



BUSINESS PLAN

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Authors: *Ian Saunders, Chief Operating Officer, MonLife*
Marie Bartlett, Finance Manager
Richard Simpkins, Business Manager, Tourism, Leisure and Culture
Tracey Thomas, Youth Service Manager
Matthew Lewis, Green Infrastructure & Countryside Manager

Contents

1. Introduction.....	3
1.1 What is MonLife?	3
1.2 Structure	3
1.3 Adding Public Value.....	4
2. Strategic Objectives.....	4
2.1 Meeting Customer Needs	6
2.2 Financial Stability and Sustainability.....	7
2.3 A Vibrant and Flourishing Organisation	7
3. How MonLife will achieve this?.....	7
3.1 People and the Organisation	7
3.2 Sales and Marketing	8
3.3 Information and Communication Technology	8
3.4 Investing to improve services	9
3.5 Building partnership and collaboration.....	9
4. BUSINESS PLAN DELIVERY	9
4.1 Financial Strategy	9
4.2 Performance and Evaluation Framework	10
5. Conclusion: MonLife - delivering and improving services for everyone in Monmouthshire	11
Appendix 1 – Proposed Senior Structure	12
Appendix 2 - MonLife Service Strategy and Priorities 2020-25	13
Appendix 3 – Proposed Action Plans – Ensuring Financial Stability and Sustainability (Net Income Streams)	14
Appendix 4 – Proposed Action Plans – Meeting Customer Needs and Organisational Development	16
Appendix 5 – Current Performance Dashboard for Leisure Services	21
Appendix 6 - Well-being of Future Generations Goals & Principles	22
Appendix 7 – MonLife Aspirations	26
Appendix 8 – Background Financial Information	27

1. Introduction

This Business Plan sets out the vision and ambitions that Monmouthshire County Council have in establishing MonLife (formerly Tourism, Leisure, Culture and Youth Services) and the expectations around benefits anticipated to be delivered as set out in the Business Case supporting the Council decision to proceed with an in-house transformation option. It sets out a strategy for the recommended direction of travel for MonLife over the next three to five years. The purpose of MonLife will be 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 and Assessments plans. MonLife will deliver high quality customer experiences and encourage more visitors to the Monmouthshire area, supporting resilient and active environments to enhance and showcase the rich and diverse opportunities for people to enjoy. There is a clear vision for people to be the most creative and active they can be, driven by an organisation with strong values, owned by everyone in the organisation and experienced by all of those who engage with it. MonLife will be part of that organisation.

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

There are opportunities to improve the Business with plenty of enthusiasm and ambitious ideas working in partnership with others and this is paramount to its success. MonLife will continually review and redevelop the Strategic and Business plans and consult with partners to remain relevant and at the heart of the community. Critical to its success is further development or refurbishment of key facilities and infrastructure via investment, projects, grants and programmes and it will ensure priorities for investment are based on data, latent demand and maximum return on investment.

This document will continue to evolve as aspects of the plan require more detailed consideration.

1.1 What is MonLife?

MonLife is part of Monmouthshire County Council and delivers leisure youth and outdoor education, green infrastructure and countryside, tourism, destination development, arts, museums and attractions. MonLife's aspirations are captured in appendix 7.

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, whilst youth service offers valuable opportunities to young people across Monmouthshire.

MonLife has an annual direct turnover in 2019-20 of £8.51m with income of £6.42m and circa 136 FTE staff and circa 197 active volunteers. It works 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.

1.2 Structure

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

A vital feature of the structure is that staff will work together as a single staff team, under the leadership of the Chief Operating Officer and the management team. This will enable MonLife to develop a seamless and integrated organisational culture, offering economies of scale and greater efficiency.

As MonLife evolves new leadership skills and vision will be required. Whilst arrangements for filling the key leadership roles are being made, we believe that the team along with some additional specialist roles will have the skills and vision to be successful. A full diagram of the proposed structure is shown at Appendix 1.

1.3 Adding Public Value

MonLife will operate as a family of services that rely upon one another for promotion, support and optimal operation. As a collective, they help position Monmouthshire as a great place in which to live, work, play and visit. They also play a significant part in shaping the environment, preventing demand that would normally end up requiring intervention by costly statutory services and all make a significant contribution to the social, environmental and economic health of the county.

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

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

MonLife has 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 excels 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 have a change agenda programme to enable us to grasp all the opportunities that come its way. This 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. Strategic Objectives

The direction of travel for MonLife is to ensure that we meet the aspirations of MCC and its community in a challenging financial environment by transforming its services and culture to one which:

- provides the services and operates from sites and venues that people want to use, offering better quality for our customers and key partners;
- is trusted and valued; secure in its role as a leader for these services;
- has a 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

- 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.

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

Figure 2 – Key Strategic Objectives



2.1 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 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.

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.

2.2 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 find new ways to ensure their development continues, and to meet customer needs. Many of the venues, facilities and programmes 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. We therefore need 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.

2.3 A Vibrant and Flourishing Organisation

Growing up, getting stronger and maturing as a service group 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.

3. How MonLife will achieve this?

MonLife will look to deliver its objectives through five key work streams and action plans will be developed which will regularly be reported to and monitored by Council.

3.1 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
- Comply with Council Policies and procedures, including safeguarding, to ensure robust mechanisms are in place to support services and the workforce;

- Manage any required organisational transition to produce an effective business, that maintains and enhances relationships – managing 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 more commercial 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.

3.2 Sales and Marketing

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

During the first five years MonLife will:

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

3.3 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
- Ensure that Monmouthshire's Digital Strategy includes and prioritises all the above.

3.4 Investing to improve services

The buildings and assets supporting MonLife's services have suffered from lack of investment. 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 grants and other sources of 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.

3.5 Building partnership and collaboration

MonLife sees itself as part of the community it serves. It will work to develop a wide range of partnerships to support its services. We 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.

In its first 5 years MonLife will:

- Demonstrate how it provides a good social and environmental return on investment;
- Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research;
- Work with an increased range of local and national partners who ideally will describe MonLife and Monmouthshire County Council 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.

4. 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.

4.1 Financial Strategy

To minimise the financial impact on the Council, the financial strategy has to focus on maximising income, particularly through increased participation, as well as reducing expenditure by improved efficiency and some service reductions. One of the reasons to remain within the Council was the recent successful Ealing Case with HMRC which allows local authorities to benefit from the same VAT rules regarding sporting activities and this business plan assumes that Monmouthshire will adopt the ruling. This allows the authority to utilise this additional funding to reinvest in these services.

The financial projections are based on prudent assumptions and are robust. Appendix 8 provides details of the assumptions used.

Table 1 – Financial Plan Estimates Income and Costs 2020 – 2025

	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
Total Income	-5,385,676	-6,005,328	-6,062,035	-6,748,956	-6,927,777	-31,129,772
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
Total Costs	9,141,710	9,679,543	9,690,144	10,343,821	10,560,560	49,415,778
Net Cost	3,756,034	3,674,215	3,628,108	3,594,865	3,632,783	18,286,006

4.2 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. Supporting this Business Plan will be annual SMART action plans for MonLife's teams and key delivery programmes.

This performance and evaluation framework will enable assessment of MonLife's contribution to delivery of the Council's Corporate Plan priorities / actions and the Public Service Board well-being objectives / programmes

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

- Responding 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 delivery 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 delivery plans
- Project specific risk assessments
- Safeguarding procedures and SAFE audits in line with MCC's existing policies
- Ensuring equalities, data protection / GDPR and other requirements are met

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 delivery plans. The Annual Delivery Plan will consist of activities that directly contributes to this Strategy. Key priorities are outlined in appendix 2. Implementation of the Annual Delivery Plans will be managed across all 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 6.

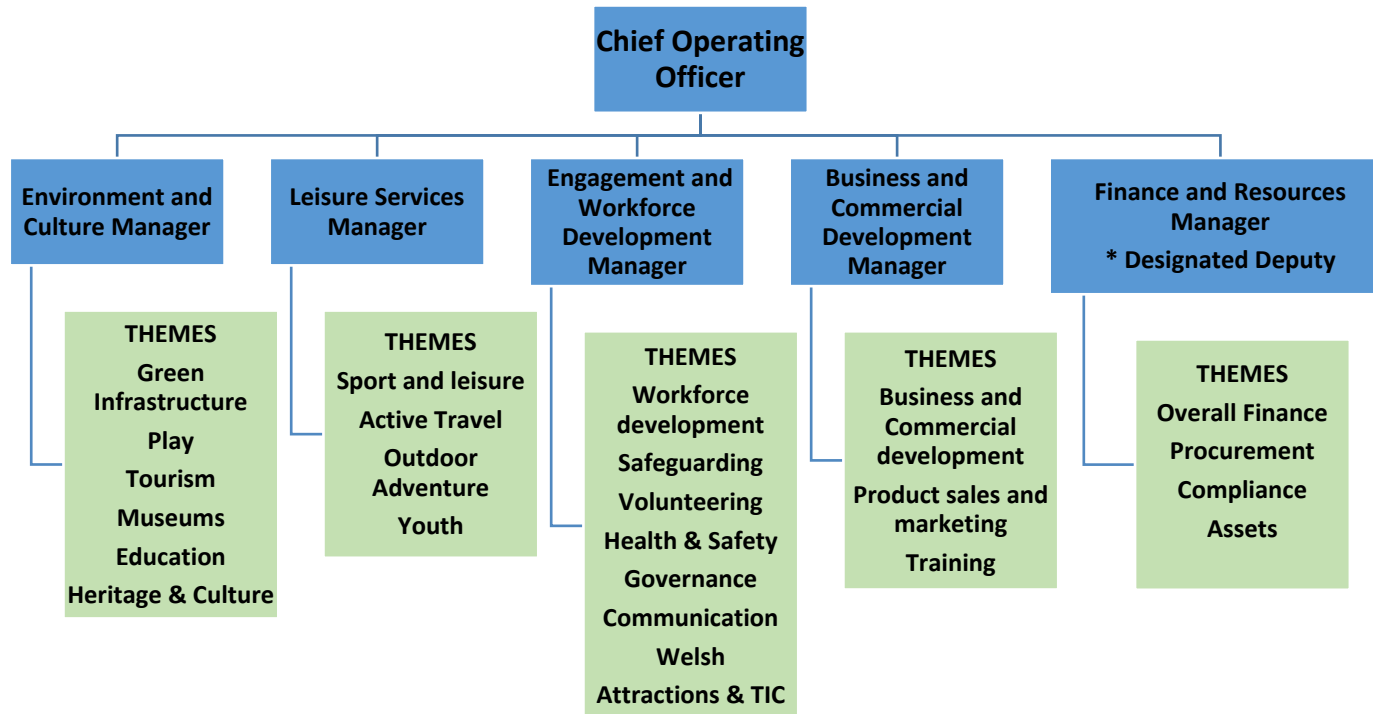
5. Conclusion: MonLife - delivering and improving services for everyone in Monmouthshire

MonLife is led by a committed leadership team and group of staff who are fully committed to transforming services and progressing future plans. With support from within the Council and the engagement of people across the county, MonLife will deliver more and improved services and 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 way of working. 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 Senior Structure



Appendix 2 - MonLife Service Strategy and Priorities 2020-25

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 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.
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 2020/2	Year 2 2021/2	Year 3 2022/2	Year 4 2023/2	Year 5 2024/2	Monitoring & Evaluation			Outcomes		
	1	2	3	4	5	Usage	Financial	Customer	Financial	Customer	Organisational
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.	9,990	12,951	17,929	22,909	27,857	√	√	√	√	√	√
Personal Instructors - The intention is to extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	9,840	10,086	10,338	10,648	10,914	√	√	√	√	√	√
Monmouth Leisure Centre - Extension of Beauty and Therapy Offer	15,790	19,568	23,939	28,902	30,347	√	√	√	√	√	√
Caldicot Leisure Centre Re-design - Refurbishment and extension of centre, provide 50 – 60 fitness stations, play facility and café area, improve changing rooms and provide extra changing rooms for clubs		145,000	145,265	145,503	145,713	√	√	√	√	√	√
Abergavenny Re-design – Refurbishment and extension of the existing fitness suite from 30-40 to 50-60 stations and free weights area, play facility and café area				145,503	145,713	√	√	√	√	√	√
Tourism											
Catering – Additional income from extension of coffee facility at Chepstow TIC	1,296	2,554	3,135	4,388	4,291	√	√	√	√	√	√
Outdoor Education											
Activity with Schools - Increase occupancy levels by at Hilston and Gilwern by targeted and specific marketing. Refurbish the site facilities (bathrooms and bedrooms)	25,000	50,000	75,000	100,000	125,000	√	√	√	√	√	√
Commercial Activity – Increase usage of site by other commercial organisations	4,300	6,600	7,400	7,800	11,850	√	√	√	√	√	√
Tintern Old Station											
Train Rides - Provide train rides and having gained total ownership of the track will operate all season.	4,800	5,100	7,275	7,700	7,950	√	√	√	√	√	√

Area Outcomes Key:	Year 1	Year 2	Year 3	Year 4	Year 5	Monitoring & Evaluation			Outcomes		
Car Parking – Improve collection of parking fee	4,800	4,800	4,800	4,800	4,800	√	√	√	√	√	√
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.	148	344	597	912	1,655	√	√	√	√	√	√
Shirehall											
Maximise Income from Sales – redesign flow of visitors in the building to encourage sales and visitor tours	3,212	3,133	3,510	3,918	4,360	√	√	√	√	√	√
All Services											
Events - Delivering a range of events at each of our sites, increasing bookings and developing a better wedding offer	18,750	22,500	26,250	30,000	37,500	√	√	√	√	√	√
Marketing – Expected improvement through targeted marketing including digital marketing	2,500	5,000	10,000	15,000	20,000	√	√	√	√	√	√
Procurement – Renegotiation and rationalisation of contracts	39,095	40,072	41,024	42,101	43,154	√	√	√	√	√	√

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 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
1. FINANCIAL STABILITY AND SUSTAINABILITY								
Marketing & Support (including branding)								
<ul style="list-style-type: none"> 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	√	√				√	√	
<ul style="list-style-type: none"> Developing Marketing and Sales 								
Implement a Marketing and Sales strategy across the group to ensure all commercial opportunities are maximised and there is a clear commercial direction.	√	√	√	√	√	√	√	√
Develop staff to 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		√	√	√	√	√		
<ul style="list-style-type: none"> Enhancing Support Services 								
To undertake a review of business support	√	√				√	√	√
Prepare a digital strategy including reviewing IT systems and support		√				√	√	√
Procurement review to ensure achieving best value	√	√				√		
Energy use review		√	√			√		
Sustaining income								
<ul style="list-style-type: none"> Increasing membership and uptake 								
Leisure Sites Increase usage of sites by membership growth and promotion	√	√	√	√	√	√	√	
Continue to develop 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	√	√				√	√	
Continue with a 50-week Learn to Swim Programme and aim to maintain 99% of all junior swimmers on 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	√	√	√	√	√	√	√	
Outdoor education – increase schools occupancy via marketing and promotion	√	√	√	√	√	√	√	
Duke of Edinburgh Award – increase uptake via marketing and promotion	√	√	√	√	√	√	√	
Old Station Tintern – Increase frequency and use of miniature train rides	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Improving our retail and catering offer 						√	√	

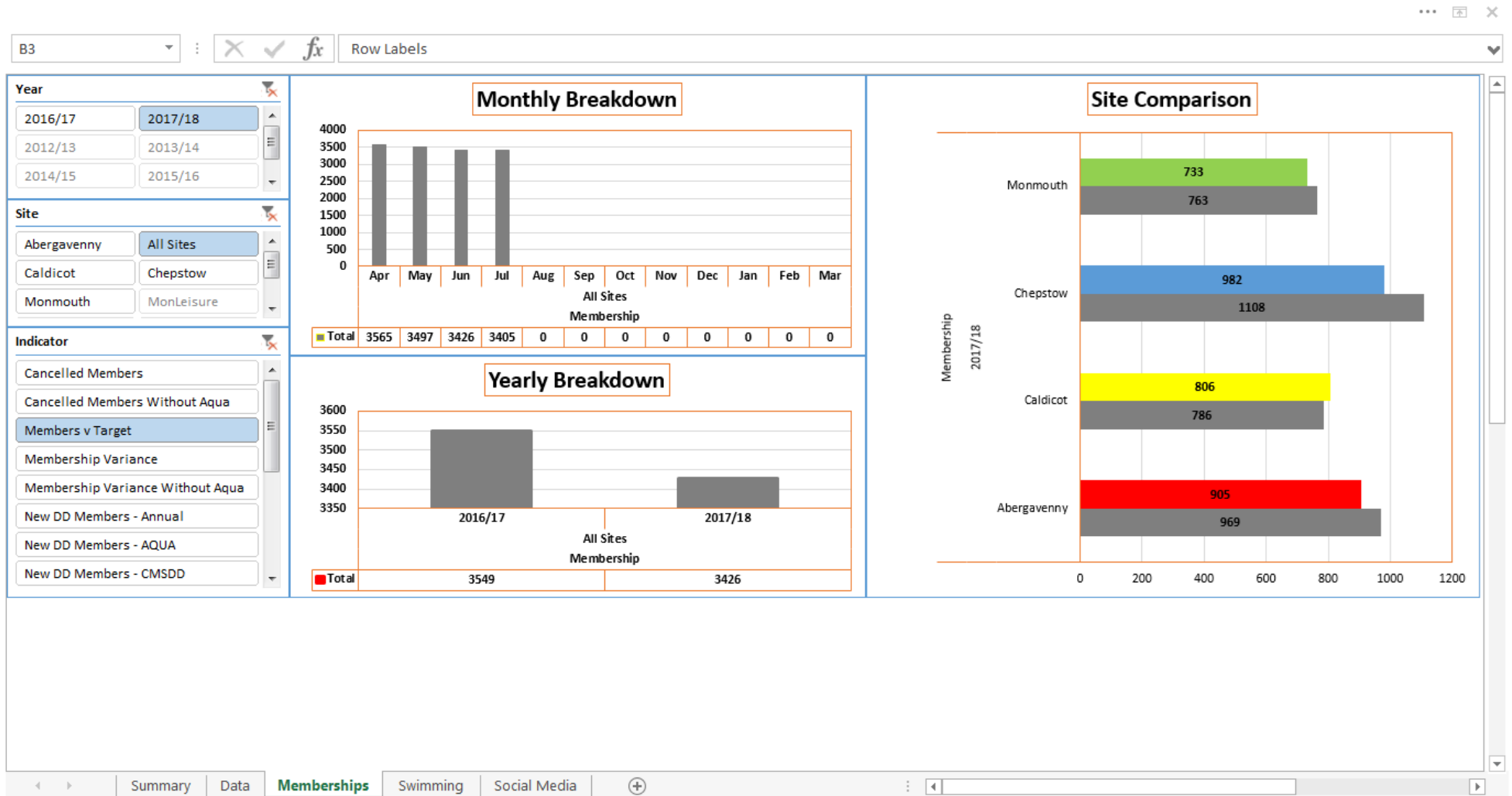
Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Introduction of Chepstow TIC café - Sales of food drink snacks etc.	√	√	√	√	√	√	√	
Caldicot Castle – Introduction of year round mobile catering facility in County Park.	√	√	√	√	√	√	√	
Tintern Old Station - Review of catering facility and assessment of future contract / provision		√	√	√	√	√	√	
Improving the retail offer across all of our sites	√	√	√					
<ul style="list-style-type: none"> Developing our events, wedding and celebration offer 								
Coordinating and developing the events, wedding and celebration offer across attractions and venues	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Other traded activity 								
Outdoor education – other traded activity		√	√	√	√	√	√	
Visit Monmouthshire - Other traded activity with the public		√	√	√	√	√		
Old Station Tintern – maintaining car parking income	√	√	√	√	√	√	√	
GI/Countryside - Work for Other Local Authorities etc.	√	√	√	√	√	√		
Youth Service - Income for County Wide Events - Pride / summer camp etc.		√	√	√	√	√	√	
Youth Service - Sponsorship Activities / Partnership work		√	√	√	√	√		
<ul style="list-style-type: none"> Grants / Donations 								
Ensure that we cover increased proportion of delivery costs through grant income growth		√	√	√	√	√		
Explore options for increasing Donations		√	√	√	√	√		
<ul style="list-style-type: none"> Investing in our facilities 								
Invest in our facilities to re-design areas ensuring they provide opportunities for growth and sustainability						√	√	
Hilston Park – Formulate future site development plan	√					√	√	
Old Station Tintern – Formulate future site development plan, including consideration of visitor accommodation	√					√	√	
2. MEETING CUSTOMER NEEDS, DEVELOPING AND DELIVERING VALUED SERVICES								
Service delivery and development & widening participation								
<ul style="list-style-type: none"> 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.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Widening sports participation 								
Continue to explore new routes for the continued participation in sport, inclusive participation and physical activity.	√	√	√	√	√	√	√	

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
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 playmaker programme, training & support.	√	√	√	√	√	√	√	
Increase the number of children participating in swimming lessons.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> 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.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Duke of Edinburgh Award 								
Provide the young people of Monmouthshire with the opportunity to participate in the Duke of Edinburgh Award.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> 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.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> 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)	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Develop the countryside access / walking offer 								
Progress the Rights of Way Improvement Plan Review in accordance with the approved timetable / statutory deadline (Countryside Access)	√	√	√	√	√	√	√	
Promote activity through opportunities for outdoor recreation, including walking, and for volunteering, engagement and learning including Fit4Life walking groups	√	√	√	√	√	√	√	
Developing the walking product	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Attractions 								
Develop and improve the offer and the visitor experience at all attractions through improved customer experience, events, information, learning offer and interpretation	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Learning 								
Learning – developing our formal and informal learning offer by implementing the learning strategy co-ordinated via the learning group	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Supporting people with Dementia 								
Develop and maintain provision for people with dementia including memory boxes and reminiscence café's	√	√	√	√	√	√	√	√

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Pilot and seek funding for and implementation of the Creative Lives, Active Lives project	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> 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.	√	√	√	√	√	√	√	
Develop outdoor offer at Abergavenny Castle through events programme/ possible provision of a covered structure								
<ul style="list-style-type: none"> 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	√	√	√			√	√	
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	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> 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								
<ul style="list-style-type: none"> Ensuring safeguarding 								
To deliver robust safeguarding processes within TLCY services.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Developing Staff 								
Reviewing staff training and piloting internal training provision	√	√	√	√	√			√
Introduce an employee performance and development plan (PDP) approach and measures of staff engagement	√	√	√	√	√			√

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Establish and maintain a staff forum	√	√	√	√	√			√
<ul style="list-style-type: none"> 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								
<ul style="list-style-type: none"> Performance & Evaluation Framework 								
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 – Current Performance Dashboard for Leisure Services



Appendix 6 - 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												
New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	√	√	√	√	√	√	√	√		√		
To extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	√	√				√	√	√	√			
Extension of the existing fitness suite from 30-40 to 50-60 stations and free weights area based on a latent demand of 288 members. Re-provision of the café and provision of play area (Abergavenny & Caldicot)		√				√		√				√
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.	√	√				√		√				√
Tourism												
Developing and expanding our existing range of goods for resale.						√					√	√
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	√				√	√	√			√	√	√

	Well-being Principles					Well-being Goals							
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													
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.				√	√	√	√	√	√	√	√	√	
To provide a confidential and accessible counselling/therapy service for young people between the ages of 10-19 years old in Monmouthshire.	√	√			√	√	√	√		√			
Work with schools/other agencies to provide training and consultancy around mental health awareness.	√	√		√	√	√	√	√	√		√		
Tintern Old Station													
To run the miniature train throughout the whole season by taking over sole ownership of the railway track.	√				√							√	
To plan an event programme.	√											√	√
Museums													
To increase the offer of our 4 reminiscence boxes, 6 formal education workshops and 4 school loan boxes.		√	√	√	√	√	√	√			√	√	
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.	√		√	√		√	√				√		√

	Well-being Principles					Well-being Goals						
Review back office systems that are 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.	√			√		√	√				√	√
Increase occupancy levels at Hilston and Gilwern	√		√	√	√	√	√	√		√	√	√
Improvements to buildings and facilities available to client groups.	√					√	√				√	√
Improvements in IT hard and soft ware systems.	√		√	√	√							√
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 events and 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 7 – MonLife Aspirations

MonLife Aspirations

Marketing

Years 1-5

- Marketing Strategy including branding and new web presence
- Developing Marketing and Sales to maximise commercial opportunities
- Enhancing Support Services to share back office systems

Sustaining income

Years 1-5

- Increasing membership and uptake
- Improving the catering offer
- Developing the wedding and celebration offer
- Other traded activity
- Grant income growth / donations
- Investing in our facilities and new site activities

Developing our people

Years 1-5

- Ensuring robust safeguarding
- Developing staff including training, engagement and development
- Promoting and supporting volunteers

Managing our assets

Years 1-5

- Developing a strategy for all heritage assets / museum collection review
- Developing capital bids
- Green Infrastructure Management Plans for all greenspace assets

Measuring Impact

Years 1-5

- Performance and evaluation framework
- A new Outcome Measurement Framework



Service Delivery, Development & Widening Participation

Years 1-5

- Exercise referral: develop new participation routes and increase percentage still active
- Widening sports participation: increase the opportunities for participation in sport and physical activity
- Youth offer: develop and deliver an enhanced integrated youth offer
- Duke of Edinburgh award: widen take up
- Play: support good quality inclusive play opportunities
- Outdoor activity: new client groups and opportunities
- Developing Countryside / Walking Offer: promote further opportunities
- Attractions: develop offer, events and visitor experience
- Learning; develop formal & informal learning offer
- Supporting people with Dementia: Creative Lives, Active lives project
- Museums: widen user base, develop offer
- Environment & Culture: Green infrastructure/resilient ecosystems plan & actions, inc. Living Levels
- Destination Development: Destination Plan & partnership, group/trade travel, product support

Appendix 8 – Background Financial Information

The calculations for all of the financial information contained within this business plan are based upon the existing service budgets for 2019/20. It had been recognised that several services were experiencing financial problems where costs are outstripping the budget and an analysis has identified the areas where services are likely to overspend, both in 2017/18 and 2018/19 which resulted in pressure built into the 2019/20 service budgets. 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 remain at 19/20 price levels.

The model uses the same inflation factors for pay and pension contributions as in the MTFP but differs on other costs, in that for 20/21 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 benefits from VAT changes in respect of the Ealing ruling from April 2019 onwards which the Council is committed to adopting.

The model also identifies the extra annual costs of running the services 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.

Only three significant schemes are included as investments, this includes major investment at two of our leisure sites and the refurbishment of one of our Outdoor Sites. A separate business case will be presented to the Council detailing the total investment required and the contribution that the increase in income from the redeveloped sites can make towards those capital costs.