

SUBJECT:	Performance and Evaluation Framework for MonLife
MEETING:	Economy and Development Select
DATE:	27th September 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To receive the draft Performance and Evaluation Framework that will underpin a business management framework for the new delivery model MonLife.

2. RECOMMENDATIONS:

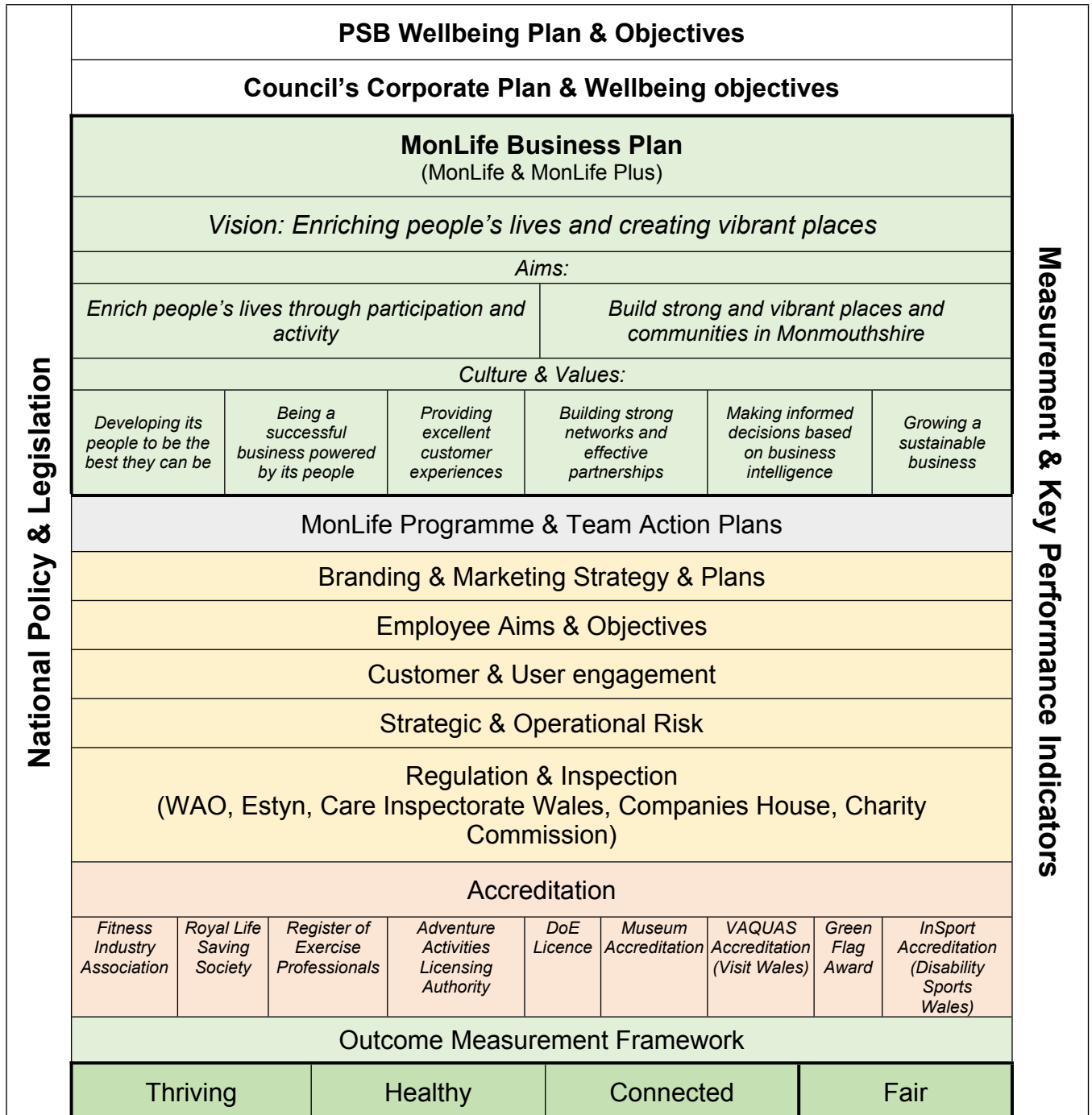
- 2.1 For Members to review, scrutinise and make recommendations on the draft Performance and Evaluation Framework for measuring outcomes for the new delivery model MonLife.

3. KEY ISSUES:

- 3.1 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.
- 3.2 The performance 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).
- 3.3 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.

Diagram 1: Proposed Framework



4. OPTIONS APPRAISAL:

Option	Benefits	Risks	Comments
Do nothing – i.e. maintain existing TLC&Y performance indicators / business plan	None identified	High risk - will not provide adequate business management information for either MonLife or the Council	Would fail to provide sufficient basis to support the success and sustainability of MonLife
Develop new bespoke MonLife Performance and Evaluation Framework	Framework will provide the information required by the Boards of Directors / Trustees of MonLife, MonLife Plus and the trading subsidiaries to assess performance and embrace the Council's performance reporting requirements as principle funder / sponsor	Strategic risk management forms a key part of the proposed framework	The development of a robust performance and evaluation framework is essential to the success and sustainability of MonLife

- 4.1 The whole process has been facilitated by an in-house team and informed closely and tested by independent advisors and legal experts. The process has also included full open scrutiny with Members through Seminars, Select committees, Cabinet and Council. In February 2018, Cabinet approved the Strategic Business Case which set out the full initial appraisal of options for change and approved the ADM to move forward.

5. REASONS:

- 5.1 The development of a robust performance framework is essential to the success and sustainability of MonLife, which is being developed in partnership with the Client Liaison Officer.
- 5.2 To enable the Boards of Directors / Trustees of MonLife, MonLife Plus and the trading subsidiaries to assess their own performance.
- 5.3 To meet the Council's performance reporting requirements as principle funder / sponsor to allow assessment of the MonLife group's contribution to the Council's and PSB's key priorities.

6. RESOURCE IMPLICATIONS

6.1 No resource implications to accompany this report.

7. SAFEGUARDING IMPLICATIONS

7.1 There are no corporate parenting or safeguarding concerns regarding this report.

8. BACKGROUND PAPERS

Appendix 1 Draft Performance and Evaluation Framework

Appendix 2 Future Generations Evaluation

Appendix 3 Questions raised by Members at previous Committees

9. FUTURE GENERATIONS IMPLICATIONS

Future Generations Evaluations have accompanied every report submitted and outline the main impacts of the proposal.

As described in previous FG evaluations, the purpose of the proposed Alternative Delivery Model is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposals will enable services to be kept open but with more community focus and coordination, helping knit communities together. Activities in establishing the Alternative Delivery Model will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

The proposed performance and evaluation framework is designed to support and evaluate contribution across the well-being goals and the proposed outcome measurement framework has been cross-referenced to these goals (see Diagram 1 in the main report) – this approach will be refined and developed as work on the outcome measurement framework progresses.

10. AUTHORS:

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