



Workforce Development Councils (WDCs)

Order in Councils – Overview table

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This table provides a full overview of the six WDC Orders in Council.

As a result of an industry-led Order in Council process, the six Orders in Council proposals developed are bespoke, which reflects the unique circumstances and unique needs for the industries covered by each WDC.

Where an Order in Council does not have a specific section, the table will show NA (Not Available).

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
Name of the Workforce Development Council						
Name	The Waihanga Ara Rau Construction and Infrastructure Workforce Development Council is established on the date the Order in Council is made.	The Toi Mai Workforce Development Council is established on the date the Order in Council is made.	The Community, Health, Education and Social Services Workforce Development Council is established on the date the Order in Council is made.	The Hanga-Aro-Rau Manufacturing, Engineering and Logistics Workforce Development Council is established on the date the Order in Council is made.	The Muka Tangata People, Food and Fibre Workforce Development Council is established on the date the Order in Council is made.	The Services Workforce Development Council is established on the date the Order in Council is made.
Purpose of the Workforce Development Council and accountability arrangements						
Purpose	<p>The purposes of the Waihanga Ara Rau Construction and Infrastructure Workforce Development Council are:</p> <ul style="list-style-type: none"> to use its industry voice to contribute to the creation of a sustainable, globally engaged and adaptive Aotearoa New Zealand; to contribute to an education system which provides opportunities for all people to reach their full potential and capabilities, including those who have been traditionally underserved by the education system; to contribute to an education system that honours Te Tiriti o Waitangi to help ensure fair and equitable outcomes for all; to plan, implement and support the responses to Aotearoa New Zealand's current and future workforce needs, taking into account: <ul style="list-style-type: none"> the transition to a low-emissions and climate resilient Aotearoa New Zealand; new global challenges; emerging technologies; global sustainability goals; the changing nature of work, and the skills, knowledge and qualifications learners need in future to achieve success for themselves and their communities. 	<p>In addition to the requirements of the Act, the purposes of Toi Mai are to:</p> <ul style="list-style-type: none"> use its industry voice to contribute to the creation of a sustainable, globally engaged and adaptive Aotearoa New Zealand (includes Aotearoa me Te Waipounamu and all territories); contribute to an education system that provides opportunities for all people to reach their full potential and capabilities, including those who have been traditionally underserved by the education system; to contribute to an education system that honours Te Tiriti o Waitangi and supports Māori-Crown relationships; to plan, implement and support the responses to Aotearoa New Zealand's current and future workforce needs, taking into account: <ul style="list-style-type: none"> the transition to a low-emissions and climate resilient Aotearoa New Zealand; new global challenges; emerging technologies; global sustainability goals; the changing nature of work, and the skills, knowledge and qualifications learners need in future to achieve success for themselves and their communities. 	<p>The purposes of the Community, Health, Education and Social Services Workforce Development Council are:</p> <ul style="list-style-type: none"> to contribute to an education system which honours Te Tiriti o Waitangi to help ensure fair and equitable outcomes for all; to use its industry voice to contribute to the creation of a sustainable, globally engaged and adaptive Aotearoa New Zealand; to contribute to an education system which provides opportunities for all people to reach their full potential and capabilities, including those who have been traditionally underserved by the education system; to work with learners, industry (including, without limitation, employers, employees, self-employed people, volunteers, industry associations and unions), tāngata whenua, stakeholders and the other Workforce Development Councils to give effect to the Council's strategic direction; to plan, implement and support the responses to Aotearoa New Zealand's current and future workforce needs, taking into account: <ul style="list-style-type: none"> the transition to a low-emissions and climate resilient Aotearoa New Zealand; new global challenges; emerging technologies; global sustainability goals; the changing nature of work, and the skills, knowledge and qualifications learners need in future to achieve success for themselves and their communities. Actively collaborate with all other partners in the vocational education system towards common goals and priorities. 	<p>The purposes of the Hanga-Aro-Rau Manufacturing, Engineering and Logistics Workforce Development Council are:</p> <ul style="list-style-type: none"> to use its industry voice to contribute to the creation of a sustainable, globally engaged and adaptive Aotearoa New Zealand; to contribute to an education system which provides opportunities for all people to reach their full potential and capabilities, including those who have been traditionally underserved by the education system; to contribute to an education system which honours Te Tiriti o Waitangi to help ensure fair and equitable outcomes for all; to work with learners, industry (including, but not limited to, employers, employees, self-employed people, volunteers, industry associations and unions), tāngata whenua, stakeholders and the other workforce development Councils and other organisations to deliver the outcomes the Council seeks; to plan, implement and support the responses to Aotearoa New Zealand's current and future workforce needs, taking into account: <ul style="list-style-type: none"> the transition to a low-emissions and climate resilient Aotearoa New Zealand; new global challenges; emerging technologies; global sustainability goals; the changing nature of work, and the skills, knowledge and qualifications learners need in future to achieve success for themselves and their communities. 	<p>The purposes of the Muka Tangata People, Food and Fibre Workforce Development Council are:</p> <ul style="list-style-type: none"> to use its industry voice to contribute to the creation of a sustainable, globally engaged and adaptive Aotearoa New Zealand; to contribute to an education system which provides opportunities for all people to reach their full potential and capabilities, including those who have been traditionally underserved by the education system; to contribute to an education system that honours Te Tiriti o Waitangi and supports Māori-Crown relationships; to work with learners, industry (including, without limitation, employers, employees, self-employed people, volunteers, industry associations and unions), tāngata whenua, stakeholders and the other Workforce Development Councils to give effect to the Council's strategic direction; to plan, implement and support the responses to Aotearoa New Zealand's current and future workforce needs, taking into account: <ul style="list-style-type: none"> the transition to a low-emissions and climate resilient Aotearoa New Zealand; new global challenges; emerging technologies; global sustainability goals; the changing nature of work; and the skills, knowledge and qualifications learners need in future, to achieve success for themselves and their communities. 	<p>The purposes of the Services Workforce Development Council are to:</p> <ul style="list-style-type: none"> ensure as far as practicable that the people in the Services sector workforce have every opportunity to reach their full potential and capabilities within their chosen occupation, and to extend those opportunities to people who have been underserved by the education system; contribute towards the creation of a Services sector workforce that meets industry needs and is fit for work in a sustainable, globally engaged and adaptive Aotearoa New Zealand; and contribute to an education system which honours Te Tiriti o Waitangi to help ensure fair and equitable outcomes for all.
Accountability arrangements	<p>Performance of functions</p> <ul style="list-style-type: none"> The Council in the performance of its functions must give effect to: <ul style="list-style-type: none"> the purposes of the Council; and the Tertiary Education Strategy issued under section 7 of the Act. The Council must consult with persons or bodies who, the Council considers on reasonable grounds, represent Māori in relation to the performance of the Council's duty [in section 369(2)(b) of the Act] to have regard to the needs of Māori in the performance of its functions. The Council must consult with persons or bodies who, the Council considers on reasonable grounds, represent specific population groups in relation to the performance of the Council's duty [in section 369(2)(b) of the Act] to have regard to the needs of those population groups in the performance of its functions. <p>Statement of strategic direction</p> <ul style="list-style-type: none"> At least every 3 years the Council must publish on an Internet site maintained by, or on behalf of, the Council a statement setting out its strategic 	<p>Performance of functions</p> <ul style="list-style-type: none"> The Council in the performance of its functions must give effect to: <ul style="list-style-type: none"> the purposes of the Council; and the Tertiary Education Strategy issued under section 7 of the Act. 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	<p>direction for the next 5 years, including how the Council intends to give effect:</p> <ul style="list-style-type: none"> to the purposes of the Council; and to relevant parts in the Tertiary Education Strategy. <ul style="list-style-type: none"> The Council must consult with the specified industries, the Minister, vocational education providers, and with persons or bodies the Council considers on reasonable grounds represent Māori, before issuing a statement on its strategic direction. <p>Annual report</p> <ul style="list-style-type: none"> The Council must present to the specified industries and to the Minister an annual report on the performance of its functions, including (without limitation): <ul style="list-style-type: none"> an outline of the progress made towards achieving the goals and objectives set out in the statement of strategic direction; and the audited financial statements of the Council. 	<p>direction for the next 5 years, and how the Council intends to give effect to:</p> <ul style="list-style-type: none"> the purposes of the Council; and relevant parts in the Tertiary Education Strategy. <ul style="list-style-type: none"> The Council must consult with the specified industries, the Minister, vocational education providers, and with persons or bodies the Council considers on reasonable grounds represent Māori, before issuing a statement on its strategic direction. <p>Annual report</p> <ul style="list-style-type: none"> The Council must present to the specified industries and the Minister an annual report on the performance of its functions, including (without limitation): <ul style="list-style-type: none"> an outline of the progress made towards achieving the goals and objectives set out in the statement of strategic direction; and the audited financial statements of the Council. 	<p>direction for the next 5 years, including how the Council intends to give effect:</p> <ul style="list-style-type: none"> to the purposes of the Council; and to relevant parts in the Tertiary Education Strategy. <ul style="list-style-type: none"> The Council must consult with the specified industries, the Minister, vocational education providers, and with persons or bodies the Council considers on reasonable grounds represent Māori, before issuing a statement on its strategic direction. <p>Annual report</p> <ul style="list-style-type: none"> The Council must present to the specified industries and to the Minister an annual report on the performance of its functions, including (without limitation): <ul style="list-style-type: none"> an outline of the progress made towards achieving the goals and objectives set out in the statement of strategic direction; and the audited financial statements of the Council. 	<p>direction for the next 5 years, including how the Council intends to give effect:</p> <ul style="list-style-type: none"> to the purposes of the Council; and to relevant parts in the Tertiary Education Strategy. <ul style="list-style-type: none"> The Council must consult with the specified industries, the Minister, vocational education providers, and with persons or bodies the Council considers on reasonable grounds represent Māori, before issuing a statement on its strategic direction. <p>Annual report</p> <ul style="list-style-type: none"> The Council must present to the specified industries and to the Minister an annual report on the performance of its functions, including (without limitation): <ul style="list-style-type: none"> an outline of the progress made towards achieving the goals and objectives set out in the statement of strategic direction; and the audited financial statements of the Council. 	<p>planning and the funding of education and training.</p> <ul style="list-style-type: none"> The Council must consult with persons or bodies representing who the Council considers on reasonable grounds, represent Māori in relation to the performance of the Council's duty [in section 369(2)(b) of the Act] to have regard to the needs of Māori, in the performance of its functions. The Council must consult with persons or bodies representing who, the Council considers on reasonable grounds, represent specific population groups, in relation to the performance of the Council's duty [in section 369(2)(b) of the Act] to have regard to the needs of those population groups in the performance of its functions. <p>Statement of strategic direction</p> <ul style="list-style-type: none"> At least every 3 years the Council must publish on an Internet site maintained by or on behalf of the Council, a statement setting out its strategic direction for the next 5 years, and how the Council intends to give effect: <ul style="list-style-type: none"> to the purposes of the Council; to relevant parts in the Tertiary Education Strategy; and Ka Hikitia or subsequent Māori education strategies that relate to vocational education and training. The Council must consult with the specified industries, the Minister, vocational education providers, and with persons or bodies the Council considers on reasonable grounds represent Māori, before issuing a statement on its strategic direction. <p>Annual report</p> <ul style="list-style-type: none"> The Council must present to the specified industries, and to the Minister, an annual report on the performance of its functions, including (without limitation): <ul style="list-style-type: none"> an outline of the progress made towards achieving the goals and objectives set out in the statement of strategic direction; and the audited financial statements of the Council. 	<p>direction for the next 5 years, setting out how the Council intends to give effect to:</p> <ul style="list-style-type: none"> the purposes of the Council; and relevant parts in the Tertiary Education Strategy. <ul style="list-style-type: none"> The Council must consult with the specified industries, the Minister, vocational education providers, and with persons or bodies the Council considers on reasonable grounds represent Māori, before issuing a statement on its strategic direction. <p>Annual report</p> <ul style="list-style-type: none"> The Council must present to the specified industries and to the Minister an annual report on the performance of its functions, including (without limitation): <ul style="list-style-type: none"> an outline of the progress made towards achieving the goals and objectives set out in the statement of strategic direction; and the audited financial statements of the Council.
Governance arrangements						
Council membership provisions	<ul style="list-style-type: none"> The Council comprises 6, 7 or 8 members, as determined by the Council, made up as follows: <ul style="list-style-type: none"> at least 1 member is a person nominated by employers in the specified industries to represent them; at least 1 member nominated by trade unions and endorsed by the Council of Trade Unions to represent employees in the specified industries; at least 1 member is a person nominated by Māori employers in the specified industries, to represent them; and the remaining members are appointed by the Council to bring the total membership of the Council up to 6, 7 or 8 members. The Council may co-opt one person to be a member if necessary, to ensure that the Council has an appropriate mix of skills, leadership and experience, provided that the Council comprises in total no more than 8 members. When seeking nominations for an employee representative, the Council/selection committee: <ul style="list-style-type: none"> must take all reasonable steps to notify employees in the specified industries about the process for nominating members; and must ensure that the persons nominated for appointment have the support of a sufficient number of employees in the specified industries; and must not specify who is eligible to be nominated for appointment as a member 	<ul style="list-style-type: none"> The Council is to comprise 7 to 9 members, but ideally 9 members for breadth of competencies and connections, including: <ul style="list-style-type: none"> at least 1 member who is able to provide collective representation of employees from one or more sectors covered by Toi Mai, drawn from candidates nominated by: <ul style="list-style-type: none"> one or more of the unions active in the sectors covered by Toi Mai; or the NZ Council of Trade Unions/CTU Rūnanga; or nominations from individuals or collected employees involved in the sectors covered by Toi Mai (collected employees must not be from groups that also have employers as members, unless they are able to act as an independent sub-group from the parent entity). at least 1 member who is able to provide collective representation of employers from one or more sectors covered by Toi Mai; at least 1 member who is able to provide representation of Māori employers; and at least 3 members who are Māori, with consideration of their coverage across Toi Mai coverage areas. In addition to the 7 to 9 members specified above, up to 2 people can be co-opted by the Council for specific reasons for no more than 3 years in any one case. This means that the Council could 	<ul style="list-style-type: none"> The Council comprises 8, 9 or 10 members, as determined by the Council, made up as follows: <ul style="list-style-type: none"> 1 member nominated by Māori employers in the specified industries, to represent them; 1 member nominated by employees in the specified industries, to represent them; and 1 member nominated by the employers in the specified industries, to represent them. The remaining members appointed by the Council to bring the total membership of the Council up to 8, 9 or 10 members as determined by the Council. When seeking nominations for an employee representative, the Council or the appointments committee: <ul style="list-style-type: none"> must take all reasonable steps to notify employees in the specified industries about the process for nominating members; must ensure that the persons nominated for appointment have the support of a sufficient number of employees in the specified industries; and must not specify who is eligible to be nominated for appointment as a member except as provided for in the Order, or in any rules. The Council may co-opt 1 or 2 persons to be a member if necessary or desirable: <ul style="list-style-type: none"> to ensure that the Council has an appropriate mix of skills, leadership and experience, 	<ul style="list-style-type: none"> The Council comprises 7, 8 or 9 members made up as follows: <ul style="list-style-type: none"> at least 1 member nominated by Māori employers in the specified industries, to represent them; at least 1 member nominated by trade unions and endorsed by the Council of Trade Unions to represent employees in the specified industries; at least 1 member nominated by employers in the specified industries, to represent them; and the remaining members are appointed by the Council to bring the total membership of the Council up to 7, 8 or 9 members as determined by the Council. The Council as a whole must have approximately an even balance between members of the Council who are Māori and non-Māori. 	<ul style="list-style-type: none"> The Council comprises no fewer than 8 members and no more than 12 members, as determined by the Council, made up as follows: <ul style="list-style-type: none"> at least 2 members, including 1 member to represent Māori employees, nominated by employees, the Council of Trade Unions and unions representing employees in the specified industries; no more than 8 members nominated by employers in the specified industries, including: <ul style="list-style-type: none"> at least 1 member nominated by the employer associations representing employers in the specified industries; and at least 1 member nominated by Māori employers in the specified industries. a number of additional members as required to bring the total membership of the Council up to the number of members determined by the Council. The Council may co-opt other persons to be a member if necessary, to ensure that the Council has an appropriate mix of skills, leadership and experience, provided that the Council comprises in total no more than the total number of members determined by the Council. The Council as a whole, must have approximately an even balance between members who are Māori and non-Māori. 	<ul style="list-style-type: none"> The Council comprises 9 members, constituted as follows: <ul style="list-style-type: none"> at least 1 member is a person nominated by employers in the specified industries to represent them; at least 1 member is a person nominated by employees in the specified industries to represent them; at least 2 members identify as New Zealand Māori, with at least 1 of these members nominated by Māori employers in the specified industries to represent them; and at least 1 member is from the Pacific community. When seeking nominations for an employee representative, the Minister and the Council: <ul style="list-style-type: none"> must take all reasonable steps to notify employees in the specified industries about the process for nominating members; and must ensure that the persons nominated for appointment have the support of a sufficient number of employees in the specified industries; and must not specify who is eligible to be nominated for appointment as a member except as provided for in the Order, or in any rules.

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	except as provided for in the Order, or in any rules.	comprise up to 11 members if 2 additional members are co-opted at the same time.	provided that the Council comprises in total no more than 10 members; and <ul style="list-style-type: none"> to provide opportunities for people of different age, ethnicity, ideas and gender to develop the knowledge, skills and experience in governance necessary to be appointed as a member of a professional governing body; and to increase opportunities for participation at a governance level by Māori, Pacific peoples and disabled people; and to draw on the experience, knowledge and views of learners; and to ensure that over the long-term there is adequate representation of Māori with the aim of contributing towards an education system that honours Te Tiriti o Waitangi and supports Māori-Crown relationships. 			
Criteria for the appointment of members	<ul style="list-style-type: none"> When appointing members of the Council, the Council or the appointments committee must: <ul style="list-style-type: none"> apply the principle that membership of the Council should, as far as reasonably practicable, reflect the diversity of ethnicity, cultural background and gender of the people within the specified industries and in New Zealand as a whole; and ensure that at least 3 of the members are Māori (inclusive of the member who is appointed as Māori co-chairperson); and ensure that the Council has sufficient knowledge, skills or experience in the following: <ul style="list-style-type: none"> te ao Māori; the specified industries; the governance of organisations; vocational education; public administration; and community organisations. ensure that during the two years following the establishment of the Council, the Council has: <ul style="list-style-type: none"> sufficient experience in establishing new organisations, enterprises or businesses; and sufficient experience in leading industry, business transformation and change management. 	<ul style="list-style-type: none"> All appointments will be primarily competencies-based appointments, taking into account the skills, competencies and experiences (identified below) that are required across the Council. As a whole, the Council must have: <ul style="list-style-type: none"> strong knowledge and networks within Te Ao Māori; understanding of, and commitment to, upholding Te Tiriti o Waitangi, and te reo me mātauranga Māori; understanding of, and commitment to, eliminating inequality and the needs of underserved learners, including but not limited to, Māori, Pacific and disabled people; industry leadership, knowledge, connections, experience with the industries covered by the WDC – including early stage (particularly important in the IT industries), SMEs, large organisations and the self-employed or independent earners; vocational education and/or training experience; Government engagement abilities; governance skills and personal attributes/behaviours (financial understanding, diligence, strategic thinkers, problem solvers, creative thinkers, values aligned to the WDC's work); diversity of thought and experience; and gender balance. When appointing the employee representative required by the membership provisions, the Council or the Minister must appoint a person who has a demonstrated ability to provide collective representation of employees and who: <ul style="list-style-type: none"> has the support of a body recognised as representing employees in one or more of the specified industries, or can otherwise demonstrate that their appointment represents employees collectively in one or more of the specified industries. 	<ul style="list-style-type: none"> The Council or the appointments committee must appoint persons who have: <ul style="list-style-type: none"> leadership experience in at least one of the specified industries; a commitment to inclusion and addressing the needs of underserved learners; the support of at least one industry sector covered by the Council (indicated by, but not limited to, support from an industry association or group of employers); in the case of the employee representative, the support of the Council of Trade Unions or unions representing employees in the industry. When appointing a person to be a member of the Council, the Council (or the appointments committee) must, as far as is reasonably practicable, ensure that the Council as a whole has: <ul style="list-style-type: none"> experience in vocational education; governance and/or public administration experience and/or understanding; skills in te ao Māori including te reo Māori and mātauranga Māori; a deep understanding and commitment to the principles of Te Tiriti o Waitangi; experience in financial analysis and management; experience in establishing new organisations, enterprises or business; experience in a leadership position in industry, change management or business transformation; approximately an even balance between members of the Council who are Māori and non-Māori; representatives from both large and small enterprises within the specified industries and industry associations; diversity of age, ethnic background, ideas and gender, with particular regard to representation of Māori, Pacific peoples and disabled people; and representation of Māori consistent with the partnership principles of Te Tiriti o Waitangi. When appointing the employee representative required by the membership provisions, the appointments committee or the Council must appoint a person who has a demonstrated ability to provide collective representation of employees and who: <ul style="list-style-type: none"> has the support of a body recognised as representing employees in one or more of the specified industries, or can otherwise demonstrate that their appointment represents employees collectively in one or more of the specified industries. 	<ul style="list-style-type: none"> The appointing body (either the Appointments Committee or the Industry Stakeholder Group) must appoint as members of the Council persons who have: <ul style="list-style-type: none"> leadership experience in at least one of the specified industries covered by the Council; experience, or an understanding of, either or both governance and public administration (except for governance associates in development roles); a commitment to inclusion and addressing the needs of underserved learners; a commitment to act with impartiality, honesty, integrity, and manaakitanga; and in the case of the employer representative, the support of employers in the specified industries; and in the case of the employee representative, the support of the Council of Trade Unions. When appointing members to the Council the appointing body (either the Appointments Committee or the Industry Stakeholder Group) must ensure that during the two years following the establishment of the Council, the Council has: <ul style="list-style-type: none"> sufficient experience in establishing new organisations, enterprises or businesses; and sufficient experience in leading industry, business transformation and change management. When appointing a person to be a member of the Council, the appointing body (either the Appointments Committee or the Industry Stakeholder Group) must, as far as reasonably practicable, reflect the diversity of age, ideas, ethnicity and gender of the people within the specified industries and in New Zealand as a whole and must ensure that the Council has: <ul style="list-style-type: none"> representatives from both large and small enterprises within the specified industries and industry associations; sufficient representation of Māori, Pacific peoples and disabled people; sufficient experience in, or engagement with, the vocational education and training system; enough members with skills in te ao Māori, including te reo Māori and mātauranga Māori, to ensure that the Council is able to give proper consideration to Māori perspectives in undertaking its duties and functions; a deep understanding and commitment to the principles of Te Tiriti o Waitangi; and experience in financial analysis and management. 	<ul style="list-style-type: none"> The Minister must appoint persons who: <ul style="list-style-type: none"> have knowledge, skills and experience relevant to the strategic direction of the Council; and have, or have the ability to develop and maintain, good working relationships and connections with businesses within the specified industries. When appointing a person to be a member of the Council, the Minister must as far as reasonably practicable, ensure that the Council as a whole has sufficient: <ul style="list-style-type: none"> experience in the specified industries; experience in the vocational education system; experience in public administration; experience in te ao Māori, mātauranga Māori, Te reo Māori and an understanding of the principles of Te Tiriti o Waitangi; and experience in Māori business in the specified industries. 	<ul style="list-style-type: none"> The Minister and the Council must appoint a Council that reflects the contemporary and anticipated New Zealand workforce. All appointments will be based on skills and abilities and reflect the WDC's coverage of sectors, relationships with iwi, and ability to meet the needs of all learners, including those under-served. As a whole, the Council must have: <ul style="list-style-type: none"> experience in, or understanding of, the sectors covered by the Services Workforce Development Council; experience as an employer in one of the sectors covered by the Services Workforce Development Council; experience in addressing the needs of underserved learners; commitment to upholding Te Tiriti o Waitangi principles; experience in governance and public administration; knowledge of the vocational education system; and knowledge of Te Ao Māori and mātauranga Māori. When appointing the employee representative required by the membership provisions, the Council or the Minister must appoint a person who has a demonstrated ability to provide collective representation of employees and who: <ul style="list-style-type: none"> has the support of a body recognised as representing employees in one or more of the specified industries, or can otherwise demonstrate that their appointment represents employees collectively in one or more of the specified industries.
Appointment of the first Council	<ul style="list-style-type: none"> The first members of the Council must be appointed in accordance with the membership provisions and membership criteria of the Order. 	<ul style="list-style-type: none"> The first members of the Council must be appointed in accordance with the membership provisions and membership criteria of the Order. 	<ul style="list-style-type: none"> The first members of the Council must be appointed in accordance with the membership provisions and membership criteria of the Order. 	<ul style="list-style-type: none"> The first members of the Council must be appointed in accordance with the membership provisions and membership criteria of the Order. 	<ul style="list-style-type: none"> The first members of the Council must be appointed by the Minister, in accordance with the 	<ul style="list-style-type: none"> The first members of the Council must be appointed in accordance with the membership provisions and membership criteria of the Order.

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
	<ul style="list-style-type: none"> For the purpose of making appointments to the first Council, the Chief Executive of the Tertiary Education Commission must establish an appointments committee comprising 5 representatives from the specified industries. The appointments committee must: <ul style="list-style-type: none"> determine the constitution of the Council in accordance with the membership provisions, including the number of members on the Council (6, 7 or 8 members) and the manner in which the directly appointed members are to be selected and appointed; seek expressions of interest in, or nominations for, appointment as a member of the Council; identify the persons who it considers are suitable for appointment as member of the Council; and appoint the first members of the Council. Members of the first Council may be appointed for a period of between 2 and 5 years. <p>Membership of Council reduced until all appointments made</p> <ul style="list-style-type: none"> The number of Council members is proportionately reduced until the date on which each member referred to in the membership provisions is appointed to the Council. No action of the Council is invalid merely because any member has not been appointed to the Council on the commencement date of the Order. 	<ul style="list-style-type: none"> Half the members of the Council must be appointed for a term of 18 months and the other members for a term of 3 years. All the first members of the Council are to be appointed by the Minister following a nomination process. For the purpose of making appointments to the first Council, the Chief Executive of the Tertiary Education Commission must establish a Nominations Committee comprising 5 representatives from the specified industries. The Nominations Committee must: <ul style="list-style-type: none"> seek expressions of interest in, or nominations for, appointment as a member of the Council; and submit to the Minister a list of candidates who it considers are suitable for appointment as members of the Council. <p>Membership of Council reduced until all appointments made</p> <ul style="list-style-type: none"> The number of Council members required by the Order is proportionately reduced until the date on which each member referred to in the membership provisions is appointed to the Council. No action of the Council is invalid merely because any member has not been appointed to the Council on the commencement date of the Order. 	<ul style="list-style-type: none"> Members may be appointed for a period of between 1 and 3 years. For the purpose of making appointments to the first Council, the Chief Executive of the Tertiary Education Commission must establish an Appointments Committee: <ul style="list-style-type: none"> comprising of 5 representatives from the specified industries; and that as far as reasonably practicable, has the same number of members who are Māori and non-Māori. The appointments committee must: <ul style="list-style-type: none"> determine the constitution of the Council in accordance with the membership provisions, including the number of members on the Council (8, 9 or 10 members) and the manner in which the directly appointed members are to be selected and appointed; seek expressions of interest in, or nominations for, appointment as a member of the Council; identify the persons who it considers are suitable for appointment as member of the Council; and appoint the first members of the Council. <p>Membership of Council reduced until all appointments made</p> <ul style="list-style-type: none"> The number of Council members is proportionately reduced until the date on which each member referred to in the membership provisions is appointed to the Council. No action of the Council is invalid merely because any member has not been appointed to the Council on the commencement date of the Order. 	<ul style="list-style-type: none"> The first members of the Council may be appointed for a term of between 1 year and 4 years. For the purpose of appointing the first members of the Council, the Chief Executive of the Tertiary Education Commission must establish an Appointments Committee comprising 5 representatives from the specified industries and one other member who is appointed as an independent chairperson. The Appointments Committee must: <ul style="list-style-type: none"> determine the constitution of the Council in accordance with the membership provisions, including the number of members on the Council (7, 8 or 9 members) and the manner in which the directly appointed members are to be selected and appointed; seek expressions of interest in, or nominations for, appointment as a member of the Council from: <ul style="list-style-type: none"> employers in the specified industries, to represent them; employees in the specified industries, to represent them; the Council of Trade Unions; and industry associations involved with the specified industries. identify the persons who it considers are suitable for appointment as member of the Council; and appoint the first members of the Council. <p>Membership of Council reduced until all appointments made</p> <ul style="list-style-type: none"> The number of Council members is proportionately reduced until the date on which each member referred to in the membership provisions is appointed to the Council. No action of the Council is invalid merely because any member has not been appointed to the Council on the commencement date of the Order. 	<p>membership provisions and membership criteria of the Order.</p> <ul style="list-style-type: none"> The first members of the Council may be appointed for a term between 6 and 18 months. For the purpose of making appointments to the first Council, the Chief Executive of the Tertiary Education Commission must establish a Nominations Committee, comprising of 5 representatives from the specified industries. The Nominations Committee must: <ul style="list-style-type: none"> determine the constitution of the Council, in accordance with the membership provisions, including the number of members on the Council (7, 8 or 9 members) and the manner in which the directly appointed members are to be selected and appointed; seek expressions of interest, or nominations for appointment as a member of the Council; and submit to the Minister, a list of candidates who it considers suitable for appointment, as members of the Council. <p>Membership of Council reduced until all appointments made</p> <ul style="list-style-type: none"> The number of Council members is proportionately reduced, until the date on which each member referred to in the membership provisions, is appointed to the Council. No action of the Council is invalid, merely because any member has not been appointed to the Council on the commencement date of the Order. 	<ul style="list-style-type: none"> The first Council will be appointed in two phases: <ul style="list-style-type: none"> a chairperson and three Council members will be appointed by the Minister after seeking nominations from industry bodies and parties, including unions and the collective interests of employers, with an interest in the sectors covered by the Council; five additional members will be appointed by the Council itself as soon as practicable (preferably within eight weeks) after the first four appointments have been made. <p>Process for appointment of first members of Council</p> <ul style="list-style-type: none"> The Tertiary Education Commission will receive all nominations and present a short list and make recommendations to the Minister for the initial chairperson and 3 members. Those 4 members will then make appointments for the next 5 members from the nominations received. <p>Term of appointment of first members of Council</p> <ul style="list-style-type: none"> The chairperson will be appointed for 2 years. Each other member will be appointed for an initial term of either 1 year, 2 years or 3 years to establish a basis for stable succession. <p>Membership of Council reduced until all appointments made</p> <ul style="list-style-type: none"> The number of Council members is proportionately reduced until the date on which each member referred to in the membership provisions is appointed to the Council. No action of the Council is invalid merely because any member has not been appointed to the Council on the commencement date of the Order.
Appointment of the permanent (or ongoing) Council	<p>Process for appointment of members</p> <ul style="list-style-type: none"> The Council must establish a selection committee comprising representatives of the specified industries and appoint an independent chairperson to oversee the appointment of members to the Council. The selection committee must: <ul style="list-style-type: none"> seek expressions of interest in, or nominations for, appointment as a member of the Council; and recommend to the Council the person who it considers is suitable for appointment as member of the Council. The Council must consider the recommendations made by the selection committee and appoint as members of the Council those persons who are best suited for appointment as a member, in accordance with the membership provisions and the membership criteria. <p>Term of appointment</p> <ul style="list-style-type: none"> When making appointments the Council must specify a term of appointment having regard to the need to maintain enough continuity in membership of the Council in a given calendar year. Members may be appointed by the Council for a period of between 2 and 5 years. Members may be reappointed to the Council if the total of any consecutive or non-consecutive terms does not exceed 8 years. 	<p>Appointments panel</p> <ul style="list-style-type: none"> The Council must establish an Appointments Panel for the purpose of seeking nominations and making recommendations to the Council regarding appointments to the Council. The Panel will consist of 6 members, at least two members who are Māori. One representative appointed by each of the WDCs (including Toi Mai) selected from their Council members. If fewer than 6 Panel members are appointed by WDCs, the Council will appoint additional Panel members to bring the total to 6 members. Individuals who wish to be on the Council may self-nominate or be nominated by anyone associated with the WDC, including the sectors that make up the WDC. The nominee must: <ul style="list-style-type: none"> be able to identify organisations, individuals or others from the WDC specified industries that support the nomination; demonstrate that they meet the skills, competencies and experience requirements; and indicate whether they seek to represent “collective employees”, “collective employers” or “Māori employers”, or be one of the members who are Māori (and why, including the ability to advocate for those groups). The Panel will conduct due diligence, including cultural due diligence if necessary, on nominees or a short list of nominees prior to appointment in order to satisfy themselves that they are fit and proper people to be on the Council, that their nomination is supported as claimed, and anything else that the Panel deems necessary. 	<p>Process for appointment of members</p> <ul style="list-style-type: none"> The Council must establish a selection committee comprising of representatives in the specified industries and that, as far as reasonably practicable, has approximately an even balance between members who are Māori and non-Māori. Members of the Council cannot be appointed as members of the selection committee. The selection committee must: <ul style="list-style-type: none"> seek nominations for appointment as a member; and recommend to the Council persons who it considers are best suited for appointment as a member. The Council must consider the recommendations made by the selection committee and appoint as members of the Council those persons who, in the opinion of the Council, are best suited for appointment as a member, having regard to the requirements for the membership provisions and membership criteria of the Order. <p>Term of appointment</p> <ul style="list-style-type: none"> When making appointments, the Council must specify a term of appointment having regard to the need to maintain enough continuity in membership of the Council and must ensure that no fewer than half the appointed members remain in office throughout a given calendar year. Members may be appointed by the Council for a period of between 1 and 3 years. Members may be reappointed to the Council provided the total of any consecutive or non-consecutive terms does not exceed 9 years. 	<p>Process for appointment of members</p> <ul style="list-style-type: none"> The Council must establish an Industry Stakeholder Group and appoint as members of the Industry Stakeholder Group persons who represent a broad range and diversity of views across the specified industries. A member of the Council cannot also be a member of the Industry Stakeholder Group. The Industry Stakeholder Group must appoint an independent chairperson who must have sufficient knowledge, skill or experience in te ao Māori including te reo Māori and mātauranga Māori. The role of the Industry Stakeholder Group is to: <ul style="list-style-type: none"> determine the constitution of the Council in accordance with the membership provisions, including the number of members on the Council (7, 8 or 9 members) and the manner in which the directly appointed members are to be selected and appointed; appoint members of the Council in accordance with the membership criteria; provide feedback to the Council on its strategic direction and performance; and provide advice and information to the Council from an industry perspective on the matters arising from the performance of its functions. The Industry Stakeholder Group may meet as often as it considers necessary for the effective performance of its role and must meet with the Council at least once each year, or as the Council thinks fit, to discuss the strategic direction of the Council. <p>Process for appointment of members</p> <ul style="list-style-type: none"> The members of the Council are appointed by the Industry Stakeholder Group as follows: <ul style="list-style-type: none"> The Industry Stakeholder Group must appoint a Selection Panel comprising five members, 	<p>Process for appointment of the permanent Council</p> <ul style="list-style-type: none"> The members of the Council are appointed by the Minister, in consultation with the Minister or Ministers responsible for primary industries, in accordance with the membership provisions and the membership criteria of the Order. <p>Term of appointment</p> <ul style="list-style-type: none"> When making appointments, the Minister must specify a term of appointment having regard to the need to maintain enough continuity, in membership of the Council in each calendar year. Members may be appointed for a period of between 3 to 6 years. Members may be reappointed to the Council. 	<p>Process for appointment of members</p> <ul style="list-style-type: none"> The members of the Council are appointed as follows: <ul style="list-style-type: none"> The responsible Minister will appoint 4 members of the Council and will designate 1 of those members to be the Chairperson. Ministerial appointments will continue as vacancies arise. The Council will appoint 5 members of the Council. Council appointments will continue as vacancies arise. When appointing members to the Council, the Minister and the Council must ensure that the minimum composition requirements set out above are maintained. All appointments will be made following nominations from the sector. Nominations will be sought from industry bodies, employers, employees and iwi partners represented by the Council. The Council will receive all nominations. In the case of Council appointments, the Council will make appointments from the nominations received. In the case of Ministerial appointments, the Council will send the nominations to the Tertiary Education Commission, which will present a short list and recommendations to the Minister. <p>Term of appointment</p> <ul style="list-style-type: none"> An appointment will be for 3 years. A member can be reappointed for a second term of 3 years. No member can serve more than 2 terms.

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
		<ul style="list-style-type: none"> This will include discussions with industry representatives and/or obtaining independent Māori advice, as required. The Panel must take into account the following when making recommendations to the Council: <ul style="list-style-type: none"> current make-up of the Council, and the ongoing make-up of the Council in future (taking into account the members who are continuing on the Council, and who is departing either immediately or within the term of the new appointments), including skills, competencies, experience and industry connections of existing members and nominees (looking at the Council as a whole); the requirement for a minimum of 3 members who are Māori including consideration of their spread across the WDC coverage areas, and 1 representative from each of “collective employees”, “collective employers” and “Māori employers”. <p>Process for appointment of the permanent Council All appointments to the Council, will be made by the Council following recommendations made by the Appointments Panel.</p>		<ul style="list-style-type: none"> including the chairperson of the Industry Stakeholder Group. Members of the Council cannot be appointed to the Selection Panel. The Selection Panel must: <ul style="list-style-type: none"> seek nominations for membership of the Council from employers, employees, the Council of Trade Unions and industry associations from the specified industries; identify from the persons nominated those persons who would be suitable for appointment as members of the Council; and recommend to the Industry Stakeholder Group persons who it considers are suitable for appointment as members of the Council. The Industry Stakeholder Group must consider the recommendations made by Selection Panel and appoint as members of the Council those persons who are best suited for appointment as a member, having regard to the requirements for the appointment of members. <p>Term of appointment</p> <ul style="list-style-type: none"> Members may be appointed by the Industry Stakeholder Group for a period of between 2 and 4 years. When making appointments, the Industry Stakeholder Group must specify a term of appointment having regard to the need to maintain enough continuity in membership of the Council and must ensure that no fewer than half the appointed members remain in office throughout a given calendar year. Members may be reappointed to the Council provided the total of any consecutive or non-consecutive terms does not exceed 8 years. 		

Detailed governance arrangements that are unique to each Workforce Development Council

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
<p>Appointment of chairperson, co-chairpersons, deputy chairperson (as applicable)</p>	<p>Appointment of co-chairpersons</p> <ul style="list-style-type: none"> The Council must appoint two of the members to be co-chairpersons, one of whom must be Māori, by notice in writing stating the date on which the appointment takes effect. When appointing co-chairpersons, the Council must ensure that each co-chairperson has demonstrated a commitment to working with each other as active partners with a shared kaupapa/outlook aligned with the purposes and functions of the Council. Each co-chairperson holds that office until: <ul style="list-style-type: none"> the co-chairperson resigns from that office; or the co-chairperson is removed from it by the Council; or the co-chairperson ceases to hold office as a member; or the term of office specified on appointment expires. A person may be reappointed as co-chairperson for a further term. A co-chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. The Council may, after consultation with the person concerned, remove a co-chairperson of the Council from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect. The Council must determine a policy relating to the functions and responsibilities of the co-chairpersons including the process for determining: <ul style="list-style-type: none"> which co-chairperson will chair each meeting; the allocation of the duties and responsibilities between the co-chairpersons; and 	<p>Appointment of co-chairpersons</p> <ul style="list-style-type: none"> The Council will have two co-chairpersons, one of whom will be Māori. Each co-chairperson’s term will be for 2 years, plus up to 2 additional years (in 1-year terms). No co-chairperson may serve as co-chairperson for more than 4 years. When considering the appointment of the co-chairpersons, the Council will take into account matters such as gender, ethnicity, experience and sector connections. The co-chairpersons will be appointed directly by the members of the Council by consensus or, if that is not conclusive, by way of secret ballot. A co-chairperson holds that office until: <ul style="list-style-type: none"> the co-chairperson resigns from that office; or the co-chairperson is removed from it by the Council; or the co-chairperson ceases to hold office as a member; or the term of office specified on appointment expires. A co-chairperson may, without resigning as a member of the Council, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. The Council may, after consultation with the person concerned, remove a co-chairperson from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect. The Council must determine a policy relating to the functions and responsibilities of the co-chairpersons including the process for determining: <ul style="list-style-type: none"> which co-chairperson will chair each meeting; 	<p>Appointment of chairperson</p> <ul style="list-style-type: none"> The Council must appoint one member to be chairperson by notice in writing stating the date on which the appointment takes effect. The chairperson holds that office until: <ul style="list-style-type: none"> the chairperson resigns from that office; or the chairperson is removed from it by the Council; or the chairperson ceases to hold office as a member; or the term of office specified on appointment expires. A person may be reappointed as chairperson for a further term. The chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. The Council may, after consultation with the person concerned, remove a chairperson of the Council from that office by written notice to the person (with a copy to the Council). The notice of removal must state the date on which the removal takes effect. <p>Appointment of deputy chairperson</p> <ul style="list-style-type: none"> The Council may appoint one of the members as deputy chairperson by notice in writing stating the date on which the appointment takes effect. If the chairperson is absent, the deputy chairperson may exercise the powers of the chairperson. The deputy chairperson holds that office until: <ul style="list-style-type: none"> the deputy chairperson resigns from that office; or 	<p>Appointment of co-chairpersons</p> <ul style="list-style-type: none"> The Council must appoint two of the members to be co-chairpersons, by notice in writing stating the date on which the appointment takes effect. When appointing co-chairpersons, the Council must ensure that each co-chairperson has demonstrated a commitment to working with each other as active partners with a shared kaupapa/outlook aligned with the purpose and functions of the Council. Each co-chairperson holds that office until: <ul style="list-style-type: none"> the co-chairperson resigns from that office; or the co-chairperson is removed from it by the Council; or the co-chairperson ceases to hold office as a member; or the term of office specified on appointment expires. A person may be reappointed as co-chairperson for a further term. A co-chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. The Council may, after consultation with the person concerned, remove a co-chairperson of the Council from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect. The Council must determine a policy relating to the functions and responsibilities of the co-chairpersons including the process for determining: <ul style="list-style-type: none"> which co-chairperson will chair each meeting; the allocation of the duties and responsibilities between the co-chairpersons; and 	<p>Appointment of chairperson</p> <ul style="list-style-type: none"> The Council must appoint one member to be chairperson, by notice in writing stating the date on which the appointment takes effect. The Council may appoint two members to be co-chairpersons, but must first determine a policy relating to the functions and responsibilities of the co-chairpersons, including the process for determining: <ul style="list-style-type: none"> which co-chairperson will chair each meeting; the allocation of the duties and responsibilities between the co-chairpersons; and which co-chairperson is for the time being responsible for the overseeing the performance of the general manager. If the Council appoints co-chairpersons, then the provisions of this clause apply to each co-chairperson. The chairperson holds that office until: <ul style="list-style-type: none"> the chairperson resigns from that office; or the chairperson is removed from it by the Council; or the chairperson ceases to hold office as a member; or the term of office specified on appointment expires. A person may be reappointed as chairperson for a further term. The chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. The Council may, after consultation with the person concerned, remove a chairperson of the Council from that office by written notice to the person (with a copy to the Council). The notice of 	<p>Appointment of chairperson</p> <ul style="list-style-type: none"> The Minister must appoint 1 member of the Council to be its chairperson by notice in writing stating the date on which the appointment takes effect. The chairperson holds that office until: <ul style="list-style-type: none"> the chairperson resigns from that office; or the chairperson is removed from it by the Council; or the chairperson ceases to hold office as a member; or the term of office specified on appointment expires. A person may be reappointed as chairperson for a further term. The chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. The Council may, after consultation with the person concerned, remove a chairperson of the Council from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect. <p>Appointment of deputy chairperson</p> <ul style="list-style-type: none"> The Council may appoint 1 of the members of the Council to be its deputy chairperson by notice in writing stating the date on which the appointment takes effect. If the chairperson is absent, the deputy chairperson may exercise the powers of the chairperson. The deputy chairperson holds that office until— <ul style="list-style-type: none"> the deputy chairperson resigns from that office; or

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
	<ul style="list-style-type: none"> ○ which co-chairperson is for the time being responsible for the overseeing the performance of the general manager. 	<ul style="list-style-type: none"> ○ the allocation of the duties and responsibilities between the co-chairpersons; and ○ which co-chairperson is, for the time being, responsible for overseeing the performance of the general manager. 	<ul style="list-style-type: none"> ○ the deputy chairperson is removed from it by the Council; or ○ the deputy chairperson ceases to hold office as a member; or ○ the term of office specified on appointment expires. • A person may be reappointed as deputy chairperson for a further term. • The deputy chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. • The Council may, after consultation with the person concerned, remove a deputy chairperson of the Council from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect. 	<ul style="list-style-type: none"> ○ which co-chairperson is for the time being responsible for overseeing the performance of the general manager. 	<p>removal must state the date on which the removal takes effect.</p> <p>Appointment of deputy chairperson</p> <ul style="list-style-type: none"> • The Council may appoint one of the members as deputy chairperson, by notice in writing stating the date on which the appointment takes effect. • If a chairperson (or both co-chairpersons) is absent, the deputy chairperson may exercise the powers of the chairperson. • The deputy chairperson holds that office until: <ul style="list-style-type: none"> ○ the deputy chairperson resigns from that office; or ○ the deputy chairperson is removed from it by the Council; or ○ the deputy chairperson ceases to hold office as a member; or ○ the term of office specified on appointment expires. • A person may be reappointed as deputy chairperson for a further term. • The deputy chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. • The Council may, after consultation with the person concerned, remove a deputy chairperson of the Council from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect. 	<ul style="list-style-type: none"> ○ the deputy chairperson is removed from it by the Minister; or ○ the deputy chairperson ceases to hold office as a member; or ○ the term of office specified on appointment expires. • A person may be reappointed as deputy chairperson for a further term. • The deputy chairperson may, without resigning as a member, resign from that office by written notice to the Council. The notice of resignation must state the date on which the resignation takes effect. • The Council may, after consultation with the person concerned, remove a deputy chairperson of the Council from that office by written notice to the person. The notice of removal must state the date on which the removal takes effect.
Meetings	<ul style="list-style-type: none"> • The co-chairperson may convene meetings to be held at the time and place that the co-chairpersons determine and must give at least seven days' notice in writing of those meetings to members. • Meetings can be held by means of electronic communication. • The quorum for the meetings is 4 of the members then holding office. • All questions arising at any meeting must be decided by a majority of those members present with the co-chairperson chairing the meeting having a casting vote. • A resolution in writing signed by a majority of members is as valid as if it had been passed at a meeting of those members. • An irregularity in a notice of a meeting is waived if all members entitled to receive the notice either: <ul style="list-style-type: none"> ○ attend the meeting without objection to the irregularity; or ○ do not attend the meeting but agree before the meeting is held to the waiver of the irregularity. • Except as set out above or by law, the Council may determine its own procedures for regulating meetings and conducting its affairs. 	<ul style="list-style-type: none"> • The co-chairpersons may convene meetings to be held at the time and place that the co-chairpersons determine and must give at least seven days' notice in writing of those meetings to members. • Meetings can be held by means of electronic communication. • No business may be transacted at a meeting unless a majority of the members then holding office are present. • The Council should strive to achieve consensus in its decision-making. All matters arising at a meeting can be decided by a majority vote of those members present with the chairperson of the meeting having a casting vote. • A unanimous resolution in writing signed by all Council members is as valid as if it had been passed at a meeting of those members. • An irregularity in a notice of a meeting is waived if all members entitled to receive the notice either: <ul style="list-style-type: none"> ○ attend the meeting without objection to the irregularity; or ○ do not attend the meeting but agree before the meeting is held to the waiver of the irregularity. <p>Except as set out above or by law, the Council may determine its own procedures for regulating meetings and conducting its affairs.</p>	<ul style="list-style-type: none"> • The chairperson may convene meetings to be held at the time and place that the chairperson determines and must give at least seven days' notice in writing of those meetings to members. • Meetings can be held by means of electronic communication. • The quorum for the meetings is 5 of the members then holding office. • All questions arising at any meeting must be decided by a majority of those members present with the chairperson chairing the meeting having a casting vote or, if the chairperson is absent, with the deputy chairperson having a casting vote. • However, if a matter that is likely to have a significant effect on the operation, management or coverage of the Council will be considered at the meeting, then any questions arising in connection with that matter will require a three-quarters (75%) majority of the members present at the meeting. • The Council must determine the criteria for assessing whether a matter has a significant effect. • A resolution in writing signed by a majority of members is as valid as if it had been passed at a meeting of those members. • An irregularity in a notice of a meeting is waived if all members entitled to receive the notice either: <ul style="list-style-type: none"> ○ attend the meeting without objection to the irregularity; or ○ do not attend the meeting but agree before the meeting is held to the waiver of the irregularity. • Except as set out above or by law, the Council may determine its own procedures for regulating meetings and conducting its affairs. 	<ul style="list-style-type: none"> • The co-chairperson may convene meetings to be held at the time and place that the co-chairperson determines and must give at least seven days' notice in writing of those meetings to members. • Meetings can be held by means of electronic communication. • The quorum for the meetings is 60% of the members then holding office, rounded up to the nearest whole number. • All questions arising at any meeting must be decided by a majority of those members present with the co-chairperson chairing the meeting having a casting vote. • The casting vote of the co-chairperson can only be exercised on any matter by agreement with the other co-chairperson. • However, if a matter that is likely to have a significant effect on the operation, management or coverage of the Council will be considered at the meeting, then any questions arising in connection with that matter will require a three-quarters (75%) majority of the members present at the meeting. • The Council must determine the criteria for assessing whether a matter is likely to have a significant effect. • A resolution in writing signed by a majority of members is as valid as if it had been passed at a meeting of those members. • An irregularity in a notice of a meeting is waived if all members entitled to receive the notice either: <ul style="list-style-type: none"> ○ attend the meeting without objection to the irregularity; or ○ do not attend the meeting but agree before the meeting is held to the waiver of the irregularity. • Except as set out above or by law, the Council may determine its own procedures for regulating meetings and conducting its affairs. 	<ul style="list-style-type: none"> • The chairperson or co-chairpersons may convene meetings to be held at the time and place that the chairperson determines, and must give at least seven days' notice in writing of those meetings to members. • Meetings can be held by means of electronic communication. • The quorum for the meetings is half of the members holding office, rounded up to the nearest whole number, plus one additional member. For example, if there are 9 members of Council, then a quorum is 4.5 rounded up to 5 members plus 1 additional member, so that in total 6 members is required for a quorum. • All questions arising at any meeting may be decided by consensus, but otherwise must be decided by a majority of members with the chairperson chairing the meeting having a casting vote or, if the chairperson is absent, with the deputy chairperson having a casting vote. • However, if a matter that is likely to have a significant effect on the governance arrangements, operation, management or coverage of the Council will be considered at the meeting, then any questions arising in connection with that matter will require a two-thirds majority of the members present at the meeting. • The Council must determine the criteria for assessing whether a matter has a significant effect. • A resolution in writing signed by a majority of members, is as valid as if it had been passed at a meeting of those members. • An irregularity notice of a meeting is waived if all members entitled to receive the notice either: <ul style="list-style-type: none"> ○ attend the meeting without objection to the irregularity; or ○ do not attend the meeting but agree before the meeting is held to the waiver of the irregularity. • Except as set out above or by law, the Council may determine its own procedures for regulating meetings and conducting its affairs. 	<ul style="list-style-type: none"> • The chairperson may convene meetings to be held at the time and place that the chairperson determines and must give at least seven days' notice in writing of those meetings to members. • Meetings can be held by means of electronic communication. • The quorum for a meeting to proceed is 5 of the members then holding office. • The Council should strive to achieve consensus in its decision-making. Any matter arising at a meeting can be decided by a majority vote of those members present with the chairperson having a casting vote or, if the chairperson is absent, with the deputy chairperson having a casting vote. • A resolution in writing signed by a majority of members is as valid as if it had been passed at a meeting of those members. • An irregularity in a notice of a meeting is waived if all members entitled to receive the notice either: <ul style="list-style-type: none"> ○ attend the meeting without objection to the irregularity; or ○ do not attend the meeting but agree before the meeting is held to waive the irregularity. • Except as set out above or by law, the Council may determine its own procedures for regulating meetings and conducting its affairs.
Collective duties of the Council	<ul style="list-style-type: none"> • The Council must act in a manner consistent with its functions, duties, and powers. • The Council must perform or exercise its functions, duties, and powers efficiently and effectively. 	<ul style="list-style-type: none"> • The Council must act in a manner consistent with its functions, duties and powers. • The Council must perform or exercise its functions, duties, and powers efficiently and effectively. 	<ul style="list-style-type: none"> • The Council must act in a manner consistent with its functions, duties, and powers. • The Council must perform or exercise its functions, duties, and powers efficiently and effectively. 	<ul style="list-style-type: none"> • The Council must act in a manner consistent with its functions, duties, and powers. • The Council must perform or exercise its functions, duties, and powers efficiently and effectively. 	<ul style="list-style-type: none"> • The Council must: <ul style="list-style-type: none"> ○ act in a manner consistent with its purposes, functions, duties, and powers; 	<ul style="list-style-type: none"> • The Council must act in a manner consistent with its functions, duties and powers. • The Council must perform or exercise its functions, duties, and powers efficiently and effectively.

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
	<ul style="list-style-type: none"> The Council must ensure that it operates in a financially responsible manner and, for this purpose, that it prudently manages its assets and liabilities. 	<ul style="list-style-type: none"> The Council must operate in a financially responsible manner and, for this purpose, must prudently manage its assets and liabilities. 	<ul style="list-style-type: none"> The Council must ensure that it operates in a financially responsible manner and, for this purpose, that it prudently manages its assets and liabilities. 	<ul style="list-style-type: none"> The Council must ensure that it operates in a financially responsible manner and, for this purpose, that it prudently manages its assets and liabilities. 	<ul style="list-style-type: none"> perform or exercise its functions, duties, and powers efficiently and effectively and in a manner consistent with the spirit of service to the public and industry; operate in a financially responsible manner and, for this purpose, that it prudently manages its assets and liabilities; ensure as far as possible that the decisions of the Council are made openly and transparently and, in particular, that any specified industries, persons or bodies affected by matters before the Council are given an opportunity to contribute to the decisions made by the Council in relation to those matters. 	<ul style="list-style-type: none"> The Council must operate in a financially responsible manner and, for this purpose, must prudently manage its assets and liabilities.
Governance associates	NA	NA	NA	<ul style="list-style-type: none"> The Council must appoint 1 or 2 persons to be non-voting associate members of the Council ("governance associates") to: <ul style="list-style-type: none"> provide opportunities for people of different age, ethnicity, ideas, and gender to develop the knowledge, skills, and experience in governance necessary to be appointed as a member of a professional governing body; increase opportunities for participation at a governance level by Māori, Pacific peoples, and disabled people; draw on the experience, knowledge, and views of learners; and ensure that over the long-term there is adequate representation of Māori with the aim of contributing towards an education system that honours Te Tiriti o Waitangi and supports Māori-Crown relationships. 	NA	NA
Collaboration with other Workforce Development Councils	<ul style="list-style-type: none"> The general manager must: <ul style="list-style-type: none"> identify the specified industries where close collaboration with another workforce development Council is required to ensure that the industry training needs of those industries are met; and establish appropriate engagement models with those other workforce development Councils and specified industries to ensure that the industry training needs of those industries are met. 	NA	NA	NA	NA	NA

Detailed governance arrangements that are the same across all Workforce Development Councils

Eligibility for appointment	<ul style="list-style-type: none"> The following persons are disqualified from being members of the Council: <ul style="list-style-type: none"> a person who is an undischarged bankrupt; a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under any enactment; a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988; a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's: <ul style="list-style-type: none"> competence to manage their own affairs in relation to their property; or capacity to make or to communicate decisions relating to any particular aspect or aspects of their personal care and welfare. a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless the person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person; a member of Parliament; a person who is disqualified under any Act. 	<ul style="list-style-type: none"> The following persons are disqualified from being members of the Council: <ul style="list-style-type: none"> a person who is an undischarged bankrupt; a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under any enactment; a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988; a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's: <ul style="list-style-type: none"> competence to manage their own affairs in relation to their property; or capacity to make or to communicate decisions relating to any particular aspect or aspects of their personal care and welfare. a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless the person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person; a member of Parliament; a person who is disqualified under any Act. 	<ul style="list-style-type: none"> The following persons are disqualified from being members of the Council: <ul style="list-style-type: none"> a person who is an undischarged bankrupt; a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under any enactment; a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988; a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's: <ul style="list-style-type: none"> competence to manage their own affairs in relation to their property; or capacity to make or to communicate decisions relating to any particular aspect or aspects of their personal care and welfare. a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless the person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person; a member of Parliament; a person who is disqualified under any Act. 	<ul style="list-style-type: none"> The following persons are disqualified from being members of the Council: <ul style="list-style-type: none"> a person who is an undischarged bankrupt; a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under any enactment; a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988; a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's: <ul style="list-style-type: none"> competence to manage their own affairs in relation to their property; or capacity to make or to communicate decisions relating to any particular aspect or aspects of their personal care and welfare. a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless the person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person; a member of Parliament; a person who is disqualified under any Act. 	<ul style="list-style-type: none"> The following persons are disqualified from being members of the Council: <ul style="list-style-type: none"> a person who is an undischarged bankrupt; a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under any enactment; a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988; a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's: <ul style="list-style-type: none"> competence to manage their own affairs in relation to their property; or capacity to make or to communicate decisions relating to any particular aspect or aspects of their personal care and welfare. a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless the person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person; a member of Parliament; a person who is disqualified under any Act. 	<ul style="list-style-type: none"> The following persons are disqualified from being members of the Council: <ul style="list-style-type: none"> a person who is an undischarged bankrupt; a person who is prohibited from being a director or promoter of, or being concerned or taking part in the management of, an incorporated or unincorporated body under any enactment; a person who is subject to a property order under the Protection of Personal and Property Rights Act 1988; a person in respect of whom a personal order has been made under that Act that reflects adversely on the person's: <ul style="list-style-type: none"> competence to manage their own affairs in relation to their property; or capacity to make or to communicate decisions relating to any particular aspect or aspects of their personal care and welfare. a person who has been convicted of an offence punishable by imprisonment for a term of 2 years or more, or who has been sentenced to imprisonment for any other offence, unless the person has obtained a pardon, served the sentence, or otherwise suffered the penalty imposed on the person; a member of Parliament; a person who is disqualified under any Act.
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Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
Mechanisms for industry engagement						
Mechanisms for industry engagement	<ul style="list-style-type: none"> The Workforce Development Council must establish enough national industry advisory groups to enable the specified industries to provide input that will assist the Council in the performance of its functions. The engagement model must: <ul style="list-style-type: none"> take into account the needs of particular industries and specialist areas within the coverage of the Council and the specified industries as a whole; specify the means by which a specified industry can raise any concerns arising from the Council's performance of its functions; and describe the arrangements or opportunities for regular interaction between the specified industries and the Council, including at least one annual meeting with representatives of the specified industries. 	<ul style="list-style-type: none"> The Council must make arrangements (for example, by establishing industry stakeholder groups) for ensuring that employers and Māori employers, industry bodies, employees, independent earners, iwi/hapu partners, learners and other parties with an interest in the specified industries, as determined by the Council, have an adequate opportunity to provide input to the Council in support of the performance of its functions including, without limitation, to: <ul style="list-style-type: none"> provide information and views that will assist the Council in formulating its advice to the Tertiary Education Commission on investment in vocational education and workforce planning for the specified industries; provide information and views on current and future skills and knowledge requirements in the specified industries; provide information and views on reviews of industry qualifications; provide information and views on career pathways into and within the specified industries; provide information and views that will assist the Council to undertake strategic workforce leadership research, advice, and support to all specified industries; enable industry to raise issues and concerns about the governance, management and operation of the Council. 	<ul style="list-style-type: none"> The Council must make arrangements (for example by establishing industry stakeholder groups) for ensuring that the specified industries have an adequate opportunity to provide input to the Council in support of the performance of its functions including, without limitation: <ul style="list-style-type: none"> to provide information and views that will assist the Council in formulating its advice to the Tertiary Education Commission on the investment in vocational education and workforce planning for the specified industries; to provide information and views on the current and future skills and knowledge requirements in the specified industries; to provide information and views on reviews of industry qualifications; to provide information and views on career pathways into and within the specified industries; to provide information and views that will assist the Council to undertake strategic workforce leadership research, advice and support to all specified industries. to enable industry to raise issues and concerns about the governance, management and operation of the Council. 	<ul style="list-style-type: none"> The Workforce Development Council must establish one or more national industry advisory groups: <ul style="list-style-type: none"> to provide a mechanism for the specified industries to provide input to the Council on the performance of its functions; for the Council to share information about how it has performed its functions; and to enable industry to raise issues and concerns about the governance, management and operation of the Council. The Council must establish a process for co-ordinating its activities with other workforce development Councils in relation to complementary industries. The Council must report regularly to the specified industries and national advisory groups on the performance of its functions. 	<ul style="list-style-type: none"> The Council must engage with industry peak bodies to understand and contribute to strategies developed by industry peak bodies. The Council must engage with unions regarding the performance or exercise of its functions, duties or powers. The Council may establish industry stakeholder groups to enable persons or bodies having an interest in [vocational education and industry training within] the specified industries, such as, industry peak bodies, unions, learners, Māori and Pacific, as determined by the Council, to engage with the Council in relation to the performance or exercise of its functions, duties or powers for the following purposes: <ul style="list-style-type: none"> to gain deeper understanding of the breadth of the specified industries; to gain deeper understanding of the current, emerging and future skill requirements of employees working in those industries; to identify and maximise the opportunities of particular groups of learners, including Māori, Pacific peoples, women and people with disabilities, whether specific to the coverage of the Council or as part of a wider group of learners coming within the coverage of other workforce development Councils; and to enable industry to raise issues and concerns about the governance, management and operation of the Council. 	<ul style="list-style-type: none"> The Council must make arrangements (for example, by establishing industry stakeholder groups) for ensuring that the specified industries have an adequate opportunity to provide input to the Council in support of the performance of its functions including, without limitation, to: <ul style="list-style-type: none"> provide information and views that will assist the Council in formulating its advice to the Tertiary Education Commission on the investment in vocational education and workforce planning for the specified industries; provide information and views on the current and future skills and knowledge requirements in the specified industries; provide information and views on reviews of industry qualifications; provide information and views on career pathways into and within the specified industries; provide information and views that will assist the Council to undertake strategic workforce leadership research, advice and support to all specified industries; and enable industry to raise issues and concerns about the governance, management and operation of the Council.
Additional functions of the Workforce Development Council						
Functions	NA	NA	NA	NA	<ul style="list-style-type: none"> The additional functions of the Council are: <ul style="list-style-type: none"> to promote opportunities for all people to reach their full potential and capabilities by supporting quality vocational educational outcomes; and to address the needs and aspirations of priority learners including Pacific learners and people with disabilities. 	NA
Coverage of the Workforce Development Council						
Coverage	<p>The coverage of the Council comprises the workforce development activities in relation to employers, providers, and employees or people seeking to be employed in work related to construction and infrastructure in any of the industries listed below**, with the following qualifications:</p> <ul style="list-style-type: none"> Coverage of 1492 'Wooden Structural Fitting and Component Manufacturing' limited to prefabricated timber wall frames and roof trusses, as all other aspects are covered by the Manufacturing, Engineering and Logistics WDC. Coverage of 3234 'Fire and Security Alarm Installation Services' limited to closed circuit video surveillance system installation, repair of installed burglar security alarm systems and security system installation, as all other aspects are covered by the Manufacturing, Engineering and Logistics WDC. <p>** For detailed information on industry coverage, please refer to page 23 of the Construction and Infrastructure Order in Council proposal document.</p>	<p>The coverage of the Council comprises the workforce development activities in relation to employers, providers, and employees, or people seeking to be employed, in work related to:</p> <ul style="list-style-type: none"> Toi Hangarau / Technology Toi Auaha / Creative and Culture Toi Tāngata / Recreation Nga Toi Māori (Creative)/ Māori creativity <p>Coverage includes, but is not limited to, the industries specified in the List of ANZSIC Level 4 Industries set out below**.</p> <p>** For detailed information on industry coverage, please refer to page 23 of the Creative, Cultural, Recreation and Technology Order in Council proposal document.</p>	<p>The coverage of the Council comprises the workforce development activities in relation to employers, providers, and employees or people seeking to be employed in work related to the following areas in any of the industries listed below: **</p> <p>** For detailed information on industry coverage, please refer to page 23 of the Health, Community and Social Services Order in Council proposal document.</p>	<p>The coverage of the Council comprises the workforce development activities in relation to employers, providers, and employees or people seeking to be employed in work related to manufacturing, engineering or logistics in any of the industries listed below**, with the following qualifications:</p> <ul style="list-style-type: none"> Coverage of 1492 'Wooden Structural Fitting and Component Manufacturing' excludes prefabricated timber wall frames and roof trusses, as it is covered by the Construction and Infrastructure WDC. Coverage of 3234 'Fire and Security Alarm Installation Services' excludes closed circuit video surveillance system installation, repair of installed burglar security alarm systems and security system installation, as it is covered by the Construction and Infrastructure WDC. The Council recognises that the industry classification 'Air Conditioning and Heating Services' encompasses the industry known as 'Mechanical Building Services'. <p>** For detailed information on industry coverage, please refer to page 24 of the Manufacturing, Engineering and Logistics Order in Council proposal document.</p>	<p>The coverage of the Council comprises the workforce development activities in relation to employers, providers, and employees or people seeking to be employed in work related to people, food or fibre in any of the industries listed in the list below** ('the specified industries').</p> <p>** For detailed information on industry coverage, please refer to page 22 of the Primary Industries Order in Council proposal document.</p>	<p>The coverage of the Council comprises the workforce development activities in relation to employers, providers, and employees, or people seeking to be employed, in work related to advisory services, aviation, cleaning services, business services, contact centres, financial services, hospitality, local government, real estate, retail, security services, state sector, tourism and travel (including, but not limited to, any of the industries listed below**)</p> <p>** For detailed information on industry coverage, please refer to page 23 of the Services Industries Order in Council proposal document.</p>