

# MonLife

## DRAFT BUSINESS PLAN

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## **1. Introduction**

This Draft Business Plan sets out the vision and ambitions that Monmouthshire County Council have in establishing the MonLife group and the expectations around benefits anticipated to be delivered as set out in the Final Business Case supporting the Council decision to set up an alternative delivery model. It sets out a strategy for the recommended direction of travel for MonLife over the next three to five years. The purpose of MonLife is to make the best possible contribution to improving the quality of life for all of the communities, aligning to Public Service Board priorities from the Well-being Plan and Assessments. MonLife will deliver high quality customer experiences and encourage more visitors to the Monmouthshire area, supporting resilient and active environments to enhance and showcase the rich and diverse opportunities for people to enjoy. There is a clear vision for people to be the most creative and active they can be, driven by an organisation with strong values, owned by everyone in the organisation and experienced by all of those who engage with it. MonLife will be that organisation.

The Board and Management Team have clear objectives and priorities in order to plan and prioritise its work. It is essential that MonLife are doing the right things, meeting needs and determining the value of their contribution, questioning the 'how' and the 'what' so that MonLife can maintain the right balance – where the social and environmental agenda is not compromised by a drive to just increase income and that those who can least afford to pay for our services are supported the most.

There are opportunities to improve the Business; MonLife will be a dynamic organisation with plenty of enthusiasm and ambitious ideas working in partnership with others, particularly Monmouthshire County Council which will be paramount to its success. As MonLife matures as an organisation it will review and redevelop the Strategic and Business plans and consult with partners to remain relevant and at the heart of the community. Critical to its success is further development or refurbishment of key facilities and infrastructure via investment, projects, grants and programmes and it will ensure priorities for investment are based on data, latent demand and maximum return on investment.

This document contains the initial draft Business Plan. Some elements of the draft Business Plan remain as work in progress as there are still some aspects of the plan that require more detailed consideration by the new Board and Management Team, these will mature over the coming months.

### **1.1 What is MonLife?**

MonLife is to be made up of a form of group company structure including a local authority controlled company, a charity and a trading company. It has charitable status and is a non-profit distributing organisation part funded by Monmouthshire County Council to deliver leisure youth and outdoor education, countryside, tourism, destination development, arts, museums and attractions. Monlife's visions and aspirations are captured in appendix 8.

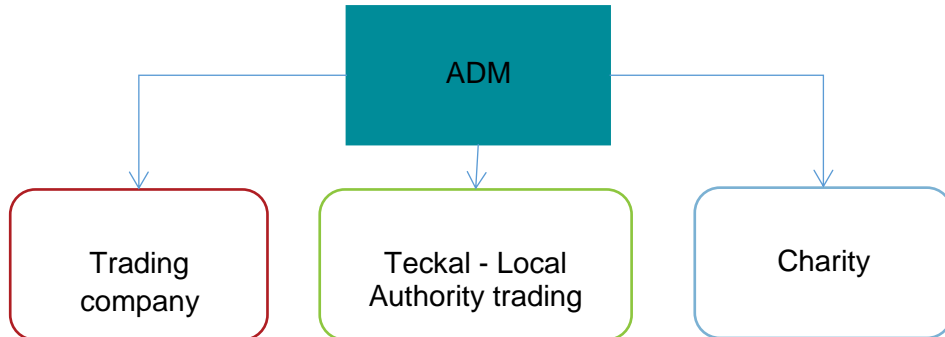
We provide leisure services from 4 sites within Monmouthshire and offer outdoor activities at 3 centres. We have 7 sites which incorporate our attractions and museums and also promote tourism information and offer some of the most impressive buildings with historical interest and activities to engage all ages. Countryside services oversee a large countryside access network and sites to provide outdoor experiences for communities and visitors alike.

MonLife will have an annual turnover of over £10m and circa 136 FTE staff and circa 340 active volunteers. It will work in collaboration with a large number of organisations including local clubs and societies (circa 356 partnerships) to ensure the best possible experiences are delivered to customers and communities.

The Charitable arm of MonLife is to be led by a Board of Trustees comprising nine Directors including two trustees nominated by MCC. The local authority controlled company will be led by a separate Board of Directors comprising three directors nominated by Monmouthshire County Council and two executive directors. MonLife will be established and operational in 2018.

## 1.2 Structure

The relationship between the three companies in the MonLife Group is shown in the diagram below.



The three companies will allow the group to operate in close partnership with Monmouthshire County Council through the wholly owned company, whilst having the benefits of independent charitable status for some of the work. The trading company allows greater freedom to engage in trade where it is needed.

The structure provides full accountability back to Monmouthshire County Council, whilst giving the companies the freedom to be entrepreneurial whilst ensuring that the operation is operating as efficiently as possible.

A vital feature of the structure is that all staff will work together as a single staff team, under the leadership of the Chief Executive and the senior management team. This will enable MonLife to develop a seamless and integrated organisational culture, offering economies of scale and greater efficiency than the present arrangement of largely separate silos.

Between December 2017 and going live in 2018, the MonLife leadership team will be actively recruiting suitable trustees and directors who can add value to the governance structures.

We acknowledge that as MonLife evolves new leadership skills and vision will be required. Whilst arrangements for filling the key leadership roles have yet to be made, we are confident that the team along with its Board and with some additional specialist roles will have the skills and vision to lead the successful spin out of the new company.

A full diagram of the proposed structure is shown at Appendix 1.

## 1.3 Adding Public Value

MonLife will operate as a family of Businesses that rely upon one another for promotion, support and optimal operation. As a collective, they help position Monmouthshire as a great place in which to live, work, play and visit. They also play a significant part in shaping the environment, preventing demand

that would normally end up requiring intervention by costly statutory services and all make a significant contribution to the social, environmental and economic health of the county.

By aligning to Public Service Boards and Well-being plans, MonLife will play a significant role in building sustainable and resilient communities, reducing inequalities and supporting vulnerable people. It will respond to the challenges and objectives of:-

- Preparing children and young people for the best possible start in life
- Responding to the challenges associated with demographic change
- Protect and enhance the resilience of our natural environment
- Develop opportunities for communities and businesses to be part of an economically and well-connected county.

MonLife will have enthusiastic and energetic people throughout the organisation. We will enable teams to thrive, learn and grow and continue to provide valuable local services. It is essential to empower the team to lead and reduce bureaucracy, as often they have the answers to improved efficient delivery and new ideas – ensuring we make the top line as big a priority as the bottom line. Workforce development is key to ensuring that staff within MonLife excel at customer service; the behaviours and attitudes that underpin this will be fully engrained into their organisational culture.

During the first year of operation, MonLife will be in transition from the Council and will have a change agenda programme to form a new dynamic organisation which is capable of grasping all the opportunities that come its way. This draft business plan is intended to help identify and create possibilities that will make the most positive impact over the next 5 years. It will help guide MonLife's work for the next 5 years recognising the demographic challenges, including an ageing population, increasing levels of obesity and inactivity.

## **2. Mission, Vision, Aims and Values**

### **2.1 Mission**

*To promote healthier lives and inspirational experiences, and promote the vibrancy of Monmouthshire as a great place to be.*

### **2.2 Vision**

*Enriching people's lives and creating vibrant places.*

### **2.3 Aims**

MonLife aims to:

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

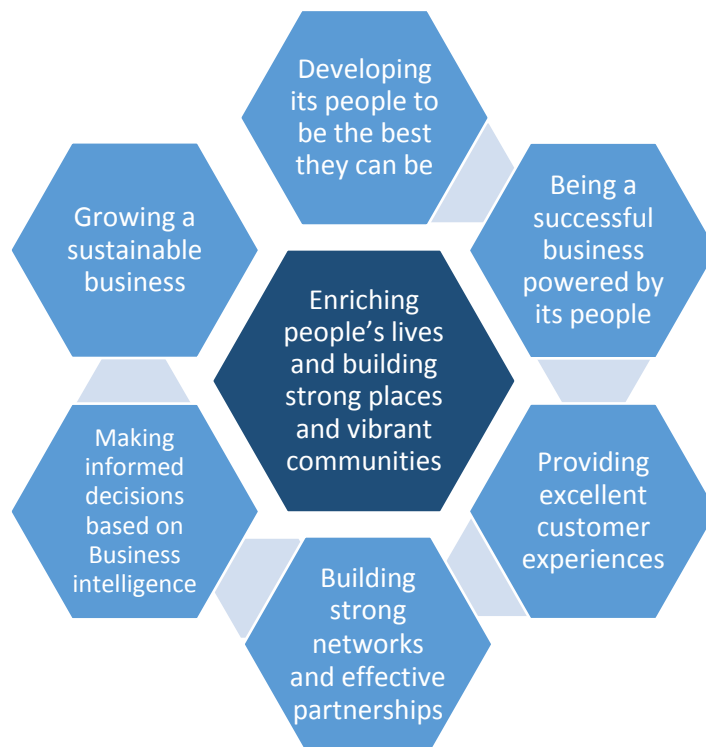
It will achieve these aims through building a successful organisational culture by;

- 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

*MonLife will achieve its mission, vision and aims through its focus on customer engagement, working in partnership, its organisational attitudes, values and empowerment and its excellent business practice by:*

**Figure 1 – Diagram of Aims**



## 2.4 Values

**Quality and Excellence** – 'It's how we do it'

**Inclusive and Respectful** – 'We're all in this together'

**Collaborative and Creative** – 'Working as one, caring for all'

**Motivated, Passionate and Proud** - 'It's what we do'

**Resilient and Innovative** – 'Sustainable inspiring services for the future'

**Valued decisions based on evidence** – 'Informed next steps'

**Responsive decisions and implementation** – 'Fleet of foot'

### 3. Strategic Objectives

The direction of travel for MonLife is to develop an organisation which meets the aspirations of MCC and its community in a challenging financial environment by transforming its services and culture to one which:

- provides the services and operates from sites and venues that people want to use, offering better quality for our customers and key partners;
- is a trusted and valued organisation, secure in its role as a leader for these services;
- diminishes the reliance on Council funding whilst continuing to deliver key services for the Council;
- has a business culture that is more flexible, entrepreneurial and commercially minded; and
- builds on the loyalty of our workforce both volunteers and staff who motivate a huge cross section of the community to take part in those services that improve lives.

What will make us different?

There are a considerable number of providers within the locality that provide a healthy competitive market to some of our service offer. Nevertheless we believe that MonLife has a number of distinctive features which make it unique.

#### *Partners, Community & Outreach*

- All our surpluses are reinvested in strategic priorities. We operate as a charity, a not for profit organisation;
- The organisation is run by local people with the right expertise who know the county well;
- We are strongly engaged with the local community and with outreach work beyond our venues;
- We have strong learning and health and wellbeing links; and
- We network collectively with 356 partners to enable us to grow and enhance our service offer.

#### *Our Products and Service*

- We provide many free services and where we charge, our charges are competitive offering great value for money which means more local people and community organisations can access our services;
- We have developed bespoke services to meet the widest range of interests of our customers and local community groups;
- Our workforce is dynamic, diverse and expert to ensure we deliver the optimum service offer for our customers and beyond;
- We are innovative and proactive with our approach to new products and trends; and
- We provide something for everyone across our service offer.

#### *Our Users and Customers*

- We provide a positive, enjoyable and supportive experience for a diverse community of users which acts to encourage many potential customers who might otherwise be deterred in participating in activities;
- We provide bespoke services, support and information tailored to the needs of individuals;
- We provide reliable and well informed professional advice and information services tailored to customer's requirements;

- We seek feedback from both our direct and indirect customers and regularly review our services against it; and
- We assess our progress against our outcome measurement framework embracing all of our activities.

MonLife will achieve its five year ambition through work focused on the following three strategic objectives:

**Figure 2 – Key Strategic Objectives**



### 3.1 Meeting Customer Needs

*People are at the heart of everything, be they customers or potential customers.*

MonLife will work hard to understand its markets and communicate effectively, including engaging with those people who may be harder to reach. We will ensure quality, accessibility to facilities and programme, and maintain the balance of universal provision with supported targeted activity.

Working to this objective will require:

- Excellent knowledge of our customers and the markets in which we operate;
- Motivating and communicating;
- Social and environmental responsibility;
- Growing customer loyalty; and
- Affordability and value for money.

We will have a relentless focus on our markets:

MonLife will operate in a unique marketplace. It will continue to provide a range of publicly funded or subsidised services to the citizens of Monmouthshire. We have ambitions to develop and improve all these services. In addition, we will provide services to many of the 2 million plus visitors who come to



Monmouthshire every year. These services will in the main be operated on a commercial basis with surpluses reinvested back into the public services for Monmouthshire citizens.

The Council has already carried out significant market research on these marketplaces including:

- Latent demand studies;
- Visitor information;
- Benchmarking across leisure and outdoor education services; and
- Latest industry dynamics.

These will continue to be developed as MonLife will focus on using business intelligence and market segmentation.

### **3.2 Financial Stability and Sustainability**

#### ***Being efficient and effective and operating within our means.***

This objective is crucial given the challenging public sector funding environment and underpins everything that MonLife will do. It is clear that MonLife must become less reliant on Council funding and find new ways to ensure their development continues, and to meet customer needs. For many of the venues, facilities and programmes MonLife will require investment and improvement, funding for which has been in decline over many years. The ability to generate increased levels of income will also largely be dependent upon being able to provide a high quality experience to customers. MonLife therefore needs to improve income generation, become more entrepreneurial and ensure that funds raised are invested in priorities determined on robust evidence.

Working to this objective will require:

- Targeted income generation;
- Investment in to improve services;
- Partnerships to engage people and deliver more and better services; and
- Value for money.

### **3.3 A Vibrant and Flourishing Organisation**

#### ***Growing up, getting stronger and maturing as a charitable company is critical to our development and if we are to live up to all our and our stakeholder expectations.***

MonLife will be flexible and entrepreneurially minded. We will work with all our staff to enable them to rise to this challenge. It is a step change that must be made and all our people will need to be involved in the process.

Working to this objective will require:

- Sound governance;
- Organisational culture development;
- Employee empowerment, knowledge and development; and
- Policy Development.

#### **4. How MonLife will achieve this?**

MonLife will look to deliver its objectives through five key work streams, each will be led by an operational director. Action plans will be developed which will regularly be reported to and monitored by the Board.

##### **4.1 People and the Organisation**

MonLife's biggest internal investment is in its workforce regardless of whether they are paid staff or volunteers. Their contribution has a profound impact on the business outcomes. The capacity to be leaders at all levels, to innovate and develop ideas is vital to the success of the business and people need to be empowered and encouraged to do so. MonLife will also seek to increase its ability to attract greater community interest and involvement in their work.

In its first 5 years MonLife will:

- Ensure existing services are delivered effectively – mitigating any effects of transition, perceived or actual;
- Implement adopted Policies and procedures, including safeguarding, to ensure robust mechanisms are in place to support services and the workforce;
- Manage the organisational transition to produce an effective business, that maintains and enhances relationships – managing changed relationships with stakeholders and growing partnerships;
- Generate increased uptake of services – beginning to take a more commercial approach to income generation;
- Embed integrity, equality of opportunity, and social and environmental responsibility in how they undertake the business – beginning to establish a company culture;
- To create a positive working environment where staff use their skills and expertise to deliver valued contributions to the business – building a new team and getting 'buy in' to the new organisation;
- Establish a Staff Board where representatives from within the workforce are able to contribute, inform and shape the growth and development of the organisation;
- Roll out the workforce development action plan that fully engages all employees and volunteers, and supports them to meet the objectives of the business;
- Implement performance management and accountability more robustly across the organisation; and
- Offer an improved standard and increased range of volunteering opportunities including those for young people, to benefit those seeking to change employment prospects, and enhance older people's community contribution and personal wellbeing; ensure the business has the appropriate mix and blend of effective and value for money support services to meet our business needs.

##### **4.2 Sales and Marketing**

MonLife has a diverse 'offer', with many products and a wide variety of customer bases. The range of product and customers gives us great potential to cross sell more effectively. This is dependent on us having excellent information about multiple users across the business and offering a consistent and joined up customer experience. MonLife will develop its brand and build upon it to generate new customers.

During the first five years MonLife will:

- Develop and implement a marketing strategy which seeks to invest and grow the products. across the business;
- To develop a better understanding of its customers and improve marketing activity – establishing new activities to lead to better communications and a stronger business base;
- Make use of customer information and data, to provide a stronger evidence base for decision making;
- Implement thematic marketing plans around customer bases;
- Seek ways to better integrate customer sales activity and increase cross selling, building this into plans for events, programmes and venues;
- Ensure that growing brand awareness is something that everyone in the organisation can contribute to and become champions for the services the business deliver; and
- Develop digital communications and engagement appropriate to a range of audiences.

### **4.3 Information and Communication Technology**

MonLife will need to review its use of modern digital technologies. Current systems provide the management information and customer knowledge which will need to be evaluated to ensure it meets basic customer expectations such as online booking or joining. New technology could also help achieve efficiency savings in the longer term, better target our marketing, respond to trends, and communicate more effectively with our customers.

Over the next 5 years MonLife will:

- Enable customers to book and pay online prioritising services such as sport and fitness courses and classes;
- Ensure a priority for improvement to the electronic point of sales systems, which allow us to chart customer usage across our services;
- Enhance our digital presence, to improve our customer and visitor facing information;
- Develop a clear understanding of future needs and create a prioritised plan that allows us to improve working culture, make best use of creativity and innovation, and manage information;
- Allocate resource to drive our ICT improvements forward and give careful consideration to the implications of our plans on financial resources and systems support services; and
- Complete a Digital Strategy to plan and prioritise all the above.

### **4.4 Investing to improve services**

The buildings and assets supporting MonLife's services have suffered from lack of investment – there just has not been the money in local government to keep pace with needs. MonLife will seek to find new ways to rationalise and be more efficient as well as thinking differently about how venues are used. Customer expectations are ever changing and programme providers have to be fleet of foot to keep ahead of trends and meet customer needs.

Alongside these new approaches MonLife will seek to establish a programme of investment in buildings and assets using its access to a range of sources of finance.

In its first 5 years MonLife will:

- Actively seek new investment from trusts, foundations and other sources of social finance to improve the services it offers;

- Monitor and respond to trends and identify opportunities for new programmes and uses of venues and facilities where return on investment can be optimised; and
- Take a lead role in co-ordinating programme provision with others, be willing to innovate more and introduce new content, taking risks where considered manageable.

#### **4.5 Building partnership and collaboration**

MonLife sees itself as part of the community it serves. It will work in a close partnership with MCC as well as developing a wide range of partnerships to support its services. The business will listen to others and be involved in genuine community partnerships. Matching ambitions and community aspirations with increasingly demanding funding constraints will require partners to plan together in the best interests of the area we serve and not to compete. MonLife will want to be recognised as the partner of choice.

In its first 5 years MonLife will:

- Demonstrate how it provides a good social and environmental return on investment;
- Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research;
- Work with an increased range of local and national partners who ideally will describe MonLife as an excellent partner to work with;
- Ensure a wide range of views and contributions are taken account of in the Action Plans
- Build in accessible opportunities for engagement of communities and customers in our planning for improvement from the outset; and
- Grow our presence and influence within the community planning and well-being framework.

### **5. BUSINESS PLAN DELIVERY**

MonLife is confident that it can deliver its Business Plan making best use of available resources, having robust action plans and effective monitoring of progress. The action plans are summarised in the Appendices.

#### **5.1 Financial Strategy**

This business plan assumes that funding from Monmouthshire County Council for the next 5 years will be at a reducing annual fee. MonLife will therefore need to ensure that it can fund future inflation and other price increases. This will be achieved by a combination of additional income generation, efficiencies and service reductions.

To minimise the financial impact on services, the financial strategy has to focus on maximising income, particularly through increased participation, as well as reducing expenditure by improved efficiency.

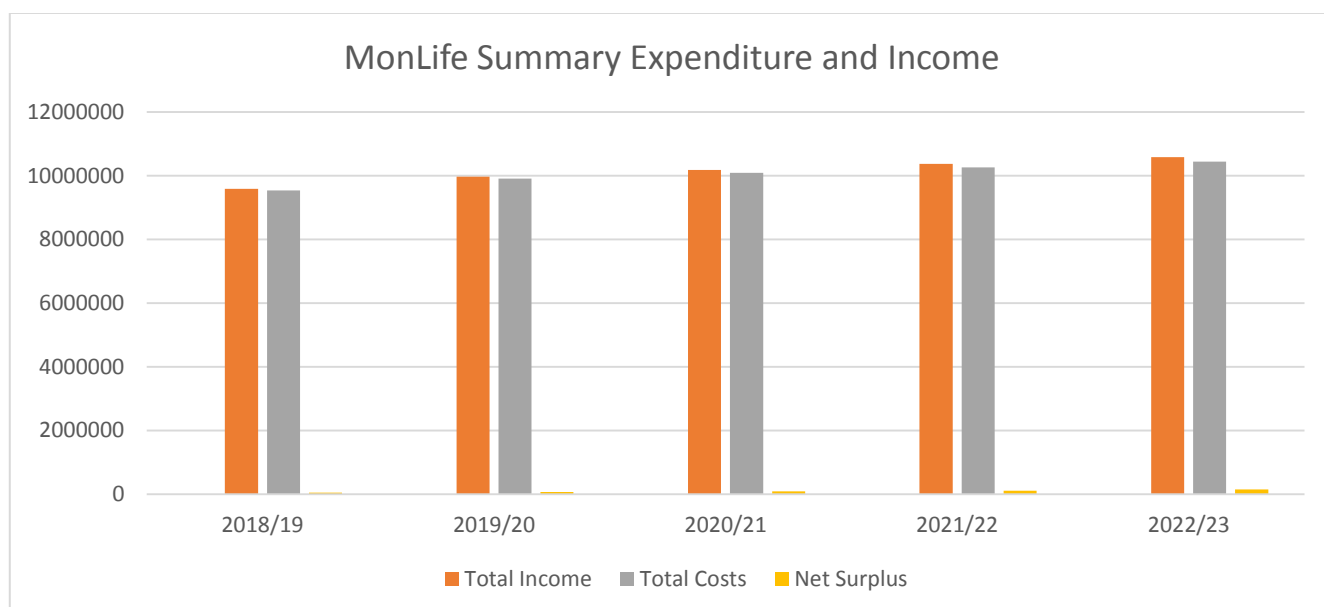
MonLife will operate with a small annual surplus from year one, with surpluses increasing gradually as new income streams come on line over its first five years. By year five MonLife will have generated a small reserve of £0.455m which it will use as a buffer against contingencies and to provide working capital for new developments and improvements.

The financial projections are based on prudent assumptions and are robust. Appendix 9 provides details of the assumptions used and the likely cash flow forecast. We are very confident in the leadership and staff to deliver or exceed these target figures.

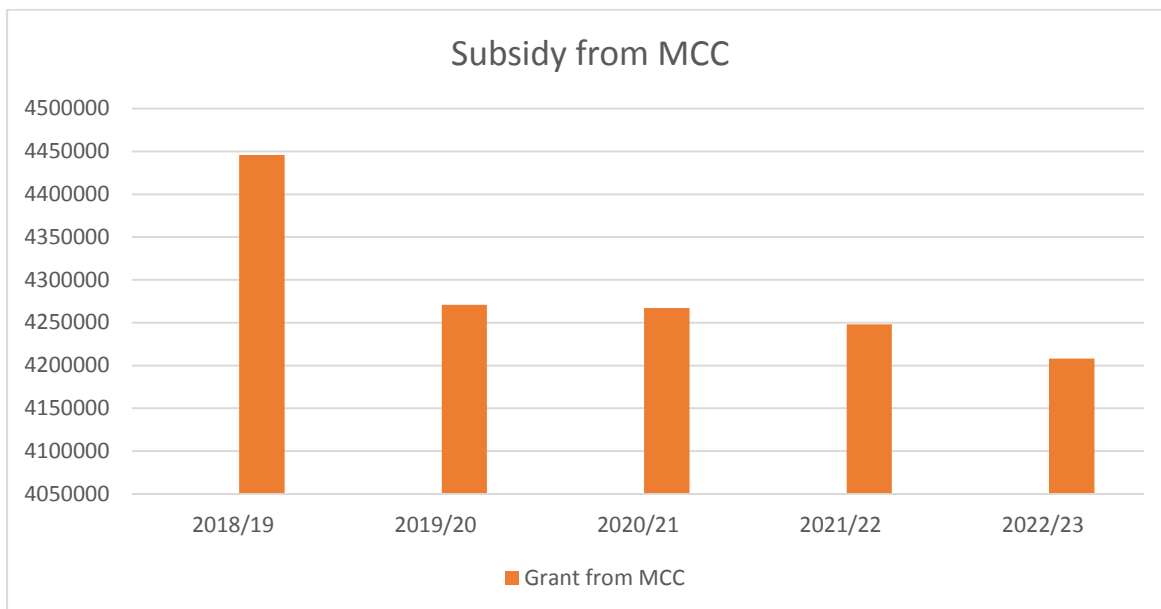
**Table 1 – Financial Plan Estimates Income and Costs 2018 – 2023**

<b>FINANCIAL PLAN</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	<b>2020/21 £000's</b>	<b>2021/22 £000's</b>	<b>2022/23 £000's</b>	<b>Five Year Total £000's</b>
Grant from MCC	4,446	4,271	4,267	4,248	4,208	21,440
Grant Income	542	543	543	544	544	2,716
School Income	388	390	393	396	399	1,966
Other Income	4,205	4,766	4,973	5,176	5,431	24,551
<b>Total Income</b>	<b>9,581</b>	<b>9,970</b>	<b>10,176</b>	<b>10,364</b>	<b>10,582</b>	<b>50,673</b>
Staffing Costs	5,795	5,996	6,091	6,168	6,252	30,302
Premises Costs	1,410	1,451	1,482	1,513	1,546	7,402
Transport Costs	94	97	100	103	106	500
Supplies & Services	1,283	1,392	1,437	1,474	1,525	7,111
Contracts	181	186	190	195	200	952
Internal support Services	695	701	708	716	723	3,543
Capital Financing Costs	73	82	83	85	85	408
<b>Total Costs</b>	<b>9,531</b>	<b>9,905</b>	<b>10,091</b>	<b>10,254</b>	<b>10,437</b>	<b>50,218</b>
<b>Net Surplus</b>	<b>50</b>	<b>65</b>	<b>85</b>	<b>110</b>	<b>145</b>	<b>455</b>

The following chart shows how MonLife will grow gradually over its first five years, returning a small surplus (profit) each year. This is in marked contrast to the expected position were its services to remain within Monmouthshire County Council.



MonLife will achieve this growth by increasing revenue from outside the council and making savings on Business Rates. It will also make efficiency savings through operating in new ways. It will do all this whilst working with a slowly reducing council subsidy as the next chart shows.



The result for the people of Monmouthshire will be:

- Improving services for the next five years (more and better quality)
- Lower costs to the council (a saving of approximately £1.9 million in five years over what MCC would have spent if its services had remained as they are)

As an independent group, MonLife will have access to funding from grant making trusts and charities, as well as tax benefits associated with charitable status. It will be able to respond quickly to market conditions and opportunities.

MonLife will build new relationships with the public and the communities it serves, increasing the involvement and participation of local people and helping to build social value.

## 5.2 Annual Action Plans

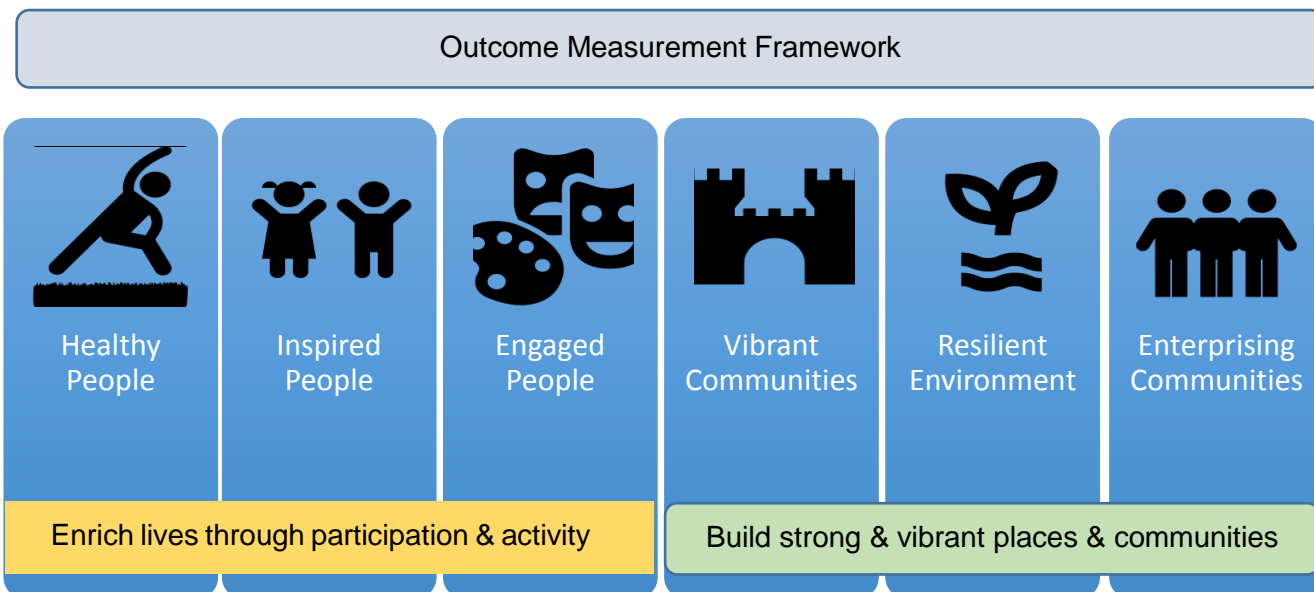
The objectives and priorities described in this Business Plan will be delivered through a series of annual action plans. The Annual Action Plan will consist of activities that directly contributes to this Strategy. Key priorities are outlined in appendix 2. Delivery of the Annual Action Plans will be managed across all our Business functions as well as project plans for developing key initiatives. An indication of the likely annual action plans are shown at appendix 3 and 4 and their impact on the Well-being of Future Generations Goals & Principles at appendix 8.

## 5.3 Impact and Evaluation

To measure our success we intend to build an outcome measurement framework which will embrace all of our activities. This has to be grounded in what MonLife does and wants to achieve. Developing an outcome measurement framework will take time as it needs to fully reflect our ambitions; align with the measures being established under national and local frameworks for well-being plans; and be sufficiently robust without being beyond our ability to implement and report on.

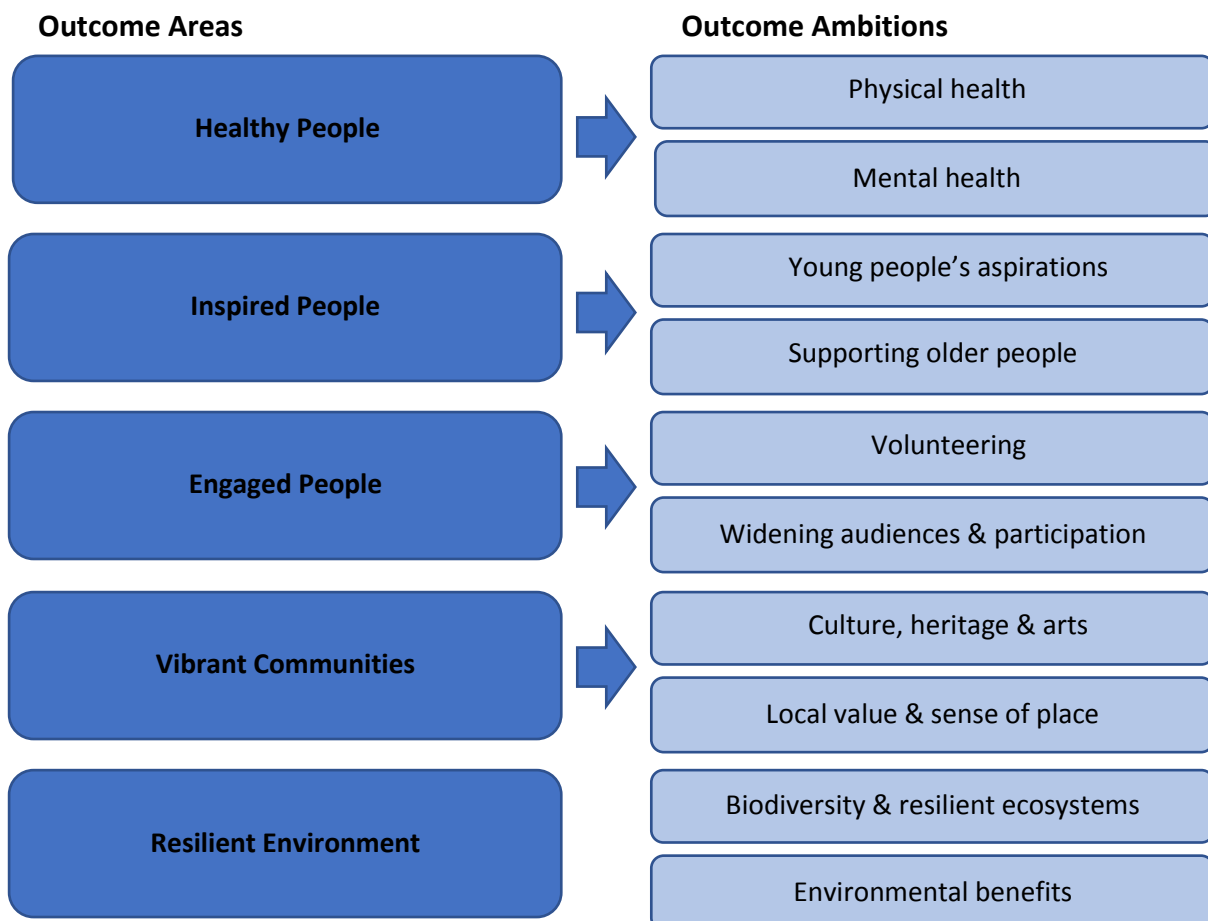
The outcome measurement framework will sit alongside our business metrics and the key performance indicators used to judge our business performance. It will provide us with measures to gather outcome

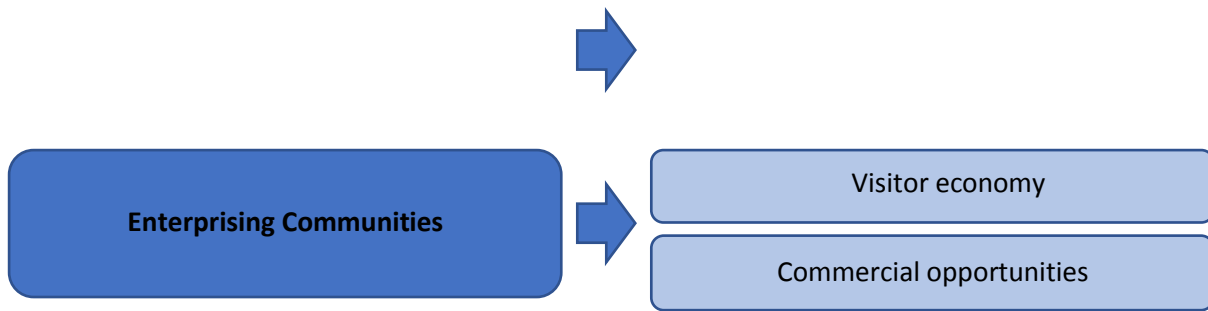
based evidence and drive the improvement of our performance by helping us to refine and develop our programmes and activities in the light of the outcomes they deliver. Based on our existing activities and ambitions we have identified these six cross-cutting outcome areas:



These areas embrace the Monmouthshire Public Service Board’s Well-being Objectives and the seven well-being goals for Wales identified in the Well-being of Future Generations (Wales) Act 2015.

As we develop the outcome measurement framework we will identify in detail our ambitions for each of these outcome areas and how we intend to measure them based on the following initial approach:





The setting and monitoring of Key Performance Indicators is also essential to the success and sustainability of MonLife. Across Tourism, Leisure, Culture and Youth Services (TLCY) there are currently numerous performance measures in place but there is a need to develop these further in the new model with a joined up approach. It is imperative that all staff are involved in this process and are aware of targets that need to be achieved and the reasons why, but most importantly they need to be realistic and achievable. Set out below are some examples of existing KPI's that need developing along with some new ones.

Existing KPI's	Impact 3-5 years of MonLife
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Increased numbers and revenue to ensure services are protected and re-invested in to improve the offer leading to greater customer satisfaction and social and health benefits associated with regular activity
Leisure membership retention and attrition rates	Increase retention (currently between 12-14 months) to 12-24 months and lower attrition rates (currently between 4-5%) to below 4% through targeted marketing and retaining customers through loyalty and reward schemes
Swimming lessons uptake	Increase the uptake of swimming lesson places from 94% to between 98-100% and those children on DD from 95% to 98-100%
Number of visitors to attractions and Museums	Increased numbers leading to greater customer satisfaction and revenue through secondary spends
% uptake of floor areas	Increase uptake of floor space across all facility areas to between 80-100%
Occupancy levels within our Outdoor Education sites	Increase from 60% to 90%
Social Media followers and likes	Consolidate all of our existing social media accounts and channels and increase the number of followers and likes with targeted content, incentives and offers
Customer and non-user surveys and consultation	Ensure there are targeted surveys conducted across MonLife in specific areas to identify customer satisfaction levels to improve and develop the offer
8.57 total FTE days lost across TLCY due to sickness	Decrease sickness levels by 30% to 6.02 total FTE days
Retention of staff across TLCY is currently 96.46% of the total workforce	Increase retention of staff in MonLife to 98% of the total workforce
Currently 340 volunteers working across TLCY	Increase volunteers by 25% across MonLife
Currently 19 volunteer opportunities across TLCY	Increase volunteer opportunities to 25 across MonLife



We are also in the process of integrating our front of house point of sale and back office system across all areas of TLCY and exploring the option of introducing a new performance management framework reporting and business intelligence monitoring tool to monitor progress.

The Business Plan will be monitored and progress reported to the Boards and its continuing work will contribute to outcomes for Monmouthshire as a whole. For example by operating from venues that people want to use, providing responsive programmes and developing a workforce who motivate the community to participate the business can contribute to improving health and wellbeing, the tourism economy and enhancing the areas profile, community capacity building and reducing the impacts of poverty.

These services are currently measured by a series of key performance indicators (as shown in appendix 5). These indicators will be used and developed further to ensure that performance is regularly monitored, evaluated and improvements made where necessary. The performance dashboard currently used in leisure services and shown at appendix 6 will be rolled out across all services.

The Board will utilise the outcome measurement framework and further key financial and non-financial performance indicators to measure the success of this Business Plan over the next 5 years through annual reviews and reports.

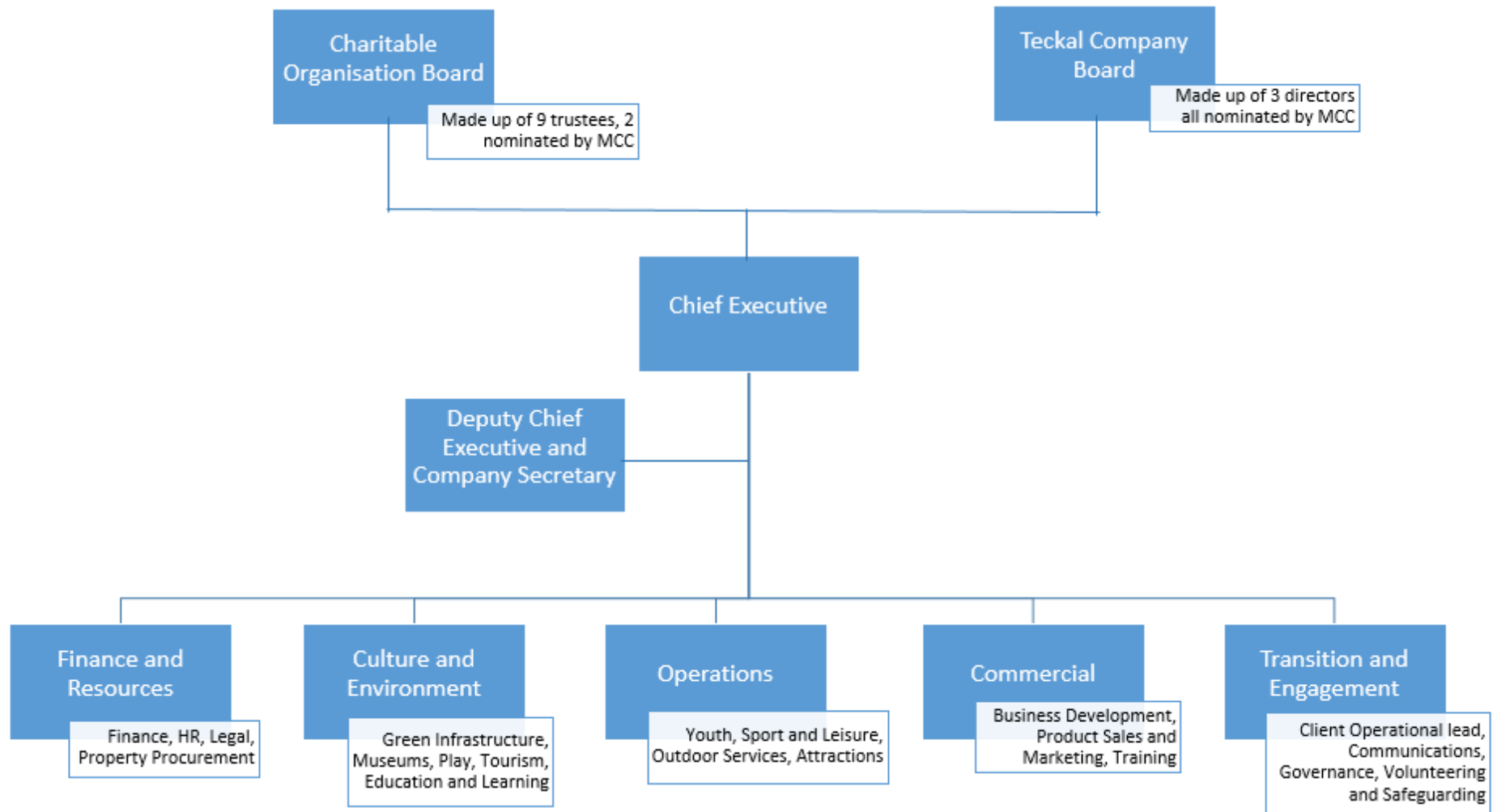
## **6. Conclusion: MonLife - delivering and improving services for everyone in Monmouthshire**

MonLife is a new way to provide public services for Monmouthshire County Council. It is led by a dynamic and committed leadership team and group of staff who are fully committed to developing this new model and progressing future plans. With support from the Council and the engagement of people across the county MonLife will deliver more and improved services at lower cost to the council. It will contribute to help make Monmouthshire a more active and healthy place in which to live and work.

MonLife will help to improve and enrich the lives of the citizens of Monmouthshire, and its many visitors by bringing the services in to a single, agile and enterprising new organisation. Much needed investment in facilities and services will ensure that MonLife delivers a product that is fit for purpose and future generations to come. Through clear leadership and a motivated team with continuous monitoring of performance MonLife will be an efficient model that is both aspirational and driven towards delivering what matters to the citizens of Monmouthshire.

MonLife will work in a close partnership with Monmouthshire County Council (which will own and control a substantial part of the organisation). MonLife looks forward to going live in 2018.

## Appendix 1 – Proposed Structure



**Appendix 2 - MonLife Service Strategy and Priorities 2018 – 2021**

Service Area	Strategy
<p><b>All Services</b></p>	<p>To develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities. Maximise the offer and make key decisions based on accurate data business intelligence and a clear outcome measurement framework across TLCY. Be more commercially focused and sweat assets to ensure there is a comprehensive re-invest and re-design program to further develop and grow the customer offer.</p>
<p><b>Leisure Centres</b></p>	<p>Providing facilities and activities that are designed to enhance the quality of people’s lives and improve the health of our communities. There also needs to be a key focus on income generation to maximise opportunities and grow the business to re-invest in facilities and services.</p>
<p><b>Youth Service</b></p>	<p>Providing informal and non-formal learning opportunities supporting and enabling young people to develop holistically, facilitating their personal, social and educational development in order for them to reach their full potential. There is also an opportunity to develop programs in Youth and other services in Leisure and Outdoor Education with a dedicated joined up program of activities for ages 0-24.</p>
<p><b>Outdoor Education</b></p>	<p>Providing high quality, cost efficient outdoor education and adventure activities across South East Wales and beyond offering residential and day visits for business, school, college, youth and adult groups, Teacher training, CPD, technical skills courses and specialist outdoor services. Maximising the capacity uptake of all 3 facilities is also a key driver moving forwards.</p>
<p><b>Caldicot Castle &amp; Country Park</b></p>	<p>Be recognised as a destination that people love, come to learn, to explore and to enjoy themselves in a setting that is beautiful and impressive providing a strong focus for engaging with the local community and for all visitors. Develop an events program that is commercially focussed including conferences and weddings packages and catering and grow the footfall through the site.</p>
<p><b>Shire Hall</b></p>	<p>Delivering a high quality, customer driven service, helping to create wonderful memories enabling visitors to connect with our rich history and explore our beautiful building whilst striving to ensure that, whatever the occasion, our guests experience is as special, memorable and impressive as possible. As part of this we will be looking to maximise facility usage for a wide range of activities including weddings, conferences, meetings, birthday parties as well as developing digital tours.</p>

Service Area	Strategy
<b>Tintern Old Station</b>	Providing the best possible customer focussed, accessible tourist attraction while striving to generate economic and social benefits for the local community and also to the visitors to Monmouthshire. There is a real opportunity to grow the commercial element at the Station with investment opportunities on the track, tunnel/store, additional parking areas, glamping, shepherds huts and catering offering.
<b>Museums</b>	Inspiring a passion for Monmouthshire with a mission to bring heritage, collections, arts and culture alive with our communities and visitors. To achieve this we will continue to implement the 5 year museums business plan.
<b>Green Infrastructure &amp; Countryside</b>	To support resilient living and active environments for all. Our focus is on enabling health, activity, ecosystem and economic benefits. To achieve this we take a green infrastructure approach based around multiple benefits, multi-disciplinary and partnership working, wide involvement, volunteering and engagement.
<b>Tourism</b>	To help deliver the destination management plan which aims to increase the competitiveness of Monmouthshire as a year round sustainable tourism destination to grow the economic, environmental and social contribution of Monmouthshire's visitor economy.
<b>Community Events</b>	Bringing people together to enjoy themselves in a safe environment whilst showcasing Monmouthshire's most-loved assets generating additional income to invest back into our quality service and beautiful County.

## Appendix 3 – Proposed Action Plans – Ensuring Financial Stability and Sustainability (Net Income Streams)

Area  Outcomes Key: 1 -Financial stability and sustainability 2 - Meeting customer needs, developing and delivering valued services 3 - Organisational development, transforming the organisation	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Monitoring & Evaluation			Outcomes		
						Usage	Financial	Customer	Financial	Customer	Organisation
<b>Leisure Centres</b>											
<b>The Monmouthshire Games</b> New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	£5,500	£7,980	£12,960	£17,939	£22,919	√	√	√	√	√	√
<b>Personal Instructors</b> The intention is to extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	£7,500	£8,000	£8,500	£9,000	£9,500		√	√	√	√	√
<b>Swimming Lessons</b> We will aim to increase our current Learn to Swim program by 81 children at £19.00 per membership.	£20,000	£25,000	£26,500	£28,000	£31,000	√	√	√	√	√	√
<b>Training Academy</b> To achieve this we will have to attract 150 people per year at an average of £150 a course over the 5 year period as part of a new training academy.	£3,500	£8,500	£18,500	£26,000	£43,500	√	√	√	√	√	√
<b>Abergavenny Re-design</b> Extension of the existing fitness suite from 30-40 to 50-60 stations and free weights area based on a latent demand of 288 members. Re-provision of the café into the reception area with a Costa style offer.		£18,900	£85,079 £16,000	£87,058 £19,000	£89,036 £25,000	√	√	√	√	√	√
<b>Tourism</b>											
<b>Sale of Merchandise</b> Developing and expanding our existing range of goods for resale.	£7,500	£10,000	£12,500	£14,000	£18,000		√	√	√	√	√
<b>Catering</b> New café income dependent on securing grant funding to establish Wye Tour Tea Room.	£3,250	£4,500	£11,500	£19,330	£22,158	√	√	√	√	√	√
<b>Other Trading Activity</b> Development of visitmonmouthshire.com to improve / upgrade the existing website content and functionality for customers to purchase items.	£1,500	£1,500	£1,750	£2,250	£2,750		√	√	√	√	√
<b>Youth Service</b>											
<b>Training</b> Delivering a training model offering qualifications such as: IQA training, EAT training, Wellbeing training.		£1,700	£2,800	£5,100	£7,500	√	√	√	√	√	√

Area  Outcomes Key: 1 -Financial stability and sustainability 2 - Meeting customer needs, developing and delivering valued services 3 - Organisational development, transforming the organisation	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Monitoring & Evaluation			Outcomes		
						Usage	Financial	Customer	Financial	Customer	Organisation
<b>Outdoor Education</b>											
<b>Training</b> Attract new client groups from schools outside of Gwent area including the private sector and corporate organisations	£6,750	£13,500	£18,000	£25,000	£32,000	√	√	√	√	√	√
<b>Creation of a camp site at Hilston Park</b> Extension of existing contract with NCS and the pods could enable an additional 2 activity groups to be accommodated.	£29,000	£33,000	£35,000	£40,000	£54,000	√	√	√	√	√	√
<b>Activity with Schools</b> Increase occupancy levels by 10% at Hilston and Gilwern for year 1 and 2 and 15% year 3 onwards.  Duke Of Edinburgh Award - increasing uptake of existing course.	£32,800  £2,500	£32,800	£33,000	£35,650  £27,000	£40,297  £40,000	√	√	√	√	√	√
<b>Tintern Old Station</b>											
<b>Crazy Golf</b> Investment to add an income stream and to lengthen dwell time on site, based on 5% of visitors taking up the offer.		£28,000	£32,000	£35,000	£41,000	√	√	√	√	√	√
<b>Train Rides</b> Provide train rides and gain total ownership of the track to operate year round.	£7,000	£11,000	£13,000	£15,500	£19,500	√	√	√	√	√	√
<b>Shepherds Hut</b> Introduce one unit in Year 2 with an additional unit coming in years 3 and 4.		£5,400	£5,450	£11,900	£21,000	√	√	√	√	√	√
<b>Wooden Camping Pods</b> Introduce an initial unit in year 2 with an additional unit coming in years 3 and 4.		£2,400	£3,350	£4,000	£9,000	√	√	√	√	√	√
<b>Merchandise</b> The increase in revenue is very much dependant on the above projects especially the camping options.		£950	£2,300	£3,150	£5,600		√	√	√	√	√
<b>Car Parking</b> Introduce news ways of collecting car parking income and introduce changes to parking fees.	£17,800	£19,300	£21,800	£21,800	£23,800	√	√	√	√	√	√
<b>Catering</b> Operate the catering offer directly as opposed to on a lease agreement attempting to increase site usage with the above projects.	£11,333	£12,479	£11,046	£12,221	£16,141	√	√	√	√	√	√

Area  Outcomes Key: 1 -Financial stability and sustainability 2 - Meeting customer needs, developing and delivering valued services 3 - Organisational development, transforming the organisation	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Monitoring & Evaluation			Outcomes		
						Usage	Financial	Customer	Financial	Customer	Organisation
<b>Caldicot Castle</b>											
<b>Mobile and other Catering Offer</b> The introduction of a mobile catering offer in the country park and increased uptake of new café within the Castle grounds.	£2,500	£6,500	£16,200	£26,100	£36,000		√	√	√	√	√
<b>Museums</b>											
<b>Educational Services</b> We aim to increase the offer of our 4 reminiscence boxes, 6 formal education workshops and 4 school loan boxes.	£500	£1,000	£1,200	£1,600	£2,000	√	√	√	√	√	√
<b>Abergavenny Room Hire</b> Increase the amount of general room hire and rents and ground hire at Abergavenny Museum for Weddings and Corporate Events.	£1,300	£1,800	£2,700	£3,500	£4,500	√	√	√	√	√	√

## Appendix 4 – Proposed Action Plans – Meeting Customer Needs and Organisational Development

Service	Area	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Monitoring & Evaluation			Outcomes		
					Usage	Financial	Customer	Financial	Customer	Organisation
<b>Service Wide</b>	Implement a Marketing and Sales Team to develop a strategy across the group to ensure all commercial opportunities are maximised and there is a clear commercial direction.	√			<	<	<	<	<	<
	Introduce a bespoke back office system and team designed to take bookings, process sales, record and report accurate data and analyse performance to make informed decisions for the business	√			<	<	<	<	<	<
	Develop a team of staff who have the skills, knowledge and confidence to work and sell across many different areas of the business.	√	√	√			<	<	<	<
<b>Leisure Centres</b>	Continue to explore existing exercise referral routes and challenge a preferred way forward for citizens to access the National Exercise Referral Scheme in Monmouthshire.	√	√	√	<	<	<	<	<	<
	Continue to explore a preferred way forward for the continued participation in sport, inclusive participation and physical activity.	√	√	√	<	<	<	<	<	<
	Develop sport leadership and volunteering opportunities to provide the necessary skill base for our future workforce (developing leaders today for tomorrow).	√	√	√			<	<	<	<
	Grow our existing membership database through an innovative sales and marketing plan and focus on the Membership Wellness Journey and new Roadmap for retention	√	√	√	<	<	<	<	<	<
	Continue with a 50 week Learn to Swim Programme and aim to convert 99% of all junior swimmers over to Direct Debit.	√	√	√	<	<	<	<	<	<
	Invest in our facilities to re-design areas ensuring they provide opportunities for growth and sustainability i.e. Monmouth and Abergavenny LC plans.	√	√		<	<	<	<	<	<
<b>Youth</b>	Provide open access youth work provision to meet local need and identified gaps.	√	√	√	<	<	<	<	<	<
	Deliver specific and targeted provision for the most vulnerable young people.	√	√	√	<	<	<	<	<	<
	Provide the young people of Monmouthshire with the opportunity to participate in the Duke of Edinburgh Award.	√	√	√	<	<	<	<	<	<
	To provide a confidential and accessible counselling/therapy service for young people between the ages of 10-19 years old in Monmouthshire.	√	√	√		<	<	<	<	<
	Work with schools/other agencies to provide training and consultancy around mental health awareness.	√	√	√		<	<	<	<	<



Service	Area	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Monitoring & Evaluation			Outcomes		
					Usage	Financial	Customer	Financial	Customer	Organisation
<b>Outdoor Education</b>	Develop marketing to source new client groups and to ensure existing clients are aware of developments and opportunities for innovative programmes.	√	√	√	<	<	<	<	<	<
	Improvements to buildings and facilities available to client groups.	√			<	<	<	<	<	<
	Improvements in IT hard and soft ware systems.	√					<		<	<
<b>Caldicot Castle</b>	Develop and improve offer within the Castle and in the country park through catering, business conferences and weddings and linking it to our learning programme for the Education product.	√	√	√	<	<	<	<	<	<
<b>Shire Hall</b>	Develop the existing wedding offer.	√	√	√	<	<	<	<	<	<
<b>Tintern Old Station</b>	To run the miniature train throughout the whole season by building a storage tunnel and taking over sole ownership of the railway track.	√	√	√	<	<	<	<	<	<
	To install 3 wooden camping pods in our camping field and 3 shepherds caravans for Glamping in the tree ridge of big meadow and install electrical hook ups for camper vans.	√	√	√	<	<	<	<	<	<
	To plan an event programme around the existing hire of a wedding marquee.	√	√	√	<	<	<	<	<	<
<b>Museums</b>	To ensure we have a depth and breadth of skills to provide a professional museum offer.	√	√	√	<	<	<	<	<	<
	To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture offer.	√	√	√	<	<	<	<	<	<
	Contribute to a vibrant community by adapting to work in new and innovative ways.	√	√	√		<	<	<	<	<
<b>Green Infrastructure &amp; Countryside</b>	Deliver the newly approved Biodiversity and Resilient Ecosystems Forward Plan, including developing actions with measurable targets.	√	√	√			<		<	<
	Participate with Natural Resources Wales and others in the co-production of the Area Statements required under the Environment Act (Wales) (South East Wales & Marine Area Statements).	√	√	√			<		<	<
	Progress the Rights of Way Improvement Plan Review in accordance with the approved timetable / statutory deadline	√	√	√			<		<	<
	Contribute to the delivery of the Living Levels Landscape Partnership scheme	√	√	√	<	<	<		<	<

Service	Area  Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Monitoring & Evaluation			Outcomes		
					Usage	Financial	Customer	Financial	Customer	Organisation
Tourism	Deliver and monitor the revised Monmouthshire Destination Management Plan and new destination partnership arrangements	√	√	√			<		<	<
	Develop a sustainable future for Monmouthshire's Tourist Information Service through development of new income streams including an eShop and locally distinctive café, and a project to identify best practice visitor information provision.	√	√	√		<	<	<	<	<
	Continue to promote Monmouthshire to group travel / travel trade and business tourism markets through membership of Southern Wales and Meet Gateway South Wales consortia.	√	√	√	<	<	<	<	<	<
	Continue to undertake destination research and provide tourism business support, including data stewardship of the Wales Tourism Product Database which provides content for destination website, visitor information kiosks and visitwales.com	√	√	√	<		<		<	<
Community Events	Continue to deliver a varied programme of local events across all our venues.	√	√	√	<	<	<	<	<	<

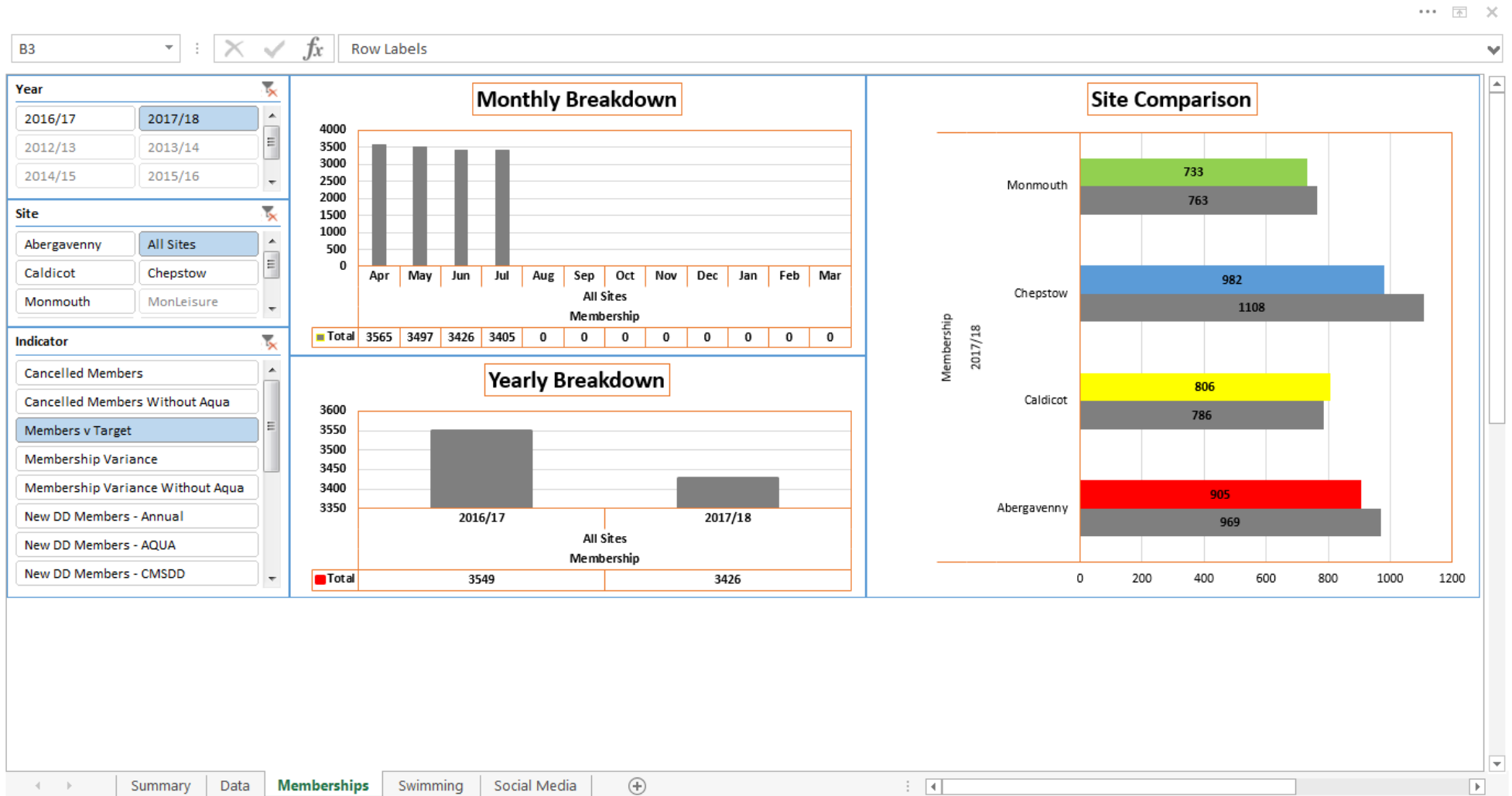
## Appendix 5 – Existing Key Performance Indicators and Monitoring and Evaluation Methodology

Service Area	Existing KPI's	Current Reporting Periods & Processes	Current Monitoring & Evaluation
<b>Leisure</b>	<p>User numbers for visits in relation to Physical activity collected for WG as part of the NAWPI submissions.</p> <p>New and cancelled members, growth, retention and attrition rates.</p> <p>Swimming lesson uptake and DD breakdown.</p> <p>Case studies – seek to undertake 1 a month for use on social media and to report to funders (evidence building).</p>	<p>Reported on 6 months and annually</p> <p>Monthly reports completed as part of an overall membership monitoring performance dashboard.</p> <p>Report regularly in agreement with funders.</p>	<p>This is used to share with staff on site to assist with performance monitoring and healthy local competition.</p> <p>Share data on social media and website when possible.</p> <p>See Mon Leisure Twitter/Facebook for examples.</p>
<b>Youth Service</b>	<p>Whole service is based on feedback and conversations with young people and stakeholders, whether that be about activities or trips in youth clubs, or where youth work happens around the County.</p> <p>Collected through Case Studies, Emails, Outcomes Stars, Evaluation Forms, and Anecdotes.</p> <p>Compliments and complaints are recorded for SP's.</p> <p>All courses delivered are evaluated.</p> <p>Service has a national Quality Mark in Youth Work tool which is used for self-assessment. Checks that doing everything that is expected of a quality youth service.</p>	<p>Reported to the annual Youth Service audit, the annual Youth Service report, and Integrated Youth Offer report.</p>	<p>Information is used to inform change and direction in the service.</p> <p>Ensures constant and regular improvement for team to ensure better offer to our young people and stakeholders.</p>
<b>Outdoor Education</b>	<p>User numbers for Talybont Project Data for Big Lottery</p> <p>Big Lottery undertook their own evaluation visit 12-18 months after project completion but focus was on how the 4 authorities involved worked together for future learning.</p>	<p>The online customer feedback survey is part of a scheme run by the Association for Heads of Outdoor Centres. The same questions are used across the UK. This provides opportunities for nation-wide comparison, and can help to pressure government for support.</p>	<p>Use customer feedback to look for ideas for potential changes needed, and reassurance that things are going well and to standard.</p> <p>The drive to finish the improvements at Talybont has been strongly driven by customer feedback.</p>

Service Area	Existing KPI's	Current Reporting Periods & Processes	Current Monitoring & Evaluation
	<p>Customer Feedback is regularly recorded. Every child and teacher given opportunity to feedback online (back in Classroom). Focus is on recording how the person has developed. Form includes tick boxes and chance to comment. Findings can be filtered by keyword, site or trends. However, very school focused so not helpful for corporate users. All staff can access this feedback system.</p>	<p>Used to do an annual report to the Gwent Forum (multiple local groups including Gwent Music, Library Service, Hearing &amp; Visually Impaired).</p>	
<b>Caldicot Castle</b>	<p>Visitor Numbers. Event numbers through advanced ticket sales. Numbers for wedding parties but general visitors to the park are unknown. Small database of previous users.</p>	<p>Visitor numbers are included in the (STEAM) data and quarterly Service Plan (SP).  The SP also monitors VAQAS, Green Flag and Trip Advisor scores.</p>	<p>Helpful for targeted marketing.  Supports audience development plan.</p>
<b>Shire Hall</b>	<p>User numbers – people counter on front door. Wedding/Meeting Hire post event feedback questionnaire. Community Groups – audited last year through a feedback form (tick boxes).</p>	<p>User numbers – feed into SP</p>	<p>Review feedback and decide if need to act on.  Any complaints are brought to the staff's attention at the time.</p>
<b>Old Station Tintern</b>	<p>Visitor statistics on a regular basis (counted by desk). Count both cars and people using a clicker on busy days. Regular staff surveys.</p>	<p>Report on visitor statistics for STEAM figures.  Also report to Tourist Board but only for tent camping figures.</p>	<p>Feedback received used to inform decision making.</p>
<b>Countryside</b>	<p>Number of path users via counters mainly on key promoted routes. Rights of way issues and resolution via CAMS database. Customer feedback. Volunteer hours / numbers (some project specific). Measures of performance on planning consultations. External evaluation via Green Flag Award accreditation i.e. Castle Meadows. Project reporting (to meet funder's requirements).</p>	<p>Report regularly (mainly annually) in agreement with funders. Mainly quantitative / reports on implementation progress.  Most other data is collected quarterly or annually, for SP's, counter data on Wales Coast Path shared with NRW.  Data also shared with partners to inform bids.</p>	<p>To report to funders, to provide evidence for SP progress and to help inform new bids (but often lack of qualitative evaluation/ case studies makes this challenging)</p>

Service Area	Existing KPI's	Current Reporting Periods & Processes	Current Monitoring & Evaluation
<b>Museums</b>	<p>Tourism data around walking.</p> <p>Visitor statistics recorded at each site on a daily basis. Also record some information around demographics and numbers of social media users, learning service users and Supporter Scheme members for KPIs.</p> <p>Visitor feedback is requested on site through visitor books, and through regular questionnaires related to certain exhibitions or activities, which is often for the purposes of reporting to funders.</p>	<p>Collated by Custodian staff and project staff.</p> <p>Closely monitored by museum management team.</p>	<p>Feedback is used to improve/amend services when possible.</p> <p>Information on our visitors is also used to back funding applications.</p>
<b>Tourism</b>	<p>Provide evaluation information against all grants using reporting criteria set by grant givers and need to provide evidence that we have delivered on outputs/value etc.</p> <p><i>Examples:</i></p> <p>RDP – (quantitative) number of businesses, value of conversion, economic benefit, marketing campaigns.</p> <p>TIS – show growth in number of enquiries, events, page views, social media followers etc.</p> <p>STEAM – used to calculate the settlement figure for local authorities.</p> <p>User numbers – TICs have sensor by the door, which counts the number of visitors.</p> <p>Marketing - Performance is monitored – e.g. websites, social media accounts, visitor survey results.</p>	<p>Continual evaluation.</p> <p>Tourism is one of the most audited departments – grant application outputs and STEAM.</p> <p>Also have to report regularly to Select Committee.</p> <p><i>Example</i></p> <p>STEAM – audited procedure on how collected. Used to show economic impact and allow comparison with other LA's including:</p> <p>Bed stock (also for Euro stats)</p> <p>Visitors to attractions, events, TICS</p> <p>Occupancy levels</p>	<p>Feedback informs all that Tourism do and have to prove it!</p>

# Appendix 6 – Current Performance Dashboard for Leisure Services


Summary
Data
Memberships
Swimming
Social Media

## Appendix 7 - Well-being of Future Generations Goals & Principles

Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
<b>Leisure Centres</b>												
<b>The Monmouthshire Games</b> New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	√	√	√	√	√	√	√	√		√		
<b>Personal Instructors</b> The intention is to extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	√	√				√	√	√	√			
<b>Swimming Lessons</b> We will aim to increase our current Learn to Swim program by 81 children at £19.00 per membership.		√		√		√	√	√				
<b>Training Academy</b> To achieve this we will have to attract 150 people per year at an average of £150 a course over the 5 year period as part of a new training academy.	√		√	√	√	√	√		√	√	√	√
<b>Abergavenny Re-design</b> Extension of the existing fitness suite from 30-40 to 50-60 stations and free weights area based on a latent demand of 288 members. Re-provision of the café into the reception area with a Costa style offer.		√				√		√				√
Continue to explore existing exercise referral routes and challenge a preferred way forward for citizens to access the National Exercise Referral Scheme in Monmouthshire.		√	√	√	√	√	√	√	√	√		
Continue to explore a preferred way forward for the continued participation in sport, inclusive participation and physical activity.		√	√	√	√	√	√	√	√	√		
Develop sport leadership and volunteering opportunities to provide the necessary skill base for our future workforce (developing leaders today for tomorrow).				√	√	√	√		√			√

Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
Grow our existing membership database through an innovative sales and marketing plan and focus on the Membership Wellness Journey and new Roadmap for retention	√	√	√		√	√	√	√				
Continue with a 50 week Learn to Swim Programme and aim to convert 99% of all junior swimmers over to Direct Debit.	√	√				√		√				√
Invest in our facilities to re-design areas ensuring they provide opportunities for growth and sustainability i.e. Monmouth and Abergavenny LC plans.	√	√	√	√	√	√	√	√	√	√	√	√
<b>Tourism</b>												
<b>Sale of Merchandise</b> Developing and expanding our existing range of goods for resale.						√					√	√
<b>Catering</b> New café income dependent on securing grant funding to establish Wye Tour Tea Room.	√					√					√	
<b>Other Trading Activity</b> Development of visitmonmouthshire.com to improve / upgrade the existing website content and functionality for customers to purchase items.	√		√	√	√	√				√	√	√
Deliver and monitor the revised Monmouthshire Destination Management Plan and new destination partnership arrangements	√		√	√	√					√		
Develop a sustainable future for Monmouthshire's Tourist Information Service through development of new income streams including an eShop and locally distinctive café, and a project to identify best practice visitor information provision.	√				√	√	√			√	√	√
Continue to promote Monmouthshire to group travel / travel trade and business tourism markets through membership of Southern Wales and Meet Gateway South Wales consortia.	√			√	√	√					√	
Continue to undertake destination research and provide tourism business support, including data stewardship of the Wales Tourism Product Database which provides content for destination website, visitor information kiosks and visitwales.com	√			√							√	√

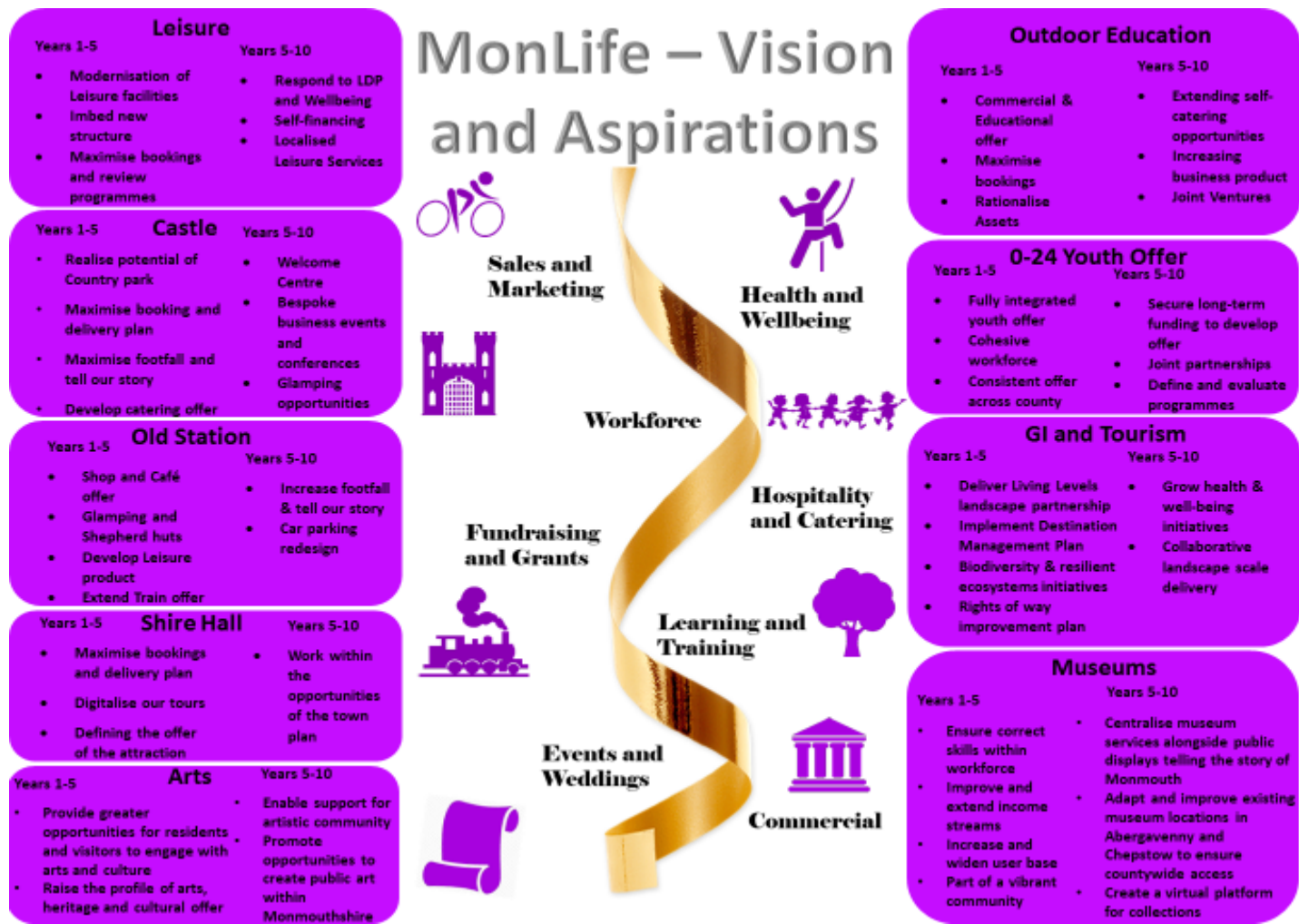


Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
<b>Youth Service</b>												
<b>Training</b> Delivering a training model offering qualifications such as: IQA training, EAT training, Wellbeing training.	√	√	√	√	√	√	√	√	√	√		
<b>Activity with Schools</b> Increase occupancy levels by 10% at Hilston and Gilwern for year 1 and 2 and 15% year 3 onwards.  Duke Of Edinburgh Award - increasing uptake of existing course.	√		√	√	√	√	√	√		√	√	√
Provide open access youth work provision to meet local need and identified gaps.	√	√	√	√	√	√	√	√	√	√	√	
Deliver specific and targeted provision for the most vulnerable young people.	√	√	√			√	√		√	√		
Provide the young people of Monmouthshire with the opportunity to participate in the Duke of Edinburgh Award.				√	√	√	√	√	√	√	√	
To provide a confidential and accessible counselling/therapy service for young people between the ages of 10-19 years old in Monmouthshire.	√	√			√	√	√		√			
Work with schools/other agencies to provide training and consultancy around mental health awareness.	√	√		√	√	√	√	√		√		
<b>Tintern Old Station</b>												
<b>Crazy Golf</b> Investment to add an income stream and to lengthen dwell time on site, based on 5% of visitors taking up the offer.				√	√	√		√			√	
To run the miniature train throughout the whole season by building a storage tunnel and taking over sole ownership of the railway track.	√				√						√	
To install 3 wooden camping pods in our camping field and 3 shepherds caravans for Glamping in the tree ridge of big meadow and install electrical hook ups for camper vans.	√					√	√				√	√
To plan an event programme around the existing hire of a wedding marquee.	√										√	√

Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
<b>Museums</b>												
<b>Educational Services</b> We aim to increase the offer of our 4 reminiscence boxes, 6 formal education workshops and 4 school loan boxes.		√	√	√	√	√	√			√	√	
<b>Abergavenny Room Hire</b> Increase the amount of general room hire and rents and ground hire at Abergavenny Museum for Weddings and Corporate Events.				√	√	√				√	√	√
To ensure we have a depth and breadth of skills to provide a professional museum offer.	√			√	√	√					√	
To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture offer.	√		√	√	√					√	√	
Contribute to a vibrant community by adapting to work in new and innovative ways.	√		√	√	√	√	√			√	√	
<b>Service Wide</b>												
Implement a Marketing and Sales Team to develop a strategy across the group to ensure all commercial opportunities are maximised and there is a clear commercial direction.	√		√	√		√	√			√		√
Introduce a bespoke back office system and team designed to take bookings, process sales, record and report accurate data and analyse performance to make informed decisions for the business	√		√	√	√	√	√			√		√
Develop a team of staff who have the skills, knowledge and confidence to work and sell across many different areas of the business.	√			√	√	√	√			√		√
<b>Outdoor Education</b>												
Develop marketing to source new client groups and to ensure existing clients are aware of developments and opportunities for innovative programmes.	√			√		√	√				√	√
Improvements to buildings and facilities available to client groups.	√					√	√				√	√
Improvements in IT hard and soft ware systems.	√		√	√	√							√

Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
<b>Caldicot Castle</b>												
Develop and improve offer within the Castle and in the country park through catering, business conferences and weddings and linking it to our learning programme for the Education product.	√		√	√	√	√				√	√	√
<b>Shire Hall</b>												
Develop the existing wedding offer.	√					√					√	√
<b>Green Infrastructure &amp; Countryside</b>												
Deliver the newly approved Biodiversity and Resilient Ecosystems Forward Plan, including developing actions with measurable targets.	√	√				√						
Participate with Natural Resources Wales and others in the co-production of the Area Statements required under the Environment Act (Wales) (South East Wales & Marine Area Statements).			√	√						√		
Progress the Rights of Way Improvement Plan Review in accordance with the approved timetable / statutory deadline	√					√	√	√			√	
Contribute to the delivery of the Living Levels Landscape Partnership scheme	√		√	√	√	√				√	√	
<b>Community Events</b>												
Continue to deliver a varied programme of local events across all our venues.	√		√	√	√	√				√	√	√

# Appendix 8 – MonLife Vision and Aspirations



## Appendix 9 – Background Financial Information

The calculations for all of the financial information contained within this business plan is based upon the existing service budgets for 2017/18. It had been recognised that several services are experiencing financial problems where costs are outstripping the budget and an analysis has identified the areas where services are likely to overspend, both in 2017/18 and 2018/19. These have been identified and the subsequent pressure built into the model. The model also makes assumptions regarding NNDR relief and includes the budget for Leisure's share of the rates budget that currently sits within the school budget. There are potentially other budgets for school and leisure which for operational reasons have been combined but these will now need to be separated. Work is currently ongoing with the School sites to establish new service level agreements to ensure maximum usage of all sites however the model only assumes that charges to schools will rise in line with inflation.

The model uses the same inflation factors for pay and pension contributions as in the MTFP but differs on other costs (circa £3.7m), in that for 18/19 and future years, inflation has been built into the model based upon predictions from the Office of National Statistics. The model also takes account of VAT implications for both the Teckal and Charitable arm and has been checked by independent VAT consultants to ensure the correct treatment has been applied.

The model also identifies the extra annual costs of running the Monlife Group and includes a selection of income generating proposals. Income generating options were scored (RAG) and only those that were identified as 'green' were included within the model. These proposals were then stress tested and evaluated by an independent consultant to determine their achievability.

### Cash Flow Forecast

The model assumes that the grant payment from the Council will be received in four equal instalments on the first day of each quarter. Income and expenditure has then been profiled using a trend analysis from the existing general ledger to ensure the organisation will be solvent. The cash flow table below shows that MonLife would be in surplus through every month of the five year grant period.

**MonLife Group - Cash Flow Forecast**

Cash Flow - Monthly Surplus	Month 1 £000's	Month 2 £000's	Month 3 £000's	Month 4 £000's	Month 5 £000's	Month 6 £000's	Month 7 £000's	Month 8 £000's	Month 9 £000's	Month 10 £000's	Month 11 £000's	Month 12 £000's
<b>2018/19</b>	770	668	342	1,135	492	72	863	778	180	1,200	819	50
<b>2019/20</b>	791	713	413	1,175	530	130	892	843	232	1,242	875	115
<b>2020/21</b>	857	786	492	1,254	602	206	968	930	311	1,329	964	200
<b>2021/22</b>	941	879	593	1,353	697	306	1,067	1,040	415	1,438	1,076	310
<b>2022/23</b>	1,046	996	723	1,477	818	435	1,191	1,180	547	1,575	1,219	455

