

Aide-Memoire: Update on Workforce Development Council / Transitional Industry Training Organisation COVID-19 Response Projects Fund

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| To: | Hon Chris Hipkins, Minister of Education |
| From: | Gillian Dudgeon, Deputy Chief Executive, Delivery |
| Date: | 13 July 2022 |
| Reference: | AM-22-00338 |

Executive Summary

1. The objective of the Workforce Development Council / Transitional Industry Training Organisation COVID-19 Response Projects Fund was to enable Transitional Industry Training Organisation (TITOs) and Workforce Development Council (WDCs) to lead response projects that support the recovery of their industries from the impacts of COVID-19.
2. The delegation for the Fund ended on 30 June 2022. Nearly all of the \$16 million appropriated to the Fund has been used to support 25 projects. Of these, 15 were TITO-led and 10 were WDC-led.

Purpose

3. The purpose of this aide-memoire is to provide you with an update on the WDC/TITO COVID-19 Response Projects Fund (the "Fund"). This includes an outline of how the funding has been allocated, the objectives of the projects that have been funded, and the current status of the projects.
4. We recommend that this aide-memoire is proactively released in full.

Background

5. The Fund was established in July 2020 to enable TITOs and WDCs to lead response projects that support the recovery of their industries from the impacts of COVID-19. A total of \$16 million was appropriated to the fund; \$13 million in the 2020/21 fiscal year, and \$3 million in the 2021/22 fiscal year.

6. Funding was granted through application rounds, which initially enabled TITOs to undertake projects through a three-phase process:

| Phase | Details |
|-------------------------|---|
| 1 Scoping | Project scoping and planning in collaboration with industry and providers to determine projects. |
| 2 Investigation | Understand, determine, and prioritise the necessary skills responses, training and pathways. This includes reviewing existing industry skills standards and programme components. |
| 3 Implementation | Implementation related to proposals determined through project scoping and investigation phases. |

7. TITOs were funded one phase at a time and were required to submit an updated application once they were ready to progress to the next phase of their project. This phased approach ensured that projects were well developed, with on-going industry support, before being implemented as part of Phase 3.
8. Due to the WDCs not being established until October 2021, an application round specifically for WDC-led COVID-19 response projects was not run until early 2022. As funding could only be allocated through to 30 June 2022, WDCs were asked to submit a single application for the whole proposed project, rather than through the phased approach used by TITOs.

The Fund has supported 25 projects across nine TITOs and six WDCs

9. Over the course of its life, the Fund received 51 project applications from 10 TITOs, and 11 project applications from the six WDCs. Of these applications, 15 TITO-led projects were funded, along with 10 WDC-led projects. Following the establishment of WDCs in October 2022, five TITO-led projects were transferred to their respective WDCs.
10. As of 30 June 2022, \$15,936,566 has been paid to the 25 projects. This includes approximately \$9 million to the 15 TITO-led projects, and approximately \$7 million to WDC-led projects. All TITO-led projects have now been completed, with all but one of the WDC-led projects expected to be completed by December 2022.
11. The funded projects have produced a range of outputs, across a significant variety of industries, to help assist with COVID-19 recovery. This has included projects focused on supporting workforce development, highlighting career choices, promoting digital innovation, or developing qualifications and training material in direct response to changes brought about by COVID-19.

Project highlights from the Fund

12. The following section provides a high-level overview of some of the highlights from projects that have been supported by the Fund.
13. A more detailed summary of all funded projects, along with their current status and allocated funding, is attached in Appendices 1 and 2.

Workforce Development Strategies

14. One of the Fund's standout projects, the *National Construction Workforce Forecasting project* (CN04, Appendix 1), was initiated by the Building and Construction Industry Training Organisation (BCITO). This project has produced a forecasting tool that displays national and regional gaps and surpluses within the construction and infrastructure labour market

(Workforce Information Platform: <https://wip.org.nz/>). The platform, and fifteen associated Regional Plans, will be formally launched by Waihanga Ara Rau WDC at their one-year anniversary event on 21 July 2022.

15. The success of this project has inspired the *Shared Data Platform project* (CN17), a collaboration between all six WDCs, with Muka Tangata WDC as the main sponsor. Similar to BCITO's platform, the objective of this project is to develop a workforce modelling and forecasting tool to understand the impact that COVID-19 has had on workforces represented by the WDCs. It is expected that this project will enable the WDCs to access a consistent evidence base, which will help inform consistent advice to the TEC. The Shared Data Platform is due to be completed by the end of 2022.
16. Several other projects have also focused on the creation of Workforce Development Strategies for industries impacted by COVID-19, arising particularly from border closures. These strategies have sought to understand how COVID-19 has impacted their workforce and propose strategies to help recovery and protect their industries from similar impacts in the future. This has included strategies focused on sixteen of the service sectors (CN02), the electricity supply industry (CN05), the three waters sector (CN11), and the New Zealand screen industry (CN22).

Careers

17. In 2021, BCITO led *Project Retrain* (CN14), which focused on attracting more women into the construction sector. Building on the success and findings from this project, the Waihanga Ara Rau and Hanga-Aro-Rau WDCs, are currently collaborating on the *Industry Equity Project* (CN19), to be completed by the end of 2022. The objective of this project is to develop a framework to encourage women to take up opportunities in the trades, and will be piloted in the manufacturing, engineering, and logistics sectors by Hanga-Aro-Rau WDC.
18. Careers in the care and support industry have also been promoted through the Fund, through the *Diverse Kaiāwhina Workforce project* (CN06) led by Careerforce, and *Life Changing Careers – Stage 2 project* (CN16) led by Toitū te Waiora WDC. The objective of these projects has been to build resilience in the care and support industry by attracting and retaining a more diverse workforce.

Digital Innovation

19. A number of projects have focussed on innovative delivery as a response to COVID-19. This has included the Primary ITO-led *Technologically Enabled Lessons from Lockdown project* (CN09), which has identified good-practice principles to be used in the delivery of online and technology-enabled vocational training, with a particular focus on the primary industries. Toi Mai WDC is also currently undertaking the *Embracing Digital Transformation project* (CN20), which is seeking understanding how people in the personal training and performing arts sectors have been able to adapt through the adoption of digital technologies.

Qualifications and Training

20. Several projects have developed new qualifications and training material in direct response to the changing needs of their industries in response to COVID-19. This has included the BCITO-led *Construction Industry Recovery Packages project* (CN10) which has created a range of micro credentials and learning material focused on in-demand skills in the construction sector; the *Pathways into Primary Industries project* (CN07) by Primary ITO, which has created a platform designed to attract and retain trainees in the primary sector; and, the *Modes of Training project* (CN08) led by Careerforce which has developed material to respond to changing priorities within the care and support industries.

We will update the list of funded TITO and WDC projects on the TEC website shortly

21. Under the funding delegation, the TEC is required to publish a list of projects funded under the Fund, including a short description of the project, who is leading it, and the industries involved. Now that the Fund has concluded, we will update the list of funded projects on the TEC website.



Gillian Dudgeon

Deputy Chief Executive, Delivery,
Tertiary Education Commission

13 July 2022



Hon Chris Hipkins

Minister of Education

03 / 08 / 2022

Appendix 1: Status of TITO and WDC COVID-19 response projects

| Project Identifier | Name of Organisation | EDUMIS # | Project Name | Status of Project | Funding Allocated |
|--------------------|--|-----------|---|-----------------------------------|-------------------|
| CN01 | Skills Org | 8103 | Apprentice Assist Innovations | Project concluded at Phase 2 | \$120,000 |
| CN02 | ServicelQ | 9068 | Service Sector COVID-19 Recovery Workforce Strategy/Plan | Project completed | \$943,942 |
| CN03 | BCITO | 8101 | Trade Secrets for Your Business | Project completed | \$235,000 |
| CN04 | BCITO (transferred to Waihanga Ara Rau WDC) | 8101/6046 | National Construction Workforce Forecasting | Project completed | \$1,419,750 |
| CN05 | Connexis (transferred to Waihanga Ara Rau WDC) | 8136/6046 | Electricity Supply Industry Engineering & Technical Workforce Skills Strategy | Project completed | \$402,680 |
| CN06 | Careerforce | 8144 | Attracting, training, and retaining a resilient and diverse kaiāwhina workforce in a post Covid-19 environment. | Project completed | \$595,000 |
| CN07 | Primary ITO | 8105 | Pathways into Primary Industries | Project completed | \$513,345 |
| CN08 | Careerforce | 8144 | What mode of training best serves Careerforce employers in a post Covid-19 setting? | Project completed | \$208,000 |
| CN09 | Primary ITO | 8105 | Technology-enabled lessons from lockdown | Project completed | \$420,000 |
| CN10 | BCITO (transferred to Waihanga Ara Rau WDC) | 8101/6046 | Construction Industry Recovery Packages | Expected completion November 2022 | \$1,437,500 |
| CN11 | Connexis (transferred to Waihanga Ara Rau WDC) | 8136/6046 | Civil Infrastructure Workforce Development Strategy (Three Waters) | Project completed | \$476,000 |
| CN12 | Competenz Trust | 8104 | Increasing the number of qualified staff in MEL sectors | Project concluded at Phase 1 | \$20,000 |
| CN13 | HITO | 8134 | Ensuring hairdressing skills and qualifications are responsive to the impact of COVID19 and the future | Project concluded at Phase 1 | \$34,800 |

AIDE MEMOIRE: UPDATE ON WORKFORCE DEVELOPMENT COUNCIL (WDC)/TRANSITIONAL INDUSTRY TRAINING ORGANISATION (TITO) COVID-19 RESPONSE PROJECTS FUND

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| | | | needs of the WDC. | | |
| CN14 | BCITO | 8101 | Project Retrain | Project completed | \$1,145,030 |
| CN15 | Skills Active (transferred to Toi Mai WDC) | 8129/6047 | To rise by lifting others: Hāpaitia te tāngata, hāpaitia te iwi/ Covid-19 Recovery Baseline Engagement and Data Project | Expected completion October 2022 | \$927,340 |
| CN16 | Toitū te Waiora WDC | 6048 | Life Changing Careers – Stage 2 | Expected completion December 2022 | \$420,000 |
| CN17 | Muka Tangata WDC | 6050 | Shared Data Platform | Expected completion December 2022 | \$2,500,000 |
| CN18 | Muka Tangata WDC | 6050 | Diversity Inclusion and Equity Transformation Project | Withdrawn | - |
| CN19 | Waihanga Ara Rau WDC | 6046 | Industry Equity Project | Expected completion December 2022 | \$700,000 |
| CN20 | Toi Mai WDC | 6047 | Embracing Digital Transformation | Expected completion November 2022 | \$350,000 |
| CN21 | Waihanga Ara Rau WDC | 6046 | Workforce Development Strategy – Electrical Supply and Three Waters Sector | Project completed | \$600,000 |
| CN22 | Hanga-Aro- Rau WDC | 6049 | Post COVID-19 Workforce Development Needs in NZ's Manufacturing and Engineering Industries | Expected completion November 2022 | \$630,000 |
| CN23 | Toi Mai WDC | 6047 | Createch Leaky Pipeline | Expected completion December 2022 | \$140,179 |
| CN24 | Toi Mai WDC | 6047 | NZ Screen Industry Capability Development Plan | Expected completion December 2022 | \$600,000 |
| CN25 | Ringa Hora WDC | 7100 | What Makes the Service Sector Special | Expected completion October 2022 | \$398,000 |
| CN26 | Waihanga Ara Rau WDC | 6046 | Plumbing, Gasfitting, Drainlaying – Titiro whakamua | Expected completion April 2023. | \$700,000 |
| | | | | Total | \$15,936,566 |

Appendix 2: TITO and WDC COVID-19 response project summaries

TITO-led projects

Building and Construction Industry Training Organisation (BCITO) was funded for four projects

Trade Secrets for Your Business

22. The objective of this project was to investigate why construction firms have been reluctant to participate in Vocational Education and Training (VET), and to design intervention strategies that will lead to greater support for their apprentices and trainees. By increasing understanding of, and trust in, the education and training pathways available to their staff, the project proposed to promote investment in training to support recovery from the epidemic.
23. The project piloted “Trade Knowledge” events designed to connect employers with training subject matter experts. The main output was the creation of the “Trade Knowledge Toolkit”, which will enable Waihanga Ara Rau WDC to continue to run events in the future.

National Construction Workforce Forecasting

24. The objective of the National Construction Workforce Forecasting project was to create a platform which could display workforce gaps and surpluses within the national and regional construction labour markets, as well as the pipeline of work, by project and building type and workforce supply and demand. The project also proposed to use the platform to create 15 regional plans focused on the workforce challenges and opportunities for each region.
25. The main output of the project is the Workforce Information Platform (WIP), and publication of the 15 Regional Plans. The website and plans will be formally launched by Waihanga Ara Rau WDC at its one-year anniversary event on 21 July 2022.

Construction Industry Recovery Packages

26. The objective of the Construction Industry Recovery Packages project is to develop a suite of microcredentials and supporting materials that recognises key skills in the Construction Industry. These include microcredentials focused on short term skills shortages that have been exacerbated by COVID-19 (such as Basic Construction, Demolition, and On-Site Assembly) , a variation to the NZ Certificate in Business (Small Business)(Level 4) which is focused on the construction sector, and an Employer Support package which includes material on key issues for small business in construction. The outputs from this project are designed for delivery in a range of contexts, including workplace and provider-based environments, and work preparation, experience and transition programmes.
27. The Construction Industry Recovery Packages project is expected to be completed in November 2022.

Project Retrain

28. This project investigated how the construction industry can best attract the women who have lost their jobs due to the impacts of COVID-19 and help them make the transition into careers within the infrastructure, building, and construction industries.

29. This project concluded with a successful launch of the “Trade Careers” website and toolkit, which is a free resource for the industry.¹ Another key output was the selection of 42 women to participate in the *Career Reboot Programme* and the production of a seven-episode web series “Give it a Red-Hot Go”.

Careerforce was funded for two projects

Life Changing Careers

30. The objective of this project was to run a campaign designed to attract a more diverse range of workers to the disability and support sector, which suffered significant worker attrition during COVID-19. By attracting a more diverse range of workers, the disability and support sector can have greater resilience to future pandemics and be able to better reflect the diversity of those it supports.

31. The project developed the “Life Changing Careers” website,² and ran a nationwide campaign highlighting the rewarding careers that the care and support industry provides. The campaign concluded at the end of 2021, having been viewed 15.5 million times across all digital platforms. The campaign website also attracted 76,000 views, with 92% of the web traffic generated through the advertising material. In addition, the health and wellbeing sectors provided very positive feedback on the campaign.

32. At the project’s conclusion, the initiative was picked up by Toitū te Waiora WDC who is currently funded to run a second tranche of the campaign in partnership with Careerforce.³

Modes of Learning Project

33. During the COVID-19 lockdown, there was a significant drop in trainee engagement with workplace-only models of training in the disability and support sector. The objective of this project was to understand what mode of training best serves the disability and support workforce in a post COVID-19 environment, and how skill requirements have changed following the pandemic.

34. The completed outputs of this project are a suite of micro-credentials focussed on Whānau & Community-Led (Health) Responses and Disability support. NZQA listed *Contribute to a kaupapa Māori health development initiative in the community* in March 2022 with the three micro-credentials for Disability Support expected to be finalised by the end of July 2022.

Competenz Trust was funded for one project

Increasing the Number of Qualified Staff in MEL (Manufacturing, Engineering and Logistics) Sectors

35. The objective of this project was to investigate whether foundation qualifications could be mapped to business process in the MEL sectors, with the aim of creating a pathway for staff to have their skills and knowledge formally recognised. This would provide employees with formal qualifications and enable them to seek re-employment should they be displaced due to the economic impact of COVID-19 on their industries.

¹ See: <https://tradecareers.co/>

² See: <https://lifechangingcareers.org.nz/>

³ See below: Toitū te Waiora – *Life Changing Careers – Stage 2*.

36. Following the completion of Phase 1 (Scoping), Competenz concluded that it did not wish to continue the project as it would be shortly transitioning to Te Pūkenga.

Infrastructure Industry Training Organisation (Connexis) was funded for two projects which were transferred to Waihanga Ara Rau WDC

Electricity Supply Industry Technical Workforce Development Strategy

37. COVID-19's impact on immigration worsened worker shortages that were already being experienced by the electrical supply industry. The objective of this project was to help address these shortages by providing a 10-year Workforce Development Strategy for Waihanga Ara Rau WDC and the whole of the electricity supply industry. The Strategy addresses what skills are needed, how training provision and support can be improved, and identifies pathways for those looking to train or retrain in electricity supply industry careers, particularly for Māori and women.

38. The project was completed in November 2021, with the publication of the *Re-energise: Ngā Mahi a Māui Workforce Development Strategy*.⁴ Following its completion, Waihanga Ara Rau were funded to undertake a further project to act on the recommendations from this strategy.⁵

Civil Infrastructure Workforce Development Strategy focusing on the Three Waters Sector

39. The objective of this project was to provide a 5-10 year Workforce Development Strategy for the Three Waters sector and Waihanga Ara Rau WDC. The Strategy addresses labour shortages due to border closures, the need to diversify the workforce, enhancing career pathways, and improving training support and outcomes for all learners.

40. The project was completed in March 2022, with the publication of *Ko Wai Tātau – Three Waters Workforce Development Strategy*.⁶ As with the Electricity Supply Industry strategy, Waihanga Ara Rau were funded to undertake a further project to act on the recommendations from this strategy.⁷

Hair and Beauty Industry Training Organisation (HITO) was funded for one project

Ensuring Hairdressing Skills and Qualifications are Responsive to the Impact of COVID-19 and the Future Needs of the WDC

41. The objective of this project was to provide an opportunity for the hairdressing industry to determine how hairdressing qualifications needed to change to make them more responsive to the impact of COVID-19 and future needs of the industry.

42. The project was completed following Phase 1 (Scoping), as industry indicated that current hairdressing skills and qualifications were fit for the future environment.

⁴ Available at <https://www.reenergise.nz/>

⁵ See below: Waihanga Ara Rau - *Workforce Development Strategy – Electrical Supply Industry and Three Waters Mahere whakamahinga*.

⁶ Available at <https://wearewater.nz/>

⁷ See below: Waihanga Ara Rau - *Workforce Development Strategy – Electrical Supply Industry and Three Waters Mahere whakamahinga*.

Primary Industry Training Organisation (Primary ITO) was funded for two projects

Pathways into Primary Industries Project

43. The objective of the Pathways into Primary Industries (PiPi) project was to create a clear and concise learner pathway between school, lifelong learning and employment. The project brought together the activities of a broad range of stakeholders into a clear direction for training and training pathways. This co-ordination and direction will help industry recover from the impacts of COVID-19 by ensuring that the needs of learners and employers are listened to and mapped against available resources. This will help identify what additional learning opportunities are required to meet skills shortages.
44. This project concluded in April 2022 with the successful launch of the PiPi online hub, website and mentoring programme.⁸

Technology-enabled Lessons from Lockdown

45. Historically, most vocational education in the primary sector has been delivered face-to-face, in a class setting or in the field. Connectivity issues, assumptions about learning styles and the hands-on nature of work in the primary industries have limited technological innovations in delivery.
46. Based on the lessons during the transition to online learning in the first COVID-19 lockdown, this project aimed to identify good practice principles to be used in the delivery of online and technology-enabled vocational training, with a particular focus on the primary industries.
47. This project concluded in December 2021 with the launch of Tech-Enabled Learning website.⁹ The on-going maintenance and development of the website will be undertaken by the Food and Fibre Centre of Vocational Excellence (CoVE).

Service IQ was funded for one project

Hinonga Kōkiri/Head Start Project

48. The objective of this project was to conduct evidence-based research to understand how COVID-19 has reshaped vocational pathways and business in the service sector, and what people and skills, training, and learning pathways are needed to get a head start to COVID-19 recovery.
49. The main output of project was the creation of Sector Skills Summaries for 16 service sectors (including Hospitality, Tourism, Travel, Aviation and Retail) as well as a Service Sector Workforce Strategy for Ringa Hora WDC.¹⁰
50. The Sector Skills Summaries and Workforce Strategy were formally provided to Ringa Hora WDC at an event in February 2022.

⁸ See: <https://pipi.ac.nz/>

⁹ See: <https://techenabledlearning.nz/>

¹⁰ Available at <https://www.serviceiq.org.nz/about-us/wfd/headstart/>

Skills Active was funded for one project which transferred to Toi Mai WDC

To Rise by Lifting Others Project

51. The 'To Rise by Lifting Others' project aimed to deliver a Creative, Cultural, Recreation and Technology (CCRT) Workforce Development Strategy and Action Plan, for the Toi Mai WDC. The objective was to understand how the CCRT sectors were negatively impacted by Covid-19 lockdowns and restrictions, assess the lasting impact of the pandemic on labour demand, and to identify the on-going mix of occupations and workforce skills required by these sectors.

52. Skills Active's role in the project concluded in Phase 2 with the delivery of the Workforce Development Strategy to Toi Mai WDC. Toi Mai WDC is currently completing the third phase of the project, which involves development of an engagement matrix to ensure that the sectors most affected by the pandemic are prioritised, and publication of baseline data for the CCRT sectors.

Skills Org was funded for one project

Apprentice Assist Innovations

53. This project proposed to support displaced apprentices from the construction and infrastructure industries to get back into meaningful employment by creating a mobile learning platform. However, this project was concluded following Phase 2 due to lack of evidence of demand for the product.

WDC-led projects

Muka Tangata is funded for one project

WDC COVID-19 Shared Data Platform

54. The Shared Data Platform (SDP) project is a collaboration between all six WDCs, with Muka Tangata as the project's main sponsor. Inspired by BCITO Workforce Information Platform (WIP) COVID-19 response project, the objective of the SDP project is to develop a workforce modelling and forecasting tool that can be used by all six WDCs to understand the impact that COVID-19 has had on their collective workforce. This will help enable the WDCs to provide workforce advice to the TEC, working from a consistent evidence set.

55. Alongside being a useful tool for the WDCs, it is envisaged that the platform will also be made available to Regional Skills Leadership Groups (RSLGs), as well as to industry. The project is expected to be completed in December 2022; however, it is anticipated that the WDCs will have an on-going interest in maintaining and expanding the platform.

56. As at July 2022, the project has completed its second prototype and is preparing to deploy to its cloud-based platform. Work through to December will include finalising data sources, as well as the analytic and modelling functions, before launching version one of the platform by the end of the year.

Toitu te Waiora is funded for one project

Life Changing Careers – Stage 2

57. Following on from the impact of the original Life Changing Careers campaign undertaken by Careerforce in 2021, Toitū te Waiora is leading stage 2 of the campaign in 2022. The current

focus is on attracting more Māori into the care and support sector generally, and on careers in the aged care sector.

58. While the TEC funded component of the project is expected to conclude in December 2022, Careerforce has indicated a desire to ring-fence some of their own reserve funds to support its continuation for the next 3-4 years.

Waihanga Ara Rau is funded for three projects

Industry Equity Project

59. The Industry Equity Project proposes to build on the success of the BCITO-led Project Retrain (which focused on attracting more women into the construction sector) that was funded in 2021. Using the lessons and acting on recommendation from Project Retrain, the project will develop and implement a sustainable, scalable framework to encourage women to take up opportunities in the trades. The model will be piloted in the engineering, logistics, and manufacturing sectors (Hanga-Aro-Rau WDC).
60. The main outputs of the project include a scalable framework for industry to increase diversity, a face to face or online course designed to prepare women for working in industry, built upon the 12-week course that was piloted in Project Retrain. The project also involves adapting the 'Girls in Hi-Vis' initiative, run by Connexis, rolled out to other industries to expose and encourage young women to join the industry of their choice.
61. The Industry Equity Project is expected to be completed in December 2022.

Workforce Development Strategy – Electrical Supply Industry and Three Waters Mahere whakamahinga

62. This project continued the work initially undertaken by Connexis in the electrical supply and three waters sectors by implementing four out of the eight recommendations identified in the two Workforce Development Strategies. This was represented through five workstreams, focused on mapping industry pathways, promoting careers to young learners, mapping the competencies required for careers in the sector, and creating an iwi workforce development pathway.
63. These outputs were delivered through the *Mahere Whakamahinga – Workforce Activation Report* in June 2022.

Plumbing, Gasfitting, Drainlayng - Titiro Whakamua

64. The Plumbing, Gasfitting and Drainlayng (PGD) industry has raised concerns with Waihanaga Ara Rau WDC around the current training model for its apprentices, arising from the inability of their apprentices to progress through their apprenticeship programme within acceptable timeframes. Due to face-to-face block courses being disrupted by COVID-19, the timeframe to complete a 5-year apprenticeship is now closer to six and a half years.
65. The Titiro Whakamua project proposes to act on recommendations from Waihanga Ara Rau WDC's review into PDG training and develop four key outputs focused on enabling PDG apprentices in the third and fourth years of study to complete their studies in a timely fashion. Once this project is completed, it is expected that the outputs will be expanded to all years of the programme.
66. The four outputs of the project are the development of eLearning resources for years three and four; the development of resources and framework for on-job assessment (including a pilot of this model for years three and four), a stock-take of the current delivery model, and the establishment of a new delivery model that is supported by industry.

67. The *Titiro whakamua* project is expected to be completed in April 2023.

Toi Mai is funded for three projects

Embracing Digital Transformation

68. The Personal Training and Performing Arts sectors were heavily impacted by COVID-19. With many practitioners in these areas operating independently in the 'gig economy', their traditional work has been disrupted through the various lockdowns and traffic light settings. While COVID-19 has been highly disruptive, this has also resulted in a shift to new ways of operating, with those practitioners who have been able to develop digital offerings seeing new audiences and opportunities emerge.

69. The objective of this project is to understand how creatives have been able to utilise digital tools to find new opportunities, and how these workforces might be reframed in the long term with digital offerings at their core.

70. The Embracing Digital Transformation project is expected to be completed in December 2022.

Createch Leaky Pipeline

71. The COVID-19 pandemic has resulted in an increased demand for workers skilled in creative technology (Createch). Existing skilled practitioners have been unable to meet this surge in demand and workforce shortages are expected to worsen as the effect of the pandemic on New Zealand lessens. Research indicates that there is a distinct imbalance in the demographic profile of the Createch workforce, where women make up only 25%.

72. The project will build off research undertaken by Massey University to assess the extent of the leaky pipeline across Createch and articulate where and how potential workers are lost due to barriers to education and training for women.

73. The *Createch Leaky Pipeline* project is expected to be completed in December 2022.

New Zealand Screen Industry Capability Plan

74. The New Zealand screen industry has experienced significant growth in the past 20 years, with the Ministry of Business, Innovation and Enterprise's 2021 Report on Economic Trends in the sector estimating that there are now approximately 14,000 people working in the industry, the majority of whom are self-employed. Despite this positive growth, COVID-19 has had a serious impact on the industry, resulting in significant delays, cancellations, and job losses. However, as borders begin to re-open, there is a strong and renewed interest from both domestic and international producers to base their project in New Zealand.

75. The project proposes to provide a realignment between screen sector industry needs and vocational education provision by producing a future-focused capability development plan.

76. The *New Zealand Screen Industry Capability Plan* project is expected to be completed in December 2022.

Ringa Hora is funded for one project

What Makes the Service Sector Special

77. The Service sector workforce has long been described as a more transient workforce relative to other industries. However, there are limited discussions around how the skills gained from working in the Service sector apply to other industries. More importantly, the shock generated

by the COVID-19 pandemic has further highlighted the need for the service workforce to be agile and able to move across jobs and industries.

78. This project aims to identify the specific transferable skills that enabled the Service sector workforce to switch careers, before and during the COVID-19 Pandemic, and will identify system enhancement opportunities to strengthen the resilience of the Service sector workforce overall. The project will have a specific focus around Māori businesses and workforce in the Service sector, as Accommodation and Food services, Wholesale and Retail are among the industries with the most Māori workers.
79. The *What Makes the Service Sector Special* project is expected to be completed in October 2022.