# MonLife

# Performance & Evaluation Framework

**MonLife Performance & Evaluation Framework**

**1. Context**

1.1 Council has approved the setting up of an Alternative Delivery Model (MonLife) for Tourism, Leisure, Culture and Youth (TLCY) services. Guiding the purpose of this work since its inception has been the aim of securing the most viable, sustainable and supportable future for TLCY services in order to optimise the contribution they are able to make to the wellbeing of Monmouthshire residents, throughout their lives.

1.2 The MonLife group companies' mission is to promote healthier lives and inspirational experiences, and promote the vibrancy of Monmouthshire as a great place to be, based on a vision of "*Enriching people's lives and creating vibrant places*".

MonLife aims to:

- Enrich people's lives through participation and activity
- Build strong and vibrant places and communities in Monmouthshire

It will achieve these aims through building a successful organisational culture by;

- Developing its people to be the best they can be
- Being a successful business powered by its people
- Providing excellent customer experiences
- Building strong networks and effective partnerships
- Making informed decisions based on business intelligence
- Growing a sustainable business

1.3 The development of a robust performance and evaluation framework is essential to the success and sustainability of MonLife.

**2. Core Purpose**

2.1 To establish an integrated business planning, monitoring and evaluation framework across all of MonLife group's activities to measure performance, evidence impact and drive continuous improvement, i.e. one shared framework embracing MonLife (the charity), MonLife Plus (the Local Authority Trading Company) and the associated trading subsidiaries.

2.2 The performance and evaluation framework has to:

- To enable the Boards of Directors / Trustees of MonLife, MonLife Plus and the trading subsidiaries to assess their own performance
- Embrace the Council's performance reporting requirements as principle funder / sponsor so as to enable assessment of the MonLife group's
  - Contribution to delivery of the Council's Corporate Plan priorities / actions
  - Contribution to delivery of the PSB's well-being objectives / programmes including reporting requirements for external partnership (Creating an Active & Healthy Monmouthshire, Environment Partnership etc.)
  - Performance on relevant Welsh Government Key Performance Indicators
  - Contribution to outcome frameworks including Estyn etc.
  - Strategic and operational risk management approach

- Provide a consistent and robust framework to assess the performance and impact of all of the MonLife group's activities and to enable MonLife to report publically on progress (via annual and quarterly report etc.)
- Provide a basis for strategic risk management
- Drive performance improvement to improve integrated delivery and strategic planning
- Help refine and develop programmes and activities in the light of the outcomes they deliver
- Be capable of disaggregation to provide appropriate information in respect of MonLife, MonLife Plus and the trading subsidiaries to meet Charity and Company annual reporting requirements
- Ensure legislative compliance including the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 etc.
- Embrace external monitoring and evaluation and reporting requirements from grant giving bodies, MOUs or other funding agreements
- Embrace the requirements of external accreditation bodies
- Provide consistent and rigorous evidence of impact to support future programmes and funding bids
- Be pragmatic, cost effective and within MonLife's ability to deliver and sustain
- Not be re-inventing the wheel, building on good practice

## 3. Developing the approach

3.1 The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery.  Initially the framework will reflect MonLife's initial business plans and programmes, and consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY).

3.2 In addition, MonLife will add a longer-term outcome focus as an Outcome Measurement Framework is developed. The intent is to build an outcome measurement framework that will embrace all of MonLife's activities and fully reflect what MonLife does and wants to achieve.  This will allow MonLife to refine and develop its performance measures annually. Developing an outcome measurement framework will take time, as it needs to fully reflect MonLife's ambitions; align with the measures established under national and local frameworks for well-being plans; and be sufficiently robust without being beyond MonLife's ability to implement and report on.  So far, a project team have identified best practice from the wider sector and completed an initial scoping of the proposed approach.

## 4. Proposed Performance and Evaluation Framework

4.1 Diagram 1 below illustrates the proposed framework, which will be developed with the shadow board and directors prior to enactment.  Central to the process will be the MonLife group Business Plan that will reflect the contribution that MonLife is making to delivery of the PSB Well-being Plan and Council's Corporate Plan and the wider

legislative and policy context within which the group operates (this plan will be an aggregation of the MonLife & MonLife Plus business plans). Supporting the Business Plan will be annual SMART action plans for MonLife's teams and key delivery programmes (updated quarterly), and clear branding and marketing strategy and plans.
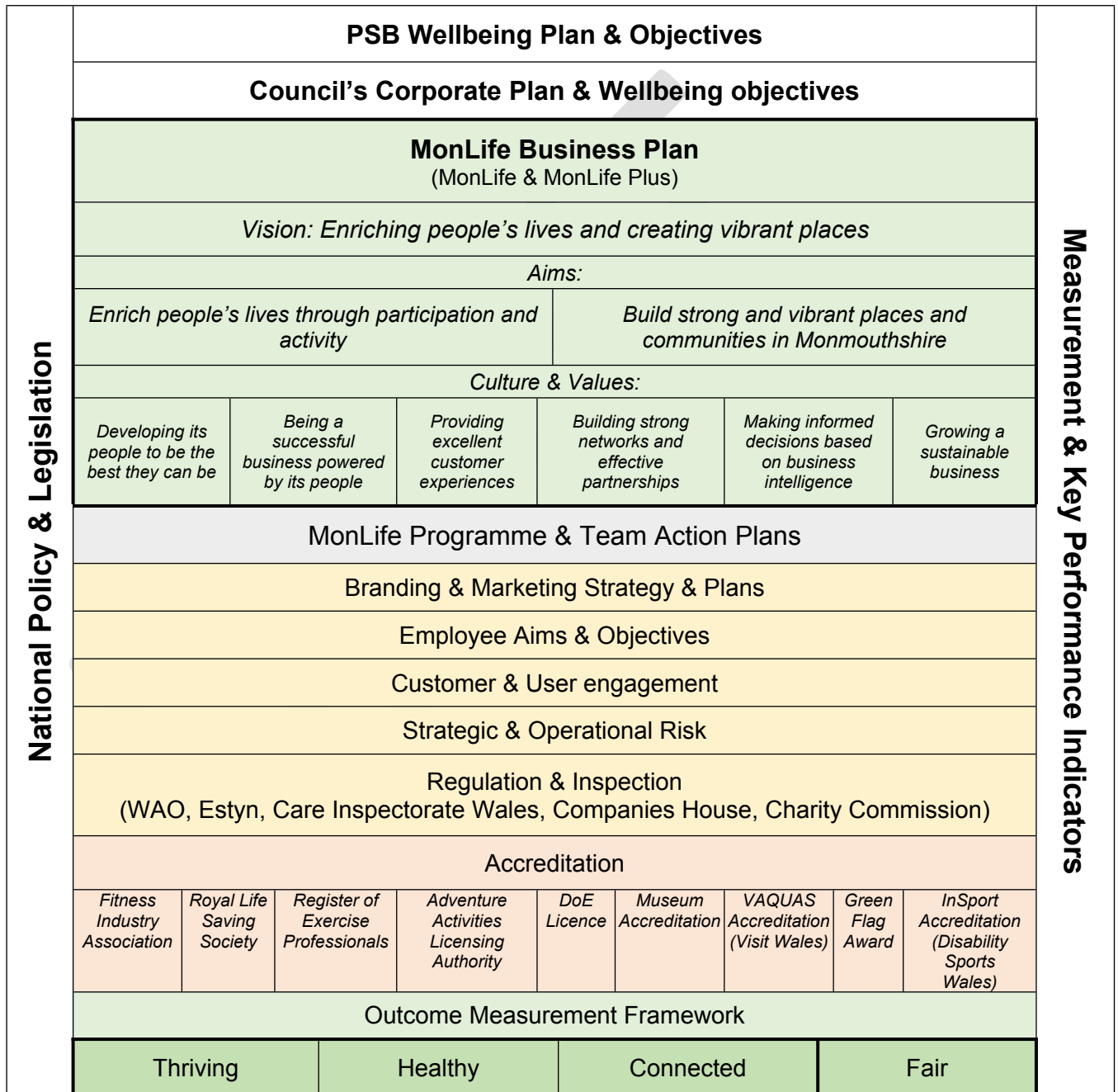
| **PSB Wellbeing Plan & Objectives** |
|---|

| **Council's Corporate Plan & Wellbeing objectives** |
|---|

The following framework spans three vertical labels: **National Policy & Legislation** (left), the central content, and **Measurement & Key Performance Indicators** (right).

Central content:

**MonLife Business Plan**
(MonLife & MonLife Plus)

*Vision: Enriching people's lives and creating vibrant places*

*Aims:*

| *Enrich people's lives through participation and activity* | *Build strong and vibrant places and communities in Monmouthshire* |
|---|---|

*Culture & Values:*

| *Developing its people to be the best they can be* | *Being a successful business powered by its people* | *Providing excellent customer experiences* | *Building strong networks and effective partnerships* | *Making informed decisions based on business intelligence* | *Growing a sustainable business* |
|---|---|---|---|---|---|

MonLife Programme & Team Action Plans

Branding & Marketing Strategy & Plans

Employee Aims & Objectives

Customer & User engagement

Strategic & Operational Risk

Regulation & Inspection
(WAO, Estyn, Care Inspectorate Wales, Companies House, Charity Commission)

Accreditation

| *Fitness Industry Association* | *Royal Life Saving Society* | *Register of Exercise Professionals* | *Adventure Activities Licensing Authority* | *DoE Licence* | *Museum Accreditation* | *VAQUAS Accreditation (Visit Wales)* | *Green Flag Award* | *InSport Accreditation (Disability Sports Wales)* |
|---|---|---|---|---|---|---|---|---|

Outcome Measurement Framework

| Thriving | Healthy | Connected | Fair |
|---|---|---|---|

**Diagram 1: MonLife Proposed Performance and Evaluation Framework**

4.2 Additionally for key projects, a project management framework has already been developed to help inform MonLife's business plan and will be maintained:

- Income Pipeline / Investment Projects – Project Pack comprising feasibility study (including risk assessment); income/expenditure forecasts; action/Gantt chart & monthly review
- Projects requiring fundraising: Case for support; feasibility study (including risk assessment); action plan etc.
- A similar approach for key grant programmes to meet funders requirements

4.3 The link from Business Plan and Programmes to annual Team Action Plans should in turn be reflected in individual objectives where staff are supported to provide excellent customer experiences and contribute to growing MonLife's sustainable business. Reflecting the approach adopted by high performing organisations it is proposed that there is a move away from an annual appraisal form completion approach to promoting regular 'check-ins' and frequent real-time feedback relating to the agreed set of expectations. An employee performance and development plan (PDP) approach will be developed with input from managers and staff, which will place the individual within the performance management framework. Support and development will be key features of the PDP and MonLife will strive to support employees to be the best they can be in line with its values. It will set a culture of performance improvement and support. However, where staff regardless of support cannot identify with the values or meet standards under the principles of employee engagement, which includes fairness, managers will address underperformance separately.

4.4 A new measure of employee engagement is proposed. Surveys will be utilised to measure the employee experience. The results will inform the senior management team and identify any interventions needed to support managers who are responsible for engaging their teams.

4.5 The performance framework also embraces customer and user engagement, including:
- Customer focussed surveys (of user & non-user)
- Direct user engagement and feedback
- Continuing to promote quality volunteering opportunities, including mechanisms to gauge volunteer feedback
- Maintaining arrangements to respond to FOI requests, undertake investigations, carry out dispute resolution and respond to complaints / complements

Feedback will be considered by teams and senior management team and any resulting actions identified in team or programme action plans as appropriate.

4.6 MonLife is committed to the effective management of risk given its exposure to a wide range of risks and threats in delivering key services to communities. MonLife recognises the need to identify, evaluate and manage those risks that threaten the delivery of services to the community and the health and safety of its service users, employees, partners and the public at large. Risk management will include:
- Maintaining a strategic risk register
- Addressing high and medium risks in the MonLife group business plans
- Enabling scrutiny and external assessment of key risks

- Identifying operational risks as part of team and programme action plans
- Utilising a RAG review / exception reporting process across all team and programme action plans (see Figure 2)
- Project specific risk assessments
- Maintaining safeguarding procedures and SAFE audits in line with MCC's existing policies
- Ensuring equalities, data protection / GDPR and other requirements are met
- Oversight by the MonLife Board Audit & Risk Sub-Committee.

4.7 Many of MonLife's services operate within a regulated, inspected and accredited environment. This varies from mandatory licensing of the outdoor education and Duke of Edinburgh Award services; statutory inspections of youth services; assessment of industry safety and qualification standards (e.g. lifeguards), through voluntary accreditation of quality standards for fitness provision, museums, attractions and green spaces. MonLife will continue to seek relevant external accreditation and quality assessment and explore new opportunities to do so as it develops.

## 5. Outcome Measurement Framework

5.1 To maintain consistency MonLife plans to consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY). We recognise that whilst MonLife will record significant output measures, measures of outcomes are less well developed – this reflects both the complexity and potential resource pressures in measuring wellbeing outcomes. To address this MonLife intends to develop an outcome measurement framework.

The drivers are:
- National and Wales policy context
- External funding landscape – statutory and voluntary
- Credibility and relevance to others
- Outcomes based accountability
- Sustaining services, cross-service working and strategic planning

Principles are:
- Strong link to our vision, strategic goals and future ambitions
- Transparent and realistic – evidence-based impact reporting
- Clear and robust narrative with quantitative support
- Pragmatic and cost effective
- Practical and relevant
- Flexible and futureproof
- Not re-inventing the wheel
- Rigour – evidence of impact that suits our purposes

5.2 This approach is intended to provide a long-term (10yrs +) basis for future impact assessment based on "pillars" reflecting the potential scope of MonLife's impact and to group measurement & reporting of actions. The intent is to understand the value of MonLife's services to; individuals (lifestyle factors); communities; and the wider social, environmental & economic context (Region; Wales; National).

5.3     Initial scoping of the proposed approach against the Well-being of Future Generations (Wales) Act 2015; Office for National Statistics – Measures of National Wellbeing; Monmouthshire PSB Well-being Plan and the MCC Corporate Plan has identified four potential outcome "pillars" (see Table 1):

- Thriving
- Healthy
- Connected
- Fair

5.4     As the framework develops, the intention is to identify what success would look like for each of these pillars; our ambitions/objectives; and the measure to assess success in achieving these.  In the shorter term, we plan to standardise our approach to recording individual case studies of outcomes / benefits; e.g. for young people, volunteers, sports and exercise referral participants etc. so we can build a library of evidence to support future programmes and we will continue to refine individual service measures based on feedback and experience.


**6.     Proposed Key Business Matrices, Key Performance Indicators & Additional Programme Performance Measurement**

6.1     Table 2 identifies the key business matrices / performance indicators, together with an indication of the reporting periods and evaluation processes. As indicated above these will be reviewed and refined as MonLife business planning process develops.  In addition, Figure 3 is an example of the approach to recording individual case studies of outcomes / benefits, supplemented by video clips to capture stories, which will be used to animate quarterly and annually reporting and reports to partners and funders.

6.2     Additional performance measures some at a significantly greater level of detail are also required to meet partnership programmes or grant agreements; a few examples are set out in Table 3.

*Version 2: Report to Economy & Development Select 27 September 2018*

**Table 1: Outcome Measurement Framework: Draft Outcome "Pillars"**

| Draft MonLife Pillars | Office for National Statistics - Measures of National Wellbeing (2015)* | Wellbeing of Future Generations (Wales) Act 2015 | Monmouthshire Public Services Board – Well-Being Plan | Monmouthshire County Council – Corporate Plan (2018-2022) |
|---|---|---|---|---|
| **Thriving** | • Economy<br>• Governance<br>• Natural Environment<br>• Individual wellbeing<br>• What we do<br>• Where we live | A prosperous Wales | Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county | • Thriving and well-connected county;<br>• Future-focused Council |
|  |  | A resilient Wales | Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change<br><br>Respond to the challenges associated with demographic change | • Maximise the potential of the natural and built environment;<br>• Future-focused Council |
|  |  | A Wales of vibrant culture & thriving Welsh Language |  | • Thriving and well-connected county;<br>• Lifelong well-being |
| **Healthy** | • Individual wellbeing<br>• Health<br>• Our relationships<br>• Natural Environment<br>• What we do<br>• Where we live | A healthier Wales | Provide children and young people with the best possible start in life<br><br>Respond to the challenges associated with demographic change | • The best possible start in life;<br>• Lifelong well-being;<br>• The best possible start in life;<br>• Thriving and well-connected county;<br>• Lifelong well-being |
| **Connected** | • Our relationships<br>• Individual wellbeing<br>• Natural Environment<br>• Economy | A Wales of cohesive communities | Provide children and young people with the best possible start in life<br><br>Respond to the challenges associated with demographic change | • Thriving and well-connected county<br>• Lifelong well-being |

| | | | Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county | |
|---|---|---|---|---|
| **Fair** | • Personal finance<br>• Education and skills<br>• What we do<br>• Where we live | A more equal Wales | Provide children and young people with the best possible start in life<br><br>Respond to the challenges associated with demographic change | • Lifelong well-being (Social Justice) |
| | | A Wales of vibrant culture & thriving Welsh Language | | • Lifelong well-being |
| | | A globally responsible Wales | Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change | • Future-focused Council |

**Table 2: Proposed Key Business Matrices & Key Performance Indicators**

**Key Business Matrices**

| | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---|---|---|---|
| **Finance** | | | |
| **Finance** | Business Plan - Delivery of action plans | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Finance** | Net Surplus / Deficit - forecast surplus or deficit each quarter | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Finance** | Planned Business Growth - total income generated compared to total income target | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Finance** | Planned Cost - total expenditure generated compared to total expenditure target | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Finance** | External grant achieved | Annually | Via Business Plan reporting, reports to Board(s) |
| **Finance** | Assets – value of dilapidations | Annually | Via Business Plan reporting, reports to Board(s |
| **Finance** | Various specific targets e.g. average total value retail sales; increasing secondary spend on weddings etc. | Quarterly | Via Business Plan reporting, reports to Board(s) |

**Key Performance Indicators**

| Section | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---|---|---|---|
| **Staff & Volunteers** | | | |
| **Staff** | Average days lost to sickness absence per FTE employee | Quarterly | Via Business Plan reporting, reports to Board(s) |

| Section | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---|---|---|---|
| **Staff** | Staff Retention (Percentage of employees who leave) | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Staff** | Measure of employee engagement (New measure to be developed) | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Staff** | Percentage of staff who are trained to the appropriate safeguarding level | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Staff** | Number of reported accidents (staff) | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Volunteers** | Number of volunteering sessions or hours delivered | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Volunteers** | Indirect volunteering groups supported | Quarterly | Via Business Plan reporting, reports to Board(s) |
| **Customer Feedback** | | | |
| **Customers** | User feedback | Ongoing – see service specifics below; used for quarterly updates | Used to share with staff / respond to specific issues and ensure regular improvement |
| **Customers** | Interactions with audiences: Facebook likes / ratings; Twitter followers; TripAdvisor ratings; Google ratings etc. | | |
| **Customers** | Customer loyalty (retention/churn figures) | | |
| **Customers** | Number of compliments received | Quarterly | |
| **Customers** | Number of complaints received | Quarterly | |
| **Customers** | Number of reported accidents (members of public) | Quarterly | |
| **Marketing** | | | |
| **Marketing** | Marketing evaluation measures to be developed as new Branding & Marketing Strategy and Plans developed | | Marketing performance / return on investment / influencing content development |
| **Service Measures** | | | |
| **Leisure** | Number of Memberships sold at the 4 leisure centres | Monthly reports completed as part of an overall membership | Used to share with staff on site to assist with performance monitoring |

| Section | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---------|-----------|-------------------------------|-------------------------|
| **Leisure** | Swimming lesson uptake and DD breakdown | monitoring performance dashboard. | and healthy local competition. |
| **Leisure** | Customer loyalty (retention/churn figures) | | |
| **Leisure** | Number of young people who can swim at age 11 (National Standards Swim Test) | Annually (End of Academic Year) | Report attainment to Welsh Government Annual. As part of a National Campaign to achieve 'Every Child a Swimmer'. |
| **Leisure** | Number of young people trained in the Play Maker Award | Quarterly | Report to Sport Wales, as part of our Sport Development, Active Gwent Regional Plan. |
| **Leisure** | Number of young people hooked on sport | Every 3 years | Report to Sport Wales, every 3 years, with an aspiration of 75% Hooked on Sport by 2026. |
| **Leisure** | Number of referrals received who go on to access the exercise referral scheme (NERS) | Quarterly | Report to Public Health Wales, as part of the National Exercise Referral Scheme. |
| **Leisure** | Percentage of people participating in NERS who are still active after 16 weeks | Quarterly | As above. |
| **Leisure** | Number of visits per 1000 of the population to leisure centres where the visitor will be participating in physical activity | Reported on 6 months and annually | National PI reporting |
| **Leisure** | Number of community sports clubs achieving InSport accreditation | Annually | Report to Disability Sport Wales as part of our commitment to InSport accreditation. |
| **Outdoor Education** | User days | The online customer feedback survey is part of a scheme run by the Association for Heads of Outdoor Centres. Same questions used across the UK. This provides opportunities for nation-wide comparison. | Use customer feedback to look for ideas for potential changes needed, and reassurance that things are going well and to standard. |
| **Outdoor Education** | Online customer feedback survey (school focussed: children & teachers) | | |
| **Countryside** | Numbers using key promoted routes | People counters, reporting varies according to routes | To report to funders, to provide evidence of progress, help set |

| Section | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---|---|---|---|
| Countryside | Percentage of Rights of Way (ROW) / high priority ROW enforcements issues resolved | Quarterly assessment of reported issues / resolved issues / work completed via Countryside Access Management System (CAMS) | priorities and to help inform new bids |
| Countryside | Percentage of ROW / high priority ROW maintenance issues resolved | | |
| Countryside | Percentage of formal Biodiversity comments to Development Management within 21 days | Quarterly | To review advice service and prioritise responses |
| Tourism | Visitors to Chepstow TIC | Quarterly | Visitor numbers are included in STEAM data; value for money measure |
| Tourism | Unique visitors to Visit Monmouthshire website | Quarterly | Marketing performance / return on investment / influencing content development |
| Tourism | Destination marketing performance; website referrals; social media accounts | Collected monthly & reported annually with STEAM figures | |
| Tourism | Visitor & tourism business surveys | National surveys biannually & ad hoc surveys associated with events, bedstock & occupancy survey annual reporting | Bedstock & occupancy underpin STEAM data; Destination intelligence to inform Destination Management Plan and funding bids |
| Old Station | Number of days the train ran | Quarterly | Selected visitor numbers & event numbers are included in STEAM data; Review of feedback to inform decision-making / used to improve/amend services when possible; reporting to funders as appropriate |
| Attractions | Visitor Numbers and feedback | Direct visitor feedback including comments / visitor books, post event questionnaires etc. | |
| Attractions (including Museums & Learning) | Event participants and post event feedback, including weddings / meetings etc. | | |
| Museums | Visitors to museums | | |
| Museums | Average percentage satisfaction score for volunteers (as set by volunteers) | Quarterly | Information used to inform change and direction in the service. |
| Museums | Number of supporters | Quarterly | |
| Learning | Number of participants at formal & informal learning events | Quarterly | |
| Learning | Number of participants using reminiscence boxes | Quarterly | |
| Youth | Direct feedback | Service based on feedback and conversations with young people | Information used to inform change and direction in the service. |

| Section | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---|---|---|---|
| **Youth** | Number of young people to attending Youth Conference | and stakeholders, whether that be about activities or trips in youth clubs, or where youth work happens around the County. | Ensures constant and regular improvement for team to ensure better offer to young people and stakeholders. |
| **Youth** | Number of people attending Local democracy day | Collected through Case Studies, Emails, Outcomes Stars, Evaluation Forms, and Anecdotes. | |
| **Youth** | Mark Your Mark – number of young people consulted about their top priorities for Monmouthshire for 2018/19 | | |
| **Youth** | Number of young people across Monmouthshire accessing GIRL Project | Quarterly update of KPIs | |
| **Youth** | Year 6 transition programme – number of Year 6s from primary schools | | |
| **Youth** | Triathlon – number of secondary school teams from Years 7 – 10 taking part.  Number of primary school teams taking part. | Reported to the annual Youth Service audit, the annual Youth Service report, and Integrated Youth Offer report | |
| **Youth** | Summer Camp: number Year 9 pupils from comprehensive schools attending | | |
| **Youth** | Number of community outreach days | | |
| **Externally Assessed Quality Standards / Accreditations / Inspections** | | | |
| **Countryside & Attractions** | Green Flag Award status awarded / maintained (Keep Wales Tidy) | Annual assessment of selected sites (currently 3) | Provides independent quality assessment and recommendations |
| **Museums** | Museum Accreditation in place (Welsh Government / Arts Council England) | 3 yearly assessment | Provides independent quality assessment and recommendations |
| **Attractions** | Visitor Attraction Quality Assurance Service ratings (Visit Wales) | Annual assessment | Provides independent quality assessment and recommendations |
| **Leisure** | InSport Accreditation (Disability Sports Wales) | Annual Assessment | Provides independent quality assessment and recommendations |
| **Leisure** | Register of Exercise Professionals (UK coaching) | Ongoing | Independent public workforce register / system of regulation for the Health and Fitness Industry |

| Section | Indicator | Reporting Periods & Processes | Monitoring & Evaluation |
|---|---|---|---|
| **Leisure** | Fitness Industry Association Accreditation (representative for both private and public organisations in the fitness industry) | Annually | Accreditation is through adopting a Code of Practise. |
| **Leisure** | Royal Life Saving Society Accreditation (via IQL UK is the trading subsidiary of RLSS UK, the drowning prevention charity) | Annually | Accreditation of NPLQ qualifications and Accredited Centres. |
| **Outdoor Education** | License for outdoor and dangerous activities (Adventure Activities Licensing Authority) | Two yearly licence | Mandatory licences including service recommendations / actions |
| **Outdoor Education** | LA license & expedition leaders (DoE Award) | Five yearly licence | |
| **Youth** | Quality / Benchmark Inspections (Estyn & Welsh Government) | 5yr Estyn inspection cycle | Provides independent quality assessment and recommendations |
| **Youth** | Quality Kite Mark (Welsh Government) | To be considered as part of benchmark by MonLife | Provides independent quality assessment and recommendations |
| **Other Measures** | | | |
| **Tourism** | Tourism Value (STEAM) | Data collated annually | Scarborough Tourism Economic Activity Monitor managed by Global Tourism Solutions used to measure tourism volume and value for the destination – also used in Welsh Government settlement figure. |
| **Tourism** | Tourism Volume (STEAM) | | |
| **Tourism** | FTEs (STEAM) | | |
| **Museums** | Impact on local economy as measured by the AIM economic toolkit | Annually | Impact reporting |
| **Outcomes** | | | |
| **Case Studies** | Individual case studies of outcomes / benefits; young people, volunteers, sports and exercise referral participants etc. | Case studies reported by users via template and video clips – seek to undertake one a month for use on social media and to report to funders (evidence building). | Shared with funders, social media, use for impact reporting etc. |

**Table 3: Additional Programme Performance Measurement (Examples)**

| Living Levels Landscape Partnership Programme – Heritage Lottery Fund | |
|---|---|
| **Baseline monitoring** | HLF Output monitoring – 52 individual output and outcome measures covering assessment of:<br>• Protection enhancement and management of the landscape and heritage<br>• Gwent Levels as a visitor destination<br>• Identity and sense of place<br>• Skills and learning<br>• Sustainability and legacy |
| **Standardised additional project monitoring** | Target audience reach<br>Stakeholders learning something<br>Participants/beneficiaries enjoying themselves<br>Making a difference to stakeholders<br>The most significant difference a project has made<br>The participants/beneficiaries' quality of experience<br>Recognition of the Gwent Levels as a place to visit |
| **National Exercise Referral Scheme** | |
| **NERS is an evidenced based health intervention incorporating physical activity and behavioural change to support referred clients to make healthy lifestyle changes to improve their health and wellbeing.** | Targeting clients who are at risk of developing CHD and those with mild moderate anxiety.<br><br>Developing Chronic Condition Pathways.<br><br>Targeting clients who are at risk of developing or have a Chronic Condition, including cancer, cardiac rehab, pulmonary rehab, obesity and weight management, high BMI in pregnancy and dementia. |
| **Learn to Swim Programme** | |
| **Developing every young person in Monmouthshire to be able to Swim. Through the Learn to Swim Wales Framework.** | **Splash**, an awards system, is the introduction to the Learn To Swim experience. It is intended to support a baby or toddlers journey into the aquatic environment.<br><br>**Learn to Swim Wales**, is a nationally recommended programme for the delivery of Learn to Swim lessons. The framework covers vital skills required for participation in aquatic activities and disciplines.<br><br>Nofio Ysgol Framework, Primary School Swimming Plan. Nofio Ysgol formalises national standards and methodology for the teaching of swimming to children throughout Wales.<br>Swimming and water safety are a recognised part of the National Curriculum, currently sitting specifically within the adventurous part of the PE Curriculum. |

| Active Gwent – Regional Plan | |
|---|---|
| Monmouthshire County Council aims to respond to the drivers for change in Sport and Physical Activity that includes supporting the Vision for Sport Wales. | **Hooked on Sport**<br>• Bespoke packages for age 0 – 4 years<br>• Bespoke packages for ages 5+<br>• Bespoke packages for ages 8+<br>• Bespoke packages for 13+<br><br>**Tackling Inequalities**<br>• Bespoke packages for girls<br>• Bespoke packages for minority groups<br>• Bespoke packages for positive futures<br><br>**Sporting Pathways**<br>• Bespoke package for Primary Schools<br>• Bespoke package for Secondary Schools<br>• Bespoke package for Community Sport Club Engagement<br>• To develop an annual community project to engage all of our target audience - **'The Monmouthshire Games'** |

| Happy Museums Events | |
|---|---|
| **Cohesive** | Volunteer hours provided |
| **Resilient** | No. events raising environmental awareness |
| **Healthier** | % enjoyed the event |
| **Responsible** | No. local suppliers used |
| **More Equal** | % learnt something new / % inspired to attend other cultural activities in Monmouthshire |
| **Vibrant** | Worked with no. partners at event / % event capacity reached |
| **Prosperous** | % visited the area for event / Event contributed £s to the local economy |

**Figure 2: Draft Team and Programme Action Plans**

| Extract from MonLife Business Plan – For each Identified Strategic Programme /Action Area | | | | | | |
|---|---|---|---|---|---|---|
| **Action** | **Expected Impact of the Action** | **Team & Officer Responsible & Timescale** | **Business Plan Objective contributed to** | *Funding* | **Outcomes & measures** | **Quarterly Progress Update** |
| *Identify the specific action* | *Summarise the expected impact* | *Identify team and lead individuals and delivery timescale* | *1 -Financial stability and sustainability*<br>*2 - Meeting customer needs, developing and delivering valued services*<br>*3 - Organisational development, transforming the organisation* | *Identify funding source including specific grant, income etc.* | *Identify intended outcomes against outcome measurement framework & proposed measures* | *Insert quarter progress updates, including, including summary of risk summary of risks* |

| **Scheme / Project** | **Lead** | **Timescale** | **Status**<br>*Update in italics* | **RAG** | **Changes to plans / actions**<br>*Update in italics* | **Approved Costs v Latest Estimate (LE)** |
|---|---|---|---|---|---|---|
| *Identify the relevant detailed actions / projects linked to delivering the identified strategic programme or action in the MonLife Business Plan* | | | | | | |
| ***Insert programme action or project etc.*** | *Identify lead individual(s) / team* | ***Delivery timescale** (specifically identifying grant deadlines etc. if relevant)* | *Short Description of current status and any quarterly updates on that status* | *Insert RAG rating* | *Identify any changes to underlying strategy, plans or actions necessary to meet existing timescales / delivery outcomes or identify changes to timescales / delivery outcomes* | *Insert costs and budget information where relevant* |
| | | | *Green: On programme no concerns / completed* | 🟩 | | |
| | | | *Amber: manageable issues / changes to ensure adequate progress etc.* | 🟧 | | |
| | | | *Red: Lack of progress / significant issues to address etc.* | 🟥 | | |

**Figure 3: Individual Case Studies of Outcomes / Benefits.**

**CASE STUDY TEMPLATE – Impacts and Outcomes**

| | |
|---|---|
| **Project Lead** | |
| **Project Dates** | |
| **Partners (if any)** | |
| **Location** | |
| **Main aim of the project** | |
| **Project Resources** | *Including staff involved* |
| **Outputs** | |
| **Officer comments:**<br>- **The impacts of the project**<br>- **Best practice**<br>- **Lessons learnt** | |
| **Barriers, risks and issues** | |
| **Outcomes achieved (in line with OMF) – Short-Term & Long-Term** | |
| **Photographs** | |
| **Feedback from beneficiaries** | *Including Inspirational stories: What did you set out to achieve? How did we help? What is next?* |
| **Project Summary** | |