

Application for Funding

Express Applications



About this form

This form enables you to make an express application for funding from the Provincial Growth Fund. The form is designed solely for applications under \$100,000 relating to planning, feasibility studies, business cases, or training / capability. If your application is for anything else, please use one of the other forms available on the [Provincial Growth Fund website](#)

Completing this form

Please complete all sections. Square brackets and italics indicate guides. Please see the PGF website for further support.

Submitting your application

All completed forms must be emailed to PGF@mbie.govt.nz with "PGF Express" in the subject line.

Public disclosure

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 1: Key Details

1. Proposal Title:

Turakina Māori Girls College Redevelopment Project – Te Poho o Tuariki

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

To build a local workforce pipeline aligned to local industry need and create a competitive advantage for Te Rūnanga o Ngā Wairiki Ngāti Apa and the Rangitīkei District. The purchase of Turakina Māori Girls College has presented the Rūnanga with a unique opportunity to develop a collective enterprise with a coalition of willing stakeholders to establish a base to pursue local economic development objectives. The first package of work requires the development of feasibility study and business case for an industry driven Education, Training and Employment Programme with a contemporary kaupapa Māori philosophy delivered in a fit for purpose facility designed to grow local, district, regional and national capability and capacity.

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

Legal Name:	Te Rūnanga o Ngā Wairiki – Ngāti Apa
Entity Type:	Trust (please provide your Trust Deed)
Registered Offices / Place of Business:	Māori collective operating from Marton
Identifying Number:	<i>[e.g. Company Number, NZBN, trust / society number, etc. if applicable]</i>
Organisation's Website:	http://www.Ngātiapa.iwi.nz

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

Contact Name:	Grant Huwyler, Tāhūhū Rangapū - Group Chief Executive, Te Rūnanga o Ngā Wairiki - Ngāti Apa		
Email Address:	9(2)(a)	Telephone:	9(2)(a)

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

[Note for completion: we wish to know what your organisation's primary function is]

Te Rūnanga o Ngā Wairiki – Ngāti Apa has responsibility for the management of the assets of the Rūnanga. The commercial asset base is managed by Ngāti Apa Developments Ltd (NADL).

6. This project will be based in the region of: Manawatu-Wanganui

7. What is the activity / funding start and end date?

Start Date:	17/09/2018	Completion Date:	19/12/2018
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8. The total value of this application’s activity is set out below (Provincial Growth Fund funding requests must be under \$100,000 for an Express Application):

Source of Funding:	\$ (excluding GST)
Provincial Growth Fund Funding (through this application)	\$95,000
Regional Funding (Te Rūnunga o Ngā Wairiki – Ngāti Apa and partners)	\$30,000
Total:	\$125,000

Part B: Project Description

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

10. If successful, is there likely to be a follow on application? Yes: No:

11. Please explain the project / activity for which funding is being sought:

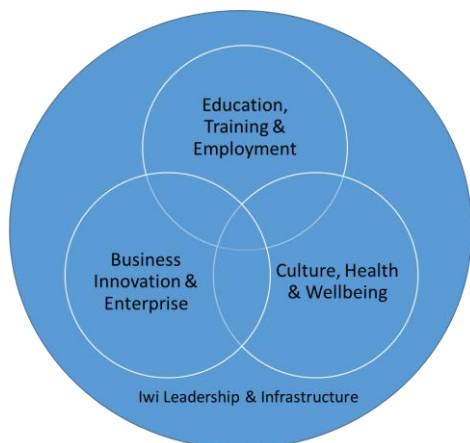
This project is aligned with the strategic outcomes of the Provincial Growth Fund (PGF) and requires \$95,000 of government funding through the PGF which will then leverage \$30,000 of regional funding to complete the next stage of the project. The funding is required for a feasibility study and business case, which will canvas a workforce pipeline study, an Education, Training and Employment programme, and draft site masterplan.

In 2018 Te Rūnunga o Ngā Wairiki Ngāti Apa (the Rūnanga) bought the 5.16-hectare campus of the former Turakina Māori Girls College on Henderson Line, Marton, to relocate its administration headquarters and health & social services unit.



The purchase of the school has presented the Rūnanga with a unique opportunity to work with its strategic partners to establish a base for the Rūnanga and Rangitīkei District economic development objectives.

The Rūnanga engaged JMG (an MBIE approved Commercial Advisor) to work with Māori collectives under Te Pūnaha Hiringa: Māori Innovation Fund to undertake an initial scoping study. This study (summary attached to this application) identified 31 opportunities for the redevelopment of Turakina Maori Girls College. These were subsequently grouped into four development packages:



- A. Education, training and employment
- B. Culture, health and wellbeing
- C. Business, innovation and enterprise
- D. Iwi leadership and infrastructure

Work is already underway on implementing components of packages B and D as the Rūnanga has relocated their administration, health and social services functions to the Marton site.

Package A has been identified as catalyst package to lift local productivity, create sustainable jobs and enable the Rūnanga to reach their full potential. Jobs are seen as

the foundation of a broader vision of prosperity.

The funding will be used to complete a feasibility study that will include:

- A detailed stakeholder analysis and formation of a coalition of willing stakeholders.
- A workforce pipeline study (supply and demand) including financial forecasts, economic analysis, new jobs created, and district, regional and national benefits.
- Integration into the economic development strategy for the Rūnanga and Rangitīkei District.
- Development of an Education, Training and Employment programme overview.
- Development of a draft Masterplan for the site.

12. How does the project align with the objectives of the Provincial Growth Fund, and what benefits will be delivered:

[Explain and describe how the project will lift productivity in the region, using the headings below. For more information, please see the criteria for the Fund at Appendix 2]

Link with fund and government outcomes

The project has been set up to meet the following regional outcomes of government and the regional priorities of partners:

- **Enhance economic development opportunities** – This initiative supports the development of a workforce pipeline to provide a pathway for local people to find local employment. Building and maintaining a workforce with the requisite skills is key to local businesses retention, expansion and growth.
- **Contribute to the economic growth in the local community** – Te Rūnanga o Ngā Wairiki - Ngāti Apa are committed to identifying and initiating solutions to economic, social and environmental issues to build a healthy and economically viable community. This will be achieved by mobilising local resources to meet local needs and reinvesting profits into the local economy.
- **Create sustainable jobs** – The project is expected to provide 20 teaching jobs and 20 support jobs directly and provide upskilling opportunities for iwi members, and people in the surrounding district and region.
- **Enable Māori to reach their full potential** – This is an iwi lead initiative designed to improve the utilisation of Rūnanga assets that will focus on enabling Maori. While offering opportunities for Maori it will also allow other members of the district and regional communities to participate.
- **Facilitate better opportunities for iwi investment** – Long term environmental, social, cultural and economic progress is underpinned from having a balanced approach to investment - the quadruple bottom line. Building on a solid base of property assets to invest in a wide range of enterprises will also create training opportunities and generate jobs for iwi members.
- **Boost social inclusion and participation** - Te Rūnanga o Ngā Wairiki - Ngāti Apa view the asset to be one that is available to a wider community and will look to develop options that ensures people, regardless of their circumstances, are able to enter the programmes offered and use the facilities. While the initial focus is on education, training and employment, providing important skills, including trades and employment pathways, the long-term development will incorporate integrated services that support personal and community wellbeing.
- **Build resilient communities** – The facility will help upskill community members, both in terms of individual and community security. The facility plans to offer civil defence/emergency facilities, capability, management and training (like bolstering volunteer fire fighter numbers)
- **Help meet New Zealand's climate change targets** – While this project will not in itself address climate change, it proposed that the development will adopt environmentally friendly materials and develop programmes that raise awareness of climate, environmental and food risk issues.

Additionality

This is a new development opportunity in the district that repurposes an existing asset for the benefit of the Rūnanga, District and Region. The project leverages the collective capability of the partners involved.

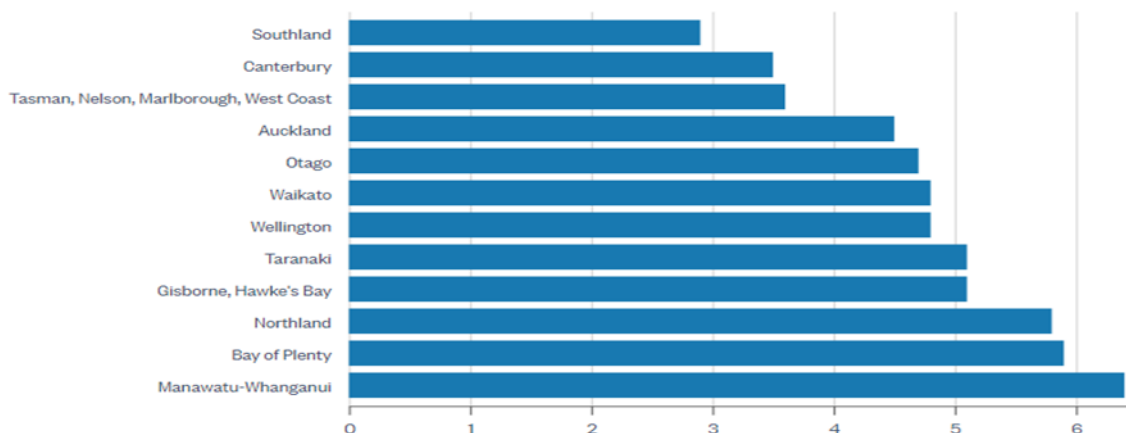
The Manawatu/Whanganui region has the highest rate of unemployment in New Zealand at 6.4%.

Unemployment rate in New Zealand by region

figure.nz

2018 Q1, % of the labour force

Provider: Stats NZ



There has also been renewed growth in the number of youth not in employment, education or training which has risen to 18.7%.

Youth who are not in employment, education, or training in the Manawatu-Whanganui Region, New Zealand

figure.nz

2008 Q1–2018 Q1, % of people aged 15–24 (NEET rate)

Provider: Stats NZ



This project specifically looks to build a local workforce pipeline aligned to local industry need and create a competitive advantage for Te Rūnanga o Ngā Wairiki Ngāti Apa and the Rangitīkei District. In doing so it will support the following outcomes:

Jobs	Household Income	Skills	Social & Cultural integration	Regional Integration	National Integration
<ul style="list-style-type: none"> • More locals employed • Better jobs for locals • More youth in education, training or employment 	<ul style="list-style-type: none"> • Improved net incomes for local households 	<ul style="list-style-type: none"> • Skills matched to industry need • Increased availability of local skilled workers • Creating sustainable jobs 	<ul style="list-style-type: none"> • Active participation of local communities • Aligned to a contemporary kaupapa Māori philosophy 	<ul style="list-style-type: none"> • Aligned with the strategic objectives of Accelerate 25, Te Pae Tawhiti and the Rangitīkei Long Term Plan 2018 to 2028 	<ul style="list-style-type: none"> • Lifting productivity of the provinces • Enabling Māori to reach their full potential

Connected to regional stakeholders and frameworks

Accelerate 25 (A25)

The Project is in the training and education sector supporting iwi businesses and local industries and is aligned with the objectives of Accelerate 25 (Growing a prosperous Manawatu/Whanganui by 2025) and Te Pae Tawhiti (Manawatū-Whanganui Māori Economic Development Strategy). In particular:

- **Labour capacity building block** – utilisation and capability are required. There is under-utilised labour in pockets throughout the region, particularly in rural and remote areas. This can often be difficult to achieve because of the incompatibility between skills and job requirements. The proposed development of a locally focused training facility in conjunction with a tailored education, training and employment programme provides an integrated workforce platform.
- **Skills and talent enabler** – The Manawatu/Whanganui region have an enviable record of labour market growth. However, upskilling the workforce is a constant requirement and more so with the implementation of the range of opportunities in the A25 Action Plan. This enabler is at the heart of many opportunities. The real challenge is the delivery. At some point all opportunities that involve a need for significant skill may need to undertake some form of “skills formation” analysis. This is an industry-driven, public-sector engagement process, associated with defining the skills required which is at the heart of this project. There are a number of key characteristics required in skills, training and talent development programmes:
 - **Flexibility** - Classroom training has limited relevance on its own to evolving sectors (e.g. tourism). Instead a more flexible approach is required that combines a mix of classroom training, on the job training, internships etc.
 - **Local workforce** – Opportunities in areas such as tourism can provide employment to local populations in areas where employment is limited. This can often be difficult to achieve because of the incompatibility between employee skills and business requirements.

Te Pae Tawhiti

Te Pae Tawhiti identified a number of pathways to success with the following being relevant to this project:

- **Nga kaihoe** – building capability and capacity to achieve intended results. Achieving the level of success in the opportunities identified in the Te Pae Tawhiti strategy hinges developing a pipeline of skilled people. Education, especially for rangitahi, will be critical for building a workforce that can undertake the wide range of tasks necessary for each priority. A workforce drawn from iwi and local Maori communities will be more able to contribute directly and indirectly to the overall goals of Te Pae Tawhiti.

Rangitīkei District Long Term Plan 2018 -2028

Council’s vision is for ‘A Thriving District’. To make this vision a reality, Council has set nine community outcomes of which the following two are relevant to this project:

- **Economic development** - Facilitating growth through infrastructure investment, an enabling regulatory framework and collaboration.
- **Community resilience** - Advocating for, working in partnership and supporting groups which are concerned with the well-being of the District’s communities

Council informed the community and sought feedback in the form of priority ranking of the five areas where Council considers it could be effective in the economic development space, these being:

- **Promotion** – to build the Districts reputation as a great place to live, work and visit.
- **Expanding markets** – to focus on growth and prosperity.
- **Facilitation** – to facilitate and connect business development agencies with local businesses.
- **Labour planning** – to align business employment needs with education providers.
- **Incentivising growth/development** – to attract residential development, new businesses and expand existing business.

Community feedback on the plan identified the areas considered to be the most worthwhile fall into the category

of 'Growing business and jobs'; with subsequent consideration given to 'Growing skills and capability'.

This project specifically aims to build a local workforce pipeline aligned to local industry need and create a competitive advantage for Te Rūnanga o Ngā Wairiki Ngāti Apa and the Rangitīkei District. This will grow local skills and capability which in turn will grow and support business and jobs.

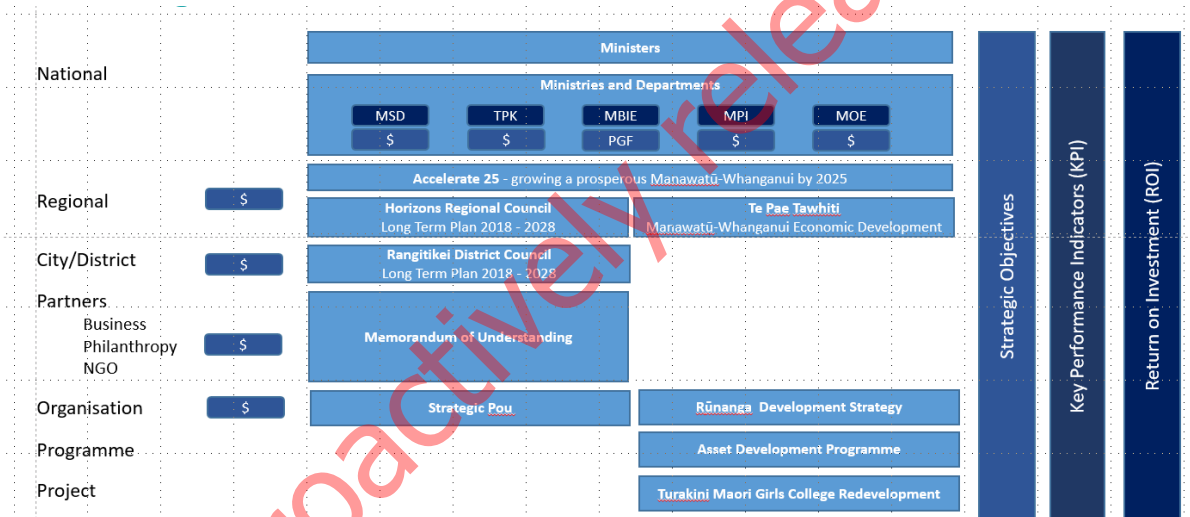
A Coalition of Willing Stakeholders

The project has instigated discussions with national partner 9(2)(b)(ii) and key regional partners including:

- 9(2)(b)(ii)
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

One of the next steps is to get more formal commitment of the various stakeholders through the development of a coalition charter.

The following framework has been adopted to ensure the objectives of the project are fully aligned with those of the various partners.



Governance, risk management, and project execution

The keys to effective development and utilisation of Māori assets are:

- **Engaged owners** – The Rūnanga as owners of the land and facilities are committed to the project and have already committed significant resources and funding to establish the project and undertake the initial scoping and pre-feasibility.
- **Effective governance** – The Rūnanga has a well-established governance and management structure in place (refer section 15).
- **Sufficient resources** – While helping to achieve the economic development objectives of the Rūnanga this project has significant benefits for the local, district and regional communities. The project is beyond the financial means and resources of the Rūnanga. Therefore the success of the project is dependent on establishing a coalition of willing stakeholders and attracting sufficient investment.

¹ Te Rūnanga o Ngā Wairiki – Ngāti Apa are in the process of finalising an agreement which will see UCOL provide a resource to the Rūnanga for 1 day per week for a year, and the Rūnanga in turn creating two scholarships for Rūnanga youth to undertake study at UCOL.

The next phase of the project (feasibility study and business case) will refine earlier thinking and provide the rationale to answer the question “what will it be?”. This will be achieved by working with the coalition of willing stakeholders to develop a business case that will:

- Confirm the strategic case for change
- Detail the feasible options
- Quantify the costs and benefits of each option
- Evaluate the options and agree a preferred option
- Consider commercial arrangements
- Identify funding sources
- Outline a plan for implementation

Conclusion

This request for \$95,000 of funding from the PGF is required to leverage the \$30,000 of regional funding which demonstrates the strong local support to complete the next stage of the project. Funding is required for a feasibility study and business case, that will include a workforce pipeline study, an Education, Training and Employment programme overview, site masterplan and business case.

With an ambition to build a local workforce pipeline aligned to local industry need and create a competitive advantage for Te Rūnanga o Ngā Wairiki Ngāti Apa and the Rangitīkei District.

Part C: Delivery of this Activity

[Please note – this section refers to the actual activity associated with this application.]

13. What are the proposed deliverables if funding is approved?

[Please use the following table where appropriate, consider what deliverables will be provided, when, and whether there are any payments associated with them. If it is a single deliverable with single payment, just use one line]

#	Deliverable	Due Date	Associated Payment (ex-GST)
1	A detailed stakeholder analysis and formation of a “coalition of the willing”.	9(2)(b)(ii)	\$10,000
2	A workforce demand study		\$20,000
3	Integration into the economic development strategy for the Rūnanga and Rangitīkei District		\$15,000
4	Development of an Education, Training and Employment programme		\$20,000
5	Development of a Masterplan for the site		\$40,000
6	Development of the Business Case		\$20,000

14. Please provide a breakdown of the costs of the project:

[Note that figures in this table must align with other figures provided]

Cost Description:	\$ (excluding GST)
Consultancy, Subject Matter Expertise & Project Support	\$85,000
Masterplanning	\$40,000
Total	\$125,000

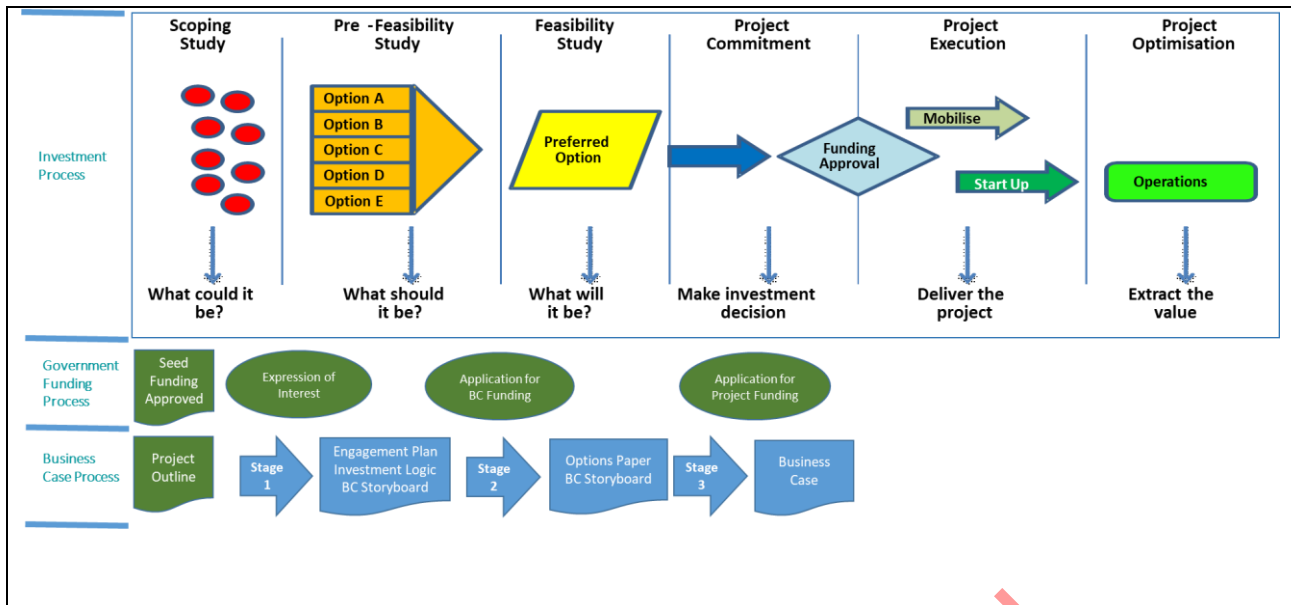
15. Governance: Please explain how you will deliver and manage the activity:

The following relates to the governance and management of the project:

- *The Sponsor is Pāhia Turia, Chairman Te Rūnanga o Ngā Wairiki Ngāti Apa, supported by the Board of Trustees of Ngā Wairiki – Ngāti Apa Developments Limited*
- *Project oversight is the responsibility of the Board of Ngā Wairiki – Ngāti Apa Developments Limited.*

Members of the Board are:

- *Tracey Hook, Director, Chair*
 - *Tony Gray, exiting Director*
 - *Andrew French, Director*
 - *Kevin Were, Director*
 - *Pahia Turia, incoming Director, and current Trustee and Chair on the shareholding body, Te Rūnanga o Ngā Wairiki – Ngāti Apa*
 - *Grant Huwyler – Group CEO*
 - *Chris Shenton – GM Lands and Environment*
 - *Murray Carey – Accountant and Principal Financial Advisor (Virtual CFO)*
 - *Ownership of the project on a day to day basis will be undertaken by Grant Huwyler, Tāhūhū Rangapū - Group Chief Executive, Te Rūnanga o Ngā Wairiki - Ngāti Apa. Grant reports through to Pāhia as Board Chair of Te Rūnanga o Ngā Wairiki Ngāti Apa*
 - *The project is being managed by John Jarvis of Jarvis McDonald Group Ltd (JMG) who reports through to the Owner, Grant Huwyler. John will work with Grant in defining, agreeing and allocating internal and external resource and funding as required. Bill McDonald of Jarvis McDonald Group Ltd (JMG) is lead consultant.*
 - *JMG helps clients to prosper by giving them confidence to make the decisions that are right for them:*
 - *Assisting clients to look at fresh opportunities or difficult problems with multiple, and different, lens that includes a wider community of interest.*
 - *Working alongside them to facilitate the interactions with the people that have a stake.*
 - *Providing clarity to cut through the complexity and apply rigour to refine the options.*
- Where the client needs backing from external agencies or internal decision makers, JMG assists them to become investment-ready, helping them to understand and meet the conditions associated with receiving funding. JMG is well connected with government agencies, local government and philanthropy. Matching client initiatives to the party with the best fit, to champion and guide it through the approval process, ensuring that this is pain-free for all concerned. Ultimately JMG stands for clients realising their own potential, creating confidence so that through their own capability, they are able to build a better world for them.*
- *JMG was selected as a provider on the by way of the MBIE Commercial Advisors Scheme which supports the Te Pūnaha Hiringa: Māori Innovation Fund.*
 - *As the programme enters the next phase, reporting and control requirements are being confirmed and implemented, including regular reporting and controls management encompassing financials, schedule, risk and issues, dependencies etc.*
 - *Provincial Development Unit (PDU) involvement is not required at this time, however we will initiate further discussion as we progress with the deliverables to ensure we understand expectations and provide appropriate artefacts, which will in turn enable appropriate decision making to be undertaken.*
 - *The following process is being followed for the definition, validation and execution of the project from scoping through execution:*



16. What risks are associated with the delivery of this activity?

#	Risk	Mitigation approach	Rating
1	If we are unable to obtain buy-in from key stakeholders, then the project can't proceed as envisaged	<ul style="list-style-type: none"> - Identify core stakeholders and engage early - Complete a coalition charter with key parties 	M
2	If insufficient demand for local jobs exist, then the project can't proceed as envisaged	<ul style="list-style-type: none"> - Identify key prospect job areas and complete workforce demand study 	M
3	If demand is shown in areas that is not aligned with the Rūnanga Economic Development Strategy, then we will need to revisit the base strategy and case with the Rūnanga	<ul style="list-style-type: none"> - Identify key prospect job areas and complete workforce demand study 	M
4	If the Education Training and Employment (ETE) programme identified does not require classroom facilities, then the building programme will not be required	<ul style="list-style-type: none"> - Assess the needs as identified in the workforce demand study - Look to alternative uses for the facility 	M
5	If the facilities are not fit for purpose for the agreed Education Training and Employment (ETE) programme or significantly falls short of modern building standards within a reasonable timeframe, then the project will be delayed	<ul style="list-style-type: none"> - Assess the needs as identified in the workforce demand study - Look to alternative uses for the facility - Assess condition of the facility both for fit for purpose and for modern building standards - Understand the fiscal gap 	M
6	If the costs to develop and establish the programme and/or the works required to the facilities are prohibitive, then the project will be delayed or stopped	<ul style="list-style-type: none"> - To decide to progress or not, and if progressed, seek additional funding 	M

Part D: Declarations

- 17. Has this activity ever been declined Crown Funding in the past? Yes: No:
- 18. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings? Yes: No:
- 19. Is any individual involved in the application, the proposed contracting entity or the project, an undischarged bankrupt? Yes: No:
- 20. 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? Yes: No:
- 21. 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. Yes: No:
 "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>


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"):

- A. I have read, understand and agree to the Terms and Conditions of applying for Provincial Growth Fund funding which are attached as Appendix 1;
- B. 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;
- C. I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- D. I consent to this application being publically released if funding is approved. I have identified the commercially sensitive and personal information.
- E. 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
- F. 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:
Grant Denys Pahia Huwyler

Title / position:
Group CEO

Signature:


Date:
31 August 2018

Appendix 1 – Terms and Conditions of applying to the Provincial Growth Fund

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.

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 - Proposed 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

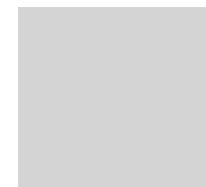
Governance, risk management and project execution

- 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)

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Growing Prosperous Communities

Lifting productivity potential in the provinces by enhancing economic development opportunities, creating sustainable jobs, enabling Māori to reach their full potential, boosting social inclusion and participation, building resilient communities, and helping meet New Zealand's climate change targets.



Proactively released

Turakina Māori Girls College

Te Poho o Tuariki



A Broader Definition of Prosperity

Treasury Living Standards Framework

The Four Capitals

Intergenerational wellbeing relies on the growth, distribution, and sustainability of the Four Capitals. The Capitals are interdependent and work together to support wellbeing. The Crown-Māori relationship is integral to all four capitals. The LSF is being continually developed and the next iteration of the framework will consider the role of culture, including Māori culture, as part of the capitals approach in more detail.

Natural Capital

This refers to all aspects of the natural environment needed to support life and human activity. It includes land, soil, water, plants and animals, as well as minerals and energy resources.

Human Capital


This encompasses people's skills, knowledge and physical and mental health. These are the things which enable people to participate fully in work, study, recreation and in society more broadly.

Social Capital

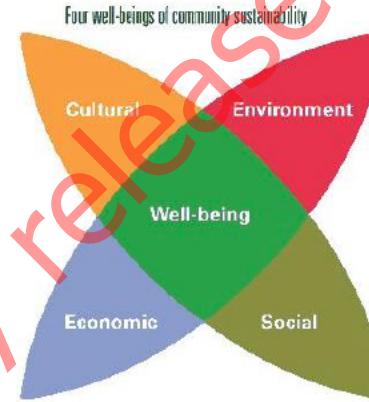
This describes the norms and values that underpin society. It includes things like trust, the rule of law, the Crown-Māori relationship, cultural identity, and the connections between people and communities.

Financial / Physical Capital

This includes things like houses, roads, buildings, hospitals, factories, equipment and vehicles. These are the things which make up the country's physical and financial assets which have a direct role in supporting incomes and material living conditions.

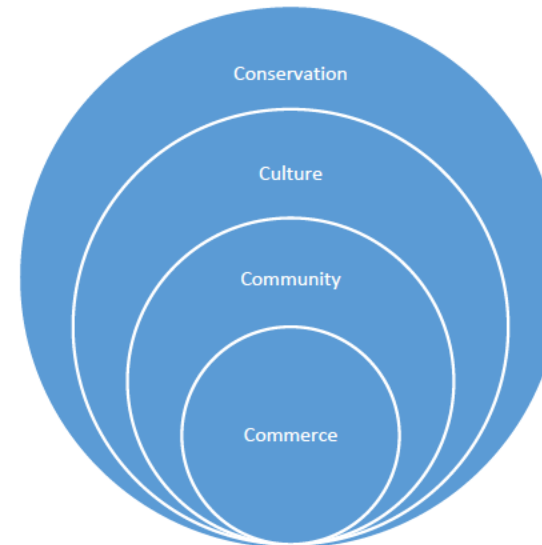


Local Government (Community Well-being) Amendment Bill



Section 10 - The purpose of local government is to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

Strong Sustainability Model



National Maori Economic Development Strategy



Reflecting the vision of iwi, hapū and whanau for a future where economic growth can be realised as a conduit to the sustainability and wellbeing of whānau, lands, waterways, marae, language and future generations

Higher living standards for all New Zealanders

- The Government has adopted the Living Standards Framework.
- Intergenerational wellbeing relies on growth, distribution and sustainability of the **Four Capitals**. The capitals are interdependent and work together to support wellbeing. The Crown-Maori relationship is integral to the four capitals:
 - **Natural Capital** – This refers to all aspects of the natural environment needed to support life and human activity. It includes land, soil, water, plants and animals as well as minerals and energy resources.
 - **Human Capital** – This encompasses people's skills, knowledge and physical and mental health. These are the things which enable people to participate fully in work, study, recreation and in society more broadly.
 - **Social Capital** – This describes the norms and values that underpin society. It includes things like trust, the rule of law, the Crown-Maori relationship, cultural identity and the connections between people and communities.
 - **Financial & Physical Capital** – This includes things like houses, roads, buildings, hospitals, schools, factories, equipment, technology and vehicles. These are the things which make up the country's physical and financial assets which have a direct role in supporting incomes and material living standards.

Provincial Growth

The Provincial Growth Fund will lift productivity potential in the provinces. Its priorities are to enhance economic development opportunities, create sustainable jobs, enable Māori to reach their full potential, boost social inclusion and participation, build resilient communities, and help meet New Zealand’s climate change targets.

Investment tiers

The Fund has **three** investment tiers which will deliver these priorities:



Regional projects and capability

Supporting initiatives for economic development, feasibility studies and capability building.



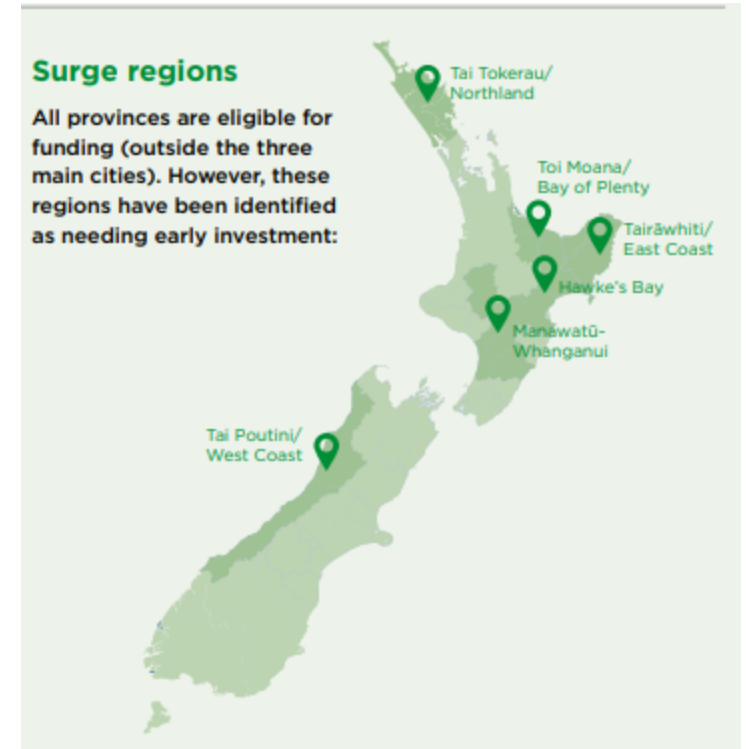
Sector investment (including the One Billion Trees programme)

Investing in initiatives targeted at priority and/or high value economic opportunities.

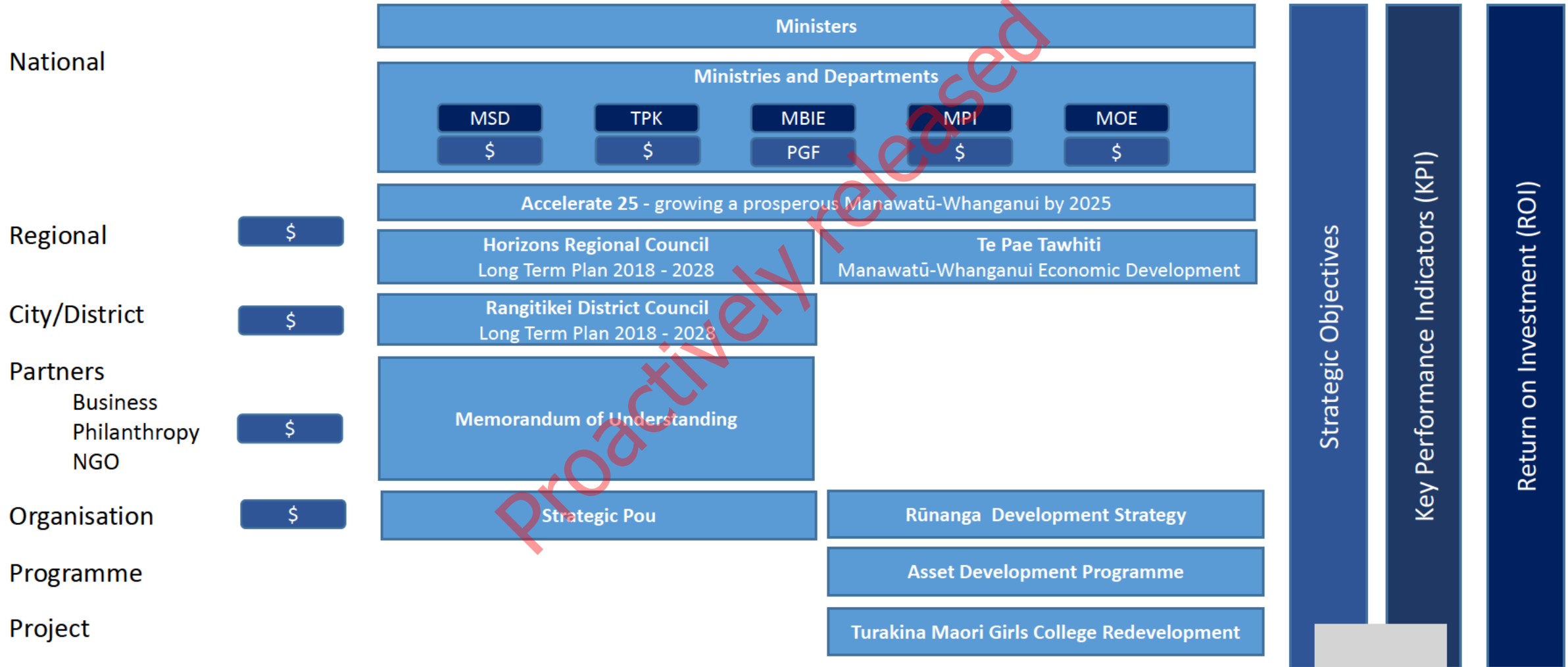


Enabling infrastructure projects

Investing in regional infrastructure projects that will lift productivity and grow jobs.



Strategic Context



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Turakina Māori Girls' College Redevelopment

To build confidence in people, organisations and communities so that they make the decisions that are right for them.



The people?

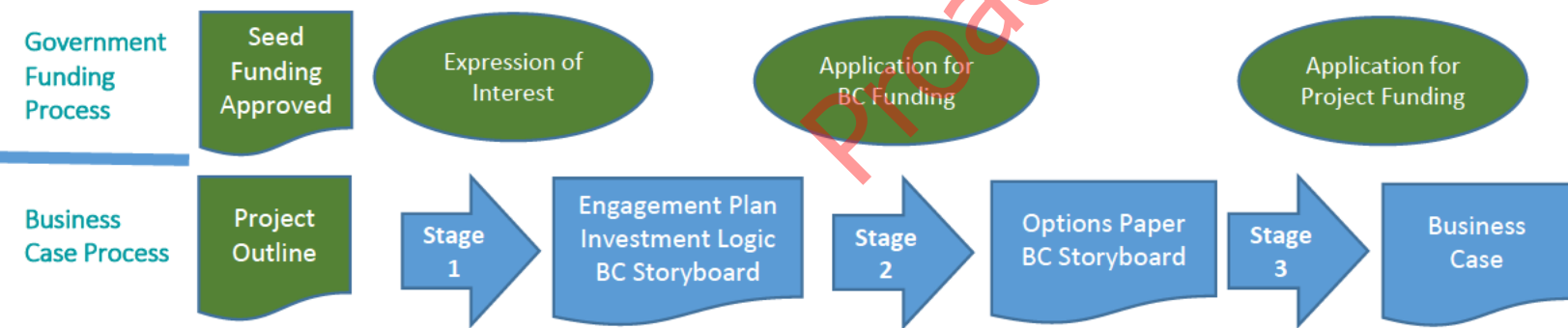
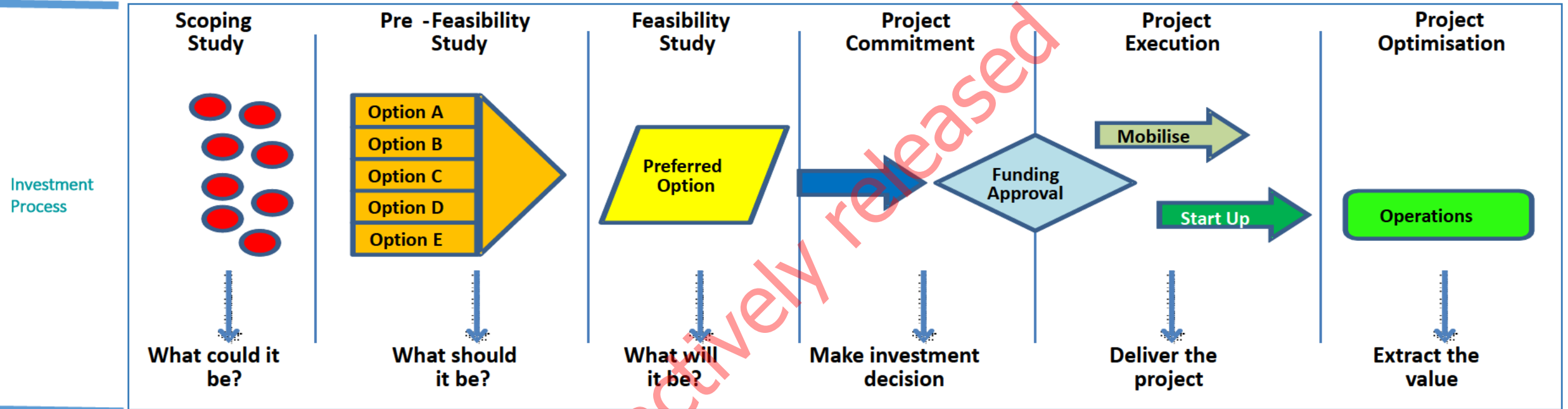
- The Ngā Wairiki Ngāti Apa Iwi that is represented by this Rūnanga is a contemporary collective of people that brings together the various hapū of:
 - Ngā Wairiki (Mangawhero, Whangaehu and Turakina)
 - Rangitikei (traditionally extending to Oroua).
- These hapū are diverse, with mutually exclusive traditions and customs, but are bound by a more recent history of alliance and intermarriage, and the will of our tupuna who emphasised Ngā Wairiki Ngāti Apa and defined this modern Iwi in terms of its lands and people.

The opportunity?

- In 2017 Te Rūnanga o Ngā Wairiki Ngāti Apa bought the 5.16 hectare campus of the former Turakina Māori Girls College on Henderson Line, Marton, to relocate its admin headquarters and health & social services unit.
- The purchase of the school has presented the Rūnanga with a unique opportunity to work with its strategic partners to establish a base for its local economic development objectives.



Is it something worth investing in?



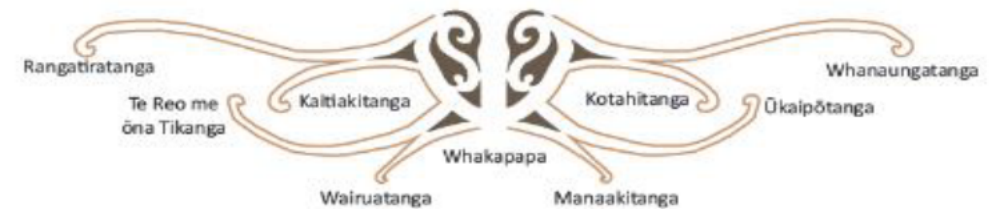
Is it aligned with our vision?

- Te Whāinga Nui – The Vision

E mura ana ngā ahi kā o Ngā Wairiki, o Ngāti Apa.

The fires of hapū occupation and influence in Ngā Wairiki and Ngāti Apa are well tended and are burning fiercely.

- Te Rākau Matua - The paiaka at the foundation of the rākau matua are the key to establishing the kaupapa for the Ngā Wairiki – Ngāti Apa Group.



Will it meet all of our strategic objectives?

Te Rūnanga o Ngā Wairiki Ngāti Apa Strategic Framework 2018 - 2022

- **Whakatupu (Grow)** - Growth is a balanced equation taking into account our commitments to our environment and wellbeing of our people.
 - Grow our people
 - Grow our income
 - Grow our capital and asset base
- **Tiaki (Protect)** – We view protection in its widest sense, extending to the protection of our people, our environment, our language and our assets:
 - Improve the wellbeing of our whānau and all whanau
 - Ensure the revitalisation of our reo, our culture and our heritage
 - We exceed compliance standards in our financial processes and accountabilities
 - We are proactive in the revitalisation and protection of our rohe environment
- **Tuhono (Engage)** – We clearly define and communicate the dimensions of our engagement with our people, aiming to promote and enable whanāu, hapū and iwi self-determination. We make resources, facilities and opportunities available to our people. We actively seek input and feedback on our activities and new initiatives generated by our people.
 - Te Kōtuku Hauroa is a key channel to engage with and support our whānau and community.
 - We actively communicate with all levels of our iwi and our internal groups.
 - Hapū, whānau and iwi provide us with opportunities to hear and address their needs and opportunities.
- **Whakarata (Serve)** – We exist as a collective body to serve the needs and aspirations of our people and our iwi. We are committed to Ngā Paiaka Matua, the values that are the foundation for all that we do. We work to address the needs of our whanāu, hapū and iwi within the boundaries of our resources..
 - We are respected for our sense of fairness in our efforts to empower our whānau, hapū, iwi and our wider community.
 - We are available to our people.

Will it meet our commercial objectives?

9(2)(b)(ii)

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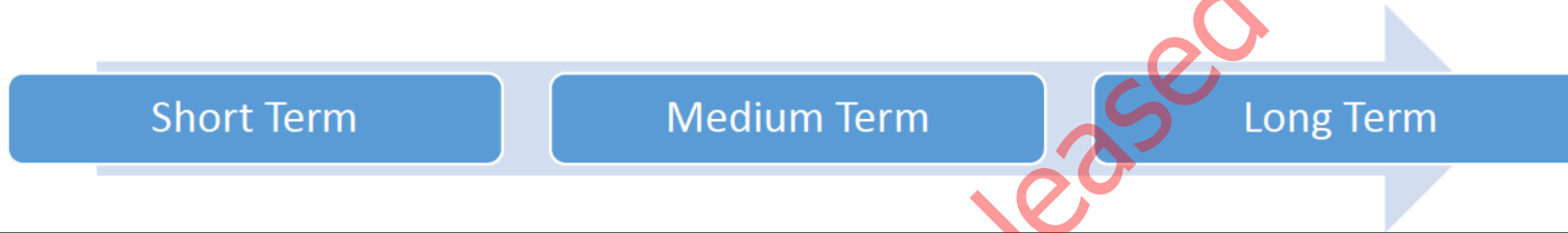
Identifying the options

- The workshop is part of the Strategic Assessment which outlines the initial justification for the need to invest in change and is used to support a recommendation to proceed to further business case development. It is the first step in the business case framework.
- The Strategic Assessment is intended to provide decision makers with a high degree of confidence that the investment they are considering aligns with strategic intentions and responds to a true business need (i.e. the Think phase of the investment management lifecycle - Think, Plan, Do, Review).
- Attendees
 - Len Hetet, Iwi member, currently working at Victoria University School of Architecture and Design
 - Coral Raukawa, Iwi member, currently working for Land Based Training.
 - Simon Karipa – Iwi member, currently CEO for Ngāti Apa ki te Ra Tō (related Iwi in the South Island)
 - Dr. Cherryl Smith – Iwi member, founding of Te Atawhai o te Ao – a local Māori research provided
 - Lyn McCurdy – Strategic Advisor
 - Grant Huwyler, Iwi member - Group CEO, Te Rūnanga o Ngā Wairiki – Ngāti Apa
 - John Jarvis – Project Manager -JMG
 - Mark Cassidy – Workshop Facilitator - JMG

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How will we measure success?



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Package	Capitals (Government)	Short-term Outputs (1 year)	Medium-term outcomes (2-3 years)	Long-term outcomes (3-5 years)	Long-term Impact (>5 years)	Benefits identified in Workshop
Education , Training & Employment Centre	Our Assets (Economic)	Income generated from courses	Profitable programmes	Sustainable education facility	Growing the asset base	Rise in employment
						Rise in high value employment
						Financial independence
	Our People (Human)	Number of courses offered	Number of recognised programmes	Reputation for delivering quality programmes	Centre of excellence with over-subscribed programmes	Participation in Nga Wairiki / Ngati Apa business
		Number of students attending	Number of students graduating	Students entering employment	Students on a sustainable career path	Whanau in prospective employers engagement space
						Careers
						Lifting whanau from education poverty
						Empower our youth through learning
						Knowledge
	Our Environment (Natural)	Number of courses that include sustainable practices	Programmes are recognised	Programmes are accredited	Sustainable Maori businesses	Create and develop leaders
						Internal knowledge to build a robust education strategy
	Our Community (Social)	Number of courses include te ao maori and te reo	Number of students confident in te ao Maori and te reo	Te Runanga o Nga Wairiki Ngati Apa values on the culture and practices are embedded in local industries and communities	Growing the Maori economy for the benefit of Te Runanga o Nga Wairiki Ngati Apa	Sustainable business practice (profit, people & planet)
Cultural strength						
Increase Iwi capacity						
						Safe accomodation and pastoral care

Staged development that builds on its own success and attracts new partners and funders

What will it cost?

Investment Process	Description	Status	Funding
Strategic Assessment	Provides an answer to the why invest question.	Complete	\$5,000
Scoping Study	Defining the opportunity and generating a list of options that answer the question: What could it be?	Complete	\$10,000
Pre-feasibility Study	Pre-feasibility Studies are designed to answer the question: What should it be?	In Progress	\$19,000
Feasibility Study	The more detailed feasibility study will refine earlier thinking and provide the rationale to answer the question: What will it be?	Yet to Start	\$130,000
Project Commitment	The above informs the detailed business case and ensure it “stacks up” from strategic, economic, commercial, financial, as well as community, social and implementation (management) perspectives Providing a robust platform for informed decision making and commitments. Go/No Go?	Yet to Start	\$4m to \$6m

Next Steps

To build confidence in people, organisations and communities so that they make the decisions that are right for them.

Action Plan for the next month

Milestone	Deliverable	Timeline
Strategy Workshop	Strategy and options workshop	9(2)(b)(ii)
Scoping Study	Workshop outputs required for the scoping study including: <ul style="list-style-type: none"> • Development Strategy • Long list of options • Strategic alignment • Development Packages • Scoping Study storyboard 	
Governance	Update report to the Board	
Expression of Interest	Draft expression of interest for the Provincial Growth Fund for: <ul style="list-style-type: none"> • Package A - Education, Training and Employment Centre. 	
Partnership agreements	Initiate discussions with potential partners including: <ul style="list-style-type: none"> • Skills New Zealand • UCOL • Rangitikei District Council • Whanganui & Partners 	
Funding	Update government officials on proposed redevelopment and submit an application to the PGF to fund the feasibility study and the business case.	
Pre-feasibility Study	<ul style="list-style-type: none"> • Engagement Plan • Investment Logic • Business Case Storyboard 	

PGF Expression of Interest (EOI)

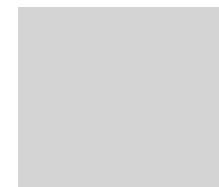
- Section 1 – Organisational Overview
- Section 2 – Project Overview
 - Purpose of the project
 - How the funding will be used
 - Key outcomes for the project
 - The need for the project
 - Whether the project is part of a wider initiative
 - Indicative project timeframes
- Section 3 – Cost Information

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Jarvis McDonald Group

To build confidence in people, organisations and communities so that they make the decisions that are right for them.



Jarvis McDonald Group

- Why we do what we do:

To build confidence in people, organisations and communities so that they make the decisions that are right for them.

- How we do it:

- **Provide clarity** – cutting through the complexity and make things understandable to achieve progress
- **Connect people** – building relationships based on trust and a common vision
- **Synthesise ideas** – uncovering real choices and solutions you can own and implement
- **Reenergise** – engendering a culture of self-belief and “can do” approach to bring ideas to life
- **Be available when needed** – taking the pain away and making life easier

What we do?

- We build confidence in people, organisations and communities so that they:
 - Are investment ready
 - Can present a case for something worth investing in
 - Are able to meet broader objectives
 - Are able to demonstrate they have the capacity and capability to deliver it

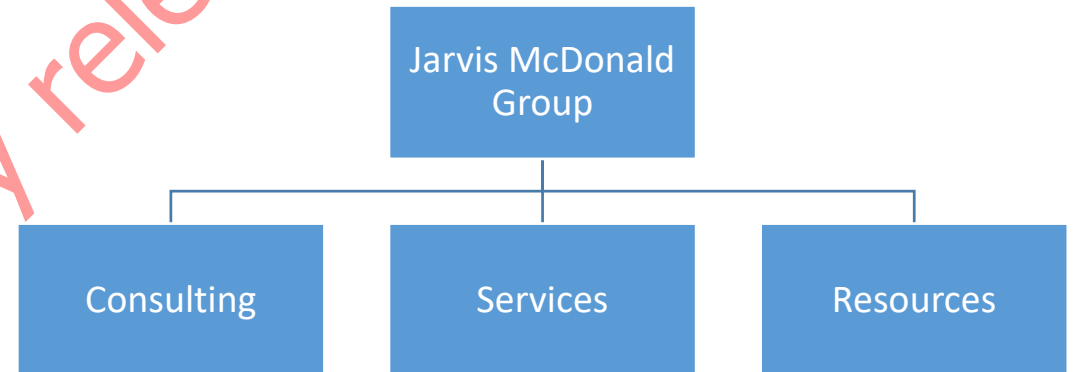
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Contact

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