

**Mayor and Councillors
COUNCIL**

28 JUNE 2018

Meeting Status: **Public**

Purpose of Report: For Decision

SOCIAL INVESTMENT FUNDING PROPOSALS

PURPOSE OF REPORT

- 1 This report seeks a decision on funding for proposals invited from local not for profit organisations for social investment funding.
- 2 An earlier version of the report was tabled on 14 June 2018 but was deferred until 28 June to allow for further deliberation. This report provides two options for funding of social investment proposals for Council to consider. Option Two has been revised from that originally included in the paper tabled on 14 June 2018.

DELEGATION

- 3 Council may consider this matter.

BACKGROUND

Reviewing Council's community financial support

- 4 In 2014, an independent review was undertaken of Council's community financial support programme. The purpose was to review the targeting of non-contestable funds against community outcomes and the robustness, transparency and consistency of the decision making process.
- 5 The review recommended that Council make changes to its role in supporting the delivery of community services to promote collaboration and encourage innovation. To achieve the best results, it recommended Council shift community contract funding into a fully contestable process every three years to:
 - allow for better alignment with Long Term Plan outcomes
 - increase the transparency and impact of this investment
 - ensure equitable and uniform processes for awarding contract funding.

Implementing the change from non-contestable to contestable

- 6 Council has provided non-contestable community contracts to not for profit organisations through the Community Support Activity. These contracts were provided for a range of activities across the district from surf lifesaving through to crime prevention until 2017/18. The current investment is \$433,206.
- 7 In February 2016, Council approved the development of an outcome focused contestable funding model to ensure the funding allocated is aligned with Council's Long Term Plan outcomes.
- 8 In 2016/17 current contract holders were informed of Council's move to a contestable process. For 2016/17 current contract holders received a one year

roll over on their community contract. For the 2017/18 financial year, all current contract holders received an additional one year contract term. This two year staged approach was designed to allow these organisations additional time to consider alternative income streams in the event that they are not awarded funding in the new process.

- 9 Of the \$433,206 total community contract funding, \$88,206 is spent on emergency transport and beach lifeguard services. In December 2017, Council decided to ring-fence this amount and exclude it from the contestable process. It was determined that emergency and lifeguard services are essential services but not compatible with the contestable outcome focused social investment fund. As a result it was determined that \$345,000 would be available for Council's social investment fund in 2018/19.

Social investment funding	Ring-fenced emergency transport and beach lifeguard services	Total funding pool
\$345,000	\$88,206	\$433,206

The social investment programme and on-going support for the sector

- 10 The contestable funding model is being reinforced with training and development opportunities for the community and social service not for profit sector. Since September 2016, twelve capacity building workshops on a range of topics including sustainable funding have been attended by over 350 participants from the sector.
- 11 In May 2018, a grants seekers workshop was held. This was delivered by Strategic Grants, an industry leader providing advice on effective grant-seeking strategies.
- 12 On 29 May 2018, a fundraising and funding forum was held for our local not for profit sector. At the forum, five experts in diversifying not for profit income and six funders shared advice with over forty local organisations which attended.
- 13 Specific support is being made available to current contract holders including assistance in pursuing alternative income streams.

Setting priorities and principles for Council's new contestable social investment fund

- 14 A Social Investment Advisory Group was set up in July 2017 to make recommendations to Council on priorities for the contestable funding model. The Advisory Group comprised of four councillors and four community representatives.
- 15 The findings from social and community sector engagement, analysis of a range of information about our district and wider environment trends formed the basis of the Advisory Group's deliberations. This led to Council in December 2017 approving the funding priorities and guiding principles (Appendix 1). The priorities are outlined below:
 - **Connected Communities:** The focus for this priority is on supporting activities that build the capacity for our communities to maximise their strengths, address local needs and enhance wellbeing.

- **Safe Communities:** The focus for this priority is on strategic partnerships and the development of a district-wide strategic plan for community safety and crime prevention.
- **Capable Sector:** The focus for this priority is on capacity-building support to assist organisations to build their resilience, sustainability and effectiveness.

Going forward with a procurement process for contestable social investment funding

- 16 National and local expertise has informed the development of the contestable funding model. Guidance on funding and community procurement has come from a wide range of government funding experts including; the Department of Internal Affairs, Ministry of Social Development, the Social Investment Agency and the Ministry of Business, Innovation & Employment.
- 17 Advice was also sought on best practice funding models from leaders in the philanthropic sector in New Zealand including Philanthropy NZ, Wellington Community Trust and JR McKenzie Trust. The funding models of other councils in the Wellington region and beyond were also investigated.

- 18 The Council procurement process was built around three components:

Expression of interests (EOI) phase

- Invitations to social and community providers to submit an EOI opened on 29 January and closed on 21 February 2018. Information packs, drop-in clinics around the district and an email question line were provided to support this process. An independent EOI evaluation panel made recommendations to the Strategy and Policy Committee to invite selected organisations to the next phase. The Committee identified 11 organisations to go through to the next phase (resolutions on request for proposals in report SP-18-454 were released in April 2018).
- All organisations that submitted an EOI were informed of Council's decision with individualised support packages offered to selected organisations including current contract holders (Kāpiti CAB, Ōtaki CAB, Well-Able, A Safe Kāpiti). This includes external customised advice and support on developing other funding streams and capacity building opportunities as outlined earlier.

Request for proposal (RFP) phase

- The 11 organisations that progressed to the Request for Proposals stage (closed on 22 May) were offered a range of support to develop their proposals - this included specialist advice on budgets, organisational development, viability of the proposed initiative and funding strategy. Some organisations requested support with the guiding principles; Iwi Prosperity and Treaty of Waitangi and specialist advice was provided.
- The organisations invited to develop joint proposals (a joint proposal by Volunteer Kāpiti and Kāpiti Impact Trust and a joint proposal by Kāpiti Living without Violence and Kāpiti Women's Centre) were provided with additional expert facilitated workshops to help them progress their proposal.

Decision on funding

- An independent proposal evaluation panel (membership outlined in paragraph 24) made recommendations on funding allocation to Council based on criteria, viability of initiatives and the funding priorities. The Council are being asked to make final decisions on social investment funding through the consideration of this paper. Contracts will be in place from 1 July 2018.

19 The request for proposal document is found at Appendix 2.

Proposals invitees

20 In March 2018, the Strategy and Policy Committee invited the following organisations to develop a proposal under the **Connected Communities** priority:

- Energise Ōtaki
- Māoriland Charitable Trust
- Cobwebs Community Trust
- Ngā Hapū o Ōtaki (umbrella organisation – Raukawa Marae Management Committee)
- Kāpiti Youth Support
- Kāpiti Impact Trust (Kāpiti Challenge 4 Change programme)
- Age Concern Kāpiti
- Kāpiti Living Without Violence and the Kāpiti Women's Centre (joint proposal)

21 The Committee invited Volunteer Kāpiti and Kāpiti Impact Trust to develop a joint proposal, with input from Hora Te Pai under the **Capable Sector** priority.

22 The Committee acknowledged the gaps in the **Safe Communities** priority and resolved that a total of \$50,000 (2018/19:\$20,000; 2019/20:\$15,000; 2020/21:\$15,000) from the social investment fund go towards a district-wide approach for community safety and crime prevention; and that existing work by Council staff in this area is prioritised.

23 An independent evaluation panel made up of local and national experts in the social and community sector were tasked with evaluating the proposals against the criteria and then making recommendations to Council on funding and initiative development.

24 The proposal evaluation panel members were as follows:

- Mark Cassidy: Former CEO of Wellington Community Trust until 2017. Former National Business Manager Public Trust including managing and developing the granting strategy for the Public Trust's Charitable Trusts. Current Chair of Mary Potter Hospice and Deputy Chair of the Skylight Trust.
- John Hayes: Chair of the Kāpiti Coast Older Persons Council.
- Sharlene Maoate-Davis: Has worked in the health, education and social service industries in iwi Māori, private and public sector. Develops competency based kaupapa Māori training and professional development supervision services alongside non-government and government agencies throughout New Zealand. Has served on local and

national boards including Te Kahui Rongoa Trust, The Digital Wings Trust, Te Paepae Arahi Trust and Te Awhi Paa Trust.

- Jim Matheson: Former senior manager with Ministry of Education, responsible for Ministry relationships with Parliament and with Ministers, and the Ministry organisational performance. Current trustee on NZ Drug Foundation Board, Tai Wananga Board, a new innovative Maori secondary school. Deputy Chair of Te Reanga Ipurangi: Otaki Education Trust.
- Kindra Douglas: A part of Inspiring Communities: the reference point for community-led development in New Zealand. Founding chair of the Nelson Tasman Housing Trust and the Healthier Homes. Nelson Tasman Project. Former manager of the Victory Urban Village community development.

25 Note: Kindra Douglas did not participate panel deliberations for the two joint proposals or the final allocation recommendations by the panel.

ISSUES AND OPTIONS

26 The panel considered information from four sources in their evaluation process; written proposals, expressions of interest information, proposal presentation by organisations to the panel with question time and referee checks.

27 Each proposal was evaluated across five weighted areas with specific criteria for each as follows:

Evaluation	Weighting	Criteria for evaluation
<i>Initiative and delivery</i>	30%	<ul style="list-style-type: none"> • Implementation plan is realistic and achievable. • Organisation demonstrates the capacity to deliver proposed programme. • Collaboration and community responsiveness is evident.
<i>Outcomes and impact</i>	30%	<ul style="list-style-type: none"> • Proposal demonstrates strong contribution to priority needs. • Specific outcomes are well defined and realistic. • Measures for determining success are relevant and able to be assessed.
<i>Guiding principles</i>	20%	<ul style="list-style-type: none"> • Initiative is strongly aligned to guiding principles. • Proposal clearly identifies how their initiative will help advance the principles. • Organisation has identified appropriate development that it will pursue.
<i>Budget</i>	10%	<ul style="list-style-type: none"> • Budget is clear and appropriate for initiative. • Funding plan is proactive and relevant. • Proposal demonstrates sustainability beyond Council funding.
<i>Governance</i>	10%	<ul style="list-style-type: none"> • Organisation demonstrates strong financial stability. • Governance for initiative is explicit and appropriate.

Proposals considered

28 The following 8 proposals from the 10 organisations that progressed to the Request for Proposal stage were considered by the evaluation panel:

- **Kapiti Youth Support:** Funding for the He Kākano mentoring programme which aims to empower young people to increase their knowledge, develop skills and build confidence so that they are better able to problem solve, build social competence and resources to manage their relationship with peers, family and community.
- **Energise Ōtaki:** Funding for capacity development of Energise Ōtaki for initiatives that address energy poverty, food to waste energy project and other community-led initiatives that deliver social outcomes for the Ōtaki community.
- **Māoriland Charitable Trust:** Funding for tikanga Māori based, community led activities which enhance community connectedness and social entrepreneurship opportunities that enable people to positively change their lives.
- **Age Concern Kāpiti:** Funding for the development and delivery of an action plan and programme to address social isolation.
- **Ngā Hapu o Ōtaki** (umbrella organisation: Raukawa Marae Management Committee): Funding for capacity development of Ngā Hapu o Ōtaki to re-establish Te Ringa Manaaki ō Taaringaroa as a community hub which will enrich, support and deliver a host of community-led activities by and for whānau/ families, hapū and iwi with wider benefits to the community of Ōtaki.
- **Kāpiti Women's Centre and Kāpiti Living Without Violence:** Funding to provide a joint service to reduce family violence and crime through crisis counselling and working holistically together to reach outcomes.
- **Kāpiti Impact Trust (Challenge 4 Change programme):** Funding for an early intervention strengths based mentoring programme (Challenge 4 Change programme) for 9 - 13 year olds.
- **Volunteer Kāpiti and Kāpiti Impact Trust:** Joint funding for the development and implementation of a specific programme to build the capacity of the sector.

29 It is important to note that Māoriland Charitable Trust and Ngā Hapu o Ōtaki work in a complementary way to reduce disparity in Ōtaki. Ngā Hapu o Ōtaki is the official body and voice at government, ministerial, regional, and local level mandated by the five hapu who reside in the wider Ōtaki area.

30 **Cobwebs Community Trust** decided not to proceed with a proposal to focus on consolidating their work programme in other ways (Appendix 3).

Options

- 31 Two options are presented in this report for allocating social investment funding over the next three years.

Option 1: Panel Recommendations

- 32 This option is the evaluation panel's recommendation for funding allocations. The panel's detailed recommendations are found in Appendix 4.
- 33 The panel recommends that the following organisations receive social investment funding under the Connected Communities priority; Kāpiti Youth Support, Energise Ōtaki, Māoriland Charitable Trust, Age Concern Kāpiti, Ngā Hapu o Ōtaki (Raukawa Marae Management Committee), Kāpiti Women's Centre and Kāpiti Living Without Violence (joint initiative).
- 34 The panel recommends that Volunteer Kāpiti and Kāpiti Impact Trust (joint initiative) receive social investment funding under the Capable Sector priority.
- 35 The panel recommends that Kāpiti Impact Trust takes time to embed the Challenge 4 Change programme in the district, extend the pilot across more school communities and collect more localised evidence before Council awards funding. Therefore the panel recommends not funding this initiative.
- 36 A further recommendation from the panel is that Council staff provides advice to Kāpiti Impact Trust on creating other income streams to support this initial development phase of the Challenge 4 Change programme.
- 37 Age Concern Kāpiti requested \$45,000 for Year One funding but the panel recommends that additional funding of \$15,000 in Year One be allocated to this proposal. The panel recognised social isolation is an important issue to be addressed in Kāpiti and recommended the additional funding to support Age Concern to fully understand the need in the district and build a comprehensive action plan.

- 38 All other recommended social investment funding is either under or at the level specified in their proposals. These are outlined in the table below:

Proposal	Amount requested p.a	Recommended funding			
		Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Total 2018-2021
Kapiti Youth Support	\$50,000	\$50,000	\$50,000	\$50,000	\$150,000
Energise Ōtaki	\$50,000	\$40,000	\$50,000	\$50,000	\$140,000
Māoriland Charitable Trust	\$50,000	\$50,000	\$50,000	\$50,000	\$150,000
Age Concern Kāpiti	\$45,000	\$60,000	\$45,000	\$45,000	\$150,000
Ngā Hapu o Ōtaki	\$30,000	\$30,000	\$30,000	\$30,000	\$90,000
Kāpiti Women's Centre & Kāpiti Living Without Violence	\$30,000	\$30,000	\$30,000	\$30,000	\$90,000
Volunteer Kāpiti and Kāpiti Impact Trust	\$90,000	\$65,000	\$75,000	\$75,000	\$215,000
Kāpiti Impact Trust (Challenge 4 Change programme)	\$30,000 Yr1 \$30,000 Yr2 \$25,000 Yr3	No funding	No funding	No funding	Nil
Recommended funding allocation		\$325,000	\$330,000	\$330,000	\$985,000
Total pool of funds available		\$325,000	\$330,000	\$330,000	\$985,000¹

Option Two: Change funding levels to fund all proposals

- 39 This option makes changes to the funding levels recommended by the evaluation panel in order to fund all proposals. In this option, Kāpiti Impact Trust would receive a total of \$55,000 social investment funding over 3 years until 2020/21 for the Challenge 4 Change programme.
- 40 In Year One: Council provides \$15,000 for the Challenge 4 Change mentoring programme and \$45,000 to Age Concern Kāpiti (as per Age Concern's proposal request).
- 41 In Year Two and Three: Other initiatives would be funded less than the funding level recommended by the evaluation panel with the exemption of Kāpiti Living without Violence and Kāpiti Women's Centre joint initiative.
- 42 It is important to note that the joint initiative proposed by the Kāpiti Women's Centre and Kāpiti Living without Violence would not receive a reduction as \$30,000 per annum is considered to be the minimum required for their initiative to succeed.

¹ This table excludes the Community Safety priority allocation of \$50,000 (2018/19:\$20,000; 2019/20:\$15,000; 2020/21:\$15,000) from the social investment fund as outlined in paragraph 20 of this report.

43 To fund this option there is a consequential reduction in funding to providers as outlined below:

- Kapiti Youth Support (less \$3,000 in Year Two and Three)
- Energise Ōtaki (less \$3,000 in Year Two and Three)
- Māoriland Charitable Trust (less \$3,000 in Year Two and Three)
- Age Concern Kāpiti (less \$15,000 in Year One, \$3,000 in Year Two and Three)
- Ngā Hapu o Ōtaki (less \$3,000 in Year Two and Three)
- Joint proposal of Volunteer Kāpiti and Kāpiti Impact Trust (less \$5,000 in Year Two and Three).
- Joint proposal Kāpiti Womens' Centre and Kāpiti Living without Violence (no reduction).

44 Recommended social investment funding for Option 2 is outlined in the table below:

Proposal	Amount requested p.a	Recommended funding			
		Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Total 2018-2021
Kapiti Youth Support	\$50,000	\$50,000	\$47,000	\$47,000	\$144,000
Energise Ōtaki	\$50,000	\$40,000	\$47,000	\$47,000	\$134,000
Māoriland Charitable Trust	\$50,000	\$50,000	\$47,000	\$47,000	\$144,000
Age Concern Kāpiti	\$45,000	\$45,000	\$42,000	\$42,000	\$129,000
Ngā Hapu o Ōtaki	\$30,000	\$30,000	\$27,000	\$27,000	\$84,000
Kāpiti Women's Centre & Kāpiti Living Without Violence	\$30,000	\$30,000	\$30,000	\$30,000	\$90,000
Volunteer Kāpiti and Kāpiti Impact Trust	\$90,000	\$65,000	\$70,000	\$70,000	\$205,000
Kāpiti Impact Trust (Challenge 4 Change programme)	\$30,000 Yr1 \$30,000 Yr2 \$25,000 Yr3	\$15,000	\$20,000	\$20,000	\$55,000
Recommended funding allocation		\$325,000	\$330,000	\$330,000	\$985,000
Total pool of funds available		\$325,000	\$330,000	\$330,000	\$985,000

CONSIDERATIONS

Policy considerations

- 45 The commencement of the new contracts from 1 July 2018 is timed to coincide with the adoption of Council's 2018/19 Long term plan. Social investment funding will be committed for three years until 2020/21. New funding priorities from 2021/22 will align with the 2021 Long Term Plan.

Legal considerations

- 46 Legal advice was sought in the development of procurement process and will be sought as contracts are developed.

Financial considerations

- 47 The total social investment funding is \$985,000 for the three year period 2018/19 – 2021 available under the Community Support Activity.

Tāngata whenua considerations

- 48 A briefing was provided and advice sought from Te Whakaminenga o Kāpiti in December 2017.
- 49 Iwi prosperity and the Treaty of Waitangi are two of the six guiding principles of the new social investment funding model. Tools and specialist advice were provided to support organisations to understand how these principles work in practice and to consider them in their proposal development. Further development opportunities will be made available for organisations on the social investment principles.

SIGNIFICANCE AND ENGAGEMENT

Significance policy

- 50 This matter has a low level of significance under Council's Significance and Engagement policy.

Consultation already undertaken

- 51 The priorities and principles for social investment funding were developed by an advisory group, with input from the wider sector through workshops held in 2017 before being adopted by Council in December 2017.

Engagement planning

- 52 The engagement approach includes the availability of on-going support for current contracted organisations and other organisations invited to submit proposals including assistance with sourcing alternative funding in the event that they do not receive social investment funding.
- 53 A special forum was held in August 2017 for the sector to provide input to the development of the priorities and informed the deliberations of the social investment advisory group.

- 54 A forum was held in December 2017 to discuss the confirmed social investment priorities with the sector and seek their thoughts on the procurement model. This helped Council staff develop robust expressions of interest process and on-going capacity building programme which was sensitive to sector needs.
- 55 Further actions have been undertaken to explore how Council can continue to support current contractors and other identified organisations with their sustainability and development and to continue to respond to impacts on the community.

Publicity

- 56 A communications plan has been developed to provide information to the wider community about the Council's decisions on priorities, and the transition to contestable funding from July 2018. This will include a media release outlining Council final decision on social investment funding. This will also cover Council's support for current contract holders.
- 57 Council will formally write to offer additional support and expert funding advice to organisations which were invited to develop a proposal but do not receive social investment funding.
- 58 Training and development opportunities for the community and social service not-for-profit sector will continue to be promoted widely as part of the wider social investment programme.

RECOMMENDATIONS

59 That the Council selects a preferred option for allocating social investment funding;

59.1 That Council allocates funds in accordance with the evaluation panel's recommendations as outlined in Option 1 of this report. The following table outlines funding:

Proposal	Recommended funding			
	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Total 2018-2021
Kapiti Youth Support	\$50,000	\$50,000	\$50,000	\$150,000
Energise Ōtaki	\$40,000	\$50,000	\$50,000	\$140,000
Māoriland Charitable Trust	\$50,000	\$50,000	\$50,000	\$150,000
Age Concern Kāpiti	\$60,000	\$45,000	\$45,000	\$150,000
Ngā Hapu o Ōtaki	\$30,000	\$30,000	\$30,000	\$90,000
Kāpiti Women's Centre & Kāpiti Living Without Violence	\$30,000	\$30,000	\$30,000	\$90,000
Volunteer Kāpiti and Kāpiti Impact Trust	\$65,000	\$75,000	\$75,000	\$215,000
Kāpiti Impact Trust (Challenge 4 Change)	No funding	No funding	No funding	Nil
Funding allocation	\$325,000	\$330,000	\$330,000	\$985,000

59.2 **OR** That Council allocates funds in accordance with Option 2 of this report. Option 2 allows funding for all proposals put forward to the social investment fund. The following table outlines funding:

Proposal	Recommended funding			
	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Total 2018-2021
Kapiti Youth Support	\$50,000	\$47,000	\$47,000	\$144,000
Energise Ōtaki	\$40,000	\$47,000	\$47,000	\$134,000
Māoriland Charitable Trust	\$50,000	\$47,000	\$47,000	\$144,000
Age Concern Kāpiti	\$45,000	\$42,000	\$42,000	\$129,000
Ngā Hapu o Ōtaki	\$30,000	\$27,000	\$27,000	\$84,000
Kāpiti Women's Centre & Kāpiti Living Without Violence	\$30,000	\$30,000	\$30,000	\$90,000
Volunteer Kāpiti and Kāpiti Impact Trust	\$65,000	\$70,000	\$70,000	\$205,000
Kāpiti Impact Trust (Challenge 4 Change)	\$15,000	\$20,000	\$20,000	\$55,000
Funding allocation	\$325,000	\$330,000	\$330,000	\$985,000

- 60 That on-going funding is subject to progress on contract outcomes. A staff report accompanied by provider report backs will be scheduled annually for the Strategy and Policy Committee. This will remain in place for the life of each contract term.
- 61 That Council notes, in addition to annual report backs, regular monitoring meetings will be held with providers as to service actions outlined in each social investment contract.
- 62 That the Council notes that expert funding advice will be offered to organisations which were invited to develop a proposal but do not receive social investment funding.
- 63 That the Council formally acknowledges:
- the significant contributions made to the Kāpiti district by the work of the community not for profit sector
 - organisations for the work undertaken to develop their proposals
 - the proposal evaluation panel for their work in assessing the proposals and their recommendations.

Report prepared by Approved for submission Approved for submission

Emma Haxton

Max Pedersen

Kevin Black

**Senior Programme
Advisor (Social)**

**Group Manager
Community Services**

**Acting Group Manager
Strategy and Planning**

ATTACHMENTS

Appendix 1: Social Investment Funding Priorities & Guiding Principles

Appendix 2: Request for Proposal document

Appendix 3: Letters from Cobwebs Community Trust

Appendix 4: Recommendations of the evaluation panel

Appendix 1: Social Investment Funding Priorities and Principles

Social Investment Funding Priorities

CONNECTED COMMUNITIES: Our people are connected, empowered and feel part of a community

Under this priority, we would seek to support activities that build the capacity for our communities to maximise their strengths, address local needs and enhance wellbeing. Outcomes sought under this priority:

- More people in diverse communities experience neighbourhood connection
- Māori communities are strong and resilient
- Vulnerable people (groups, families and individuals) benefit from participation in their community and get support
- Communities work together to solve complex problems and learn together
- Communities have greater social cohesion
- Community health and wellbeing is increased with people feeling valued, worthwhile and cared for
- Communities, and the people in them, exemplify a 'can do' attitude
- Community resources are leveraged and local assets are enabled to be of service to local people
- Communities that can adapt and respond creatively to change and develop solutions.

SAFE COMMUNITIES: Our communities are safe places and community and neighbourhood safety is strategic and joined up

The focus for this priority is on strategic partnerships and the development of a districtwide strategic plan for community safety and crime prevention. Outcomes sought under this priority:

- Safety and crime prevention initiatives are coordinated and there is collective vision about what needs to be achieved
- People feel safe in their neighbourhoods
- Crime in public spaces is reduced
- Communities lead their own initiatives to reduce crime and increase public safety
- We have strong social capital that builds a feeling of safety in neighbourhoods
- Neighbourhoods and public spaces are safe, welcoming and promote social interaction.

A CAPABLE SECTOR: Our community and social sector is capable, effective and resilient

The on capacity-building support to assist organisations to build their resilience, sustainability and effectiveness. Outcomes sought under this priority:

- Community organisations are more resilient and financially sustainable
- A sector that is responsive to social change and able to address the changing needs of our district
- More people with a wide range of skills, including specialist skills, are involved in volunteering
- Local not-for-profits share knowledge with others
- Community organisations are more effective in their decision making and act strategically
- Increased collaboration and partnership brings joined-up opportunities
- More social enterprises are developed with increased local social impact.

Social Investment Guiding Principles

Sustainability

- Empowering communities to address local issues and deliver community-led initiatives (sustaining benefits beyond Council involvement); encouraging innovation; and, helping those working in the community become sustainable in all respects, including environmental

Equity

- Supporting all members of our diverse communities to participate in activities and use services; and, recognising strengths of communities as well as their needs

Treaty of Waitangi

- Reflecting needs of tangata whenua; seeking engagement with iwi; and, increasing opportunities for iwi and hapū to participate in initiatives

Iwi prosperity

- Recognising the principles of tino rangatiratanga to achieve iwi aspirations through iwi-led initiatives; and, advancing iwi prosperity for current and future generations

Valuing community and volunteer contributions

- Recognising the contribution of volunteers and the diversity across community groups; supporting their development and increasing capability; and, building and sharing knowledge of our community and community resources

Partnership and collaboration

- Seeking to form and support partnerships focused on outcomes; encouraging organisations to work together creatively to respond to community needs; and, prioritising initiatives that are led and endorsed by iwi and communities working together.

Appendix 2: Kāpiti Coast District Council Social Investment Fund 2018-21 Request for Proposal

Request for proposal

We are pleased to invite you to submit a proposal for Council's social investment fund for 2018-21.

The total pool of funding available across the Connected Communities and Capable Sector priorities is \$295,000. Council is using \$50,000 from the overall fund to develop a strategy for Safe communities. (No proposals are being developed under this priority for 2018-21.)

The budget range for your proposal will be confirmed when you meet individually with Council staff.

Evaluation process

The proposal will be evaluated by an independent evaluation panel which will provide recommendations to Council which will make final decisions.

You will have an opportunity to address the panel and answer any questions they have. This will form part of the evaluation.

Presentations to the panel will likely take place on Wednesday 23 May – this will be confirmed as soon as possible. Each organisation will have approximately 15 minutes for presentation and responses to panel questions.

Completing the proposal

How you respond to the criteria and questions is open (except where specific information is requested). Along with your proposal, the evaluation panel will have your expression of interest (EOI) so within your proposal you can refer to content already provided in the EOI if you wish.

Your completed proposal is due to be received by Council - emailed or delivered - **by 10 am on Monday 21 May 2018.**

See all key dates in attached timeline (page 4).

Contracts to be negotiated

If your proposal is successful, Council staff will work with you to confirm the schedule of deliverables and reporting requirements. The deliverables - and outcome measures for those - will reflect the level of funding Council decides upon.

Questions and support

Council staff will be available to answer any questions you have about the process or the proposal content requirements, email SocialInvestment@kapiticoast.govt.nz

Council has also arranged for specialist support to be available to organisations to assist with the development of proposals. You can arrange to access this support through Council staff.

Evaluation weightings and criteria

Each proposal will be evaluated across five weighted areas with specific criteria for each.

- Initiative and delivery 30%
- Outcomes and impact 30%
- Guiding principles 20%
- Budget 10%
- Governance 10%

Within each area there are detailed criteria. These are set out in the body of the request for proposal (following pages). Each criterion will be evaluated from 0-10 and the weighting percentages stated above applied to provide an overall total score.

Evaluation sources

The evaluation will be made from consideration of information from three sources:

- your written proposal
- your presentation to the panel
- referee checks.

Referees

Please provide the names and contact details of two referees who have knowledge of your organisation's activities in the community and can comment on your organisation's track record of delivery and strengths within the area you are seeking funding.

Your referees could be other funders, a community organisation you work with or alongside, a stakeholder or community leader.

Requirements

Any organisation Council contracts with in the social investment programme must meet the following core requirements. Please address these as part of your proposal.

- Be an incorporated and registered charitable trust.
- Be up to date with information and reporting requirements for Charities Services.
- Demonstrate effective governance including having a governance board in place which lessens liabilities and maximises assets.
- Demonstrate proven ability in providing services of the type proposed.
- Demonstrate good stewardship of other funds provided to the organisation.
- Demonstrate ability to raise other income.

Request for proposal – key dates

Dates	Process step
<i>Tuesday 17 April</i>	Group workshop to outline proposal process and provide advice on fulfilling requirements
<i>Thursday 26 and Friday 27 April (or Tuesday 1 May- Friday 4 May)</i>	Individual meetings to discuss proposal process with Council team (joint meetings for organisations collaborating on proposals)
<i>Monday 30 April – Friday 18 May</i>	Opportunities for organisations to work with independent advisers about specific aspects of proposals such as strategies for sourcing additional funding, strengthening governance, specifying deliverables, developing evaluation frameworks, reflecting guiding principles
<i>Monday 21 May 10am</i>	Proposals due
<i>Wednesday 23 May TBC</i>	Organisations meet with evaluation panel: <ul style="list-style-type: none"> - Short presentation from organisation/s about proposal - Opportunity for panel to ask questions
<i>Thursday 14 June</i>	Council considers recommendations from evaluation panel and makes decisions
<i>Monday 18 and Tuesday 19 June</i>	Individual meetings to advise outcomes; details of contracts discussed
<i>Week of Monday 25 June</i>	Contracts finalised
<i>Monday 2 July</i>	New contracts begin (unless later dates mutually decided on)

Summary of information required

- Completed proposal – addressing the criteria stated under each of the evaluation areas and the requirements
- Your three year programme of activity/implementation plan
- Your budget for the three years including your plan for sourcing other funding
- A statement of your organisation’s current financial position
- Governance arrangements for your organisation including names of your trustees
- Names and contact details for two referees.

RFP – questions for response and evaluation criteria

Initiative and delivery

Weighting – 30%

Key questions for evaluation

- *Do you have a clear, achievable plan for delivering your initiative?*
- *Do you have the capacity to do this effectively?*
- *Does your implementation plan include collaborative delivery?*
- *Is your initiative responsive to the community and will it empower the community?*
- *Do you have community and stakeholder support for your initiative?*

Please provide an outline of Year one key deliverables and an indication of Years 2 and 3 as part of your proposal.

Criteria for evaluation

- 1) Implementation plan is realistic and achievable.
- 2) Organisation demonstrates the capacity to deliver proposed programme.
- 3) Collaboration and community responsiveness is evident.

Outcomes and impact

Weighting – 30%

Key questions for evaluation

- *How will your initiative make a positive impact on a priority need, or needs, in our community?*
- *How will your initiative contribute directly to the supporting outcomes stated within the priority?*
- *Are your outcomes realistic?*
- *What are your measures for success?*

Criteria for evaluation

- 1) Proposal demonstrates strong contribution to priority needs.
- 2) Specific outcomes are well defined and realistic.
- 3) Measures for determining success are relevant and able to be assessed.

Guiding principles

Weighting – 20%

Key questions for evaluation

- *How strongly does your initiative respond to the guiding principles?*
- *Will your initiative help advance the principles and if so can you demonstrate this?*
- *Have you identified development goals for your organisation in relation to any of the guiding principles and do you have a plan for undertaking this development?*

Criteria for evaluation

- 1) Initiative is strongly aligned to guiding principles.
- 2) Proposal clearly identifies how initiative will help advance the principles.
- 3) Organisation has identified appropriate development it will pursue.

Budget

Weighting – 10%

Key questions for evaluation

- *Is your budget for the initiative feasible? (expenses and income)*
- *Do you have a clear plan for funding your initiative (recognising that Council funding will be one contribution)?*
- *Is your initiative sustainable beyond Council funding?*

Please provide a high level budget for your initiative which covers the key milestones you are delivering as part of your proposal.

This should include the contribution you are seeking from Council and identify the other sources of income and funding you would use to deliver the initiative.

Your budget should be detailed for Year 1 but can be indicative for Years 2 and 3.

Criteria for evaluation

- 1) Budget is clear and appropriate for initiative.
- 2) Funding plan is proactive and relevant.
- 3) Proposal demonstrates sustainability beyond Council funding.

Governance

Weighting – 10%

Key questions for evaluation

- *Do you have a strategy for assuring the financial stability of your organisation?*
- *How strong is your process for ensuring accountability for Council funding?*
- *Is the overall governance that would apply for your initiative robust?*

Please provide a statement of your organisation's current financial position as part of your proposal.

Please specify the governance arrangements and the person who would be the contact for Council.

Criteria for evaluation

- 1) Organisation demonstrates strong financial stability.
- 2) Governance for initiative is explicit and appropriate.

Appendix 3: Emails from Cobwebs Community Trust

Sun 13/05/2018 5:18 p.m

Hi Emma and Frances,

The trustees have decided not to proceed with their proposal. The process has been most helpful and informative. It has made us realise that we have more work to do before implementing the project that we had in mind. We need to evaluate the work that we are currently doing and position ourselves more effectively when making grant applications.

Much good has come out of the meetings and workshops that were provided. As a result we have initiated interaction and collaboration with other groups in our community to identify gaps in service and develop strategies to meet them. This is a direct result of the opportunities you created for us to take part in.

You are aware that our significant partner, the Otaki Family Budgeting Service, is likely to close soon. Already Cobwebs Trust has initiated a meeting with Citizens Advice, Birthright, Te Hapu O Raukawa and Budgeting to work together to address the issue of financial budgeting support to current clients and work together to maintain a service to the Otaki Community.

I personally want to thank you both for the time and effort you have put in and the encouragement and support you have given to me during the process. It has been greatly appreciated and we feel confident that we can proceed with our project in a revised form.

Regards

Rod Graham.

Chairman, Cobwebs Community Trust Otaki.

Sun 13/05/2018 5:43 p.m.

To whom it may concern.

Otaki Cobwebs Community Trust is a small local trust serving the Otaki community from Manakau to Te Horo. Our purpose is to enhance lives and empower people. We do this through a variety of projects such as Breakfast Clubs in Schools, school uniform for those entering Otaki College in year seven and Cobblers Lunch Club. We have been operating for 23 years. We run an opportunity shop on Main St Otaki and all money from this goes back into the Otaki Community. The majority of this money goes on food vouchers, petrol vouchers and firewood distribution. We apply to other trusts to fund specific projects. Currently we have approximately 40 volunteers working with the Trust to effect its work.

Recently we had the opportunity to apply for Social Investment funding made available by Kapiti District Council. I was personally very impressed with the support and encouragement given by the Council team. It was a most helpful and productive process. I want to particularly thank Emma Haxton and Frances Randall for their professionalism and availability to provide assistance.

I enjoyed my session with Keryn Martin who was helpful with specifics around budgeting.

I enjoyed the workshops, which gave opportunity for networking with other groups and for the helpful information that was made available. This is already bearing fruit in our community with much closer consultation and collaboration between interested parties. I congratulate Council on making contestable funding available and the thorough and professional support given to applicants.

Rod Graham

Chairman, Otaki Cobwebs Community Trust.

Appendix 4: Recommendations of the evaluation panel

Social Investment Funding 2018-21: Recommendations of Proposal Evaluation Panel

The panel recommends that the following organisations receive Social Investment funding:

For initiatives which contribute to the Connected Communities priority:

- **Kāpiti Youth Support:** Supporting youth development programme
- **Energise Ōtaki:** Addressing energy poverty and building community independence
- **Māoriland Charitable Trust:** Building community connectedness and resilience
- **Age Concern Kāpiti:** Addressing social isolation
- **Ngā Hapu o Ōtaki:** Developing whanau for whanau community hub activities
- **Kāpiti Women's Centre and Kāpiti Living Without Violence:** Reducing family violence and crime in collaboration

For initiatives which contribute to the Connected Communities priority:

- **Volunteer Kāpiti and Kāpiti Impact Trust:** Developing a strategic vision and implementation of specific programme to build the capacity of the sector

The panel recommends that the following organisation does not receive Social Investment funding:

- **Kāpiti Challenge 4 Change:** Early intervention -strengths based mentoring for 9-13 year olds

Other recommendations:

- The Council partners with contracted organisations to maximise opportunities beyond a traditional funding relationship.
- Many organisations require support to build their capacity as a part of their contract funding.
- Three year contracts should include regular reporting on outcomes and be able to be adjusted year by year in response to organisations meeting outcomes, including the provision of year by year commitments which must be met by contracted organisations prior to next year funding being awarded for some contracts.
- Specific deliverables and outcomes have been recommended to the Programme Design and Delivery team for contract development.
- The panel recognised the high needs of and opportunity available in the Otaki community was reflected in the Otaki proposals and recommends all the Otaki proposals are funded to meet this need and make a significant positive impact in this community over the next 3 years.

Proposal	Comments and Recommendations	Amount requested in proposal	Recommended funding			
			Year 1	Year 2	Year 3	Total
Kapiti Youth Support: Supporting youth development programme	<p>The panel recognises Kapiti Youth Support's long history of delivery and well organised programme for young people. This proposal was focused on young people aged 10 and over.</p> <p>We recommend there is a focus in the contract to resolve ways in which iwi Māori (mana whenua and matāwaka) are represented on governance and actively contribute to the ongoing development and delivery of the programme.</p>	\$50,000 per annum	\$50,000	\$50,000	\$50,000	\$150,000
Energise Ōtaki: Addressing energy poverty and building community independence	<p>The panel recognises the innovation and community responsiveness of Energise Otaki and its growth and benefits for the Ōtaki community and wider district.</p> <p>It was noted that the organisation needs support to develop its operational structure to reach its full potential. This proposal offered a wide range of activities, including those focused on addressing energy poverty.</p> <p>In Year One, we recommend the Council support Energise Ōtaki to strengthen their organisational structure, work on their strategic plan as well as support activity outcomes. Thereafter, an annual plan with clear strategic priorities is to be implemented and monitored through the Council contract.</p>	\$50,000 per annum	\$40,000	\$50,000	\$50,000	\$140,000
Māoriland Charitable Trust: Building community connectedness and resilience	<p>The panel recognises the innovation of the Māoriland community hub which is responsive to Māori and engages whole community (including wider district) with a strong focus on young people. It is noted that the Māoriland community hub has attracted support and interest from Māori and non-Māori from across the district.</p> <p>The panel recognises the rapid expansion of the Māoriland hub. It is acknowledged that by branching out with community led</p>	\$50,000 per annum	\$50,000	\$50,000	\$50,000	\$150,000

	<p>activities for its community requires strong governance and adequate resourcing for management and operational delivery.</p> <p>The panel saw a great opportunity through this investment to support Māoriland to create strong structural, operational and financial sustainability.</p>					
<p>Age Concern Kāpiti:</p> <p>Addressing social isolation</p>	<p>This proposal was well researched picking up national and global experiences. The panel recognises Age Concern Kāpiti's positive community connections and that social isolation is a growing and important issue which needs to be addressed in Kāpiti. As a result, the panel recommends an extra \$15,000 is provided to Age Concern Kāpiti to fully understand the need in the district and build a comprehensive action plan.</p> <p>The panel recommends that opportunities are explored for wider Council input into research (significant strategic value for district) and that there is organisational and professional support included in the action plan for delivery.</p> <p>The panel recommends that the research also support and encourage iwi Māori and kaumātua participation in the research design and project delivery.</p>	\$45,000 per annum	\$60,000	\$45,000	\$45,000	\$150,000
<p>Ngā Hapu o Ōtaki (<i>umbrella organisation: Raukawa Marae Management Committee</i>):</p> <p>Developing whanau for whanau community hub activities</p>	<p>The panel recognises the rich history of Ngā Hapu o Ōtaki supporting its community and its connection across the district in supporting a wide range of organisations. It was also noted the desire of many community organisations included within this process, to connect with and to Ngā Hapū to support projects.</p> <p>The panel saw the opportunity for revitalisation of Te Ringa Manaaki ō Taaringaroa and recommends that the contract supports the organisation to focus on an initial needs assessment and the development of a programme of work once needs and opportunities are further understood.</p> <p>In Year One, we recommend the Council support Ngā Hapu o Ōtaki and Ngāti Raukawa Marae Management Committee to</p>	\$30,000 per annum	\$30,000	\$30,000	\$30,000	\$90,000

	strengthen their organisational structure as well as support activity outcomes.					
Kāpiti Women's Centre and Kāpiti Living Without Violence: Reducing family violence and crime in collaboration	<p>The panel recognises the high level of capability of both organisations and the work already undertaken on developing a collaborative approach to addressing family violence.</p> <p>The panel acknowledges the increasing need for counselling and support to address family violence. The panel felt this initiative had the opportunity to build in a focus on learning from experience of working together and reporting to include where value is added.</p> <p>The panel recognised the desire to continue to strengthen and meet the growing needs of their Māori clientele. Support was requested for KCDC to partner with them in the delivery of this project.</p>	\$30,000 per annum	\$30,000	\$30,000	\$30,000	\$90,000
Volunteer Kāpiti and Kāpiti Impact Trust (KIT): Developing a strategic vision and implementation of specific programme to build the capacity of the sector	<p>The panel notes the beginning journey of building a partnership for the two organisations. The panel notes the initiative has potential benefits for the community and noted learnings from the experience of working together.</p> <p>The panel recommends contract priorities be focused upon building sector capacity in governance, collaboration and iwi development (tagged funding). The panel recommends that Council ensures external expertise is sought by the organisations as they build their own competency as leaders in capacity building for the sector. The panel recommends that, given the very new state of the partnership, the Council needs to be satisfied that the joint venture is sufficiently stable to deliver year 2 and 3 of the programme.</p>	\$90,000 per annum	\$65,000 \$25,000 tagged	\$75,000 \$15,000 tagged	\$75,000 \$15,000 tagged	\$215,000
Challenge for Change <i>(umbrella organisation: Kāpiti Impact</i>	The panel recognised the programme is volunteer driven with trained volunteer mentors and supported by a parenting programme modelled upon the success of the Boys & Girls Institute in Wellington.	\$30,000 Year One \$30,000 Year Two	\$0	\$0	\$0	\$0

<p><i>Trust):</i></p> <p>Early intervention - strengths based mentoring for 9-13 year olds</p>	<p>As a new programme to Kāpiti, the panel notes that 7 children and their families benefited from the first pilot programme in 2017; and 16 families would benefit from the programme each year from 2018 -2020. The panel also notes that this programme is governed by the Kāpiti Impact Trust.</p> <p>The panel recommends no funding for the Challenge for Change programme from Social Investment funding.</p> <p>The panel recommends that the programme requires more time to embed in the community, extend its pilot across more school communities and collect more localised evidence before Council funding investment. The panel recommends the Council provide some advice to the Challenge for Change/ Kāpiti Impact Trust on creating other income streams to support this initial development phase of their programme.</p>	<p>\$25,000</p> <p>Year Three</p>				
<p>Total Funding per annum</p>			<p>Year 1</p> <p>\$325,000</p>	<p>Year 2</p> <p>\$330,000</p>	<p>Year 3</p> <p>\$330,000</p>	<p>Total</p> <p>\$985,000</p>