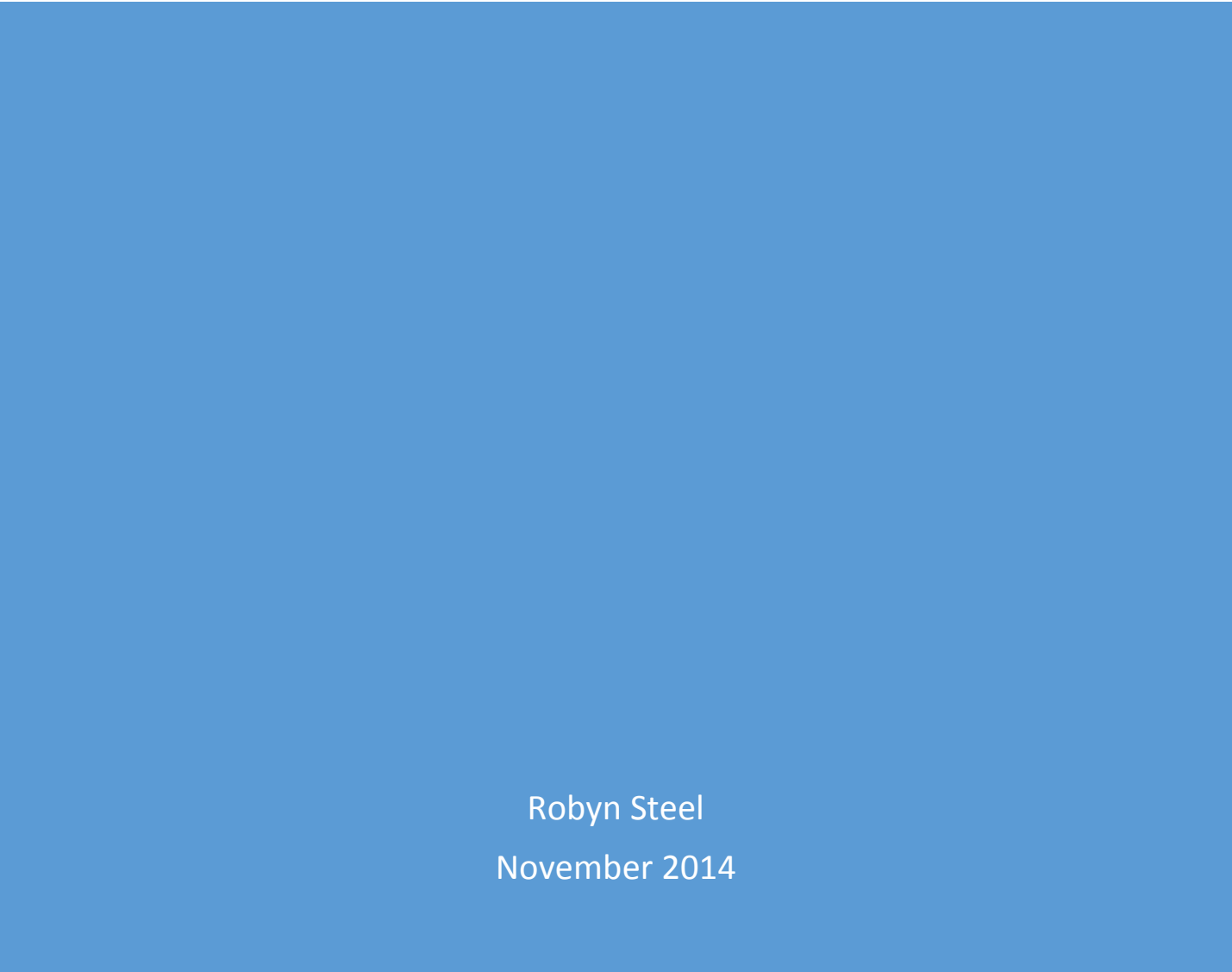




**KAPITI COAST DISTRICT COUNCIL
COMMUNITY FINANCIAL SUPPORT REVIEW
REPORT 2014**



Robyn Steel
November 2014

Contents

INTRODUCTION.....	2
EXECUTIVE SUMMARY	4
METHODOLOGY	5
BACKGROUND.....	6
DISCUSSION OF KEY FINDINGS.....	10
Is the funding targeted to achieving Community Outcomes?	11
Are the decision making processes robust, transparent and consistent?	13
Funding Database	15
Alignment of closing dates for funding rounds.....	15
Advocacy and support model	16
Contracts for Service.....	16
Community Grants	19
Youth Grants	22
RECOMMENDATIONS	24
APPENDICES	26
Appendix 1: Framework for Community Financial Support	26
Appendix 2: Benchmark against other Territorial Local Authorities	28
1. Waimakariri District Council	28
2. Horowhenua District Council	29
3. Wellington City Council.....	30
Appendix 3: Kapiti Coast District Council Community Grants Fund	32
Appendix 4: Contracts for Service.....	35
Appendix 5. Youth Grants	37

INTRODUCTION

“As a grant maker, you want the organisation’s and causes you support to achieve their goals. As a steward of public resources, you want your investments in non-profits to yield positive and demonstrable results”.¹

The Kapiti Coast District Council, through the Supporting Social Wellbeing Activity provides financial support to individuals and groups in the community to support the delivery and achievement of community outcomes. In 2014/2015 this funding totalled \$447,387 and included the following funding schemes;

- Contestable Community Grants: \$32,433
- Community Contracts (including emergency services grants): \$389,476
- Contestable individual and group youth grants (Youth 2U Dollars): \$13,478
- Contestable youth project grants (Think BIG): \$12,000²

A number of internal reviews have informed the development and incremental changes that have been made to the Community Financial Support programme. The last internal review was undertaken in 2010.

An independent review has been commissioned prior to the 2015 Long Term Plan, to examine the Community Financial Support disbursed through the Supporting Social Wellbeing activity and to specifically address two key questions, being;

1. Does the funding effectively target support that assists in achieving Community Outcomes? particularly;
 - Outcome Six: the District is a place that works for young people
 - Outcome Seven: the District has a strong, healthy, safe and involved community.
2. Is the decision making processes for community financial support, robust, transparent and consistent?

A secondary outcome of the review was to explore opportunities for linkages with other financial support provided by the Kapiti Coast District Council. In 2014-2015 this totalled \$552,846 and included the following grants and contracts;

- Community Board Funding \$55,031
- Maori Economic Development Grants \$66,000
- Creative Communities Scheme \$44,767³
- Mahara Gallery \$183,589⁴
- Museums Grants \$49,259

¹ Grantmakers for Effective Organisations and Council on Foundations. Evaluation in Philanthropy: Perspectives from the Field. 2009

² Note that this figure changes on an annual basis dependent upon the viable projects that meet identified needs. Depending upon the nature of the projects, they could be supported from a number of teams across Council and not just Social Wellbeing Activity.

³ Note the funding is administered on behalf of Creative New Zealand who contribute \$40,372.80 and Kapiti Coast District Council contribute \$4,394.20

⁴ This amount includes \$16,622 for administration

- Heritage Fund \$30,600
- Rates Relief for Conservation Purposes \$28,300
- Riparian Fund \$28,300
- Waste Reduction Grant \$17,000
- Waste Levy Fund for New Technologies and Seed Funding \$50,000

The total amount of Kapiti Coast District Council investment to community organisations, groups and individuals, through contracts and grants, totals \$1,000,233⁵.

⁵ Note that there is other funding distributed such as rates relief, Marae funding that has not been included in this total.

EXECUTIVE SUMMARY

Kapiti Coast District Council is currently investing over \$1 million into the Kapiti Coast community through contestable and non-contestable contracts and grants. In 2014-2015, \$447,387 was delivered through the Supporting Social Wellbeing activity.

Organisations receiving financial support from Kapiti Coast District Council are providing a wide range of valuable services to the Kapiti Coast community. There is no doubt that funding invested in the last three years has made a contribution to achieving community outcomes, particularly outcome six (the District is a place that works for young people) and outcome seven (the District has a strong, healthy, safe and involved community). At a lower level however, in lieu of strong links between funding investment and criteria and strategies and priorities aligned to community outcomes, it is more difficult to evaluate the impact and effectiveness of the community financial support programme.

There are opportunities to improve the funding processes, for both contracts and contestable grants that would strengthen decision making, improve the measurable outcomes being delivered by organisations and increase the transparency and consistency of processes in general across the funding programme.

Kapiti Coast District Council has a number of contracts and grants that sit with Community Boards and other business units. There are opportunities to not only streamline funding processes and ensure consistency across the Council but to review criteria and processes to avoid any duplication.

METHODOLOGY

The aim of the Community Financial Support Review was to use existing data, information and discussions with existing contract holders to test whether Community Financial Support in its current form is feasible in realising Council and Community outcomes.

The scope of the project concentrated on Supporting Social Wellbeing Activity's provision of contestable grants and contracts for service to organisations and individuals. A secondary outcome was the identification of any opportunities that arose to create linkages with other financial support provided by Council.

The review was undertaken in the following stages;

1. An examination of other Local Government funding specifically, Wellington City Council, Horowhenua District Council and Waimakariri District Council.
2. A desk top review of the current contestable community and youth grants and contracts for service.
3. Interviews and workshops were held with the following;
 - 13 representatives from organisations with a current contract for service
 - Kapiti Coast Youth Council
 - Kapiti Coast District Council Grants Allocation Sub-committee
 - Social Wellbeing Team, Kapiti Coast District Council
 - General Manager Strategy and Partnerships, Kapiti Coast District Council
 - Arts & Museum Development Officer, Kapiti Coast District Council
 - Community Team Manager, Waimakariri District Council
 - Senior Advisor Funding and Relationships, Wellington City Council
 - Community Support Manager (acting)/ Strategic Initiatives Manager. Christchurch City Council

BACKGROUND

The Kapiti Coast District Council’s Supporting Social Wellbeing activity has had a long history of supporting the Kapiti Coast community through the provision of funding and has the aim of supporting a vibrant and diverse community that is resilient and healthy. ⁶

In 2014-2015, \$447,387 was invested in community organisations and individuals through the Supporting Social Wellbeing activity contracts for service and grants.

The social and economic environment continues to change for community organisations with changes to central government policy and fiscal constraints continuing to impact on community services and the capacity to meet community needs. With central government services being cut (Ministry of Justice crime prevention funding) or devolved to the community (NZ Immigration Services information devolved to Citizens Advice Bureau) these changes continue to increase the pressure on the Kapiti Coast community to produce local responses to local needs.

In addition to these changes is the legislation relating to the purpose of Local Government (as stated in the Amendment Act 2012) to meet the current and future needs of communities for good quality local infrastructure, local public service and performance of regulatory function in a way that is most cost effective for households and businesses.

These new challenges have triggered Kapiti Coast District Council to think about its role in supporting the delivery of community services and how best to promote collaboration and encourage innovation to achieve best results.

An independent review of the Community Financial Support programme was commissioned to review the targeting of funds against community outcomes and the robustness, transparency and consistency of the decision making processes. The most relevant community outcomes and goals to Supporting Social Wellbeing Activity are listed below:

<p>Outcome 6: The District is a place that works for young people</p>	<ul style="list-style-type: none"> • Young people have the opportunity to learn from and contribute to community wellbeing through intergenerational activity
<p>Outcome 7: The District has a strong, healthy, safe and involved community</p>	<ul style="list-style-type: none"> • The Districts main public places, are safe attractive and accessible to everyone in the community, including the elderly, families and people with disabilities • There is a greater range of housing options available in the District catering for a variety of social need • Older people have a high level of control and influence over those things that ensure their access to services and enjoyment of life • People have ready access to information about their local community, district and wider world, including knowing and valuing local people

⁶ Draft Community Support Activity Management Plan

	<p>who have that knowledge.</p> <ul style="list-style-type: none"> • People have a sense of safety for themselves, their family and their community and feel safe in their homes and in the community • People are welcomed into the community as new residents and have the chance to participate in and contribute to a range of activities, events and opportunities • People are valued and respected for the contribution they make to a strong and diverse community, especially where the contribution is through volunteering • People are encouraged and enabled to work collaboratively and cooperatively • There is equitable access to services which meet the full range of needs in the community.
--	---

A full internal review of Community Financial Support funding was last undertaken in 2010. A summary of the key findings at the time of this review were⁷;

1. Activities are not explicitly aligned with the Community Outcomes nor the Community Plan timeframes
2. There is inconsistency in the level of delivery against desired outcomes
3. There is a reliance on the funding, even if very small, for some groups but not all
4. Most groups have other sources of funding
5. Funding is generally not linked to capacity building
6. There is no significant funding available to seed projects that address community issues as they are identified
7. Process improvements are needed to support better allocation, accountability and comparability of the funding decisions.

The 2010 review resulted in the adoption of the Community Financial Support Framework. Appendix 1. The Framework guided the assessment and recommendations of the current community contracts, in line with identified community issues and priorities.⁸ At that time a funding model for community contracts was developed to provide a structure to decision making around contracts for service and identified the Council role in supporting an organisation, being;

- Core Service Contract: Council has an on-going role in supporting a service in this area.
- Priority Service Contract: Council has a role in supporting a service in this area that meets the needs identified in the current Community Plan
- Project Seeding Contract: Council has a role in supporting the establishment of a project that would address a specific priority identified in the Community Plan

⁷ SP-10-947 Community Financial Support Review. Environment and Community Development Committee 22 July 2012

⁸ SP-11-155 Community Financial Support Review. Environment and Community Development Committee 17 March 2011

- **Capacity Building:** Council has identified a key role in assisting community groups and organisations to develop skills and attract funding. This can be done through the provision of services and financial support through grants.

This review of the contracts for service in 2011 resulted in additional contracts being offered and a number of contracts discontinued with funding reprioritised. Appendix 4 outlines the contracts and amount funded in 2014-2015. All current contracts expire in June 2015.

At this time it was recommended that the Community grants scheme criteria be reviewed to ensure it was addressing priority areas, alongside a review of the budget to ensure an appropriate level of funding to provide both capacity building and project support. It should be noted that the criteria and maximum amounts available to community groups have not changed since the late 1990's. Although the grants scheme has continued on an annual basis since, the recommended review has not been undertaken until now and subsequently the criteria and budget for the Community Grants has remained unchanged.

At this time the Employment initiatives scheme was discontinued and monies reallocated. It was also recommended that the funding for the Emergency Services Grants was discontinued and reallocated into other priority areas however this was not adopted by the Committee. These Emergency Services Grants are now either managed through non-contestable grants or a contract for service with Council.

Since the last review in 2010, Youth 2 U Dollars and Think Big Grants have been instigated.

The Kapiti Coast District Council is currently in the process of developing the Long Term Plan for 2015-- 2035 and has adopted draft Long Term Plan Council Outcomes statements. The relevant draft outcomes for community financial support going forward have been identified as;

Outcome	Council will:
Resilient Community	Ensure its services, infrastructure and regulations: <ul style="list-style-type: none"> • Protect and enhance public health and safety • Maintain and improve community connections – physical, environmental, cultural and social • Protect and improve the natural and built environments
Strong Partnerships	Work with Iwi, business, residents, government agencies and a range of community groups to: <ul style="list-style-type: none"> • Identify and support opportunities for improving the quality of life of Kāpiti residents • Enhance the Kāpiti Coast as a great place to live, work and play for all • Influence central government, the regional council and other agencies on behalf of the Kapiti Coast • Enhance understanding and opportunities to connect between the various communities.

DISCUSSION OF KEY FINDINGS

The Kapiti Coast District Council Community Financial Support programme⁹ allocated as part of the Supporting Social Wellbeing activity has supported 92 individual community organisations¹⁰, over the last three years. These organisations are providing a rich array of services, events, programmes and projects to the Kapiti Coast community. The funding, provided through contracts or grants, ranges in amount from approximately \$400 to \$90,000 and is a significant part of the funding resource of the not for profit sector on the Kapiti Coast.

The level of dependence upon this funding is equally diverse, from being at the very core of an organisations existence, to funding that may support an additional activity. The amount of funding received by an organisation is in no way a measure of dependence on that funding.

The three year contracts for service with community organisations were first instigated by Kapiti Coast District Council in 2004 and are reviewed and allocated as part of the Long Term Plan process. There are currently 11 non-contestable contracts for service and two non-contestable grants funded by Kapiti Coast District Council¹¹ with one additional organisation who held a contract for service now in recess.

The organisations that hold a current contract with the Council commented on the degree of security that a three year contract affords them and the reduction in the cost and time that continual grant seeking places on the organisation.

115 community grants¹² have been allocated to community organisations over the last three years¹³. An analysis of the current community grants highlight that even relatively small amounts of funding can have a significant and positive impact on an organisation such as \$1,000 to the Kapiti Women's Centre for the training of volunteers to ensure the ongoing viability of a service.

The Youth Grants are a relatively new addition to the Community Financial Support programme however play an equally significant role with 81 individual or groups of young people¹⁴, from the Kapiti Coast community being beneficiaries of either an Y2U Dollar grant or a Think Big Grant. These grants have impacted not only on the personal development opportunities for individual young people but have resulted in 14 youth led projects that have benefitted and impacted on not only the youth sector but the wider Kapiti Community, programmes such as Senior Voice, where a 15 week singing workshop was held for older adults supported by Kapiti College Choir and tutors.

Local Government across New Zealand plays a key role in supporting community and social infrastructure through investing funding that supports and builds the capacity of organisations and the social fabric of a community. All three district or city councils reviewed for this report, provide grant or contract funding in some form to support their communities.

⁹ Community Contracts, Community Grants

¹⁰ 79 organisation's funded through community grants, 13 organisation's currently funded through contracts

¹¹ See appendix 4 for a current list of non-contestable contracts and grants

¹² Note that this is individual grants and some organisation's received more than one grant in this three years

¹³ 2011-2014 funding rounds

¹⁴ 58 individual Y2U Dollar grants, 9 Group Y2U Dollar grants and 14 Think Big Grants

The Kapiti Coast District Council has been providing grants and contracts to the community since at least the late 1990's and the impact for the Kapiti Coast community on numbers alone would indicate that this funding provides positive benefits and contributes significantly to the social service sector and youth sector on the Kapiti Coast.

Is the funding targeted to achieving Community Outcomes?

The review found that at a high level the funding invested in the last three years has made a contribution to achieving Long Term Plan Community Outcomes. In particular the organisations who hold a contract for service tend to have purpose and activity that aligns to community outcomes six and seven. The alignment to community outcomes was identified as an issue in the 2010 review and was addressed through the development of the Funding Framework, a funding model to ascertain Council's role and the identification of the current priority issues. This was applied to the assessment of the current contracts for service however not consistently across the whole Community Financial Support programme. This has resulted in some inconsistency across the funding schemes and going forward there are opportunities to strengthen processes which would improve the targeting of funding to the 2015 Long Term Plan Council Outcomes.

The Community Outcome's provide high level guidance to the issues and priorities within the Kapiti Coast community that the Council, and community, is wishing to focus on. Other Council's reviewed as part of this report typically have strategic documents, such as a Community Strategy or action plan, which make the link between community outcomes and funding investment. In lieu of this, there will continue to have high level outcomes with broad funding parameters and less focus on identified community priorities and issues. This has a flow on effect to the ability to be able to develop robust funding criteria and inevitably the ability to assess one application against another.

A clear strategic line of sight, both for community organisations seeking funding support and the Council, between the draft Long Term Plan Council Outcomes and measurable outcomes that are sought would improve the targeting of the Community Financial Support programme.

Alongside this, the current reporting processes for both contracts for service and grants are inconsistent in terms of reporting requirements. In general, funding recipients do not report on measurable outcomes but activity they have undertaken. This results in accountability, at both the contract and grant level that is aligned more to 'what we did' than 'what was achieved'. This activity focused reporting makes it difficult for Council to assess and evaluate the impact of funding. If a system of simple agreed measurable outcomes was introduced across the funding programme it would enable Council to effectively measure the success of the funding investment.

Across all three funding programmes it would be beneficial to have a guiding document(s) that sets the strategic direction for the next three years with funding criteria, application and accountability forms linked strongly to this. It should be noted that there is currently a Youth Action Plan and a Positive Aging Strategy that sit within the Supporting Social Wellbeing Activity and there is the opportunity to link these into funding criteria.

Horowhenua District Council has adopted a Community Wellbeing Strategy which is supported by six action plans; Youth, Education, Positive Aging, Disability, Pride and Vibrancy, and Arts, Culture and Heritage. Grants are linked strongly to the strategy and action plans through funding criteria that clearly states that 'all applications must show that they are working towards achieving one or more of the outcomes within one or more of Horowhenua District Council Strategies'.

Likewise, Wellington City Council alongside a contestable grant programme, enters into three year contracts with community organisations. These organisation's must not only meet the general grants criteria, which is strongly linked to the Council priorities, strategic direction and specific policies but must also be an organisation that "the Council has a strong interest in the outcomes of that organisation".

In lieu of developing a strategic document which guides funding investment, the identification of current issues and priorities relevant to the community would improve the targeting of funding. This approach was undertaken in March 2011 when a summary list of general and specific priorities was presented to the Environment and Community Development Committee¹⁵ for consideration alongside the recommendations for Community Contracts. This list of priorities, below, alongside the Community Financial Support Framework supported the committee to assess and make decisions on the allocation of community contracts. However this list of priorities was not followed through to the grants and utilised to guide the criteria and allocation of grants. A review of priorities, on a regular basis, prior to the instigation of a funding round would assist with the development of funding and assessment criteria.

¹⁵ SP-11-155 Community Financial Support. Environment and Community Development Committee. 17 March 2011

Summary Community Issues and Priorities 2011

General priorities

- Resilience, social cohesion and inclusion
- The capacity of the community to respond to change
- The capacity of community groups to meet needs
- Opportunities and spaces to share resources and knowledge
- Making use of local 'human resource' skills, wisdom and creativity for the community
- Working collaboratively and cooperatively

Specific priorities

- Access to services and facilities – transport, information, availability, especially health services
- Community safety
- Access to good community information and community spaces
- Housing choices
- Local employment choices
- Access to local and regional recreation facilities/programmes
- A place that works for young people
- The role of older people in the Kapiti community

If as recommended, a strategic document or list of priorities is developed, there is a significant opportunity to improve the alignment of Community Financial Support with the draft Long Term Plan council outcomes. This could be achieved by reviewing current guidelines and criteria for all funding schemes to ensure that the funding investment is effectively delivering on Council outcomes and identified community strategies and priorities. This would then enable the Council to measure the investment and impact that the funding contributes to the Kapiti Coast Community.

Are the decision making processes robust, transparent and consistent?

The current decision making is delegated to either the Environment and Community Development Committee of Council, the Grants Sub-committee or Council staff, supported by the Kapiti Coast Youth Council. These existing decision making processes although robust would be supported and improved if as previously discussed a review of the funding criteria and application and accountability forms and processes was undertaken. This would improve the information submitted by organisations and presented to decision makers, thereby improving their ability to assess applications and allocate funding.

Review of criteria

The criteria for existing community and youth grants is broad which allows for flexibility and the ability for a wide range of organisations, individuals and activities to be funded. However these broad criteria are not aligned to community outcomes or existing strategies at any level. The

projects and activities may very well be meeting community outcomes however this is difficult to assess. It is not only difficult to assess one application against another but also ensure that funding criteria is targeted to projects and activity that is meeting council outcomes and priorities. The tension for Council is around keeping broad criteria that supports a large number of organisations against a more targeted approach that ensures community issues are being addressed effectively.

A review of criteria would enable Council to not only align funding with Council Outcomes but support robust decision making.

Measureable outcomes

Accountability forms ensure that a community grant has been spent on the purpose for which it is given. More often than not the funding allocated to community grants is only part of the total project cost making it more difficult to measure the outcomes achieved, particularly around ongoing administration costs. However it is recommended that Kapiti Coast District Council review all funding application and accountability forms in line with the criteria to ensure that the right questions are being asked which would result in the ability, where possible and reasonable, to measure the outcomes of a project and future funding decisions.

Wellington City Council and Horowhenua District Council require applicants to answer questions that are directly align to the outcomes of the project and how these will be measured, such as;

- How many people will benefit directly from your project or activity? Detail who these people are, how they will benefit and how you calculate this figure.
- What are the outcomes and how will these be measured?

These questions lead the applicant to provide robust information from the outset not only setting clear expectations of the applicant but importantly providing robust information for decision makers assessing applications. These outcomes are then easily transferred to accountability forms.

Transparent process

Across the Community Financial Support programme there are inconsistent levels of contestability for funding. The community and youth grants are allocated through annual or bi-annual contestable processes while the contracts for service process has less clarity in terms of process and are not contestable. Interviews with current contracted organisations highlighted the need for clarity around this process. Representatives of organisations spoken to were unclear as to the process for reviewing the three year contract at the end of the term and the process for securing ongoing funding. It was noted that the contracted organisations took a different approach to this, with some dealing specifically with Council staff, some with the Mayor and CEO and others relying on the annual plan process or the annual presentation to Council. This approach appeared to be dependent upon the existing relationships and historical nature of how the contract came about.

As a comparison Wellington City Council has contestable funding processes for both annual grants and the three year contracts. This provides a clear and transparent process to community organisations wishing to have the security of a three year contract. Waimakariri District Council takes a different approach providing three year funding to community organisations which is allocated through the Long Term Plan process but becomes a line item in the relevant Council unit's budget with very limited accountability required through the three year period.

In keeping with the principles of the Framework for Community Financial Support, “in allocating financial support the Council will ensure that it is provided in a transparent and consistent way and is seen to have a high level of integrity” the review would recommend a contestable process for contracts for service along the lines of the Wellington City Council model.

Advertising of grant and contract recipients

Both Horowhenua District Council and Wellington City Council advertise the most recent grants and current contracts that have been allocated to organisations on their Council websites so that there is an ease of access for the public and openness around funding allocations. Kapiti Coast District Council funding decisions are recorded in the Grants Subcommittee and Environment and Community Development Committee minutes however providing a list to the community on the Council webpage of the current grants and contracts allocated would ensure greater transparency of funding decisions back to the community.

Funding Database

Across the Kapiti Coast District Council there are 14 individual funding schemes,¹⁶ listed in the introduction of this report. In total these 14 different funding schemes are allocating \$1 million to support community organisations activity across a multitude of areas from social service, arts, culture and heritage, Maori economic development and environmental projects. Currently all 14 funding schemes are administered separately with no alignment of processes across them. This is a significant amount of funding being disbursed requiring equally significant staff and assessment committee time to administer, assess and allocate.

During the review it became apparent that there could be an opportunity to support and align the administration processes of these 14 funding schemes with a joint funding database. This would require further exploration with other units within Council but has the potential to not only reduce the administration costs across Council but importantly provide a multi-year view, knowledge and trends to support decision making and administration consistency for both Council staff and community organisations applying for grants. This would also provide Council with a consistent way to record in-kind support that is given to community organisations.

A cost benefit analysis of a standalone database would need to be explored alongside any opportunities for shared service provision with other Local Government bodies who provide funding within the Wellington region. It should be noted that a funding database and a joined up approach to grant funding across Council would more than likely require administration support.

Alignment of closing dates for funding rounds

During interviews with Council staff it was noted that alignment of closing dates of all Kapiti Coast District Council funding rounds would be beneficial. This would benefit organisations seeking funding by ensuring that ineligible groups for one grant had the opportunity to be transferred to another appropriate funding round as opposed to missing out for the year. For example arts based activity seeking funding from the community grants, which is ineligible, could be transferred to the Creative Community grants if closing dates were aligned.

¹⁶ excluding rates rebates, Marae funding and any in-kind support

Advocacy and support model

A key component of the Waimakariri District Council Community Development Strategy is to support the community to seek funding for social and health related initiatives. The Council's Community Team undertake this role in a number of ways from acting as an umbrella organisation for funding through to identifying and gaining support of other funding sources such as central government agencies, philanthropic funders and the private sector.

Both Waimakariri District Council and Wellington City Council have strong relationships with other funding agencies that not only enables a funding conversation but supports a joined up funding approach. Both Councils also actively provide funding information on the Council websites such as a funding calendar, links to existing funding databases and information on other funding organisations specifically providing funding in their region.

A number of these roles are already undertaken by Kapiti Coast District Council however as a complimentary role to the current community financial support and in a fiscally tight environment there is an opportunity for this role to become more strategic in support of Kapiti Coast organisations seeking external funding.

Contracts for Service

As an integral part of the Community Financial Support review all 13¹⁷ organisations who hold a contract for service or non-contestable grant were interviewed. The review found that the three year community contracts provide the organisations with a level of security that was acknowledged and appreciated. It allowed organisations to plan for the future beyond one year funding which has significant implications for staffing and volunteers in terms of recruitment and retention and supports longer term sustainability and planning around service delivery.

A number of the organisations who hold the contracts for service have been funded historically by Council for nearly 15 years, where others had only had a contract for service for one term. Within the organisations there is a diverse number of services delivered to the Kapiti Coast community, from emergency services, information services, management of facilities, through to social service delivery.

In general all organisations commented that they had a good working relationship with Council and many described the relationship as a partnership, within the bounds of a contractual relationship.

Funding model

A funding model, alongside the Community Financial Support framework, was adopted in 2011 to assist Council with the decision making around community contracts. This funding model is based on four identified areas of support that Council could provide organisations,¹⁸ which were:

- Core service contract

¹⁷ Surf Lifesaving NZ currently holds two contracts

¹⁸ The definitions of each of these are outlined in Appendix 4 alongside the list of where current contracted organisations fit within the existing model.

- Priority service contract
- Project seeding contract, and
- Capacity building

A Core service would indicate that an organisation will continue to be funded, subject to regular reviews against performance. A priority service indicates a limited term contract based on current community priorities both of which would be reviewed on a regular basis. Similarly project seed funding was intended to be limited and capacity building was identified as a way to assist organisations to develop skills and attract funding, potentially including a Kapiti Coast District Council community grant.

In reality the review found that although this funding model was a useful tool both in putting forward a structure and as a decision making tool there was limited awareness amongst contract holders of the model being utilised. This lack of awareness meant that most organisations spoken to had the expectation that their contract for service would be ongoing if they met the contracted deliverables (outcomes). An increased awareness across the process and written into the contract would not only support the management of expectations but provide clarity and transparency around the funding model approach.

Reliance upon Council Funding

Across the organisations that hold a current contract for service there was a continuum of reliance upon the funding. Within this group there are organisations who considered the Council monies a ‘gift’ or a contribution to a service and acknowledge that the service would continue with or without the Council funding. These tended to be services funded long term by Council and attached to regional or national organisations often with other funding sources. There are organisations that would be “provided with a significant challenge” if they did not receive the funding and then there are the organisations that are entirely dependent upon the Council funding for the continuation of the service¹⁹. This dependence upon Council funding does provide some degree of risk to both the organisation and Council if priorities or circumstances change.

Wellington City Council managed this risk by requiring a certain amount of detail in the application, including a voluntary health check and three year financial and business plans, to ensure the organisation is in a robust state to deliver on the contract.

Council funds utilised to leverage other funding

There is an opportunity for both Council and contracted organisations to utilise the funds more strategically in terms of securing other funding sources. In general organisations commented that they did not utilise the Council funding to assist them in leverage funding from other sources. Likewise where specific deliverables required organisations to secure sustainable funding this had not occurred. It can be assumed that Council funding gives organisations a level of funding security and often day to day service delivery overtakes the priority of finding a sustainable funding source. Clarity and transparency of the current funding model utilised to make decisions, could change the

¹⁹ Wellington City Council requires it’s contracted organisations to undertake an organisational health check which provides an element of security to Council on the organisations ability to deliver on the contracted outcomes

focus and expectations of some organisations to ensure that agreed deliverables and/or the intention of the contract, i.e. seeding funding, are given effect.

Wellington City Council's, Senior Funding Advisor commented that his role included establishing key relationships with other funding agencies and involvement with regional funding networks. This increased the ability of the Council to support community organisations seeking external funding and often times assisted in the brokering of a funding contribution from another agency.

Kapiti Coast District Council could look to invest support in assisting community organisations to seek additional funding sources that increase the collective impact of Councils investment with community organisations.

Measureable outcomes

As previously discussed, all contracts for service align at a high level with Community Outcomes six and seven and there was a high level of awareness amongst contract holders that they were contributing to these outcomes. There was however a level of inconsistency across the contracts in terms of the written deliverables with organisations having taken the lead role in developing these. This has resulted in deliverables generally being written as a service description as opposed to detailing the measureable outcomes that would be achieved.

On one level this signalled a high trust relationship with these organisations contracted and in an environment where funding is typically tagged to specific areas was appreciated by the organisations interviewed. However, this also sets up the situation that the contract may not be focused on strategic Council priorities. The Council requires a higher level of accountability from contract holders, than community grants, and generally maintains a close working relationship with these organisations. However it is recommended that robust contract deliverables are negotiated from the outset of the contract which assists to provide a solid foundation for accountability and relationship management.

Contestable three year process

As previously discussed there are opportunities to improve the transparency in this process by making the contracts for service a fully contestable process every three years. This would ensure an element of fairness and consistency across the process that would not only provide an ability for Council to consider all applications at once but also provide the ability to decide funding amounts against other applicant requests.

A three year funding round for contracts also provides the opportunity to align high level Council Outcomes with appropriate strategies and action plans and importantly respond to community priorities as they change.

Christchurch City Council reviewed their community funding structure in 2007. This resulted in a change in focus away from contracts and grants to a funding programme based mainly around contestable grants²⁰. However that does take away the security of funding that a three year

²⁰ With the exception of 8 contracts held with key organisations within Christchurch such as the Christchurch Symphony Orchestra and Orana Park

contract provides to an organisation and potentially the recognition of the important role that an organisation contributes in delivering on outcomes.

In comparison Wellington City Council operates a contestable model of contract funding. An organisation can apply for a three year contract with the Council however every three years those organisations must reapply through a contestable contract process. Organisations applying for a contract must be providing activities that meet the general grants criteria and are typically organisations who the Council has funded through grants, for at least the previous five years. Organisations seeking a contract are expected to provide a three year business plan, three year financial forecast and commentary on how they will deliver on Councils priorities through agreed measurable outcomes.

Simplified funding model

The current funding model for contracts of core, priority, project seeding and capacity building is a useful tool adopted and utilised for the first time in 2011. If the Council was to continue with this funding model in 2015, then it would be ideal to reflect the model in both the conversations with the organisations that are entering into a contract, accompanied by written detail of this model within the contract itself. This would ensure that the organisation is aware of the ongoing expectations of Council in their support for the organisation, i.e. project seed funding signals to an organisation early that they could expect to be funded for three years and within that period the expectation that sustainable funding from other sources would be at least sought, if not secured.

The other option is to simplify the funding model and align it to priorities identified for Community Financial Support in general, similar to the model utilised by Wellington City Council. This would instead align contracts for service with the funding priorities that have been identified for community grants. Organisations subsequently apply for a contract for service every three years in a contestable process as outlined above and are categorised as per the priorities identified.

Community Grants

The Community grant scheme provides support to not for profit organisations working in the Kapiti Coast community to assist with administration and social activities, projects, programmes and events²¹. The organisations that receive funding support a diverse range of communities and sectors from Adult Literacy to Toy Libraries and Cardiac Club to Victim Support. The grant funding is generally allocated across the following activities:

- Administration
- Training
- Publicity and advertising
- Transport
- Resource and programme costs
- Equipment

²¹ Appendix 3 highlights the grant purpose and criteria.

Review the model of funding and maximum amount available

Over the last three years 115 grants have been disbursed ranging from \$400 to the maximum of \$1,000. The review noted that the maximum amount available of \$1,000 or \$500 for administration is relatively small in comparison with other Territorial Local Authorities reviewed²² and these amounts have not changed since the late 1990's. A desktop analysis of this grant scheme found that within these 115 grants, 79 organisations had received funding. Of the 79 organisations, 64.5% had applied only once in the last three years. This is a change from previous reviews where the majority of organisations reapplied each year. This change in trend could indicate that there is no longer a level of dependence upon this grant funding or the amount available is small and therefore not considered a worthwhile amount to apply for.²³

With new Long Term Plan Council outcomes being developed it would be timely for Kapiti Coast District Council to review the community grant funding model and alongside this the maximum amount available to organisations. This could provide the Council with an opportunity to support more innovative and collaborative projects within the community than the current model and smaller grants which tend to drive a more functional than innovative outcome. An example of this is 'match funding' where a grant is made with the requirement that the amount must be matched on a dollar for dollar basis. Likewise the Council could focus the grant towards social enterprise activity or capacity and capability building which would assist with the sustainability and growth of the community sector on the Kapiti Coast. The focus of this review would be heavily dependent on the Council outcomes being sought over the next three years.

Review of priorities, conditions and criteria

A review of the funding model would trigger the need for a full review of the Community Grants conditions and criteria. Only incremental change has been made to the criteria since the late 1990's. The current community grant conditions, below, enables a wide range of groups and activities to be funded however they have not been purposefully linked to Long Term Plan Community Outcomes.

- Improve the quality of life for participants
- Help participants to define and achieve their own outcomes
- Encourage greater participation in Kāpiti Coast's community life
- Encourage co-operation and collaboration between community organisations
- Has wide community involvement.

These broad conditions and the accompanying criteria currently make it difficult to assess one application against another which results in every eligible applicant receiving some funding. The following case studies highlight that the criteria for both the Horowhenua District Council and Wellington City Council are strongly linked to existing strategic direction.

²² Horowhenua District Council and Wellington and Christchurch City Councils

²³ SP -10-947 - comment received in the 2009 funding round

Horowhenua District Council Community Development Grant criteria:

Preference will be given to applications that support innovative solutions to community driven needs, which also demonstrate collaboration with other community organisations and agencies. All applications must show that they are working towards achieving one or more of the outcomes within one or more of Horowhenua District Councils Strategies.

Wellington City Council Social and Recreation Fund:

Criteria highlights the high level strategic direction but identifies a number of focus areas that guides applicants as to the Council's priorities:

1. Build capability and capacity within the community, priority will be given to
 - Strengthen the local community, address local issues, strengthen and contribute to social wellbeing
 - support volunteers and foster skill development and training for the community
2. Promote personal and community safety, priority will be given to
 - support community activity that enhances Wellington as an International Safe Community
 - support projects that enhance community safety and/or personal safety
3. Physically active communities encouraging health and wellbeing, priority will be given to
 - target communities of interest, including youth and seniors
 - support the strategic planning of sports codes
4. Youth, priority will be given to
 - Involve young people in the development and delivery of the project
 - Help young people gain a better understanding of community, an increase sense of belonging as active citizens and positive contributors to society
 - Promote volunteer opportunities for young people
5. Community Preparedness, priority will be given to
 - strengthen local neighbourhood connectedness in an ongoing manner
 - increase community resilience and emergency preparedness locally.

Review application and accountability forms

As previously noted there is a significant opportunity to review the application and accountability forms ensuring that these are outcomes focused enabling the impact of projects and Councils investment to be measured. For example Horowhenua District Council specifically asks applicants the following three questions in the application form:

1. What are the outcomes and how will these outcomes be measured?
2. What Horowhenua District Council Strategy or Action Plan does your project fit within? How does it fit?
3. Does your organisation partner collaboratively with others? Provide details of collaboration for this project?

These questions are then reflected in the accountability form thereby providing the Council with robust measures of the effectiveness of the funding within the community.

Name change

While a broader review of the Community Grant funding is occurring there is an opportunity to consider the name of the community grant. A name change would not only avoid confusion with Community Board Grants but would provide the opportunity to better reflect the purpose and outcomes sought from the grants for example, Strengthening Communities Grant, Community Support Grant, Community-led Development Grant, Thriving Communities Grant

Youth Grants

The Youth2U Dollars and Think Big Grants are new funding schemes that have been instigated since 2011. Both grant schemes are strongly linked to the Long Term Plan Community Outcome Six – the district is a place that works for young people with only young people aged 12-22 being eligible to apply. Alongside Outcome six sits The Youth Action Plan for the Kapiti Coast – Youth 2U 2011- 2015. This document sets the direction for both the Council and the Youth Council to deliver on goals and actions directly aligned to Community Outcome six.

The review found that although there is a natural alignment to the Long Term Plan Community Outcome six, neither the Youth2U Dollars nor the Think Big Grant reference this in the accompanying promotional material or criteria²⁴. Like the community grants there is an opportunity to review the existing criteria to make a stronger link to both the Council Outcomes going forward and the Youth Action Plan priorities that will arise when it is reviewed in 2015.

Decision making process

The Y2U dollars provide up to \$300 to young people and the Think Big Grants \$2,000 per project. In the last two years 81 individual or groups of young people from the Kapiti Coast community have been beneficiaries of the Y2U Dollars and Think Big Grants. These grants have provided young people with personal development opportunities and an opportunity to contribute to the wider community through 14 youth led projects.

The Kapiti Coast Youth Council has a high level of involvement with the allocation of the Youth2U Dollars. Young people applying for a grant are expected to attend a five minute interview with the Youth Council, who make a recommendation on the funding. Upon receipt of a grant the individual young people are also invited to a celebration event and are required to complete and return an accountability form showing how the grant monies was spent.

A key principle of the Community Financial Support Framework is for Council to ensure that 'accountability measures are appropriate to the level of funding'. In this instance the grants to young people are no more than \$300 and the application and accountability requirements could be seen to be onerous. However the bigger picture for this grant is youth development and the process itself is utilised as a tool for youth development, therefore in this instance it is considered an appropriate process.

²⁴ See appendix 5 for the criteria

Review Y2U Dollars criteria against the Community Board Grant criteria

The Kapiti Coast District Council has four Community Boards who between them have nine grant schemes available to the community. Each Community Board has community or discretionary grants that are available to groups or individuals “who promise a future input into the development of community, cultural or sports activities within the District” and support individuals achieving at a national or international level. The funding criteria between the Community Board and Youth2U Dollars has similarities and currently there is no link administratively between the funds to ensure that duplication is avoided. A review of process and criteria, that involves the Youth Council and Community Boards, would be beneficial and ensure duplication between grants is avoided.

Name change

As with the Community Grants, while a broader review of the Youth Grant funding is occurring there is an opportunity to consider the name of the Youth2U Dollars. A name change could better reflect the purpose and outcomes sought from the grants such as Youth Development Grant.

Of the three Territorial Local Authorities reviewed none of them currently provide grants to individual young people for youth development. Horowhenua District Council does however provide a grant for individuals that were representing the district internationally.

In comparison, Christchurch City Council does provide a ‘Youth Development Grant’ that is allocated via the eight community boards. The focus of this grant is to celebrate and support young people and applications are considered that support personal development and growth and representation at events.

Think Big review

It was noted that the Think Big Project was independently evaluated in 2012 and recommendations have been taken on board from this report.²⁵

²⁵ Think Big Project Evaluation Report 2012

RECOMMENDATIONS

Strategic Recommendations

1. Create strong strategic links by ensuring a clear line of sight between the Long Term Plan Council Outcomes 2015-2018 and the Kapiti Coast District Council funding investment, by:
 - a. The development of an overarching 'Strategy' that identifies priorities.
 - b. Referencing the relevant existing strategies and action plans within funding guidelines
 - c. Develop more robust and specific criteria for the all existing funding schemes (grants and contracts) to ensure community financial support investment that delivers on Council outcomes and community priorities.
2. Review the current funding processes with a view to increasing transparency, supporting decision making and increasing alignment with council outcomes, by;
 - a. Creating outcome focused application and accountability forms
 - b. Developing outcome focused contracts for service
3. Consider the investment in a Funding database to standardise and support the administration and decision making of all Kapiti Coast District Council contracts and grants.
4. Increase transparency of grant and contract recipients by advertising the most recent funding scheme allocations on the Kapiti Coast District Council website.
5. Review the Kapiti Coast District Council funding round closing dates to support organisations accessing the appropriate funding round.
6. Increase the funding advocacy, advisory and support role of Council to the community, to build the capacity and capability around accessing and leveraging of resources into the Kapiti Coast District.

Community Contracts Recommendations

7. Instigate a process where all contracts for service are contestable every three years to increase transparency and improve alignment with Council Outcomes and strategies.
8. Review and if possible simplify and/or increase the transparency of the funding model utilised for a contract for service
9. Ensure all future contracts for service are written with agreed measurable outcomes

Community Grants Recommendations

10. Review the current funding model and maximum amount available to increase the potential for innovation and collaboration

11. Consider changing the name of the community grant to avoid confusion with other Kapiti Coast funding (community board grants) and to better reflect the purpose and outcomes sought.

Youth Grants Recommendations

12. Consider a review of the criteria and processes, alongside the current Community Board community or discretionary funding criteria, to ensure a clear distinction and purpose of youth development grants across the Kapiti Coast district.
13. Consider a name change of Y2U Dollars to better reflect the purpose of the grant.

APPENDICES

Appendix 1: Framework for Community Financial Support

PART A: AIMS AND PRINCIPLES

The aim of community financial support is to assist community organisations to meet the priority needs of the local community.

The key principles for community financial support are that it:

- helps meet identified priority needs in the community
- helps achieve Community Outcomes through partnerships between the Council and community groups
- supports capacity building in the community
- enables the community to leverage resources from other sources

In allocating financial support the Council will ensure that it:

- supports independence/interdependence of community organisations
- is provided in a responsive and timely way
- is provided in a transparent and consistent way and is seen as having a high level of integrity
- has accountability measures that are appropriate to the level of funding
- is reviewed regularly in line with the Community Outcomes and the Community Plan.

PART B: ASSESSMENT PROCESS

A need is identified or Council is approached for support. Sources for this include:

- through Community/Annual Plan development and submissions
- in research/consultation for example Local Services Mapping, Older Persons' Forums, Youth Survey
- raised by public, elected members, community groups, government agencies

The Council will undertake an assessment process examining two key areas:

1. Verification of need and priority

The assessment will look at:

- evidence of need and level of community support
- alignment with Community Outcomes and Community Plan

2. How the need can be addressed and resourced

The assessment will look at:

- existing activity/services in this area locally and regionally
- relationship to current central government policy/role
- relationship to current council policy/role including what other councils do

Outcomes from the assessment will determine Council's role in addressing the need. Options for that role can be one or more of the following:

- Direct financial support
 - In kind support such as subsidised rental
 - Advocacy, advice and facilitation

The assessment will help determine that type of financial support Council, which could range from:

- Direct service provision
- Direct funding to an organisation to provide a service, where there is only one provider
- A contestable process to provide a service where there is more than one potential provider
- Direct funding to an organisation to seed fund a project, where an appropriate organisation has been identified
- A contestable process to seed fund a project, where an appropriate organisation has not been identified
- Funding for capacity building

Throughout the assessment process the Council will work with the community to identify and gain support through other sources such as central government agencies, other funders, Community Boards, community groups and the private sector

Appendix 2: Benchmark against other Territorial Local Authorities

1. Waimakariri District Council

Waimakariri District Council was used as benchmark due to the similarities with the Kapiti Coast District Council

The Waimakariri District lies to the north of the Waimakariri River in North Canterbury. The major urban areas are Rangiora and Kaiapoi, which are respectively about 20 and 30 minutes travelling time by car from the centre of Christchurch City. There are other urban settlements including Woodend and Oxford, as well as a number of village and beach settlements.

The Waimakariri District had a population of approximately 50,700 as at 30 June 2013. The district has experienced a rapidly growing population that is predicted to continue.

Community Grants

Waimakariri District Council does not provide a community grant scheme. Instead the Council's Community Team invests in community organisations through support and advocacy to attract funding into the district. The Council has a Community Development Strategy 2007-2016 out of which falls a strategic plan for 2012-2015. One of the key result areas within this strategy are that 'the social and health needs of the community are met', with a key measure being to 'Support the community to seek funding for social and health-related initiatives'.

There are a number of ways that this is achieved.

- The Council acts as an umbrella group for organisations
- The Community Team assist groups to build capacity and capability so that they can access external funding
- The Community Team has compiled an extensive list of funding and grants that are available to individuals and community groups, alongside specific funding databases, which is published on the Council's website
- The Community Team provides funding workshops for the community to build funding capability.

Community Contracts

Waimakariri District Council does fund organisations through the Long Term Plan process such as Surf Lifesaving NZ, Neighbourhood Support, Citizens Advice Bureau and Wellbeing North Canterbury (Social Service). These are effectively line items with no significant reporting requirements on the organisations.

Community Board Funding

The Waimakariri District has four Community Boards that all administer a discretionary grant. The criteria across all four wards is consistent with the purpose of the grant to assist projects that enhance community group capacity and/or increase participation in activities. The Community Boards do not accept applications from individuals.

2. Horowhenua District Council

As a neighbouring Territorial Local Authority, Kapiti Coast District and Horowhenua District are in the position where because of differing boundaries for some central government services (Health and Police) organisations and residents find themselves divided along different boundary lines dependent upon the service that they are providing or seeking. For example residents in Otaki are provided hospital services from Palmerston North, likewise Horowhenua Neighbourhood Support covers the Otaki area as far as Peka Peka

The Horowhenua District Council has adopted a Community Wellbeing Strategy which is supported by the following action plans: Youth, Education, Positive Ageing, Disability, Pride and Vibrancy and Arts, Culture and Heritage.

The Horowhenua District Council funding criteria is strongly linked to the above strategies and outcomes, for example; Application criteria for the Community Development Grant stipulates preference will be given to application that support innovative solutions to community driven needs, which also demonstrate collaboration with other community organisations and agencies. All applications must show that they are working towards achieving one or more of the outcomes within one or more of Horowhenua District Councils strategies.

Community Grants

Horowhenua District Council's supports community through a number of Community Grants and Funding. The funding programme was revised and adopted in May 2013 with the following grants now available

- Community Development Grant - \$70,000
- Community Consultation Grant - \$10,000
- International Representation Grant - \$5,000
- Creative Communities Scheme - \$24,000
- Rural Halls Grant - \$25,000
- Shannon Community Development Trust - \$13,000

The Horowhenua District Council advertises all grant recipients on their website

Contracted Services

Contracted Services incorporate any service that Council has contracted out to an external organisation, which act in the communities benefit. Current contracted services include:

- Neighbourhood Support
- Surf Lifesaving
- Beach Wardens

These 'Service level agreements' are for one year only and where appropriate stipulate measurable outcomes that must be achieved.

Community Development and Capacity Building Programme

The Community Capacity Building Programme is a fund managed by Council with the purpose of assisting community groups to improve their capabilities by providing relevant training and workshops. The Community Capacity Building Programme is not a grant scheme and it does not have funding rounds, but instead provides the non-profit sector in the Horowhenua District with access to meaningful training at subsidised rates, such as;

- Strategic and business planning
- Funding advice and writing good applications
- Training of office holders
- Relationship management and professional skills
- Succession planning
- Occupational Health and Safety
- Ethics, Law and protocol
- Employment matters
- Financial Management
- Marketing and Communications
- Cultural Awareness

3. Wellington City Council

Contracts

Wellington City Council contracts with organisations whose activities represent the core business of the Council or directly contribute to the Council's strategic or policy goals. These contracts are reviewed and renewed through a contestable process.

To receive one of the Council's three-year funding contracts, organisations need to meet the general grants criteria (below) and should also be organisations that:

- the Council has a strong interest in the outcomes of the organisation (without wishing to influence its day-to-day activities)
- are well-established and, with some council funding, be sustainable in the long term
- are generally regarded as a feature of Wellington's infrastructure or unique sense of place
- are able to show that the organisation has a partner relationship is beneficial.

Contracts have agreed milestones and performance measures which are subject to annual revision. Organisations have a designated support person at the Council who may be involved in monitoring their progress. Some organisations are offered a contract for a transitional period where extra monitoring or development of capability is undertaken.

Organisations wishing to contract with the council are encouraged to undertake an organisational health check²⁶ and reflect their performance in the application form. Organisations are also expected to provide the following:

- a three year business plan
- a three year financial forecast
- and how they will delivering on Council priorities through agreed measureable outcomes

Wellington City Council has consolidated all contracts with a provider into one contract i.e. community centres²⁷

Grants

Wellington City Council has a number of grants available to the community however there are four general grant pools each with its own criteria and areas of focus. These have been developed from the Council's priorities, strategic direction and specific policies and are outlined below;

Social and Recreation Fund

The fund relates to several Council policies, including the Positive Ageing Policy, Accessible Wellington Action Plan and Te Mahana (draft strategy to end homelessness). Projects supported through the fund include social entrepreneurialism, neighbourhood activity and strategic planning for sports codes.

Arts and Culture Fund

The criteria for the fund have been developed from our Arts and Culture Strategy. There are four areas that could be supported through the fund - the city as a hothouse for talent, Wellington as a region of confident identities, active and engaged people, and our creative future through technology.

Business Improvement District Development Fund

The fund relates to the Business Improvement District policy, which aims to support local business communities in making their areas more vibrant. Seeding funding will be provided for businesses to determine the feasibility for a business improvement district or to develop a strategic plan for setting one up.

Our Living City Fund

Our Living City is a Council project to improve Wellington's quality of life by strengthening urban-nature connections and creating economic opportunities from a healthy environment. The fund will support activities like community gardens, green infrastructure (e.g. living walls and roofs), resilience to natural events, and reducing emissions from energy, transport and waste.

²⁶ Department of Internal Affairs, Navigator tool.

²⁷ Kapiti Coast Community Centre currently operates with three agreements with Kapiti Coast District Council, Management Agreement, Lease Agreement and a Contract for Services.

Appendix 3: Kapiti Coast District Council Community Grants Fund

The Community Grant fund is distributed annually to non-profit organisations who provide local community based social services and are responding to an identified need. The maximum amount available is \$1,000 or \$500 for administration costs.

The total funds available increases by \$5,000 every three years in line with the Long Term Plan. A CPI adjustment is made annually.

The Community Grant is targeted at supporting community based social activities, projects, programmes and events in the Kapiti Coast District.

The grant conditions are that the grant must support the applicant organisation to:

1. improve the quality of life for participants
2. help participants to define and achieve their own outcomes
3. encourage greater participation in Kāpiti Coast's community life
4. encourage co-operation and collaboration between community organisations
5. has wide community involvement.

The applications are assessed as to eligibility for the grant and then prioritised in terms of how many of the above five conditions the application meets. Recommendations are made to the Grants Sub-committee in line with this advertised process.

Grant Criteria:

Funds can be used for:

- Equipment which is necessary to achieve the outcomes of the programme specified in the application
- Publicity or education material directly related to the aim of the programme
- Transport services where some disability is involved
- Transport to events where some disability is involved
- Improvements or expansions to existing programmes
- Training needs of workers
- Skill development or programme participants
- Seeding grants
- Administration costs (up to \$500)
- New programmes, projects or events

Funds cannot be used for:

- Purposes that do not directly relate to the social activity/programme or event outlined in the application
- Sports, fitness, leisure and arts activities
- Capital expenditure including all items of a capital nature that are subject to depreciation (buildings and facility improvements, computers)
- Ongoing costs where the applicant is not meeting any of the costs
- Rent, wages or subscriptions
- Travel

- Debt servicing
- Project or programmes which have already occurred
- Catering costs

SNAPSHOT OF COMMUNITY GRANT FUNDING FROM 2011 TO 2014

Community Grant Funding available over the last three years against amount requested:

YEAR	AMOUNT BUDGETED	AMOUNT REQUESTED
2011-2012	\$25,055	\$51,599
2012-2013	\$27,939	\$38,679
2013-2014	\$32,688	\$53,277
TOTAL	\$85,682	\$143,555

Applications received:

Year	Total number of applications received	Successful applications	Declined applications
2011-2012	55	37	2
2012-2013	44	34	5
2013-2014	59	44	3
TOTAL	158	115	10

Community organisations applications over a three year period:

- 16 organisations (20%), out of 79, have applied to the Community Grants Fund in all three years. 10 of these 16 were fully funded or nearly fully funded
- 13 organisations (16.5%), out of 79, have applied twice in the last three funding rounds. 3 of these 13 groups were fully funded
- 51 (64.5%), out of 79, have only applied once for funding in the last three years. 13 of these groups were fully funded

Community organisations fully funded

There are 10 organisations that have received over \$2,500 in total, (full or nearly full funding) in the last three years – who have applied and received a grant each year²⁸.

- Adult Literacy Aotearoa (\$2,600)
- Birthright Otaki (\$2,500)

²⁸ Note that there were other groups who have been fully funded but not applied every year in the last three

- House of Hope (\$3,000)
- Kapiti Supergrans (returned final years funding) (\$3,000)
- Kapiti Women's Health Collective (\$2,650)
- Otaki Women's Health Group (\$2,500)
- Victim Support Kapiti (\$3,000)
- Wellington Multiple Sclerosis (\$3,000)
- Youth Quest Trust (\$2,750)
- Kapiti Coast University of the Third Age (\$2,500)

Community organisations funded and affiliation to a regional or national body

Of the 79 organisations applying for Community Grants over the last three years, 33 of the organisations (42%) are, or could be, affiliated to a regional or national organisations

Appendix 4: Contracts for Service

Community contracts or non-contestable grants are held with 12 organisations delivering services on the Kapiti Coast. These contracts are provided to organisations that have come through the Annual Plan Process and fit within on the following contract descriptions:

1. Core Service Contract: Council has an ongoing role in supporting a service. Organisations will be offered an ongoing contract which is reviewed against performance.
 - a. NZ Surf Lifesaving Otaki
 - b. NZ Surf Lifesaving Paekakariki
 - c. Kapiti Citizens Advice Bureau
 - d. Otaki Citizens Advice Bureau
 - e. Kapiti Community Centre
 - f. Life Flight Trust (grant)
 - g. Wellington Free Ambulance
2. Priority Service Contract: Council has a role in supporting a service that meet priorities identified in Community Outcomes and the Community Plan. Organisations will be offered a limited term contract which is reviewed on a regular basis.
 - a. Disability Information and Equipment Centre
 - b. Kapiti Safer Community Trust
 - c. Volunteer Kapiti
 - d. Kapiti Youth Support
 - e. Horowhenua Neighbourhood Support (grant)
3. Project Seeding Contract: Council has a role in supporting the establishment of a project that would address a specific priority, identified in the Community Plan. Organisations will be offered a limited term contract which is reviewed after one year with the Council working with the project organisation to secure alternative ongoing funding.
 - a. Otaki Health Shuttle (St Johns)
 - b. Kapiti Health Shuttle (Red Cross)

ORGANISATION	FUNDING 2011-2012	FUNDING 2012-2013	FUNDING 2013-2014	FUNDING 2014-2015	TOTAL FUNDS
1. Kapiti Safer Community Trust	\$82,983	\$84,975	\$87,694	\$89,711	\$345,363
2. Kapiti Youth Support	\$50,000	\$51,200	\$52,838	\$54,053	\$208,091
3. Surf Life Saving New Zealand (2 contracts)	\$40,000	\$41,574	\$48,904	\$50,028	\$180,506
4. Disability Information and Equipment Centre	\$30,017	\$30,755	\$31,721	\$32,451	\$124,944
5. Te Newhanga Kapiti Community Centre	\$27,867	\$28,536	\$29,449	\$30,126	\$115,978
6. Volunteer Kapiti	\$25,000	\$25,600	\$26,419	\$27,027	\$104,046
7. Wellington Free Ambulance	\$6,132	\$6,594	\$23,100	\$24,000	\$59,826
8. Citizens Advice Bureau Kapiti	\$11,987	\$12,274	\$12,668	\$12,959	\$49,888
9. Citizens Advice Bureau Otaki	\$11,987	\$12,274	\$12,668	\$12,959	\$49,888
10. Red Cross: Kapiti Health Shuttle	\$7,500	\$7,680	\$7,926	\$8,108	\$31,214
11. St John: Otaki Health Shuttle	\$7,500	\$7,680	\$7,926	\$8,108	\$31,214
12. Life flight Trust (grant)	\$6,439	\$6,594	\$6,805	\$6,961	\$26,799
13. Horowhenua Neighbourhood Support (grant)	--	\$3,000	\$3,000	\$3,000	\$9,000
14. Kapiti Emergency Medical Service	\$16,885	\$16,801	\$17,755 Returned \$8,000	Declined funding as in recess	\$51,441
TOTAL FUNDING ALLOCATED PER ANNUM	\$324,297	\$335,537	\$368,873	\$359,491	\$1,388,198

Contracts for Service

Appendix 5. Youth Grants

Think Big Grant criteria

The project could be almost anything that is trying to create positive change in the world. For example:

- Run an environmental project in your community
- Hold a smoke free event to promote healthy living at your school
- Film a short movie about climate change and post it on Youtube
- Get young people's voices to Council or the Government on a particular issue.

Youth2U Dollars criteria

Youth2U Dollars funding is there to help young people on the Kāpiti Coast reach their potential, follow their dreams and develop their interests and skills.

You don't need to be top of your field, just passionate about your hobbies and interests, and want to go further in their chosen and reach their potential in anything they are involved in. Funding can be used for things such as music lessons, sports equipment, or any other personal hobbies or interests. We are also keen to support young people developing a business idea