

Appendix E: MonLife Performance and Evaluation Framework

1. Context

- 1.1 The development of a robust performance and evaluation framework is essential to the success and sustainability of MonLife. MonLife's Performance and Evaluation Framework was approved by Audit Committee in September 2018. This framework has been updated to reflect Council subsequent decision on 11th April 2019 regarding the preferred model for MonLife.

2. Core Purpose

- 2.1 To establish an integrated business planning, monitoring and evaluation framework across all of MonLife's activities to measure performance, evidence impact and drive continuous improvement.
- 2.2 The performance and evaluation framework has to:
- Enable assessment of MonLife's:
 - Contribution to delivery of the Council's Corporate Plan priorities / actions
 - Contribution to delivery of the PSB's well-being objectives / programmes including reporting requirements for external partnership
 - Performance on relevant Welsh Government Key Performance Indicators
 - Contribution to outcome frameworks including Estyn etc.
 - Strategic and operational risk management approach
 - Enable the Cabinet Members, the Executive Officers and MonLife's management team to assess performance
 - Provide a consistent and robust framework to assess the performance and impact of all of the MonLife's activities and to enable MonLife to report publically on progress (via annual report etc.)
 - Provide a basis for strategic risk management
 - Drive performance improvement to improve integrated delivery and strategic planning
 - Help refine and develop programmes and activities in the light of the outcomes they deliver
 - Ensure legislative compliance including the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 and any other future legislation.
 - Embrace external monitoring and evaluation and reporting requirements from grant giving bodies, MOUs or other funding agreements
 - Embrace the requirements of external accreditation bodies
 - Provide consistent and rigorous evidence of impact to support future programmes and funding bids
 - Be pragmatic, cost effective and within MonLife's ability to deliver and sustain
 - Not be re-inventing the wheel, building on good practice

3. Developing the approach

- 3.1 The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery. Initially the framework will reflect MonLife's initial business plan and programmes, and consolidate the key

performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY).

- 3.2 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. So far, a project team have identified best practice from the wider sector and completed an initial scoping of the proposed approach.

4. Proposed Performance and Evaluation Framework

- 4.1 **Figure 1** below illustrates the proposed framework. Central to the process is the MonLife Business Plan that reflects the contribution that MonLife is making to delivery of the PSB Well-being Plan and Council's Corporate Plan and the wider legislative and policy context within which MonLife operates. Supporting the Business Plan are annual SMART delivery plans for MonLife's teams and key delivery programmes (updated quarterly), and clear branding and marketing strategy and plans.
- 4.2 Additionally for key projects, a project management framework has already been developed to help inform MonLife's business plan and will be maintained:
- Income Pipeline / Investment Projects – Project Pack comprising feasibility study (including risk assessment); income/expenditure forecasts; action/Gantt chart & monthly review
 - Projects requiring fundraising: Case for support; feasibility study (including risk assessment); action plan etc.
 - A similar approach for key grant programmes to meet funders requirements
- 4.3 The link from Business Plan and Programmes to annual Team Delivery Plans should in turn be reflected in individual objectives where staff are supported to provide excellent customer experiences and contribute to growing MonLife's sustainable business.
- 4.4 A Continuous Performance Management (CPM) system will be introduced aimed at supporting managers and staff to have ongoing conversations about goals and work related activities and to strengthen the connection between individuals and their networks to their work and performance management. The CPM will be introduced prior to the implementation of the MonLife Performance Evaluation Framework to foster a culture of trust and full engagement where employees are given control over their performance environment and are able to have mutually beneficial performance conversations with their managers.

National Policy & Legislation	PSB Wellbeing Plan & Objectives									Measurement & Key Performance Indicators
	Council's Corporate Plan & Wellbeing objectives									
	MonLife Business Plan									
	<i>Vision: Enriching people's lives and creating vibrant places</i>									
	<i>Aims:</i>									
	<i>Enrich people's lives through participation and activity</i>				<i>Build strong and vibrant places and communities in Monmouthshire</i>					
	<i>Culture & Values:</i>									
	<i>Developing its people to be the best they can be</i>	<i>Being a successful business powered by its people</i>	<i>Providing excellent customer experiences</i>	<i>Building strong networks and effective partnerships</i>	<i>Making informed decisions based on business intelligence</i>	<i>Growing a sustainable business</i>				
	MonLife Programme & Team Delivery Plans									
	Branding & Marketing Strategy & Plans									
	Continuous Performance Management									
	Customer & User engagement									
	Strategic & Operational Risk									
	Regulation & Inspection (WAO, Estyn, Care Inspectorate Wales)									
	Accreditation									
	<i>Fitness Industry Association</i>	<i>Royal Life Saving Society</i>	<i>Register of Exercise Professionals</i>	<i>Adventure Activities Licensing Authority</i>	<i>DoE Licence</i>	<i>Museum Accreditation</i>	<i>VAQUAS Accreditation (Visit Wales)</i>	<i>Green Flag Award</i>	<i>InSport Accreditation (Disability Sports Wales)</i>	
	Outcome Measurement Framework									
	Thriving		Healthy		Connected			Fair		

Figure 1: MonLife Performance and Evaluation Framework

- 4.4 A new measure of employee engagement is proposed. Surveys will be utilised to measure the employee experience. The results will inform the senior management team and identify any interventions needed to support managers who are responsible for engaging their teams.
- 4.5 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.

4.6 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
- Addressing high and medium risks in the MonLife Business Plan
- Enabling scrutiny and external assessment of key risks
- Identifying operational risks as part of team and programme delivery plans
- Utilising a RAG review / exception reporting process across all team and programme delivery plans (see **Figure 2**)
- 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
- Input for the Advisory Board

4.7 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.

5. Outcome Measurement Framework

5.1 To maintain consistency MonLife plans to consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY). We recognise that whilst MonLife will record significant output measures, measures of outcomes are less well developed – this reflects both the complexity and potential resource pressures in measuring wellbeing outcomes. To address this MonLife intends to develop an outcome measurement framework.

The drivers are:

- National and Wales policy context
- External funding landscape – statutory and voluntary
- Credibility and relevance to others
- Outcomes based accountability
- Sustaining services, cross-service working and strategic planning

Principles are:

- Strong link to our vision, strategic goals and future ambitions

- Transparent and realistic – evidence-based impact reporting
- Clear and robust narrative with quantitative support
- Pragmatic and cost effective
- Practical and relevant
- Flexible and futureproof
- Not re-inventing the wheel
- Rigour – evidence of impact that suits our purposes

5.2 This approach is intended to provide a long-term (10yrs +) basis for future impact assessment based on “pillars” reflecting the potential scope of MonLife’s impact and to group measurement & reporting of actions. The intent is to understand the value of MonLife’s services to; individuals (lifestyle factors); communities; and the wider social, environmental & economic context (Region; Wales; National).

5.3 Initial scoping of the proposed approach against the Well-being of Future Generations (Wales) Act 2015; Office for National Statistics – Measures of National Wellbeing; Monmouthshire PSB Well-being Plan and the MCC Corporate Plan has identified four potential outcome “pillars” (see **Table 1**):

- Thriving
- Healthy
- Connected
- Fair

5.4 As the framework develops, the intention is to identify what success would look like for each of these pillars; our ambitions/objectives; and the measure to assess success in achieving these. In the shorter term, we plan to standardise our approach to recording individual case studies of outcomes / benefits; e.g. for young people, volunteers, sports and exercise referral participants etc. so we can build a library of evidence to support future programmes and we will continue to refine individual service measures based on feedback and experience.

6. Proposed Key Business Matrices, Key Performance Indicators & Additional Programme Performance Measurement

6.1 **Table 2** identifies the key business matrices / performance indicators, together with an indication of the reporting periods and evaluation processes. As indicated above these will be reviewed and refined as MonLife business planning process develops. In addition, we will be recording individual case studies of outcomes / benefits, supplemented by video clips to capture stories, which will be used to animate quarterly and annually reporting and reports to partners and funders.

6.2 Additional performance measures some at a significantly greater level of detail are also required to meet partnership programmes or grant agreements; a few examples are set out in **Table 3**.

Table 1: Outcome Measurement Framework: Draft Outcome “Pillars”

Draft MonLife Pillars	Office for National Statistics - Measures of National Wellbeing (2015)*	Wellbeing of Future Generations (Wales) Act 2015	Monmouthshire Public Services Board – Well-Being Plan	Monmouthshire County Council – Corporate Plan (2018-2022)
Thriving	<ul style="list-style-type: none"> • Economy • Governance • Natural Environment • Individual wellbeing • What we do • Where we live 	A prosperous Wales	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county	<ul style="list-style-type: none"> • Thriving and well-connected county; • Future-focused Council
		A resilient Wales	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • Maximise the potential of the natural and built environment; • Future-focused Council
		A Wales of vibrant culture & thriving Welsh Language		<ul style="list-style-type: none"> • Thriving and well-connected county; • Lifelong well-being
Healthy	<ul style="list-style-type: none"> • Individual wellbeing • Health • Our relationships • Natural Environment • What we do • Where we live 	A healthier Wales	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • The best possible start in life; • Lifelong well-being; • The best possible start in life; • Thriving and well-connected county; • Lifelong well-being
Connected	<ul style="list-style-type: none"> • Our relationships • Individual wellbeing • Natural Environment • Economy 	A Wales of cohesive communities	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • Thriving and well-connected county • Lifelong well-being

			Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county	
Fair	<ul style="list-style-type: none"> • Personal finance • Education and skills • What we do • Where we live 	A more equal Wales	<p>Provide children and young people with the best possible start in life</p> <p>Respond to the challenges associated with demographic change</p>	<ul style="list-style-type: none"> • Lifelong well-being (Social Justice)
		A Wales of vibrant culture & thriving Welsh Language		<ul style="list-style-type: none"> • Lifelong well-being
		A globally responsible Wales	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	<ul style="list-style-type: none"> • Future-focused Council

Table 2: Proposed Key Business Matrices & Key Performance Indicators

Key Business Matrices

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Finance	Financial performance v budget targets (net surplus / deficit)	Monthly for higher risk areas and bi-monthly where deemed appropriate with the information being extracted from the MCC Financial Ledger	Monitored and reviewed by service managers each month as part of regular finance meetings with a profiling column built into the budget sheet
Finance	Financial performance (Reporting Periods)	Month 2, 7 and at outturn with a month 10 and 11 which doesn't go to cabinet but to DMT and Select Committees	Reported by service managers in line with the reporting period's column and assessed by the Head of Service and Finance before being presented to Cabinet
Finance	Spend / cost / subsidy per head	Annually	In line with the annual budget reporting as that information along with usage figures is key to this

Key Performance Indicators

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Staff	Average days lost to sickness absence per FTE employee	Quarterly	Via Business Plan reporting and central database
Staff	Staff Retention (% of employees who leave the service)	Quarterly	Via Business Plan reporting
Staff	Measure of employee engagement	Quarterly	Via Business Plan reporting
Staff	Percentage of staff who are trained to the appropriate	Quarterly	Via Delivery Plans and ongoing recording sheets

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
	safeguarding level		
Staff	Number of reported accidents (staff)	Quarterly	As part of the Enterprise Health and Safety working group statistic returns
Staff	100% compliance with MCC SAFE Audits	6 Months	Template completed by Service Managers and assessed by Head of Engagement and Workforce Development Manager
Volunteers	Number of volunteers actively engaging with MonLife	Quarterly	Via the new Kinetics reporting system for MCC
Customers	<p>Interactions with audiences:</p> <p>Customer surveys for each service area within MonLife</p> <p>Post event and participation feedback including weddings</p> <p>Social audience figures – target X % uplift per account (centrally managed)</p> <p>Facebook reach – measure the reach of the accounts we manage (not all MonLife accounts are centrally managed so we can't see insights)</p> <p>Website traffic</p>	<p>Targeted around the needs of the business</p> <p>We list all of the areas that need customer surveys and schedule them throughout the year and we can then support implementation and data analysis</p> <p>Where we have social account control we can use the insight tools to produce reports</p> <p>We can also use Google Analytics to provide the web usage stats</p> <p>We can measure the digital traffic we receive</p>	We would have to ensure we measure managed accounts and data sources that we control and encourage uptake of surveys within key areas
Customers	Number of compliments received	Quarterly via MCC reporting	Through the corporate database of entries
Customers	Number of complaints received	Quarterly via MCC reporting	Through the corporate database of entries
Customers	Number of reported accidents	Quarterly via service reporting	As part of the Enterprise Health and Safety working group

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
	(members of the public)		all accident statistics are sent to Leisure Centre Manager (S) to compile and are reported to Health and Safety Manager
Marketing	<p>Campaign implementation is a key metric i.e. how many campaigns has each department benefited from and what return on investment did each produce</p> <p>Campaign reports can be produced to provide snapshots of the performance and outcomes and if we use a consistent and concise format we can build a comparative set of data</p>	We would produce a report for each campaign even if it is a simple explanation of performance in an email and would commit to a more structured approach to reporting	Marketing performance return on investment Influencing content development
Leisure	Number of Annual and Direct Debit Members at the 4 leisure centres	Monthly reports completed as part of an overall membership monitoring performance dashboard	Used to share with staff on site to assist with performance monitoring and healthy local competition
Leisure	Swimming lesson uptake and DD breakdown		
Leisure	Customer loyalty (growth / retention / churn)		
Leisure	Number of young people who can swim at age 11 (National Standards Swim Test)	Annually (End of Academic Year)	Annually reported to Welsh Government as part of a National Campaign to achieve 'Every Child a Swimmer'
Leisure	Number of young people trained in the Play Maker Award	Quarterly	Report to Sport Wales as part of our Sport Development Active Gwent Regional Plan
Leisure	Number of young people hooked on sport	Every 3 years	Report to Sport Wales every 3 years with an aspiration of 75% Hooked on Sport by 2026

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Leisure	Number of Exercise Referrals per month	Quarterly	Report to Public Health Wales as part of the National Exercise Referral Scheme
Leisure	Number of referrals attending first consultation	Quarterly	
Leisure	Number of clients that complete a 16-week consultation	Quarterly	
Leisure	Number of clients that complete a 52 week consultation	Quarterly	
Leisure	Number of visits per 1000 of the population to leisure centres where the visitor will be participating in physical activity	Reported on 6 months and annually via Cascade3D and ClarityLive reporting	National PI reporting measure
Leisure	Number of community sports clubs achieving InSport accreditation	Annually	Report to Disability Sport Wales as part of our commitment to InSport accreditation
Outdoor Education	Number of user days in comparison to previous years with % increase or decrease	Annually	Individual per site and collected via booking processes and ClarityLive system
Outdoor Education	Online customer feedback survey - school focussed including both children and teachers	The online customer feedback survey is part of a scheme run by the Association for Heads of Outdoor Centres and the same questions are used across the UK providing opportunities for nation-wide comparison	Use customer feedback to look for ideas for potential changes needed and reassurance that things are going well and to standard
Countryside	Number of people using key promoted routes / countryside sites	Annually People counters reporting varies according to routes accessed	To report to funders providing evidence of progress and helping to set priorities to help inform new bids
Countryside	Percentage of Rights of Way (ROW) / high priority ROW	Quarterly assessment of reported issues / resolved issues / work completed via	As above

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
	enforcements issues resolved	Countryside Access Management System (CAMS)	
Countryside	Percentage of ROW / high priority ROW maintenance issues resolved	As above	As above
Countryside	Percentage of formal Biodiversity comments to Development Management within 21 days	Quarterly Biodiversity Planning Log	To review advice service and prioritise responses
Tourism	Unique visitors to Visit Monmouthshire website	Quarterly	Marketing performance / return on investment / influencing content development
Tourism	Destination marketing performance; website referrals; and social media accounts	Collected monthly and reported annually with STEAM figures	
Tourism	Visitor Satisfaction rating Propensity to recommend Propensity to repeat visit	3 yearly visitor survey (part of Visit Wales survey)	To inform future destination management
Old Station	Number of people who have experienced the miniature train rides	Quarterly	To demonstrate that we are maximising the offer with sole use of the railway track
Attractions	Visitor Numbers (including event participants)	Quarterly	Selected visitor and event numbers are included in STEAM data submission
Museums	Visitors to museums	Quarterly	Captured through Clarity but looking at counters in the grounds
Learning	Number of participants in formal learning sessions	Quarterly	Recorded and monitored through organised sessions
Learning	Number of participants using reminiscence boxes	Quarterly	Recorded and monitored through organised sessions
Youth	Number of young people attending Youth Conference	Service based on feedback and conversations with young people and stakeholders whether that be about activities or trips in youth clubs or where youth work happens around the County	Information used to inform change and direction in the service
Youth	Number of people attending Local democracy day		

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Youth	Mark Your Mark – number of young people consulted about their top priorities for Monmouthshire	<p>Collected through: Case Studies Emails Outcomes Stars Evaluation Forms Anecdotes</p> <p>Quarterly update of KPIs</p> <p>Reported to the annual Youth Service audit the annual Youth Service report, and Integrated Youth Offer report</p>	Monitoring of constant and regular improvement for team to ensure the delivery of a better offer to young people and stakeholders
Youth	Number of young people across Monmouthshire accessing GIRL Project		
Youth	Year 6 transition programme looking at the number of Year 6s from primary schools		
Youth	Triathlon – number of secondary school teams from Years 7 – 10 taking part Number of primary school teams taking part		
Youth	Summer Camp – number of Year 9 pupils from comprehensive schools attending		
Youth	Number of community outreach days		
Countryside & Attractions	Green Flag Award status awarded / maintained (Keep Wales Tidy)		
Museums	Museum Accreditation in place (Welsh Government / Arts Council England)	3 yearly assessment	Provides independent quality assessment and recommendations
Attractions	Visitor Attraction Quality Assurance Service ratings (Visit Wales)	Annual assessment	Provides independent quality assessment and recommendations

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Leisure	InSport Accreditation (Disability Sports Wales)	Annual Assessment	Provides independent quality assessment and recommendations
Leisure	Register of Exercise Professionals (UK coaching)	Ongoing	Independent public workforce register / system of regulation for the Health and Fitness Industry
Leisure	Fitness Industry Association Accreditation (representative for both private and public organisations in the fitness industry)	Annually	Accreditation is through adopting a Code of Practise.
Leisure	Royal Life Saving Society Accreditation (via IQL UK is the trading subsidiary of RLSS UK, the drowning prevention charity)	Annually	Accreditation of NPLQ qualifications and Accredited Centres.
Outdoor Education	License for outdoor and adventurous activities (Adventure Activities Licensing Authority)	Two yearly licence	Mandatory licences including service recommendations / actions
Outdoor Education	LA licence and expedition leaders (DoE Award)	Five yearly licence	
Outdoor Education	AAP (Activity Adventure Provider)	Annually	Re-application to gain standard
Youth	Quality / Benchmark Inspections (Estyn & Welsh Government)	5yr Estyn inspection cycle	Provides independent quality assessment and recommendations
Youth	Quality Kite Mark (Welsh Government)	To be considered as part of benchmark by MonLife.	Provides independent quality assessment and recommendations
Tourism	Tourism Value (STEAM)	Annually	Scarborough Tourism Economic Activity Monitor managed by Global Tourism Solutions used to measure tourism volume and value for the destination – also used in Welsh Government settlement figure.
Tourism	Tourism Volume (STEAM)	Annually	
Tourism	FTEs (STEAM)	Annually	

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Museums	Impact on local economy as measured by the AIM (association for Independent Museums) economic toolkit.	Annually	Monetary values assigned to day visitors and overnight (South Wales Visitors Resident or non-resident Impact reporting).
Case Studies	<p>Individual case studies of outcomes / benefits including young people, volunteers, sports and exercise referral participants etc.</p> <p>Preserve this for larger scale campaigns or strategic (longer term) activity which requires a case study approach.</p>	<p>Case studies reported by users via template and video clips – seek to undertake one a month for use on social media and to report to funders (evidence building).</p> <p>A different approach will be required for each one as the output will depend upon the requirements.</p> <p>There is the opportunity to use infographics to create snapshot case studies for all of our SBUs. A MonLife format could create a suite of infographics covering the key figures from Attractions, Museums, Youth, Learning, Leisure, etc.</p> <p>As a KPI, we could commit to creating one of these for each department per year.</p>	Shared with funders, social media, use for impact reporting etc.

Table 3: Additional Programme Performance Measurement (Examples)

Living Levels Landscape Partnership Programme – Heritage Lottery Fund	
Baseline monitoring	<p>HLF Output monitoring – 52 individual output and outcome measures covering assessment of:</p> <ul style="list-style-type: none"> • Protection enhancement and management of the landscape and heritage • Gwent Levels as a visitor destination • Identity and sense of place • Skills and learning • Sustainability and legacy
Standardised additional project monitoring	<p>Target audience reach Stakeholders learning something Participants/beneficiaries enjoying themselves Making a difference to stakeholders The most significant difference a project has made The participants/beneficiaries' quality of experience Recognition of the Gwent Levels as a place to visit</p>
National Exercise Referral Scheme	
NERS is an evidenced based health intervention incorporating physical activity and behavioural change to support referred clients to make healthy lifestyle changes to improve their health and wellbeing.	<p>Targeting clients who are at risk of developing CHD and those with mild moderate anxiety.</p> <p>Developing Chronic Condition Pathways.</p> <p>Targeting clients who are at risk of developing or have a Chronic Condition, including cancer, cardiac rehab, pulmonary rehab, obesity and weight management, high BMI in pregnancy and dementia.</p>
Learn to Swim Programme	
Developing every young person in Monmouthshire to be able to Swim. Through the Learn to Swim Wales Framework.	<p>Splash, an awards system, is the introduction to the Learn To Swim experience. It is intended to support a baby or toddlers journey into the aquatic environment.</p> <p>Learn to Swim Wales, is a nationally recommended programme for the delivery of Learn to Swim lessons. The framework covers vital skills required for participation in aquatic activities and disciplines.</p> <p>Nofio Ysgol Framework, Primary School Swimming Plan. Nofio Ysgol formalises national standards and methodology for the teaching of swimming to children throughout Wales.</p> <p>Swimming and water safety are a recognised part of the National Curriculum, currently sitting specifically within the adventurous part of the PE Curriculum.</p>
Active Gwent – Regional Plan	

<p>Monmouthshire County Council aims to respond to the drivers for change in Sport and Physical Activity that includes supporting the Vision for Sport Wales.</p>	<p>Hooked on Sport</p> <ul style="list-style-type: none"> • Bespoke packages for age 0 – 4 years • Bespoke packages for ages 5+ • Bespoke packages for ages 8+ • Bespoke packages for 13+ <p>Tackling Inequalities</p> <ul style="list-style-type: none"> • Bespoke packages for girls • Bespoke packages for minority groups • Bespoke packages for positive futures <p>Sporting Pathways</p> <ul style="list-style-type: none"> • Bespoke package for Primary Schools • Bespoke package for Secondary Schools • Bespoke package for Community Sport Club Engagement • To develop an annual community project to engage all of our target audience - ‘The Monmouthshire Games’
<p>Happy Museums Events</p>	
<p>Cohesive</p>	<p>Volunteer hours provided</p>
<p>Resilient</p>	<p>No. events raising environmental awareness</p>
<p>Healthier</p>	<p>% enjoyed the event</p>
<p>Responsible</p>	<p>No. local suppliers used</p>
<p>More Equal</p>	<p>% learnt something new / % inspired to attend other cultural activities in Monmouthshire</p>
<p>Vibrant</p>	<p>Worked with no. partners at event / % event capacity reached</p>
<p>Prosperous</p>	<p>% visited the area for event / Event contributed £s to the local economy</p>

Figure 2: Delivery Plan Template

MonLife Delivery Plan: Team / Activity Template 2019-20	
Service / Activity Area Description	
Key Partners & Stakeholders	
Links to Key Policy and Documents	
Other Background <i>(only if required)</i>	

MonLife Delivery Plan: *Team / Activity*

Delivery Area / Core Outcome (these should fit the actions in the Service Plan Action Plan) <i>If appropriate include milestones, interventions and targets</i>						
Description of Activity / Scheme / Project	Lead <i>Inc. delivery partners</i>	Timescale	Status <i>Quarterly updates in italics: Including changes to plans / actions</i>	RAG	Targets and Measures <i>KPIs / other measures – targets and performance</i>	Finance <i>Source / Performance against targets or costs</i>
Sub Heading if required						
			<i>Include Q1, Q2, Q3, Q4 summaries here</i>			

