

MonLife

DRAFT BUSINESS PLAN

NOVEMBER 2018

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1. Introduction

MonLife will be a one-stop-shop vehicle for health, wellbeing and creating diverse opportunities for all of our communities. The culture of the organisation will be commercially astute and operate within a competitive market. MonLife will be an efficient and effective organisation, and will maximise its impact by pursuing opportunities for income generation and future growth of service areas.

MonLife will be strategically driven by a dynamic, passionate team and Board working at pace to a common goal defined by its Charitable Objects. MonLife's ambition will be to deliver high quality customer experiences and encourage more visitors to the Monmouthshire area supporting resilient and active environments.

MonLife will be a sector leading Charity aspiring to make the best possible contribution to improving the quality of life for all of our communities, aligning to Public Service Board priorities from the Well-being Plan and Assessments. 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.

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 the Board 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 product 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 plan has been developed against a backdrop of delivering services in line with our budget commitments whilst also achieving the major efficiency targets which have been identified across all areas of the business. Difficult decisions will need to be made in relation to how we continue to make these efficiencies whilst also providing services. Future local authority budget cuts will mean these services are likely to suffer resulting in more services being delivered in a different way. Priority and spend will be given to Education and Social Services. Delivery vehicles such as MonLife will become more commonplace to ensure these high value services have opportunities to benefit from new resources. There are some large private and third sector funding available such as the emerging Shared prosperity Fund from UK Government and the UK industrial strategy (£6.4bn) with its four grand challenges: ageing, mobility, data and energy which MonLife is well placed to access. That funding is not available to public bodies and is an integral part as to why MonLife will succeed.

1.1 MonLife

MonLife is a charity with a trading company. It has charitable status and is a non-profit distributing organisation part funded by Monmouthshire County Council. It is governed by its Articles of Association and will deliver to the company objects:

The Charity's objects are restricted specifically, in each case only for the public benefit to:

- 1.1.1 advance education, health, arts, heritage, culture and science through, more particularly, the following objects:
 - (a) provide and maintain museums and/or art galleries for the benefit of the public;

- (b) advance education by the provision and maintenance of museums and/or art galleries and collections and by providing arts and cultural activities and events, artistic programmes, research projects and educational projects;
- (c) promote for the benefit of visitors to and the residents of Monmouthshire the provision of a public library for recreation and or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said residents and visitors, and the provision of education;
- (d) to promote the conservation of the Assets and their enhancement for the public benefit;
- (e) promote public and community participation in healthy recreation for the benefit of the inhabitants of Monmouthshire and visitors to the area, by the provision of facilities (both indoor and outdoor) for the playing sport and the provision of activities and events to promote wider participation in sport;
- (f) promote for the benefit of the inhabitants of Monmouthshire and visitors to the area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants;

1.1.2 advance in life and help young people through:

- (a) the provision of recreational and leisure time activities designed to improve their conditions of life;
- (b) providing support and activities through informal education which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals;

1.1.3 act as a resource for young people living in Monmouthshire by providing advice and assistance to enable them to participate in society as independent, mature and responsible individuals;

1.1.4 advance the education of the inhabitants of Monmouthshire and visitors to the area in particular environmental and outdoor education, including in subjects relating to access to, and the preservation and conservation of, the countryside, and of the health benefits of outdoor recreational pursuits.

MonLife represents a broad spectrum of facilities, services and programmes related to the provision of enhancing the health, fitness and personal wellbeing of the residents of Monmouthshire.

We provide leisure services from 4 sites within Monmouthshire and offer outdoor activities at 2 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. We have an extensive Youth offer that will provide services and activities for children and young people across Monmouthshire.

MonLife will have an annual turnover of over £10m and circa 136 FTE staff and circa 257 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 Charity is led by a Board of Trustees comprising of nine Directors including two nominated by MCC. The expert Board of Trustees will tap into Monmouthshire's high social capital, resources and networks to maximise the potential and create a strong platform for the company.

MonLife will be established and operational in Spring 2019.

1.2 Adding Public Value

MonLife will help position Monmouthshire as a great place in which to live, work, play and visit. MonLife will 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. Vision, Mission, Aims and Values

2.1 Vision

Enriching people's lives and creating vibrant places.

2.2 Mission

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

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 the Board and in partnership with 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 Board will look to deliver its objectives through five key work streams.

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 Forum 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 is a new brand and an unknown quantity with target audiences. Successful marketing will depend on developing a strong and credible brand which is differentiated sufficiently from others delivering similar services inside and outside of the area. It will also rely on effectively identifying and targeting the best prospects for each service to market segments who would find the services and products most appealing, as these are the people most likely to engage and spend money on them.

Well-being lies at the heart of all services delivered by MonLife and is the foundation for the evaluation framework, which will measure the group's success. In order to develop a customer-focused brand for MonLife which is associated with enhanced well-being in Monmouthshire communities, well-being needs to be at the core of everything that MonLife does (in all aspects of service delivery across all service areas) and at the centre of its communications externally and internally. A detailed version of the MonLife Marketing Strategy can be found in Appendix 10.

During the first five years MonLife will:

- Develop and implement a marketing strategy which seeks to invest and grow the products across the business;
- 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 through the long term performance framework and future generations principles;
- 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 £0.340m which it will use as a buffer against contingencies and to provide working capital for new developments and improvements.

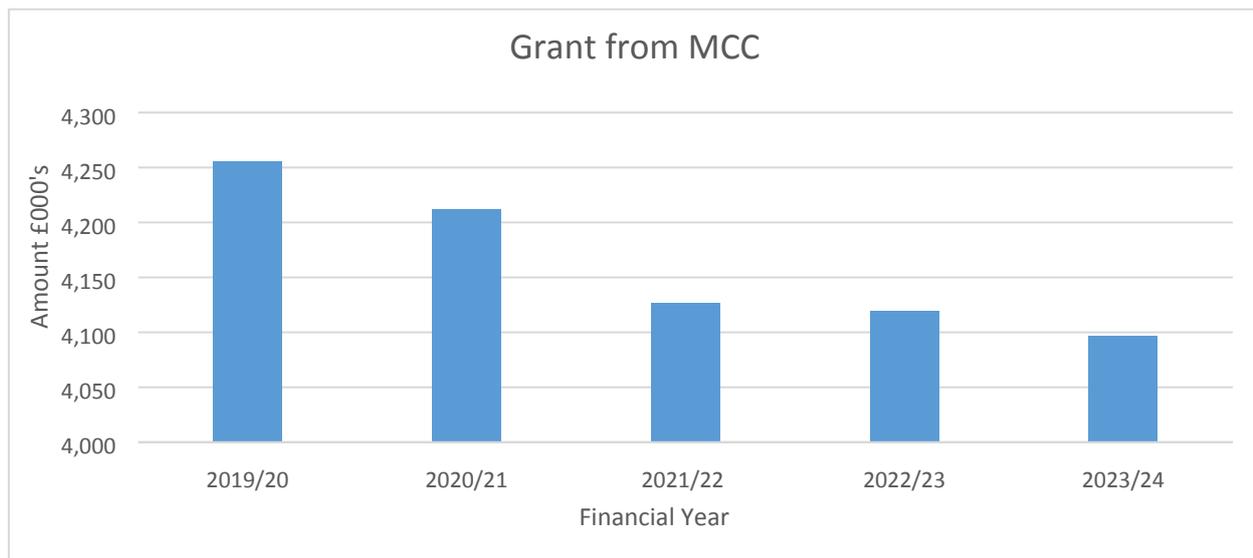
The financial projections are based on prudent assumptions and are robust. Appendix 9 provides details of the assumptions used and the likely cash flow forecast. We are very confident in the leadership and staff to deliver or exceed these target figures.

Table 1 – Financial Plan Estimates of Income and Costs 2019 – 2024

MONLIFE	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	Five Year Total £000's
Grant from MCC	4,255	4,212	4,127	4,119	4,097	20,810
Grant Income	515	535	538	542	546	2,677
School Income	382	386	390	394	398	1,951
Other Income	4,173	4,473	4,881	5,163	5,374	24,064
Total Income	9,326	9,607	9,936	10,217	10,415	49,501
Staffing Costs	6,291	6,442	6,638	6,758	6,875	33,004
Premises Costs	966	991	1,025	1,052	1,075	5,108
Transport Costs	112	114	117	121	124	588
Supplies & Services	1,077	1,140	1,253	1,300	1,344	6,113
Contracts	195	200	205	210	215	1,023
Internal support Services	601	607	579	578	577	2,942
Capital Financing Costs	35	49	50	124	124	382
Total Costs	9,276	9,542	9,866	10,142	10,335	49,161
Net Surplus	50	65	70	75	80	340

The table demonstrates 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 £1.5 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 Performance and Evaluation Framework

MonLife will have an integrated business planning, monitoring and evaluation framework across all of its activities to measure performance, evidence impact and drive continuous improvement, i.e. one shared framework embracing MonLife and the associated trading subsidiaries. Supporting this Business Plan will be annual SMART action plans for MonLife's teams and key delivery programmes. This performance and evaluation framework which is set out at Appendix 5 will enable the Boards of Directors / Trustees of MonLife, and the trading subsidiary to assess their own performance and will also embrace the Council's performance reporting requirements as principle funder / sponsor.

The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery.

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.

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
- 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
- Project specific risk assessments
- Maintaining safeguarding procedures in line with existing policies
- Ensuring equalities, data protection / GDPR and other requirements are met
- Oversight by the MonLife Board.

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.

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.

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

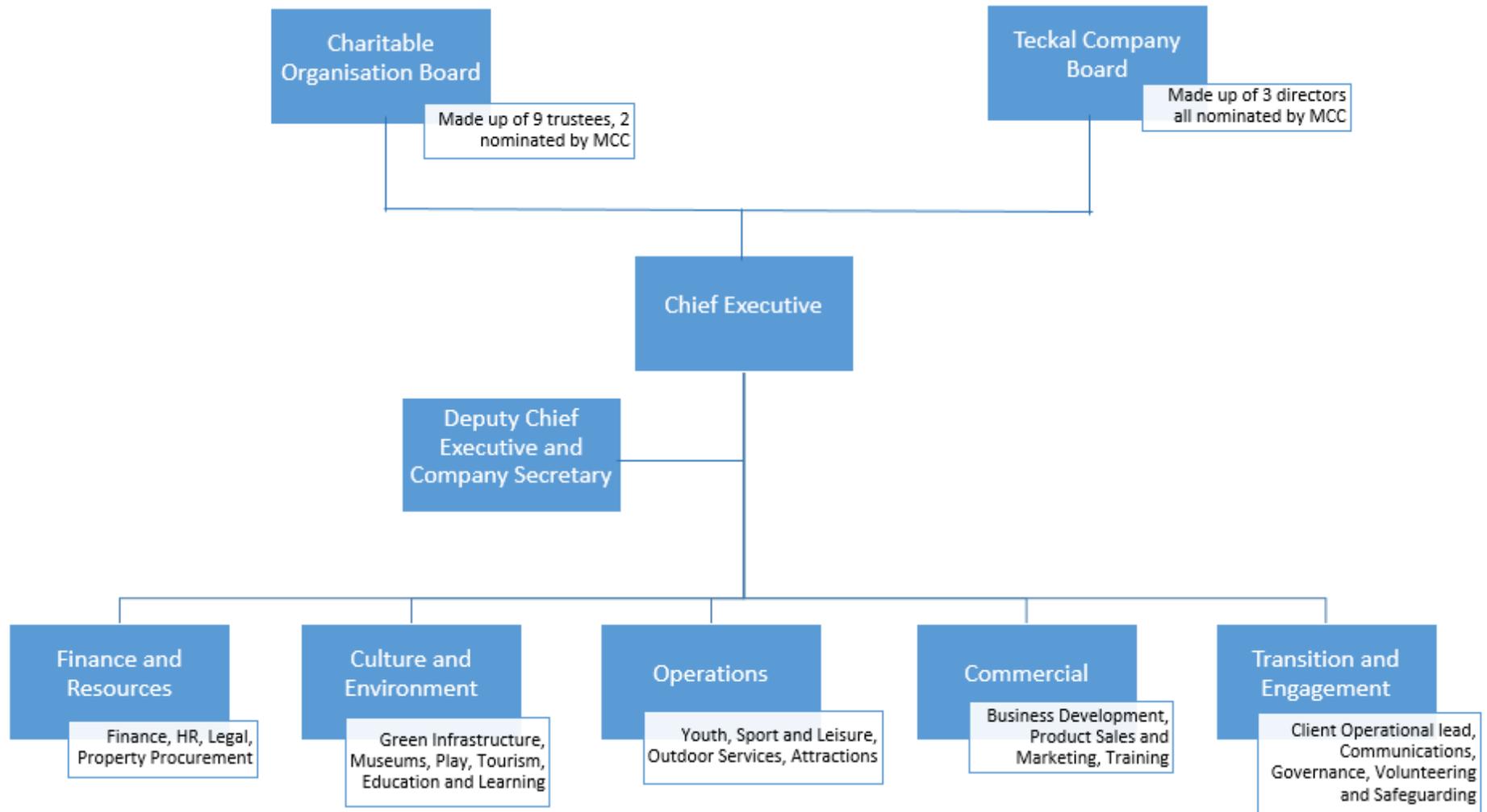
likely annual action plans are shown at appendix 3 and 4 and their impact on the Well-being of Future Generations Goals & Principles at appendix 8.

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 Board, 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.

Appendix 1 – Proposed Structure



Appendix 2 - MonLife Service Strategy and Priorities 2019 – 2022

Service Area	Strategy
All Services	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.
Leisure Centres	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.
Youth Service	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.
Outdoor Education	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.
Caldicot Castle & Country Park	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.
Shire Hall	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.

Service Area	Strategy
Tintern Old Station	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.
Museums	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.
Green Infrastructure & Countryside	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.
Tourism	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.
Community Events	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
Leisure Centres											
The Monmouthshire Games New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	£4,000	£9,990	£12,970	£17,950	£22,929	√	√	√	√	√	√
Personal Instructors The intention is to extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	£9,600	£9,840	£10,086	£10,338	£10,648		√	√	√	√	√
Swimming Lessons We will aim to increase our current Learn to Swim program by 81 children at £19.00 per membership.	£6,000	£10,650	£11,791	£12,924	£15,547	√	√	√	√	√	√
Abergavenny Re-design 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.				£76,700	£79,206	√	√	√	√	√	√
Monmouth Treatment Room New treatment and beauty therapy offer	£16,500	£23,300	£28,875	£35,325	£42,648	√	√	√	√	√	√
Tourism											
Sale of Merchandise Developing and expanding our existing range of goods for resale.		£2,000	£3,000	£3,000	£6,000		√	√	√	√	√
Catering New café income dependent on securing grant funding to establish Wye Tour Tea Room.	£250	£1,500	£6,500	£11,860	£17,769	√	√	√	√	√	√
Outdoor Education											
Training Attract new client groups from schools outside of Gwent area including the private sector and corporate organisations	£8,000	£10,500	£12,000	£16,000	£20,300	√	√	√	√	√	√
Creation of a camp site at Hilston Park Extension of existing contract with NCS and the pods could enable an additional 2 activity groups to be accommodated.	£7,000	£26,000	£35,000	£35,000	£35,640	√	√	√	√	√	√
Activity with Schools Increase occupancy levels by 10% at Hilston and Gilwern for year 1 and 2 and 15% year 3 onwards.	£4,700	£6,600	£7,400	£7,500	£11,850	√	√	√	√	√	√

Area						Monitoring & Evaluation			Outcomes		
Duke Of Edinburgh Award Increasing uptake of existing course.	£4,300	£6,600	£7,400	£7,500	£11,850	√					
Lodge Rental Rental of lodge / international house	£14,000	£17,085	£17,514	£17,514	£17,819	√	√	√	√	√	√
Tintern Old Station											
Train Rides Provide train rides and gain total ownership of the track to operate year round.	£6,800	£10,700	£10,525	£10,348	£10,269	√	√	√	√	√	√
Shepherds Hut Introduce one unit in Year 2 with an additional unit coming in years 3 and 4.		£13,100	£12,362	£12,762	£13,173	√	√	√	√	√	√
Car Parking Introduce news ways of collecting car parking income and introduce changes to parking fees.	£3,800	£3,800	£4,800	£4,800	£4,800	√	√	√	√	√	√
Catering Operate the catering offer directly as opposed to on a lease agreement attempting to increase site usage with the above projects.			£39,250	£30,475	£31,874	√	√	√	√	√	√
Caldicot Castle											
Mobile and other Catering Offer The introduction of a mobile catering offer in the country park and increased uptake of new café within the Castle grounds.	£2,500	£6,000	£7,000	£7,500	£16,780		√	√	√	√	√
Shire Hall											
Pop Up Restaurants Deliver 3 events per year	£2,712	£5,626	£5,767	£5,911	£6,242	√	√	√	√	√	√
Museums											
Gift Aid Gift aid on donations	£1,500	£2,000	£3,000	£3,250	£3,500	√	√	√	√	√	√
Abergavenny Room Hire Increase the amount of general room hire and rents and ground hire at Abergavenny Museum for Weddings and Corporate Events.	£1,200	£3,000	£7,300	£6,900	£6,900	√	√	√	√	√	√
Training Academy Deliver internal and external courses (includes MonAcademy)	£6,000	£14,300	£19,000	£16,400	£21,400	√	√	√	√	√	√
Grants & Sponsorship Target grant funding and sponsorship		£20,000	£23,000	£26,450	£30,418	√	√	√	√	√	√
Digital Marketing Digital screens selling advertising at all sites		£13,900	£14,248	£14,960	£16,496	√	√	√	√	√	√

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

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	Outcomes		
						1	2	3
						1. FINANCIAL STABILITY AND SUSTAINABILITY		
Marketing & Support (including branding)								
• Marketing Strategy								
Finalise a MonLife Marketing Strategy across all activities	√					√	√	√
Finalise and implement MonLife branding across the organisation in phases	√	√	√	√	√	√	√	√
Develop a new web presence for MonLife	√	√				√	√	
• Developing Marketing and Sales								
Appoint a marketing Manager and 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.	√	√	√	√	√	√	√	√
Develop a team of staff who have the skills, knowledge and confidence to work and sell across many different areas of the business.	√	√	√	√	√	√	√	√
Digital Marketing: Sponsorship and digital screens selling advertising		√	√	√	√	√		
• Enhancing Support Services								
Rationalise Support services - introduce shared back office systems and team designed to take bookings across the group, process sales, record and report accurate data and analyse performance to make informed decisions for the business	√	√				√	√	√
Review IT systems and support	√	√				√	√	√
Achieving procurement savings	√	√	√	√	√	√		
Achieving energy savings	√	√	√	√	√	√		
Sustaining income								
• Increasing membership and uptake								
Leisure Sites Increase usage of sites	√	√	√	√	√	√	√	
The Monmouthshire Games and Dryside Sport Activities additional income supplemented by bi-products (e.g. football camps).	√	√	√	√	√	√	√	
Extending the current number of Personal Instructors from 1 to 2 per site	√	√	√	√	√	√	√	
Swimming Lessons increasing uptake	√	√	√	√	√	√	√	
Continue with a 50-week Learn to Swim Programme and aim to convert 99% of all junior swimmers over to Direct Debit.	√	√	√	√	√	√	√	
Grow our existing membership database through an innovative sales and marketing plan and focus on the Membership Wellness Journey and new Roadmap for retention	√	√	√	√	√	√	√	
Increase our membership growth with the introduction of Monmouth Leisure Centre re-design	√	√	√	√	√	√	√	

Outcomes Key:									
1) Financial stability and sustainability	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	Outcomes			
2) Meeting customer needs, developing and delivering valued services						1	2	3	
3) Organisational development, transforming the organisation									
Outdoor education – increase schools occupancy	√	√	√	√	√	√	√		
Duke of Edinburgh Award – increase uptake	√	√	√	√	√	√	√		
Old Station Tintern – Increase frequency and use of miniature train rides	√	√	√	√	√	√	√		
• Improving our catering offer						√	√		
Chepstow TIC café - Sales of food drink snacks etc.	√	√	√	√	√	√	√		
Caldicot Castle – Introduction of year round mobile catering facility in County Park.	√	√	√	√	√	√	√		
Shire Hall – Popup restaurants	√	√	√	√	√	√	√		
Tintern Old Station - Operate in house catering facility			√	√	√	√	√		
• Developing our wedding and celebration offer									
Coordinating and developing the wedding, celebration and events offer across attractions and venues	√	√	√	√	√	√	√		
Caldicot Castle & Shire Hall - Maximise wedding offer, increase general bookings	√	√	√	√	√	√	√		
Abergavenny castle – Ground hire (Weddings, Corporate Events)	√	√	√	√	√	√	√		
• Other traded activity									
Outdoor education – other traded activity	√	√	√	√	√	√	√		
Chepstow TIC / Visit Monmouthshire - Other traded activity with the public		√	√	√	√	√	√		
Old Station Tintern – car parking charges	√	√	√	√	√	√	√		
GI/Countryside - Consultancy Work for Other Bodies / Local Authorities etc.	√	√	√	√	√	√	√		
Youth Service - Income for County Wide Events - Pride / summer camp etc.	√	√	√	√	√	√	√		
Youth Service - Sponsorship Activities / Partnership work	√	√	√	√	√	√	√		
• Grants / Donations									
Cover increased proportion of delivery costs through grant income growth		√	√	√	√	√	√		
Donations / Gift Aid on donations	√	√	√	√	√	√	√		
• Investing in our facilities									
Invest in our facilities to re-design areas ensuring they provide opportunities for growth and sustainability i.e. Monmouth and Abergavenny LC plans.						√	√		
Abergavenny LC 50-60 Station Fitness Suite Extension of fitness suite from 30-40 to 50-60 stations and free weights area.				√	√	√	√		
Introduction of a new treatment and beauty therapy offer at Monmouth LC.	√	√	√	√	√	√	√		
Hilston Park – Develop camp site with camping pods	√	√	√	√	√	√	√		
Hilston Park – Develop visitor accommodation rental	√	√	√	√	√	√	√		
Gilwern OEC – Increase usage of International House		√	√	√	√	√	√		
Old Station Tintern – Shepherds Huts as visitor accommodation	√	√	√	√	√	√	√		

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 1	Year 2	Year 3	Year 4	Year 5	Outcomes		
	2019/20	2020/21	2021/22	2022/23	2023/24	1	2	3
	2. MEETING CUSTOMER NEEDS, DEVELOPING AND DELIVERING VALUED SERVICES							
Service delivery and development & widening participation								
• Exercise referral								
Continue to explore existing exercise referral routes and new routes for citizens to access the National Exercise Referral Scheme in Monmouthshire.	√	√	√	√	√	√	√	
Increase the percentage of people participating in the exercise referral scheme still active after 16 weeks.	√	√	√	√	√	√	√	
• Widening sports participation								
Continue to explore new routes 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).	√	√	√	√	√	√	√	√
Increase the opportunities for children and young people to engage in sport & physical activity delivery through delivering the play maker programme, training & support.	√	√	√	√	√	√	√	
Increase the number of children participating in swimming lessons.	√	√	√	√	√	√	√	
• Youth work								
Provide open access youth work provision to meet local need and identified gaps.	√	√	√	√	√	√	√	
Deliver specific and targeted provision for the most vulnerable young people.	√	√	√	√	√	√	√	
To support young people's social, emotional and intellectual development through the Youth Work curriculum	√	√	√	√	√	√	√	
Facilitating educational and recreational trips and visits.	√	√	√	√	√	√	√	
• Duke of Edinburgh Award								
Provide the young people of Monmouthshire with the opportunity to participate in the Duke of Edinburgh Award.	√	√	√	√	√	√	√	
• Play								
Support the delivery of good quality play opportunities by delivery of the Play Action Plan	√	√	√	√	√	√	√	
Offering open access inclusive play opportunities for children and young people.	√	√	√	√	√	√	√	
• Outdoor Activity								
Develop marketing to source new client groups and to ensure existing clients are aware of developments and opportunities for innovative programmes (Outdoor Education)	√	√	√	√	√	√	√	
• Develop the countryside access / walking offer								
Progress the Rights of Way Improvement Plan Review in accordance with the approved timetable / statutory deadline (Countryside Access)	√	√	√	√	√	√	√	

Outcomes Key:									
1) Financial stability and sustainability	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	Outcomes			
2) Meeting customer needs, developing and delivering valued services						1	2	3	
3) Organisational development, transforming the organisation									
Promote activity through opportunities for outdoor recreation, including walking, and for volunteering, engagement and learning including Fit4Life walking groups	√	√	√	√	√	√	√		
Developing the walking product	√	√	√	√	√	√	√		
• Attractions									
Develop and improve offer at Caldicot Castle and in the country park through catering, business conferences, weddings and learning programmes	√	√	√	√	√	√	√		
To run the miniature train at Old Station Tintern throughout the whole season by building a storage solution	√					√	√		
Continue to deliver a varied programme of local events across all our venues.	√	√	√	√	√	√	√		
Develop a sustainable future for Monmouthshire's Tourist Information Service through development of new income streams including an eShop and locally distinctive café, and best practice visitor information provision.	√	√	√	√	√	√	√		
Deliver a further 4 wooden sculptures for the community shelter (Old Station)									
Deliver a fun railway experience for visitors (Old Station)									
• Learning									
Learning – developing our formal and informal learning offer	√	√	√	√	√	√	√		
Build on our reputation as a centre for learning (Shire Hall)	√	√	√	√	√	√	√		
• Supporting people with Dementia									
Develop and maintain provision for people with dementia including memory boxes and reminiscence café's	√	√	√	√	√	√	√	√	
Obtain funding for and implement the Creative Lives, Active Lives project	√	√	√	√	√	√	√		
• Museums									
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	√	√	√	√	√	√	√		
Ensure museum shops run efficiently and effectively.	√	√	√	√	√	√	√		
Develop outdoor offer at Abergavenny Castle through events programme/ possible provision of a covered structure									
• Environment & Culture									
Deliver the Biodiversity and Resilient Ecosystems Forward Plan	√	√	√	√	√	√	√		
Participate with Natural Resources Wales and others in the co-production and implementation of the Area Statements required under the Environment Act (Wales)	√	√	√	√	√	√	√		
Contribute to the delivery of the Living Levels Landscape Partnership scheme	√	√	√			√	√		

Outcomes Key:		Year 1	Year 2	Year 3	Year 4	Year 5	Outcomes		
1) Financial stability and sustainability		2019/20	2020/21	2021/22	2022/23	2023/24	1	2	3
2) Meeting customer needs, developing and delivering valued services									
3) Organisational development, transforming the organisation									
	Protect and enhance the resilience of our natural and local environments through enhancing green infrastructure, local heritage, arts and culture	√	√	√	√	√	√	√	
	Support more opportunities for local living, working & leisure by delivering the destination management plan and co-ordinated green infrastructure advice								
	• Destination Development								
	Deliver and monitor the revised Monmouthshire Destination Management Plan and new destination partnership arrangements	√	√	√	√	√	√	√	
	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	√	√	√	√	√	√	√	
	3. ORGANISATIONAL DEVELOPMENT, TRANSFORMING THE ORGANISATION								
	Developing our people								
	• Ensuring safeguarding								
	To deliver robust safeguarding processes within TLCY services.	√	√	√	√	√	√	√	
	• Developing Staff								
	Develop a Training Academy a dedicated role coordinating and delivering specific courses.	√	√	√	√	√			√
	Introduce an employee performance and development plan (PDP) approach and measures of staff engagement	√	√	√	√	√			√
	Establish and maintain a staff forum	√	√	√	√	√			√
	• Promoting & supporting volunteering								
	To proactively implement the volunteering programme and recruit volunteers	√	√	√	√	√			√
	Managing our assets better								
	To develop a Heritage Strategy to embed the skills and knowledge required to sustain, manage and develop MonLife' s heritage assets and conduct a Museum Collection Review	√	√					√	√
	To develop capital bids arising from the Heritage Strategy / Museum Collection Review			√	√	√	√		
	To prepare Green Infrastructure Management Plans for all of MonLife' s greenspaces / sites and support their implementation	√	√	√	√	√		√	√
	Measuring Impacts								
	• Performance & Evaluation Framework								

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 1	Year 2	Year 3	Year 4	Year 5	Outcomes		
	2019/20	2020/21	2021/22	2022/23	2023/24	1	2	3
	Establish the proposed Performance and Evaluation Framework including reviewing business processes and procedures, maintaining external accreditation, developing and consolidating the performance indicator framework, risk assessments and team and programme action plans / project plans	√	√	√	√	√	√	√
Develop the Outcome measurement Framework to provide a long-term basis for future impact assessment and refine the performance indicator framework as this work develops	√	√	√	√	√	√	√	√

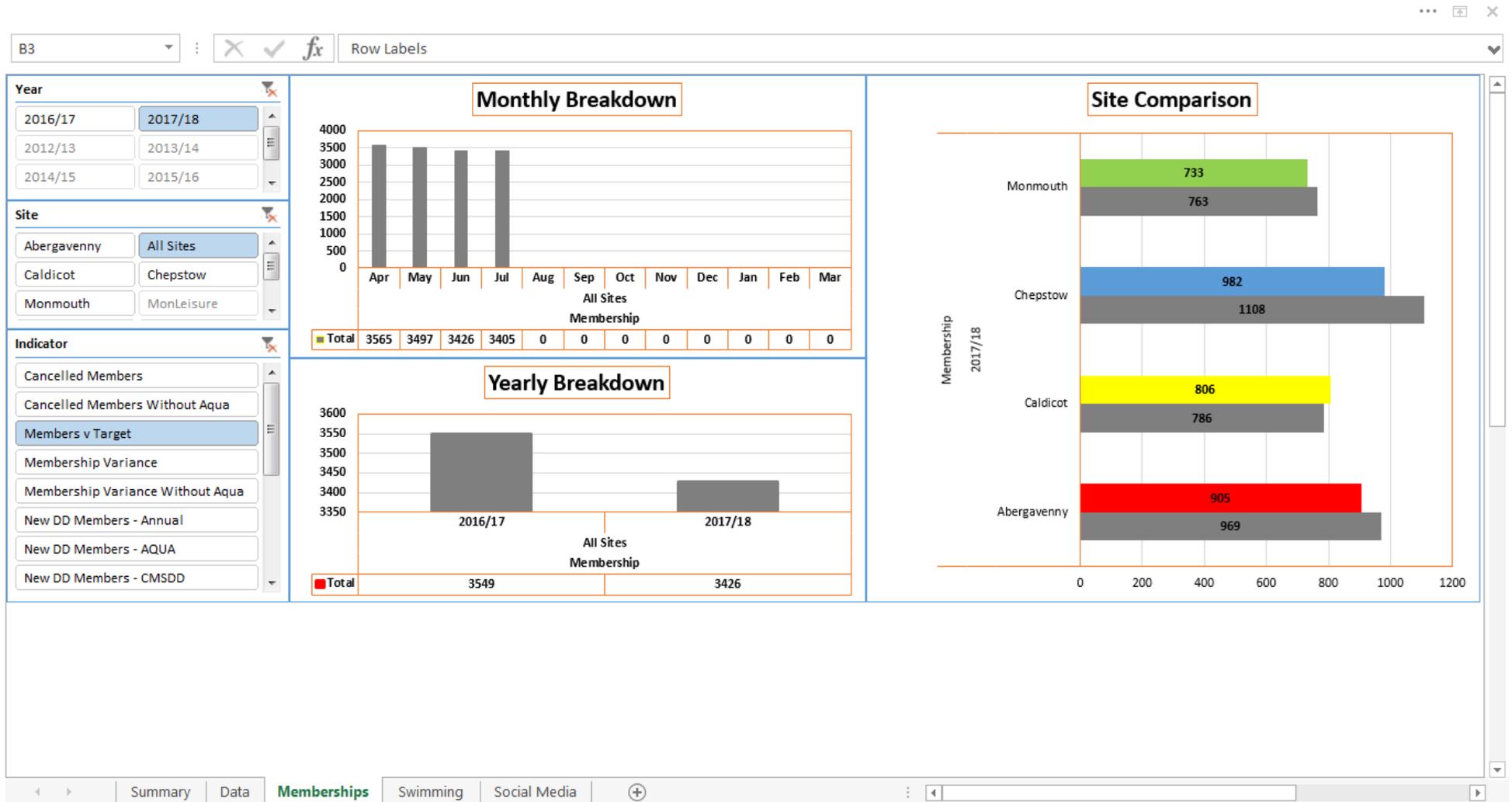
Appendix 5 – Existing Key Performance Indicators and Monitoring and Evaluation Methodology

Service Area	Existing KPI's	Current Reporting Periods & Processes	Current Monitoring & Evaluation
Leisure	<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>
Youth Service	<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>
Outdoor Education	<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).</p> <p>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.</p> <p>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 & Visually Impaired).</p>	
Caldicot Castle	<p>Visitor Numbers.</p> <p>Event numbers through advanced ticket sales.</p> <p>Numbers for wedding parties but general visitors to the park are unknown.</p> <p>Small database of previous users.</p>	<p>Visitor numbers are included in the (STEAM) data and quarterly Service Plan (SP).</p> <p>The SP also monitors VAQAS, Green Flag and Trip Advisor scores.</p>	<p>Helpful for targeted marketing.</p> <p>Supports audience development plan.</p>
Shire Hall	<p>User numbers – people counter on front door.</p> <p>Wedding/Meeting Hire post event feedback questionnaire.</p> <p>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.</p> <p>Any complaints are brought to the staff's attention at the time.</p>
Old Station Tintern	<p>Visitor statistics on a regular basis (counted by desk). Count both cars and people using a clicker on busy days.</p> <p>Regular staff surveys.</p>	<p>Report on visitor statistics for STEAM figures.</p> <p>Also report to Tourist Board but only for tent camping figures.</p>	<p>Feedback received used to inform decision making.</p>
Countryside	<p>Number of path users via counters mainly on key promoted routes.</p> <p>Rights of way issues and resolution via CAMS database.</p> <p>Customer feedback.</p> <p>Volunteer hours / numbers (some project specific).</p> <p>Measures of performance on planning consultations.</p> <p>External evaluation via Green Flag Award accreditation i.e. Castle Meadows.</p> <p>Project reporting (to meet funder's requirements).</p>	<p>Report regularly (mainly annually) in agreement with funders. Mainly quantitative / reports on implementation progress.</p> <p>Most other data is collected quarterly or annually, for SP's, counter data on Wales Coast Path shared with NRW.</p> <p>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
Museums	<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>
Tourism	<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

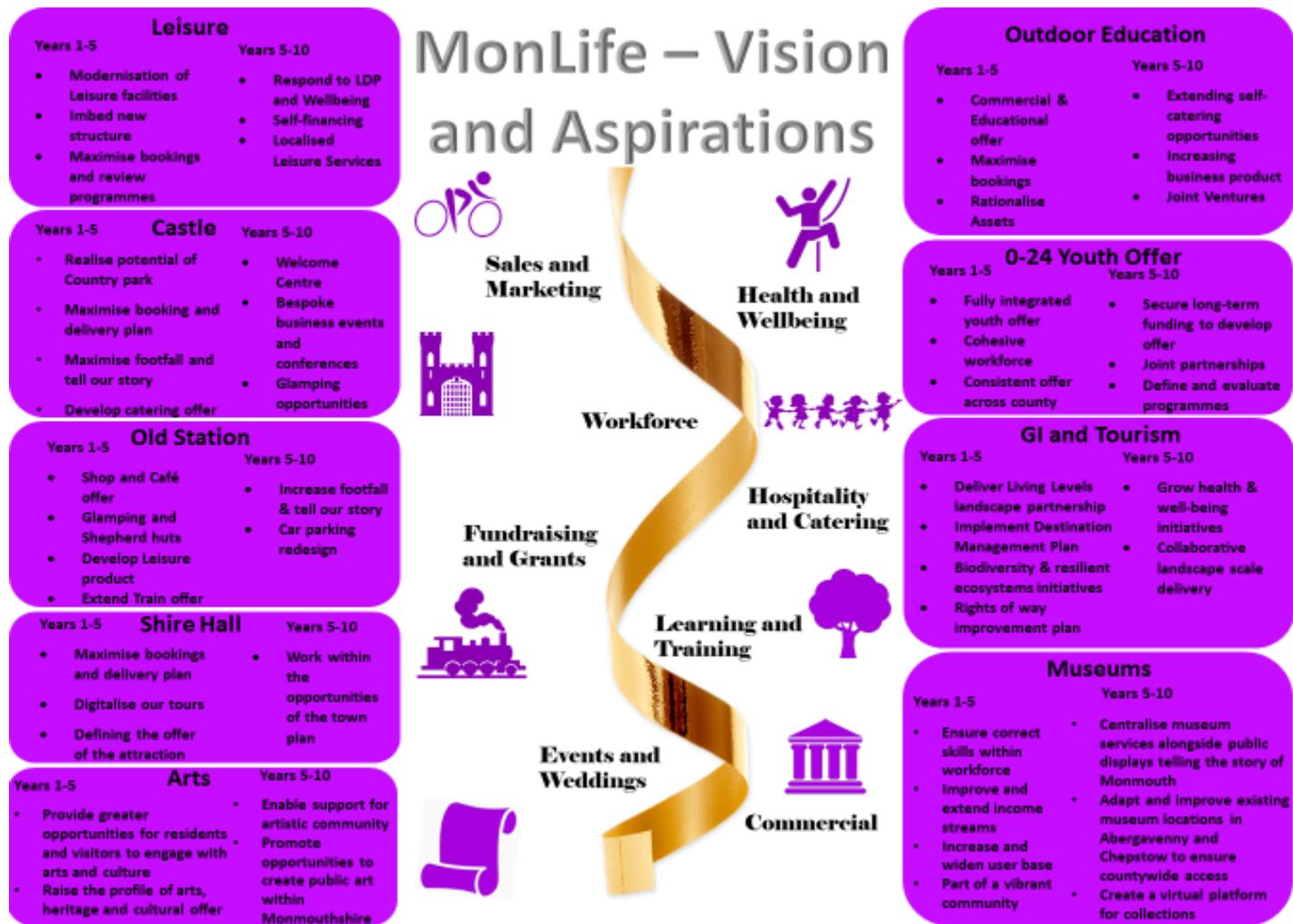
Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
Leisure Centres												
The Monmouthshire Games New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	√	√	√	√	√	√	√	√		√		
Personal Instructors The intention is to extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	√	√				√	√	√	√			
Swimming Lessons We will aim to increase our current Learn to Swim program by 81 children at £19.00 per membership.		√		√		√	√	√				
Abergavenny Re-design 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.		√				√		√				√
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.	√	√				√		√				√

	Well-being Principles					Well-being Goals						
Invest in our facilities to re-design areas ensuring they provide opportunities for growth and sustainability i.e. Monmouth and Abergavenny LC plans.	√	√	√	√	√	√	√	√	√	√	√	√
Tourism												
Sale of Merchandise Developing and expanding our existing range of goods for resale.						√					√	√
Catering New café income dependent on securing grant funding to establish Wye Tour Tea Room.	√					√					√	
Other Trading Activity 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	√			√							√	√
Youth Service												
Training Delivering a training model offering qualifications such as: IQA training, EAT training, Wellbeing training.	√	√	√	√	√	√	√	√	√	√		
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.				√	√	√	√	√	√	√	√	
Tintern Old Station												
Crazy Golf Investment to add an income stream and to lengthen dwell time on site, based on 5% of visitors taking up the offer.				√	√	√		√			√	

	Well-being Principles					Well-being Goals						
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.	√										√	√
Museums												
Educational Services We aim to increase the offer of our 4 reminiscence boxes, 6 formal education workshops and 4 school loan boxes.		√	√	√	√	√	√				√	√
Abergavenny Room Hire 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.	√		√	√	√	√	√				√	√
Service Wide												
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.	√			√	√	√	√				√	√
Outdoor Education												
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.	√		√	√	√							√

	Well-being Principles					Well-being Goals						
Activity with Schools Increase occupancy levels by 10% at Hilston and Gilwern for year 1 and 2 and 15% year 3 onwards.	√		√	√	√	√	√	√		√	√	√
Caldicot Castle												
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.	√		√	√	√	√				√	√	√
Shire Hall												
Develop the existing wedding offer.	√					√					√	√
Green Infrastructure & Countryside												
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	√		√	√	√	√				√	√	
Community Events												
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 2018/19. 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 2018/19 and 2019/20. 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 2019/20 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 the Charity 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 - 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
2019/20	714	655	380	991	446	86	729	694	152	1,019	700	50
2020/21	757	708	443	1,049	497	144	784	765	212	1,087	772	115
2021/22	805	768	513	1,107	544	200	830	833	265	1,145	833	185
2022/23	879	854	612	1,210	644	308	943	963	387	1,282	976	260
2023/24	949	931	695	1,288	716	384	1,015	1,046	461	1,360	1,055	340

Appendix 10 – MonLife Marketing Strategy