



Application for Funding Employment and Skills (Te Ara Mahi)

About this form

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

Purpose of Te Ara Mahi

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

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

- 1) Focus on supporting local people into local employment opportunities by addressing the specific needs of those who need more help than can be currently provided in order to achieve sustainable employment.
- 2) Ensure additionality by only deploying investments where existing departmental funding for workforce initiatives cannot be used to support proposals.
- 3) Build or strengthen mechanisms for coordination of employers, workers and government that will endure past the lifetime of the PGF.
- 4) Reinforce investment in PGF Tier 2 (Sector Investment) and PGF Tier 3 (Enabling Infrastructure) projects; supporting their workforce requirements specifically.

Completing this form

Please complete all sections fully and accurately. Square brackets and italics indicate guides. Please see the PGF website, or contact your regional relationship manager, for further support.

Submitting your application

All completed forms must be emailed to PGF@mbie.govt.nz with a clear subject included. If you are a Trust (or applying on behalf of a Trust), then you must provide a copy of your Trust Deed.

Next Steps

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

Funding Agreement

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

Public disclosure

The Provincial Development Unit is responsible for leading the Provincial Growth Fund's design, administration and monitoring its operation in consultation with other government agencies. In the interests of public transparency, successful applications may be published by the Provincial Development Unit. Commercially sensitive and personal information will be redacted by reference to the provisions of the Official Information Act 1982. Please identify by highlighting any information in your application that you regard as commercially sensitive or as personal information for the purposes of the Privacy Act 1993.

Section 1: Key Details

1. Initiative title:

This is an employment and training program, modelled on a similar program run by Buller District Council and the Ministry of Social Development, that is targeted to skills shortage areas across the three district council areas on the West Coast of the South Island.

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

[If you are applying on behalf of another organisation, then please provide details of that organisation]

Legal Name:	Development West Coast
Entity Type:	Trust (please provide your Trust Deed) If other, please specify (if a trust please provide a list of current trustees with this application):
Registered Offices / Place of Business:	1 st Floor, 54 Tainui Street Greymouth
Identifying Number(s):	<i>[e.g. Company Number (s)(if you are trading as another company (s) then details of these must also be provided with this application), NZBN, Trust / society number, etc.]</i>
Organisation's Website:	www.dwc.org.nz

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

Contact Name and Role:	Dave Lynch – Business Development Manager		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

4. This initiative will be based in:

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

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

Source of Funding: <i>[Please indicate where all other funding has/will be sourced from, including from Government agencies]</i>	\$ (excluding GST)	Status / Commentary <i>[e.g. received / confirmed / in principle; end dates]</i>
Provincial Growth Fund Funding (through this application)	\$2,080,040	This application
Commercial Information	Commercial Inform	
Total Funding:	\$	Commercial Informatio

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

Is this project related to any other application which has sought, is seeking or has approved PGF funding? If yes, please provide the name (s) of the project	No	
Is yes to the above question, then please provide 1) the name (s) of the wider project/application (s) 2) the status of the wider project/application e.g.	Wider project/application name (s):	Status
	N/A	

approved, in progress, declined		
---------------------------------	--	--

Project Overview

The West Coast is a very large, sparsely populated region, which has a geographic span equivalent to the distance between Auckland and Wellington. The three districts comprising the West Coast have distinctly separate needs for trained personnel, varying based on the predominant industries present in the district. For example, the Buller District has a mining and fishing focus, the Grey District is a service centre and has heavy industry, and the Westland District has much agriculture and a strong tourism focus. The need for personnel has grown to the point that the district councils report sitting in a state of extended under staffing. The councils and Development West Coast both point to examples in their districts of commercial entities struggling to attract and retain talent on the West Coast.

A highly successful pilot program for fitting people seeking employment, training or upskilling of existing employees to new jobs, and for the purposes of economic stimulation, was facilitated in the Buller region in 2016. This pilot was jointly funded by Development West Coast and MSD and was delivered with the assistance of Buller District Council.

As above the regions needs vary, so there are shortages in the tourist industry generally, as well as high demand for personnel in the health and aged care sector in the Grey District, planners for local government in the Buller region and trades personnel in Westland in the expansion of the garnet industry and future power projects. These are examples and do not encompass the complete list of skill shortages.

The proposed West Coast Regional Employment Scheme would provide the equivalent of [redacted] persons per district with recognised external qualifications. In the main these would be new positions with the employer and employees committing to jobs lasting a minimum of [redacted].^{Commercial Information} Secondly existing employees would be supported to undertake new training or education to move up into new roles.

The intention is to take the successful Buller Employment Initiative, and work alongside MSD once again to provide the whole West Coast region with a targeting approach to growing and upskilling its workforce. This would increase the economic base in the region, and in turn generate ancillary employment in the retail and service sectors.

Ultimately, a contribution is made to turning around some of the population attrition that has occurred in the region over the past decade.

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

This will constitute a joint application between Development West Coast, Buller District Council, Westland District Council, Grey District Council and the Ministry of Social Development.

All parties have endorsed this piece of work and all would be expected to remain involved in a governance capacity, as well as assisting in the administration of the program.

Commercial Information

It is expected that the West Coast Regional Employment Scheme functions alongside MSD's Mana in Mahi initiative, which is a similar program designed to help young people achieve and maintain employment, and to participate in formal training (<https://www.msd.govt.nz/documents/about-msd-and-our-work/newsroom/factsheets/budget/factsheet-mana-in-mahi-2019.pdf>).

¹ A joint application is one where two or more New Zealand based organisations are planning to partner, either formally or informally, to deliver an initiative through the PGF

--

Section 2: Target Group

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

Characteristic	Target	Examples
Age	All working age people	<ul style="list-style-type: none"> All working age peoples 18 – 29-year olds
Gender	Any gender group	<ul style="list-style-type: none"> Wāhine Any gender identification
Ethnicity	Any ethnic group	<ul style="list-style-type: none"> Māori Any ethnic identification
Location	<p>Westland District, Grey District and Buller District – West Coast.</p> <p>In some cases, people returning to the West Coast region (having called the West Coast home originally) from other provincial areas (excepting Metro locations) would be eligible. This is based on the criteria of the original Buller Employment Initiative upon which this work is based, that was “for the employment of Buller residents or ex-Buller residents who have moved away still seeking work and who wish to return”.</p> <p>There would be a contract element to the commitment required, detailed below.</p>	<ul style="list-style-type: none"> Wairoa North of Whangarei Region wide
Education, training and/or employment status	<p>The following groups would be supported by the project:</p> <ul style="list-style-type: none"> School Leavers Maori Parents re-entering the workforce Beneficiary’s People with disabilities Those upskilling from previous roles Over 50’s upskilling The project is not specifically aimed at NEET’s, as there are no recognisable concentrations of NEET’s on the West Coast Existing employees in organisations with roles to fill or seeking new training and education opportunities 	<ul style="list-style-type: none"> Not in education, employment or training Currently employed and looking to upskill No qualifications
Other distinguishing characteristics	The program will target identified skills shortage areas, based upon the needs of each individual region. For example, there is a need	<ul style="list-style-type: none"> Have shown an interest in carving Iwi affiliation

	<p>for planners in the Buller and Westland Regions that Buller District Council and Westland District Council have both identified. Similarly, there is a shortage of trained childcare and aged care workers in the Grey District. In Westland there is a shortage of trained childcare and hospitality.</p>	
--	---	--

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

DWC, Buller District Council and others haven't so much identified that the groups referenced above are unemployed or underemployed, but rather that the region has unfulfilled demand and a shrinking population, given factors such as a perceived lack of opportunities. There is clearly a mismatch here, presenting an opportunity to connect people to specific regional work and training opportunities.

The West Coast Regional Employment program aims to provide a pathway to employment or capability growth for people in the West Coast region specifically and seeks to address some of the issues around jobseekers leaving the region (West Coast one of the only regions in the country seeing a population contraction between 2013 and 2018 (<https://www.stats.govt.nz/information-releases/subnational-population-estimates-at-30-june-2019-provisional>)).

Through 2015/16 Buller District Council were provided with \$^{Comme} from Development West Coast as an economic stimulus initiative. A large part of the associated work was a program called the Buller Employment Initiative which was designed to provide general financial assistance to employers who provided new employment opportunities. These employers were offered \$^{Commercial Information} for each new job created. Financial support came from a mix of ^{Commercial Information}.

The Buller Employment Initiative was successful, in that it created ^{Comm} positions, and now serves as a proof-of-concept for such programs on the West Coast. It demonstrates that additional support is required for employers and potential employees to stimulate job creation and population growth in the region, but that there is an appetite present in business and in local government to take on these actions with support.

The West Coast Regional Employment program will provide a link between people seeking to upskill or undertake training, and jobs that show consistent challenges in attracting talent, reducing the risk to employers in taking cadets on and getting them to a work-ready state.

In many cases West Coast businesses either are not able to expand, or have to relocate their businesses, in order to find personnel. This was evidenced recently when a business that DWC had supported extensively relocated from Westport to Christchurch as they could not attract the essential personnel they required. Had the company the capacity to train new or upskill existing employees, this move may not have been necessary.

Obviously, there are existing connections between DWC, prospective employers, the regions' councils and leadership across the three districts, and these organisations have had ongoing dialogue about the challenges the region faces in recruiting talent. The three West Coast District Councils have themselves identified needs in-house that they cannot meet. In discussions around this new proposed program at least Westland District and Buller District Councils have self-identified as short staffed, and have held out the following talent gaps:

- Planning staff
- Engineering staff
- Building inspectors

Tai Poutini Polytechnic is based on the West Coast and will be a partner in any proposed employment scheme put in place. Tai Poutini has identified specific skills gaps across the West Coast region through the course of its work, and in 2018 offered up the following sectors across the region where skills are in demand:

- Trades and services
- Hospitality and tourism
- Healthcare and medical
- Construction and architecture
- Retail and consumer products

TPP's position is that the West Coast "wants to stay at the leading edge of agencies, employers and providers working together to deliver to improve productivity. This supports not only economic development but contributes to the social outcomes that sit alongside".

TPP also points to teaching, farming and agriculture and office administration as problem areas when it comes to in-demand skills in the region.

Engagement between DWC Business Development personnel and regional businesses has identified further shortage areas around pharmacists and other professional positions.

Considering the above information in the context of a region that is losing people to other larger, better-resourced regions, there is a clear need for investment in a program that provides an intermediary between those with an appetite to learn, and organisations with a desire to grow capability and capacity.

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

Key to the success of the West Coast Regional Employment Scheme will be the recruitment of an HR-trained project coordinator to drive the program and to lead engagement with participants and organisations. This new role will sit alongside the DWC organisational framework and will receive oversight from the Business Development unit, financial oversight from the CFO, and leadership from the CEO of Development West Coast.

The role is described in more detail in section 14. Below, but essentially this person is to:

- Understand the regions training opportunities, skills shortage areas and funding sources
- Undertake onboarding of candidates and drive the fitting of these candidates to opportunities

- Conduct reviews once people are placed into employment to ensure placements are successful
- Work to move or replace individuals if placements aren't successful
- Engage with stakeholders in the program such as the councils, MSD and the PDU

Engagement with the three West Coast councils has already begun to ascertain direct needs and needs in external organisations that the councils are aware of. Engaging candidates for the program through council channels will be key to the success of this program, and council personnel are accepting of the program and happy to provide this support. Further, council personnel will be involved in the candidate selection process too.

Engaging participants through MSD channels may occur and will be governed by an MOU between DWC and MSD. The intention with this MOU is to avoid any conflicts between the new initiative and existing programs, and to firm up the various roles and responsibilities of the parties.

The West Coast Regional Employment Scheme is not to be seen as replacing or replicating MSD's initiative Mana in Mahi, but rather seeks to sit alongside the MSD scheme and fill some of the gaps in it, with very much a West Coast focus.

Mana in Mahi refers to a particular focus on young people aged 18 to 24, whereas the West Coast Regional Employment Scheme is open to candidates of any age. Mana in Mahi also provides the employer with a 12-month wage subsidy, while the West Coast Regional Employment Scheme seeks to provide general financial support, not limited to a wage subsidy, Commercial Information

Ultimately the work is to add regional value to the West Coast by working with Mana in Mahi in this new West Coast Regional Employment Scheme.

MSD must ensure that "double dipping" isn't occurring, whereby a candidate is receiving MSD monetary support and potentially receives concurrent support via a program such as the West Coast Regional Employment Scheme. A process of working through these issues is ongoing, but MSD are very much supportive of programs to lift regional capability and productivity.

DWC is tasked with regional economic development, and therefore as part of 'business as usual' regularly interfaces with organisations of all kinds. DWC also has a network of training providers such as TPP that it is in regular contact with. Engagement or program participants through DWC channels is core to the success of this initiative.

Tai Poutini Polytechnic has provided support to Te Ara Mahi initiatives on the West Coast and has committed to assisting with fitting people to opportunities. Engaging with potential candidates for this program can occur through TPP existing networks.

To assist with identifying people and organisations that fit with the proposed program it is likely that the criteria for the Buller Employment Initiative will form the basis for the new West Coast Employment Initiative.

The criteria for positions created under the Buller Employment Initiative was as follows:

The position is a newly created position (an additional FTE over and above the average number of the past 12 months). There is not a limit on how many new positions can be created for a business, as long as all criteria is met.

- 2 years minimum commitment required for the sustainability of the position established
- 30 hours minimum per week
- Letter from your accountant confirming the business is in a sound financial position
- Development plan explaining how the position(s) will be established, its role and viability
- Each position established must have an employment contract and full job description
- Evidence of innovation / jobs creation – this can be included in the development plan
- The Buller Employment Initiative is for the employment of Buller residents or ex-Buller residents who have moved

away still seeking work and who wish to return to the district.

- Staff employed will be from a list of registered people seeking employment. They may be registered with Work and Income or be in a position where they are facing redundancy or generally seeking employment.

These criteria support DWC to qualify or disqualify organisational applicants to the scheme as well as the candidate applicants.

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

The specific employers being targeted are as follows:

- Grey District Council
- Westland District Council
- Buller District Council
- West Coast Regional Council

- Commercial Information

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

There is the potential to engage other DWC partner organisations such as:

- Commercial Information

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

There will be a region-wide impact with the potential for as many as ^{Comm} jobs created on the West Coast, or for a large proportion of the participants to increase their capability through taking on training. There is a multiplier effect likely given additional money flows present in the region, and from employers being able to fill roles that have been vacant for a long period of time.

Businesses that work with participant organisations potentially benefit from increased capacity, timeliness of service delivery and quality of output.

Section 3: Outcomes

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

Outcome category	Description	Number	Timeframe
	Please describe the outcomes that the initiative will result in for the target group, for each outcome category	Please provide the number of target group expected to attain these outcomes, for each outcome category	Please outline the time frames for delivery of support for the target group, for each outcome category (must be within a 12-18-month timeframe)
Skills	The West Coast region benefits from additional skills base in vocations such as planning, engineering, building inspection, and aged care work. Specific programs are listed below.	<p>Comin candidates per year, per 3 districts, per Commercial Informatio</p> <p>Comin candidates total</p>	<p>Commercial Information beginning</p> <p>Commercial Information</p>
Training	<p>Dependant on the mix of skill levels and roles that end up in the candidate mix. Some will be school leavers achieving tertiary qualifications, and some will be existing employees looking for upskilling opportunities.</p> <p>Some of the specific training offered:</p> <ul style="list-style-type: none"> • Work towards Bachelor of Environmental Policy (planning roles) • NZ Certificate in Environmental Management (assistant planner) • Diploma of Building Control (Building control officer) 	Dependant on the mix of skill levels	Commercial Informatio
Employment attainment	A number of new roles are established, or roles that have been vacant for a period of time (12 months plus). Candidates who left the region for other opportunities are supported to return if appropriate.	Comin candidates total	Commercial Informatio
Sustained employment of at least 6 months	It is expected that this scheme produces news roles, or roles that have been vacant for at least 12 months in the participant organisations. It is also expected that the roles involved are permanent roles in all cases.	Up to Comin new roles	

Section 4: Service delivery

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

The program is to be delivered by Development West Coast, with a DWC employed or contracted Program Coordinator working as an employment broker across the potential candidates, prospective employers, MSD and partner agencies, and Tai Poutini Polytechnic to execute the scheme.

Further, as the scheme progresses, the Program Coordinator is to provide the people accepted into the scheme with pastoral care services.

A salary band of \$^{Commercial Info} to \$^{Commercial Inform} has been allowed for in cost projections for this role.

As above, the West Coast region has a geographic span equivalent to the distance between Auckland and Wellington, so the Program Coordinator will be expected to travel the region and potentially stay in districts for days at a time. The Business Development Managers at DWC will be expected to provide program oversight. With the aim for a minimum of ^{Comm} positions per year in each of the three West Coast districts, the Program Coordinator will spend a considerable time working with DWC personnel to ensure that these targets are met.

The Program Coordinator role:

- Conducts needs assessments, determines probability of success of proposed programs, and selects and develops programs in response to needs.
- Supervises and distributes work to support staff and/or professional staff in order to implement arrangements and ensure compliance with stated schedules and commitments of assigned programs.
- Prepares program budgets, assists in preparing financial statements for the program in assigned areas of responsibility.
- Conducts promotional activities designed to generate enrolment.
- Supervises administration of programs, including registration and problem solving.
- Makes and/or supervises all necessary arrangements for programs including rooms, special material or equipment and follows up on all details for coordination and operations, maintaining liaison with appropriate parties responsible for providing services.
- Performs necessary administrative duties such as correspondence and reports, including summary reports of individual programs.
- Analyses enrolment trends and actively participates in long-range planning for future program needs.
- Administers and assists in development of instruments for evaluation of programs, then evaluates effectiveness of programs and recommends improvements or changes.
- Undertakes a pastoral care function involving reviews once candidates are placed into employment to ensure successful placements; works to redeploy individuals if/when required where placements might not be successful
- Liaison with partner agencies to manage expectations and ensure that there is no “double dipping” occurring with candidates receiving funds from other sources while in this training program

As above, the template for the West Coast Regional Employment programs is the Buller Employment Initiative. The criteria for the Buller Initiative provide a basis from which to build some expectations around qualifying the West Coast Employment Scheme participants:

The position is a newly created position (an additional FTE over and above the average number of the past 12 months). There is not a limit on how many new positions can be created for a business, as long as all criteria is met.

- 2 years minimum commitment required for the sustainability of the position established
- 30 hours minimum per week

- Letter from your accountant confirming the business is in a sound financial position
- Development plan explaining how the position(s) will be established, its role and viability
- Each position established must have an employment contract
- Evidence of innovation / jobs creation – this can be included in the development plan
- The Buller Employment Initiative is for the employment of Buller residents or ex-Buller residents who have moved away still seeking work and who wish to return to the district.
- Staff employed will be from a list of registered people seeking employment. They may be registered with Work and Income or be in a position where they are facing redundancy or generally seeking employment.

Some of the feedback reporting on the Buller Initiative included:

The success of the scheme can be attributed to –

- Council / MSD collaboration and support of Development West Coast
- Format of application and approval simple but accountable. This was consistently mentioned when reviewing the process with applicants.
- MSD staff on the ground making contact with employers, assisting and explaining the process.
- Direct personable contact. [REDACTED] Free and frank opinions [REDACTED].

This initiative has been very successful, and it would be extremely beneficial if we can extend and continue this scheme as the outcomes to date have exceeded expectations.

Fitting people to training opportunities would be undertaken by the Program Coordinator so this person likely has existing relationships with tertiary providers or is well versed on the tertiary training landscape.

It is expected that the candidates for the program will undertake a “training agreement” between themselves, the provider of the program (DWC), and the employer, to ensure commitment to the program and to the new role. This agreement provides for a period of time beyond the completion of training that the candidate continues to work for the employer, as a ‘return of service’ of sorts, in exchange for the employer and the program providing the training.

It is understood that this agreement is only appropriate where the candidate achieves an external qualification as part of their training, that this qualification provides a mutual benefit for candidate and employer, and where the ‘return of service’ period is reasonable (Commercial Information).

The Program Coordinator has a role to play in supporting participants to stay in work, in ensuring that candidates are placed with employers where there is a cultural fit. The organisational culture then plays a part in retaining the candidate.

A significant part of the initiative will be the upskilling of existing employees into new roles. This is a lower cost method of adding value to the organisation and the region given that recruitment will have already been undertaken, therefore the funds available will be reduced to \$ [REDACTED] per candidate.

In terms of the co-funding of this program there are contributions from many sources, including:

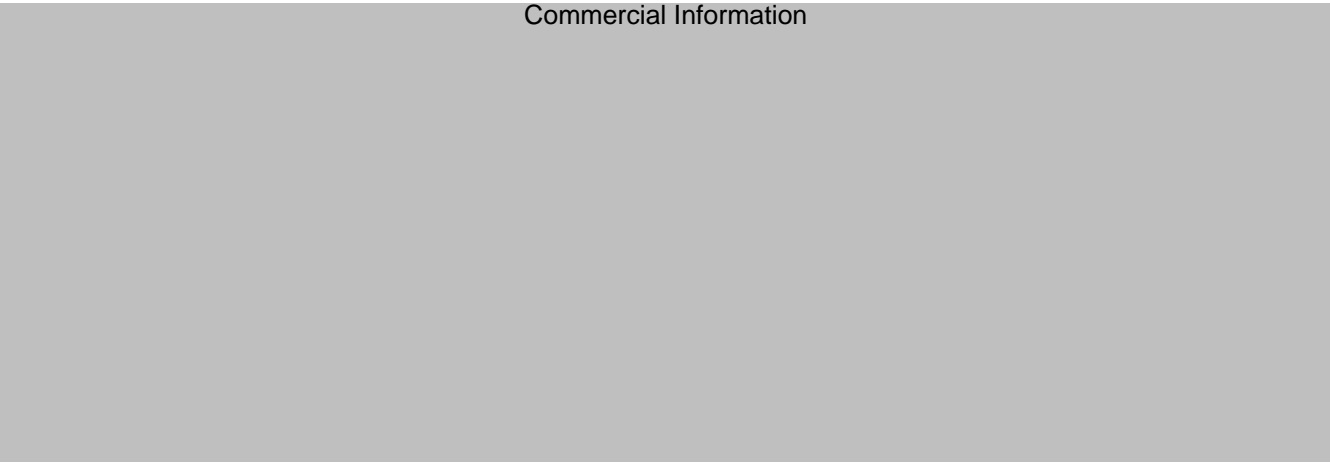
- The employer participant contributes resources in giving up time to consult on program recruitment
- Further employer contributions in the form of support, either direct or indirect, in sourcing accommodation and transport
- Time off for candidate study if required carries a cost to the employer in the form of productivity reduction

month timeframe

Full Project Plan attached

Project Planner - WC

Commercial Information



Section 5: Link with broader PGF outcomes government outcomes

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

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

PGF Outcome	✓	How will the project positively or negatively impact this outcome in the region(s) identified?
1. Increase economic output	✓	<p>This program aims to offer training and employment to people, based on per district per year over</p> <p>The increase in skilled employees will increase the output of the supported operations. The organisations that have experienced extended periods with vacant roles lift output with those roles filled.</p> <p>The added capability available locally on the West Coast means a cost reduction for organisations seeking workers, who will be able to draw from a local talent pool rather than seek workers further afield.</p>
2. Increase productivity and growth	✓	<p>Increase in productivity with the upgrading of skills through training. Moving existing employees to new, higher skilled roles increases organisational output but cuts the cost of new recruitment.</p> <p>With an increase in incomes there is the potential for growth in employment generated in the service sector and in retail.</p>
3. Increase local employment and wages (in general and for Māori)	✓	<p>The program upon which this proposed scheme is based added jobs to the Buller region. The Buller employment scheme is viewed as a test case for the appetite of West Coast employers for a program offering jobs and training to people matched with some funding contribution as a catalyst.</p> <p>The proposed scheme aims to create jobs, due to being matched to specific, long-term skills shortages and specific organisational needs across the whole West Coast region.</p>
4. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	<p>While there is no specific issue on the West Coast with youth unemployment, this scheme targets workers of any age, so youth will see some benefit if they form part of the candidate pool.</p>
5. Enhance wellbeing, within and/or between regions	✓	<p>Offering opportunities to upskill, adding new jobs to the region, expanding the skilled worker pool, and allowed people to remain at home and close to whanau all contribute to lifting wellbeing in the region.</p>

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

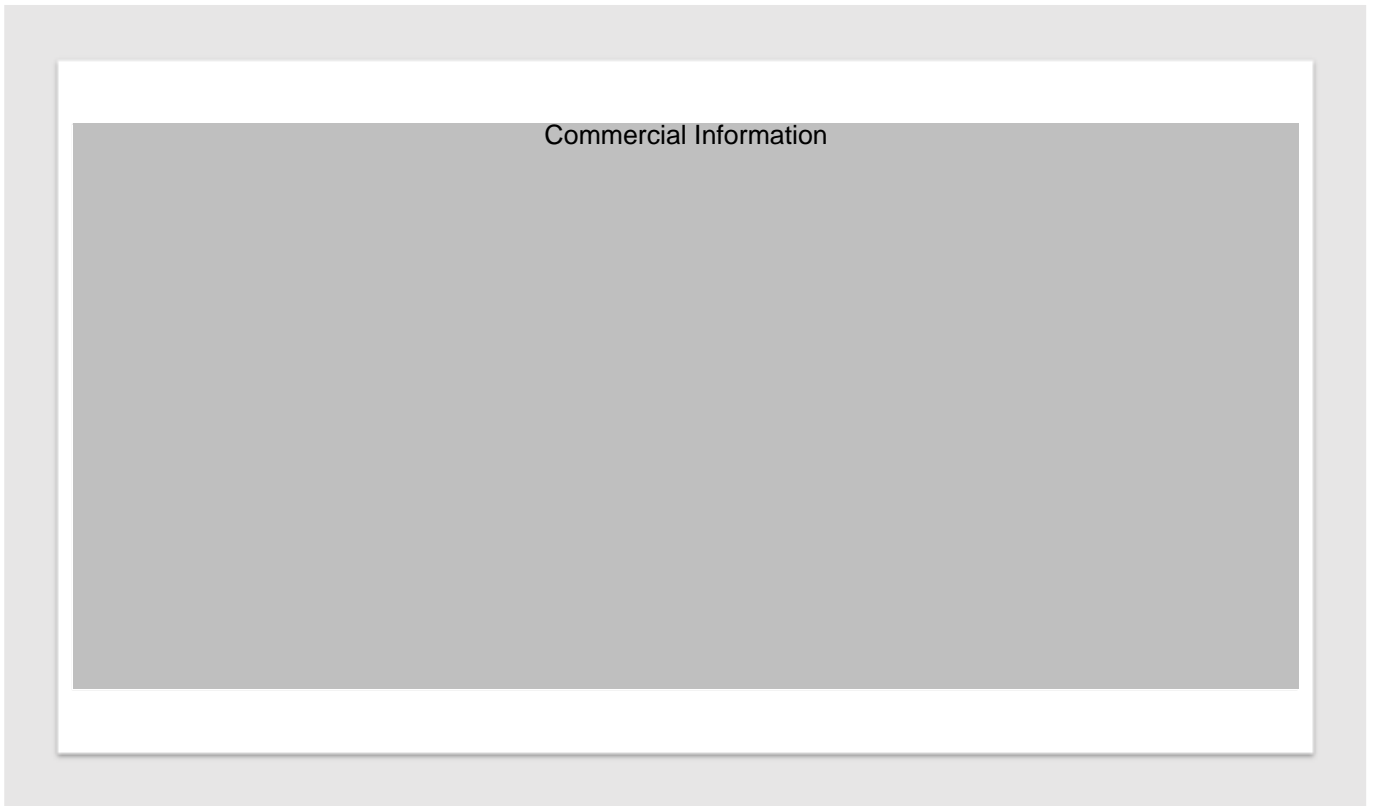
Top line, it would be expected that this initiative assists with slowing or reversing the flow of people away from the region.

Organisations that have experienced long term periods of short staffing or absence of personnel from higher skilled roles, such as WDC, see a lift in their organisational capacity and capability. In small communities the councils are large employers, so making this change has a trickle-down effect for the communities.

Section 6: Funding breakdown

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

Training Costs for Candidates



Program Delivery Costs

Component (insert new rows where required)	Cost (ex GST)
Program Coordinator Role	\$ Commercial Inform p.a. for Commere
Program Coordinator Travel – Fuel and accommodation (at 12,000km per year)	\$ Commercial I to
Vehicle lease (https://www.driveline.co.nz/vehicle/kia-rio/)	\$ Commercial I
General expenses	\$ Commercial I
Office lease	\$ Commercial I to
Candidate funding of up to \$ Commercial Inform per person over Comm people	Commercial Informatic
Total	\$2,080,040

*\$ Commercial Info applied to new applicants to the program. This reduces to \$ Commercial Info per candidate if they are applying as an existing employee seeking upskilling.

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

A portion of this initiative will be funded by DWC and some cost offset will be provided by partners in the form of:

- Commercial Information
- A period of reduced productivity while trainees are working in the organisation

- Time off for study blocks or exams
- Job or workplace specific equipment, such as PPE or similar

However, with only one program of this nature having been run in the region in the past (the Buller Employment Initiative) there is very little upon which to build a case for private funding.

There is a view that DWC could wholly fund such a program, but DWC itself needs to see more evidence that a region-wide employment initiative can function effectively and build economic and social value.

Government funding out of the Te Ara Mahi allocation appears a perfect fit to trial such a program for the benefit of the region.

Section 7: Additionality

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

- Adding value by building on what is already there
- Acts as a catalyst for productivity potential in the region

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

MSD's program Mana in Mahi is a program to support young people into sustainable employment by providing a wage subsidy to employers, as well as other financial incentive payments. This program allows for payments for up to 12 months and has a particular focus on those aged 18 to 24.

As discussed above, the West Coast Regional Employment Scheme is not to be seen as replacing or replicating Mana in Mahi. It is seeking to build upon Mana in Mahi and fill some of the gaps in it, with very much a West Coast focus.

In contrast to the Mana in Mahi focus on young people aged 18 to 24, the West Coast Regional Employment Scheme is open to candidates of any age. Mana in Mahi also provides the employer with a 12-month wage subsidy, while the West Coast Regional Employment Scheme seeks to provide general financial support, not limited to a wage subsidy, for up to Commercial Information

Further, Mana in Mahi seeks to provide workforce development that works on the labour supply side of the labour market economic equation. The issue on the West Coast however is demand based, in people leaving the region for opportunities in other regions, leaving a labour demand issue in their wake. There is unfulfilled workplace demand for the roles already described:

- Planners
- Engineers
- Building inspectors
- Hospitality

The evidence that the needs of job seekers and the needs of regional employers aren't being met is in the numbers of people moving away from the West Coast region, while large organisations such as the three district councils struggle to fill critical roles.

21. Please outline previous Government involvement with this initiative:

a) Has previous Government funding been received for this initiative?	No			
b) If yes a) above, please outline: 1) which part of Government, 2) when the funding was received, 3) how much was received and, 4) why the funding was discontinued	Agency which funding was received from	How much funding was received	When funding was received	Why it was discontinued
c) If no a) above, has this initiative previously been discussed with any part of Government?	No			
d) If yes c) above, please describe which part of government, and any outcomes of those discussions	This specific initiative hasn't, but the successful Buller Employment Initiative was discussed with and supported by MSD.			

Section 8: Regional engagement

22. Please outline what regional engagement has occurred relating to this initiative.

Evidence of this, including evidence of regional (and sector) stakeholder support, should be provided in the 'supporting evidence' section of this document.

<p>Engagement between Buller District Council, PDU personnel and DWC has been ongoing for some months on the potential for replicating the Buller Employment Initiative across the broader region.</p> <p>Westland District and Grey District council CEO's have both been approached and have been supportive of this approach, and have directed DWC to engage with others, Commercial Information</p> <p>Personnel from Te Puni Kokiri, the Ministry of Social Development and the Department of Conservation have all been involved in discussions to shape the program.</p> <p>The DWC Business Development Unit interfaces with businesses across the region on a daily basis and is best placed to continue socialising this program until it is operational.</p>

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

Stakeholder group	Description of relationship	Readiness for supporting this initiative
Employers	Strong.	High level of readiness with partners such as BDC, WDC, and GDC already having identified roles and departments that require support. Readiness of other partners Commercial Information still to be assessed. Plenty of opportunities to expand the level of engagement with potential employers given that the Business Development Unit at DWC is in regular contact with the regions business

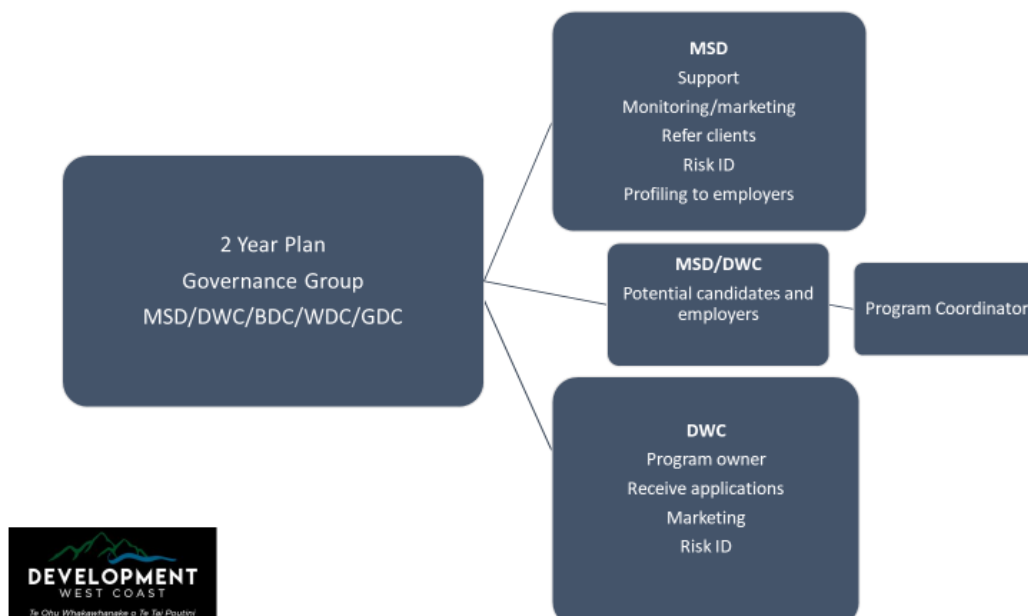
		community.
Education providers	Strong.	High level of readiness given ongoing engagement with Tai Poutini Polytechnic. The Program Coordinator will need to provide liaison with other tertiary education providers such as Canterbury University, Lincoln University or SIT who offer programs that suit the needs of some roles.
Training providers	Weak.	Further engagement needed with industry training organisations (ITO's) on what support is available, and their level of readiness for an initiative such as this.
Other relevant stakeholders	Strong.	High degree of readiness and a good level of engagement from both MSD and TPK. West Coast Regional Council still to be approached for involvement.

Section 9: Ability to deliver the service and intended outcomes

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

It is envisaged that the governance and management model used previously in the Buller Employment Initiative needs only minor alterations to function as the model for the proposed West Coast Regional Employment Scheme.

The previous scheme had the following structure:



Question	Response
How will the initiative be governed?	A governance group comprised of DWC personnel, MSD representation, council representation from each of BDC, GDC and WDC, and a PDU representative is required. This governance group has the role of reviewing the structure of the employment initiative, the criteria for applicants, the required resources and their fit for purpose, the troubleshooting of issues, and reporting to DWC and others on progress towards the expected outcomes.
How will the initiative be managed within your organisation and by whom?	Described extensively in item 14. above. The funding includes the provision for a Program Coordinator for the project, sitting at DWC. There will be oversight from the Business Development Unit and the CEO/CFO of Development West Coast. The key personnel in executing the program are the DWC Business Development unit who are in regular, BAU contact with businesses across the West Coast to ascertain needs and assist with establishing and or growing businesses. Additionally, this unit carries out a regional development role to assist the West Coast develop and grow to its' potential. Currently the project would only require the oversight that all projects would receive from the Provincial Development Unit.
What other parties are required for successful delivery of the initiative e.g. contractors and other agencies?	Te Puni Kokiri Ministry of Social Development WDC/GDC/BDC
What procurement process has been/will be undertaken for the initiative (i.e. a selection of a provider(s)), and how will it be managed?	A public tender process would be required per DWC standard tender requirements. The project would be overseen by a committee made up of DWC Business Development Unit personnel and the CFO to provide financial oversight.

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

Development West Coast (DWC) was set up as a Charitable Trust in 2001 to manage, invest and distribute income from a fund of \$92 million received from the Government.

This fund was an adjustment package for the loss of indigenous forestry and the privatisation of much infrastructure on the West Coast in the late 1990s.

DWC is governed by a Deed of Trust which specifies DWC's Objects - **to promote sustainable employment opportunities; and generate sustainable economic benefits for the West Coast, both now and into the future.**

A Board of seven Trustees govern DWC and they are supported by an Advisory Body who assist them on matters around the commercial finance function, and Investment Advisors who assist them on the management of the Fund. A staff of Commercial Info carry out the day to day functions of the Trust.

DWC has delivered in conjunction with partners a range of education programs over time, such as Co-Starters, which is a nine-week cohort-based program for new businesspeople. The program that equips aspiring

entrepreneurs with the insights, relationships and tools needed to turn ideas into action and turn a passion into a sustainable and thriving endeavour.

DWC also delivers the West Coast Leadership and Management Programme in conjunction with the NZ Institute of Management. This programme consists of seven workshops run over seven months and made up of seven core facets of leadership practice.

DWC functions as the West Coast regions' economic development agency. This means that a program designed to grow organisations, provide people with opportunities to train or upskill, and assist with adding jobs and GDP to the region nests perfectly within the organisation.

The Ministry of Social Development (MSD) is the lead agency for the social sector, helping the Government to set priorities across the sector, co-ordinate the actions of other social sector agencies and track changes in the social wellbeing of New Zealanders.

The Ministry provides policy advice and delivers social services and assistance to young people, working age people, older people, families, whānau and communities. MSD works directly with New Zealanders of all ages to improve their social wellbeing.

MSD serves over a million people, working out of more than 160 centres around the country. It is likely that every New Zealander will come into contact with the Ministry at some point in their life.

MSD's work, together with our social sector partners, is essential to achieving a sustainable and prosperous future, where all New Zealanders are able to take responsibility for themselves, be successful in their lives and participate in their communities.

The Ministry of Social Development works:

- to improve employment outcomes for our clients, with a particular focus on Māori clients and those with health conditions or disabilities
- to be more effective in providing social, transitional and emergency housing
- to enhance the way we collect, use and share data to support our investment approach
- to work with our partners and providers to deliver the right mix of services to the right people at the right time.

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

Risk	Risk treatment / Mitigation	Rating [High/Medium/Low]
No action is taken, and the opportunity is lost; people continue leaving the region and under staffing remains an issue.	Run a West Coast specific employment pathways program and assess impacts.	High risk
The program is established but ends up with unexpected cost pressures, potentially overspending.	Ensure robust governance and management of the program, embedding the Program Coordinator in an established team at DWC	Medium risk
The program underestimates the demand on either the candidate side or organizational side	Clear management of expectations undertaken by DWC and Program Coordinator. Target numbers are set at a high level.	Low risk

Risk	Risk treatment / Mitigation	Rating [High/Medium/Low]
The program overestimates the demand on either the candidate side or the organizational side	Program is pared back for future iterations. Expectations of stakeholders are clearly set, and success metrics regularly reported.	Low risk
Candidates aren't committed to the program and don't complete the training scheme.	Effective, formal establishment of pastoral care as a function of the Program Coordinator role. Pastoral care standards are monitored by DWC and governance.	Low risk.

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

Assumptions in developing this initiative include: <ul style="list-style-type: none"> • That current skills shortage areas are likely to be regionally relevant into the future • That a <small>Commercial Informat</small> term is sufficient to embed a new role in an organisation • That DWC continues to prioritise initiatives such as this into the future • That there is an adequate pipeline of candidates for the program into the future
--

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

Do you understand that the PDU will have reporting expectations if funding for this initiative is approved?	Yes
Please outline your/the applicant organisations ability/experience in meeting reporting requirements:	Development West Coast has already been the recipient of PGF funding and has supported other West Coast organisations that have received the same. The expectations of the PDU around reporting are well understood and familiar to the organisation.

Section 10: Future intent of initiative

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

a) Is additional funding likely to be applied for prior to the 2020/2021 financial year i.e. <i>within the life of the PGF</i> (the PGF expires on 30 June 2021)?	No
b) If yes to a) above, when this is likely to be applied for and why it isn't being applied for now:	N/A
c) Is funding required beyond the 2020/2021 financial year i.e. <i>beyond the life of the PGF?</i>	Yes
d) If yes to c) above, please describe how the project will be funded beyond the life of the PGF (the PGF expires on 30 June 2021)?	The intention is for Development West Coast to continue funding the West Coast Regional Employment scheme beyond the term of the PGF. DWC will take a sector-based approach to investment in the scheme, based on industry/organisational feedback, and based on research provided by Tai Poutini into skill shortage areas.

Section 11: Supporting documentation

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

	Document (title)	Purpose
1		
2		
3		
4		
5		

Section 12: Declarations

Commercial Information

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

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

Development West Coast is currently compliant with all legislated and regulatory requirements.

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:

Privacy of natural persons

Title / position:

Privacy of natural persons

Signature:

.....

Date:

14/11/2019

Appendix 1 – Terms and Conditions of this Application

General

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

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

Reliance by Provincial Development Unit

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

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

Ownership and intellectual property

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

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

Confidentiality

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

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

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

Limitation of Advice

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

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

No contractual obligations created

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

No process contract

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

Costs and expenses

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

Exclusion of liability

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

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

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

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

Inducements

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

Governing law and jurisdiction

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

Public statements

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

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

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

Appendix 2 - Operational criteria for all tiers of the Fund

Link to Fund and government outcomes

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

Additionality

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

Connected to regional stakeholders and frameworks

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

Governance, risk management and project execution

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