

ASSESSMENT FOR THREE-YEAR SERVICE CONTRACT 2009-2012

Amount requested:

Recommendation:

1. Does this organisation match the rationale for a three year contract [below]?

*Principles guiding the distinctions between funding organisations through the **grants, contracts or annual plan** are as follows:*

- ***Grants** should be focussed upon short term projects by organisations that directly or indirectly contribute to the Council's role as community leader or to strategic goals. Usually grants will not be large, will contribute to strategic objectives. Accountability arrangements are likely to focus on a report that confirms the project was undertaken and some indication of the success of it (for example the number of people benefiting from it).*
- *Organisations funded through a **contractual** arrangement are likely to have longer term funding for activities that represent core business of the Council or directly contribute to Council's strategic or policy goals. This includes organisations whose activities are such that the Council has an interest in influencing those activities. Both parties to the agreement will negotiate the purpose of the funding based on agreed outputs for the city. Negotiated agreements are appropriate where the Council has an ownership interest in the land or buildings and an interest in how the services or outputs are delivered.*
- *For an organisation to be resourced through the **Annual Plan/LTCCP**, that organisation should be regarded as a feature of Wellington and its unique sense of place. Its funding is likely to be of a magnitude that justifies its inclusion in the Annual Plan consultation process. Accountability would be managed through an agreed monitoring mechanism. The Council would not wish to influence the day to day operations of the organisation but rather, would be interested in the outcomes it contributes to.*

Health Check

1. Organisation meets minimum requirements expected within the health check i.e. organisation has to have rated themselves 3 or above in each area defined within the health check and council officers need to be in agreement with this rating.
2. If weak in some areas are council officers confident that the organisation has identified these weaknesses and has the ability to address them?
3. Organisation has long term viability

Strategic Fit

1. Strength of contribution to Council Outcomes priority area/organisation

Question asked: Please provide a summary of how the work of your organisation supports one or more of the Council's Long-term Outcomes. You will find these Long-Term Outcomes outlined in the 'strategy tree' within each strategic area of the LTCCP.

6-7 Highly confident organisation will impact positively on identified council outcome/s

4-5 Confident organisation will impact positively on identified council outcome/s

2-3 Some reservations about ability of organisation to will impact positively on identified council outcome/s

0-1 No confidence that organisation will impact positively on identified council outcome/s

2. Strength of contribution towards 3 year priority areas

Question asked: Please outline how your organisation will contribute to one or more of the three year priority areas. These three year priority areas are outlined under 'Our focus for the next three years' within each strategic area of the LTCCP.

6-7 Highly confident organisation will contribute towards three year priority areas

4-5 Confident organisation will contribute towards three year priority areas

2-3 Some reservations that organisation will contribute towards three year priority areas

0-1 No confidence that organisation will contribute towards three year priority areas

3. Strength of activity to contribute towards 3 year priority areas

Question asked: Please identify the activities that you are requesting funding for which will enable you to achieve the above.

6-7 Highly confident activity will contribute towards three year priority areas

4-5 Confident activity will contribute towards three year priority areas

2-3 Some reservations that activity contribute towards three year priority areas

0-1 No confidence that activity will contribute towards three year priority areas

4. Organisation is in unique position to offer this service to the city

6-7 Applicant is only organisation in the city able to currently provide these services at this level

4-5 Applicant is one of a small number organisations able to currently provide these services at this level

2-3 Applicant is one of several organisations able to currently provide these services at this level

0-1 Applicant is one of many organisations able to currently provide these services at this level

Service Delivery

1. Confidence that organisation can deliver on proposed activity

6-7 Highly confident that organisation can deliver on proposed activity

4-5 Confident organisation that organisation can deliver on proposed activity

2-3 Some reservations that organisation can deliver on proposed activity

0-1 No confidence that organisation can deliver on proposed activity

2. Is Council support essential to this organisation

6-7 Organisation will fail without Council support

4-5 Organisation will struggle to survive without Council support

2-3 Organisation will most likely survive without Council support

0-1 Organisation will continue regardless of Council support

3. Is Council support essential to this activity

6-7 Activity will not proceed without Council support

4-5 Activity will struggle to proceed without Council support

2-3 Activity will most likely proceed without Council support

0-1 Activity will proceed regardless of Council support

Partnership

1. Partnership with council is robust and/or has the potential to develop

Question asked: Please outline how your organisation will work in partnership with other organisations [including the Council] to undertake the funded activities.

6-7 Highly confident that partnership with council is robust and/or has the potential to develop

4-5 Confident that partnership with council is robust and/or has the potential to develop

2-3 Some reservations about the partnership with council and/or the potential to develop this partnership

0-1 No confidence in the existing partnership with council or the potential to develop this partnership

2. Demonstrates added value to council investment through external partnerships

Question asked: Please outline how your organisation will work in partnership with other organisations [including the Council] to undertake the funded activities.

6-7 Highly confident that external partnerships will add value to the councils investment in this organisations intended activity

4-5 Confident that external partnerships will add value to the councils investment in this organisations intended activity

2-3 Some reservations that external partnerships will add value to the councils investment in this organisations intended activity

0-1 No confidence that external partnerships will add value to the councils investment in this organisations intended activity

Evaluation

1. Strength of processes and ability to evaluate in a way that will provide meaningful information against council outcomes

Question asked: Organisation will produce robust information on the impact of Council funding which supports Councils requirement to demonstrate to the public how the activities it undertakes or supports contribute to the community outcomes. Please outline how your organisation will evaluate the impact that the funded activities have on the Council's Long-term Outcomes?

6-7 Highly confident of processes and ability to evaluate in a way that will provide meaningful information against council outcomes

4-5 Confident activity of processes and ability to evaluate in a way that will provide meaningful information against council outcomes

2-3 Some reservations about processes and ability to evaluate in a way that will provide meaningful information against council outcomes

0-1 No confidence that processes and ability to evaluate will provide meaningful information against council outcomes

Overall comments and score

Introduction to the *Health Check Tool*

Background and Purpose

This tool has been developed to assist community organisations and Council officers in the task of building strong and effective organisations and communities.

The tool was developed overseas and with additional research has been updated and tested to suit the communities of Aotearoa / New Zealand.

It enables users to 'assess' the performance of an organisation by using a rating that is applied to all the important areas of the group's operation, i.e. governance, financial management, leadership, workers & volunteers, administration and so on.

The scale of ratings ranges from 'at risk' to 'thriving.' The health check can provide valuable input to an organisation's decision making and to areas for focus in order to further develop the organisation. It also helps funders to better understand a group's strengths and areas where development can be supported.

This tool is designed to be self administered and is an opportunity for groups to be open and honest about key aspects of their organisation. It also provides a benchmark for future evaluation. It is useful for members of your governing body and operational staff to work through this together so that a balanced viewpoint is reached in each area.

Should you wish to use this Health Check as an ongoing evaluative tool for your organisation we have additional information available that can support this process.

How to use the Tool

The Health Check Tool provides a set of indicators that relate to the capacity of your organisation in particular areas of operation, allowing you to indicate where you perceive your organisation currently operates.

For example for the area of 'workers & volunteers' the following indicators align with the assessment scale:

(Example only, not complete)

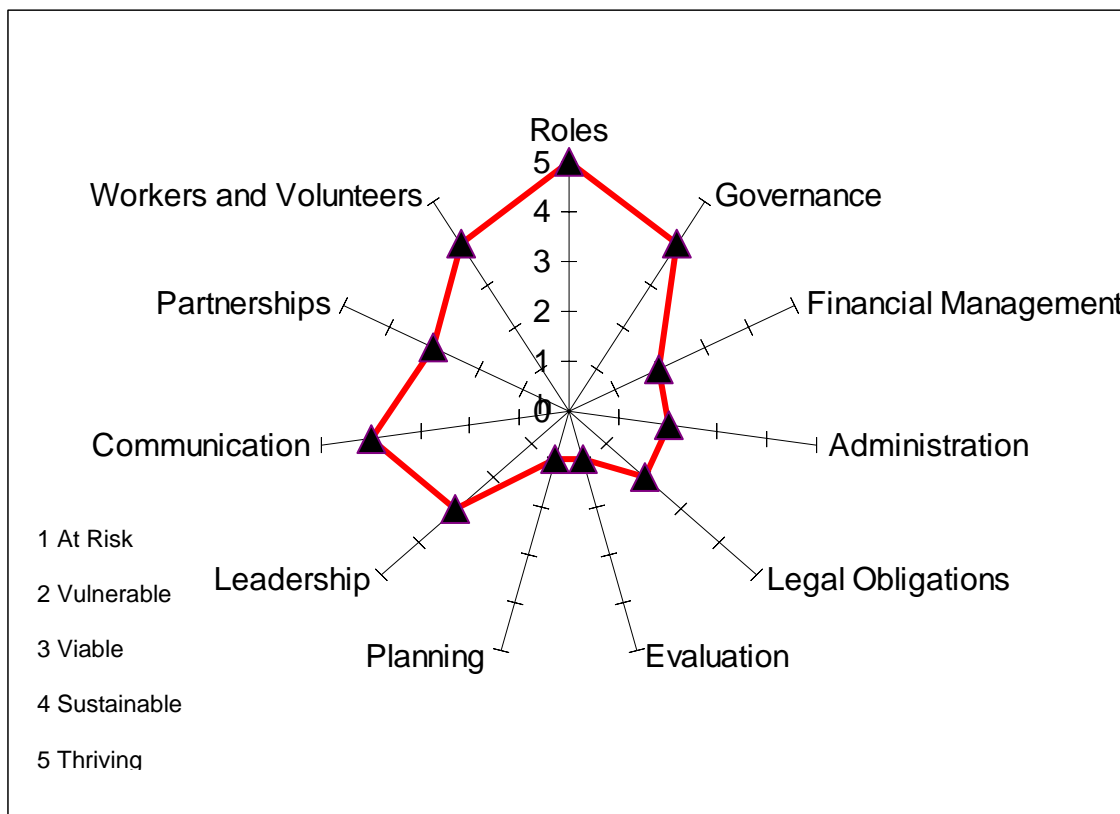
1. at risk	↑	staff not valued
2. vulnerable		treatment of staff inconsistent
3. viable		staff valued, but high expectations for low return
4. sustainable		staff valued, some training & support
5. thriving	↓	staff highly valued, excellent support, rewarding work conditions

Please work through and discuss each area in the tool and agree on the applicable rating. Use the following summary table and spider graph to record these assessments. Once complete please return to us along with any documentation which supports this self-assessment.

Here is an example of how it will look.

Assessment results and Visual Matrix

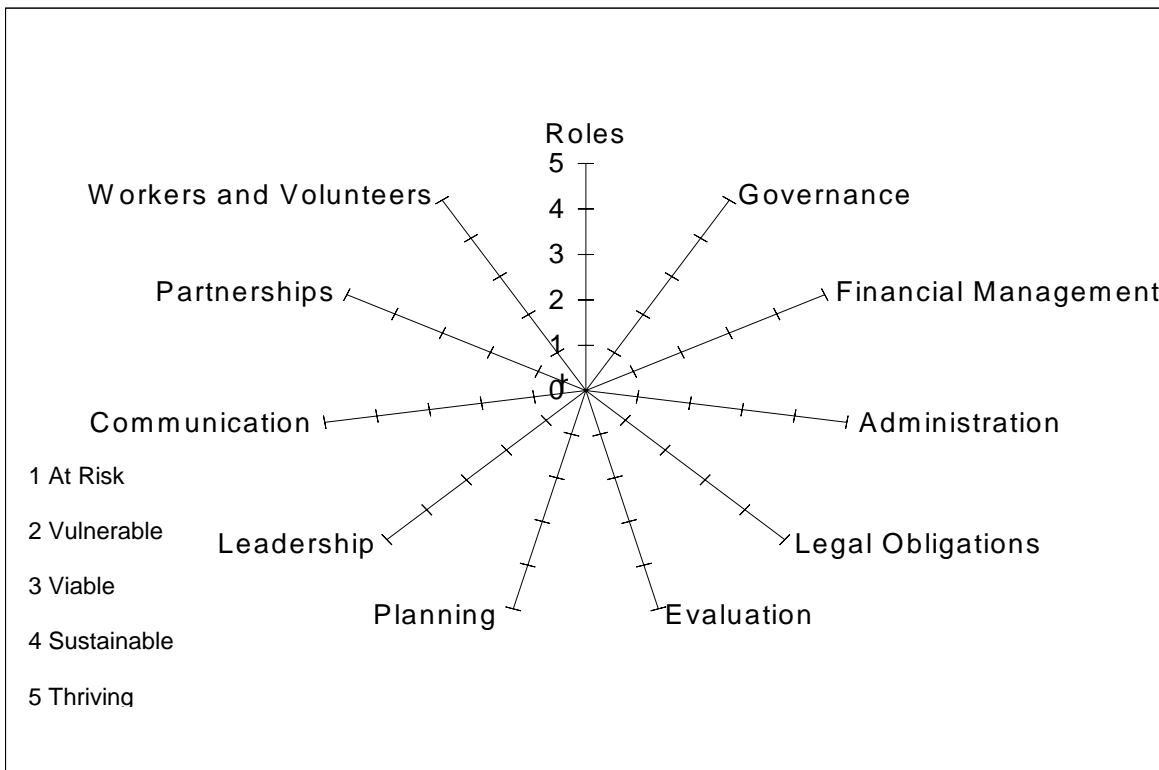
Example	At risk (1)	Vulnerable (2)	Viable (3)	Sustainable (4)	Thriving (5)
Governance/Te Roopu Kaitiaki					√
Roles				√	
Administration		√			
Financial Management		√			
Legal Obligations		√			
Evaluation	√				
Planning	√				
Leadership			√		
Communication				√	
Partnerships			√		
Workers and Volunteers				√	



Organisation:

Contact person:

	At risk (1)	Vulnerable (2)	Viable (3)	Sustainable/ Successful (4)	Thriving (5)
Governance/Te Roopu Kaitiaki					
Roles					
Administration					
Financial Management					
Legal Obligations					
Evaluation					
Planning					
Leadership					
Communication					
Partnerships					
Workers and Volunteers					



Please list attached supporting documentation

Please return to Grants Team, Wellington City Council, PO Box 2199, Wellington

Health Check Tool – Criteria for Self-assessment

<u>HEALTH CHECK</u>	At Risk	Vulnerable	Viable	Sustainable/Successful	Thriving
Governance	<ul style="list-style-type: none"> • Purpose not clearly linked to community needs & requests • Hostile Staff / Board relationship • Board interferes with operational decisions 	<ul style="list-style-type: none"> • Not much community input; no clear response to this • Lack of understanding re staff / Board responsibilities for decision making; rubber stamp approvals 	<ul style="list-style-type: none"> • Community input limited to AGM; reactive review of goals • Emergence of staff and board responsibilities, but decision making inconsistent 	<ul style="list-style-type: none"> • Interaction with community at AGM & through networks; • outside prompts lead to goal review • Responsibility for decision making mostly clear; some grey areas remain; medium level of trust between staff & board 	<ul style="list-style-type: none"> • Visionary; pro-active interaction with community; • Regular self evaluation of goals • Clear decision making processes; high level of trust between staff & board; strong trustee contribution
Roles	<ul style="list-style-type: none"> • Lack of understanding of different roles within the organisation • Conflict exists over role boundaries; 	<ul style="list-style-type: none"> • Some members of the organisation have a basic understanding of roles • No role clarification has taken place 	<ul style="list-style-type: none"> • Main roles are defined, but no clarity on how to manage boundaries. • Roles are not always matched to skills of person 	<ul style="list-style-type: none"> • Clear roles for staff, trustee roles within the board follow tradition & could be better defined. • Induction and skills match for staff but not for board members 	<ul style="list-style-type: none"> • Clear roles throughout the organisation. • Ongoing review of roles and responsibilities. • Induction for staff, trustees and volunteers, skills matched with roles.
Administration	<ul style="list-style-type: none"> • No clear administration processes in place 	<ul style="list-style-type: none"> • Limited administration processes in place • Ad hoc use of processes, often as a reaction to requirements from outside 	<ul style="list-style-type: none"> • Basic administration processes in place • Processes not well known and not always adhered to 	<ul style="list-style-type: none"> • Administration processes in place and followed • Processes are restricted to those required by law and/or contract agencies 	<ul style="list-style-type: none"> • Administration processes are aimed to get best quality output • Processes are clearly understood and followed • All processes reviewed regularly

	At Risk	Vulnerable	Viable	Sustainable/Successful	Thriving
Financial Management	<ul style="list-style-type: none"> No clear financial procedures in place Ad hoc spending, not always related to purpose of funds No audited accounts 	<ul style="list-style-type: none"> Ad hoc finance planning; incomplete finance systems in place Most activities financially stressed; Totally grant dependent Audit challenges current practises & requests significant changes 	<ul style="list-style-type: none"> Limited finance planning; basic finance systems; information limited Some activities financially stressed; mostly grant dependent Qualified audit report; some changes required 	<ul style="list-style-type: none"> Finance planning to budgets; extensive finance systems, information mostly accessible Less grant dependent, most activities well resourced Audit requests minor changes 	<ul style="list-style-type: none"> Long & short term finance planning to budgets/cashflows; excellent systems & clear information Aims for financial self sufficiency, all activities well resourced Unqualified auditors report; no changes required
Meeting Legal Obligations	<ul style="list-style-type: none"> Lack of knowledge of requirements Non compliance evident in some areas Accountability lacking 	<ul style="list-style-type: none"> Limited knowledge of requirements Compliance checks show gaps Accountability inconsistent 	<ul style="list-style-type: none"> Awareness of most requirements, lack of in depth knowledge Mostly compliant, smaller gaps Accountable in most areas 	<ul style="list-style-type: none"> Basic information available on all areas of compliance Compliant to minimum requirements Accountability evident on request 	<ul style="list-style-type: none"> Pro-active integration of legal and contract requirements Exceeds expectations Demonstrates accountability
Evaluation	<ul style="list-style-type: none"> Hostile towards feedback Re-active action taken Evaluation seen as a threat or not relevant 	<ul style="list-style-type: none"> Value of evaluation not clearly understood Limited action in response to feedback 	<ul style="list-style-type: none"> Evaluation mostly informal and not documented Some quality improvement due to feedback 	<ul style="list-style-type: none"> Formal evaluation as required by outside agencies Feedback implemented as required by outside agencies 	<ul style="list-style-type: none"> Quality service through pro-active evaluation systems All feedback influences decision making & leads to improved quality
Planning	<ul style="list-style-type: none"> Low level of planning, lack of planning skills 	<ul style="list-style-type: none"> Reactive planning; response to finance pressure and/or negative feedback 	<ul style="list-style-type: none"> Mostly short term planning; decisions not always goal related; some activities outside chosen goals 	<ul style="list-style-type: none"> Short term & some long term planning in place; some progress towards goals measurable 	<ul style="list-style-type: none"> Regular short & long term planning that matches vision and goals; Clear progress towards goals evident

	At Risk	Vulnerable	Viable	Sustainable/Successful	Thriving
Leadership	<ul style="list-style-type: none"> • Struggle for leadership or absence of leadership • Leadership is fully directive, no consultation, low levels of information 	<ul style="list-style-type: none"> • Leadership fluctuates, lack of leadership skills • Leadership partially informative, low levels of consultation 	<ul style="list-style-type: none"> • Leadership carried by one strong person • Leadership fully informative, building awareness of how & why; leader decides on levels & time of consultation 	<ul style="list-style-type: none"> • Leadership is shared by a few strong people • Leadership is consultative, many opportunities for input provided; input influences some decision making 	<ul style="list-style-type: none"> • Leadership is shared throughout the organisation • Leadership highly participative, proactively seeking input and adjusting decision making in response; effective role modelling
Communication	<ul style="list-style-type: none"> • Low level of communication & skills and high level of distrust internally and externally • IT access limited 	<ul style="list-style-type: none"> • Medium level of communication and skills; fear of conflict; low cultural awareness • IT use limited 	<ul style="list-style-type: none"> • Medium level of trust, formal communication processes in place; limited skills re: conflict/ cultural needs • Medium use of IT 	<ul style="list-style-type: none"> • Formal & informal communication; apprehensive re conflict but ok, increased cultural awareness • Many people use IT 	<ul style="list-style-type: none"> • Pro-active & effective in regards to communication, cultural needs & conflict • IT highly effective
Partnership	<ul style="list-style-type: none"> • Organisation intensely competitive, totally disinterested in partnerships 	<ul style="list-style-type: none"> • Lack of interest & commitment to partnerships; rarely engages in cooperative action 	<ul style="list-style-type: none"> • Organisation willing to consider partnerships, but easily discouraged 	<ul style="list-style-type: none"> • Organisation responds positively to partnerships, but rarely initiates 	<ul style="list-style-type: none"> • Organisation models a win: win approach and is proactively seeking partnerships & alliances
Workers & Volunteers	<ul style="list-style-type: none"> • Staff and volunteers not valued • No support systems and training in place • No consultation of workers re decision making and little information about decisions made 	<ul style="list-style-type: none"> • Treatment of staff & volunteers is inconsistent • Limited Training available on request; no clear support systems • Consultation is often informative, i.e. after decisions have been made 	<ul style="list-style-type: none"> • Staff & volunteers valued, but high expectations for low return; staff and volunteer roles blurred • Some training, often decided without staff input; basic support available • Informal consultation on upcoming decisions 	<ul style="list-style-type: none"> • Staff & volunteers valued, achievable expectations and fair return; roles clearly defined • Regular training with input by workers on needs; • Support systems formalised • Opportunities for input in decision making 	<ul style="list-style-type: none"> • Staff & volunteers highly valued, rewarding working conditions; clear roles • Training supports long term career goals of workers; comprehensive review and support systems in place • Workers invited to full participation in organisational development & decision making