



**LANCASTER
CITY COUNCIL**

Promoting City, Coast & Countryside

INDIVIDUAL CABINET MEMBER AND OFFICER DELEGATED DECISIONS

TUESDAY, 23 NOVEMBER 2021

Please find enclosed Decision Notice in connection with the following:

ICMD13 Memorandum of Understanding with Lancaster University (Pages 2 - 15)

Please note that call-in has been waived in relation to this decision.

Queries regarding these documents

Please contact Liz Bateson, Democratic Services - email ebateson@lancaster.gov.uk.

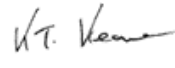
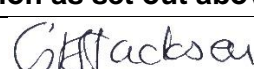
Democratic Services,
Town Hall,
Dalton Square,
Lancaster,
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Promoting City, Coast & Countryside

**EXECUTIVE DECISIONS TAKEN BY CABINET PORTFOLIO HOLDER OR DELEGATED OFFICER
NOTICE OF DECISION**

TITLE OF DECISION: Memorandum of Understanding with Lancaster University	
NAME OF DECISION TAKER:	COUNCILLOR CAROLINE JACKSON
POSITION AND RESPONSIBILITY HELD:	LEADER
CONTACT OFFICER:	JEZ BEBBINGTON, EXECUTIVE SUPPORT MANAGER
TELEPHONE:	01524 582011
E-MAIL:	chiefexecutive@lancaster.gov.uk
Details of Decision:	
That the Chief Executive be delegated to sign a Memorandum of Understanding with Lancaster University.	
Reasons for the decision:	
Lancaster City Council and Lancaster University, alongside many other local partners, share an ambition to work together in a coordinated and impactful way for the benefit of the Lancaster district.	
A Memorandum of Understanding has been prepared by representatives of both organisations to set objectives and principles for working together. The document also makes a commitment to initiate a number of activities which will enhance the ability of each partner to collaborate successfully.	
Whilst the Memorandum of Understanding is bilateral between the two parties, the nature of future collaboration is intended to be include and engage with all other relevant partners with a stake in the district's success.	
IS THE DECISION URGENT	
YES	
PLEASE DELETE AS APPROPRIATE AND GIVE REASONS FOR URGENCY BELOW:	
I can confirm that this decision is urgent as any delay likely to be caused by the Call-in process would seriously prejudice the Council's or the public's interests and therefore is not subject to Call-in. The Chair of the Overview and Scrutiny Committee has been consulted. I hereby agree both that the decision proposed is reasonable, in all the circumstances, and to it being treated as a matter of urgency.	
Signed : 	
Kieran Keane, Chief Executive	
I confirm that I have taken account of the options proposed by officers, the various implications set out in the report and the comments of the Monitoring and Section 151 Officers and am authorising the decision as set out above.	
SIGNATURE OF DECISION TAKER:	
DATE:	19.11.2021
<i>THIS SECTION TO BE COMPLETED BY DEMOCRATIC SERVICES</i>	
DATE DECISION TAKEN:	19.11.21
DATE DECISION PUBLISHED:	23.11.21
IMPLEMENTATION DATE (publication day + 5 working days):	Immediate – call-in waived
REF NO.	ICMD13

Lancaster City Council | Report Cover Sheet

Meeting	Individual Cabinet Member Decision	Date	19.11.21
Title	Memorandum of Understanding with Lancaster University		
Report of	Chief Executive		
Purpose of Report: To propose that the Chief Executive be delegated to sign a Memorandum of Understanding between Lancaster City Council and Lancaster University.			
Key Decision (Y/N)	N	Date of Notice	N/A
Exempt (Y/N)	N		

Report Summary

Lancaster City Council and Lancaster University, alongside many other local partners, share an ambition to work together in a coordinated and impactful way for the benefit of the Lancaster district.

A Memorandum of Understanding has been prepared by representatives of both organisations to set objectives and principles for working together. The document also makes a commitment to initiate a number of activities which will enhance the ability of each partner to collaborate successfully.

Whilst the Memorandum of Understanding is bilateral between the two parties, the nature of future collaboration is intended to include and engage with all other relevant partners with a stake in the district's success.

Recommendations of Chief Executive

That the Chief Executive be delegated to sign the proposed Memorandum of Understanding with Lancaster University.

Relationship to Policy Framework

The successful achievement of the Council's strategic priorities for the district's environment, economy and communities is heavily dependent on a high level of engaged, collaborative partnership working.

The Memorandum of Understanding represents the commitment of both organisations to pursue these strategic goals in a coordinated way, along with other relevant local partners.

The Memorandum of Understanding also describes the initial activities that will contribute to effective partnership working, and as such increase the chances of successfully delivering against key local priorities.

Conclusion of Impact Assessment(s) where applicable
The completion of the Memorandum of Understanding has no direct impact in and of itself; activities arising from collaborative working between local partners will be considered in their own right.
Details of Consultation
The Memorandum of Understanding has been developed by representatives of Lancaster City Council and Lancaster University as it relates specifically to the relationship between the two organisations; however, as stated in the document, successful delivery of future projects will be based on principles of consultation, community engagement, and collaboration.
Legal Implications
Whilst the MoU will not be legally binding, going forward legal services will advise on any Collaboration Framework that will be developed to support the legal, resource and financial aspects of collaborations in the Insights Hub.
Financial Implications
No direct financial implications arising from this report.
Other Resource or Risk Implications
The Memorandum of Understanding sets out the commitment of both partners to pursue existing and future collaborative projects. The resource and risk implications of each project will be evaluated in their own right.
Section 151 Officer's Comments
The s151 Officer has been consulted and has no further comments to add.
Monitoring Officer's Comments
The Monitoring Officer has been consulted and has no further comments to add.
Contact Officer Jez Bebbington, Executive Support Manager
Tel 01524 582011
Email chiefexecutive@lancaster.gov.uk
Links to Background Papers
Appendix A: Proposed Memorandum of Understanding
Appendix B: Schedule A, Insights Hub Proposal
Appendix C: Schedule B, Collaboration Framework Proposal
Appendix D: Schedule C, Current Collaborations

Options and Options Analysis (including risk assessment)

	Option 1: That the Chief Executive be delegated to sign the Memorandum of Understanding.	Option 2: That the Chief Executive is not delegated to sign the Memorandum of Understanding.
Advantages	<p>The partners will have an articulated commitment to work together, and with other partners, in a collaborative and inclusive way.</p> <p>This could unlock further resourcing and funding opportunities by demonstrating the level of local commitment.</p>	<p>Schedule C to the Memorandum of Understanding sets out the current range of collaborative working. The ongoing partnership will continue in the absence of formal documentation.</p>
Disadvantages	<p>Whilst the Memorandum of Understanding is explicit in its commitment to working with a wider range of partners, further efforts will be required to ensure that this commitment is successfully pursued.</p>	<p>Schedule C to the Memorandum of Understanding sets out the current range of collaborative working. The ongoing partnership will continue in the absence of formal documentation.</p> <p>However, declining the opportunity to commit to a coordinated approach could compromise partners' ability to access resources and funding for local partnerships.</p>
Risks	<p>No specific risks identified beyond the disadvantages expressed above.</p>	<p>The risk of missing out on resourcing opportunities is detailed above.</p>

Officer Preferred Option (and comments)

The officer preferred option is Option 1, due to the advantages and disadvantages expressed above.

MEMORANDUM OF UNDERSTANDING

Between

Lancaster City Council and Lancaster University

1. PREAMBLE

This Memorandum of Understanding (MoU) describes the non-legally binding agreement between the Parties, Lancaster City Council ('the Council') and Lancaster University ('the University') to develop Schedule A and B as well as related activities.

2. BACKGROUND

The purpose of the MOU is to deepen and widen the collaborative relationships between the University and the Council in working together along with other partners to achieve shared positive social, environmental and economic impact in the Lancaster District.

In practice, we will energise this project through the creation of an Insights Hub (Schedule A) as a virtual space for collaboration; the development of a Collaboration Framework (Schedule B) to support the formal aspects of collaborative projects and initiatives between the Council, University and wider partners; and the implementation of a long-term Forward Plan to provide a foundation for sustained success in collaboration.

Senior representatives of the Parties met from April 2020 onwards to discuss the potential for establishing a strategic partnership.

2.1 Lancaster City Council

The Council is committed to enabling and facilitating positive life experiences and overall wellbeing amongst its communities, with the aim of supporting the Lancaster district as a great place to live, work, visit and study.

The Council has identified four priority areas that contribute to this overall aim:

- A Sustainable District
- An Inclusive and Prosperous Local Economy
- Healthy and Happy Communities
- A Co-Operative, Kind and Responsible Council

Achieving these priorities will be supported by an overall approach of taking action to address the climate emergency; identifying and building community wealth in all its forms; and empowering local communities through engagement.

The Council's central role in the local response to the Covid-19 pandemic has sharpened the focus on achieving positive local outcomes into the future and highlighted the opportunities and needs for impactful collaboration with partners across the widest range of issues experienced by citizens and businesses.

2.2 Lancaster University

One of Lancaster University's three priorities is to engage actively with its communities (including students, businesses, local authorities, health sector, third sector and FE Colleges). The University is a signatory to the Civic Universities Agreement which emphasises the importance of 'place'. As such, the University strives to understand local needs and engage in an active dialogue on an equal footing with partners in the region, building innovative and interdependent relationships that inform and stimulate research and teaching, strengthen local communities, and contribute to the development of a Sustainable, Healthy and Prosperous district and wider region.

2.3 ImaginationLancaster

ImaginationLancaster (a cross-disciplinary design research lab in the University) is a key collaborative partner with the Council. The centre has additional funding from Research England through the strategic Beyond Imagination project to undertake research in the areas of:

- Home and Living
- Community and the Public Sector
- Factory and Workplace
- City and Urban
- Population and policy.

This is complemented by cross-cutting themes of health, sustainability, international and prosperity. The Beyond Imagination project is directly funding a series of initiatives with the Council.

Given the cross-disciplinary nature of ImaginationLancaster; its focus on open, participative design; and the emerging programme of collaborative projects with the Council, ImaginationLancaster will act as an initial focal point for research collaboration.

3. AIMS

In terms of the focus of the collaboration, the Council and the University are committed to exploring the following areas of mutual interest. This MoU aims to provide an initial structure for the Council and the University, alongside an expanding range of partners, to work together on:

1. Creating an 'Insights Hub' for collaborative sharing of ideas, resources and support in pursuing positive local outcomes
2. Developing a Collaboration Framework to support capacity and relationship-building and make it easier for local partners to work together with greater agility and creativity through Collaboration Agreements

3. Pursuing a variety of tangible initiatives that support shared priorities and aims in a coordinated way.

The Parties agree that this will considerably strengthen forward planning to identify developments where Council Priorities and University activities may come to overlap in time, to allow early engagement for the benefit of both Parties.

Following the discussions detailed above, the Parties have agreed to establish this Memorandum of Understanding in relation to exploring and delivering Strategic collaborative activities described below.

4. PROJECTS AND INITIATIVES

The Parties agree to the consideration, development and delivery of initiatives and projects which support shared Council and University priorities across a range of themes including, but not limited to:

- Economic Inclusion and Prosperity
- Environmental Sustainability
- Healthy, Happy and Connected Communities
- Reimagining Public Services.

There will be a focus on driving innovation whilst making best use of resources and maximising funding and commercial opportunities. Parties will consider joint lobbying and promotion and sharing of networks.

There will also be a clear focus on the district not just as a “place” but as an “ecosystem”, where the actions of parties, the development and delivery of initiatives and achievement of outcomes are interconnected and reciprocally impactful.

The Parties reserve the right not to be limited by these themes if other opportunities arise and Parties agree to pursue them.

For the avoidance of doubt, neither party has the authority to commit the other party to any act, responsibility, or liability, nor to use the name/logo of that party unless the other party has given prior authority in writing.

Where relevant and appropriate, the Parties may choose to sign separate legally binding agreements relating to such activities.

5. GOVERNANCE AND OVERSIGHT

The Parties recognise that this MoU provides a starting point for the development of structures which will support meaningful and impactful collaboration.

The MoU does not seek to establish a formal governance structure at this stage. The Parties commit as a priority to exploring opportunities to create a governance environment in which projects and initiatives deemed to deliver positive local outcomes can be authorised, resourced and pursued to the satisfaction of all partners. In the first instance, the Insights Hub will provide a focus for this.

6. ACTIVITIES AND MONITORING

The Parties agree to focus initial activity on building the capacity of the partnership in two ways: the creation of an Insights Hub, described in Schedule A, and the development of a Collaboration Framework to support a 'pipeline' approach to initiating and delivering a variety of concurrent projects (Schedule B). As an illustration of this approach, Schedule C contains a snapshot of projects currently in development or progress.

Alongside the emergence of these two initiatives, the parties will establish a 'joint workplan' to underpin these activities, including relevant milestones and measures to achieve agreed outcomes within an agreed timetable.

7. FINANCIAL ARRANGEMENTS

Any financial commitments will require a separate specific agreement between the Parties under the signature of duly authorised representatives of the Parties.

For the purpose of clarity, each party is responsible for all costs pertaining to that Party that arise out of the fulfilment of this Memorandum.

8. TERM OF THIS MEMORANDUM

This Memorandum will commence on [DATE TBC] and continue until further notice for five years from date of signature unless otherwise replaced or extended by mutual agreement, with an annual review of Joint Workplan delivery and achievements.

This Memorandum may be amended or varied from time to time provided that such amendment or variation is in writing, agreed and signed by all Parties.

This Memorandum may be terminated by any Party giving the other Parties a minimum of three months' notice in writing.

9. COMMUNICATION

The primary individual contact for each Party in relation to this Memorandum of Understanding will be:

For Lancaster City Council

Name: Jez Bebbington
Role: Executive Support Manager
Tel: 01524 582011
Email: jbebbington@lancaster.gov.uk

For Lancaster University

Name: Sarah Rees
Role: Head of Stakeholder Relations
Tel: 07964 903967
Email: s.rees@lancaster.ac.uk

For ImaginationLancaster

Name: Professor Leon Cruickshank
Role: Director of Research, ImaginationLancaster
Email: l.cruickshank@lancaster.ac.uk

If the designated contact changes during the course of this Memorandum, it is agreed that a replacement will be substituted and contact details forwarded immediately in writing.

Neither party will communicate publicly about the matters covered in this agreement or use the logo or brand name of the other party without first discussing this and gaining the consent of that party.

10. INTELLECTUAL PROPERTY RIGHTS

All existing IP owned by or licensed to either Party will remain the property of such Party. Each Party grants to the other a non-exclusive, non-transferable licence for duration of this MoU to use such of its existing IP as is provided to the other Party for the purposes only of this MoU.

11. FORCE MAJEURE

No Party will be liable for failure to perform its obligations under this Memorandum if such failure results from circumstances which could not have been contemplated and which are beyond the Parties' reasonable control.

12. NON-EXCLUSIVITY

This proposal will not hinder any existing collaboration or any that will be established in the future by any Party with a third Party.

13. DISPUTES

In the event of any dispute emerging, the Parties agree to solve the problem by way of mutual and responsible negotiation. In the event there is a dispute which cannot be solved at the level of the University and Council partnership this will be referred to the **Accountable Officer of the University [NAME TBC]** and the Director of Corporate Services at Lancaster City Council, Sarah Davies who will agree a resolution.

14. DISCLAIMER

It should be noted that by signing this document or by participating in the University and Council partnership, the partners are not committing to legally binding obligations. It is intended that the partners remain independent of each other and that their collaboration and use of the term 'partner' does not constitute the creation of a legal entity, nor authorise the entry into a commitment for or on behalf of each other.

15. LAW AND JURISDICTION

This MoU is governed by English law. Any disputes which may arise between the Parties concerning this MoU, and not resolved by means the process outlined at 12. will be determined by the English courts and the Parties hereby submit to the exclusive jurisdiction of the English courts for such purpose.

16. AGREEMENT

The Parties confirm their agreement to the matters set out in this Memorandum of Understanding and any related schedules.

SIGNED by:

Duly authorised for and on behalf of the University of Lancaster
Role: Professor Andy Schofield (Vice-Chancellor)
Date:
Signed:

SIGNED by:

Duly authorised for and on behalf of Lancaster City Council
Kieran Keane (Chief Executive)
Date:
Signed:

Schedule A | Lancaster District Insights Hub

The Insights Hub is a forum for actual and potential collaborators to meet, exchange ideas, offer mutual support and where appropriate friendly challenge to help the district flourish. Jointly led by Lancaster City Council and Lancaster University it will be a venue where collaborative projects and initiatives can be formed, tested and energised. Lancaster Insights Hub will welcome contributions from public, private or community organisations and groups who are aligned with the principles of

- Recognition, respect and joy at the heart of all we do
- An open sharing approach where collaboration is the norm
- Creating and sharing new knowledge, applied practically to address social and economic challenges

Insights

The success of the Hub will be underpinned by the availability and sharing of local information and data (where it is appropriate to do so) to provide 'insights' from which ideas, decisions and projects can emerge.

All partners will be encouraged to commit, where possible, to opening up the information and data they hold, to enrich local partnerships and provide, as far as possible, a single view of life in the Lancaster district.

To this end, the initial priority work of the Hub - alongside convening a collaborative group of participants - will focus on developing an accessible platform for 'insights' including wide-ranging quantitative and qualitative information as well as interactive maps and other resources.

Membership

Co-chaired by Dion Williams (Lancaster University's Director of Research, Enterprise and Innovation) and Sarah Davies (Lancaster City Council's Director of Corporate Services), the Hub will have a small core of permanent members drawn from Lancaster University and the City Council, augmented by other members as appropriate by invitation. Those undertaking collaborative projects between the Council and the University will also be members of the Hub. This will create an active, evolving membership.

Activity

The Hub will meet monthly, this will offer an opportunity for new project ideas to be pitched (possibly as a mechanism for official support by the hub), for projects underway to report on progress, for newly available insights to be shared, and also for the presentation of learning outcomes from projects drawing to a close.

The rotating nature of the Hub's participants (as new collaborators join and projects finish) will create an active network of collaboration-minded people in the Council, the University and beyond.

Monthly meetings may be supplemented by other activities in response to demand, for example if there is an opportunity that needs to draw together a large consortium, a special event could be hosted by the Hub to facilitate this.

Outcomes and outputs

Lancaster Insights Hub seeks to generate significant, tangible benefits to the District and significant knowledge and research outputs. These may be the result of collaboration on 'core business' that partners were undertaking in current spending or it may be in the form of an application for funding that could be either led by the Council, the University or another partner.

A Collaboration Framework will be developed to support the legal, resource and financial aspects of collaborations in the insights Hub.

Roles

The roles set out below relate more to the contribution than the person; so the same participant could play multiple roles at the same time. The success of the Insights Hub will be dependent on each of the roles being fulfilled to a certain extent.

Insights

Bringing new or newly presented information to the group, in order to inform discussions and activities.

Information could include:

- Content of 'community conversations' and other interactions
- Quantitative information about the district from a variety of sources
- New research or learning

Example: Morecambe Bay CCG colleagues provide a summary of community conversations held around Morecambe Bay

Implementation

Planning and delivering activities and initiatives to deliver on shared goals in collaboration, via project leadership and supporting roles.

Example: Lancaster District CVS officer agrees to lead a project on access to advice and support, with assistance and resources from all relevant partners; updates on the project are provided at future meetings

Strategy

Facilitating joined-up discussions between partners to enhance alignment of objectives, resources and activities.

Example: Lancaster CC Head of Public Protection hosts a discussion on reducing health inequalities

Coordination

Providing the conditions for partners to successfully collaborate, including support with administration, software and content

Example: support teams from across partners develop solutions on information sharing and meaningful interaction in between meetings

Schedule B | Collaboration Framework

Developing a detailed (but concise) collaboration framework will be the first tangible task of the core members of Lancaster Insights Hub, comprised of an equal mix of Lancaster University and City Council members, co-chaired by Dion Williams and Sarah Davies. The collaboration framework will lay out the expectations, processes and some of the contractual requirements of good, mutually beneficial collaboration between the Council and the University, underpinned by the following core principles:

- Working together productively alongside all relevant partners
- Accountability in committing to, and managing, the successful delivery of project outcomes
- Transparency in communication and decision-making
- Learning and Improvement, taking all opportunities to learn and reflect whilst working together
- Positivity of approach to seek solutions and desirable shared outcomes
- Best Practice and the pursuit of excellence across projects and initiatives
- Proactive Support and Resources, ensuring projects are appropriately authorised, supported and resourced by all partners in a timely manner.

Expectations:

- How can we foster and grow a culture of collaboration in line with the principles above?
- How can we develop shared values to build a culture of trust, respect, dynamism and joy?

Processes:

- How should we select and prioritise areas in which to collaborate?
- Who should be involved at which stage of project development?
- How can we plan projects in a collaborative way and commit to sharing resources?
- How can we ensure projects and resources are formally 'signed off' across partners?

Contractual:

- How can we simplify and speed up the development of contractual agreements to support swift deployment of projects?
- What content is required to develop a range of 'modular' contractual agreement templates, legally acceptable to all parties, to support different types of collaborative project?
- How can we embed the requirements of different parties, such as data protection and IP, into project planning and implementation?

Monitoring and evaluation:

- How can we meaningfully share accountability across project partners?
- What structures and interactions are required to oversee and continually validate a wide-ranging programme of projects and meet external reporting requirements?

The initial aim of the Collaboration Framework is to enhance and streamline collaboration between the University and the Council; though in time this resource will prove useful for collaborations across a wider group of local partners.

Schedule C | Current Collaborative Projects

The below tables provide a snapshot of current activities on which Lancaster City Council and Lancaster University are actively collaborating.

Many of these activities also include a wide range of further partners, which reflects the ambition of both the Council and the University to work together in an engaging and inclusive way with all those who have a stake in the success of the Lancaster district.

The headings by which these activities are categorised provide an initial guide to describe the shape of existing collaborative work; going forward (and through the work of the Insights Hub and Collaboration Framework) this content will be continuously refined to reflect the priorities of each organisation involved in the work.

Business	Place and Culture	Communities
Business Support Pathway	Place Board	Life Survey
Student Placements and Projects	Bay Cultural Compact	Community Wealth-Building
	Light Up Lancaster	Communities Together Group
	Museums	Poverty Truth Commission
		Food Poverty Alliance

Regeneration and Economy	Climate Emergency	Digital
Bailrigg Garden Village	Climate Change Hub	Insights Hub
Heritage Action Zone	Policy by Design	Sensor Ethics
Eden Project North		Digital Inclusion
Canal Quarter		Intelligent Places Conference
STEP Fusion		E-Campus
Local Plan Review		Full Fibre Network
3D Information Model		Digital Board