



OHU MAHI

Workforce
Development
Councils



TOITŪ TE WAIORA

**Community, Health, Education
and Social Services**

Workforce Development Council

Establishment Plan

**Toitū te Waiora – Community, Health, Education and Social
Services Workforce Development Council (CHESS)**

Date: July 2021

Foreword

Tēnā koutou katoa rau rangatira mā, i runga i ngā tini kaupapa me ngā āhuetanga o te wā.

Ka tau hoki ngā mihi maioha, me te whakaaro tahi ki te kaupapa kua whārikihia ki mua i te aroaro.

Me whai take te Kaunihera o Toitū te Waiora, i runga i ngā koingo kua roa e wawatahia ana e te tini kaimahi, hei oranga mo ngā ahumahi i raro i tō mātou kaitiakitanga. Me kōtahi te hoe, kia tāhuri ai ngā ākongā ki ngā painga o ngā ahumahi - hauora, whakaako tangata, mahi hāpori me ngā wāhi tūmatanui. Ko te manu e kai ana i te miro nōnā te ngahere, ko te manu e kai ana i te mātauranga nōnā te ao.

Salutations to you all on the many and varied aspects of this time. We bring deep appreciation of love and noble intentions to all. As the Toitū te Waiora council, our hope is that we provide advocacy in line with the desires that the sector has long wished for, in service of the industries that we represent. We must work together to promote our industries, to help attract learners into the health, education, community, public and social services sectors. The bird that feasts on berries, his domain is the forest, the bird that feasts on education, his domain is the world.

Mā te rongō ka mōhio	from listening comes knowledge
Mā te mōhio ka mārama	from knowledge comes understanding
Mā te mārama ka mātau	from understanding comes wisdom
Mā te mātau ka ora	from wisdom comes wellbeing

Nā matou o te Kaunihera Toitū te Waiora

With kind regards, the Council of Toitū te Waiora

Our Name - Toitū te Waiora - Protecting and preserving health and well-being now and in the future.

"Toitū" is often referred as the elevated kōrero and thinking in relation to our health and well-being:

- Toitū Te Oranga Wairua - Spiritual
- Toitū Te Mauri Ora - Life principle
- Toitū Te Waiora - Uplifting Health and Well being

Our name has been gifted from Te Kāhui Ahumahi members who also presented the following waiata which incorporates Te Whare Tapa Whā model of health (Durie. 1984).

Karakia/Waiata

Toitū Toitū	<i>(Sustainability)</i>
Toitū te waiora e...	<i>(protect/preserve wellbeing)</i>
Toitū te Tinana	<i>(physical/body)</i>
Toitū te hinengaro	<i>(mind/intellect)</i>
Toitū te wairua	<i>(spiritual)</i>
Toitū te whānau	<i>(family)</i>
Toitū te waiora e...	<i>(protect/preserve wellbeing)</i>

Nā Wini Geddes/Brenda Smith

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Toitū te Waiora Tikanga

Tutahi rā, me whai take tēnei tuinga roa, i raro i ngā mātāpono o te Kaunihera o Toitū te Waiora. Te tumanako ia, kia hōrapa ēnei āhuaranga ki ngā kokonga katoa, me ngā kōwhiringa, haere ake nei. Ko ēnei ngā tikanga e arahi ana i a tātou;

First, the purpose must be relevant, in accordance with Toitū te Waiora principles. Aspiring rites that will spread to all corners and options in the future. These are the principles that guide us.

- | | |
|----------------------------------|--|
| · Mātua, kō Te Tiriti o Waitangi | <i>Te Tiriti o Waitangi lead</i> |
| · Mana Ōritetanga | <i>Equity</i> |
| · He Kawa Tūhono | <i>Rules of Engagement</i> |
| · Ihi Whaikoha | <i>Respect</i> |
| · Whakapapa | <i>Genealogy links</i> |
| · Me Whai Take | <i>Efficient, professional</i> |
| · Reo | <i>Language and communication</i> |
| · Kotahitanga | <i>Consensus</i> |
| · Mahi tahi | <i>Working together across councils.</i> |

In this document, we – the first Council of Toitū te Waiora Community, Health, Education and Social Services Workforce Development Council (WDC) – set out how we aim to form and build our WDC into a fully operational entity that serves our industries and carries out its functions. This Establishment Plan is high-level, and may not include a detailed work plan on how we will run our operations.

The Establishment Plan was drafted by the interim Establishment Board (iEB) and the WDC Establishment Unit, and was finalised in the first weeks following the appointment to Toitū te Waiora WDC board. It considers the Letter from the TEC Chief Executive, and the conditions from the TEC funding arrangements.

The Establishment plan will be assessed by the WDC Establishment Unit and endorsed by the Tertiary Education Commission, and approved by the Minister of Education. Initial funding for our WDC will be allocated in accordance with the budget set out in this plan.

This plan covers the “Establishment Phase” of our WDC, defined by the TEC as the period from **1 July 2021** until **30 June 2022**.

In-scope of our Establishment Plan:

- Our vision and purpose
- Our priorities during our Establishment Phase
- Our approach to engagement
- Establishment activities and timeline
- High-level budget and assumptions during the Establishment Phase
- How our WDC will support our industries in the immediate term in light of COVID-19

Out-of-scope of the Establishment Plan:

- Activities beyond the Establishment Phase
- Detailed work plan for Establishment Phase
- Detailed budget and assumptions

Note: The funding delegation from the Minister of Education stipulates that our Establishment Plan must demonstrate broad industry support for the plan. The Tertiary Education Commissions (TEC) and the Ministry of Education (MoE) agreed that support from our interim Establishment Board and from us as a Council will suffice in this instance.

Background

Purpose of the Reform of Vocational Education

In February 2019, the Minister of Education launched a consultation on three proposals to fundamentally reform vocational education in Aotearoa – the Reform of Vocational Education (RoVE):

- **Proposal 1: Redefined roles for industry bodies and education providers** - redefine the roles of education providers and ITOs, and extend the leadership role of industry and employers across all vocational education through new Workforce Development Councils (WDCs).
- **Proposal 2: Create a New Zealand Institute of Skills & Technology (Te Pūkenga) with a robust regional network of provision** - create an institution, with the working name of the New Zealand Institute of Skills & Technology (NZIST) and later, bringing together our 16 public ITPs as a single entity.
- **Proposal 3: A unified vocational education funding system** - create a unified vocational education funding system, removing barriers to collaboration and flexibility, ensuring a sustainable network of provision, and supporting the wider reform

Following the seven-week public consultation on these three proposals, the scope of the Reform of Vocational Education was announced, including seven key changes that aim at creating a unified vocational education system:

1. **Create Workforce Development Councils:** Around four to seven industry-governed bodies, to give industry greater leadership across vocational education.
2. **Establish Regional Skills Leadership Groups:** These would provide advice about the skills needs of their regions to the Tertiary Education Commission (TEC), workforce development councils, and local vocational education providers.
3. **Establish Te Taumata Aronui:** A group to help ensure that the Reform of Vocational Education reflects the Government’s commitment to Māori Crown partnerships.
4. **Create a New Zealand Institute of Skills & Technology (subsequently named Te Pūkenga):** A unified, sustainable, public network of regionally accessible vocational education, bringing together the existing 16 ITPs.
5. **Shift the role of supporting workplace learning from ITOs to providers:** The new Institute and other providers would support workplace-based, on-the-job training as well as delivering education and training in provider-based, off-the-job settings, to achieve seamless integration between the settings and to be well connected with the needs of industry.
6. **Establish Centres of Vocational Excellence:** CoVEs will bring together the Institute, other providers, workforce development councils, industry experts, and leading researchers to grow excellent vocational education provision and share high-quality curriculum and programme design across the system.
7. **Unify the vocational education funding system:** A unified funding system will apply to all provider-based and work-integrated education at certificate and diploma qualification levels 3 to

These changes were set out in the Education (Vocational Education and Training Reform) Amendment Act 2020, subsequently incorporated in the Education and Training Act 2020, which came into force on 1 August 2020.

Role of WDCs in the Reform of Vocational Education

With the establishment of the six Workforce Development Councils, the Reform of Vocational Education, has reached one of its most significant milestones.

WDCs play a central role in the RoVE, giving industry greater control over all aspects of vocational education. WDCs will:

- have a forward, strategic view of the future skills needs of industries. They will translate industry skill needs now and in the future for the vocational education system.
- set standards, develop qualifications and help shape the curriculum of vocational education. They will moderate assessments against industry standards and, where appropriate, set and moderate capstone assessments at the end of a qualification.
- provide advice to the Tertiary Education Commission (TEC) on investment in vocational education, and determine the appropriate mix of skills and training for the industries they cover.
- endorse programmes that lead to qualifications, whether work-based (such as apprenticeships), on-campus or online. Programmes seek the confidence of a WDC, which is essentially industry confidence. This is a requirement for WDC endorsement and results in TEC funding of the provider.
- Toitū te Waiora WDC are not directly involved in arranging apprenticeships and other on-the-job training. This function will sit with providers.

Toitū te Waiora Community, Health, Education, and Social Services WDC is now established as a legal entity. Our mandate is to form and build our Workforce Development Council into a fully operational entity, ready to implement its statutory functions and serve our industries.

Legislative Functions and Duties

The functions and duties of the WDCs are set out in primary legislation (Education and Training Act 2020) and in secondary legislation (WDC Order in Council). Refer to Appendix B for the verbatim wording of functions and duties from the Education and Training Act and Order in Council. NOTE: Please attach our Orders in Council legislation doc as well.

Core functions

Our WDC's core functions are set out in the Education and Training Act 2020. The 'Purpose' descriptions in the table below are sourced from the 'Recommendations for WDC Function Delivery' document from the WDC Design Process.

Function	Purpose
Skills Leadership function	<p>The purpose of the Skills Leadership function is for WDCs to lead and coordinate industry efforts to identify workforce needs, and support the vocational education and training system and employers to meet those needs.</p> <p>The following four activities are integral to a WDC's delivery of their Skills Leadership function:</p> <ol style="list-style-type: none"> 1. Undertake research and analysis on current and future skills and workforce needs 2. Develop skills and workforce development plans 3. Advocate for skills and workforce needs to be met 4. Contribute to career services
Qualifications System Products function	<p>WDCs are responsible for:</p> <ul style="list-style-type: none"> - Develop, set, and maintain skill standards - Develop and maintain industry qualifications - Develop and maintain training schemes - Develop and maintain training packages - Develop, set and maintain capstone assessments
Endorse Programmes function	<p>The purpose of the endorse programmes function is to provide industry with assurance that their needs will be met by programmes. This provides learners and employers with confidence. When carried out collaboratively with providers, the function supports consistent and coherent programme delivery in the system.</p>
Moderation activities function	<p>The purpose of the Moderation activities function is to ensure that learners have met the required standard when they are awarded a skill standard, qualification or another credential. WDC moderation activities confirm that assessment materials developed by providers are fit-for-purpose and that assessment decisions are fair, valid and consistent with the national standard, irrespective of the mode and place of learning. National external moderation systems are designed to provide assurance to all stakeholders that learners awarded a skill standard can do what the standard requires. Moderation is a shared responsibility with a provider who has consent to assess standards through the provider's internal moderation system.</p>

	<p>All moderation activities follow NZQA rules and principles, and are carried out to help assessors continuously improve their assessment system, including provider and work-based assessment practices. Moderation is not an audit activity. However, WDCs are proactive in managing any poor assessment practices that undermine the validity of learner credentials.</p>
<p>Brokerage and Advisory Services function</p>	<p>The purpose of the brokerage and advisory services function is for WDCs to connect, support, or work together with industries to strengthen their industries. Brokerage services aim to help industries meet their skill needs. Advisory services aim to guide industries on the importance of vocational education and training, and improving learner and worker experiences in their industries.</p>
<p>Advise the TEC function</p>	<p>The purpose of the 'Advise the TEC functions' is to enable WDCs to guide the Tertiary Education Commission's vocational education and training funding decisions. This ensures that those decisions meet the needs of a WDC's specified industries, and influence equity of outcomes and participation in the vocational education and training system for all learners. Through their advice to the TEC, WDCs give industries confidence that the feedback it is providing on whether its education and training needs are being met and is having an impact on decision making.</p>

Additional functions

Our Order in Council does not set out any additional functions.

Purpose and priorities

Purpose statement

The six WDCs will adopt the following Shared Purpose Statement:

The Combined Workforce Development Councils' Shared Purpose Statement 2021

What we want to achieve – Accessible, future-focused and timely vocational skills and knowledge endorsed by industry, that contribute to the creation of a sustainable, globally engaged, and adaptive Aotearoa.

What we will do – Develop new vocational skills and knowledge for industry by industry to contribute to an education system that provides opportunities for all people to reach their full potential.

In order for WDCs to have a forward looking, strategic view of the future skill needs of industry, we will need to work together, in collaboration with industry and providers, to set standards, develop qualifications, moderate and help shape the delivery of the vocational education eco-system whilst always being cognisant of the climate crisis, other global challenges, emerging technologies and global sustainability goals.

WDC Shared Values

Empowering te Tiriti o Waitangi Together, the Councils acknowledge that through commitment to Te Tiriti o Waitangi our systems, policies and procedures will ensure equitable outcomes for all.	Actively collaborating Together, the Councils work with learners, industry, tangata whenua, stakeholders and each other to deliver the workforce outcomes Aotearoa needs.	Valuing the future Together, the Councils acknowledge the changing nature of work, and the skills, knowledge and qualifications future learners need to achieve success for themselves and their communities.	Industry front and centre Together, the Councils, with our industry voice will create a strong, unified vocational education system that contributes to creating a sustainable, globally engaged and adaptive Aotearoa.	Leading change & taking action Together, the Councils recognise that there must be opportunities for all people to reach their full potential and capabilities, including those who have been traditionally under-served by the education system.
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Priorities

During the Establishment Phase, our WDC will prioritise the following activities:

- Building mechanisms and ways of working to support collaboration across the 6 WDCs.
- Setting a culture and vision for Toitū te Waiora, the Community, Health, Education and Social Services WDC's role and contribution to the transformation of Vocational Education as an industry-led and learner-centric model, which gives effect to Te Tiriti o Waitangi.
- Showing our WDC's commitment to Te Tiriti o Waitangi from Day One.
- Understanding our industries' needs and priorities, and gathering intelligence from industries, RSLGs and other RoVE participants, contributors and supporters.
- Engaging with and providing input into the various government reforms that impact our industries.
- Building relationships with industry by attending forums, events, meetings, etc.
- Communicating about the existence of our WDC, our plans and our progress, and building our WDC's social media presence.
- Developing new systems and ways of working, consistent across all WDCs.
- Having minimal disruption to Business As Usual (BAU) activity for qualification development and review, moderations, and programme endorsements.
- Ensuring our WDC is able to prioritise and respond to urgent matters in relation to industry workforce needs

While we currently believe these will be our WDC's priorities, we reserve the right to adjust these once we have appropriately engaged with our industries and other partners.

Approach to engagement

Who we will engage with

We expect that our WDC will engage – to varying extent – with the following groups:

- Industry – including:
 - Employers (covering small, medium, large employers including in bespoke and emerging industries as well as independent earners)
 - Self- employed
 - Māori and iwi industry and business
 - Pacific industry and business
 - Disability networks, disabled persons organisations (DPO's)
 - Industry associations and peak bodies
 - Employees
 - Unions and employee associations
 - Registration bodies
 - Regulatory bodies
 - Non-Government Organisations (NGOs), not-for-profit organisations and the wider voluntary sector
 - Technical experts (e.g. manufacturers and suppliers)
 - Other
- Providers network – including:
 - Te Pūkenga
 - Wānanga
 - Pacific providers
 - Private Training Establishments (PTEs)
 - Community and Iwi industry-based training and employment providers
 - Other providers (incl. Transitional ITOs)
- Learners (incl. priority learners)
- Compulsory schooling sector
- Māori medium learners
- Tauria Pasifika
- Other Workforce Development Councils (WDCs)
- Regional Skills Leadership Groups (RSLGs)
- Centres of Vocational Excellence (CoVEs)
- Tertiary Education Commission (TEC)
- Te Taumata Aronui
- New Zealand Qualifications Authority (NZQA)
- Ministry of Education (MoE)
- Government, Government Agencies, Regional Bodies
- Advocacy Groups

Engagement model

Approach to developing our engagement model

As a first step in developing our engagement model, we will undertake:

- **Interested Industry Groupings** - Develop a database of all organisations, businesses, groups, individuals, and groups that our WDC may wish to engage with.
- **Industry Group analysis** – To gain an understanding of each of the groups identified in the previous step. This is expected to include, for example:
 - The industry group(s) they are part of, e.g. ‘Industry Associations’, ‘Employers’, ‘Providers’, ‘Government’
 - Their area of expertise
 - How they prefer to be engaged
 - Whether they previously engaged with Transitional ITOs, and through what engagement mechanisms
 - Existing relationships between stakeholders

Industry grouping segmentation – To group in a manner that allows for insights to be gained or actions to be taken. As a starting point for this exercise, we will leverage:

- The extensive experience and networks of WDC Council members, Senior Leadership Teams, and staff. All Declarations of interest are managed at Board level.
- Data (if available) from Transitional ITOs’ Customer Relationship Management (CRM) systems.
- WDC interim Establishment Boards high-level stakeholder mapping carried out during the Order in Council development process.

Secondly, but in parallel with the industry group identification, analysis and segmentation, we will **consider any current engagement mechanisms**, groups and forums from Transitional ITOs, and decide which of these are relevant for our WDC and hence appropriate to continue. This exercise will build on the initial work undertaken by the Establishment Unit, and any information gathered and/or passed on by Transitional ITOs. While some current groups or forums may continue, we will review the membership and Terms of Reference (if available) for these groups and make alterations where deemed needed.

Thirdly, we will collaborate with industry and other groups to **develop and implement our future state engagement model** that ensures that our WDC is engaging with the right groups and individuals, at the right time, and in the right manner. Our Order in Council sets out the minimum requirements for industry engagement, but we wish to make sure that our WDC builds strong and lasting relationships with industry, Māori industry and business (MIB), wānanga, RSLGs, TEC, NZQA and other groups that are mutually beneficial.

When developing our future state engagement model, we will:

- Work with other WDCs to ensure consistent approaches to engagement with common (system) participants, contributors and supporters.
- Set up new groups or forums to include advisory, industry, and humans interest groups, as required
- Aim to ensure continuity of all critical, current engagement activities, e.g. in-flight Qualifications & Standards Advisory Groups.

Finally, we expect that there will be a **continuous improvement** component to the future state engagement model. As engagement mechanisms continue or get established, we will gather feedback from members and/or participants and will adjust how these groups and/or forums operate.

Note: In developing our engagement model, we will consider the minimum requirements set out in our Order in Council.

Timeline for developing our engagement model

Key milestones related to the development of our engagement model are:

Deliverable	Date / timing
Step 1 – Industry group identification, analysis and segmentation	By 31 December 2021
Step 2 – Understanding existing TITO engagement mechanisms	By 31 December 2021
Step 3 – Developing and implement future state engagement model	<ul style="list-style-type: none"> • Initial draft of engagement model by 31 March 2022 • Final draft of engagement model by 31 April 2022
Step 4 – Continuous improvement	Ongoing

Establishment communications

The Establishment Unit will provide communications support to our WDC in the first months post-establishment, until our own dedicated communications resource is on board.

The EU will work with our WDC to support the development of an initial WDC Communications Plan for our Establishment Phase, which focuses on ensuring that our industries and other groups are aware of our establishment, what our functions are, how to contact us, etc. The Establishment Unit has allocated resources to assist with the initial creation and set-up of:

- An interim webpage for our WDC, hosted as a sub-page of the TEC website. This page is now live.
- A website for our WDC, hosted with our own domain name (toitūtewaiora.nz) and with some basic functionality. This website will be live from 4 October 2021.

In the first weeks following our establishment, we will develop the initial WDC Communications Plan, and start the execution of the plan.

Subsequent Communications Plans will build on this initial plan, and will be developed by our dedicated communications staff.

Key milestones related to the initial WDC Communications Plan are:

Milestone	Estimated date / timing
Interim webpage – hosted on TEC website	Live from 7 July 2021
WDC website	Live from 4 October 2021
Initial WDC Communications Plan	<ul style="list-style-type: none"> • Initial draft by By 1 December 2021 • Final draft by By 31 December 2021
Start execution of Initial WDC Communications Plan	From 1 January 2022

Engagement with industry

Principles for industry engagement

Our WDC will be adopting the eight principles for industry engagement developed by the WDC Establishment Unit, based on insights from the design process and feedback received from iEBs:

1. Engage in accordance with Te Tiriti o Waitangi
2. Ensure all of industry has an opportunity to have their voices heard
3. Tailor approaches to how people and organisations want to engage
4. Make engagement more valuable for industry
5. Build on what is working well
6. Plan engagement around industry and other activity
7. Provide clear, concise and timely information
8. Capture feedback and build continuous improvement loops

Industry coverage

Our industry coverage is set out in our Order in Council. We understand from the WDC Project and the Establishment Unit that there remain some unresolved issues and questions regarding industry coverage. These issues and questions mostly relate to industries that used to be served by a single Transitional ITO, but are now split between two (or more) WDCs. Attach Industry sectors in our WDC scope

We will continue to work with our industries and with other WDCs to resolve these issues and questions, and to ensure that we serve our industries in the best possible manner.

Industry context

- Relationship with industry regulatory and professional bodies.
 - Understanding their point of view / stance on different matters.
 - Where do they want to fit into the future, ongoing work?
 - Corroborate around standards and registration criteria
- Many vocational qualifications could lead to higher degrees of vocational education. Opportunity for pathways, that currently may not exist.
- Strengthen training and qualification content and increase disability engagement and representation through the establishment of a “Disability Caucus” - to provide guidance on the development of qualifications for the disability support workforce (through Toitū Te Waiora) and to all WDCs on access issues for all learners with disability

Priority industries

- Develop Priority Industry Vocational Education and Training (PIVET)
- Identify PIVET for jobs in high demand
- Progress PIVET to help offset labour shortages for the workforce

Engagement with Māori in business and iwi industry

- Our WDC will co-ordinate Māori engagement with a cross-WDC and cross-vocational education approach
- Enabled by collaboration of roles across our WDCs with Te Kāhui Ahumahi governance, Poumatua/Manukura and Māori engagement (Te Kāhui Ahumahi), management (Poumātua leads, it will be important that staff are onboarded as soon as possible to shape the relationships.
- We will work together with the six WDCs to ensure we collaborate with each other and other entities in the Māori and iwi industry engagement

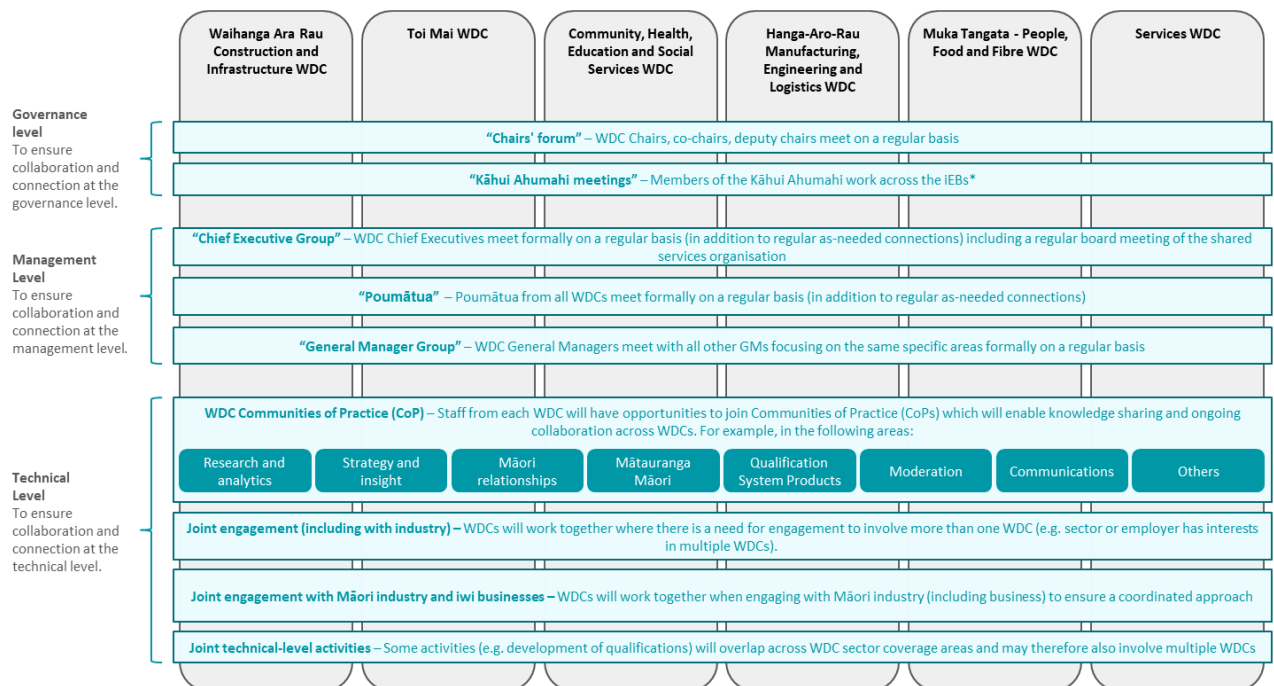
- We will apply cultural competence and capability within Toitū te Waiora and Te Kāhui Ahumahi to inform these relationships.

Engagement and collaboration with other Workforce Development Councils

The Education and Training Act 2020 and the six WDCs’ Orders in Council set out the requirement for WDCs to collaborate. Each WDC Order in Council states that the WDC must:

- 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; and
- co-ordinate its activities with other workforce development councils in the performance of its functions.
- Lead the development a of a Disability Caucus that provides advice and guidance across all 6 WDCs to:
 - a) ensure access to vocational education for all learners who identify as disabled
 - b) ensure that the voice of disabled people directly informs the development of qualifications available to the disability support workforce through Toitū Te Waiora WDC

Our WDC will engage and collaborate with other WDCs where relevant and appropriate. The visual below sets out potential collaboration mechanisms, which we will further explore and refine with the other WDCs in our first months of operating. NOTE: Technical Level – Māori engagement processes will be met with Te Kāhui Ahumahi and Poumatua/Manukura tikanga guidelines prior to approaches be made.



*The frequency of meetings is to be determined by the Kāhui Ahumahi in the interim. Work to formalise the Kāhui will be undertaken by the Ministry of Education. Mechanisms to collaborate in relation to Pacific and disabled people need to be further discussed by the incoming WDC Boards.

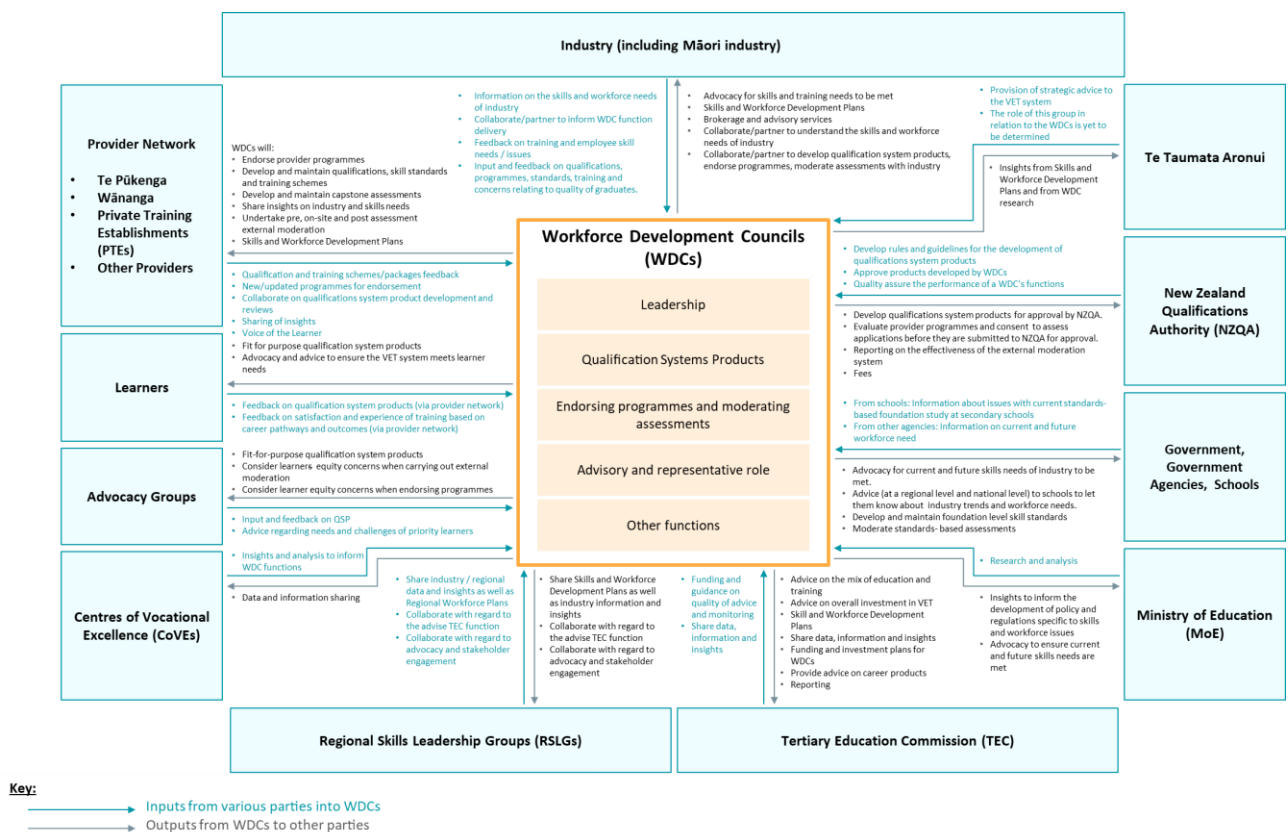
Engagement with the Tertiary Education Commission (TEC)

Our engagement with the TEC will primarily occur with Toitū te Waiora WDC and TEC Partnership Managers. High level kōrero will be prioritised by Te Kāhui Ahumahi, Depending on the kaupapa, this engagement could involve any of our staff, i.e. from the Council or the Chief Executive through to Relationship Managers or Moderation Specialists.

The exact mechanics for our engagement with TEC will be developed with them, as our WDC is established and a wider engagement model will also be developed.

Engagement with parties across the wider Vocational Education and Training system

The Establishment Unit has handed over a ‘WDC System Connections and High-Level Design Thinking’ document (Please attach), which outlines the high-level connections WDCs may have with various parties across the Vocational Education and Training system. We will consider this document as a starting point for our system engagement, as we build strong and lasting relationships with parties across the VET system.



It is important to note that we will aim to have consistency with other WDCs when we develop our engagement approach with parties across the VET system, and what we will engage – where appropriate – in a joint-up manner (refer to ‘Engagement and collaboration with other Workforce Development Councils’ section) with these parties. This will not only ensure that WDCs engage at the same time and in the same manner, but also aims to obtain consistent outcomes for our WDCs and our industries.

Establishment activities and timeline

This section sets out key activities, milestones and deliverables and their timing during the Establishment Phase.

WDC deliverables to TEC

The TEC has communicated to us (through the Letter from the TEC Chief Executive and through the Funding Agreement) the following key deliverables or milestones. We are committed to delivering these in a timely manner.

Deliverable / Milestone	Estimated date / timing
Engagement Model	<ul style="list-style-type: none"> Initial draft by 30 April 2022 Final draft by 31 May 2022
Establishment Phase Progress Report	<ul style="list-style-type: none"> Interim report: By 17 December 2021 Final report: By 29 April 2022
Operational Plan for 2022/23 funding	By 31 March 2022
Advice to TEC *	<ul style="list-style-type: none"> April 2022 for 'Overall investment advice' June 2022 for 'Mix of training advice' July 2022 Skills and Workforce Development Plan

Note: While our WDC is committed to the timely delivery of these deliverables, we expect that the first round of 'advice to TEC' and of the Skills and Workforce Development Plan will be a pilot, which requires further improvement in subsequent years based on feedback from the TEC, industry and other groups.

Order in Council delivery requirements

Our Order in Council sets out the following requirements that could be considered "deliverables":

Deliverable	Estimated date / timing
<p>Statement of strategic direction</p> <p><i>Order in Council states that "The Council must, at least once every 3 years, issue a statement setting out its strategic direction for the next 5 years."</i></p>	By 30 June 2022
<p>Annual report</p> <p><i>Order in Council states that "As soon as practicable after the end of each financial year, the Council must provide the specified industries and the Minister with an annual report on the operations and activities of the Council in the performance of its functions during that financial year."</i></p>	By end of September 2022 (note that this is not a delivery in this financial year, but work will commence in this financial year)

WDC functions

Our WDC's core functions are listed in the 'Background' section of this establishment plan under 'Legislative Functions and Duties'.

From the Letter from the TEC Chief Executive, we understand that the TEC and NZQA acknowledge that WDCs are new organisations, and that there will be a ramp-up period in our first year of operating (Establishment Phase). During this phase, we will need to find our feet, work with industry to figure out our combined priorities and build up our organisations.

Skills Leadership function

We believe that our Skills Leadership function is critical to the success of our WDC and of our industries. Our WDC will ramp up its Skills Leadership capabilities throughout the Establishment Phase, with an aim to:

- Provide advice to the TEC at the appropriate time (see 'Advise the TEC' function)
- Publish our first Skills and Workforce Development Plan by July 2022
- Advocate for our industries' skill and workforce needs
- Provide input to improve the career services offered by the TEC and other organisations
- Maintain a strong and collaborative team while nurturing organisational and interpersonal relationship building.
- Encourage truthful and fair practice to make ethical choices that uphold Toitū te Waiora integrity and a positive image.
- There will be other skills leadership values noted in our introduction that will honour Te Tiriti o Waitangi articles pertaining to quality partnership perspectives and obligation.

Qualifications System Products function

For the development and review of Qualification System Products, we envision that early on in the Establishment Phase we will plan our strategy / approach to develop and maintain these products, and we will consider:

- Priority areas for our industries
- Overdue standards / qualifications

We understand that the TEC and NZQA acknowledge that our WDC may not be able to complete all reviews scheduled during the Establishment Phase. However, we will engage with our industries to understand where they wish to set their priorities, and develop our work plan accordingly.

Deliverable	Date / timing
Qualifications System Products work plan	By 1 December 2021

Endorse Programmes function

The 'Endorse Programmes' function is a new function for WDCs (i.e. not previously a function of Transitional ITOs). It will be carried out by Qualifications System Products staff, and involves evaluating new and substantively changed vocational education and training programmes developed by providers to ensure that they meet industry needs, prior to them being submitted to NZQA for approval.

As endorsing programmes is a new function and industry has highlighted the importance of this function, We understand that the Establishment Unit will support our WDC by carrying out detailed design for this function, including developing guidance material and other collateral such as templates.

Detailed design for the 'Endorse Programmes' function will include agreement of:

- The end to end endorsement process
- The endorsement criteria
- Principles of endorsement design
- Service level agreements for WDCs
- Processes and channels of programme submission for endorsement
- Technology enablers
- Communications collateral, including supporting templates

MoE is currently working with the RoVE programme, NZQA, and TEC to define the scope of endorsement function via a gazette notice (which is required for NZQA to set rules requiring programmes to be endorsed prior to being approved. Section 366 (2) of the Education and Training Act sets out that:

For the purposes of subsection (1)(g), the Minister may, by notice in the Gazette, specify criteria relating to when a workforce development council must endorse a programme before it may be approved by NZQA under section 439. -

A Gazette notice is required for programme endorsement to be mandatory for providers. The Gazette notice is expected to be published in time for it to take effect from 4 October 2021.

Moderation Activities function

Similarly to the 'Qualifications System Products' function, we understand that the TEC and NZQA acknowledge that our WDC may not be able to undertake all moderation activities scheduled during the Establishment Phase. However, we will engage with our industries to understand where they wish to set their priorities, and develop our work plan accordingly.

Brokerage and Advisory Services function

We believe that, before we can carry out our Brokerage and Advisory Services function, we need to build relationships and trust with our industries to further establish advisory roles according to our work plan and engagement model.

Advise the TEC function

This function is closely related to our 'Skills Leadership function'. From the Letter from the TEC Chief Executive, we understand that the TEC expects our WDC to provide:

- 'Overall investment advice' by April 2022
- 'Mix of training advice' by June 2022

However, we expect that the first round of advice will be a pilot, which requires further improvement in subsequent years based on feedback from the TEC, industry and other groups.

Additional functions

Our Order in Council does not set out any additional functions.

Other Transitional ITO activities

Our WDC acknowledges that the Transitional ITOs perform a variety of 'other activities' for the benefit of respective industries that may need to be transitioned. For example:

- Careers functions and activities intended to encourage new learners into employment, and
- Sponsorship and other financial support for industry events, awards and promotion of training opportunities.

Governance

WDC Council

Key milestones related to our Council are:

Milestone	Date / timing
WDC Council appointed	Mid-June 2021
Handover from iEB to WDC Council	By end of July 2021
WDC Council induction event	7-8 July 2021
First meeting of WDC Council	13 July 2021
Appointment of Chair and Deputy Chair / Co-chairs	At a meeting of WDC Council before September 2021
Development and agreement on our Council's Terms of Reference and Code of Conduct	By end of September 2021

We will work with other WDCs to facilitate cross-WDC governance groups, including WDC Chairs forum, Te Kāhui Ahumahi and Pacifica Fono.

People

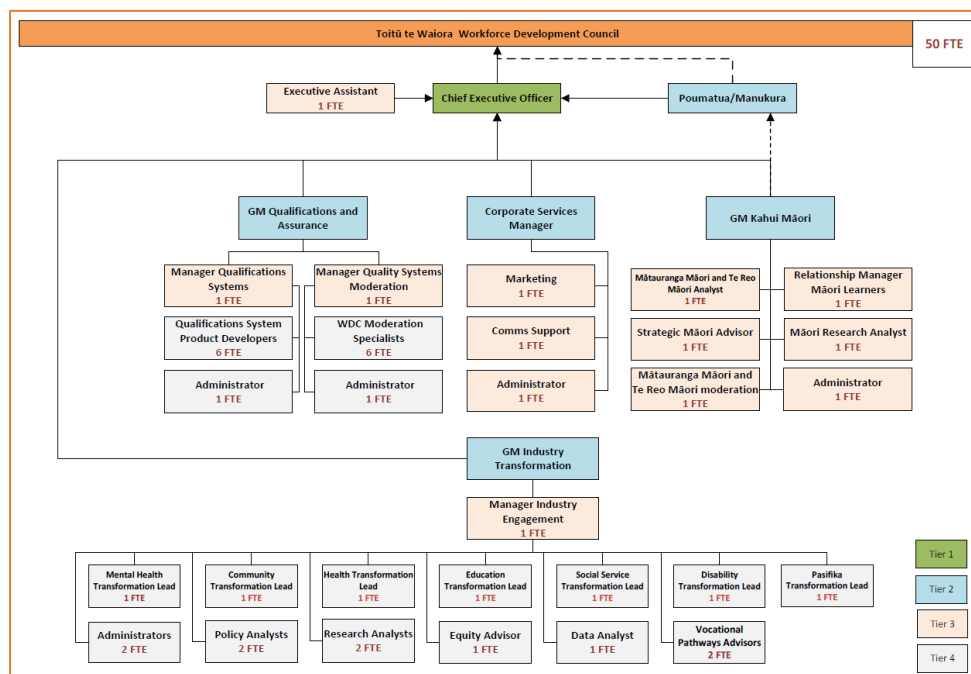
Key milestones related to our people are:

Milestone	Date / timing
Chief Executive shortlist considered by the WDC Council	At first meeting of WDC Council on 13 July 2021
Chief Executive appointment	August
Chief Executive start date	ASAP after their appointment, but realistically (subject to potential notice period) this may be by September/October
Staff recruitment – Closed recruitment process for TITO staff	Late July until late August (30 August at the latest)
Staff recruitment – Open recruitment process	<ul style="list-style-type: none"> From when closed recruitment process closes (they cannot run at the same time) Staff recruitment will be on-going for the first year

The WDC Establishment Unit will provide support and will be closely involved in the coordination of the recruitment of the Chief Executive and staff.

Organisational structure

The Establishment Unit, with input from our iEB and from Transitional ITOs that transition into our WDC, have developed the organisational structure for our WDC. This organisational structure is being used for the consultation with staff from Transitional ITOs:



Phasing of staff

Upon deciding when to recruit our staff, we need to be realistic from a people perspective (our WDC's ability to cope with change), a recruitment perspective (the labour market's ability to supply the appropriate skilled people), and a budget perspective (how much budget is available in Year 1).

When constructing the budget for all six WDCs, the Establishment Unit made the following assumptions:

- Chief Executive, Executive Assistant and Poumātua on board from September 2021
- All General Managers (incl. Manager Corporate Services) on board from October 2021
- All other staff :
 - 30% on board from October 2021
 - 50% on board from January 2022
 - 80% on board from April 2022
 - 100% on board from July 2022 (relevant for Year 2 – budget FY2022/23)

While we accept that assumptions needed to be made for budget purposes, we note that the phasing of staff is highly dependent on a variety of factors, including the number of staff from Transitional ITOs that will transition to our WDC as part of the closed recruitment process, and the priorities that we have set for ourselves and that our industries want us to set for Year 1.

As we start operating our WDC and engaging with industry, many of the unknowns will become clearer. As a result, our WDC may set different priorities, which may impact on staff recruitment and phasing (e.g. recruit a larger percentage of a particular role earlier while deferring the recruitment of another group of staff, or e.g. prioritise the recruitment of staff over face-to-face engagement and save on travel costs).

Staff from Transitional ITOs who transition to WDCs

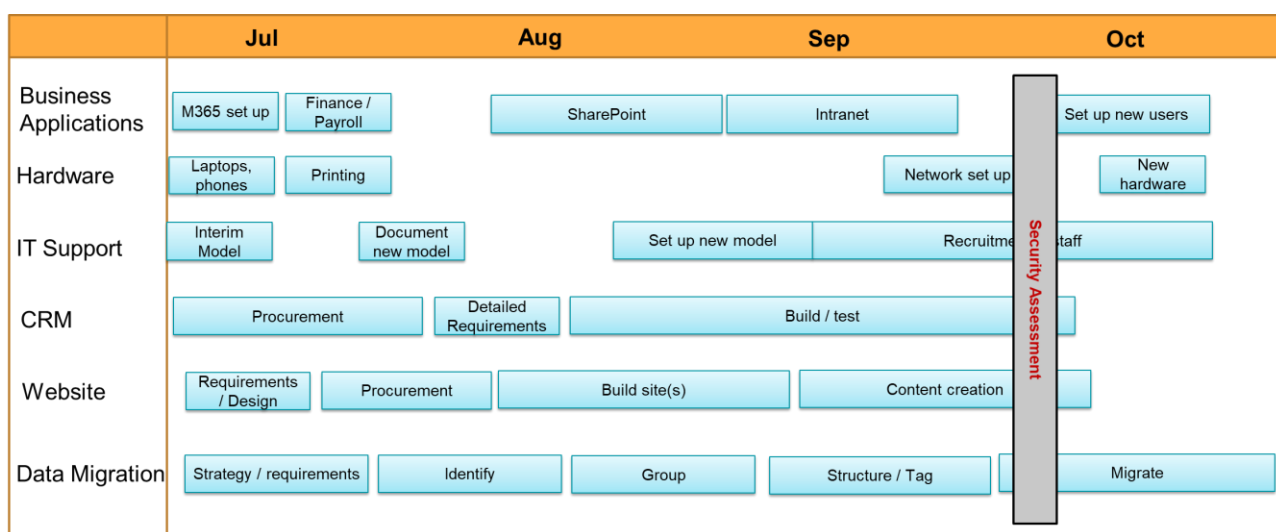
When transitioning staff from Transitional ITOs (or from NZQA) to WDCs, the Education and Training Act 2020 states that employees must be brought over on no less favourable employment conditions than they currently hold with their employer. This includes matching salary, and terms and conditions such as annual and sick leave entitlement *. At this point in time, the total cost of this process is an unknown, and the EU had to make some assumptions regarding the number of staff that will transition and their employment conditions for budget purposes. As the closed TITO recruitment process progresses, some of these unknowns should become clearer.

* We have assumed that current leave balances will be paid out by a staff member’s respective Transitional ITO. If the staff member wishes to retain their leave balance when transitioning, then we expect that the Transitional ITO will transfer the appropriate funding to our WDC.

Information and Communications Technology (ICT)

The Establishment Unit, with support from the six interim Establishment Boards, completed the development of our WDC ICT Roadmap and started its implementation. They will continue to provide technology implementation support to our WDC in the months post-establishment.

The ICT implementation roadmap (common for all WDCs) looks as follows:



The implementation roadmap is based on the following user needs and expectations, developed by the Establishment Unit and the interim Establishment Boards:

Key business and ICT outcomes	Date / timing
<p><u>Business users</u></p> <ul style="list-style-type: none"> We can recruit staff and contractors We can pay our staff and suppliers We can procure services and products Board members can collaborate with one another We can meet virtually with one another and collaborate remotely <p><u>ICT users</u></p> <ul style="list-style-type: none"> We have managed laptops and mobile phones with WiFi and mobile data services 	By 7 July 2021

<ul style="list-style-type: none"> • We have email and standard Microsoft Office applications • We are able to collaborate with our colleagues and externally with other partners / stakeholders • We have video conferencing capabilities • We have a full secure mobile working experience, we can work anywhere anytime • We can store and find documents • We can print documents • We are supported via a Service Desk when things go wrong 	
<p><u>Business users</u></p> <ul style="list-style-type: none"> • We can continue our core programme endorsement, qualifications and standards, skills leadership and external moderation activities • We can manage and track our interactions and relationships with external entities across all WDCs • We can manage organisational risk and compliance • We can build a diverse and inclusive working culture, and recognise and reward performance • We can share documents safely and securely with external entities • We have access to all the information required to continue our core business activities <p><u>ICT users</u></p> <ul style="list-style-type: none"> • We logon once and have access to all our business tools and resources (we don't logon to separate services) • We can easily print and scan documents with the most conveniently located multi-function printer (follow me printing) • We have video conferencing capabilities with external entities, virtually and in our meeting rooms • We have confidence that the security and privacy of information under our custody is protected and preserved • The impact of change is minimised with robust service and change management capabilities • Our business interactions are tracked and reported on via a Customer Relationship Management system. These interactions will be available across all WDC's • An Intranet is available for communication, information and collaboration • Websites are available to enable us to communication to the public 	<p>By 4 October 2021</p>
<p><u>Business users</u></p> <ul style="list-style-type: none"> • We can manage risk assessment and assess moderation performance • We can front-foot skills and workforce planning and proactively advocate with providers and industry • We have greater visibility of industry trends and insights through enhanced research and analytics capabilities • We see continuous improvement in the delivery and functionality of corporate and core business services • We can effectively deliver projects and programmes of work in response to internal and external drivers • We can manage our marketing and promotions, and public relations and communications • We can provide brokerage and advisory management services <p><u>ICT users</u></p>	<p>1 July 2022</p>

<ul style="list-style-type: none"> • We can request and receive new ICT services through a self-service portal • We have easy and timely access to internal information and insights through internal portals (integrated intranet) • We have easy and timely access to information provided by external entities (business-to-business integration) 	
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Locations and properties

A joint decision was made by the six WDCs to (initially) share offices in Te Whanganui-a-Tara, Wellington and Tāmaki Makaurau, Auckland. This decision was based on the following principles:

- **Transitioning of existing staff** – The primary consideration in the short term is on prioritising locations based on where staff are transitioning from existing TITOs to ensure that people are not disadvantaged once WDCs are established.
- **Provide flexibility in the near term** – A secondary consideration focuses on not committing WDCs to locations for an extended period of time to enable future optionality as individual WDCs’ business as usual activity becomes solidified. This includes contractual arrangements and sunk cost considerations such as costs of fitout.
- **Enables collaboration** – WDCs are expected to share locations, which must support effective collaboration both internally between WDCs and externally with industry.
- **Regional presence opportunities** – The current choices need to leave individual WDCs with optionality to adopt a specific regional focus as they become fully functional.

The following offices will be (sub-) leased by the six WDCs:

Office	Location	Term
Te Whanganui-a-Tara Wellington office	49 Tory Street, Te Aro, Wellington	TBC (expected 29 August 2025)
Tāmaki Makaurau Auckland office	Level 4, 277 Broadway, Newmarket, Auckland (within Westfield Mall)	TBC (expected 1 March 2024)

Our WDC will explore the need for regional offices with our industries and other groups. This decision will take into account a cost-benefit analysis of having a regional presence (e.g. benefits of having face-to-face interactions, potential reduced travel expenses compared to the expense of a regional office).

Support industry in light of COVID-19

Our WDC is committed to support our industries in their recovery from the impacts of Covid-19. We will work with our industries to develop a common understanding of how they may recover from COVID-19 and how this recovery can be supported by our WDC. If we determine a particular need that can be supported by our WDC, then we will engage with TEC to discuss options.

- This will include the following: Identifying workforce shortage (including migrant workers)
- Ensure the safe transition of existing COVID Response Projects to the WDC
- Engaging with Ministries and other departments to collaborate on addressing urgent workforce issues impacting on productivity

- Be agile and responsive within our mandated roles.

WDC/Transitional COVID-19 Response Projects Fund

Our WDC will be taking on the following in-flight projects (including the associated, remaining budgets) from Transitional ITOs from 4 October 2021 (timing may vary and will be assessed on a case-by-case basis):

Project	Transitions from	Status
Attracting, training and retaining a resilient and diverse kaiāwhina workforce in a post Covid-19 environment.	Careerforce	Planning transition
What mode of training best serves Careerforce employers in a post Covid-19 setting?	Careerforce	Planning transition

We will continue to deliver these projects – using the associated, remaining budget – and will continue to report to the TEC on the milestones and the completion of each project phase.

Hāpaitia (Shared Services Centre)

Establishment of Hāpaitia

A joint decision was made by the six WDCs to establish a separate entity to provide core support services for the WDCs. Te Kāhui Ahumahi developed the name Hāpaitia for this Shared Services Centre, which will be used for both its legal and trading name.

Hāpaitia will be set up as a separate limited liability company, and will be equally owned by each of the WDCs. The Chief Executives of the six WDCs will act as directors of this entity and provide governance and oversight of the entity.

A General Manager will be appointed to lead Hāpaitia, and will be responsible for driving the establishment and development of the function.

Services provided by Hāpaitia

The core services provided by the Shared Services Centre are:

- Finance (including transactional and business partnering)
- People (including business partnering)
- ICT (including ICT contract management and helpdesk)
- Business Services (facilities, government services, etc.)
- Te Kāhui Ahumahi– TBA as a formalised entity, not under their GM
- Māori capability support – Te Kāhui Ahumahi function

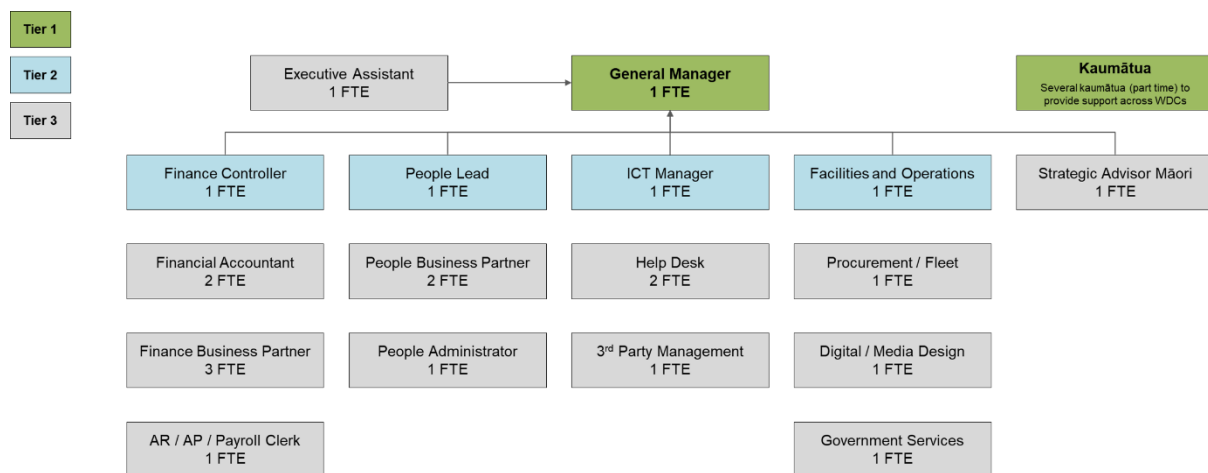
In addition to the core services, it is expected that the Shared Services Centre could expand its scope in the future by providing additional services to WDCs. Potential future additional services / roles provided by the Shared Services Centre are:

- Māori Advisory (currently within each of the WDCs)
- Te Reo Māori translation services
- Maturanga Māori support
- Te Kāhui Ahumahi secretariat support
- Pacific Advisory and capability
- Learning and Development Advisory

- Health and Safety
- Procurement/fleet – contract management, fleet management, facilitation of specific external support (such as legal)
- Digital/media support
- Events
- Data/Analytics (currently within each of the WDCs)
- Assurance, Compliance and Risk

Hāpaitia organisational structure

The organisational structure for Hāpaitia is as follows:



Phasing of Hāpaitia staff

Similar to the recruitment of WDC staff, the recruitment of staff into the Hāpaitia will be phased. This phasing has been developed by the Establishment Unit to match to the needs for Hāpaitia services by the WDCs.

When constructing the for the Hāpaitia, the Establishment Unit made the following phasing assumptions:

- 9 staff including the General Manager, Financial Controller, ICT Manager in September 2021
- A further 8 staff including payroll and HR support in October 2021
- All 22 staff recruited by April 2022

Memorandum of Understanding (MoU) between WDCs to fund the Hāpaitia and Te Kāhui Ahumahi

TBC

Support to the WDCs by the Establishment Unit (EU)

The Establishment Unit will continue to provide support to our WDC (and other WDCs) in a number of areas during the first months post-establishment. The main support areas will be:

- HR and Recruitment
- Technology implementation
- Operating model support (detailed functional design, refining processes, assistance with finalising establishment plans, preparing training and staff induction)
- Establishing Hāpaitia (Shared Services Centre)
- Finalising tax status, property, legal, corporate structure, policies
- Advisory and Secretariat support
- Communications (see also 'Establishment communications' section above)

Establishment Unit support will scale down throughout the first half of the Establishment Phase, and it is anticipated that support to the WDCs will end by 31 December 2021.

Budget

Our budget has been developed by the Establishment Unit, and is based on decisions made by our interim Establishment Board (with regard to e.g. organisational structure, ICT infrastructure, WDC locations, etc.) and with input from the TITO Reference Group (for assumptions related to e.g. travel, fees for SMEs, engagement, etc.). This budget is highly assumption-based, and we expect that in the first year our WDC will carry out one or more re-forecasting exercises, as more of the unknowns will become clearer / certain.

Specifically, it should be noted that:

- While the overall budget number is set, expenditure may move between the expense categories and between Opex and Capex
- Capital expenditure may change as a result of the current procurement activities

The following table summarises the budget including the provisional allocation between cost categories.

	Toitū te Waiora WDC
People	\$2,810,603
Governance	\$459,167
Travel & Transport	\$406,558
Subject Matter Experts	\$46,064
Printing, postage and stationery	\$30,183
Engagement, Meetings and events	\$373,693
Shared Services Centre	\$684,817
WDC Collaboration	\$11,250
IT OPEX	\$274,154
Other	\$166,250
Contingency	\$100,000
Operating Cost Total	\$5,362,739
Capex	\$2,021,258
Overall Funding	\$7,383,997

Appendices

Appendix A – Risk Register

The table below sets out some of the key risks identified for the Establishment Phase

No.	Title	Description (IF)	Impact (THEN) & Consequence (RESULTING IN)	Likelihood (H/M/L)	Impact (H/M/L)	Risk rating (H/M/L)	Controls / Mitigations
R-1	WDC Foundations	IF WDCs are not established in a way which puts the right foundation in place	THEN transformation will be compromised and WDCs will struggle to be up and running in the expected time frame.	Medium	High	High	<ul style="list-style-type: none"> The Establishment Unit will support the establishment of the WDCs until October 2021. The iEBs and the iEB Steering Group are consulted on a regular basis, and make decisions on behalf of the incoming WDC Councils.
R-2	Industry confidence in WDCs	IF Industry loses confidence in WDCs	THEN industry may choose not to engage with WDCs, resulting in a drop in industry participation in formal vocational education.	Medium	High	High	<ul style="list-style-type: none"> The development of an (industry) engagement model is a priority for the WDCs WDC Council members have been appointed for their close ties to industry WDC Council members will start meeting with their industries early on in the Establishment Phase, and this engagement with the Council and with WDC staff will continue throughout the existence of the WDCs
	Staff continuity between TITO/NZQA and WDCs	IF TITO and NZQA staff choose to not transfer to WDCs	THEN this would negatively impact the WDCs' ability to deliver on some of its technical functions.	High	High	High	<ul style="list-style-type: none"> Clear and regular communications to staff through TITOs & NZQA Paint a compelling picture of what a WDC will be like for staff and the opportunities WDCs present Gain the trust of TITO and NZQA leaders, so they can reflect that trust to their staff Minimise location disruption for staff

	WDCs funding	IF WDCs can't perform their functions within the current funding appropriated	THEN WDCs are likely to reduce their services and/or quality of services	High	High	High	<ul style="list-style-type: none"> The budget for the Establishment Phase for each WDC has been developed centrally by the EU, which means that all budget assumptions made are consistent across the six WDCs. The Establishment Unit is looking for ways to save on property and ICT expenses. WDCs have agreed to set up a Shared Services Centre (Hāpaitia) for a number of common services. WDCs will continue to explore ways to collaborate and save costs in doing so.
	Capability in Te Reo and Mātauranga Māori	IF not enough candidates to fill the specialist Mātaurangi Māori roles are identified and recruited in a timely manner	THEN this would negatively impact the WDCs' ability to deliver on some of its functions and transformation	High	High	High	<ul style="list-style-type: none"> The Establishment Unit is supporting the WDCs with the recruitment of specialist Mātauranga Māori roles Councils could explore interim solutions such as sharing their specialist Mātauranga Māori roles in the short term Councils could contract specialist Mātauranga Māori expertise in the short term
	Chief Executive recruitment	IF Chief Executives are not identified and recruited in a timely manner	THEN WDCs' ability to start carrying out operational matters and building up the organisation could be delayed, OR the WDC Council may need to take a more operational role until the CE has been recruited.	Medium	Medium	Medium	<ul style="list-style-type: none"> The Establishment Unit is supporting the WDCs with the recruitment of their Chief Executives Councils could explore interim solutions in anticipation of the start date of their Chief Executive
	ICT implementation	IF there are delays in the ICT implementation	THEN this will have an impact on the WDCs' ability to carry out their (technical) functions	Medium	Medium	Medium	<ul style="list-style-type: none"> The Establishment Unit is supporting the WDCs with the implementation of the technology solutions A technology implementation partner is supporting the technology implementation

Appendix B – WDC Legislative Functions and Duties

Education and Training Act 2020

366 Functions of workforce development councils

- (1) The functions of a workforce development council, in relation to the specified industries covered by it, are—

Leadership

- (a) to provide skills and workforce leadership for the specified industries, including by identifying their current and future needs and advocating for those needs to be met through its work with the industries and with schools, providers, regional bodies, and the Government:

Developing and setting standards, capstone assessments, and qualifications

- (b) to develop, set, and maintain skill standards:
(c) to develop and maintain industry qualifications for listing on the Qualifications Framework and to maintain qualifications for which it has become the qualifications developer:
(d) to develop and maintain training schemes:
(e) to develop and maintain training packages:
(f) to develop, set, and maintain capstone assessments based on the needs of the specified industries:

Endorsing programmes and moderating assessments

- (g) to decide whether to endorse programmes developed by providers:
(h) to carry out moderation activities in relation to any standards and capstone assessments it sets:

Advisory and representative role

- (i) to provide employers with brokerage and advisory services approved by TEC:
(j) to advise TEC, as provided for in section 411,—
i. about its overall investment in vocational education and training:
ii. about the mix of vocational education and training needed for the 1 or more specified industries covered by the workforce development council in the manner required by TEC:
(k) to represent the interests of the specified industries:

Other functions

- (l) to perform any other functions conferred on it by the Minister in relation to the specified industries.
(2) For the purposes of subsection (1)(g), the Minister may, by notice in the Gazette, specify criteria relating to when a workforce development council must endorse a programme before it may be approved by NZQA under section 439.
(3) The Minister must not confer any additional function on a workforce development council under subsection (1)(l) without first consulting the workforce development council.

367 Workforce development council's functions in relation to wānanga

- (1) Subject to subsection (2),—
 - (a) a workforce development council may endorse a programme developed by a wānanga only if requested by the wānanga:
 - (b) a capstone assessment developed by a workforce development council applies to a wānanga only if requested by the wānanga.
- (2) If a programme includes a component of work-based training, a workforce development council may perform its functions under section 366 in relation to the programme.

369 Duties of workforce development councils

- (1) A workforce development council must comply with any prescribed quality assurance requirements set by NZQA relating to the performance of its functions.
- (2) In performing its functions, a workforce development council—
 - (a) must take into account the needs of employers and employees in the 1 or more specified industries covered by the workforce development council but, in doing so, must also consider national and regional interests:
 - (b) must have regard to the needs of Māori and other population groups identified in the tertiary education strategy issued under section 7:
 - (c) must, to the extent that is necessary or desirable in the circumstances, work collaboratively with—
 - i. providers in relation to the functions set out in section 366(1)(b) and (c) and, in the case of wānanga, while respecting their special character under section 268(2)(d)(ii)(B):
 - ii. other workforce development councils, particularly on matters of common interest:
 - iii. NZQA, in relation to qualifications development, programme endorsement, or developing, setting, or maintaining skill standards:
 - iv. any relevant regulatory body that performs or exercises any functions, duties, or powers under an enactment in relation to entry to an occupation in any of the specified industries covered by the workforce development council:
 - (d) must, when performing its functions under section 366(1)(i) to (k), take all reasonable steps to avoid any adverse impact on its relationship with a provider or providers.

Order in Council

7 Performance of Council's functions and duty

- (1) When performing its functions under section 366 of the Act, the Council must act in a manner that—
 - (a) contributes to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations; and
 - (b) seeks to contribute to an education system that recognises the role of mātauranga Māori in ensuring fair and equitable outcomes for all people in the specified industries; and
 - (c) facilitates the voices of the specified industries to contribute to the creation of a sustainable, globally engaged, and adaptive New Zealand; and
 - (d) seeks to contribute to an education system that provides opportunities for all people to reach their full potential and capabilities in the specified industries, including those who have been traditionally underserved by the education system; and
 - (e) seeks to engage 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; and
 - (f) aims to support the responses to New Zealand's current and future workforce needs, taking into account—
 - i. the transition to a low-emissions and climate-resilient New Zealand; and

- ii. new global challenges; and
 - iii. emerging technologies; and
 - iv. global sustainability goals; and
 - v. the changing nature of work; and
 - vi. the skills, knowledge, and qualifications that learners will need in future to achieve success for themselves and their communities; and
- (g) seeks to actively collaborate with all other partners in the vocational education and training system towards common goals and priorities; and
 - (h) contributes to a well-functioning labour market system in which the specified industries can access the skills required to meet their current and future needs.
- (2) When performing its functions under section 366 of the Act, the Council must give effect to the relevant parts of the tertiary education strategy.
 - (3) When performing its duty under section 369(2)(b) of the Act to have regard to the needs of Māori and other population groups identified in the tertiary education strategy, the Council must consult—
 - (a) the iwi, hapū, or other bodies it considers on reasonable grounds represent the interests of Māori; and
 - (b) the persons it considers on reasonable grounds represent those population groups.
 - (4) The Council may appoint committees to advise it on any matters relating to the performance or exercise of its functions, duties, or powers.

21 Collective duties

- (1) The Council must act in a manner consistent with its functions, duties, and powers.
- (2) The Council must perform or exercise its functions, duties, and powers efficiently and effectively.
- (3) The Council must operate in a financially responsible manner and, for that purpose, ensure that it prudently manages its assets and liabilities.

Appendix C – Key, high-level budget assumptions

In developing the budget for each of the WDCs, the following high-level assumptions were made:

1. Funding from the TEC will be the sole funding that WDCs will receive in the first year:
 - WDCs will not charge for any of their functions set out in the Education and Training Act 2020
 - Note: Charging for any additional functions or for activities that are within the scope or consistent with the functions of a WDC (but that a WDC would normally not do) will need to be assessed on a case-by-case basis by legal professionals.
2. The 'people costs' within the budget have been based on the organisational structures developed by the Establishment Unit, with input from our iEB and from Transitional ITOs that transition into our WDC.
3. Staff recruitment will be phased:
 - Chief Executive, Executive Assistant and Poumatua/Manukura on board from September 2021
 - All General Managers (incl. Managers Corporate Services) on board from October 2021
 - All other staff:
 - 30% on board from October 2021
 - 50% on board from January 2022
 - 80% on board from April 2022
 - 100% on board from July 2022 (relevant for Year 2 – budget FY2022/23)
 - Hāpaitia staff will be phased in a 'bespoke manner' to match to the needs for Hāpaitia services by the WDCs.
4. WDCs will use a mix of in-person and virtual / remote engagement.
5. Travel (for in-person engagement) is expected to take place through a mix of air travel (flights), fleet cars, staff's private vehicles (mileage reimbursement), taxis / Ubers, and rental vehicles.
6. The main categories of WDC staff traveling are:
 - QSP staff
 - Moderation staff
 - Relationship Managers
 - Chief Executive, Poumātua and Senior Management
7. WDCs will co-locate in shared offices in Te Whanganui-a-Tara, Wellington and Tāmaki Makaurau, Auckland. Each WDC has some budget available for satellite offices elsewhere.
8. WDCs will pay a fee and will reimburse travel costs for industry Subject Matter Experts' involvement in the development / review of standards.
9. IT CAPEX are based on a benchmark of approximately 12% of funding available from year 2 (\$65m)

Note: Detailed assumptions sit behind these high-level assumptions.