

## 2.5 SENTINEL A NUKU

PGF Application – <b>TE ARA MAHI</b>		For: Approval	
<b>Applicant:</b>	Department of Conservation (DOC)	<b>Pipedrive ID #</b>	Commercial Information
<b>Region</b>	<b>Mult-region</b>	<b>PGF Funding Sought:</b>	\$3,438,000
<b>Region detail:</b>		<b>Total Project Value:</b>	\$ Commercial Information for nation
		<b>Applicant co-funding:</b>	\$ Commercial Information
<b>Entity Type:</b>	Crown Entity / Government Agency	<b>Funding Structure:</b>	Grant
<b>Entity Detail:</b>	DOC is the government agency charged with conserving New Zealand's natural and historic heritage. Their vision is for New Zealand to be the greatest living space on Earth   Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao. This means ensuring that New Zealanders gain a wide range of benefits from healthy functioning ecosystems, recreation opportunities, and through living New Zealand's history.		

### We recommend that the SROs:

- a) **Support** the recommendation to approve \$3,438,000 from the Te Ara Mahi portion of the Provincial Growth Fund towards Sentinel A Nuku
- b) **Note** that the funding requested is a grant
- c) **Note** that funding requested covers a four year period
- d) **Note** that the funding is structured so that over the four year funding period, the PGF's contribution will  
Commercial Information
- e) **Note** that the programme will result in a minimum of <sup>Comm</sup> participants (taura/students) being upskilled, trained, and supported into sustained ecological, biodiversity or environmental related work in Aotearoa, New Zealand
- f) **Note** that the programme has a primary focus on rangatahi Māori, but will also be available to non-Māori and those aged up to 30 years old
- g) **Note** that the programme also seeks to achieve the following broader outcomes:
  - Providing an opportunity for significantly more Māori people to begin a career in environmental work
  - Improving employment opportunities within regions, particularly those regions with significant areas of Māori land, large forest habitats, important ecosystems and taonga species
  - Growing Iwi Māori to lead in the management of habitats and species on their land and on public land
  - Providing a career path to senior positions within Iwi, Government agencies and private businesses involved in environmental work, especially in management, science and technical positions.
- h) **Note** that the Ministry of Social Development and the Ministry of Education are supportive of the

application. No other agency provided feedback on the proposal.

- i) **Note** the willingness of multiple Iwi and other Māori land owners to support or be part of the initiative
- j) **Note** that Sentinel A Nuku (SAN) will be set up as a programme within DOC. DOC will hold and manage the budget for it, monitor and report on its progress, and govern it, alongside Ngā Whenua Rahui<sup>1</sup> (NWR) and Iwi; but NWR will deliver it. This set up is intended to ensure that:
  - The Māori world view is embedded as the central philosophy for the programme (delivery by NWR),
  - It is separated enough from DOC operations, to protect it from being absorbed into DOC internal systems (delivery by NWR).
  - Other Māori or non-Māori land owners, for example councils, will be able to participate in the initiative (governance group broader than NWR).

**Proposal:**

This initiative focuses on delivering practical skills, work-related training, educational opportunities and employment to the next generation of managers and technical specialists within the natural world of Aotearoa, New Zealand.

It addresses a gap in the current environmental work sector which is seeing:

- Environmental work increasing
- An ageing workforce
- Not enough Māori people represented in the workforce.
- Not enough Māori people represented in senior positions.

The main target group for the initiative is Māori aged 15 – 30 however potential taura (students) who are older, or have a different ethnic identity will also be able to access the scheme. Where taura are under 18 they will either have exited (or be exiting from) secondary education, or be in secondary education but participating in a tailored programme delivered outside of school.

The funding requested from the PGF will enable the applicant to implement a 'learn as you earn' apprenticeship style programme which builds on the strengths of NWR and is delivered in partnership with Māori and non-Māori land owners. It will be implemented across multiple regions in Aotearoa, New Zealand, but primarily in Taranaki and the Central North Island.

The programme will recruit taura to work on regional environmental focused projects while being supported to develop work and environmental related skills and attain a range of formal environmental related qualifications. The programme and associated qualifications are designed to cover the core skills and expertise required to successfully deliver the work DOC and its partners undertake, while also being tailored to the needs of each taura, who may come from a range of different skill and training backgrounds. Depending on the project there will also be the opportunity for taura to attain more specialised qualifications in addition to the core environmental qualifications package.

This will result in a minimum of   taura being upskilled, trained and supported into sustained ecological, biodiversity or environmental related work in Aotearoa New Zealand.

The programme is structured as follows:

1. Taura are 'recruited' to the programme via a joint recruitment process where DOC will work directly with

<sup>1</sup> Ngā Whenua Rāhui was established in 1990 to protect indigenous forests on privately owned Māori land. It has since been extended to include other ecosystems. The fund provides protection for Māori landowners through the use of 25-year renewable kawenata (covenants). It provides significant support for the landowners, including pest control programmes, monitoring and operational support. NWR exists to protect the natural integrity of whenua Māori and to preserve Mātauranga Māori. Ngā Whenua Rāhui is an entity within the Department of Conservation.

Iwi and Māori or non-Māori land owners to identify suitable candidates. DOC anticipates that there will be multiple avenues for potential taura to become aware of the programme ranging from expressions of interest through Iwi, communications through Māori Landowner channels, advertising for candidates through normal recruitment channels, and through direct contact with Kura, Marae, Hapu and Runanga

2. Once recruited taura will be put on a two year fixed term contract, where they will be paid a training salary of approximately \$ <sup>Commercial Inform</sup> annually. The contract will be with DOC, under the SAN programme. Training salaries will also be paid by DOC
3. DOC expects that taura will spend approximately 5 – 7 months per year actively engaged in environmental projects with the remainder being dedicated to training only. Training qualifications will be delivered in partnership with Wananga, Polytechnics and/or Universities
4. Towards the end of the 2-year contract each taura will be transitioned into full time environmental related employment opportunities, a portion of which will be with DOC itself
5. Pastoral care will be delivered throughout the 2-year period and beyond by four taura supervisors. It will be based on Professor Sir Mason Durie's 'Te Whare Tapa Whā' model
6. Where projects require taura to be away from home, their living expenses will also be covered by the programme

A governance structure consisting of DOC, NWR and Iwi will be established to monitor issues and ensure the enduring success of the programme.

#### **Ability to achieve outcomes**

A similar programme but with a narrower catchment was run by DOC from 2009 to 2012, resulting in some exceptional success stories. However, this programme was funded by a time-limited grant <sup>Commercial Information</sup> once that funding ran out, DOC made the decision to end the programme due to budget considerations at that time. This application will provide the seed funding to enable DOC to reinstate the programme, but with a broader scope, additional partners, and a considered plan for funding the initiative for the long term.

Conservation and environmental management is a profession that relies on specific skills that are delivered almost wholly within the agencies that undertake this work. The Department is a world leader in conservation management and is well placed to anchor and co-ordinate the approach with other partners.

#### **Wider benefits:**

- Improving employment opportunities within regions, particularly those regions with significant areas of Māori land, large forest habitats, important ecosystems and taonga species
- Growing Iwi Māori to lead in the management of habitats and species on their land and on public land
- Providing a career path to senior positions within Iwi, Government agencies and private businesses involved in environmental work, especially in management, science and technical positions
- Implementing a Māori framework that protects and preserves indigenous biodiversity
- Improving environmental sustainability
- Protecting New Zealand's natural environment
- Improving the ability of tangata whenua, hapu and Iwi to work more collaboratively and effectively at all levels of engagement with DOC, NWR, Territorial Authorities and Iwi entities

#### **Funding detail**

- The funding requested is for operational costs ranging from materials to vehicle lease and staff salary. The largest portion of funding is attributed to trainee salaries
- The average cost to the PGF per outcome is \$ <sup>Commercial Inform</sup>
- DOC will contribute \$ <sup>Commercial Information</sup> of co-funding to be structured as follows:

Year	DOC funding	PGF funding
19/20	Com	Commercial Informat
20/21	Commercial Informat	Commercial Information
22/23	Commercial informat	Commercial Informa
23/24	Commercial information	Commercial Informa
24/25	Commercial information	Com
<b>TOTAL</b>	Commercial Information	<b>3,438,000</b>

Annual outcome details are as follows:

	Response	PDU (TAM) Statement regarding achievability of target
Number of people expected to be targeted by the project/activity annually (on average):	Comm	The target number of participants has been well modelled by DOC
Number of people expected to attain employment as a result of the project/activity annually (on average):	Comm	This factors in people dropping out of the programme/leaving or moving on

### Assessment against the PGF criteria:

#### Eligibility Criteria

This application is eligible for PGF funding.

#### Productivity Potential

The project will improve productivity in the identified regions by:

- Improving employability and upskilling local people
- Increasing social connections
- It addresses a gap in the current environmental work sector which is seeing:
  - Environmental work increasing
  - An ageing workforce
  - Not enough Māori people represented in the workforce.
  - Not enough Māori people represented in senior positions.

In the words of the applicant: "Environmental work is both a public good and a contribution to the economy. It is a public good in the sense that our identity, culture, wellbeing and international responsibilities are linked to us being connected to and looking after nature. It contributes to the economy as the protection and management of natural places contributes to tourism and also that our ability to trade internationally is increasingly linked to our need to be good environmental stewards"

#### Policy objectives

Applications alignment with the principles of Te Ara Mahi:

- 1) It focuses on supporting local people into local employment opportunities by addressing the specific needs of those who need more help than can be currently provided in order to achieve sustainable employment
- 2) It ensures additionality by filling a gap in service provision which existing cross-government departmental

funding does not cover

- 3) It fits within mechanisms for coordination of employers, workers and government that will endure past the lifetime of the PGF

PGF Criteria	Assessment Commentary	Y/N/Partial
<b>Link with fund and government outcomes</b>		
Aligns with relevant regional economic and employment plans and priorities, including any Māori development plans	<ul style="list-style-type: none"> <li>The project does not explicitly align with economic and employment plans as it is not regionally specific<sup>2</sup></li> <li>It aligns with the governments priority to lift Māori and Pacific incomes, skills and opportunities</li> </ul>	Partial
Demonstrates potential to meet the current or future labour market skill needs of the region, including those resulting from PGF Tier 2 and 3 investments	<ul style="list-style-type: none"> <li>Almost every Treaty of Waitangi settlement has a component outlining the Iwi's aspirations for managing taonga species, water and forest ecosystems within their rohe. Added to this are the large (and growing) Māori incorporations and businesses, many of whom have an increasing focus on good biodiversity outcomes. Training young people to undertake this work in a professional way is fundamental to meeting these aspirations</li> <li>The work of NWR is about enabling Māori landowners, using customary traditional practices and processes as a foundation to enhancing the integrity (mana) of the lands and people. This means that there is an immediate need to recruit and assist the next generation of Māori landowners to connect to their lands to do this work</li> <li>There have been recent increases in funding for the Department of Conservation. Extra government funding for biodiversity work intends to expand the management of ecological units four-fold (144 to 610) and to expand specific species protection work to include a further 138 species. There are matching "ramp up" programs for freshwater catchments, marine habitats and species and established pests. SAN will be aligned with employment opportunities through this increase in biodiversity work.</li> <li>Regional Councils throughout the country have an increasing focus on environmental work particularly around water quality and catchment management. This means an increase in the number of skilled staff required for this work and also an increasing requirement to work effectively with Tangata</li> </ul>	Yes

<sup>2</sup> Although not regionally specific, it will still exclude the main metropolitan centres of NZ.

	Whenua	
Reduces the rates of people not in employment, education and training, with an emphasis on Māori	<ul style="list-style-type: none"> <li>This project focuses on Māori</li> <li>It does not specifically target NEETs</li> </ul>	Partial
Increases local employment and earning potential, by supporting local people into local jobs, with an emphasis on sustainable employment outcomes	<ul style="list-style-type: none"> <li>The project will improve earning potential by supporting people into sustainable employment opportunities</li> <li>The project focuses on upskilling, training, and supporting people into work above entry-level employment</li> <li>One of this initiatives primary aims is to support its participants into senior positions within the environmental sector</li> <li>The applicant has factored people dropping out of/leaving the programme into their estimated figures</li> <li>The service has proven success in delivering employment outcomes</li> </ul>	Yes
<b>Additionality – adds value by building on what is already there</b>		
Addresses a gap in current service provision e.g. does not cover activities that are already funded for (unless funding is to up-scale or re-start, existing projects)	<ul style="list-style-type: none"> <li>This initiative is a unique programme which fills a gap in current services offered in the locations identified</li> </ul>	Yes
Demonstrates why third party funding, including other government agencies, cannot be used to address the current gap in service provision	<ul style="list-style-type: none"> <li>Commercial Information</li> </ul>	Yes
<b>Connected to regional stakeholders and frameworks</b>		
Support from local employers, central and local government, and governance groups (inc. Councils, Iwi/Hapu)	<ul style="list-style-type: none"> <li>Evidence of support has been provided across a broad range of stakeholders including MSD, MoE, Councils and local Iwi</li> </ul>	Yes
<b>Governance, risk management and project execution</b>		
Robust project management and governance systems	<ul style="list-style-type: none"> <li>This is outlined in their application</li> </ul>	Yes

Demonstrates the capacity and technical capabilities to effectively implement the initiative	<ul style="list-style-type: none"> <li>This is outlined in their application</li> </ul>	Yes	
Risk management approach	<ul style="list-style-type: none"> <li>This is outlined in their application</li> </ul>	Yes	
Future ownership / operational management	<ul style="list-style-type: none"> <li>Commercial Information</li> </ul>	Yes	
<b>Funding Arrangements</b>			
The funding arrangements are yet to be determined	Commercial Information	Robust reporting procedures will be put in place to ensure funding and outcomes are tracked in line with the application and funding agreement.	
<b>Due Diligence and Ownership</b>			
No Due Diligence has been undertaken as the applicant is a government agency			
<b>Risk Assessment</b>			
The key risks to the PDU and proposed mitigations of this investment are as follows:			
Type of risk	Risk description	Mitigations	Risk Rating L/M/H
Reputation	The initiative fails to achieve outcomes due to reasons such as low participation rates and/or low completion rates, causing a flow on reputational risk to the PDU	Ensure applicant has clear and feasible mitigations in place to address these risks and ensure outcomes are achieved	Low
Cost	The cost per outcome is high <sup>3</sup>	Clear communications regarding the need for the programme and the benefits that will arise that outweigh the cost	Medium
<b>Consultation undertaken or implications:</b>			
The following consultation has occurred:			
Internal PDU teams – feedback on application received, more information sought from applicant, new information incorporated into application.			
Other agencies – A wide range of agencies have been consulted on this initiative with the majority of agencies responding with no substantive feedback. Detailed cross agency feedback was received from MSD and MoE who have indicated support for the application. Detailed feedback is attached as an appendix to this document. No other agency responded to the request for feedback for this application.			
<b>Supporting proposal:</b>	Yes		

<sup>3</sup> Noting that this isn't the most expensive per outcome cost for an application funded by the PGF

<b>Appendices:</b>	Yes – application, supplementary information and supporting letters
<b>Author of paper:</b>	AM, Te Ara Mahi/He Poutama Rangatahi Team

PROACTIVELY RELEASED