

Measure	Comments
Priority: Clean, Green & Safe Places	
Outcome: Impact of crime and anti-social behaviour across the district will be minimised	
Work with the Police and Community Safety Partners to minimise the impact of crime and anti-social behaviour	Half Yearly Measure: The Council continues to act as a key partner in ensuring the Community Safety Partnership delivers on its strategic priorities, including making use of new powers to tackle Anti-Social Behaviour (ASB) and reduce domestic violence and abuse. 9 projects have been funded against these priorities during 2014/15
Reduce hate crime and the fear of crime felt by minority communities	Half Yearly Measure: As part of the wider community safety work a joint project with Wyre Borough Council aims to raising awareness of hate crime and how to report it through events, targeted campaigns and talks to schools and minority communities groups facilitated by the council. Over the year there a number of hate crime awareness sessions in schools have been delivered aimed at raising victim empathy and understanding of the impact of hate related bullying. Other sessions have been with community organisations including to raise awareness of what hate crime is, how to report it and where to find support. A significant amount of work also involved carrying out thorough investigations into anti-social behaviour referrals relating to hate crime
Outcome: Local neighbourhoods are clean and safe and residents have a sense of pride in the district	
Perception of people who live in, work in, or visit the district that the streets and public spaces are safe is increased	Annual Measure: The County Council Living in Lancashire Survey identified that 40% of the 176 respondents from the Lancaster District 'agreed' or strongly agreed' that 'local public services are working to make the area safer'. This is a 13% decrease on 2013/14
Perception of people who live in, work in, or visit the district that the streets and public spaces are clean is increased	Annual Measure: The County Council Living in Lancashire Survey identified that 38% of the 176 respondents from the Lancaster District 'agreed' or strongly agreed' that 'local public services are working to make the area cleaner'. This is a 13% decrease on 2013/14
Increased number of projects that directly involve local communities in improving local areas, parks and open spaces	Quarterly Measure: Twenty-two groups with a variety of projects are being supported including the development of play areas, allotments, Skateparks and parks. Groups include newly formed groups, Parishes and Friends groups. Other groups are supported through wider initiatives such as the Lancaster Greenspace Forum and consultation toolkits which have been developed in conjunction with Lancaster University. Three new groups are being supported. The Happy Mount Project Group has been formed to support the delivery of the master plan for the park. New groups are also being formed for Dorrington Road Woods and Miss Whalleys Field. Friends of Regent Park and Lune Bank Gardens have received funding to develop their work; Bay Cottage Play Area and Branksome TARA have received funding towards the delivery of their projects, and Four Seasons Allotment, Heysham has secured planning permission for a new allotment and will now start seeking funding.
Outcome: The council's impact on the environment will be minimised	
Energy strategy in place and agreed	Half Yearly Measure: In February 2015 cabinet resolved that the Energy Strategy / Action plan be approved. It was acknowledged that the plan would inform other corporate strategies and related allocation and prioritisation of resources. Cabinet also agreed, in principle, to the development of a solar farm on the Middleton (former Shell/ICI) site and for the Invest to Save Reserve to fund the project to the point where it can be submitted as a planning application.
Annual reduction in energy used by the council's operations	Annual Measure: The closure of St Leonards House has had a significant effect on the council's energy consumption. Energy consumption in 2014/15 is estimated to be 22.55% lower than 2013/14 and 47.61% lower than 2008/09 - the baseline year for energy monitoring. The actual data for this measure will be reported when available.

Measure	Comments
Priority: Clean, Green & Safe Places	
Outcome: The council's impact on the environment will be minimised (continued)	
Annual reduction in carbon emissions from the council's operations	Annual Measure: Data on the council's carbon emissions are not yet available. This will be reported in the next corporate performance monitoring report providing, at that time, a year on year comparison of performance. Changes in use at St Leonards House are expected to have a significant impact on the council's carbon emissions overall
Maintain and/or improve average Standard Assessment Procedure (SAP) rating in council homes to a high level	Annual Measure: A conditions survey of the council's housing stock, recently completed, assessed the energy performance of council domestic dwellings against several key energy indicators as part of the Government Standard Assessment Procedure (SAP) to meet the requirements set out by the European Energy Performance of Building Directive. SAP ratings are expressed on a scale of 1 to 100 - the higher the number, the better the rating with Council dwellings overall achieving a score of 71.4 which is consistent with ratings in the previous two years.
Amount of household waste reused, recycled or composted is maintained	Quarterly Measure: Data for this measure is provided through an external system maintained by Lancashire County Council and is reported three months in arrears. The percentage of waste reused, recycled or composted to December 2014 for this council was 44.6% - compared to 41.1% for the same period in 2013. Collected household waste for this period was higher than the same period in 2013 being 12,079.88 tonnes compared to 11,633.87 tonnes in 2013.
Increase income from energy and recycling projects	Half Yearly Measure: An estimated £59,046 was generated from energy and recycling projects during 2014/15. It does not take into account any additional income which may be applicable through the Feed In Tariff scheme for which there is a data lag of approximately three months. During the year the council added domestic sized solar photo-voltaic installations to council housing properties and is continues to identify sites where solar photo-voltaic installations may be appropriate.

Measure	Comments
Priority: Health & Wellbeing	
Outcome: Enhanced quality of life of local residents through access to affordable, decent housing	
Increased number of improved homes	Quarterly Measure: This indicator reports on the number of homes improved in the private sector. It includes those improved by the Housing Standards Team in the private rented sector and those improved in the owner occupied sector by our own Home Improvement Agency (HIA). 1819 homes have been improved at the end of Quarter 4.
Improve access to housing	Quarterly Measure: This is a new measure for 2014/15. The measure reports on the number of households that have been assisted in finding permanent accommodation into one of three categories of tenure, being: Council Housing, Private Registered Provider of Social Housing and Private Rented Sector At the end of Quarter 4, 901 households have been assisted by the Housing Options Team (Homelessness) and the Choice Based Lettings Team.
Increase number of affordable homes	Half Yearly Measure: There were 102 affordable housing completions during 2014/2015. This does not include the number of affordable homes that will be available once two schemes that were not fully completed by the expected date of 31 March 2015 come to an end – now expected to be over the summer of 2015. Two other large schemes were recently granted planning permission, one of which has now started on site.
Outcome: Health and wellbeing of our citizens is improved	
Increased number of people participating in sports and leisure activities	Quarterly Measure: This measure monitors all throughput at Salt Ayre Sports Centre (SASC) and the Community Swimming Pools at Heysham, Hornby and Carnforth. Activities at SASC attracted nearly 104,000 people during the quarter whilst the community swimming pools were collectively attended by almost 38,000 customers. A number of other programmes and events including: activities in communities; schools coaching and holiday activity and sports development programmes have also been run during the quarter which jointly involved over 1,200 participants.
Maximise opportunities for access to innovative leisure activities by working collaboratively with public and private sector partners	Quarterly Measure: Work has commenced in order to procure a development partner for Salt Ayre Sports Centre. A pre-qualification questionnaire has been issued and interested parties are required to return this by 02 October 2015. Invitation to Tender documents have also been issued with a return date of 10th September 2015. The selection process is being undertaken by a team of officers across various Services within the Council. Formal award of contract will be considered by Cabinet in January 2016.
Increased number of vulnerable households benefitting from Warm Homes Initiatives	Quarterly Measure: 841 households had benefited from Warm Home Initiatives by the end of Quarter 4. This measure reports on the number of households - both owner occupiers and private tenants - benefiting from interventions to improve the level of affordable warmth in the homes of vulnerable residents. The schemes include a number of activities ranging from replacing inadequate boilers to the payment of fuel bills. Funding is no longer available for a scheme specifically targeting tenants in the private sector but vulnerable households are benefiting through the intervention of the Housing Standards Team in prioritising the elimination of the Category 1 hazard of 'Excess Cold'.

Measure	Comments
Priority: Health & Wellbeing	
Outcome: Health and wellbeing of our citizens is improved (continued)	
Facilitate long term improvements in transportation to improve local air quality	Half Yearly Measure: Following the adopted Air Quality Strategy for Lancaster two areas of work are currently providing the main focus:- i/ to provide further comment on the County Council's Transport Masterplan for Lancaster which is currently being consulted on, due for final adoption in October 2015 and ii/ work with County Council Public Health on measures to regionally improve communication and behaviour change to improve air quality, which has been delayed due to changes taking place at County Council.
Maintain percentage of 'broadly' compliant food businesses (category 3-5)	Quarterly Measure: 1,155 businesses are considered broadly compliant (3 rating or higher) representing 97% of all businesses with a rating. There are a total of 1218 registered businesses in the Lancaster district which are included within the Food Hygiene Rating Scheme, 30 of which are awaiting inspection being new business or under new ownership. There has been a significant increase since 2011 in the number of 5 star (top) rating businesses, rising from 785 to 941. In the same period, the number of businesses considered to be non-compliant (2 or below) has dropped from 76 to 33. This has been achieved through a range of activities aimed at tackling unsatisfactory food hygiene standards in food business, including advice/coaching to Food Business Operators, formal improvement / prohibition notices and / or prosecution. Not all businesses receive a rating, only those food businesses that supply food direct to the public are included within the food hygiene rating scheme. Where a rating is issued, the business is encouraged to display the rating within the business but, as yet, there is no legal requirement to do so although it is anticipated that displaying the rating will become mandatory in the near future.
Maintaining adequate supply to reduce demand led unsustainable price rises in the housing market	<p>Half Yearly Measure: The council needs to maintain a five-year supply of housing at all times. This is achieved by granting sufficient planning consents, or allocating enough sites in the local plan, so that the council can demonstrate that any point in time five-years' worth of deliverable housing sites are available to the development industry. The requirement specified with the council's adopted Core Strategy, is for 400 new homes per year, meaning that supply sufficient for 2000 new homes is needed, plus any backlog that has not been delivered to date. An additional buffer must also be added to ensure that in circumstances where delivery has been poor additional opportunities for development are given consent. The current housing land supply is calculated to be equivalent to 3.3 years only.</p> <p>House prices are a little below the North West average: the simple average house price in Lancaster (District) is currently £165,800 (based on sales and valuations over the last 3 months), compared to a North West regional average of £178,100. Interestingly, however, the average price of a new build house in Lancaster (District) is currently £292,000, compared to a significantly lower North West regional average of £226,600.</p> <p>Whilst the district had experienced exceptionally low levels of new housing build in recent years the last financial year saw a significant return to high levels of development completions: between 1st April 2014 and 31st March 2015 a total of 473 new dwellings were completed. This is comprised of 425 conventional dwellings and 49 dwelling equivalents (student flats and other institutional development). Of the 425 conventional houses completed a total of 102 were Affordable Homes, equivalent to a significant 24%. This was facilitated through the provision by the council of an exceptional level of officer support to Registered Providers. 58% of dwelling completions in 2014/15 were on brownfield land. At 1st April 2015 a total of 2,615 dwellings have planning consent. Further areas of land suitable for residential development will be identified in the Land Allocations document. Currently it is anticipated that a draft Land Allocations document will be brought to council to seek authority to consult in spring 2016.</p>

Measure	Comments
Priority: Health & Wellbeing	
Outcome: Health and wellbeing of our citizens is improved (continued)	
<p>Improve the wellbeing of our residents through collaborative, preventative and reactive measures</p>	<p>Quarterly Measure: Working in partnership with Lancashire County Council’s Public Health Commissioners a comprehensive General Practitioner referral scheme is being delivered at Salt Ayre Sports Centre. Currently 135 clients are signed up to the scheme with around 300 referrals received in the last quarter. A variety of low impact exercise classes to help vulnerable residents to improve their health and new cycling sessions to encourage people back into cycling in a safe environment have been well attended with nearly 1,000 people taking part in Quarter 4. A range of sports and leisure activities for adults with learning disabilities have also been developed including assisted cycling, multi-sports, and disability football, attracting over 500 people in the quarter. In developing this measure further performance on a number of supplementary environmental health actions will also be incorporated by the end of the year.</p>

Measure	Comments
Priority: Community Leadership	
Outcome: Communities are brought together and the major issues affecting the district are addressed through working in partnership	
Maintain working arrangements with voluntary, community, faith, arts and culture groups to ensure important services are delivered	Annual Measure: Through a commissioning framework, the council has invested in a range of important services delivered by the voluntary, community, faith sector (VCFS) to improve the quality of life and health and wellbeing of local people. A review of the performance of the council's VCFS partners, carried out in the last quarter of the year, highlighted that they had made a significant contribution to the delivery of corporate plan outcomes since contracts commenced in April 2013. These contracts are due to come to end on 31 March 2016 – as such Cabinet will soon be asked to consider whether they wish to maintain, develop or discontinue the commissioning of services from the VCFS beyond March 2016. The Council has Service Level Agreements (SLA's) with various arts and culture groups (see also <i>Sustainable Economic Growth</i> priority below)
Continue to improve customer service, reduce waste and improve effectiveness through collaborative working with partners and service providers	Annual Measure: These measures are being developed with a view to demonstrating how the council is working with a range of partner organisations and the wider community to deliver services. A number of initiatives are underway with partners, community groups and council tenants which, together with a number of other measures, are contributing towards achieving the principals of an Ensuring Council as approved by Cabinet and incorporated within the Ethos of the council in the Corporate Plan.
Improve neighbourhood working by engaging with communities to understand their needs and empowering them to deliver services locally	An independent Investors in People (IIP) assessment carried out in the first half of 2014/2015 praised the council for its early leadership and commitment to the future delivery of services as an Ensuring Council. Recommendations and actions arising from the IIP assessment will be further enhanced through a recent (June 2015) Local Government Association (LGA) Peer Challenge commissioned by the council to, amongst other things, explore the council's achievements to date and test our progress towards being an Ensuring Council.
Ensure Ward Councillors feel supported in their Community Leadership role	Half Yearly Measure: Democratic Services continue to ensure that ward councillors feel supported in their community leadership role, by offering a range of training and development opportunities. The last quarter of the year – indeed the whole of the last year of Councillors' four year term of office – naturally trends towards a slowdown in training. Democratic Services offered councillors a specific community leadership course, a session on helping people with dementia, and a public health course but all had to be cancelled due to lack of interest. There is an expectation that there will be more interest in training opportunities from the new intake of Councillors following the elections in May 2015. Members Induction sessions and Equality and Diversity training has been provided following the 2015 local elections.
Outcome: Well run, value for money services are valued by the public and demonstrate good governance, openness and transparency will be delivered	
Gain an 'unqualified' value for money conclusion from our External Auditors	Annual Measure: The Council's external auditors gave an unqualified value for money conclusion for the 2013/14 audit in the annual Audit Letter published in October 2014, reporting that the Council had "made proper arrangements to secure economy, efficiency and effectiveness in its use of resources".
Improve standards of equality and diversity	Half Yearly Measure: In May, Business Council acknowledged the council's statutory requirement to meet the Public Sector Equality Duty (PSED) and approved five equality objectives and an equality and diversity action plan developed in response to requests for action from the Equality and Human Rights Commission (EHRC). Much progress has been made against the 2014/15 equality action plan. Examples include the development of an annual commitment report, links established to corporate planning, leads identified, guidance updated, a staff survey, Member training, development of a new equality analysis approach, getting to know our communities data and an equality and diversity web and intranet page.

Measure	Comments
Priority: Community Leadership	
Outcome: Well run, value for money services are valued by the public and demonstrate good governance, openness and transparency will be delivered (continued)	
<p>Deliver quality services through a skilled and motivated workforce supported by learning opportunities and ways of working that are accessible to all</p>	<p>Annual Measure: Real benefits are being gained from a better alignment of the business critical functions of human resources, organisational development and performance management. This is providing opportunities to flexibly manage and reinforce change through new ways of working, involving staff in the change process and supporting them in gaining the skills and knowledge necessary to solve problems and take advantage of these opportunities whilst helping to achieve and sustain high performance and productivity, develop and support continuous improvement and deliver quality services. Business improvement is becoming an established part of the council's commitment to developing a skilled workforce, providing a more flexible, coordinated and innovative approach to meeting business needs. Business improvement projects are underway in key areas of work that have been chosen to maximise added value and drive out waste, including a review of work activities in public realm and waste management and business travel arrangements, the outcomes from which will help reduce travel on council business without compromising service delivery.</p> <p>Performance management, monitoring and reporting is also being developed to support staff and management in facing the challenges – as well as taking advantage of the many opportunities - facing the council as it makes its transition to being an Ensuring Council.</p>
<p>Improve our understanding of the needs of our communities and provide equality of access to our services and employment opportunities</p>	<p>Annual Measure: This is linked to, and will be informed by, the developing measures for the Community Leadership outcome: <i>Communities are brought together and the major issues affecting the district are addressed through working in partnership</i> which will improve the council's understanding of the needs of our communities.</p> <p>The council was one of the first in the North West to successfully adopt a Local Development Core Strategy which demonstrates that the council understands the relationships between its communities and the local economy and is able to plan effectively for the development of sustainable growth and job creation. The council also support the Governments apprenticeship scheme with a number of apprenticeship successfully completed where individuals have gained valuable work experience, a nationally recognised qualification and a job. A further six apprenticeships, in four of the council's Services, are currently being advertised for recruitment with successful completion leading to a job with the council.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: Sustainable economic growth and jobs will be created in key sectors, including energy, knowledge, health and visitor economy (continued)	
New and improved employment sites and premises will become available in key business locations targeting key sectors	<p>Half Yearly Measure: Work continues to bring forward key sites which are particularly suitable for the district's target sectors of the Knowledge Economy and Energy. The Heysham/M6 link road is on target for completion in mid-2016 and commercial interest is growing in areas which will benefit from increased accessibility, particularly the Heysham Gateway in Middleton. Development should commence on the Lancaster University Health Innovation Campus later in 2015 with the University taking the leading role.</p> <p>The council continues to work with key partners such as Lancashire County Council and Carillion to ensure a co-ordinated approach to bringing sites forward and delivering infrastructure and environmental improvements. The future supply of employment land will be identified in the Land Allocations Development Plan Document (part of the Local Plan) which will be published in draft by spring 2016. A review of the need for, and supply of, employment sites has recently been completed and this will inform decisions on future provision.</p>
A Local Plan for the district adopted	<p>Annual Measure: The council's Local Plan adopted in 2004 coincided with changes to the Planning system, which required a two stage approach for the replacement Local Plan, being a Core Strategy followed by other subsidiary documents. The council adopted its Core Strategy in 2008, however, the national guidance changed again in 2013 resulting in work being focussed on five Development Plan Documents (DPDs) that together will form the council's new Local Plan and supersede the Core Strategy and saved policies of the Lancaster District Local Plan.</p> <p>All five of the DPDs need to be prepared and adopted. Very significant progress was made in financial year 2014/15, two of these DPDs; the Development Management [Planning Policies] Document and the Morecambe Area Action Plan were adopted by full Council on the 17th December 2014. The remaining three DPDs are all being worked on with a planned adoption date of early 2017 - these are: Land Allocations; Arnsdale Silverdale AONB; and Gypsy, Traveller, and Travelling Show people Accommodation. The Land Allocations document in particular is a very challenging document to prepare as it must set requirements for employment and housing growth. It is likely that the Development Management Document will be reviewed and updated to ensure that policies remain compliant with national policy, guidance and planning practices.</p>
Inward investment opportunities will be maximised by working with key partners, including the universities of Lancaster and Cumbria, University Hospitals Morecambe Bay and British Land	<p>Half Yearly Measure: Initial discussions with partners have taken place to consider how to develop and promote the district's place offer for businesses and to attract the workforce that is required to meet the significant skills shortage that is forecasted. Further work and resources will be required to take this forward during 2015/16.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: Sustainable economic growth and jobs will be created in key sectors, including energy, knowledge, health and visitor economy (continued)	
Level of support for business growth and skills development will be maximised	<p>Half Yearly Measure: The council continues to work closely with Lancaster University to secure the first phase development of the Health Innovation Campus. The Employment Land Review and consultant's advice document, <i>Prospects and Recommendations for Achieving Economic Potential</i>, has been completed, describing the district's current economic position and highlighting key strengths and weaknesses that need to be addressed. Officers are in the process of reviewing the findings with a view to the council agreeing immediate and future policy, actions and interventions around business growth, local skills and employability needs.</p> <p>A new round of the Lancashire Regional Growth Fund has been launched focussed on new manufacturing based growth. Officers are working with the delivery body, Regenerate Pennine Lancashire, to promote the opportunity locally to the District's manufacturing businesses.</p> <p>The council is promoting the increase of local skills and employment outcomes through major development proposals. A final <i>Supplementary Planning Document</i> has been prepared for consideration by Planning Policy Cabinet Liaison Group in Quarter 1 2015/16. Subject to approval later in the year this will secure the requirement for the production and implementation of <i>Employment and Skills Plans</i> through the planning approval and development delivery process.</p>
Supporting small business as important components of thriving retail centres	<p>Half Yearly Measure: The council's key role as levy payer / collector and supporter of the Lancaster Business Improvement District (BID) is continuing with a draft Renewal Ballot proposal due to be prepared by Lancaster BID and considered by the council for approval in Quarter 1 of 2015/2016.</p> <p>The council continues to support the Lancaster District Chamber of Trade in their a feasibility study for a Morecambe Business Improvement District agreeing internal arrangements to target a ballot in Spring 2016. The council is also continuing to act as the accountable body in support of the Portas Pilot Initiative led by Morecambe Town Council and the Morecambe Town Team. The final tranche of funding has been committed and officers will support progression of key projects to completion.</p> <p>The Townscape Heritage Initiative (THI) 2 – A View for Eric pilot business support and advice scheme supported a professional business adviser; diagnostic business analysis and action planning, and the opportunity to apply for a small cash grant to initiate identified actions. The scheme evaluation report has been received, showing that the 19 businesses involved in the THI were appreciative of the scheme and valued the input. For a relatively small amount of money practical results have been achieved and the council has a suite of case studies, testimonials and outcomes that will inform future small business support initiatives.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: The attractiveness and offer of the district, as a place to visit or invest in, will be improved (continued)	
Lancaster and Morecambe urban centres will be enhanced by investment in the built environment, heritage assets and the public realm	<p>Half Yearly Measure: Lancaster: A key activity has been working with Lancashire County Council to monitor the success of the Experimental Traffic Regulation Order. Early assessment is that is working reasonably well to reduce traffic within the pedestrian zone to more acceptable levels but that to sustain this there will need to be continuing focus on ensuring sufficient enforcement. Officers are monitoring the condition of the streets improved to date through Lancaster Square Routes towards undertaking snagging works this autumn to remedy any deficiencies in the streetworks Work on the layout of the Charter Market and to encourage quality have delivered positive results in the appearance and ambience of the market and making the city centre more vibrant. The second phase of pedestrian wayfinders was installed the final quarter with coverage now extending across the whole pedestrian zone and outward to the train and bus stations. Further phases will be subject to funding. Officers are working with the Lancaster BID team on a range of further actions to help better maintain the centre and to effect further improvements. Through the Section215 initiative officers continue to work with building owners to advice and encourage these to maintain the appearance of properties in good condition.</p> <p>Morecambe:- Work to implement the Morecambe Area Action Plan (MAAP) requires a combination of effective partnership and community working that will often need to be led, and involve direct action, by the council, such as the 'Connecting Eric' project at the central seafront. This is the first main element in the longer-term implementation of the MAAP - preparation was completed in quarter 4 and works are now well underway, involving changes to improve the general efficiency of car parks on the central seafront at both sides of the Eric Morecambe statue, create a real pedestrian gateway to the town centre from the seafront, provide a new bus stop /coach pull in and a new play area. Other changes as part of this project will improve provision for taxis on Marine Road Central. The 'Connecting Victoria Street' project should improve the key pedestrian route from the new gateway into the town centre and make 'Royalty Place' at the junction of Victoria and Market Streets. The project also involves improvements to taxi ranks and an increased disabled parking provision at the Library car park. Partnership working is ongoing to bring forward a wide range of other actions within the MAAP, including improvements on public and private land</p>
Economic impact of the arts in the district will be measured with the Council moving towards an ensuring role to support a range of delivery partners	<p>Quarterly Measure: The Council has Service Level Agreements (SLA's) with the Dukes Theatre, Ludus Dance, Litfest & More Music. Over the course of the year these organisations have worked with over 300 artists and over 200 volunteers, reaching a local audience of 86,167 and a further 43,754 people from outside the district. Between these four organisations there have been 42 new commissions whilst supporting 19 people with full time employment, 58 part time and over 4,500 employment days for artists.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: Lancaster and Morecambe Bay will be recognised as important destinations	
Destination brands for Lancaster and the Lune Valley and Morecambe Bay will be developed with partners to establish these areas as important visitor destinations	Quarterly Measure: The Lancaster and Morecambe Bay brands are being rolled out with broad take-up of the brands using the online brand toolkit. The Online Toolkit continues to be developed in partnership with Marketing Lancashire, including the development of the image library. Business workshops for local businesses and creative agencies are in the process of being delivered. Ahead of the next phase for delivery, planning for broader destination management is being considered in closer detail.
Visitor spend will be increased	Quarterly Measure: This measure incorporates visitor income at both Morecambe and Lancaster Visitor Information Centres as well as the calculated economic impact of council run events, such as Vintage by the Sea Festival. The VIC's continue to develop their role as an integral part of The Storey and Platform venues – supporting programming of shows/events, marketing and ticket sale and visitor reception at the Platform. Lancaster VIC staff work closely with creative businesses at The Storey as well as developing good working relationships with nearby attractions including Lancaster Castle and the Museums. Lancaster VIC provide a box office/ticketing service for the building and the VIC Team are working to further develop their supporting role to the Storey by further encouraging future venue, room and business bookings. Morecambe VIC's gross income levels continue to perform well - generated by sales of Platform tickets (sole agent in Morecambe), Stagecoach tickets and passes (sole agent in Morecambe) in addition to sales of books, maps and giftware. In Quarter 4 gross income at Lancaster and Morecambe VIC amounted to £11,700 and £68,500 respectively. The Vintage by the Sea Festival took place during Quarter 3 attracting 40,000 visitors to Morecambe. The final economic evaluation for this event (which was significantly more popular than the similar Seaside Festival) has recently calculated that spend valuing £465,356 was generated.
Visitor numbers will be increased	This measure incorporates visitor enquiries at both Morecambe and Lancaster Visitor Information Centres and the Unique visitors to the council's destination page on Visitlancashire as well as the estimated number of people attending council run events. The VIC Team play an important role as the 'shop front' for visitors to the area, both before and during their stay and are often their first point of contact. The staff act as a knowledge base for all tourism enquiries with both visitor and local residents benefitting from their experience and expertise. The VICs continue to play a vital role, assisting visitors responding to marketing campaigns through handling enquiries, website updates and brochure fulfilment. In Quarter 4 Lancaster and Morecambe VIC's had enquiries from 13,604 and 7,464 visitors respectively. Since January 2015, the council has hosted destination pages on Marketing Lancashire's visitlancashire.com website. The number of 'visitors' to the council's destinations of Morecambe Bay and Lancaster totalled 13,049 in Quarter 4. There were no council run events in the last quarter of the year.