



Application for Funding Employment and Skills (Te Ara Mahi)

About this form

This form enables you to make an application for funding from the Provincial Growth Fund (PGF). The form is designed solely for applications relating to employment and skills (Te Ara Mahi), for any funding amount. If your application is for anything else, please use one of the other forms available on the [Provincial Growth Fund website](#)

Purpose of Te Ara Mahi

Te Ara Mahi (TAM) is a portion of the Provincial Growth Fund which has been allocated to focus on regional skills and employment development. TAM funding is aligned with the intent of the Provincial Growth Fund, including its regions of focus, and is administered by the Provincial Development Unit.

To ensure funding under TAM is deployed effectively and complements the existing work of public sector agencies, the following principles will apply to investments made through TAM:

- 1) Focus 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) Ensure additionality by only deploying investments where existing departmental funding for workforce initiatives cannot be used to support proposals.
- 3) Build or strengthen mechanisms for coordination of employers, workers and government that will endure past the lifetime of the PGF.
- 4) Reinforce investment in PGF Tier 2 (Sector Investment) and PGF Tier 3 (Enabling Infrastructure) projects; supporting their workforce requirements specifically.

Completing this form

Please complete all sections fully and accurately. Square brackets and italics indicate guides.

Please see the PGF website, or contact your regional relationship manager, for further support.

Submitting your application

All completed forms must be emailed to PGF@mbie.govt.nz with a clear subject included.

If you are a Trust (or applying on behalf of a Trust), then you must provide a copy of your Trust Deed.

Next Steps

Applications will be assessed for eligibility, as well as how well they will deliver on the aims of the Provincial Growth Fund. One of our team will be in contact regarding your application.

Funding Agreement

The template funding agreements can be found on the [Provincial Growth Fund website](#)

Public disclosure

The Provincial Development Unit is responsible for leading the Provincial Growth Fund's design, administration and monitoring its operation in consultation with other government agencies. In the interests of public transparency, successful applications may be published by the Provincial Development Unit.

Commercially sensitive and personal information will be redacted by reference to the provisions of the Official Information Act 1982. Please identify by highlighting any information in your application that you regard as commercially sensitive or as personal information for the purposes of the Privacy Act 1993.

Section 1: Key Details

1. Initiative title:

2. Please provide the details of the lead applicant (organisation/entity) for which funding is being requested:
[If you are applying on behalf of another organisation, then please provide details of that organisation]

Legal Name:	Talent Central Charitable Trust
Entity Type:	Registered Charitable Trust
	If other, please specify (if a trust please provide a list of current trustees with this application):
Registered Offices / Place of Business:	PO Box 1073 Palmerston North 4440
Identifying Number(s):	CC53426, NZBN 9429043291946
Organisation's Website:	www.talentcentral.org.nz

3. Please provide the contact details for a person as a key point of contact:

Contact Name and Role:	Margaret Kouvelis, Chief Executive		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

4. This initiative will be based in:

5. If multi-region, please outline which regions:

6. Please provide a high level outline of the funding needs for the initiative:

Source of Funding: <i>[Please indicate where all other funding has/will be sourced from, including from Government agencies]</i>	\$ (excluding GST)	Status / Commentary <i>[e.g. received / confirmed / in principle; end dates]</i>
Provincial Growth Fund Funding (grant, through this application)	\$1.778m	
Other sources: Talent Central Current Commitments		
Commercial	\$Commercial Inform	Mix confirmed/in-principle
Commercial Inform	\$Commercial Inform	Mix confirmed/in-principle
Commercial Informa	\$Commercial Inform	Mix confirmed/in-principle
Talent Central Future revenues from WRP & Pathways		
Work Ready Portfolio PLD	\$Commercial Inform	Forecasted
School & industry charge for Work Ready Portfolio	\$Commercial Inform	Forecasted
Placement fees for industry	\$Commercial Inform	Forecasted
Total Funding:	\$Commercial Inform	

7. Please provide details of the application's link to wider projects:

Is this project related to any other application which has sought, is seeking or has approved PGF funding? If yes, please provide the name (s) of the project	Yes	
Is yes to the above question, then please provide 1) the name (s) of the wider project/application (s) 2) the status of the wider project/application e.g. approved, in progress, declined	Wider project/application name (s):	Status
	Commercial Information, who wish to utilise the Work Ready Portfolio.	Currently being submitted

Add rows as required		
	Commercial Information [Redacted] [Redacted] [Redacted] [Redacted] [Redacted]	In development
	Commercial Information [Redacted], the possibility exists for the Work Ready Portfolio to be utilised as part of these initiatives (to be further explored)	Currently being submitted

8. If this is a joint application¹, briefly describe the nature of the arrangement between the organisations involved e.g. partnership, joint venture, Memorandum of Agreement/Understanding, no formal agreement.

N/A

Section 2: Target Group

9. Please outline the characteristics of group you are targeting within the following table:

Characteristic	Target	Examples
Age	15-18 year olds, job seekers, career changers and all underemployed	<ul style="list-style-type: none"> All working age people 18 – 29 year olds
Gender	Any gender identification	<ul style="list-style-type: none"> Wāhine Any gender identification
Ethnicity	All ethnic identifications	<ul style="list-style-type: none"> Māori Any ethnic identification
Location	Manawatu-Whanganui region	<ul style="list-style-type: none"> Wairoa North of Whangarei Region wide
Education, training and/or employment status	In secondary education, Currently employed and looking to upskill, No qualifications	<ul style="list-style-type: none"> Not in education, employment or training Currently employed and looking to upskill No qualifications
Other distinguishing characteristics	Supporting local employers to connect with local youth and talent	<ul style="list-style-type: none"> Have shown an interest in carving Iwi affiliation

10. Please outline how you have identified that this group is unemployed/underemployed and therefore requires additional support to upskill, train and find and keep employment. Use evidence or data where possible e.g. learnings from earlier activities and how these have informed this initiative, target group demand analysis.

A recent survey by the Central Economic Development Agency (CEDA) found that 50% of businesses in the Manawātū identified difficulties with accessing skilled workers as the key barrier to growth. Many other studies conducted overseas and nationally, including our region’s growth study have emphasized the importance of skills as key to regional and economic growth. The OECD describes skills as “the global currency of the 21st century”,
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¹ A joint application is one where two or more New Zealand based organisations are planning to partner, either formally or informally, to deliver an initiative through the PGF

while the 2013 report Education to Employment report by McKinsey and Company, 2012 Regional Skills Ecosystems report by Paul Dalzeil from Lincoln University and our own local knowledge highlight that Talent Central is operating in a context where:

- New Zealand employers are reporting significant skill shortages and the skills gap is greatest at entry-level positions despite a large population of motivated job seekers
- Far too many youth are leaving school early and not successfully transitioning to work
- There are in excess of 1500 school leavers annually in our region looking for skills to progress a career
- Businesses are not aware of global level recognition and awards won by schools in this region (e.g. Robotic Milking Shed project by Fielding High school students; similar recognitions received by St. Peters College, Manchester St Primary school and Feilding Intermediate).

Talent Central's activities primarily target school leavers across the region, building strong pathways from their education into employment no matter their level or background.

WorkReady Portfolio

The WorkReady Portfolio (WRP) was developed by Talent Central in concert with local industry. It has been successfully piloted across over 500 students to date, proving its value in developing and recognising the sets of skills that employers are after. From interview skills, to CVs and drivers licences, the WRP allows youth to capture the skills that qualifications don't, providing them with verifiable evidence that employers can trust.

Through our WRP we target those that need to build the soft skills and attitudes that formal qualifications often do not provide youth. While aimed at school leavers, our Work Ready Portfolio has also been used by those returning to work or re-engaging with education and employment. The growing demand from schools highlights their recognition that qualifications alone are not enough when preparing students for the world of work; already 25 of the 32 secondary schools in the region have begun supporting their students to participate in the WRP.

Pathways

Talent Central focusses its pathways efforts on the four top sectors in the region: Distribution & Logistics, Agriculture, Manufacturing, and Health. We work with the major regional companies in these areas to create the line of sight for young people right through to the 'real world' of work, showing them the range of work available and demonstrating the types of skills that are important for employers. This generates informed choice, opening students up to careers they never thought existed and helping them shape their studies. It also gives employers an opportunity to connect with talent and ensure they are ready to employ youth.

Over the last two years with very limited funding Talent Central has built a pathway from education to employment for one of the largest industries in our region - the Distribution & Logistics sector – and we have also started to build the pathway for Agriculture. Our goal is to complete the Agriculture pathway and then advance to the Manufacturing and Health areas.

11. Please outline how the target group will be identified and engaged with to participate in the initiative:

WRP

Talent Central aims to scale the use of the WRP across the region up to Commercial In young people a year and adding further value to the WRP by developing a tailored accreditation system via existing 'badging' platforms. Badging allows for flexible verification of achievements on the WRP, enabling the programme to operate at scale across a broad geographic area. Existing valued components such as employer interviews are able to exist alongside more dynamic approaches, such as video uploads as proof of competence in a skill.

Building on existing relationships and engagement with secondary schools across the region will also be critical for successful outcomes, and this application proposes to enable the expansion of the WRP with coordinated support. WRP Coordinator roles provide learning and support resources for education professionals, and facilitate multiple experiences for schools and rangatahi to connect with pathways to employment and local employers in the region.

To achieve this scaling up we require Te Ara Mahi funding over the first Commercial Information to support the rollout with WRP coordinators and fund the development of the badging approach (\$ Commercial Information).

Once the digital platform is updated and badging is in place, Talent Central has a revenue plan to continue

delivery of the WRP beyond the ^{Commercial Information} point.

Pathways
 Our goal is to complete the building of our Agriculture pathway, and build two more pathways over the coming ^{Commercial Information} (Manufacturing, Health Services), ensuring we cover the top four industries for our region. Students will have the opportunity to engage in multiple experiences and connect to local employers within these sectors to inspire and inform their learning and career pathway choices.

To successfully build these three additional pathways, and to keep all four operating once started, we require support from Te Ara Mahi of \$^{Commercial Inform} over ^{Commercial Information}. This will cover ^{Com} FTE a year to build each of the three remaining pathways, and implement a ^{Com} FTE coordinator for each pathway once it is built. Once in place, Talent Central will be able to sustain the ^{Com} coordinators to operate the pathways.

More detailed information is available in the supporting papers.

12. Please outline who else will benefit from this initiative? This will include which employers/sectors are being targeted as part of the initiative and why; name specific employers where possible

Education to employment pathways will focus on the region’s four key sectors: Distribution and Logistics; Agriculture; Manufacturing; and Health Services.

Section 3: Outcomes

13. Please outline in the table below the specific skills, training and/or employment outcomes that will be achieved through the initiative

Outcome category	Description	Number	Timeframe
	Please describe the outcomes that the initiative will result in for the target group, for each outcome category	Please provide the number of target group expected to attain these outcomes, for each outcome category	Please outline the time frames for delivery of support for the target group, for each outcome category (must be within a 12-18 month timeframe)
Skills	Work Ready Portfolio users Work Ready Portfolio completions	^{Commercial I} ^{Commer}	^{Commercia} ^{Commer}
Training	Work Experience and Internship placements Attendees at Pathway events & activities (D&L & Agriculture)	^{Commer} ^{Commercial I}	^{Commercia} ^{Commer}
Employment attainment	WRP completions leading to employment Work experience and internship placements leading to employment Pathways events attendance leading to employment	^{Commer} ^{Comin} ^{Comin}	^{Commercia} ^{Commer} ^{Commer}
Sustained employment of at least 6 months	WRP completions sustaining employment for longer than 6 months	^{Comin}	^{Commercia}

Section 4: Service delivery

14. Please outline how the skills, training and/or employment outcomes will be delivered, including a description of the specific supports for the target group

The Talent Central framework underpins economic and social development across the Horizons region; there are 3 pillars that extend and grow leadership; foster innovation at all ages and in all types of employment; and create pathways for students to get a line of sight from education to employment. This application focuses on delivery of the 3rd pillar.

In enabling students to be employable the WRP is an effective tool that is industry-led but mentored in schools and tertiary education providers. Working within schools is fundamental to building the pipeline to industry and meeting current and future skill shortages. Every teacher working with the WRP has lessons supplied by Talent Central via our website, and access to support from a WRP coordinator. They will also have a teacher dashboard so that they can connect online with their students in and out of school. The forward plan includes provision of professional learning and development services to support teachers and grow their capacity as they work alongside students on the programme.

The WRP becomes a living portfolio of accumulated evidence for students of their skills, attributes and experiences serving as a volunteer or in workplace settings. A student can continue to develop their WRP in secondary and tertiary settings and in apprenticeships and internships, and use it as a living CV when seeking employment.

Expansion of the WRP and development of a badging accreditation model will enable employers to connect directly with students, to see and contribute to their evidence of competencies in the WRP framework, as well as promoting work experience, internships, apprenticeships and job vacancies directly. Additional benefits will include improved capacity to monitor participation and quality assurance of the WRP as uptake scale grows, increased ability to incorporate diverse competency and evidence gathering methods, and utilising cutting edge badging rubric to both support student mastery and motivation and ensure quality outcomes.

Talent Central will continue to utilise its range of programmes and events that underpin and enable successful connections between employers and students. These include (but are not limited to) brokering work experience and internship opportunities, shadowing, coffee with the boss, speed-dating style interviews, and general and sector specific career information and exploration events. Delivery success relies on the proven industry broker roles of Talent Central staff, who broker relationships and opportunities between educators, students and business.

Over the life of the forward plan Talent Central will continue working with sector-specific industry advisory groups to tailor products, events and additional WRP skill requirements in response to sector-specific requirements, as part of focussed pathway development for Agriculture, Manufacturing, and Health Services. Each pathway will have a staff member dedicated to working alongside industry, education and rangatahi to engage and facilitate the education to employment journey.

15. Please provide a delivery timeframe for how the outcomes above will be successfully achieved within a 12-18 month timeframe

Activity	Components	Timeframe
WRP	Develop badging approach	Commercial Information
	WRP coordinators	Ongoing; scale-up as uptake increases
	Agriculture pathway completed	Commercial Information
Pathways	Manufacturing pathway completed	Commercial Information
	Pathway co-ordinators NB: D&L = Distribution & Logistics	D&L – Immediate Agriculture – from Commercial

Section 5: Link with broader PGF outcomes government outcomes

This section will enable detail to be provided about how the initiative meets the primary objective of the fund which is “to lift productivity potential in the regions”.

16. Using the table below, please outline how the initiative will contribute to the following PGF outcomes which seek to unlock the productivity potential in the regions:

PGF Outcome	✓	How will the project positively or negatively impact this outcome in the region(s) identified?
1. Increase economic output	✓	The project will increase economic output by ensuring local industry have access to the set of skills they need. Research conducted by the Central Economic Development Agency (CEDA) showed that the top issue holding business growth back in our region is access to skilled works – this project directly addresses this.
2. Increase productivity and growth	✓	Our region’s businesses are unable to grow without with the right people and the right skills. Talent Central’s initiatives directly connect youth talent to the businesses that need them, unlocking the growth potential of our local businesses.
3. Increase local employment and wages (in general and for Maori)	✓	Local industry is often holding positions vacant due to not having the right candidates available, or are holding off expanding their operations due to not being confident that they can find the skilled labour to deliver. With Talent Central helping to bridge this skills gap, industry will be able to access the skills they need and therefore increase employment in our region.
4. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	By better understanding the skills that are needed for careers in our region’s key industries, students will be more likely to undertake training that will yield results. Our model closely involves education providers working alongside industry to ensure the right matches are made for students.
5. Enhance wellbeing, within and/or between regions	✓	In working with our businesses to create a work environment where employees’ physical and mental wellbeing is considered have lower absenteeism, fewer injuries, and experience higher productivity and customer satisfaction. A company culture of support is also good for attracting and retaining employees. Employees who feel healthy and supported are more productive, engaged, resilient, creative, and generally perform better- part of the youth ready employer responsibilities. Students who understand their pathway to employment will feel better about themselves, understand their capability and capacity to perform meaningfully in the work place. Hauora is a major section in the WRP.

17. Please outline any other benefits expected to result from this project/activity

Conversion of the current digital version of the WRP and development of a badging credential system provides potential for national dissemination and uptake by allowing them to be used by any other existing platform (i.e. not reliant on a particular proprietary system or software).

Section 6: Funding breakdown

18. Please provide a breakdown of the components and associated costs for the funding requested

Component (insert new rows where required)	Cost (ex GST)
<i>Example: Intensive literacy support (\$Commercial I per employee)</i>	\$Commercial I
<i>Example: Heavy Machinery Class 3-4 Licenses (\$Commercial I per employee)</i>	\$Commercial I
Operation of pathways once constructed (\$Commercial Inform per pathway per annum)	\$Commercial Informator
Development of pathways (\$Commercial Inform per pathway)	\$Commercial Inform
Costs to operationalise WRP (\$Commerc per new user per annum, including badging costs of \$Commercial I per user)	\$Commercial Inform
Total	\$Commercial Informator

19. Please outline why Government funding is required to deliver this project as opposed to alternative sources e.g. banks, investors, self-funding:

Without government funding the ability to develop the pathways identified and achieve the scale needed for the WRP will be unable to be realised at the pace needed.

There is a plan to achieve sustainable levels of funding through business contributions and revenue development over time, but the project requires upfront investment to prove the case and value beyond which the pilot activities have achieved. Commercial Information

Commercial Information

but have been identified as essential tools to enable successful large-scale delivery across a broad region and a future-proofed pipeline of skills and talent for the local labour market.

Section 7: Additionality

These questions will allow detail to be provided about how the initiative meets the Te Ara Mahi principle of 'additionality' which requires that investments under Te Ara Mahi are only made if there is evidence that existing funding across government cannot be used to support proposals

20. Please outline evidence that the needs of the target group are unable to be met through existing channels e.g. through the Ministry of Social Development (Work and Income), Ministry of Education and the Tertiary Education Commission. This will include any research that has been done to identify other initiatives that address the same or similar need, and how the initiative for which funding is being sought fills a gap in service provision.

Our work over the last three years has shown the benefits of building strong pathways between education and employment. We are now ready to build on this track record and extend our activities across the whole region and expand our pathways work across all four key industries. No other group fulfils this role within our region, with only 100% SWEET in Whanganui fulfilling a similar role (but without the scale and range of programmes that Talent Central is able to offer). There is strong demand from schools and businesses for our Work Ready Portfolio, with no readily scalable alternatives available in our region. Talent Central is the steward of the trademarked WRP – this application supports WDETT as a leadership function.

21. Please outline previous Government involvement with this initiative:

a) Has previous Government funding been received for this initiative?	No			
b) If yes a) above, please outline: 1) which part of Government, 2) when the funding was received, 3) how much was received and, 4) why the funding was discontinued	Agency which funding was received from	How much funding was received	When funding was received	Why it was discontinued
c) If no a) above, has this initiative previously been discussed with any part of Government?	Yes			
d) If yes c) above, please describe which part of government, and any outcomes of those discussions	Over the past six months Talent Central’s CEO has been actively working with central government’s Sector Workforce Engagement Programme (SWEP) to investigate the possibility of a skills hub placed at Manfeild based around the civil construction, logistics and distribution and transport sectors.			

Section 8: Regional engagement

22. Please outline what regional engagement has occurred relating to this initiative. *Evidence of this, including evidence of regional (and sector) stakeholder support, should be provided in the ‘supporting evidence’ section of this document.*

Talent Central initiatives are aligned with the strategic economic objectives of the region; namely to grow and retain education and talent in our region so that our businesses have the right skills to meet regional and global needs.

Talent Central is backed by the Central Economic Development Agency (CEDA) and Accelerate25. Commercial Information
Talent Central to assist it to achieve its strategic goals, and Talent Central chairs the Skills & Talent subgroup of Accelerate25. Talent Central has formal connections to school principals through the Pathways Executive Group (PEG); the principal of Queen Elizabeth College (QEC) is also on the Talent Central Board. We are funded by major Commercial Information, and closely collaborate with the Commercial Information

23. Please outline in the table below the regional readiness for implementation of the initiative if funded. This will include the nature of current relationships with key stakeholder groups.

Stakeholder group	Description of relationship	Readiness for supporting this initiative
Employers	Existing - Industry Advisory Group for WRP and sector pathways, Funding sponsorship	High
Community groups	Existing – broad connections with other groups and initiatives, e.g. Commercial Information [REDACTED]	High
Education providers	Existing - Commercial Information [REDACTED] [REDACTED] [REDACTED] [REDACTED]	High
Training providers	Existing – Skills & Talent subgroup (A25)	High
Other relevant stakeholders	Existing - CEDA, Accelerate 25, Local Government	High

Section 9: Ability to deliver the service and intended outcomes

24. Using the questions in the table below, please outline how the initiative will be governed and managed:

Question	Response
How will the initiative be governed?	The board of Talent Central will maintain responsibility for monitoring successful implementation and delivery of the initiatives outlined. A detailed project and implementation plan is anticipated to form one of the funding gateways for drawdown of any PGF funds.
How will the initiative be managed within your organisation and by whom?	Day-to-day responsibility for delivery will be assigned to the Chief Executive supported by project advisory groups for the Work Ready Portfolio Commercial Information [REDACTED]) and for the pathways expansion (involving representatives from key sectors, CEDA, and schools).
What other parties are required for successful delivery of the initiative e.g. contractors and other agencies?	Our partnerships with industry, schools, and groups such as CEDA and the Manawatu Chamber of Commerce are required to ensure the whole system is connected. Without these partnerships initiatives such as the WRP will not be as successful as possible. Groups in other regions who wish to use the WRP (such as Pathways Horowhenua and 100% SWEET) will likewise need similar partnerships for success.
What procurement process has been/will be undertaken for the initiative (i.e. a selection of a provider(s)), and how will it be managed?	A detailed scope brief will be developed for badging accreditation requirements. Considerable work has already been invested in identifying several potential badging platform providers – this information will be packaged for a decision on a preferred provider from the Talent Central board.

25. Please provide an overview of the relevant skills and experience you/the applicant organisation has in delivering
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initiatives of this nature. If you/applicant organisation does not have experience please indicate how this risk will be managed:

While successfully developing and piloting the WRP over the last 3 years, Talent Central has built a strong network of stakeholder relationships and support across the region. These have proven particularly effective in brokering connections between businesses and educators, and securing funding from secondary schools, tertiary providers and industry.

The capability of the Talent Central team has been instrumental in providing the service and programme delivery to schools and industry. CEO Margaret Kouvelis (MNZM) is a highly experienced educator, business operator and former Mayor of Manawatu, and leads a team with talent and expertise in programme design and delivery, education, digital technology development, sales and marketing and direct industry experience and connections.

Similarly, the strength of governance of the agency is reflected in the experience and expertise the trustees of the Talent Central Charitable Trust bring to their role:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

26. Please complete the table below to outline the key risks and associated mitigations relating to this initiative

Risk	Responsible party	Risk treatment / Mitigation	Rating [High/Medium/Low]
Uptake of WRP lower than projected	Talent Central	Conservative modelling projecting only 50% uptake by students in region Investment in WRP coordinators to support uptake and utilization of WRP by educators and students Planned development of 'Youth-Ready' employer programme to support business connections and involvement	Medium
Uptake of WRP higher than projected	Talent Central	Implementation focused on Manawatu-Whanganui region only Options identified to license digital WRP and badging framework to users in other regions	Low
Badging development not successfully implemented	Talent Central	Creation of a detailed scoping document for badging development to ensure focus and outcomes are tightly managed Utilisation of off-the-shelf products for badging functions where possible	Medium
Pathway development and implementation incomplete	Talent Central	Staged approach to sector-specific pathways development to allow for necessary resource for analysis and set-up Established industry advisory group and key sector relationships in place to guide development Provision of dedicated staff resource to ensure successful implementation once pathways built	Low

Risk	Responsible party	Risk treatment / Mitigation	Rating [High/Medium/Low]
Ongoing financial sustainability of Talent Central and project deliverables	Talent Central	<p>Strong track record of sponsorship and investment by local industry and schools.</p> <p>Intentional focus on working with and responding to needs of key industry sectors. Delivering value will incentivize new investment support going forward.</p> <p>Work programme to focus on identifying and generating revenue streams alongside project delivery</p>	Medium

27. Please describe any key assumptions that have been made relating to the project /activity. Include any assumptions relating to the development of the expected outcomes, project implementation and assessment of 'additionality' for the initiative:

Expected outcomes have been assumed to grow in scale as resourcing permits promotion and support of uptake. Completion rates of the WRP have been based on the expectation that Comm% of all users will complete the portfolio in the Commercial Informat, Comm% within a Commercial In period, Comm% in a Commercial Info timeframe, along with a Comm% attrition rate. Growth projections for the increased scale of delivery of the WRP are also contingent on the new digital app and badging system being completed in Commercial Informat, but allow for a staged transition in uptake by youth, schools and employers.

Like the WRP, new pathways development has been staged to allow sufficient time for rigorous supply and demand analysis and pathway build lead-time.

Revenue forecasts assume current levels of investment from Commercial Information continue, with new revenue from Commercial Info for the provision of professional learning and development to support WRP provision, and increased revenue from Commercial Information. Also, future year costs and income have not been adjusted for inflation.

28. Please outline your/the applicant organisation's ability to meet reporting requirements:

Do you understand that the PDU will have reporting expectations if funding for this initiative is approved?	Yes
Please outline your/the applicant organisations ability/experience in meeting reporting requirements:	<p>With funding received from Commercial Information, Talent Central is very familiar with providing investment reports detailing activity and outcomes achieved. Talent Central also regularly compiles comprehensive financial and service performance reports as part of the reporting requirements it is obliged to meet as a registered charity.</p>

Section 10: Future intent of initiative

29. What are the future funding needs or the initiative?

a) Is additional funding likely to be applied for prior to the 2020/2021 financial year i.e. <u>within the life of the PGF</u> (the PGF expires on 30 June 2021)?	No
b) If yes to a) above, when this is likely to be applied for and why it isn't being applied for now:	
c) Is funding required beyond the 2020/2021 financial year i.e. <u>beyond the life of the PGF?</u>	Yes
d) If yes to c) above, please describe how the project will be funded beyond the life of the PGF (the PGF expires on 30 June 2021)?	Ongoing funding requirements are lower than those covered by this application since they will be for 'steady state' operations rather than the 'build costs' listed in this application. Once pathways are built for the key regional sectors we expect businesses will contribute to the maintenance of these. Commercial Information <div style="background-color: #cccccc; height: 15px; width: 100%;"></div> <div style="background-color: #cccccc; height: 15px; width: 100%;"></div> <div style="background-color: #cccccc; height: 15px; width: 100%;"></div>

Section 11: Supporting documentation

1. Please attach any supporting documents and outline their purpose in the table below. Supporting documents could include:

- Child protections policies – these are required if you are providing services to people under the age of 18 and must be at a minimum, written and contain provisions on the identification and reporting of child abuse and neglect.
- Evidence of endorsement by the regional lead or regional governance body.
- Letters of support from employers and other key regional stakeholders.
- Governance documents.
- Designs/concept developments.
- Feasibility studies.
- Evidence of staff vetting.
- Health and safety policies.

	Document (title)	Purpose
1	Overview of Talent Central	Provide wider context to this application Withheld - Commercial Information
2	Work Ready Portfolio expansion assessment	Independent assessment of preferred option to develop the Work Ready Portfolio and costs to do so Withheld - Commercial Information
3	Pathways Supporting Paper	A detailed description of Talent Central's pathways approach and how it is supported by badging Withheld - Commercial Information
4	Letters of support	

Section 12: Declarations

Commercial Information

2. Has this activity ever been declined Crown Funding in the past?
3. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings?
4. The contracting entity is compliant and will continue to comply with all applicable laws, regulations, rules and professional codes of conduct or practice including but not limited to health and safety and employment practices
5. Is any individual involved in the application, the proposed contracting entity or the project, an undischarged bankrupt?
6. Is any individual under investigation for, or has any individual been convicted of, any offence that has a bearing on the operation of the project?
7. Are there any actual, potential or perceived conflicts of interest that the applicant or any of the key personnel have in relation to this project.
 "In a small country like ours, conflicts of interest in our working lives are natural and unavoidable. The existence of a conflict of interest does not necessarily mean that someone has done something wrong, and it need not cause problems. It just needs to be identified and managed carefully..."
<https://www.oag.govt.nz/2007/conflicts-public-entities>
8. Has the applicant / any individual involved in the application been subject to any enforceable undertaking or infringement notices.

If you answered "Yes" to any of the above, please provide a description below:

By completing the details below, the applicant makes the following declaration about its application for Provincial Growth Fund funding for the project ("application"):

- I have read, understand and agree to the Terms and Conditions of applying for Provincial Growth Fund funding which are attached as Appendix 1;
- The statements in the application are true and the information provided is complete and correct, and there have been no misleading statements or omissions of any relevant facts nor any misrepresentations made;
- I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- I consent to this application being publically released if funding is approved. I have identified the commercially sensitive and personal information.
- The applicant warrants that it has no actual, potential or perceived conflict of interest (except any already declared in the application) in submitting the application, or entering into a contract to carry out the project. Where a conflict of interest arises during the application or assessment process, the applicant will report it immediately to the Provincial Development Unit by emailing PGF@mbie.govt.nz; and
- I understand that the falsification of information, supplying misleading information, or the suppression of material information in this application, may result in the application being eliminated from the assessment process and may be grounds for termination of any contract awarded as a result of this application process.

Full name:

Margaret Kouvelis

Title / position:

Chief Executive, Talent Central

Signature:

Privacy of natural persons

Date:

3 October 2019

Appendix 1 – Terms and Conditions of this Application

General

The terms and conditions are non-negotiable and do not require a response. Each applicant that submits a request for Provincial Growth Fund (“PGF”) funding (each an “application”) has confirmed by their signature on the application that these terms and conditions are accepted without reservation or variation.

The Provincial Growth Fund is a government initiative which is administered by the Provincial Development Unit, a unit within the Ministry of Business, Innovation and Employment. Any reference to the Provincial Development Unit in these terms and conditions, is a reference to MBIE on behalf of the Crown.

Reliance by Provincial Development Unit

The Provincial Development Unit may rely upon all statements made by any applicant in an application and in correspondence or negotiations with the Provincial Development Unit or its representatives. If an application is approved for funding, any such statements may be included in the contract.

Each applicant must ensure all information provided to the Provincial Development Unit is complete and accurate. The Provincial Development Unit is under no obligation to check any application for errors, omissions, or inaccuracies. Each applicant will notify the Provincial Development Unit promptly upon becoming aware of any errors, omissions, or inaccuracies in its application or in any additional information provided by the applicant.

Ownership and intellectual property

Ownership of the intellectual property rights in an application does not pass to the Provincial Development Unit. However, in submitting an application, each applicant grants the Provincial Development Unit a non-exclusive, transferable, perpetual licence to use and disclose its application for the purpose of assessing and decision making related to the PGF application process. Any hard copy application or documentation supplied by you to the Provincial Development Unit may not be returned to you.

By submitting an application, each applicant warrants that the provision of that information to the Provincial Development Unit, and the use of it by the Provincial Development Unit for the evaluation of the application and for any resulting negotiation, will not breach any third-party intellectual property rights.

Confidentiality

The Provincial Development Unit is bound by the Official Information Act 1982 (“OIA”), the Privacy Act 1993, parliamentary and constitutional convention and any other obligations imposed by law. While the Provincial Development Unit intends to treat information in applications as confidential to ensure fairness for applicants during the assessment and decision making process, the information can be requested by third parties and the Provincial Development Unit must provide that information if required by law. If the Provincial Development Unit receives an OIA request that relates to information in this application, where possible, the Provincial Development Unit will consult with you and may ask you to confirm whether the information is considered by you to be confidential or still commercially sensitive, and if so, to explain why.

The Provincial Development Unit may disclose any application and any related documents or information provided by the applicant, to any person who is directly involved in the PGF application and assessment process on its behalf including the Independent Advisory Panel (“IAP”), officers, employees, consultants, contractors and professional advisors of the Provincial Development Unit or of any government agency. The disclosed information will only be used for the purpose of participating in the PGF application and assessment process, which will include carrying out due diligence. If an application is approved for funding, information provided in the application and any related documents may be used for the purpose of contracting.

In the interests of public transparency, if an application is approved for funding, the application (and any related documents) may be published by the Provincial Development Unit. Commercially sensitive and personal information will be redacted by reference to the provisions of the Official Information Act 1982.

Limitation of Advice

Any advice given by the Provincial Development Unit, any other government agency, their officers, employees, advisers, other representatives, or the IAP about the content of your application does not commit the decision maker (it may be Senior Regional Officials, Ministers or Cabinet depending on the level of funding requested and the nature of the project) to make a decision about your application.

This limitation includes individual members of the IAP. The IAP’s recommendations and advice are made by the IAP in its formal sessions and any views expressed by individual members of the IAP outside of these do not commit the IAP to make any recommendation.

No contractual obligations created

No contract or other legal obligations arise between the Provincial Development Unit and any applicant out of, or in relation to, the application and assessment process, until a formal written contract (if any) is signed by both the Provincial Development Unit and a successful applicant.

No process contract

The PGF application and assessment process does not legally oblige or otherwise commit the Provincial Development Unit to proceed with that process or to assess any particular applicant's application or enter into any negotiations or contractual arrangements with any applicant. For the avoidance of doubt, this application and assessment process does not give rise to a process contract.

Costs and expenses

The Provincial Development Unit is not responsible for any costs or expenses incurred by you in the preparation of an application.

Exclusion of liability

Neither the Provincial Development Unit or any other government agency, nor their officers, employees, advisers or other representatives, nor the IAP or its members will be liable (in contract or tort, including negligence, or otherwise) for any direct or indirect damage, expense, loss or cost (including legal costs) incurred or suffered by any applicant, its affiliates or other person in connection with this application and assessment process, including without limitation:

- a) the assessment process
- b) the preparation of any application
- c) any investigations of or by any applicant
- d) concluding any contract
- e) the acceptance or rejection of any application, or
- f) any information given or not given to any applicant(s).

By participating in this application and assessment process, each applicant waives any rights that it may have to make any claim against the Provincial Development Unit. To the extent that legal relations between the Provincial Development Unit and any applicant cannot be excluded as a matter of law, the liability of the Provincial Development Unit is limited to \$1.

Nothing contained or implied in or arising out of the PGF documentation or any other communications to any applicant shall be construed as legal, financial, or other advice of any kind.

Inducements

You must not directly or indirectly provide any form of inducement or reward to any IAP member, officer, employee, advisor, or other representative of the Provincial Development Unit or any other government agency in connection with this application and assessment process.

Governing law and jurisdiction

The PGF application and assessment process will be construed according to, and governed by, New Zealand law and you agree to submit to the exclusive jurisdiction of New Zealand courts in any dispute concerning your application.

Public statements

The Provincial Development Unit and any other government agency, or any relevant Minister, may make public in whole or in part this application form including the following information:

- the name of the applicant(s)
- the application title
- a high-level description of the proposed initiative
- the total amount of funding and the period of time for which funding has been approved
- the region and/or sector to which the project relates

The Provincial Development Unit asks applicants not to release any media statement or other information relating to the submission or approval of any application to any public medium without prior agreement of the Provincial Development Unit.

Appendix 2 - Operational criteria for all tiers of the Fund

Link to Fund and government outcomes

- Demonstrate the ways in which the project will contribute to lifting the productivity potential of the region
- Demonstrate how the project contributes to the Fund's objectives of:
 - more permanent jobs
 - benefits to the community and different groups in the community
 - increased utilisation and returns for Māori from their asset base (where applicable)
 - sustainability of natural assets (e.g. water, soil integrity, the health and ecological functioning of natural habitats)
 - mitigating or adapting to climate change effects, including transitioning to a low emissions economy
- Clear evidence of public benefits (i.e. benefits other than increased profitability for the applicant)
- Are in a Government priority region or sector

Additionality

- Project is not already underway, does not involve maintenance of core infrastructure or assets (except for rail and transport resilience initiatives), and does not cover activities the applicant is already funded for (funding could be considered to increase the scale of existing projects or re-start stalled projects)
- Demonstrated benefit of central Government investment or support
- Detail of any supporting third party funding (and any funding sought unsuccessfully)
- Acts as a catalyst to unlock a region's productivity potential
- Demonstrated links to other tiers of the Fund and related projects, to maximise value of Government investment

Connected to regional stakeholders and frameworks

- Evidence of relevant regional and local support, either through existing regional development mechanisms, or through another relevant body such as a council, iwi or other representative group (or reasons for any lack of local support)
- Has been raised and discussed with the region's economic development governance group
- Alignment with, or support for the outcomes of, any relevant regional development plan, Māori development strategy or similar document (whether regional or national)
- Demonstrated improvement in regional connectedness (within and between regions)
- Leverage credible local and community input, funding, commercial and non-commercial partners
- Utilise existing local, regional or iwi/Māori governance mechanisms

Governance, risk management and project execution

- Evidence of robust project governance, risk identification/management and decision-making systems and an implementation plan appropriate to the size, scale and nature of the project
- Future ownership options for capital projects, including responsibility for maintenance, further development, and other relevant matters
- Benefits and risks clearly identified and quantified, depending on the scale of the initiative
- Evidence of potential exit gates and stop/go points, and a clear exit strategy
- Clearly identifies whole of life costs (capital and operating)
- Dependencies with other related projects are identified
- Evidence of sustainability after conclusion of PGF funding
- Adequacy of asset management capability (for capital projects)
- Compliance with international obligations (where relevant)