



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 ring-fenced 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.

Part A: Key Details

1. Project/activity CO.STARTERS and Te Kōrau regional pilots
Title:

2. Please provide a very brief description of the project/activity:

[If you had 30 seconds, or 50 words, to explain to someone with no knowledge of what your project is, what would you say... i.e. what you will be doing, why, and what the outcome will be]

CO.STARTERS and Te Kōrau (a contextualised version of the CO.STARTERS programme that weaves in Maori worldviews and narratives) are proven programmes that focus on building entrepreneurial capability and validating business ideas. They help equip aspiring entrepreneurs with the insights, relationships, and tools needed to turn ideas into action and develop a passion into a sustainable and thriving business.

3. Please provide the details of the lead applicant (organisation/entity) for which funding is being requested:

[note that if you are applying on behalf of another organisation, then details of that organisation are required.]

Legal Name:	Auckland University of Technology
Entity Type:	OtherOther If other, please specify: University (independent body corporate)
Registered Offices / Place of Business:	55 Wellesley Street East, Auckland 1010
Identifying Number:	<i>[e.g. Company Number, NZBN, Trust / society number, etc. if applicable]</i>
Organisation's Website:	www.aut.ac.nz

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

Contact Name and Role:	Martin Bell, Director Entrepreneurship and Innovation		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

5. Please describe the principal role or activity of the applicant organisation.

Tertiary education

6. This project will be based in:

National (multi-region)National (multi-region)

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

Pilot programmes to run in two nominated surge regions yet to be defined

8. Has this project / activity been previously discussed with any part of Government? Yes: No:

[If Yes, please describe which part of government, and any outcomes of those discussions. The PDU will consult with other parts of Government as part of the assessment]

The pilot programme has been discussed with Shane Jones, Minister for Regional Economic Development and Fletcher Tabuteau, Parliamentary Under-Secretary for Regional Economic Development

9. Have you previously received Government funding for this project/activity? Yes: No:

[If Yes, please list which part of Government, when the funding was received, and how much under Q9]

10. Please set out the current / intended sources of funding for the project/activity:

Source of Funding: <i>[Please indicate where all other funding is/will be sourced from, noting who the funder is; including funding already received from Govt and/or other third parties]</i>	\$ (excluding GST)	Status / Commentary <i>[e.g. received / confirmed / in principle; date funding runs to]</i>
Provincial Growth Fund Funding (through this application)	\$ <small>Commercial Inform</small>	
Other sources: <i>[add rows below if applicable]</i>	\$	
Total: <small>Commercial Inform</small>	\$	

11. What is the project/activity start and end date?

Start Date:	Commercial Information	End Date:	Commercial Information
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12. What time period does the funding applied for cover?

Start Date:	Commercial Information	End Date:	Commercial Information
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Part B: Project Description

13. This project/activity is: “a stand-alone activity” or “in support of a wider project”

14. What is the project/activity for which funding is being sought:

[This section should clearly and succinctly describe what the project/activity will deliver. Please cover:

- *What the funding is for (description of activities).*
- *At a high level, what the project seeks to achieve, which should include how the project will support local people into local jobs, and support sustained employment].*

Use evidence or data, where applicable.]

Funding is being sought to implement pilot CO.STARTERS and Te Kōrau programmes in two locations (surge regions) in support of the PGF in order to;

- Build entrepreneurial capability of participants and ignite inspiration to develop and launch their business ideas with the ultimate goal of;
- Accelerate regional development through increasing the productivity potential of – and contributing to more and better-paid jobs in – the regions.

Specifically, the funding will be used for the following activities;

- Programme establishment, including initial discovery and network/community building
- Community organiser training
- Administrative support
- Co.Starters and Te Kōrau membership/license fees
- Course materials
- Recruiting/promotion workshop materials
- Facilitator training
- Local partners programme execution support (including payment to local facilitators)
- Pilot programme review and report

CO.STARTERS programmes currently operate at over 60 sites in the US, New Zealand and Australia, have produced 8500 graduates and trained 700 leaders (community organisers and programme facilitators).

CO.STARTERS and Te Kōrau are different to other entrepreneurship and business accelerator programmes because of an underlying philosophy to:

- Invest in individuals – people matter more than ideas and anyone with an idea can join.
- Put the community first – it is about bringing people together to learn from each other and create a strong network of support.
- Enable facilitation in/by/for communities – empowering local ecosystem builders to create a distributed network of support which does not rely on any one business, institution or agency.
- Keep it simple – by making concepts and language easy, the programme is very inclusive and starters can focus on the practical steps of launching a business.

15. Who does the project/activity target?

[This section should clearly and succinctly describe who will benefit from/be affected by the project/activity. Please cover:

- *Which grouping(s) of people it targets e.g. age, ethnicity, young parents, people with disabilities.*
- *Which employers/sectors are being targeted and why (outline here if the project/activity is specifically related to PGF tier 2 and 3 projects).]*

CO.STARTERS' and Te Kōrau are accessible-to-all, community-based programmes that focus on validating business ideas and the practical steps needed to move from idea to launch. Participants can be any age and from any background, but share several common traits;

- Have a great idea or ambition - but no network to activate that concept or determine what to do next
- Get ideas to a certain stage and then don't know how to develop them further
- Do not have a framework for evaluating the quality of their business idea
- Have limited access to structured content, networks and resources to develop their business idea

The CO.STARTERS programme has been proven to have particular success with low income and minority groups. In the USA, 61% of participants have come from minority groups, with 28.6% of participants classified as 'low income'. A total of 86.8% of participants in the CO.STARTERS Core programme go on to launch a business, with 83% still in business after 2 years.

16. Why is the project/activity required?

[This section should clearly and succinctly describe the need/opportunity that is being addressed by the project/activity.

Please cover:

- How the need/opportunity, target group, and employers/industries were identified – use evidence or data where applicable e.g. key learnings from earlier activities and how these learnings have informed this project/activity, and/or target group demand analysis.
- Key benefits of the project/activity.]

In Aotearoa, there is no shortage of ideas – or entrepreneurial people with the potential to make them really big. According to MYOB's recent 'State of Aotearoa Startups' Report, what is lacking is the system to nurture, develop and accelerate that potential, coupled with the frameworks and discipline to take them from small idea to big execution.

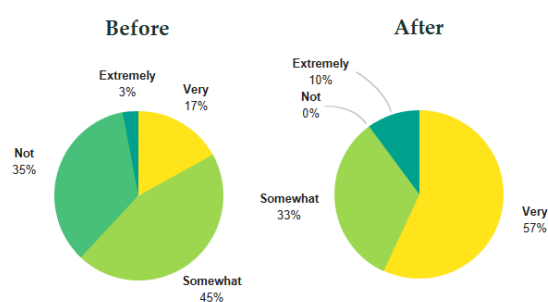
Easily accessible programmes – and the lack of a community support system for those beginning their journey – means that many people do not even start to build the capability, confidence and drive to develop their ideas and launch a business. CO.STARTERS and Te Kōrau are proven programmes that can play an important foundational role to build entrepreneurial capability, help stimulate the creation of new businesses and strengthen, diversify and grow regional economies.

The CO.STARTERS programme has an impressive track record - both overseas and in New Zealand - and has proven to be highly successful in creating grassroots, community-lead and sustainable neighbourhoods/communities of innovation. AUT has been running the CO.STARTERS programme since 2016 and over that time, CO.STARTERS has become an important and successful foundation practical entrepreneurship programme for AUT students and aspiring entrepreneurs from the wider business community. The programme forms an integral part of AUT’s strategy aimed at strengthening our support for students to start their own businesses and build an entrepreneurial mindset.

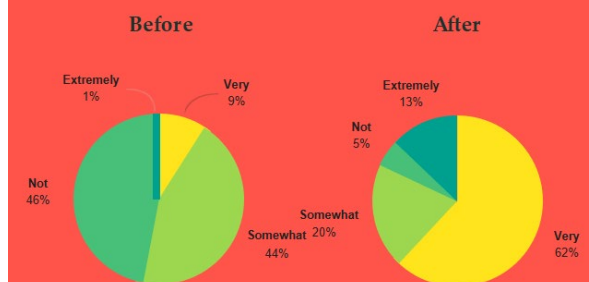
CO.STARTERS has also been running in other locations around New Zealand, including Westport, Tauranga, Nelson and Dunedin. Together with AUT and CO.STARTERS NZ, the community organisers in these locations have formed an Alliance to collaboratively build healthy entrepreneurial ecosystems around New Zealand.

Across 2016–2018, AUT has run a total of 13 CO.STARTERS cohorts, with participants graduating from the programme (% completion rate). Each diverse cohort features a mix of AUT students and people from the business community that are looking to develop and validate their business idea and understand the practical steps needed to move from idea to launch. 54% of participants are female, while 15% have identified as Maori/Pacifika.

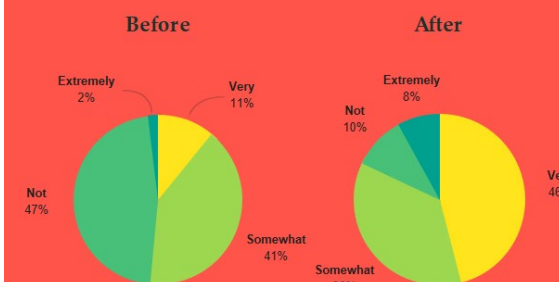
Measures of confidence in knowing what to do with their business idea



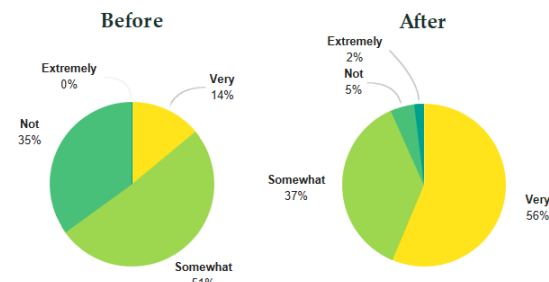
Measures of confidence in knowing the next step/s to take for their business/idea



Measures of confidence in accessing resources to launch/succeed



Measures of confidence in knowing how to make their business work



The impact of CO.STARTERS at AUT has been profound, with graduates from the programme showing dramatic increases in confidence when it comes to measures like knowing what to do with their business idea, how to make their business work, accessing resources, and knowing which step to take next. 99% of participants say that they would recommend CO.STARTERS.

Before CO.STARTERS, only 20% said they were very or extremely confident in knowing what to do with their business idea. After CO.STARTERS, that figure had increased more than threefold to 67%.

In terms of knowing how to make their business work, 35% were not confident and only 14% were very or extremely confident before taking CO.STARTERS. After they had completed the programme, only 5% were not confident, while 58% were very or extremely confident.

Before CO.STARTERS, only 13% of participants were very or extremely confident in knowing how to access the resources they need to launch and succeed. After CO.STARTERS, that figure had increased to over 50%.

And perhaps most reassuring of all, people who participated in Co.Starters saw a dramatic increase in confidence in knowing the next steps to take for their business idea. Before CO.STARTERS, only 10% of participants were very or extremely confident in knowing the next steps to take. After Co.Starters, this figure had skyrocketed to 75%.

The medium-term data from the CO.STARTERS programme in the U S. demonstrates that participants are more likely to validate the viability of their business during the startup phase. The results showed that across all CO.STARTERS programmes, 76% of participants start a business, and of these, 85-90% were still in business up to 5 years later. This demonstrates an enhanced performance considering the 31-50% (failure rate varies depending on business size) that currently fail over similar time periods in New Zealand.

17. What outcomes are expected to be delivered as a result of the project/activity?

[This section should describe, with specifics, what outcomes are expected to be achieved by the project/activity and when. Please outline outcomes and associated timeframes in the table below, or one similar.]

Short term (within 12 months):

- Collaborate with – and work alongside – local partner organisations and regional stakeholders to establish pilot programmes in priority “surge regions” as identified in the government’s Provincial Growth Strategy.
- Train a minimum of ^{Co} facilitators in the two regions running the CO.STARTERS and Te Kōrau pilot programmes
- Work with local providers to ensure a minimum of ^{Comm} participants across the CO.STARTERS and Te Kōrau pilot programmes
- Enhance the capabilities of aspiring entrepreneurs and the development of small businesses in each nominated surge region in order to support local people into new start-up businesses and employment opportunities
- Expand personal capacity for generating ideas; broaden individual perceptions of market opportunities; and increase personal confidence in developing and implementing entrepreneurial initiatives of the programme participants in each region.
- Assist in developing viable business models that increase the odds of long-term business success.
- Enhance connection points and the network of business support and development communities in each region,
- Help build regional entrepreneurial ecosystems through collaboration rather than competition by working alongside existing networks, communities and services.
- Enhance the well-being, leadership capabilities and performance of business owners and entrepreneurs in each region.

Medium-term (1 – 3 years):

- Enhance the ambition and attitude of business owners into becoming entrepreneurial leaders in their region to help inspire the next generation of aspiring entrepreneurs.
- Increase the “birth rate” of new businesses in each region, while decreasing their failure rates.
- Reduce beneficiary numbers through pathways to self-employment and increased employment, either as business founders or as high-value employees with an entrepreneurial mindset.
- Increase innovation and the number of export-driven businesses in each region.

- Work with key stakeholders in the regions to ensure the long-term success and ongoing sustainability of the programmes

Long-term (3 years and beyond):

- Grow enterprises and increase the number of SME's in each region that can scale into medium and large-sized enterprises.
- Increase measures of productivity in each region and their contribution towards New Zealand's overall GDP per capita.
- Enhance the attractiveness of each region as a place to live and work.

Part C: Link with fund and government outcomes – delivers benefit to communities

18. How will the project/activity lift productivity potential in the regions?

[This section should clearly and succinctly describe how the project/activity meets the primary objective of the fund which is “to lift productivity potential in the regions”. Please provide a description of this through the following outcomes]

PGF Outcome	✓	How will the project positively or negatively impact this outcome in the region(s) identified?
1. Increase economic output	✓	CO.STARTERS and Te Kōrau will play an important foundational role to build entrepreneurial capability and help stimulate the creation of new businesses. Additionally, CO.STARTERS and Te Kōrau can add value by connecting promising new ventures with technology, support services and funding.
2. Increase productivity and growth	✓	CO.STARTERS and Te Kōrau will help support the development of vibrant entrepreneurial ecosystems to strengthen, diversify and grow regional economies. Drawing on work with communities worldwide, the CO.STARTERS programme can be implemented in a short timeframe and offers extensive support resources to help fuel business growth and decrease business failure rates.
3. Increase local employment and wages (in general and for Māori)	✓	By building entrepreneurial capability in participants, the CO.STARTERS and Te Kōrau programmes will have a direct positive impact on the creation of new startup businesses. Additionally, both programmes will help to decrease the failure rates of established SMEs and reduce beneficiary numbers through pathways to self-employment and increased employment.
4. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	The CO.STARTERS and Te Kōrau programmes are open and accessible to all (including youth). In addition, CO.STARTERS offers the ‘Generator’ programme, a modular version of the Core program that helps senior college students explore their passions through generating, testing, and launching ideas (outside the scope of this application).
5. Enhance wellbeing, within and/or between regions	✓	The success of the CO.STARTERS and Te Kōrau programmes can be measured across economic, human, social and environmental criteria, as outlined in the Treasury’s Living Standards Framework and in support of the goals of the PGF

If you have any other comments, please provide them here:

Part D: Additionality – adds value by building on what is already there

19. How does this project/activity demonstrate additionality within the region?

[This section should clearly and succinctly describe how the project/activity meets the Te Ara Mahi principle: ‘Ensure additionality by only deploying investments where existing departmental funding for workforce initiatives cannot be used to support proposals’. Please cover:

- *Why the project is not already underway.*
- *How the project/activity addresses a gap in service provision.*
- *How the project links with other projects and initiatives regionally and / or nationally.]*

CO.STARTERS has achieved steady organic growth since being brought to New Zealand by Chorus in 2015 as part of their Gigatown initiative. Since then, CO.STARTERS programmes have run at AUT, Mum’s Garage (Auckland), Activate Tairāwhiti (Gisborne), Buller REAP / EPIC Westport (Greymouth, Westport & Kara mea), The Cell, Wanaka (Wanaka), Innovate Nelson (Nelson), and Startup Dunedin (Dunedin).

In 2017/18 Venture Centre (Tauranga) incorporated CO.STARTERS into its Digital and Entrepreneurial Development Ecosystem platform development pilot project. In 2019, CO.STARTERS programmes will launch in Hamilton (via SODA) and Napier (via Business Hawkes Bay).

Over the last three years CO.STARTERS has proven itself as a valuable capability-building programme for aspiring entrepreneurs. However, in many regions – and in common with many countries – there remains a lack of support for people who are at the earliest stage of developing their entrepreneurial ideas. Easily accessible programmes – and the lack of a community support system for those beginning their journey – means that many people are too overwhelmed to even start to build the capability, confidence and drive to develop their ideas and launch a business. Existing business accelerator programmes are either too expensive, located too far away, or have a very specific focus that is not appropriate for many businesses. Equally, the remit for regional EDAs is so broad that they often do not have the budget, resources or capability to focus on the early-stage top section of the ‘entrepreneurial funnel’. As Sir Paul Callaghan said “You can’t grow the big massive trees unless you grow a whole lot of small trees first”.

20. Why is Government funding required to deliver this project?

[Please cover,

- *Why the funding cannot be sourced from other sources e.g. banks, investors.*
- *What the benefits are of Central Government funding this project/activity over alternative sources.]*

The slow and steady roll-out of CO.STARTERS in New Zealand has operated as something of an extended “proof of concept” trial. With government funding, the ongoing deployment of CO.STARTERS programmes, including Te Kōrau, can be accelerated significantly.

Much of the hard work has been done in raising awareness of Co.Starters in New Zealand and a nascent national network of CO.STARTERS locations has already been established. Central Government funding to establish and run CO.STARTERS and Te Kōrau pilots in two nominated surge regions in 2018 will deliver “quick wins” and establish models for engagement and implementation that will allow for the speedy ongoing roll-out of CO.STARTERS programmes (including Te Kōrau) in all 8 national surge regions.

Part D: Connected to regional stakeholders and frameworks

21. How is the project/activity connected to regional (and sector) stakeholders and frameworks?

[Please provide an overview, including any evidence where appropriate, of any relevant local and regional support for and input into the project/activity; either via existing regional development mechanisms (i.e. regional plans), or other engagement. If you do not have support, please explain why not and how you intend to get it. Stakeholders include: industry groups, employers, community groups, employment bodies, governance mechanisms, local and central government and iwi and other Māori governance mechanisms]

AUT will collaborate with – and work alongside – local partner organisations and regional stakeholders (including community-based/community-led organisations, social enterprises and NFP’s, iwi, hapū, regional and district councils, EDAs, educational institutions, industry, SMEs, etc.) to establish pilot programmes in priority “surge regions” as identified in the government’s Provincial Growth Strategy. Tai Tokerau/Northland and **Commercial Information** have been identified as possible locations for these pilots. Establishing these pilot programmes is an important first step to being able to collaboratively build healthy entrepreneurial ecosystems in the “surge” regions in support of the PGF – and across Aotearoa New Zealand as a whole.

AUT has already had early stage discussions **Commercial Information** about running CO.STARTERS and Te Kōrau in Tai Tokerau and the feedback has been positive and broadly supportive.

A tenet of our operating procedure is to utilise, not replicate, existing networks, communities and services. Our goal is to build communities through collaboration rather than competition.

Part E: Governance, risk management and frameworks

22. Project Management: Please explain how the project/activity will be delivered and managed

[Please cover, where relevant:

- *How will the activity be managed within your organisation?*
- *What project management practices will be in place? Note that a project / delivery plan is requested below.*
- *Who are the key personnel and their competencies within the organisation relating to this project? (provide an organisational/project structure where possible)*
- *What other parties are required for successful delivery of the project/activity?*
- *What involvement is required from the Provincial Development Unit?*
- *What procurement process has been/ will be undertaken (i.e. a selection of a provider(s)), and how will that be managed?*
- *Please attach a copy of the health and safety policy that will apply for this project/activity].*
-

AUT is the second largest University in New Zealand and is ranked in the top 1.2% of universities worldwide (Times Higher Education (THE) World University Rankings). AUT has a strategic goal to “work for our country and share our knowledge at home” and to “contribute to social, economic and environmental development”. These pilot programmes offer a significant opportunity for practical engagement - with purpose – that speaks clearly to these strategic goals.

The project management team have significant experience in developing and delivering CO.STARTERS programmes and are well-versed in all aspects of project management. A full project plan is included with this application.

It is not anticipated that there will be any requirement for the PDU to be actively involved in the delivery of this project. However, in the first instance, some assistance from the PDU to identify the regions that would benefit most from running the pilot programmes and introductions to key stakeholders at EDAs in these regions would be welcome.

AUT’s Health and Safety policy is included with this application.

23. Please provide an overview of the relevant skills and experience you/the applicant organisation has in delivering projects/activities of this nature

[Please include any track record you/applicant organisation may have in delivering projects/activities of a similar size, scope, or complexity, and how this experience will enable successful delivery/management of this project/activity. If you/the applicant organisation, do not have the experience, then please indicate how you will manage this risk.]

AUT has significant experience in running the CO.STARTERS core programme and has developed the Te Kōrau programme in consultation with CO.STARTERS. Since CO.STARTERS was first piloted at AUT in March 2016, a total of 13 cohorts have run, with Commer graduates completing the programme at a completion rate of more than Comin %

The Te Kōrau pilot was successfully piloted in 2018, delivered in wānanga style over two immersive weekends at a local Marae.

In the United States, the CO.STARTERS programme has been running since 2013 and has supported 8500 programme participants and 700 local community leaders in 150 different locations in the 5 years since launch.

24. Project Management: Please provide a project plan

[Please use the following table to describe the milestones/activities of the project, if preferred, a schedule can be provided]

Please see Project Plan schedule attached Withheld - Commercial Information

25. Please describe the regional readiness for implementation of the project/activity

[Please cover, where applicable:

- *The nature of current relationships you have with employers/sectors in the region(s) targeted for delivery, or if these are yet to be developed, what the plan is to develop them.*
- *Community/education provider readiness to support the project/activity in the new regions.]*

AUT has established relationships with a number of key stakeholders in surge regions that have been discussed as potential locations for the pilot programmes

- **Commercial Information** AUT has engaged in early-stage discussions around running pilot programmes of both CO.STARTERS (core) and Te Kōrau in Tai Tokerau
- **Commercial Information** : AUT has engaged in early-stage discussions around running pilot programmes of both CO.STARTERS (core) and Te Kōrau in **Commercial Information**
- **Commercial Information** AUT has established relationships with several of the key stakeholders in the **Commercial Information** region, but has yet to engage specifically on CO.STARTERS and/or Te Kōrau
- **Commercial Information** : AUT has established relationships with several of the key stakeholders in the **Commercial Information** region, but has yet to engage specifically on CO.STARTERS and/or Te Kōrau

26. Governance: Please explain how the project/activity will be overseen

[Please cover:

- *How your organisation will govern the project/activity*
- *How other organisations may be involved, e.g. the Provincial Development Unit, local council, or iwi/hapū, in the governance procedures.]*

As the lead applicant, AUT will take overall responsibility for project management and delivery. A project team will be formed to oversee the development and implementation of the project. This team will comprise;

- Martin Bell, Director Entrepreneurship and Innovation, AUT
- **Privacy of natural persons**, CO.STARTERS Programme Manager, AUT
- **Privacy of natural persons**, CO.STARTERS NZ/USA
- **Privacy of natural persons**, Consultant (Te Kōrau programme)
- **Privacy of natural persons**, Consultant (Te Kōrau programme)

AUT will collaborate with – and work alongside – local partner organisations and regional stakeholders (including community-based/community-led organisations, social enterprises and NFP's, iwi, hapū, regional and district councils, EDAs, educational institutions, industry, SMEs, etc.) to establish the pilot programmes in each region. As part of the initial 'Programme Establishment and Discovery' phase, meetings will be held to identify the most trusted and successful regional leaders and potential community organisers that can act as champions for CO.STARTERS and Te Kōrau in their respective regions. Once community organisers have been confirmed, commitments have been obtained and timelines and key milestones set, a delivery team will be formed comprising members of the overarching governance team (from AUT) and each local regional community organiser.

27. Describe any key assumptions that have been made relating to the project /activity

[Please cover: assumptions relating to the development of the expected outcomes, project implementation plan and assessment of 'additionality' for the project/activity e.g. what are the context and/or delivery assumptions that have been made which success will depend on.]

Project success will depend on several key assumptions;

- That we are able to identify and work alongside trusted and successful regional leaders and potential community organisers in a highly collaborative discussion and community of trust.
- That local community organisers have identified the need to run CO.STARTERS and Te Kōrau in their respective regions
- That the community organisers are able to identify local entrepreneurs in their region that can act as certified facilitators
- That there is strong demand for the programmes from potential participants

28. What are the key risks associated with delivery of this activity/project and how will you manage these risks? (Please update and advise the PDU of any new risks as they emerge).

[Where applicable, please provide an explanation of/reference to any documents or methods used to determine and assess risks, e.g. feasibility studies, economic/risk evaluations.]

Risk	Responsible party	Risk treatment / Mitigation	Rating [High/Medium/Low]
Regional community organiser buy-in	AUT	Commercial Information have already indicated their broad support for running pilot CO.STARTERS and Te Kōrau programmes in Tai Tokerau / Northland. Identifying another region as the second pilot location and gaining buy-in from local delivery partners carries some low-level risk. If a nominated region is not interested in running the programme, it should be possible to move to a third location, although with some delay to the timeline	Low
Resourcing	AUT and local community organiser	Early identification of resource requirements and ensuring that appropriate resourcing is in place	Low
Timeline	AUT and local community organiser	Weekly review of timeline and progress towards milestones by the Project team, with adjustments as necessary	Low
Facilitator recruitment	Local community organiser	Ensuring that local community organisers have the tools and resources they need to recruit high-quality facilitators from the local entrepreneurial community	Low
Participant recruitment	Local community organiser	Ensuring that local community organisers have the tools and resources they need to recruit participants to each programme	Low
Programme completion rate	Local community organiser	Ensuring that participants stay engaged for the duration of the programme, using proven and established methodologies from earlier cohorts	Low
Communication	AUT and local community organiser	Regular reporting and check-ins between the local community organiser and delivery team/project team to ensure that the project is delivering to its primary objectives and that any issues arising are addressed promptly	Low

Part F: Funding details

29. Please identify the cost/benefit breakdown for the project/activity across the requested funding period.

[Please break down the funding request into relevant areas of spending; please use as many lines as it takes in each table to provide the appropriate detail. If more suitable, please attach a budget spreadsheet to this application]

28.A Total funding request

	2018/19 FY	2019/2020 FY	2020/2021 FY (if applicable)	TOTAL
Total funding request		\$ Commercial Inform		\$ Commercial Inform

28.B Funding breakdown

[Please breakdown the funding request provided in 28.A above]

<i>[example funding breakdown]</i>	2018/19 FY	2019/20 FY	2020/2021 FY (if applicable)	TOTAL
Administrative costs and support		\$ Commercial I		\$ Commercial I
HR costs		\$ Commercial Info		\$ Commercial Info
Programme costs, including programme licensing and course materials		\$ Commercial Info		\$ Commercial Info
Facilitator training		\$ Commercial Info		\$ Commercial Info
Pilot programme review and report		\$ Commercial I		\$ Commercial I
Other travel and miscellaneous costs		\$ Commercial I		\$ Commercial I

28.C Funding rationale

[Please provide the rationale for the funding breakdown provided in 28.B above]

Administrative costs and support	Administrative support for ^{Com} x programme in 2 x location
HR costs	<p>All HR costs associated with;</p> <p>Programme establishment</p> <p>Initial discovery and network/community building:</p> <ul style="list-style-type: none"> Initial meetings and discovery to identify the most trusted and successful regional leaders and potential community organisers and invite them to engage in a highly collaborative discussion and community of trust. Gain commitments from first round of leaders and community organisers to run pilot CO.STARTERS and Te Kōrau programmes in their respective regions. Collaborate with local community organisers to develop timeline and key milestones to run pilot programmes for CO.STARTERS and Te Kōrau in 2019. Collaborate to develop and enhance programme material (as required). Work with local community organisers to develop a marketing programme and associated collateral. <p>Community organiser training</p>

	<ul style="list-style-type: none"> The in-person community organiser training is a deep-dive into the details of how CO.STARTERS and Te Kōrau will work in the local community context, assessing particular needs and requirements, and identifying individuals and organisations who might be able to help in the initial launch. <p><u>Local Partners: Program Execution Support</u></p> <p>Local facilitators:</p> <ul style="list-style-type: none"> Payments by local partners to local trained programme facilitators
<i>Programme costs, including programme licensing and course materials</i>	<p>CO.STARTERS and Te Kōrau programme licensing fees:</p> <ul style="list-style-type: none"> Allows both locations to have access to all of CO.STARTERS NZ/US programmes, community, and benefits. <p>CO.STARTERS and Te Kōrau course materials:</p> <ul style="list-style-type: none"> Course materials for ^{Comm} x participants
<i>Facilitator training</i>	<ul style="list-style-type: none"> The in-person, day and a half facilitator/support network training for each programme and location brings together experienced entrepreneurs from the community who are excited about supporting entrepreneurship and equips them with the tools needed to facilitate the programme. Participation in this training is required to become a CO.STARTERS Certified Facilitator. Included in the initial training is administrator support to help the local administrator become familiar with the structures for programme enrolment, payment, and programme execution Commercial Information to 2 x regional locations.
<i>Pilot programme review and report</i>	<ul style="list-style-type: none"> Meetings with key stakeholders to review pilot programmes. Prepare report on pilot programmes for PDU and Ministry of Regional Economic Development officials.
<i>Other travel and miscellaneous costs</i>	<ul style="list-style-type: none"> Workshop materials fee x 2 workshops per year x 2 locations Travel expenses for initial discovery and network/community building Travel expenses for community organizer training

28.D Average cost per outcome e.g. average cost per person supported into employment:

The average cost per person supported into employment is \$^{Co} based on ^{Comm}% of participants finding full-time employment and ^{Comm}% of participants starting a new venture and supporting an average of ^{Comm} further people into employment, either as co-founders or employees. This cost would reduce in subsequent years due to the absence of non recurring costs associated with establishing the pilot programmes

30. Is additional funding likely to be applied for prior to the 2020/2021 financial year i.e. within the life of the PGF (the PGF expires on 30 June 2021)? Yes: No:

If Yes, please describe at a high level, what this may include, when this is likely to be applied for and why it isn't being applied for now:

The initial funding is for a pilot of the CO.STARTERS core programme and Te Kōrau programme in two 'surge eg ons'. If the pilots are successful, then further funding will be sought to expand the programme into other reg ons in Commercial Information

31. Is funding required beyond the 2020/2021 financial year i.e. beyond the life of the PGF? Yes: No:

If Yes, please describe how the project will be funded beyond the life of the PGF (the PGF expires on 30 June 2021)?

Potentially (as per question 30). However, in the long term, the aim of the Co.Starters programme is to empower local ecosystem builders to create a distributed network of support which does not rely on any one business, institution or agency for long-term funding

32. What is the future intent (at this stage) of the project/activity?

The nature of this project is to develop grassroots, community-lead and sustainable neighbourhoods/communities of innovation and entrepreneurial activity. Beyond that, there is potential to develop the field of "Ecosystem Building" as a new model for social and economic development and to build a strong, collaborative and sustainable national community of practice. CO.STARTERS and Te Kōrau would be important foundation programmes within this broader initiative and would form an integral part of an Entrepreneurial Ecosystem Building Playbook for the NZ environment that gives community leaders the tools, connections and content they need to build a thriving entrepreneurial community in their region.

AUT and CO.STARTERS have begun a preliminary investigation into this possibility, building on work already underway in the US and being led by CO.STARTERS and Commercial Information). This programme seeks to build a framework to understand the different stages of entrepreneurial community growth and to help communities identify their trajectory and current status as a community, and the most critical areas of focus to address that will make the biggest difference for their specific needs.

Commercial Information

AUT is also in early-stage discussions with CO.STARTERS Commercial Information – together with several international Universities – to develop a longitudinal international research programme to measure the long-term impact of entrepreneurial programmes such as CO.STARTERS, as well as accelerators, incubators and other activities focused on building entrepreneurial capability.

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

[A joint application is where two or more New Zealand based organisations are planning to partner, either formally or informally, to deliver an activity through PGF]

Commercial Information

Part G: Services to children

34. Will you be delivering service to children and young people under the age of 18? Yes: No:

[If Yes, please provide a copy of your child protection policies (please note your application will be shared with other government agencies).

Child protection policies must be, at a minimum:

- *Written*
- *Contain provisions on the identification and reporting of child abuse and neglect.]*

35. Have all staff involved in the delivery of services to children been vetted? Yes: No:

Part H: Supporting documentation

[Attach any supporting documents. This could include evidence of endorsement by the regional lead or regional governance body, letters of support from employers, governance documents, designs/concept developments, feasibility studies, registration with the Police Licensing and Vetting Service, Staff codes of behaviour, child protection policies economic or risk evaluations or any document which supports assumptions, measurements or judgements made in the business case. Please list these in order below, and reference each document]

	Document (title)	Purpose
1	Health and Safety Policy Edited	AUT Health and Safety policy in support of application Withheld - Commercial Information
2	Health and Safety Policy_Annex edited	As above Withheld - Commercial Information
3	Co.starters Project Plan PDU final version	Project Plan schedule in support of application Withheld - Commercial Information
4		
5		

Part I: Declarations

Commercial Information

36. Has this activity ever been declined Crown Funding in the past?
37. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings?
38. 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
39. Is any individual involved in the application, the proposed contracting entity or the project, an undischarged bankrupt?
40. 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?
41. 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>
42. 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: Martin Bell

Title / position: Director, Entrepreneurship and Innovation

Signature:

Date: 28/02/19

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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 project/activity
- 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)