

**SUBJECT: MONLIFE**  
**MEETING: COUNCIL**  
**DATE: 19<sup>th</sup> September 2019**

**DIVISION/WARDS AFFECTED: All**

## **1. PURPOSE:**

- 1.1 To seek approval of Council for the ongoing support and commitment to the internal transformation of services encompassed within the MonLife portfolio.

## **2. RECOMMENDATIONS**

- 2.1 To approve the Business Plan for MonLife that sets out the strategic direction and the operating model for MonLife.
- 2.2 To approve an increase in revenue budget of £97,604 in 2020/21, to be accommodated as a pressure within the resultant budget and MTFP process. With pressures subsequently offset by savings in the following four years of the business plan and an overall net saving of £1.165m to be considered to support future investment priorities.
- 2.3 To establish a £25,000 ring-fenced reactive property maintenance budget, funded from existing property maintenance budgets.
- 2.4 To approve the principles of the Commercial and Investment Strategy and supporting documents.
- 2.5 To formally approve the senior leadership structure required to deliver the MonLife business plan, the additional resource implications for which are included within recommendation 2.2 above.

## **3. KEY ISSUES:**

- 3.1 The Council approved in April 2019 that the preferred model for ongoing delivery of Tourism, Leisure, Culture and Youth Services (now known as MonLife) is an in-house model with commitment to a fundamental programme of renewal and transformation.
- 3.2 Over the past years, there has been an increase in demand for these services and an increase in both priority and position within MCC. This rise has been driven by the Council wanting to take a much more proactive role in improving the health and wellbeing of citizens. This, coupled with the importance our communities and society are now placing on these services has seen mainstream culture shift towards health, activity, outdoor adventure,

wellbeing, diet and exercise leading to an increase in both usage and interest. This interest has also led to higher expectations, especially on leisure services where focus is on product and quality service where customers are prepared to pay for a friendly service with well-trained expert staff and clean modern facilities. Themes and cornerstones that frame these services include active travel, obesity, environment act; emerging strategies on loneliness, mental health, learning and also expectations around climate emergency.

- 3.3 The services involved in culture, museums, attractions and tourism have witnessed a similar trend and there is a need to work towards delivering immersive relevant products, creating positive experiences for visitors as the staycation and coffee culture market increases. The need is to have a varied offer that appeals to many generations and offer facilities where dwell time is increased - these places can also help deliver creative spaces for future agile working. The green infrastructure and countryside team play a crucial role in developing themes in their respective areas enhancing our rich nature and green landscape.
- 3.4 A wide ranging review process has been conducted to create an operating environment that optimises the MonLife portfolio and capability of moving to a sustainable model for delivery.
- 3.5 MonLife manages a number of assets including the provision of leisure services from 4 sites, outdoor activities at 2 centres and 7 sites which incorporate our attractions and museums. MonLife also promotes tourism information and offers some of the most impressive buildings with historical interest and activities to engage all ages.
- 3.6 Sports development, Youth service and Play work with our younger community members ensuring they have access to safe, appropriate, informal non-educational and educational opportunities continues to be a key aspect of the service. Green Infrastructure and Countryside Access services oversee a large countryside access network and sites to provide outdoor experiences for communities and visitors alike.
- 3.7 These services are supported by two cabinet members.

<b>Services within MonLife</b>	<b>Cabinet Member portfolio holder</b>
Leisure Sports Development Youth Outdoor Service Green Infrastructure and Countryside Access Play Active Travel	Cabinet Member for Children, Young People and MonLife
Attractions Museums & Arts Tourism	Cabinet Member for Governance and Law

## Business Plan

3.8 The purpose of MonLife is to make the best possible contribution to improving the quality of life for all of the communities, aligning to the Corporate Plan and the Public Service Board priorities. MonLife will play a significant role in building sustainable and resilient communities, reducing inequalities and supporting vulnerable people. The Business Plan (Appendix B) sets out a strategy to 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.

3.9 The table below is a summary from Appendix B of the projected spend for these services for the next five years. The financial projections are based on prudent assumptions which are detailed within Appendix 8 of the business plan. The costs are modelled on the 2019-20 budgets. Staffing costs for future years have used the same modelling assumptions as the updated MTFP model except for where there is predicted inflation and/or price increases. The model also assumes that a certain amount of investment can be self-funded as demonstrated in the capital repayments line. However, this alone will not be sufficient to fully fund major investment schemes such as Caldicot or Abergavenny Leisure Centres. Separate proposals will be brought forward for consideration around such projects and where additional capital funding is required.

	MonLife					5 YEAR TOTAL
	Estimate 2020-21 £	Estimate 2021-22 £	Estimate 2022-23 £	Estimate 2023-24 £	Estimate 2024-25 £	
Grant Income	-603,982	-603,982	-603,982	-603,982	-603,982	-3,019,908
School Income	-328,523	-328,523	-328,523	-328,523	-328,523	-1,642,615
Other Income	-4,453,171	-5,072,823	-5,129,531	-5,816,451	-5,995,272	-26,467,248
<b>Total Income</b>	<b>-5,385,676</b>	<b>-6,005,328</b>	<b>-6,062,035</b>	<b>-6,748,956</b>	<b>-6,927,777</b>	<b>-31,129,772</b>
Staffing Costs	7,000,679	7,316,104	7,321,781	7,774,787	7,905,320	37,318,671
Premises Costs	771,289	818,073	818,959	891,027	915,909	4,215,257
Transport Costs	89,204	91,434	91,446	96,062	98,464	466,610
Supplies & Services	1,109,962	1,276,592	1,280,617	1,393,127	1,444,829	6,505,128
Contracts	170,575	177,340	177,340	188,818	196,038	910,111
<b>Total Costs</b>	<b>9,141,710</b>	<b>9,679,543</b>	<b>9,690,144</b>	<b>10,343,821</b>	<b>10,560,560</b>	<b>49,415,778</b>
<b>Net Cost</b>	<b>3,756,034</b>	<b>3,674,215</b>	<b>3,628,108</b>	<b>3,594,865</b>	<b>3,632,783</b>	<b>18,286,006</b>

3.10 To enable MonLife to thrive there will need to be clear conditions applied by the Council as agreed at April Council. MonLife will require support through the following activities:

- All internal operating principles and policies will be reviewed for appropriateness;
  - The Council's Medium Term Financial Plan will be developed to recognise Council's aspirations for MonLife;
  - A small ring-fenced reactive property maintenance budget to respond quickly to minor issues within buildings and ensure that equipment is maintained.
- 3.11 Council agreed in April 2019 that Council adopt the Ealing ruling and treat our VAT on sporting facilities as exempt. This will create circa £270K that can be reinvested back into these services as highlighted in the Business Plan. The assumption has been made that this will apply from April 2019. Cabinet are confirming this planning assumption as part of a report to consider the Authority's VAT management arrangements and in light of the decision to adopt the Ealing ruling and any proposed leisure investments.
- 3.12 The MonLife identity and brand will be formally adopted, and subsequent branding and marketing of these services will be implemented.

### **Commercial and Investment Strategy**

- 3.13 The MonLife Commercial and Investment Strategy (Appendix C) which is aligned with Monmouthshire's existing Commercial Strategy outlines the intentions for managing assets and resources to support the delivery of front line services, optimise community benefits and maximise commercial opportunities through 6 key targeted themes;
- Developing people to be the best they can be
  - Being a successful model powered by its people
  - Providing excellent customer experiences
  - Building strong networks and effective partnerships
  - Making informed decisions based on business intelligence
  - Growing a sustainable operating model
- 3.14 Appendix G provides a description of the major capital investment proposals for Caldicot and Abergavenny Leisure Centres and Gilwern Outdoor Activity Centre.

### **MonLife Structure**

- 3.15 To continue to deliver these services effectively there is a requirement to confirm the streamlined overall structure for MonLife. The senior structure with themes and proposed team grouping are set out within Appendix D with the Chief Operating Officer - MonLife having a relevant senior leadership team with designated areas of accountability. The cross thematic responsibilities underpin effective collaborative working, improved communication, staff engagement and excellent customer service. An internal process will be conducted to implement the arrangements following the Councils employment policies.

- 3.16 The Chief Operating Officer (COO) will report to an executive team for support, guidance and expertise and will include the CEO, Chief Officer for Resources and Chief Officer for Enterprise. The COO will work closely with and report into the Cabinet Member/s who hold the portfolio for these services.
- 3.17 There will be also be a small number of new posts identified within the team configurations which are within the overall business plan costings for the services. These will be subject to a further report. It is anticipated that new team structures and posts will be in place by the end of the current financial year, though will be dependent on the resultant decision making and recruitment process.
- 3.18 The senior management team of MonLife will work with the executive team and Cabinet Portfolio holders to shape decisions that they will then made in accordance with Council Constitution requirements. The COO and the MonLife senior management team will have day-to-day responsibility for strategic and operational decisions and this will be codified within the Council Constitution.

#### **Performance and Evaluation Framework**

- 3.19 A Performance and Evaluation Framework was approved by Audit Committee in September 2018. This framework has been updated to reflect the subsequent decision on the preferred model for MonLife (Appendix E). The framework will be continuously developed with the MonLife Management Team and MCC's Performance team. The Business Plan includes the core set of MonLife indicators, including the relevant national key performance indicators.
- 3.20 Supporting the Business Plan are annual delivery plans for MonLife's programmes and teams (updated quarterly). Services will be monitored on their key KPI's and the overall resulting impact, including case studies. A longer term Outcome Measurement Framework is also under development.
- 3.21 A Continuous Performance Management (CPM) system will be introduced aimed at supporting managers and staff to have ongoing conversations about goals and work related activities and to strengthen the connection between individuals and their networks to their work and performance management. The CPM will be introduced prior to the implementation of the MonLife Performance Evaluation Framework to foster a culture of trust and full engagement where employees are given control over their performance environment and are able to have mutually beneficial performance conversations with their managers.
- 3.22 A risk Register has been designed to highlight key areas that will need careful monitoring, support and financial investment to realise the success of MonLife in the future years. Each item has been scored accordingly for risk, impact, probability and where possible mitigating actions highlighted. The Risk

Register will have careful monitoring and review and will be highlighted through the Cabinet Members on a regular basis. (Appendix F). Risks of an appropriate scoring will feature as part of the whole authority risk register.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 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. It also has a significant part to play 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. MonLife by its nature will continue to provide employment, growth and an increasingly skilled workforce.
- 4.2 The positive engagement activities with communities, customers and staff will continue as well as a focus on income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.
- 4.3 The Equality and Future Generations Evaluation is appended (Appendix A).
- 4.4 The safeguarding responsibilities of the Authority and partners for children and young people are fully integrated into the identification of appropriate actions and reflected in the MonLife documentation.

#### **5. OPTIONS APPRAISAL**

- 5.1 The Appraisal in Table Two below highlights some of the main advantages of the Transformation of services model set against some challenges that may arise if the current status quo remains.

**Table Two: Options Appraisal**

<b>Transformation of Services MonLife</b>	<b>Status Quo (Services stay as they are)</b>
<ul style="list-style-type: none"> <li>• The MonLife brand will remain and internal conditions and policies will be reviewed in order to ensure MonLife services remain sustainable;</li> <li>• The Council's Medium Term Financial Plan will be developed to ensure that the MonLife services will attract a higher political priority than was the case three</li> </ul>	<ul style="list-style-type: none"> <li>• Limited opportunities for services to grow and develop thus long term managing decline;</li> <li>• Demotivated workforce and low morale through lack of opportunity and investment in service areas, and lack of joined up approach;</li> </ul>

<p>years ago;</p> <ul style="list-style-type: none"> <li>• The Commercial Investment Strategy has the funds made available to support projects long term;</li> <li>• A staffing structure will be put in place that will be fit for purpose for MonLife. This will require realignment of some service areas; restructures; individual skills set being matched to appropriate posts;</li> <li>• A Business Plan that incorporates the Performance and Evaluation Framework &amp; MonLife SIP for the services which is well defined;</li> <li>• A motivated workforce embracing a commercial culture that will be reflected in behaviours and shared values with the Council;</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• MTFP does not reflect the budget required to operate these services and enable full commercial operation and potential service reduction;</li> <li>• Protracted process for decision making so no commercial gain for services against competitor's;</li> <li>• Highlighted risks are not mitigated so may result in failures across service areas (appendix F);</li> </ul>
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5.2 The Business Plan for the MonLife (Appendix B) has been utilised as a part of this consideration alongside the Risk Register; Performance and Evaluation Framework; Marketing and Branding Strategy and Service Plan.

## 6. EVALUATION CRITERIA

6.1 MonLife's performance will be evaluated against its financial targets and key performance indicators as set out in the MonLife Business Plan and the Performance and Evaluation Framework, and animated by case studies illustrating impact and social return on investment. This will be supported by the development of the longer term Outcome Measurement Framework.

## 7. REASONS:

7.1 To enact the recommendations from the Council meeting 11<sup>th</sup> April 2019 to approve the transformation of services formally known as Tourism, Leisure, Culture and Youth to MonLife.

7.2 The Council and Public Service Board policy agenda continues to move towards health, activity and prevention.

7.3 The opportunity for transformation of MonLife within the Council setting supported by a Capital Investment plan can continue to play a direct role in the continued delivery of services at a local and regional level. Early evidence from the re-provision of Monmouth Leisure Centre is compelling about the Councils ability to provide a commercial high quality offer if it is minded too. 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.

- 7.4 There are opportunities to improve and grow with plenty of enthusiasm and ambitious ideas that will be developed working in partnership with others, particularly within Monmouthshire County Council.

## **8. RESOURCE IMPLICATIONS**

- 8.1 The cost of delivering these services for the next five years in accordance with the business plan are as follows; 2020/21 £3.756m, 2021/22 £3.674m, 2022/23 £3.628m, 2023/24 £3.595m and in 2024/25 £3.633m.
- 8.2 One key financial consideration, referred to in paragraph 3.11, relates to the Council agreeing at its meeting in April 2019 that Council adopt the Ealing ruling and to subsequently treat our VAT on sporting facilities as exempt. The Authority has not yet formally informed HMRC of this decision and in the interim has been taking advice and considering its VAT position, and in consideration of future events that could materially and financially impact on the authority.
- 8.3 A report is subsequently being considered by Cabinet on 18<sup>th</sup> September, and which seeks to outline all the key considerations and associated risks of adopting the Ealing ruling and to ensure that the importance attached to active VAT management going forward was understood. The consequence of investing in Abergavenny and Caldicot leisure centres in particular has an adverse consequence on what is known as the Council's partial exemption threshold and where risks arise of a material VAT consequence and payment if it is breached under certain circumstances. Senior officers are satisfied based on advice received that such a situation can be managed through good VAT management. The resultant impact will be that the Council can legitimately look to recover VAT from HMRC and going forward can benefit from VAT savings as a consequence of adopting the Ealing ruling.
- 8.4 The MonLife business plan includes proposals for additional new staff posts, it assumes that MonLife would benefit from VAT savings of circa £270k per annum, that additional investment would be made in services and where possible and necessary, with additional net income obtained from these services of £1.165m being generated to support capital repayments over the five year period.
- 8.5 The table below compares the costs of transformation of services against the existing 2019/20 budget. The current budget retains the net savings to the authority from externalising the service of £205k despite the authority not proceeding with this option. The current budget does not include any potential impact of the Ealing ruling on VAT.



Financial Year	MonLife £	Existing Budget £	Variance £
2020-21	3,756	3,658	98
2021-22	3,674	3,772	-98
2022-23	3,628	3,887	-259
2023-24	3,595	4,006	-411
2024-25	3,633	4,128	-495
<b>TOTAL</b>	<b>18,286</b>	<b>19,451</b>	<b>-1,165</b>

8.6 Over the five year period by adopting the transformation approach, MonLife is forecast to be below the budget model by £1,165k. This five year difference can be analysed as follows;

**Increases for**

- New Posts £1.366m
- Estimated inflation £0.406m £1.772m

**Offset by**

- VAT benefit from Ealing Ruling £1.365m
- Fees & Charges inflation £0.560m
- New Income pipelines £2.037m £3.962m  
£2.190m

Less net savings already in MTFP from ADM £1.025m  
Income to be capitalised for borrowing £1.165m

8.7 The budget for 2019/20 included net savings of £205k from transferring services to an alternative delivery model and as a consequence at month 2 the forecast indicated a potential overspend of £260k. The most recent forecast now assumes that the Ealing Ruling will be backdated to April 2019 resulting in £272k of extra VAT income. The current forecast now includes the extra VAT and the part-year impact of additional staff requirements (£77k) but when compared to the current year budget of £3.450m is to forecast overspend by £70k. This relates mainly to the Outdoor Activity centres which have seen a considerable reduction in school patronage through budget cuts, the loss of subsidies from other authorities and the general economic downturn. A review of the service is currently being undertaken and a recovery plan is being developed with the aim of putting the service on a more sustainable footing.

**9. CONSULTEES**

Senior Leadership Team  
Cabinet

Member seminar update on services  
Unions

## **10. BACKGROUND PAPERS**

- Appendix A: Future Generations Evaluation**
- Appendix B: MonLife Business Plan**
- Appendix C: MonLife Commercial and Investment Strategy and Action Plan**
- Appendix D: Senior structure for MonLife**
- Appendix E: MonLife Performance and Evaluation Framework**
- Appendix F: MonLife Strategic Risk Register**
- Appendix G: Capital Projects**

## **11. AUTHORS:**

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## Appendix A



monmouthshire  
sir fynwy

# Future Generations Evaluation (Includes Equalities and Sustainability)

<b>Name of the Officer</b> Tracey Thomas  <b>Phone no:</b> 07818 016924 <b>E-mail:</b> <a href="mailto:traceythomas@monmouthshire.gov.uk">traceythomas@monmouthshire.gov.uk</a>	<b>MonLife Update</b>
<b>Name of Service:</b> MonLife (formally Tourism, Leisure, Culture and Youth)	<b>Date Future Generations Evaluation</b> 21st August 2019

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.***

### 1. Does your proposal deliver any of the well-being goals below?


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.	Keeping services open and local but with more community focus and coordination – helping knit communities together.  Positive engagement and coordination with community focused services.  Income generation and investment in key



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		<p>aspects of the services will ensure the culture thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow successful volunteering scheme and employment.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue close working partnership with countryside and planning and ensuring green spaces and cultural heritage is supported.</p> <p>Management of greenspaces and property to maintain and enhance biodiversity and promote resilience.</p>	<p>MonLife services will continue to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p> <p>All new developments and programmes will consider how best to minimise our carbon footprint.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through leisure, sport, outdoor education, countryside and cultural access.</p> <p>The revised offer will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through the Public Service Board will ensure that physical and mental health through activity is widely available and that MonLife is central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity Strategy, Get Wales</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		Moving (replacing Climbing Higher), etc. Schools Sports Surveys will be undertaken biannually along with work across Active Gwent Sport Development/Youth Teams, cultural services, cycling and walking product, and exercise referral should all contribute to a positive impact.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	The MonLife portfolio will ensure the sustainability and growth in these service areas. Staff will continue to engage with the community and connect with local priorities – leading to service improvements by continuing to understand what matters to customers and partners.	Community cohesion will continue to be a key social driver.  An extensive customer survey on, ‘what matters’, has been undertaken across all our services where, 1,200 returns were obtained and further engagement activities have taken place since then with customers, staff and user groups.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	MonLife services will continue to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken will take into account global and well-being issues as part of its day to day processes.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>MonLife services will continue to contribute greatly to the local culture, heritage and art; this will include the promotion and protection of the Welsh language.</p>	<p>One of the key drivers of MonLife will be the promotion of activity, health, culture and art and key developments will reflect this.</p> <p>The ability to react to the current markets and trends will enable the service to position itself to meet the outcomes.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>MonLife will continue to offer services for all age ranges and deliver a diverse and comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p> <p>The ability to extend current work towards access to facilities and services can be rolled out consistently across all service areas.</p>

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The 5 year business plan will continue to ensure the services are focused on function and development.</p>	<p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport &amp; Art Wales, Visit Wales, Town &amp; Community Council, Youth Offer partnership, Creating Active &amp; Healthy Monmouthshire, Schools, Unions.</p>	<p>The next phase will include a full engagement program, scoping of commercial opportunities to move things forwards.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>There is an ongoing engagement program in place to ensure all the relevant people are consulted with. This includes all customers and staff across MonLife, Education and all other services in Monmouthshire, Town and Community Councils, the Senior Leadership Team and all Council members within Monmouthshire.</p>	<p>The engagement process is constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p> <p>Engagement is an ongoing continual process. A cohort of 16 staff members have held their inaugural meeting of the MonLife Staff Forum. The key purpose of this forum is to assist the senior team to ensure that staff and volunteers' voices are heard and provide opportunities to help inform key working areas of MonLife that need to be improved.</p> <p>The Staff Forum are a collective of individuals who are representing the MonLife workforce and will be the nucleus to ensure MonLife achieves the culture and conditions to enable it to thrive.</p> <p>The staff Forum will also be the main conduit for communications to the workforce through a variety of methods – newsletters; flyers; emails; posters; focus groups; wider staff forums.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="203 504 313 528">Prevention</p> <p data-bbox="356 316 546 544">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="580 304 1312 411">The business plans for each service have been developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p data-bbox="580 448 1312 555">If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p data-bbox="1337 363 2042 523">Services have identified key income pipelines for commercially operating service areas, with clear plans being drawn up on how these can be developed and joined up within MonLife moving forwards.</p>
 <p data-bbox="203 855 313 879">Integration</p> <p data-bbox="356 671 546 895">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="580 592 1312 975">The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the services being considered contribute to the wellbeing goals although some are more clearly defined than others. It is important that the services are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the social impact.</p>	<p data-bbox="1337 651 2042 954">One of the key drivers will continue to be the promotion of activity, health, equality, culture and art and its structure and key developments will reflect that. It is also important to provide a full, varied programme and facilities for this to happen All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. The Performance Evaluation Framework measures impact on all of the wellbeing goals</p>

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:

<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?



Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	MonLife will be able to provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all service areas in scope provide a much wider offer. The new model is likely to provide employment opportunities in new areas of the business for existing staff within marketing, sales, catering etc. These positive impacts will apply to all protected characteristics listed below.	n/a	Asking all of customers and partners what matters to them will evidently improve services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all.
Disability	Any new re-design and development will conform to the Equalities Act.	n/a	Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification.	n/a	Staff are engaging in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure teams are in a good position to deliver the core aims within a set timeframe.

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire' s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/have you done to mitigate any negative impacts or better contribute to positive impacts?

Safeguarding	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the board.	n/a	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. All service areas have updated SAFE procedures in place in line with MCC procedures and a training database is maintained by all managers to reflect upskilling of staff within this area. We also link with our sports clubs to ensure they have nominated individuals to safeguard their users.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	n/a	We will continue to have representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

**5. What evidence and data has informed the development of your proposal?**

Throughout this process the following documents have underpinned the agreed move to MonLife:

- Final Business Case
- The Medium Term Financial Plan;
- Business Plan
- Commercial Investment Strategy
- Structure for MonLife
- Performance and Evaluation Framework

- Service Plan
- Marketing and Branding Plan
- Continuous Performance Culture briefing document
- Risk Register

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

MonLife remodeling through a transformational model and remaining within the Council will ensure 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 with stronger community focus and coordination. The positive engagement activities with communities and staff will continue as well as a focus on income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Produce and present Strategic Outline Case to Joint Select (SOC)	5 <sup>th</sup> October 2016	Ian Saunders & Working Group	<b>Complete</b>
Subject to approval Draft Outline Business Case will be developed	October – February 2017	Ian Saunders & Working Group	<b>Complete</b>
Presentation for Senior Leadership Team around the Draft Outline Business Case	26 <sup>th</sup> January 2017	Ian Saunders & Working Group	<b>Complete</b>
Draft Outline Business Case to go to Senior Leadership Team	February 2017	Ian Saunders & Working Group	<b>Complete</b>
Draft Outline Business Case to go	27 <sup>th</sup> February 2017	Ian Saunders & Working Group	<b>Complete</b>

to Joint Select			
Draft Outline Business Case to go to Full Council for approval to progress to full Business Case	20 <sup>th</sup> March 2017	Ian Saunders & Working Group	<b>Complete</b>
Complete full business case and first draft of Business Plan to present to Cabinet	March – December 2017	Ian Saunders & Working Group	<b>Complete</b>
Subject to approval the ADM group structure will be established	June – August 2018	Ian Saunders & Working Group	
Subject to approval the ADM will go live	1 <sup>st</sup> October 2018	Ian Saunders & Working Group	
MonLife – ‘Transformation model’	11 <sup>th</sup> April 2019	Peter Davies and Frances Williams	<b>Complete</b>
MonLife - becoming operational	19 <sup>th</sup> September 2019	Ian Saunders and Project Team	

**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Ongoing (in line with the above schedule)
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Principle of the Alternative Delivery Model to be approved</i>	<i>September 2016</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

2	<i>Outline Business Case Draft</i>	<i>March 2017</i>	
3	<i>Completion of Final Business Case and first draft of Business Plan</i>	<i>November 2017</i>	
4	<i>Completion of update report and associated draft legal and governing documents</i>	<i>June 2018</i>	
5	<i>Move to 'Transformation' model</i>	<i>April 2019</i>	
6	<i>MonLife becoming an operational model</i>	<i>September 2019</i>	