

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.

Part A: Key Details

1. Project/activity Title: Wairoa Digital Employment programme

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

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

This project seeks to upskill and employ ^{Comm} candidates in the digital sector through a 12 week training programme and ongoing Digital Apprenticeship for up to 52 weeks. The training programme will be industry-specific and delivered locally covering off aspects of:

- App development;
- Game development; and
- Creative content

^{Comm} candidates will be employed over the two years from the time they start the programme and their income will increase to \$^{Comm} per hour after 12 weeks. Korou Digital will support candidates in terms of their employment and be the connector between them and those within the industry looking to contract to complete programming work. In this way candidates will gain valuable paid experience in the sector in a supervised environment

This project is a core component of a much larger grass roots movement that is transforming the Wairoa community from its historical dependence on the declining labour markets, into a thriving digitally enabled economy by servicing growing local and global demand for digitally enabled creative developers. We will achieve this by leveraging our natural point of difference, culture and creativity and lifestyle.

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

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

Legal Name:	Korou Digital Agency
Entity Type:	Company
	Note: Korou Digital Agency will be wholly owned by Korou Digital (charitable) Commercial Information
Registered Offices / Place of Business:	130 Queen St, Wairoa
Identifying Number (s):	7808437 – Commercial Information
Organisation's Website:	

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

Contact Name and Role:	Andrew Hume, Digital Employment Programme Coordinator		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

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

[Please describe what your organisation's primary function is].

This Diagram illustrates the interrelated nature of this programme and its importance in achieving our community transformative goals.

The purpose of the Korou Digital Agency (Digital Employment Programme) is enable, create and support pathways to digital employment and into Digital Business

The Purpose of Korou Digital (Charitable) Trust is to provide the energy, spirit, vitality and support required for the Wairoa digital collective to engage, inspire, educate, create and innovate the people of Te Wairoa towards equitable access and opportunity in a digital future.

6. This project will be based in:

Hawkes Bay

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

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

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

The programme has been discussed with Commercial Information

. We have been working with Rani Morunga and Brendan Quinlivan from MBIE on the programme. Meka Whaitiri as the MP for our region is also aware of what the Collective is proposing. Ministers Shane Jones and Willie Jackson are also aware and supportive of the Digital employment programme.

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

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

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

Source of Funding: <i>[Please indicate where all other funding is/will be sourced from, noting who the funder is and whether the funding is monetary or in-kind; including funding already received from Government and/or other third parties]</i>	\$ (excluding GST)	Status / Commentary <i>[e.g. received / confirmed / in principle; date funding runs to]</i>
Provincial Growth Fund Funding (through this application)	\$ <input type="text"/> Commercial Infor	TAM
Other sources <input type="text"/> Commercial	\$ <input type="text"/> Commercial Infor	Commercial Information
Total:	\$ <input type="text"/> Commercial Informatio	

Note. We will also be receiving private business contribution from external contracts for services totalling \$979,200.

11. Does your funding request involve wage subsidies? Yes: No:

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

Start Date: <input type="text"/> Commercial Informatio	End Date: <input type="text"/> Commercial Information
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13. What time period does the funding applied for cover?

Start Date: <input type="text"/> Commercial Informatio	End Date: <input type="text"/> Commercial Information
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Part B: Project Description

14. This project/activity is: "a stand-alone activity" or "in support of a wider project"

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

The Digital Employment Programme involves 12 weeks of digital and technology industry training including software engineering, programming application and game development followed by 40 weeks employment as a "digital apprentice" to complete work that is sourced and managed by the Korou Digital Agency through their industry networks. As a "digital apprentice" the participants will be well-supervised in their work – receiving pastoral support from social service agencies within Wairoa, and pick up the necessary skills to be a valuable employee once they finish the one year programme. Their work will be sourced for them via the networks of the Wairoa Digital Collective members. Each student will work towards at least one industry certification to be completed by the end of the programme: *Unity Certified Associate/Unity Certified 3D Artist/Unity Certified User Programmer; Autodesk Certified User/Professional (Maya 4D); Adobe Certified Expert – Adobe Premier Pro/Adobe Photoshop.*

Over two years participants will be engaged in the programme – complete their digital training of 12 weeks and be continuing on with employment in the ICT industry either remaining employed by Korou Digital, self-employed or working elsewhere in the industry. Funding is sought to resource staffing to deliver training and oversee the programme over two years, alongside establishment costs, student preparation; and overheads for one year only. Our initial goal is to become financially sustainable by the end of year 2 with the long term goal to continue adapt and grow until our local community is thriving economically, socially and culturally.

It is a programme designed to fill a market gap of low cost software development in the regions while building local capacity and innovation. The "digital apprentice" will have the opportunity to become certified in a variety of chosen digital and technology areas such as Maya 4D, Unity (APP & Game Development), Adobe Creative Suite amongst other industry specific areas.

All trainees will begin in full employment with the first 12 weeks dedicated to workplace training towards industry certification. The 12 week training programme will cover off the following:

- Unity 3D
- Maya 4D
- Adobe Suite
- Personal Development – self, business essentials and work readiness

They will be paid at **Commercial Information** for the duration of this training – **Commercial Information**. At week 13, each graduate of the training programme will remain an employee of Korou Digital Agency and start to earn \$⁶⁰ per hour – with their **Commercial Information**. They will work on contracts sourced through Korou Digital. Letters of intent to contract with the participants through Korou Digital Agency have been received from: **Commercial Information**. Members of the Wairoa Digital Collective also run businesses that have committed to working with participants to provide contract work namely: **Commercial Information**. A letter of support has also been provided from the NZ Game Developers Association highlighting the benefits of the programme.

The Digital Employment programme will address key issues facing Wairoa as highlighted in Economic Development Report “Whakarauora” – The Regeneration of Long Water Wairoa District Council February 20th 2019:

- Disengaged Youth
- One of the highest unemployment rates in the country at 12.8% with 4.3% nationally.
- 1 in 4 adults are not working with 85% represented by Māori
- Employment pathways consist primarily of generational manual labour which is shrinking
- 87% of the Wairoa community live in the 4th and 5th quintiles Compared with 40% nationally (Bain, Giblin, & Ennis, 2019)

It will also address the global shortage for skilled software engineers and developers. This industry shows the highest skills shortage than any other industry. (Michael Page 2019) Currently only 1 percent of nationally employed Māori are employed in the ICT industry with 43% employed in manufacturing and administration which are at high risk of shrinking significantly in the next few years (ref: Change Agenda: Income Equity For Māori: Berl, Ngai Tahu, December 2017). Being based in Wairoa – Māori are a target cohort of the programme and it will seek to support Māori into high value, high paid careers within a growth industry.

To do this effectively we are aware that we will need to support participants well to ensure they succeed. We have strong relationships with social services providers in Wairoa – **Commercial Information** and are confident we can access the right supports for individuals and their whanau on our programme. These providers have all committed to supporting our participants with: personal development and life choices **Commercial Inform**, practical support in the way of work readiness – motivation, licensing etc **Commercial In**, planning and support for the wider whanau **Commercial Information**, support with physical and mental health needs **Commercial Information**. All participants will also be connected with a mentor through the Wairoa Digital Collective so they have one on one support as they move through the programme.

16. Who does the project/activity target?

A number of the employees targeted will be rangatahi and NEET however the programme won't be offered exclusively to these groups. Further target cohorts are those employed within industries that are at high risk of shrinking significantly in the next few years such as manufacturing and administration, as well as people who are currently underemployed as they have limited options for employment in the current Wairoa labour market. Wairoa has identified that we are greatly susceptible to this phenomenon and are aiming to address this.

The ICT sector has been targeted due to the changing demand for skills required in today's economy. With the core focus being to transition Wairoa's economy to meet growing demand in the technology sectors with a strong focus on creativity and innovation.

Korou Digital have identified Wairoa's strong cultural base (63% Māori) as our point of difference and our greatest asset. With culture being the foundation of creativity, and in turn one of the fundamental drivers of innovation.

17. Why is the project/activity required?

As indicated above – Wairoa has a limited labour market and little economic growth. Its economy is heavily reliant on a small number of core industries and employers – mostly with low-skilled and low-paid employment opportunities. With the changing workforce and increased technological advances – it is highly likely that these industries will be declining in coming years. ^{Commercial In}

Wairoa has a high number of disengaged youth, one of the highest unemployment rates in the country, and current employment pathways are limited – mostly consisting of manual labour roles that are slowly disappearing as technological advances take hold. 87% of the Wairoa community live in the 4th and 5th quintiles compared with 40% nationally which paints the picture of a community with immense need – but great potential that can be unleashed with the right investment and support.

This project seeks to establish alternative employment opportunities in a sector that is growing – and has a high demand for the skills that this programme will deliver. Within the digital sector – there is no requirement to be based in urban areas – and the work can be completed anywhere. We want to maximise this opportunity by supporting our young or under-employed workforce to get the skills they need so they have more options and earning potential.

Demand for technical and creative digital employees

New Zealand is currently experiencing a shortage of developers and software engineers, leading to New Zealand businesses looking offshore to attract talent to New Zealand.

<https://www.newzealandnow.govt.nz/work-in-nz/nz-jobs-industries/information-technology-jobs>

<https://www.newzealandnow.govt.nz/work-in-new-zealand/job-market-key-industries/information-technology/developer-programmer-jobs-in-new-zealand>

<https://www.newzealandnow.govt.nz/work-in-new-zealand/job-market-key-industries/information-technology/software-engineer-jobs-in-new-zealand>

Research has shown that for every new tech job created a further four other jobs are created around it.

<http://www.scoop.co.nz/stories/BU1903/S00086/tech-firms-continued-rd-growth-driving-economic-growth.htm>

The Gaming and AR/VR subsector of ICT Industry is driving the greatest growth and demand. Although NZ's ICT industry has been experiencing high levels of growth, the greatest growth levels are being driven by Game Studio's with 39% (compound) annual growth each year for the last six years. But new start-ups are missing out due to skills shortages in NZ.

A survey completed on behalf of the New Zealand Game Developers Association found that :

- Video games are one of our fastest growing creative careers, with studios expecting to employ another 130 people in the coming year.
- 24% of studios felt that skills shortages were constraining the growth of their business, especially for experienced senior staff. Many experienced developers come from offshore, with seven studios currently employing ^{Comm} staff on work supported visas
- 44 percent of mixed reality studios felt that skills shortages were constraining the growth of their businesses

<https://nzgda.com/news/survey2018/?fbclid=IwAR2Vx3BXNV5eHh1VogByr78j06THVee3s-T6S3UURsdLAJdUBkpg1FmBMP>

Games to be included in the Government's Creative Industries Plan

<https://nzgda.com/news/creativeindustriesplan2019/>

Software developer rates in Auckland \$80 to \$120 per hour, Wellington \$60 to \$120per hour <https://www.recruitit.co.nz/it-salary-nz/>

New Zealand VR/AR Association <http://www.nzvrara.nz/>

<https://www.mbie.govt.nz/assets/b1dfe81d48/virtual-gets-real-nzvrar-report-one.pdf>

This programme seeks to connect the untapped potential in a largely disadvantaged rural community of Wairoa – with the opportunities in the tech sector outlined above. There has been a lot of activity and exposure of locals to the tech sector in Wairoa to date – through the ICT club targeting school-aged children as well as business develops such as the locally developed and produced touch tables. Further investment in this sector in Wairoa will lead to alternative employment options in a high wage, high value sector which will have a hugely positive impact on the local economy and community overall.

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

Delivery of the programme will be staged – with ^{Co} trainees ^{Withheld} mencing every 3 months. Once they complete three months training, they are paid at a rate of \$ ^{Comm} per hour as a “digital apprentice” for a further 40 weeks. Once their year is complete they will have options for further employment. In this way – there will be a rolling over of graduates and apprentices over the two year funded period and into the future years of the project.

<i>Delivery timeframe – where possible, align this with funding timeframes e.g. financial years</i>	<i>Target/Outcome – add columns in as required where multiple outcomes are expected to be achieve</i>
Year One: Commercial Information [Redacted]	^{Co} participants completed digital training and ready to take on contracted work as a digital apprentice.
Year One: Commercial Information [Redacted]	^{Comm} participants completed digital training and ready to take on contracted work as a digital apprentice.
Year One: Commercial Information [Redacted]	^{Comm} participants completed digital training and ready to take on contracted work as a digital apprentice, ^{Co} Completed Digital apprenticeship and ready for Permanent or Freelance contracts.
Year Two: Commercial Information [Redacted]	^{Comm} participants completed digital training and ready to take on contracted work as a digital apprentice, ^{Comm} Completed Digital apprenticeship and ready for Permanent or Freelance contracts.
Year Two: Commercial Information [Redacted]	^{Comm} participants completed digital training and ready to take on contracted work as a digital apprentice, ^{Comm} Completed Digital apprenticeship and ready for Permanent or Freelance contracts.
Year Two: Commercial Information [Redacted]	^{Comm} participants completed digital training and ready to take on contracted work as a digital apprentice, ^{Comm} Completed Digital apprenticeship and ready for Permanent or Freelance contracts

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

19. How will the project/activity lift 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	✓	<i>This project will have a positive impact on economic output as it will increase employment in Wairoa and will be addressing a gap in the market where services are usually outsourced offshore – this has positive impacts on GDP. By offering a wage above living wage will see positive downstream impacts within Wairoa, and the wider Hawkes Bay.</i>
2. Increase productivity and growth	✓	<i>This project will have a positive impact on increasing productivity and growth as it is building a new skillset/capability in Wairoa. The programme itself will introduce FTEs to run and teach the programme, in addition to the significant number of well-paid jobs created through contracted work.</i>
3. Increase local employment and wages (in general and for Māori)	✓	<i>This project will have a positive impact on increasing local employment and wages as it creates another career pathway for people of Wairoa. By offering a wage competitive with manufacturing jobs it will increase average wages in Wairoa. As the project is being governed by Korou Digital Trust it will have cultural competencies required to be met which will specifically target Māori.</i>
4. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	<i>This project will have a positive impact on increasing local employment and training as it creates another learning pathway for rangatahi. Education opportunities post high school are limited in Wairoa and this gives the opportunity for school leavers to be engaged in local employment and training.</i>
5. Enhance wellbeing, within and/or between regions	✓	<i>Engaging people in education and well paid jobs, this will have a follow on effect on wellbeing. In addition to this the program will offer pastoral care and cultural engagement – both wellbeing focused.</i>
<i>If you have any other comments, please provide them here:</i>		

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

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

Why the project is not already underway.
 The project is not already underway because there have been no clear funding avenues for a project of this magnitude in the provinces, however the PGF could give an opportunity for an ambitious programme like this to be underway and create a new industry presence for the District. We have made inroads in the ICT sector in Wairoa through the ICT club, as well as a number of initiatives promoting digital innovation. These digital advances have led us to this point where we need resourcing and investment to get this project off the ground.

How the project/activity addresses a gap in service provision.
 School leavers have very few options in Wairoa:

- o Leave town to go to a tertiary education provider (except for limited range of courses delivered through EIT)
- o Low wage unskilled labour job
- o Very limited industry led trade training (limited to 2-3 people annually)
- o Systemic, generational pathway to social service dependency

These same limited options also affect all working age people within Wairoa – resulting in under-employment and a low-skill, low-wage economy. The digital employment programme creates a 5th option: addressing the gap in accessible provision of skills, enabling people of Wairoa to engage in a form of education that leads to well paid jobs with a high level of skill without having to leave Wairoa or enter into student debt.

Any research that has been done to identify any other project/activity which is addressing the same need.

The digital employment programme takes a multifaceted approach and therefore addresses multiple needs.

- o The need for trained professionals in digital skills
- o The need for opportunities in Wairoa
- o Accessibility for Wairoa students to learn – both geographically and financially.

Training in the digital profession exists already, however these courses are outside of Wairoa and costly to undertake and in many cases not catering directly to the demand for industry specific training and certification. We will pull best practice from elements of other programmes where applicable to ensure success and tailor our training and certifications to meet demand.

How the project links with other projects and initiatives regionally and / or nationally.

The principles behind this project link with a number of other projects in Wairoa, Hawkes Bay and nationally. Whilst in its infancy, technology capability in Wairoa is increasing, although some of its activity is beneath the radar, with a handful of specializations such as:

- archiving,
- video skills (editing/production, sound & vision)
- app development
- game development
- digital education resources
- land-use
- Te Reo.

This activity is self-funded off a very low base (continues to be economically challenging), however that individuals in this space 'have skin in the game' is a motivating factor with the **Commercial Information** community-oriented initiatives. Commercial Information

We will link with other providers within Wairoa working in the skills and employment space to ensure people engaged in their programmes have the opportunity to be involved.

The Digital employment program fits the national economic development priorities (ERERE) for Māori which our local iwi are currently basing their strategy on:

- Employment - grow future Māori workforce, higher wage, higher skilled
- Rangatahi – support Māori youth to define and lead their economic aspirations
- Enterprise – grow Māori SME's and maximize the economic value of iwi and collectives
- Regions – increase Māori participation in regional economic development.
- Education – upskill the Māori workforce and strengthen transition's into work

Proposed Whakarauora digital connectivity complements Matariki provision for physical, community and business infrastructure and their strategy to improve pathways to and through employment as well as Tairāwhiti's "Connecting with markets and people".

Additionally, this project aims to develop the necessary human capital/skillset to ride the wave of the fourth industrial revolution, a fusion of technologies that is blurring the lines between the physical, digital and biological. (Callaghan)

There are other developments across Wairoa that this project could and should link into: the Regional Digital Hub – as well as the Wairoa e Whanake – both initiatives we understand are with the PDU. This programme would complement these developments by providing real employment outcomes for people in Wairoa linked to other developments.

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

This project will facilitate training and employment opportunities for a community in need of support. Opportunities will be created and offered to those who are facing long-term benefit dependence, underemployment, low paid wages and limited pathways to careers.

Funding is required to kick-start this initiative and enable it to get off the ground and build an ongoing reputation and foundation to continue to grow and build the digital sector within Wairoa.

Commercial Information

Our Aim is to become self-sufficient within 2 years.

Based on our projections ^{Commercial Information}

The opportunity cost of inaction is increased social and economic deprivation, increased dependency on the state, escalating costs ^{Commercial Information}

Part D: Connected to regional stakeholders and frameworks

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

This initiative is supported by the Wairoa Community Partnership Group and fully complements other initiatives that Wairoa is looking to progress. It aligns well with Matariki and in particular the Pathways through and to Employment pillar and addresses both social and economic priority areas. Local organisations to support the proposal are: WYAT (supporting young people into education and employment), Te Whare Maire o Tapuwae (whanau ora collective), Ngati Pahauwera Development Trust, Kahungunu Executive (social services provider), and MSD.

The initiative is also supported by industry with the New Zealand Game Developers Association fully committed alongside the Wairoa digital collective.

Commercial Information

Part E: Governance, risk management and frameworks

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

The employment programme is an initiative overseen by Korou Digital Trust and will be delivered through staff employed by Korou Digital Agency. Korou means energy, spirit, vitality and Korou Digital's purpose is to provide the energy, spirit, vitality and support required for the Wairoa Digital Collective to engage, inspire, educate, create and innovate the people of Te Wairoa towards equitable access and opportunity in a digital future.

A project manager will be appointed and responsible for setup and successful implementation of the Korou Digital Agency, digital apprenticeship programme including

- Setup ^{Commercial Information}
- Assist in finding a permanent site (this had already been identified)
- Site and environmental setup of permanent site
- Procurement
- Assist in identifying and employing candidates required to deliver the programme (we have candidates already prepped and ready to take on most of the roles needed)
- Create process and procedures for delivery of the programme
- Setup training programme goals and timetables
- Overall management of staff and digital apprentices until a permanent CEO is appointed

It's anticipated this will be a ^{Commercial Informa} contract, this role will report directly to Korou Digital Trust. ^{Commercial Information}

We are taking a collective approach to staffing for this programme and will be utilizing the key strengths of the Wairoa Digital Collective members in order to provide the best training possible for the students. Total FTE numbers will be ^{Comm} FTE's for the ^{Commercia}, then ^{Comm} FTE's ongoing. Apart from ^{Commercial Inform} tutors related to the key areas of upskilling we have ^{Commer} key roles supporting the HR delivery:

- Recruitment Manager – identifying suitable candidates and ensuring they are work ready. Identifying potential needs including additional pastoral care
- Onsite mentor – supporting and mentoring participants in the programme and working with external providers to establish pastoral care

It is likely the above ^{Comme} roles will be filled by ^{Inform}

- Personal leadership – provide ongoing motivation, personal development and leadership training

- Quality Assurance – define, implement and ensure Tikanga Maori is placed at the centre of all programme practices, procedures and fully embedded in workplace culture

It is envisaged that the above roles will be [redacted] Commercial Information

We have identified and engaged local resource’s capable of filling all these roles all of whom have express strong interest. Once funding is approved we will begin the formal employment contract process. We have deliberately approached people to meet the skills requirements to deliver this programme that were not readily available within our current membership (eg, teaching)

Within the programme both the Onsite Mentor and Personal Development roles will be responsible for day to day pastoral care and communication and co-ordination with external resources involved in Pastoral care.

We have brokered support from [redacted] Commercial Information to assist with external Pastoral support including helping ensure employees arrive on time and help identifying and dealing with any issues they may be experiencing in their personal lives.

Its anticipated maximum number of employees Korou Digital Agency will have at one time will not exceed [redacted] Commercial Information Together the Onsite Mentor, Personal Development and Recruitment Manager roles [redacted] Commercial Information This exceeds the typical ratios of [redacted] Commercial Information, but we feel this is necessary to ensure the successful outcomes we desire.

In the event Korou Digital Agency chooses to [redacted] Commercial Information with graduates of the programme after their initial contracts are complete its anticipated these will be [redacted] Commercial Information

Once the programme is fully established, there will always be [redacted] Commercial Infor (trainer) with the students in training the other [redacted] Comm FTE will be managing and mentoring the other participants in apprenticeship while also running the other administrative functions in the programme.

We will have agreements in place with other providers within Wairoa such as: [redacted] Commercial Information where we can work together to support those on the programme. Pastoral support will be provided to those on the programme through one of these social services providers

We plan to use Xero, Thankyou payroll (automatic Paye filing), and Employsure (policy and employment contracts etc) so the administrative functions for the programme will be minimal.

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

The people involved with Korou Digital all run their own businesses within the ICT sector with different areas of focus. We understand the industry well – having many years working in this sector between us.

We also understand Wairoa with members living and working here. We have gained valuable insights through the management of the Wairoa ICT club into the needs of rangatahi and others in our town to be able to recognize their challenges and what motivates them.

We are confident that we will be able to successfully implement this programme and we have staged it to ensure we can manage the numbers coming through the programme and regularly review and adjust.

25. Project Management: Please provide a project plan

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

#	Project Activity	Responsible party:	Date / Period:
1	Delivery of a detailed plan	Project Manager	[redacted] Commercial Information
2	Sart Training Programme at temporary training site ([redacted] Commercial Information	Project Manager	[redacted] Commercial Information
3	Migrate to Permanent site [redacted] Commercial	Project Manager	[redacted] Commercial Information
4	Complete first induction training and start graduates on the Digital apprentice programme	Project Manger	[redacted] Commercial Information
5	Complete first Digital apprenticeship programme round. The first [redacted] Comm to complete the full programme ready for Permanent or Freelance contracts.	Centre Manager	[redacted] Commercial Information

6	Complete Second year and Delivery of final report to the Ministry	Centre Manager / Korou Digital	Commercial Information

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

We see this programme as part of a wider picture across Wairoa, Hawkes Bay and New Zealand and connected with both social and economic outcomes. The diagram below provides an understanding of the wide-reaching impacts we are hoping to achieve.



The digital sector has been highlighted within our region as a priority sector. This is as a standalone industry as well as a part of numerous other sectors. As such – upskilling of people within the industry is required as our region seeks to create high-value, higher-skilled employment opportunities for our people.

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

The programme will be governed by the Korou Digital Trust, acting trustees will also act as Directors of Korou Digital Agency Ltd.

Current members of this Trust are:

Hinerangi Edwards Privacy of natural persons

Sheridan Beer Privacy of natural persons

Zac Wylde Privacy of natural persons

JJ Solomon Privacy of natural persons

The Korou Digital Trust which oversees the Korou Digital Agency will be responsible for oversight and governance of the programme. Commercial Information

The Project Manager in the Commercial Information and following this, the Centre Manager will be responsible for the management and delivery of the programme supported by the HR roles described previously – and will report directly to the Directors of the Korou Digital Agency.

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

- Korou Digital will fully support the delivery of the programme and the delivery will be aided by the expertise of its members
- Those organisations that have provided letters of intent will provide contract work for the digital apprentices to undertake and this will continue throughout the duration of the programme
- Initial work completed will help to build our reputation within the ICT community and this will generate more work. There is a skills shortage in the industry that is heavily documented – and this programme will leverage off this in order to attract contract work.

29. What are the key risks associated with delivery of this project/activity and how will you manage these risks?

(Please update and advise the PDU of any new risks as they emerge).

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

Risk	Responsible party	Risk treatment / Mitigation	Rating [High/Medium/Low]
<p>If there is not enough contract work sourced – then the Co-operative will still be responsible for paying wages without income to do so</p>	<p>Korou Co-operative</p>	<p>There has been a lot of groundwork that has gone into attracting those with intent to contract. There are known skills shortages in the industry. The pricing for the contract work will be highly competitive for those looking for work to be completed.</p>	<p>Commercial Inform</p>
<p>If participants fail to complete and engage fully with the programme then the programme may struggle</p>	<p>Korou Co-operative</p>	<p>Those staff delivering the Digital employment programme, know the Wairoa community well and also those whanau within it. This knowledge will assist with retention of participants as well as enable the right supports for participants</p> <p>We have also built strong relationships with Commercial Information to help with pastoral care and support</p>	<p>Commercial Inform</p>
<p>If participants drop off the programme then this may impact upon the ability to deliver on contracts sourced.</p>	<p>Korou Collective</p>	<p>The programme will commence in a phased way – in order to stage out the incoming contract work. Support staff will also work to ensure that the participants are capable and on track to complete the work that is being brought in.</p>	<p>Co merc</p>

30. How will the success of the project/activity be measured?

We will measure the overall success of the project based on

- New Jobs created
- Increase in local hourly wage rates
- New business started
- Increased GDP to the local and national economy.

The key outcomes of this initiative involve digital training for at least 48 participants to upskill and employ them in the areas of:

- Game development
- Animation and 3d asset development
- Media Production

Note. This programme is designed to become self-sustaining within 2 years, at which time we plan to continue adding Comm new jobs to the economy each year for as long as we can sustain.

Other broader outcome measures are:

- Increased wages for individuals
- Reduction in unemployment and underemployment within the Wairoa community
- Increased local capability within the sector
- Transition of Wairoa's economy from declining low-skill, low wage jobs through to growing opportunities within a high-skilled, high waged sector

31. Do you understand that the PDU will have reporting expectations of you if funding for this project/activity is approved? Yes: No:

Part F: Funding details

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

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

See attached budget breakdown

32.A Total funding request

	Commercial Information	Commercial Information	Commercial Information (if applicable)	TOTAL
Total funding request		\$ Commercial Inform	\$ Commercial Inform	\$ Commercial Inform

32.B Funding breakdown

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

[example funding breakdown]	Commercial Information	Commercial Information	Commercial Information (if applicable)	TOTAL
E.g. Administrative costs		\$ Commercial Inf		
HR costs		\$ Commercial Inform	\$ Commercial Inform	
Programme costs		\$ Commercial Inf		
Capital expenditure – desktop computers		\$ Commercial Inform		
Other costs – establishment costs				

32.C Funding rationale

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

E.g. Administrative costs	Quarterly overheads	Commercial Info	Commercial In	Commercial Inf			
	Lease	\$ Commercial Inf	\$ Commercial Inf	\$ Commercial Inf			
	Utilities	\$ Commercial	\$ Commercial	\$ Commercial			
	Insurance	\$ Commercial	\$ Commercial	\$ Commercial			
	Consumables	\$ Commercial	\$ Commercial	\$ Commercial			
	Subscriptions	Commercial Information	\$ Commercial	\$ Commercial	\$ Commercial		
	Total			\$ Commercial I			
	HR costs		Year 1	Commer la		Year 2	Commer la
Quarters		Com	C m	Com	Com	Com	Com
COSTS							
No of staff		Comme	Comme	Comme	Comme	Com	Comme
Salary		\$ 1 Commercial Inf	\$ Commercial Inform				
Annual Total				\$ Commercial Inform			\$ Commercial Inform
Programme costs (if this involves provider milestone payments, please detail each milestone with its associated payment)			Comm cial Info	Commercial Info	Comme cial Info		
	Student computers	\$ Commercial Inf	\$ Commercial In	\$ Com ercial Inf			
	Course ware (expert + online)	\$ Commercial	\$ Commercial	\$ Commercial I			
	Certification	\$ Commercial	\$ Commercial	\$ Commercial I			
	Software	\$ Commercial	\$ Commercial	\$ Commercial I			
	Total Prep	\$ Commercial Inf	\$ Commercial Inf	\$ Commercial Inf			
Capital expenditure	Establishment costs						
	Wiring/networking		\$ Commercial Inf				

	Furniture/desks	\$ Commercial Inf
	Desktop computers	\$ Commercial Inf
	Security	\$ Commercial Inf
	Room configuration/construction	\$ Commercial Inf
	Total set up	\$ Commercial Inform
Other costs	-	

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

\$ Commercial Inf

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

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

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

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

[Insert commentary here]

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

[Please describe what will happen after the funding has been used, and the project/activity is complete. Specifically in relation to the viability of the project going forward (if applicable to this application), and what the end objectives are.]
It is envisaged that Korou Digital will be sustainable going forward past the funding terms of this project. The TAM funding will enable Korou to build up the necessary foundations to continue on without further government support.

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

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

[Insert commentary here]

Part G: Services to children

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

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

Child protection policies must be, at a minimum:

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

38. Have all staff involved in the delivery of services to children been vetted?

Yes: No:

Part H: Supporting documentation

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

	Document (title)	Purpose
1	Support letters	Indicating support for the programme as well as intent to provide contract work
2	Programme Course Schedule	Provides an overview of 12 week training programme
3	Budget Breakdown	Budget breakdown of costs and income for duration of the programme
4	These documents have been withheld - commercial information	
5		

Part I: Declarations

39. Has this activity ever been declined Crown Funding in the past?

40. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings?

41. 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

42. Is any individual involved in the application, the proposed contracting entity or the project, an undischarged bankrupt?

43. 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?

44. 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>

45. Has the applicant / any individual involved in the application been subject to any enforceable undertaking or infringement notices.

Commercial Information

Commercial Information

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

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

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

Full name: **Sheridan Reece Beer**

Title / position: **Trustee**

Sig <div style="background-color: #cccccc; padding: 5px; text-align: center;">Privacy of natural persons</div>	Date: 11/15/19
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Appendix 1 – Terms and Conditions of this Application

General

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

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

Reliance by Provincial Development Unit

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

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

Ownership and intellectual property

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

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

Confidentiality

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

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

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

Limitation of Advice

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

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

No contractual obligations created

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

No process contract

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

Costs and expenses

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

Exclusion of liability

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

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

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

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

Inducements

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

Governing law and jurisdiction

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

Public statements

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

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

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

Appendix 2 - Operational criteria for all tiers of the Fund

Link to Fund and government outcomes

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

Additionality

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

Connected to regional stakeholders and frameworks

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

Governance, risk management and project execution

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