

Appendix C

MonLife Commercial & Investment Strategy

1. Introduction

- 1.1 MonLife is part of Monmouthshire County Council and delivers a range of services that was previously part of Tourism, Leisure, Culture and Youth services. The services provided are leisure, youth, outdoor education, green infrastructure and countryside, tourism, destination development, arts, museums and attractions.
- 1.2 MonLife provide leisure services from 4 sites within Monmouthshire and offers outdoor activities at 2 centres. There are 7 sites which incorporate attractions and museums but 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.
- 1.3 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.
- 1.4 The MonLife Business Plan sets out the vision and ambitions that Monmouthshire County Council have in establishing MonLife. It sets out a strategy for the recommended direction of travel for MonLife over the next three to five years. This commercial and investment strategy looks to support the aims and objectives of the business plan.

2. Our Purpose

- 2.1 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. The strategic context for these services are described in appendix 1 providing details of purpose, objectives and a SWOT analysis.
- 2.2 MonLife aims to 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.
- 2.3 MonLife has 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.

2.4 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.

3. Becoming More Commercial

3.1 MonLife is working in a challenging financial environment and needs to be able to meet those challenges and exceed them, survive and thrive, live within its means but still deliver high quality services to its customers and communities. To do this, MonLife needs to change its culture, thinking, and ways of working and embrace and deliver commercialism throughout MonLife at every level.

3.2 With austerity measures set to continue, MonLife will have to operate with potential mounting financial pressures, reduced resources and greater market competition for services. A transformation programme will need to be established that make MonLife more modern and efficient but the remainder of any revenue shortfall must then be found through commercialism and income generation if MonLife is to avoid cutting services.

3.3 There will inevitably be, uncertainties in future funding and increasing demands on costs of our services and therefore MonLife will need to take a more commercial approach to be self-sufficient financially and ensure that services are not adversely affected, so that we are 'future-proofed' and thriving into the future.

3.4 For MonLife, commercialism means the ability to think and act more business-like when considering the ways to manage, operate, deliver and resource our services and products in order to deliver best value for communities and customers.

3.5 Commercialism does not mean just making a profit. It includes:

- Considering the whole life cost of decisions, including market impact and benefits realisation.
- Improving efficiency of service delivery – reducing costs and streamlining processes
- Maximising value for money from contractual relationships
- Making robust decisions on a consistent basis with evidence and a sound business case
- Considering new and innovative ways of generating income
- Taking an investment based approach to the use of financial resources including assessing the return from the investment in terms of financial return, delivery of MonLife's priorities and added value for our communities

3.6 This means making sound and clear decisions in using resources; investing funds to become more efficient and generating income for MonLife to deliver better services whilst retaining a clear focus on communities. This will affect different parts of the business in different ways and to varying degrees, as some services are only be partially commercial.

3.7 However, commercial principles can be applied to most operations and services and must be considered when reviewing all objectives and direction. It will involve cultural change with strong and effective leadership and management at all levels and throughout the organisation.

3.8 To achieve these requirements MonLife will need to work to a clear commercial and investment strategy and deliver its objectives on time and on target. It needs to understand the need to embracing a more commercial culture, as both their thinking and actions will be of paramount importance to help Monmouthshire deliver additional net income and high quality services, effectively and efficiently.

3.9 MonLife therefore need to be ambitious and innovative in our thinking with invest to save schemes, secure long term revenue streams in order to support and deliver the services. By adopting this mind-set and achieving in all of these areas MonLife will ultimately be in a better position to meet our wider objectives.

4. How do we achieve this?

4.1 Commercialism work will evolve and continue into the future to meet or exceed ongoing revenue targets wherever possible. In summary MonLife will need to grow its revenue through commercial, ambitious and innovative investment, development, and cost reduction of its services. It will:

- develop into a more cohesive and ambitious, economically efficient organisation
- become a partner of choice for the community and other sectors by demonstrating its commercial awareness and effective delivery of services
- invests in its staff and attracts the next generation
- aim to become a leader in its field, delivering high quality, efficient, effective and timely services to its communities and customers.

4.2 This strategy applies whenever MonLife spends money with external suppliers, enters into or manage the commercial arrangements, generate income or makes a commercial decision. Whilst the Service teams will lead on delivery, they will also work in partnership with all other teams across Monmouthshire and externally with partners and customers.

4.3 However, it is recognised that not all services can 'trade' or charge for what they do for customers to generate a direct income (such as Green Infrastructure and Youth Services), but to some degree commercial strategy principles can still apply; MonLife believes that other services can be more innovative and will now be enabled to do so in a commercial manner until now.

4.4 A commercial approach needs to be adopted across MonLife, which allows everybody to share their ideas. This will allow for all ideas to be fully explored and evaluated swiftly,

using a robust early assessment criteria model and fully costed business case approach. In this way we can take forward the right projects, measure efficiencies, deadlines and income, through to delivering the final project.

- 4.5 MonLife has enterprising staff and partners, their skills and ideas need to be clearly and effectively communicated and harnessed to help achieve the commercial strategy. Investment needs to be made in staff training to enhance staff skills and raise the level of commercial expertise across MonLife; this is an investment and of value to Monmouthshire, not a cost.
- 4.6 Stakeholders, staff and customers will also need to feel engaged and valued in our new commercial and innovative approach, realistic targets and projects will be agreed having engaged with them to obtain views, inputs and buy-in.
- 4.7 We have to accept that MonLife will need to take some more risk to achieve its ambitions and achieve commercial success. This risk should be balanced with an efficient and proportional regard to governance, policy, management, processes and systems to ensure robust decision-making, performance and success of any new enterprise, contracts or partnerships. All of which will continue to evolve and be refined over time to ensure that the MonLife adheres to its responsibilities and that public money continues to be appropriately invested, used and accounted for.

5. Conclusions

- 5.1 The Executive and the Senior Management Team will oversee all commercial business activities ensuring that they are appropriately governed, scrutinised, managed and monitored. Managers and staff throughout MonLife will also be empowered to consider and progress proposals on income generation proposals and trading opportunities.
- 5.2 Ultimately, all investment decisions will be made having applied a robust business case or evaluated against agreed key assessment criteria prior to progressing. A set of financial and non-financial criteria will be used to assess which schemes and projects progress. Final decisions for larger investments and income generating proposals will be taken by Cabinet, Council and the Senior Management Team under the reviewed and pre-agreed governance and procurement procedures.

MonLife Commercial & Investment Strategy - ACTION PLAN FOR 2020-2024

1. Maximising Use of Resources

Each and every service will be challenged to reduce its subsidy per annum commencing in 2020/21 by reviewing fees, charges, processes, the cost of delivering its services and the potential to deliver new added value services.

This will be done in conjunction with the Executive and the Management Team, which will comprise a group of like-minded skilled and experienced people, working with each service as a 'critical friend' to achieve a common goal. They will assist the internal business services and offer advice and specialist experience to draw upon in order take the best innovative ideas forward to improve services, with a comprehensive proposal and business plan for approval and implementation.

2. Income Generation Group

We propose that we set up an Income Generation Group comprising Members and senior Council officers who will provide a 'think tank' to consider and debate broader income generation ideas, including external investment proposals and partnership working.

These proposals will need to be measured against agreed assessment criteria to ensure it meets the required returns/objectives and so that investment of money is applied with proportionate and efficient regard to procurement and governance procedures. Wherever appropriate this will be undertaken fully prior to the formal decision making processes to ensure that only valid projects with real merit are taken forward.

A list of proposals is attached at appendix 2 for discussion by the Executive for initial discussion as to what major projects they would wish to take to the next stage and therefore will be subject to further work concerning the likely costs of the project, the projected return on investment and potential additional cost to the Council and to develop a sound business case which identifies all the benefits and risks to the Council. All project business cases which require some form of capital funding will be submitted initially to the Council for their approval.

In order to manage risk, all projects will be in accordance with reviewed and updated procurement and governance procedures. These will need to be regularly reviewed, updated and refined in order to ensure flexibility with operational needs, so that a proportionate and efficient reliance can be applied in their use.

3. Implement Proposals That Meet Other Objectives and Social Value

Other projects that do not meet income generation criteria, but do provide some financial return and/or bring collective benefit to the community in accordance with our wider objectives will be considered with a different form of assessment criteria but similar decision making process; albeit their primary objective may not be to generate income but to deliver a service of community benefit i.e. health, welfare, leisure, etc.

4. Specific Property and Development Proposals

In order for MonLife to become more enterprising and commercially focused which achieves its vision, it will need to make better use of our property assets as well as look to invest in development and regeneration of these sites.

By investing in schemes and projects that improve productivity and reduce costs MonLife will generate extra revenue. Generating significant levels of new income for MonLife will help it to be more financially sustainable within Monmouthshire County Council.

5. Property Maintenance

The management of the fabric of the buildings used by MonLife in delivering its services are undertaken by the Council's Maintenance team. The planned maintenance programme is informed by condition survey data. Periodic testing is undertaken on an annual basis and defects or recommendations are prioritised or if urgent, reactive repairs are undertaken. Limited capital and revenue maintenance budgets have resulted in a large amount of maintenance outstanding. For income generating services where the customer pays a fee, MonLife needs to work closely with the team to ensure that there is limited impact on the customer experience.

Where investment decisions are made to replace or refurbish buildings, we will endeavour to take account of dealing with any backlog maintenance issues and will liaise closely with our Property colleagues.

6. Renewable Energy Schemes - Invest to Save

A number of renewable energy measures and projects will be investigated with Estates to manage our existing and future energy costs and requirements. A valid business case in line with assessment criteria will need to be met and also considered within the overall asset portfolio in order to ensure correct governance and a balanced investment and income portfolio is maintained, having regard to investment risk in new technology, in terms of security, and yield in financial terms. Monmouthshire has signed up to the re-fit programme to leverage in loan funding to realise energy savings through new electrical and mechanical installations.

7. Maximising Use of Buildings

MonLife uses 13 buildings to deliver its services. We will seek to ensure that where we let rooms in buildings, we will seek to maximise the letting potential through active marketing. All bookings made on a commercial basis will meet its costs and make a contribution towards the fixed cost of the buildings. Lettings made on any other basis, where subsidised to provide a community benefit, will be recognised and substantiated.

MonLife will also seek to identify with its PSB partners opportunities to share accommodation and costs, particularly around any future development of our leisure sites.

Our leisure centres sit on shared sites with our secondary schools and we need to ensure that we have an improved school use agreement that ensures access to the sites when needed but also allows the flexibility to be more creative to create a more sustainable model for our facilities.

8. Links with Local Development Plan

The Council has its own Local Development Plan which sets the context for local development opportunities and is now being reviewed. We will strive to ensure that where new residential housing is developed then suitable regard is given to ensure that the new communities have access to either existing or new MonLife Services. We will continue to work with the Enterprise Directorate to ensure our needs are taken into account and provided for.

9. Commercial Services and Income Generation

In order to deliver all of this MonLife will need to invest in resource and the skills to deliver the redefining and redesigning how they work and who they work with. The Head of Business Development will assist with the Income Generation objective. This post is tasked with overseeing and managing existing business units and developing them into self-contained profit centres and investigating new business and income opportunities and taking these projects forward to fruition on a similar basis of funding and development.

In considering such opportunities a predetermined set of assessment criteria for each proposed investment project will be used and a business case for proceeding completed in each case to ensure transparency, due diligence, governance and consistency to aid achievement of our objectives.

The decision making process will reflect the specific circumstances of each case. Where the criteria are met, it is intended that there will be a schedule of delegation agreed that enables positive decisions to be made that respect market requirements for swift action and confidentiality.

There will also be regular performance monitoring to demonstrate how the investments are performing over time, and to enable portfolio review to take place to maximise benefit over time.

10. Digitalisation

MonLife staff will continue to work with the digital team to ensure that use is made of new technologies to automate processes and provide end to end customer services. Staff need to be provided with support to enable them to transform the way that they do their job and free them up to do more rewarding tasks with customers and the community.

Our workforce will need to have the digital knowledge and skills to help build in end-to-end automated customer services and business processes. This would reduce demand through self-service facilities and provision of accurate, relevant data and information that people can use with confidence to make decisions.

11. Borrowing – Funding through Future Income Steams

MonLife through Monmouthshire County Council will have access to low cost borrowing. As part of the commercial strategy, each new proposal will be reviewed for investment and income generation prospects to ensure that proposals which meet the investment criteria are progressed. This will be undertaken through keen commercial management and consideration of all financial vehicles available to us.

12. How will we know that we have been successful?

Commercial Objectives will be measured overall by the level of additional income generated, but also in a number of other ways, for example;

- Embed a commercial culture across the organisation through developing and upskilling staff to empower them to be more commercially aware, enterprising and innovative.
- An increase in commercial activity demonstrated by the level of additional income being achieved, such as an increase in total contribution to fixed costs and overheads (by %) and contribution to staff costs (by %).
- Reducing the net budget of a service by reducing variable costs of that service.
- Additional investment income will be measured and monitored in terms of increase in turnover, profit and return on investment, as appropriate
- Income targets will be agreed with and set for teams that can/are charging for services and efficiency targets agreed with and set for all teams.
- To review all fees and charges and look to increase them in line with inflation annually, or where more appropriate every three years, in order to maintain 'true value' and cost effective fees and charges.
- To deliver an annual improvement in income generating services by the end of 2021 and ongoing.

Appendix 1 - Strategic Context for MonLife Services (Summary)

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
LEISURE SERVICES							
To provide clean, friendly, accessible facilities and services for all our customers across four dual use leisure centres based on secondary school sites at Abergavenny, Caldicot, Chepstow and Monmouth.	To provide opportunities for local people to lead more active lifestyles; To increase participation in the National Exercise Referral scheme	To create an Active and Healthy Monmouthshire; To increase Commercial drive through innovation and enterprise; To maximise participation and enjoyment levels; To promote health and wellbeing; To increase communication and community engagement; Work towards every child in Monmouthshire being a swimmer by 2020 and a community that regularly participates in aquatic activities as part of a healthy lifestyle.	To increase footfall & participation levels; To increase membership growth; To increase income To increase fitness levels via the MyWellness Cloud account; To introduce personal training initiatives for staff across all 4 sites To provide increased opportunities for people with disabilities to participate in sport and physical activity;	Good facilities; Professional industry qualified & knowledgeable staff; Wide range of activities and programmes; Successful Exercise Referral Scheme; Customer focused approach; Good IT systems and equipment in Reception and Fitness Suites; Strong core values; Strong market placement; Clear brand & positive image. Strong links with neighboring Authorities and National Governing Bodies; Dual use sites with school provision.	Budgetary constraints coupled with lack of funding constrain growth opportunities; Time constraints on staff to concentrate on business opportunities (i.e. training); Timetabling and pressures on facilities during school day restricting income generation opportunities; Dated buildings with old exterior design and look (except Monmouth). Dual use sites with school provision.	Maximise opportunities through recognition, partnership and collaboration; Build & maintain a strong team; Redesign and develop facilities to reach maximum potential; Be more insightful and use data to make informed decisions; Develop IT & interactive systems to improve customer experience; Identify gaps in the market through new activities and equipment to encourage footfall; Implement sales and marketing plan to raise awareness of our offer; Develop MyWellness	Pressure on budgets - efficiency savings, inflated income targets; Equipment coming to end of life cycle; Competition from neighbouring local authorities and from private facilitators; Recreation and Leisure is a non-statutory service area. Participation costs having to rise at a time when the economy is struggling. Current competition and the possibility of new operators entering the market locally. Competing venues for community use i.e. community centres, village halls and clubs.

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
						platform for members to access data and exercise history; Offer high quality National Exercise Referral Scheme across Wales.	Business complacency. Recruitment of personal trainers as they will be working to key targets and paying a rental fee.
OUTDOOR EDUCATION							
To provide an outdoor education service across two centres; To offer residential & day visits for school, college, youth & adult groups; Teacher training /INSET/CPD; Outdoor advice for MCC; accommodation only & technical training courses	Provision of outdoor education to schools;	Provision of outdoor education service for local schools; Income generation to support cost of service to MCC;	Enhancement of existing service to include a wider offer e.g. outreach & off site activities; Assessment and growth of new & future markets for the service; Increase the level of marketing activity within the service.	Long established traditional service based on good practice with a strong reputation, offering a quality product; Good facilities in excellent locations; Strong customer focussed team in place who are well qualified and open to new ideas; Loyal customer base with high proportion of repeat users.	Centres are tired & too small to have the economies of scale to be operationally cost effective; Current income stream is reliant on schools which restricts opportunities for private sector income due to booking procedures; Staff costs are expensive in comparison to private sector operators restricting income generation potential; Booking policies & prices don't compare with	Consolidate accommodation bases to improve efficiency, investing in accommodation & facilities to increase income potential & identifying private sector partners for joint leisure ventures. Development of a wider customer base from all parts of the UK; Partnering with other agencies, e.g. NHS for medical rehab contracts e.g. GP referrals, health walks Potential to increase market for	Lack of investment on some sites restricts current & future potential; Current location of youth service on Gilwern site restricts wider income generation potential; High development costs of Hilston due to listed building status; Staff grading structure & excessive staff costs in comparison to private sector models; Current marketing activity is limited & reduces potential to access new markets;

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
					private sector operators, too inflexible, Do not maximise the booking opportunities within existing schools and new markets available.	generic outdoor activity based tourism; Development of outreach & offsite activities.	
GREEN INFRASTRUCTURE & COUNTRYSIDE							
To make Monmouthshire a green and healthy place to live, work & visit, through a well-connected and accessible network of green and blue spaces which embrace the County's unique and special landscape & rich diversity of species and habitats.	To contribute to the sustainable management of natural resources to support resilient living and active environments that deliver economic, social & environmental benefits including recreational access and outdoor activity for health and wellbeing	Protecting and enhancing the resilience of our natural and local environments by enhancing green infrastructure, local heritage, arts and culture. Supporting more opportunities for local living, working & leisure via a green infrastructure strategy & helping deliver the destination management plan. Promoting activity & outdoor recreation, including walking,	To maintain and develop service delivery to maximise environmental, economic & social benefits. Building new and developing existing partnerships including "landscape scale" action to support resilient living and active environments. Delivery of the Green Infrastructure Strategy. Enabling access and widening	Numerous successful funding applications; Development & sustaining successful volunteering programme including supporting groups seeking to access and help manage the countryside; Green Flag Award status; Strong partnerships including Living Levels, AONB, Local Access Forum, etc.; Maintained partners support and confidence and current	Failure to keep pace with deteriorating condition of countryside access & visitor site infrastructure & reduced capacity to address this; Insufficient support of GIS mapping system; Capacity issues relating to growth in responsibilities / expectations: Biodiversity (e.g. new biodiversity and resilience of eco-systems duty (Environment Act)); Meeting demands for development management and other	Opportunities to build new partnerships around resilience and Area Statement delivery and to extend landscape scale action; contribution to the carbon reduction agenda; further investment and partnerships at countryside sites; Further developing & investment in the walking product / active travel to support destination development; supporting more volunteering and community action;	Asset deterioration of countryside access network; reduction in and increased competition / complexity of grant funding; teams capacity

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		<p>and for volunteering, engagement and learning.</p> <p>Supporting the delivery of good quality play opportunities by delivery of the Play Action Plan.</p>	<p>participation to deliver wellbeing outcomes and support active lifestyles.</p>	<p>approach to prioritisation on countryside access tasks has wide support; Developed use of IT systems for access (CAMS, interactive mapping etc.)</p>	<p>consultations; volunteering – the limited capacity to support volunteering demand</p>	<p>Delivery of the Green Infrastructure Strategy</p>	
YOUTH SERVICE							
<p>To create a framework meeting needs of young people, to ensure equality of opportunity and to provide learning experiences which will enable young people to fulfil their potential as empowered individuals and members of communities</p>	<p>To manage & sustain statutory youth service provisions & work with partners in the voluntary sector to provide youth support services to meet the Welsh Government's agenda to give entitlements to young people.</p>	<p>To achieve a more consistent and coordinated approach of Welsh Language Youth Provision for young people across Monmouthshire. To provide and facilitate the E2C youth forum to ensure young people have their voices heard. To increase the development and delivery of a youth work offer in both Chepstow and Abergavenny areas. To design and implement the new</p>	<p>To develop new opportunities for young people and increase the levels of engagement across the service. To ensure a quality-assured service to young people and stakeholders through effective programmes, systems, policies and processes To develop current and evolving ways of participation & engagement with young people</p>	<p>Proven ability to draw in funding opportunities; Young people have a voice and influence in the services provided for them Professionally qualified & knowledgeable staff; Wide range of activities and programmes</p>	<p>Limited staff, resources and budget.</p>	<p>Efficiencies and savings can be made through sharing of resources; Greater offer of opportunities for young people through collective activities, and full use of skills of staff in similar areas.</p>	<p>Reduction in grant from WG for set projects. Reduction of loss of funding grants currently able to access</p>

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		Shift programme to support young people around emotional wellbeing and resilience. To implement the community element of the Compass project to support young people who are at risk of homelessness.					
TOURISM / DESTINATION DEVELOPMENT							
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.	To contribute significantly to the development of the regional and national visitor economy of Wales.	To implement the Destination Management Plan 2017-2020 to drive forward greater investment in the destination through a new and improved visitor experience that will deliver increased expenditure, reduced seasonality, and higher visitor satisfaction, and to engage stakeholders in productive partnership	To deliver growth in visitor numbers, spend & tourism employment managing research & information to monitor / evidence this; to maintain and lead an effective destination management partnership; to continually develop online marketing channels to maintain relevance to audiences; to work with other SE	Wide (and increasing) range of high quality visitor experiences on offer; Reputation and market penetration of Visit Monmouthshire; Increasing volume & value of visitors to Monmouthshire; Successful delivery of externally funded projects, achieving target outputs on time & within budget; Excellent reputation and	Limited iconic / reputation changing products Limited staff resource & budget. Staff resource spread too thinly & reduced focus on things that deliver best ROI.	Destination Management Plan and engaged Partnership to drive & monitor tourism growth; developing joint tourism / economic development strategies; align branding and messaging to achieve greater impact & connect place branding / place making; external funding opportunities; developing Monmouthshire	Tourism is a non-statutory function yet tourism is Monmouthshire's most important industry as the county's economy is more reliant on it than the economies of other LAs in the region; embedding new structures and not developing joined up tourism /economic development strategies. Changes in external funding;

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		working in all that we do.	Wales LAs to capitalise on the opportunities of City Deal for Monmouthshire and the Cardiff Capital Region.	credibility locally and regionally.		Ambassadors capacity to take visitor facing roles to realise potential social capital, improve advocacy; Brexit.	reduced team capacity; Brexit.
SHIREHALL							
To conserve & enhance the architectural heritage of Shire Hall & ensure it is accessible to local people & visitors	To connect the past with the present to inform and shape the future. (A Wales of vibrant culture and thriving Welsh language)	To increase visitor numbers; To become financially sustainable; To increase wedding & other bookings; To increase shop takings; To increase heritage guided tours; To build on reputation as a centre for learning; To enhance our importance to the community	Increase footfall Provide necessary skill base and opportunities for future workforce Ask "What Matters" to our Customers Re-design customer journey and experience through interpretation of the site.	Well used by community; Beautiful building much loved by community and considered to be a major heritage asset; Well established and popular celebration venue; The building hosts a multitude of activities.	Lack of parking; Saturday market at front of the building effecting wedding bookings; The courtroom, meeting rooms, archaeological exhibition & town council base represent a confused visitor offer; Competition from heritage assets managed and marketed by CADW & the National Trust; Competition from alternative venues for community use i.e. community centres, village halls and clubs;	Central location makes it an ideal venue for exhibitions; Coordinated & complementary marketing as part of the wider Monmouthshire Visitor Attractions & Museums Offer; Coordinate wedding offer across MCC attractions to include wedding fairs; Development of new heritage trails; Improved interpretation in the Courtroom, could result in admission being charged; Option to look at new markets and activities as part of	Competitive wedding & events market in Monmouth; High staffing costs make it difficult to compete with other operators;

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
						the events calendar. Introduction of an events coordinator will assist with programming and income generation.	
CALDICOT CASTLE							
To become a high quality destination reflecting the qualities of the heritage and environment and enhancing the quality of life, contributing to community identity and well-being, and to educational, cultural and economic development.	Connecting the past with the present to inform and shape the future.	Castle and 55 acre Country Park is a visitor hub offering:- A heritage destination of mediaeval origin; Opportunity for visitors to understand the rich biodiversity and ecology; Family experience offering great value and providing a range of quality activities within the park A renowned venue for a broad programme of cultural, sports, and other events, A base for healthy living including exercise and enjoyment of the	To be recognised as a premier destination, To be a magnet for the local community and for visitors which fully reflects the special qualities of the built heritage and natural environment. Country Park will link visitors with the town centre and the wider network of open spaces and attractions, encouraging people to spend more time enjoying facilities and services, delivering economic benefits to Caldicot & its surroundings.	An impressive Castle; Visit Wales accredited visitor attraction; Small tearoom; recently refurbished banqueting room used for wedding receptions, ceremonies & mediaeval banquets; Country park extends to 55 acres which is used extensively by locals including dog walkers. Popular destination for orienteering and geocaching. Strong Friends Group & Volunteer base; Local people value the heritage, open space &	Visitor numbers low due to lack of changing activities & exhibits; Lack of visitor data; Operating at trading deficit; Café income limited by opening hours; There is a lack of interpretation which is confusing due to 19 th & 20 th Century alterations; Castle is of a confusing appearance, slightly 'divorced' from town centre Difficult to serve the needs of wheelchair and other visitors with restricted mobility. Some areas are in	Kitchen and Banqueting room have undergone a recent refurbishment; Marketing Castle as part of a wider Monmouthshire CC attractions offer; Increased events activity will offer growth potential; Joint marketing opportunities with the private sector e.g. David Broome Equestrian Centre; Potential to develop circular activity trails & links to Gwent levels programme; Increased development of wedding offer;	Significant capital investment required for Castle Walls; Local resistance to change; Lack of targeted marketing activity resulting in low visitor numbers when competing with intensive marketing of CADW castles; Lack of site specific business plan and income generation pipeline.

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		natural / semi natural environment	Maximising secondary spend opportunities; Re-evaluating the interpretation and customer experience at the site.	enjoy the programme of events	need of repair and refurbishment most notably the South West Tower;	Introduction of an events coordinator will assist with programming and income generation.	
OLD STATION TINTERN							
To provide an accessible tourist attraction while striving to generate economic and social benefits for the local community and also to the visitors to Monmouthshire.	As an open green space the site is vital to well-being and the 5 key ways in which exposure to the natural environment is beneficial to human health:	To continue to set high standards of customer service and experience; To develop our working relationships with local businesses and community; Further development of volunteer base	Development and delivery of a marketing plan; Site improvements to include miniature railway & storage tunnel, electric hook ups for camper vans, showers, outdoor learning & play areas Feasibility exercise re car park extension;	Beautiful location in the Wye Valley; Popular visitor attraction with families, growing visitor numbers; Strong volunteer base; Retail offer and income; Access to the Wye Valley walk from the site.	Car Parking spaces & income at capacity ; Site safety; Poor site lighting limits winter visits; Inadequate heating in the tea room and signal box limiting out of season opening	Increase car parking to increase visitor numbers & secondary spend; Develop & improve camping facilities; Further development of volunteer base; Development of the site as a wedding venue; Further development of programme of children's activities. Introduction of an events coordinator will assist with programming and income generation. Option of bringing the catering offer back in house.	Lack of adequate car parking leading to visitor perception that site is always full which could affect future trading; Limited wet weather offer leading to loss of trade; Lack of capital investment needed to keep visitor offer fresh and encourage return visits; Some areas of concern within the existing catering model which needs to be assessed moving forwards with options to bring back in house.

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
MUSEUMS							
To inspire a passion for Monmouthshire, bringing heritage, collections, arts and culture alive with our communities and visitors.	To contributes to a sense of wellbeing helping our communities to feel proud of where they have come from by telling the stories of Monmouthshire through access to our collections; Tackling inequality through free admission and inclusive events & exhibitions: Enhancing life chances by volunteer opportunities and improving access to culture for everyone.	Ensuring local provision at sites in Abergavenny, Chepstow & Monmouth and the care of the museum collection at Caldicot Castle. To create a cross-county museum offer to encourage a sense of pride and community identity whilst identifying opportunities for arts and culture development; To ensure we have a resilient and sustainable service.	Programme of collections rationalisation across all sites; working towards a centralised museum store; Assessing staffing roles; improving and extending income streams; promoting the Nelson connection, increasing our learning work; improvements to the outdoor offer at Abergavenny Castle; marketing; improvement to displays; developing our work with volunteers	Accessing grant funding; High level of commitment & passion from staff; Good practice in collections management; Accreditation of all sites;	Individual & competitive marketing of sites; Service overstretched & fragmented; Access & display space and the visitor experience compromised at all three sites.	Centralised museum service with satellite sites sharing expertise & knowledge. Holding artefacts not on display; Enabling digitisation & co-curation with communities; To improve community and income generation opportunities at each site; Expanding education & outreach to enhance and develop new audiences; Building on sharing of expertise & resource across the three sites.	Assets require capital investment in order to increase income potential; Competition from around 60 visitor attractions within the local area offering free services; Low morale amongst staff; Meeting budget requirements; Uncertainty of funding available to address capital issues; Loss of key staff Lack of visitor analysis data

Appendix 2 – Potential Investment Options for MonLife Services (Summary)

Investment Options to Maintain / Improve Services	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's
Leisure Centres - To provide clean, friendly, accessible facilities and services for all our customers - our facilities and activities should enhance the quality of people's lives and improve the health of the communities.					
Caldicot Leisure Centre – redesign site to improve the fitness offer, redesign and upgrade changing facilities, provide a play offer for young children and incorporate a new café facility	5,500				
Abergavenny Leisure Centre – linked to the new school development to redesign and improve the Leisure Centre to enlarge fitness facility and repurpose use of site – to explore beauty, play and catering offer			8,000		
Monmouth Leisure Centre – upgrade and improve MUGA surface and car parking facilities (grant funding may be available)					
Fitness Equipment Refresh at Chepstow – redesign to café area and reception area					
Development of New Leisure Site (in Line with LDP and new settlements)					
Outdoor Activity Centres - To provide a high quality, cost efficient outdoor education and adventure activities across SE Wales and beyond and that our facilities and activities are designed to enhance the quality of people's lives and improve the well-being of the communities that we serve.					
Increase range of activities that the service offer – will need investment in additional equipment (e.g. low ropes course, paddle boards)	50	50			
Improve separation of facilities at Gilwern to better separate different groups on site	150				
Convert International House at Gilwern to provide additional bedroom space for groups / disabled	50				
Investment in Toilets and Shower Block for Camping Facilities at Gilwern		50			
Explore viability for purchase of camping pods					
Explore potential locally of smaller more purpose built activity site					
Attractions - To become a high quality destination reflecting the qualities of the heritage and environment and enhancing the quality of life, contributing to community identity and well-being, and to educational, cultural and economic development.					
Old Station					
Redesign of Tintern Old Station car park to increase capacity / allow better access for coaches					
Security measures at Tintern to include entrance barrier and CCTV					
Redecoration of the café at Tintern Old Station and refresh of catering equipment (2021)		20			
Caldicot Castle and Country Park					
Purchase of equipment to support provision of events (stage, equipment etc.) – will need to ensure Caldicot Castle store is damp-proofed	40				
Cycling Offer at Castle – cycle hire site (to link in with cycle paths / coastal path)					
Explore potential of closing castle to public and building new visitor centre in grounds and potential lodges (study)					

Investment Options to Maintain / Improve Services	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's
Explore provision of self-catering lodges / extending camping provision in Country Park					
Shirehall					
Redesign access to encourage increase in visitor numbers and sales	9				
Improve offer at Shirehall by bringing displaying extra museum provision into it and providing a better customer experience					
Exploration of Augmented reality to enhance visitor experience (including museums)					
Chepstow TIC					
Redesign of TIC and provision of café facilities					
Museums- To provide a museum service across sites in Abergavenny, Chepstow & Monmouth providing experiences that are enjoyable and educational					
Reprovision of Monmouth Museum, Nelson collection redisplay and centralised store (£1m +)					
Rationalisation of collections and storage facilities (project team costs)					
Improvements to display offer at Abergavenny & Chepstow & Caldicot collection.					
Countryside - To make Monmouthshire a green and healthy place to live, work & visit, through a well-connected and accessible network of green and blue spaces which embrace the County's unique and special landscape & rich diversity of species and habitats.					
Active Travel Priorities and Delivery - Cycle offer					
Improve Wi-Fi for our green spaces					
Rights Of way (total for 5 years £4.046m)					
Countryside access sites (total (£419k) – includes repairs to car parks					
Youth - To create a framework meeting needs of young people, to ensure equality of opportunity and to provide learning experiences which will enable young people to fulfil their potential as empowered individuals and members of communities					
Improve Wi-Fi access to zone or consider alternative provision at Caldicot					