



COVERSHEET

Minister	Hon Barbara Edmonds	Portfolio	Economic Development
Title of Cabinet paper	Report back on implementation of the Advanced Manufacturing Industry Transformation Plan	Date to be published	10 October 2023

List of documents that have been proactively released

Date	Title	Author
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Information redacted

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Office of the Minister for Economic Development

Chair, Cabinet Economic Development Committee

Report back on implementation of the Advanced Manufacturing Industry Transformation Plan

Purpose

- 1 This paper provides an update on implementation of the Advanced Manufacturing Industry Transformation Plan (ITP), as invited by Cabinet in November 2022 [DEV-22-MIN-0264].
- 2 It seeks agreement to reinforce the government's ongoing commitment to support delivery of the ITP Action Plan.
- 3 It also seeks agreement that officials continue to develop options to implement pivotal actions in the ITP to achieve the benefits of sector transformation.

Relation to government priorities

- 4 Implementation of the Advanced Manufacturing ITP supports the government's overarching priorities to accelerate the shift towards a high wage, low emissions economy that provides economic security for all [DEV-21-MIN-022].
- 5 If implemented, the actions in the ITP will deliver on the government's focus on creating higher wage jobs through lifting productivity, growing skills, and investing in innovation. A globally competitive, circular, and net-zero emissions advanced manufacturing sector will accelerate our transition to a more productive, sustainable, and inclusive future.
- 6 The Advanced Manufacturing ITP aligns with and supports other government priorities, including: the Emissions Reduction Plan, Waste Strategy, Immigration Rebalance, Future of Work Forum, Reform of Vocational Education, Te Ara Paerangi - Future Pathways, He Kai Kei Aku Ringa: The Crown-Māori Economic Growth Partnership, All-of-Government Pacific Wellbeing Strategy and Pacific Employment Action Plan, and the National Security Strategy.

Executive summary

- 7 Advanced manufacturing has been prioritised for an Industry Transformation Plan (ITP) due to the sector's scale and potential to significantly increase productivity, higher-skill higher-wage jobs, and a globally competitive low emissions sector [DEV-20-MIN-0110 and DEV-22-MIN-0264].
- 8 A hallmark of the ITP to date has been partnership. Business, unions, government, Māori, Pacific Peoples, and wider stakeholders have co-created the Advanced Manufacturing ITP that was launched in March 2023.

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- 9 The Advanced Manufacturing ITP Action Plan is ambitious and, if implemented in full, would support the government’s strategy of achieving a high wage, low emissions economy that provides economic security for all [DEV-22-MIN-0264].
- 10 There is overwhelming sector support for urgent action to implement two ITP priorities:
- 10.1 ITP Priority 1 - increasing investment in advanced technologies and processes to lift productivity and wages; and
 - 10.2 ITP Priority 2 - developing and attracting a diverse high-skilled high-wage workforce.
- 11 ITP Priority 1 is seen by business, unions and Māori as a pivotal intervention and pre-requisite to lift productivity, higher-skill higher-wage jobs, and the transition to circular net-zero emissions manufacturing. ITP Priority 2 is seen as imperative by the sector to ensure that workers and communities benefit from the sector’s transformation.
- 12 The remaining four ITP priorities for transformation and growth are:
- 12.1 ITP Priority 3 - creating a leading circular net-zero emissions sector;
 - 12.2 ITP Priority 4 - improving understanding and perceptions of advanced manufacturing;
 - 12.3 ITP Priority 5 - making innovation, R&D, and science work for advanced manufacturing; and
 - 12.4 ITP Priority 6 - enhancing global connectivity and opportunities.
- 13 The Cabinet Economic Development Committee (DEV) invited a report back on the implementation of the Advanced Manufacturing ITP by August 2023 [DEV-22-MIN-0264].
- 14 In December 2022, Ministers agreed to draw down a Budget 2022 contingency of \$30 million to enable the delivery of the first stages of certain “early win” ITP actions. These “early win” ITP actions have been identified by the sector and are a subset of the total ITP action plan. Prompt delivery of seven actions has commenced and the first stages of delivery of seven other actions are imminent.
- 15 Cabinet acknowledged that these “early win” actions do not include the most significant ITP recommendations that will require more funding and policy support from government to achieve transformational change [DEV-22-MIN-0264].
- 16 For instance, addressing the sector’s low capital investment in advanced technologies and processes is an ITP priority issue and seen as a pivotal intervention to lift productivity, higher-skill higher-wage jobs, and the sector’s transition to circular net-zero emissions.
- 17 Sector support has been a hallmark of the ITP to date and there is strong motivation to implement the ITP’s most pivotal actions.

- 18 Economies around the globe are delivering ambitious manufacturing strategies and Aotearoa New Zealand's manufacturing sector is impacted by these developments and risks being left behind. Continuing momentum for delivery of the ITP will be key to mitigate this risk and maintaining the strong partnership with industry.
- 19 I therefore recommend reinforcing the government's ongoing commitment to support delivery of the ITP Action Plan.
- 20 I also recommend that officials continue to develop options to implement pivotal actions in the ITP Action Plan to achieve the benefits of sector transformation.

Background

Action is needed to increase productivity, higher-skilled higher-wage jobs, and the transition to net-zero emissions advanced manufacturing

- 21 Advanced manufacturing is a significant sector for Aotearoa New Zealand. It is a major contributor to the economy, employing 10.7 percent of the workforce (248,400 people), providing 10 percent of GDP (\$24.1 billion) and 73.5 percent of goods exports (\$44.5 billion). It is the second largest employer of Māori, second largest employer of Pacific Peoples, and an important contributor to regional and urban economies, employment, and communities.
- 22 However, Aotearoa New Zealand sits in the bottom half in the OECD for labour productivity and capital intensity. Our lack of productivity and low investment in advanced machinery and equipment means we will always struggle to be globally competitive; let alone lead the world in any areas where we should have a form of global competitive advantage. This lack of capital investment holds back a high-skilled high-wage workforce and the transition to net-zero emissions. To address this, advanced manufacturing was prioritised by Cabinet for an ITP given its scale and potential to significantly increase productivity, higher-skilled higher-wage jobs, and transition to a net-zero emissions economy.

The ITP was co-created with industry and identifies six priorities for transformation

- 23 The ITP was co-created with industry over an 18-month period that involved significant partnership across business, unions, government, Māori, Pacific Peoples and wider stakeholders. A Steering Group and four Working Groups were established to identify key initiatives that would accelerate the transformation and growth of advanced manufacturing. Public consultation on the ITP was comprehensive and resulted in a prioritised and refined ITP.
- 24 The ITP identifies the six priorities for transformation and growth:
- 24.1 increasing investment in advanced technologies and processes to lift productivity and wages;
 - 24.2 developing and attracting a diverse high-skilled high-wage workforce;
 - 24.3 creating a leading circular net-zero emissions sector;
 - 24.4 improving understanding and perceptions of advanced manufacturing;

- 24.5 making innovation, R&D, and science work for advanced manufacturing; and
- 24.6 enhancing global connectivity and opportunities;
- 25 The ITP also contains a detailed Action Plan with specific initiatives and measurable implementation actions over 1 to 3 years to achieve these priorities.
- 26 Collectively, the initiatives identified in the ITP aim to achieve the sector’s vision of: *A thriving Aotearoa New Zealand advanced manufacturing sector of world-class creators, innovators, and makers delivering quality products, sustainable solutions, and intergenerational wellbeing.*

The Advanced Manufacturing ITP was released in March 2023 and Cabinet has invited a report back on implementation

- 27 On 16 November 2022, the Cabinet Economic Development Committee (DEV) agreed to release the Advanced Manufacturing ITP and invited the Minister for Economic Development to report back on implementation by August 2023 [DEV-22-MIN-0264].
- 28 The Advanced Manufacturing ITP was publicly launched on 13 March 2023 at Temperzone, in Māngere, Tāmaki Makaurau Auckland.

Update on implementation

\$30 million has been allocated to deliver a subset of “early win” ITP actions

- 29 Through Budget 2022, Cabinet agreed to establish a tagged operating contingency of \$30 million in Vote Business, Science, and Innovation to provide for the first stages of implementation of a subset of “early win” initiatives in the ITP [CAB-22-MIN-0129 and CAB-22-SUB-0129].
- 30 In October 2022, the Steering Group identified and agreed on a subset of “early win” actions that could be progressed within this budget envelope.
- 31 The Minister of Finance and the Minister for Economic and Regional Development authorised the \$30 million contingency to be drawn down in December 2022 to implement these initiatives.
- 32 It was acknowledged by Cabinet that these funded “early wins” do not include the most significant ITP actions that will require more funding and policy support from government to achieve transformational change [DEV-22-MIN-0264].

Prompt delivery of several “early win” ITP actions has commenced

- 33 In the five months since the ITP launch, prompt delivery of seven “early win” ITP actions has commenced. They are:
- 33.1 Tripling the “Smart Industry Readiness Index” company-specific assessments for adoption of advanced technologies and processes (from 30 to 100 companies annually);

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- 33.2 Developing a new accelerator providing in-depth company-specific advice to adopt advanced technologies and processes linked to productivity, upskilling, and net-zero manufacturing (to be piloted with 5 companies in Year 2, with the option of expansion to 30 companies from Year 3);
 - 33.3 Creating a second advanced technologies mobile showcase and increasing demonstration events to 100 per year from Year 2 onwards;
 - 33.4 Publication of an inaugural “Advanced Manufacturing” Technology Investment Network (TIN) report in September 2023;
 - 33.5 Reviewing the New Zealand Product Accelerator to inform its potential adjustment and expansion;
 - 33.6 Researching perceptions of the advanced manufacturing sector by students, educators, parents, workers, investors, Māori and Pacific Peoples as a benchmark to measure success of subsequent actions to improve perceptions; and
 - 33.7 Piloting a global advanced manufacturing study tour with 10-15 companies targeting the United States in Year 1, with two additional tours planned for Year 2.
- 34 The first stages of delivery of seven other ITP actions are imminent. They are:
- 34.1 Co-funding with business 10 “ready to go” advanced manufacturing circular economy demonstration projects showcasing circular success (also a deliverable against Emissions Reduction Plan 9.4 – Support Business to Move to Circular Economy Models);
 - 34.2 Upskilling 200 advanced manufacturing businesses per year to embed circular economy principles (also a deliverable against Emissions Reduction Plan 9.4 – Support Business to Move to Circular Economy Models);
 - 34.3 Creating an advanced manufacturing sector decarbonisation programme with the Energy Efficiency and Conservation Authority (EECA) (also a deliverable against Emissions Reduction Plan 11.4.1 – Decarbonise Aotearoa Industries);
 - 34.4 Creating a comprehensive map of the emissions and waste profile of the sector (also a deliverable against Emissions Reduction Plan 11.4.1 – Decarbonise Aotearoa Industries);
 - 34.5 Expanding the Digital Skills for Manufacturing micro-credential to 1,000 workers per year;
 - 34.6 Actively engaging with Māori businesses in the manufacturing to design specific initiatives to support pathways for Māori rangatahi, workers and businesses to succeed in advanced manufacturing; and
 - 34.7 Preparing a business case for a Pacific Peoples-led pilot over three years to address systemic labour market barriers for Pacific Peoples in the manufacturing sector.

- 35 In addition to the above, government agencies and crown entities have commenced delivery against a number of other ITP actions through their existing baseline funding. These include:
- 35.1 The Ministry for the Environment has developed an investment signal to support the manufacturing sector within the Plastics Innovation Fund for the 23/24 Round. This will provide a contribution of up to 50 percent for projects that prevent or reduce plastic waste; and
 - 35.2 New Zealand Trade and Enterprise providing improved global insights to the advanced manufacturing sector through myNZTE, with a target of a 15 percent increase in page views, and a 10 percent increase in advanced manufacturing content engagement.
- 36 As with other ITPs, continued implementation will require ongoing government resource.

Other recent significant government actions contribute the ITP Action Plan

- 37 Two recent significant government actions contribute to the ITP Action Plan. They are:
- 37.1 The government's partnership with New Zealand Steel to co-fund an electric arc furnace. This initiative invests \$140 million from the Government Investment in Decarbonising Industry (GIDI) fund alongside a \$160 million investment from New Zealand Steel. It will reduce the Glenbrook plant's emissions by 45 percent and contribute 5.3 percent of the emissions reductions needed under the second emissions budget (2026-2030). This action contributes to ITP Priority 3: creating a leading sustainable circular net-zero emissions sector.
 - 37.2 The government's Budget 2023 investment in a Wellington Science City that includes a focus on advanced manufacturing. A key pillar is to develop a research, technology, and innovation park in Gracefield that brings experts from Callaghan Innovation, Victoria University of Wellington, GNS, and the Malaghan Institute together with a focus on advanced manufacturing and materials, energy futures, and biotechnology. This action contributes to ITP Priority 5: making innovation, R&D, and science work for advanced manufacturing.

Priority ITP initiatives pivotal to achieving transformation are not being progressed as they are unfunded

- 38 Four initiatives within the ITP have not been allocated any funding from the foundational \$30 million amount. As the Table in Appendix 1 illustrates, these initiatives sit across ITP priorities 1 and 2, that have received overwhelming sector support for urgent action.
- 39 The ITP demonstrates that Aotearoa New Zealand's manufacturing sector has relatively low capital investment in advanced technologies and processes compared to international benchmarks, correlating with low productivity by international standards.

- 40 ITP Priority 1 – increasing investment in advanced technologies and processes – is seen by business, unions and Māori as a pivotal intervention and pre-requisite to lift productivity, higher-skill higher-wage jobs, and the transition to circular net-zero advanced manufacturing.
- 41 ITP Priority 2 – developing and attracting a diverse high-skill high-wage workforce – is seen by the sector as an imperative complement to Priority 1, to ensure that workers and communities benefit from the sector’s transformation.
- 42 These two priorities, and the initiatives that sit beneath them, are recognised by industry as the most important with the most potential to achieve system-wide transformation of the sector. While some initiatives within these priorities are funded the most pivotal initiatives are currently unfunded and are not being implemented (e.g. Initiative 3 to support greater capital investment in advanced technologies and processes). Officials will continue to develop options to address this, along with other pivotal ITP actions, to unlock the transformational potential of the ITPs.
- 43 In addition to these pivotal initiatives, the Table in Appendix 1 illustrates that the current funding covers less than half of the other initiatives in the ITP Action Plan.

Partnership with industry has been strong

- 44 Partnership is recognised as a hallmark of the ITP. Co-creation of the ITP involved significant engagement across business, unions, government, Māori, Pacific Peoples and wider stakeholders. The ITP has been recognised by union and business Steering Group Co-Chairs as a testament to the tripartite model.
- 45 There is also wide sector support and strong motivation to implement the ITP’s most pivotal actions to achieve transformational change.
- 46 As set out in the ITP, economies around the globe are delivering ambitious manufacturing sector strategies. For example, Australia, Singapore, Canada, the United Kingdom and United States have all adopted and are implementing plans to seize on their advanced manufacturing sector’s potential to grow productivity and jobs.
- 47 As a globally connected economy, Aotearoa New Zealand’s manufacturing sector is impacted by these developments and risks being left behind. Continuing momentum to deliver the ITP will be key to mitigate this risk and maintaining the strong partnership with industry.
- 48 I therefore recommend that we reinforce the government’s ongoing commitment to support delivery of the ITP Action Plan. I also recommend that officials continue to develop options to implement pivotal ITP actions to achieve the benefits of sector transformation.
- 49 This will be welcomed by the sector and its newly created ITP implementation groups. These include an enhanced business group from across 10 regions (Advanced Manufacturing Aotearoa), an inaugural Māori Industry Action Group, a new national University and Research Institute Group, and a planned Pacific Peoples’ Advanced Manufacturing Group. The sector has invested significant time in creating the ITP and have expressed concerns if it cannot be implemented.

Cost-of-living implications

- 50 This report back on implementation of the Advanced Manufacturing ITP does not have any direct impacts on the cost of everyday expenses, such as housing, food, clothing, or transport.
- 51 However, the purpose of the ITP is to realise higher productivity and higher wages for our manufacturing sector, which would have a positive impact on the cost of living for the 10.7 per cent of workers in the manufacturing sector and their dependents increasing their standard of living.

Financial implications

- 52 The Advanced Manufacturing ITP has been allocated \$30 million to enable the first stages of implementation of certain “early win” ITP actions.
- 53 DEV-22-MIN-0264 acknowledged that these “early win” ITP actions do not include the most significant ITP recommendations that will require more funding and policy support from government to achieve transformational change.

Legislative implications

- 54 This report back on implementation of the Advanced Manufacturing ITP does not have legislative implications.

International obligations

- 55 Officials will continue to work with the Ministry of Foreign Affairs and Trade as they develop options so as to ensure consistency with our international obligations.

Impact analysis

Climate implications of policy assessment

- 56 The initiatives in the Advanced Manufacturing ITP are referred to in the Emissions Reduction Plan and are designed to support the transition of advanced manufacturing to net-zero emissions.

Population implications

- 57 Encouraging and increasing diversity and inclusion within the advanced manufacturing sector is a key objective of the ITP.
- 58 Advanced manufacturing is the second largest Māori employer (41,900), representing 12.7 percent of the Māori workforce. It is also the second largest employer of Pacific Peoples (23,300), accounting for nearly 16 percent of the Pacific Peoples workforce. The manufacturing sector employs a diverse range of other ethnicities.
- 59 45 percent of advanced manufacturing jobs occur in regional Aotearoa New Zealand, outside the three main population centres. The sector is equally important in our major cities. In Tāmaki Makaurau Auckland, advanced manufacturing accounts for 9.1 per

cent of the economy and 9.7 per cent of jobs. These jobs are concentrated in industrial areas in south Tāmaki Makaurau Auckland and overlap with areas of enduring socio-economic disadvantage.

- 60 The actions and initiatives in the ITP are designed to create higher skilled and higher wage jobs for all these people and their communities. They also seek to achieve greater diversity and inclusion at the leadership and ownership levels of manufacturing. The initiatives seek to attract more women, who currently make up only 30 percent of workers in manufacturing, and to support workers with disabilities.

Human rights

- 61 There are no specific human rights implications arising from this paper.

Use of external resources

- 62 No external contractors or consultants were engaged in the preparation of this paper or provided a material contribution to the advice in this paper.
- 63 However, in December 2022, Ministers agreed to draw down a Budget 2022 contingency of \$30 million to enable the delivery of the first stages of certain “early win” ITP actions. The implementation of these actions will involve multiple agencies and organisations that employ external resources.
- 64 Many of the actions within the ITP, including the “early win” actions, require technical expertise that the lead government agencies do not have. For example, developing advanced manufacturing circular economy demonstration projects (Initiative 11) and delivering an advanced technologies accelerator (Initiative 2) will involve external resourcing.

Consultation

- 65 The following agencies have been consulted on this Cabinet paper: Ministry of Business, Innovation and Employment, Ministry of Education, Ministry for the Environment, Ministry of Foreign Affairs and Trade, Ministry for Pacific Peoples, Te Puni Kōkiri, the Inland Revenue Department and the Treasury. In addition, Callaghan Innovation and New Zealand Trade and Enterprise have been consulted on relevant sections of this paper.
- 66 The following agencies and entities have been involved in the ITP’s creation, its working groups or through consultations: Ministry of Business, Innovation and Employment, Callaghan Innovation, Ministry of Education, Ministry for the Environment, Ministry of Foreign Affairs and Trade, Ministry for Pacific Peoples, Ministry of Social Development, New Zealand Trade and Enterprise, Te Puni Kōkiri, Tertiary Education Commission, the Inland Revenue Department, the Treasury and the Hanga-Aro-Rau Workforce Development Council.

Recommendations

1. **Note** that advanced manufacturing has been prioritised for an Industry Transformation Plan (ITP) due to the sector’s scale and potential to significantly increase

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productivity, higher-skill higher-wage jobs, and a globally competitive low emissions sector.

2. **Note** that a driving principle of ITPs is partnership, and business, unions, government, Māori, Pacific Peoples, and wider stakeholders have co-created the Advanced Manufacturing ITP that was launched in March 2023.
3. **Note** that the Advanced Manufacturing ITP Action Plan is ambitious and, if implemented in full, would support the government’s strategy of a high wage, low emissions economy that provides economic security for all.
4. **Note** the overwhelming sector support for urgent action to implement two priorities:
 - a. ITP Priority 1 – increasing investment in advanced technologies and processes to lift productivity and wages; and
 - b. ITP Priority 2 – developing and attracting a diverse high-skilled high-wage workforce.
5. **Note** that ITP Priority 1 is seen by business, unions and Māori as a pivotal intervention and pre-requisite to lift productivity, higher-skill higher-wage jobs, and the transition to circular net-zero emissions advanced manufacturing.
6. **Note** that ITP Priority 2 is seen by the sector as imperative to ensure that workers and communities benefit from the sector’s transformation.
7. **Note** that the four other ITP priorities for transformation and growth are:
 - a. ITP Priority 3 - creating a leading circular net-zero emissions sector;
 - b. ITP Priority 4 - improving understanding and perceptions of advanced manufacturing;
 - c. ITP Priority 5 - making innovation, R&D, and science work for advanced manufacturing; and
 - d. ITP Priority 6 - enhancing global connectivity and opportunities.
8. **Note** that the Cabinet Economic Development Committee (DEV) invited a report back by August 2023 on the implementation of the Advanced Manufacturing ITP [DEV-22-MIN-0264].
9. **Note** that in December 2022, Ministers agreed to draw down a Budget 2022 contingency of \$30 million to enable the delivery of the first stages of certain “early win” ITP actions identified by the sector.
10. **Note** that prompt delivery of seven “early win” actions has commenced and the first stages of delivery of seven other actions are imminent.
11. **Note** that these “early win” ITP actions are a subset of the total ITP action plan and do not include several pivotal actions that will require more funding and policy support from government to achieve transformational change.

12. **Note** that addressing the sector's low capital investment in advanced technologies and processes is an ITP priority issue and seen as a pivotal intervention to lift productivity, higher-skill higher-wage jobs, and the sector's transition to circular net-zero emissions.
13. **Note** that sector support has been a hallmark of the ITP and there is now strong motivation to implement the ITP's most pivotal actions.
14. **Note** that economies around the globe are delivering ambitious manufacturing strategies and that, as a globally connected economy, Aotearoa New Zealand's manufacturing sector is impacted by these developments and risks being left behind.
15. **Note** that continuing momentum to deliver the ITP will be key to mitigate this risk and maintaining the strong partnership with industry.
16. **Agree** to reinforce the government's ongoing commitment to delivery of the ITP Action Plan.
17. **Agree** that officials continue to develop options to implement pivotal actions in the ITP Action Plan to achieve the benefits of sector transformation.

Authorised for lodgement

Hon Barbara Edmonds

Minister for Economic Development

Appendix 1: Advanced Manufacturing Industry Transformation Plan Implementation Table

Initiatives within the Advanced Manufacturing Industry Transformation Plan often have multiple sub-actions. These are represented by the vertical columns to the right of the initiative description. Some of these sub-actions have received funding from the \$30 million foundational funding amount, and these sub-action columns have been split horizontally into years 1, 2, and 3.

For example, Initiative 1 has four sub-actions, two of which have received funding. One of these sub-actions has funding for years 1, 2, and 3 but the other only has funding for years 1 and 2.

1	Demonstrate the value of advanced technologies and processes	Y1	Y1		
		Y2	Y2		
		Y3			

Key

Priority initiative	
Actions funded by year, with implementation underway	Sub-actions not yet funded or underway

Priority	#	Initiative description	Sub-actions			
1) Increasing Investment in Advanced Technologies and Processes to Lift Productivity and Wages	1	Demonstrate the value of advanced technologies and processes	Y1	Y1		
			Y2	Y2		
			Y3			
	2	Company-specific advice on advanced technology and process adoption	Y1	Y1		
Y2			Y2			
Y3			Y3			
	3	Support greater capital investment in advanced technologies and processes	Not funded or actioned			
	4	Improve access and visibility to finance and funding opportunities	Not funded or actioned			
2) Developing and Attracting a Diverse High-Skilled High-Wage Workforce	5	Skills system map and long-term workforce plan housed on an online workforce information platform	Not funded or actioned			
	6	Individual Development Plans	Not funded or actioned			
	7	Improve digital and foundational skills	Y1			
			Y2			

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			Y3				
	8	Attraction Strategy to increase workers and diversity	Y1	Y1	Y1		
			Y2	Y2	Y2		
			Y3	Y3	Y3		
	9	Pacific-led pilot focussed on addressing systemic labour market barriers for Pacific Peoples	Funded				
3) Creating a Leading Sustainable Circular Net-Zero Emissions Sector	10	Map emissions and waste streams profile	Funded				
	11	Embed circular economy principles in advanced manufacturing	Y1	Y1	Y1		
			Y2	Y2	Y2		
			Y3	Y3	Y3		
	12	Net-zero emissions advanced manufacturing	Y1	Y1			
			Y2	Y2			
			Y3	Y3			
4) Improving the Understanding and Perceptions of Advanced Manufacturing	13	Improving the understanding and perceptions of advanced manufacturing	Y1	Y1	Y1	Y1	
			Y2	Y2	Y2	Y2	
			Y3	Y3	Y3	Y3	
5) Making Innovation, R&D, and Science Work for Advanced Manufacturing	14	Map advanced manufacturing support networks					
	15	Strengthen advanced manufacturing networks	Funded				
	16	Aotearoa New Zealand Centre for Advanced Manufacturing Excellence	Y1				
			Y2				
			Y3				
17	Ensure Innovation, Research & Development, and Science Supports Commercial Outcomes for Advanced Manufacturing	Y1					
		Y2					
		Y3					
6) Enhancing Global Connectivity and Opportunities	18	Trade missions, strategic relationships, and improved global insights	Y1				
			Y2				
	19	Global advanced manufacturing Study Tours	Funded				
20	ITP Implementation Groups	Funded					