The arrangements put in place were:

Assistant Head (Communications)	→	Head of Regeneration and Planning
Assistant Head (Partnerships)	→	Head of Governance
Assistant Head (Wellbeing)	→	Head of Health and Housing

2.0 Senior Management Structure Update

- 2.1 It was reported to Personnel Committee in February 2013, since the introduction of the revised structure and following the departure of the Head of Community Engagement, Service Heads have, as planned, continued to take on additional activities. Care has been taken to ensure that no one Service Head has taken on an unreasonable burden as part of the changes and care has been taken to ensure that each Service Head has the necessary resources to delegate work accordingly to achieve the Council's corporate objectives. These combined changes have required Service Heads to 'step up' and clearly capacity will continue to be monitored, in view of any changes to the Council's corporate objectives and associated operations.
- 2.2 In addition, new arrangements have been put in place with regard to deputising for the Chief Executive (see paragraph 4.0 below)
- 2.3 Furthermore, some changes have been made to widen the Senior Emergency Officer cover arrangements, to ensure they are manageable given the reduced number of Service Heads.
- 2.4 As a result of the interim arrangements that have been put in place for the line management of the Community Engagement Assistant Heads, the remaining Service Heads have been consulted on whether the functions of the Community Engagement Service can be subsumed into the remaining services, without detriment to the delivery of those functions, therefore, allowing for the disestablishment of the post of Head of Community Engagement.

3.0 Chief Officer Designations

- 3.1 Members may recall that the term "Service Head" began to be used some ten years ago. This was in part to clarify the designation of the two levels of chief officer posts the Council had in place at the time. The job titles at that time being "Director" for first tier and either "Chief Officer" or "Service Head" for the second tier. With recent changes to the senior management structure, the prospects for confusion have been removed as the Council only has one tier of chief officer posts. Members may consider it is time to re-title "Service Heads" as "Chief Officers", as that is what they are and such a change would provide better clarity to outside organisations.

4.0 Deputising Arrangements for the Chief Executive

- 4.1 Committee, at its meeting in February this year, were advised of the current arrangements for deputising for the Chief Executive, which were reported to Council on 11 April 2012
- 4.2 These arrangements were made in accordance with Part 4, Section 4, Paragraph 1.4(b) of the Council's Constitution, whereby the Leader of the Council may amend the Scheme of Delegation relating to executive functions at any time during the year.
- 4.3 Any amendments the Leader makes are reported to the Head of Governance and the officers concerned. Following that, the Head of Governance presents a report to the next ordinary meeting of Council, setting out the changes made by the Leader.
- 4.4 At that time, the Leader made the following amendment to the Scheme of Delegation to ensure that it reflects the current senior management structure and enables the Council to function effectively:

"3.3.1 The Scheme of Delegation, "Reserve Powers" has been amended to delegate to all Service Heads (rather than the Deputy Chief Executive as previously) the right to exercise in the absence of the Chief Executive any of the powers delegated to the Chief

Executive. Formal urgent decisions will still be taken in consultation with the appropriate Elected Member(s) in accordance with the Constitution.

4.5 Council Business Committee, at its meeting held on the 14 March 2013, considered to what extent the role of Chief Executive formed part of the Council's civic leadership in terms of civic events. Committee was informed:

“3.1 The City Council’s main representative at civic events, such as these and many more, is The Mayor or his/her Deputy. Given the reduction in the number of Chief Officers employed by the City Council, a range of representative/deputising arrangements are being used to cover for the Chief Executive when required.

3.2 As the Chief Officer positions have reduced significantly over the years, the Committee is asked to consider which of the above events require Chief Executive/Chief Officer attendance, given that it is the Mayor/Deputy Mayor who are the actual representatives of the City Council.”

Council Business Committee concluded:

“Resolved:

- (1) That the current arrangements be maintained for officer representation at civic events.
- (2) That the Chief Executive be requested to bring the issue back to a subsequent meeting should the resource burden increase in the future.”

5. Conclusion

5.1 Cabinet is asked to agree to recommend to Personnel Committee that the post of Head of Community Engagement be disestablished and that suitable capacity is provided at service manager/assistant head level to ensure that the Council's Priorities can be delivered.

**CONCLUSION OF IMPACT ASSESSMENT
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

None arising directly as a result of this report.

LEGAL IMPLICATIONS

None directly arising as a result of this report

FINANCIAL IMPLICATIONS

In gross terms, the deletion of the Head of Community Engagement post will result in savings of around £82K plus inflation each year. This covers salary costs, plus the usual overheads of National Insurance and superannuation (pension contributions).

In setting the last budget, £57K of savings were taken in 2013/214, linked to the Community Engagement Management Review (and in turn, these were linked to

funding growth associated with implementing the Living Wage). Smaller savings of around £40K were taken in future years.

Changes to the Senior Emergency Officer cover will result in annual costs of around no more than £6K. These were not budgeted for and they therefore need financing.

Taking account of the above items, the deletion of the Service Head post would still result in extra net savings of around £20K in this year when compared to the approved budget, rising to around £40K in future years. These savings are subject to any further management changes arising and the pay and conditions review, mentioned in HR comments below.

OTHER RESOURCE IMPLICATIONS

Human Resources:

The job descriptions of chief officers are linked to their roles and responsibilities as set out in the Scheme of Delegation. Therefore, it is not envisaged that any major changes will be required. These documents are, however, reviewed regularly. The impact that any changes to the Council's service structure has on groups of staff or individuals will be considered as part of the current review of pay and conditions which is taking place.

ICT:

None arising directly as a result of this report.

Property:

None arising directly as a result of this report.

Open Spaces:

None.

SECTION 151 OFFICER'S COMMENTS

The S151 Officer has been consulted and her comments reflected in the report.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

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andPersonnel/25.06.13

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