



HANGA-ARO-RAU
Manufacturing, Engineering
and Logistics
Workforce Development Council

Hanga-Aro-Rau National Industry Advisory Group (NIAGs)

Terms of Reference



Nau mai, haere mai

Ko te mauri o te tangata, ko te ora o te iwi.

The lifeforce of the individual is the lifeblood of the people.

Background

Hanga-Aro-Rau is one of six WDCs established on 04 October 2021 and legislated through an Order in Council (OiC). The Hanga-Aro-Rau OiC is available [here](#).

About Workforce Development Councils

WDCs play a central role in the Vocational Education system and provides industry with leadership across vocational education and training.

As a WDC, Hanga-Aro-Rau:

- contributes to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations
- has a forward, strategic view of the future skills needs of industries
- sets standards, develops qualifications and helps shape the curriculum of vocational education. We moderate assessments against industry standards and, where appropriate, set and moderate assessments at the end of a qualification
- provides advice to the Tertiary Education Commission (TEC) on investment in vocational education, and determine the appropriate mix of skills and training for the industries we cover
- endorses programmes that lead to qualifications, whether work-based (such as apprenticeships), on-campus or online. Unless a programme has the confidence of a WDC, which is essentially industry confidence, it will not be endorsed by the WDC nor funded by the TEC
- provides employers with brokerage and advisory services. WDCs will not, however, be directly involved in arranging apprenticeships and other on-the-job training: this sits with providers.

About Hanga-Aro-Rau

Hanga-Aro-Rau Workforce Development Council represents the manufacturing, engineering and logistics industries including wood manufacturing, bakery, butchery, mechanical, automotive and marine engineering, dairy processing, transport, extractives and drilling.

The industries Hanga-Aro-Rau serves

Sectors by Manufacturing, Engineering and Logistics

Manufacturing

Alcohol Manufacturing (Excluding Wine)
Aluminium Joinery
Apparel
Automotive Parts and Wholesaling
Baking
Binding and Finishing
Boat Building and Maintenance
Chemical Manufacturing
Dairy Processing
Direct Mail Production
Energy and Chemical Plant Operations
Fibreboard and Paper Packaging
Food and Beverage Manufacturing
Furniture Manufacturing
General Manufacturing
Glass Processing
Industrial Textiles
Kitchen Joinery
Marine Technology
Meat Processing
Metal Manufacturing
Motor Vehicle Manufacturing (Coachbuilding)
Non-Metallic Mineral Manufacturing
Offsite Manufacturing
Petroleum and Coal Manufacturing
Pharmaceutical and Medicinal Product Manufacturing
Plastics, Polymer and Rubber Product Manufacturing
Primary Processing Support
Print
Protective Coatings
Pulp and Paper
Retail Meat/Butchery
Signmaking
Solid Wood Manufacturing
Textiles
Tissue Converting
Wood Panel and Plywood Manufacturing

Engineering

Automotive Engineering
Automotive Reglazing
Collision Repair
Composites Technology
Dairy Systems Engineering
Engineering Design and Consulting Services
Engineering Fabrication
Extractives
Extractives - Blasting
Extractives - Drilling
Fire Protection
Irrigation
Locksmithing
Maintenance Engineering
Mechanical Building Services
Mechanical Engineering
Motorcycle Engineering
Outdoor Power Equipment
Refrigeration and Airconditioning
Welding

Logistics

Air and Space Transport
Commercial Road Transport
Customs and Freight Support Services
Digital Infrastructure
Driving Skills
Forklift
Maritime and Marina Operations
Postal and Courier Services
Rail Transport
Resource Recovery and Efficiency
Road Passenger Services
Stevedoring and Ports
Supply Chain
Warehousing and Storage
Water Freight and Passenger Transport

Our purpose is to facilitate the voices of the specified industries to contribute to the creation of a sustainable, globally engaged and adaptive Aotearoa. We seek to contribute to an education system that provides opportunities for all people in the specified industries to reach their full potential and capabilities, including those who have been traditionally underserved by the education system. As vocational education has a direct impact on improving social, economic and sustainability outcomes, we continue to work on its transformation ensuring fair and equitable outcomes for all people in the specified industries.

We seek to ensure the sectors we represent have a greater leadership role and influence across the vocational education system and its transformation ensuring the workforce is fit for today and the future. We also create industry qualifications, set industry standards and assess training provisions against these industry standards. Everything we do contributes to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations.

Introduction

As a multi-sector WDC, Hanga-Aro-Rau engages with each of its industries on several levels to ensure it is responding to their training needs. This takes the form of formal conversations with key players through advisory groups, research and direct feedback from stakeholders.

Hanga-Aro-Rau seeks to engage with industries at a strategic level using National Industry Advisory Groups (NIAGs). These groups will be made up of key decision makers in matters of workplace training and will assist Hanga-Aro-Rau by giving an industry view of their sector's training needs. NIAGs need to be grounded in a viable vision for their sector's future and have a long-term time horizon in order to contribute to planning.

Role of the National Industry Advisory Groups (NIAGs)

The role of the NIAGs is to advise Hanga-Aro-Rau about skills and training issues within their specific industry sector, with a particular focus on lifting the skill levels of the Māori, Pacific and Tangata Whaikaha workforce. They will provide a mechanism for specified industries to provide input into the performance of the Council's functions and enable industry to raise issues and concerns. The NIAG will do this by:

- Provide leadership, advice and feedback on the strategic direction, trends and performance within their sector
- providing advice on the current and future skills and knowledge requirements of their sector, to inform the development and maintenance of quality, fit for purpose qualifications, and inform the council of potential funding advice to the Tertiary Education Commission (TEC)
- being a forum Hanga-Aro-Rau can obtain informed advice from on issues or developments relevant to their sector and, where appropriate, test new initiatives and concepts prior to launch
- advocating and promoting industry training within their sector, building clarity on clear pathways from education into employment
- supporting with the coordination of activities to improve performance within the industry
- providing a mechanism for the specified industry to provide input into the performance of the WDC's functions.
- Providing up to date and relevant occupational information to support the development of Tahatū, TEC's career website
- Workforce Development Plans

Membership

Each NIAG must provide a reasonable and appropriate cross-sectional representation of the sector. As far as is reasonably practicable, representation of the members of the NIAG must include Pacific, Māori or Tangata Whaikaha, have an understanding of, and commitment to, the principles of Te Tiriti o Waitangi.

The membership group must comprise persons who represent a broad range and diversity of views across specified industries/sectors.

Membership should therefore allow for, but not limited to:

- employers
- employees
- rangatahi/ young people in industry training
- ākonga (learners)
- industry associations
- unions
- other specialists as required (e.g. could include secondary school technical teachers)
- community groups
- tangata whenua
- Māori and Pacific people's representation
- underserved (women, disability, neurodiverse)

Individuals can apply to be a member who have attributes for the following, but not limited to:

- have an understanding of, and commitment to, addressing the needs of underserved learners, including Māori, Pacific Peoples and people living with disabilities
- demonstrate a commitment to act with impartiality, honesty, integrity and manaakitanga
- leaders and advocates for te ao Māori in the industry/sector
- credibility within the sector
- knowledge of existing qualifications and their link to sector skills needs
- sector knowledge and experience
- communication and team skills.

The names of the NIAG members and who they represent will be published on the Hanga-Aro-Rau website.

Membership is reviewed as required.

Co-chairs

Each NIAG, where possible, will appoint co-chairs, one ideally would be Māori or Pacific. The co-chairs must have sufficient knowledge, skill or experience in Te Tiriti o Waitangi (including te reo Māori, te ao Māori and mātauranga Māori).

When appointing co-chairs, the NIAG must ensure that each co-chair has demonstrated a commitment to working with each other as active partners with a shared kaupapa aligned to the function of the group.

The co-chair role is to lead meetings effectively and to work closely with the Hanga-Aro-Rau Industry Manager (IM) to ensure that the NIAG is effective. They will do this by:

- ensuring te ao Māori is adopted and used in all NIAG forum, e.g., opening and closing NIAG meetings with karakia
- ensuring meetings are run in a formal, interactive, and efficient manner in line with usual meeting protocols
- ensuring that all members voices are heard and respected
- making sure that the NIAG is clear about its role, tasks, and powers of delegation
- identifying and addressing any conflicts of interest on any items of business
- working with the IM to prepare the agenda and offering guidance and support where needed. At times, Co-Chairs could be invited to attend strategic HAR events. Travel expenses will be reimbursed where appropriate.

Co-Chair Payments - Hanga-Aro-Rau agree to pay Co-Chairs of the National Industry Advisory Groups (NIAGs) for their time leading up to and attending each meeting. These payments are \$250 for meetings that are up to 3 hours long and \$500 for meetings that are over 3 hours. This is to reflect shorter meetings and is effective from 12 May 2025.

NIAG members are required to maintain a commitment to the work and meeting schedule of the NIAG. This means that members will be asked to:

- attend meetings (submit apologies to the IM before the meeting if unable to attend)
- notify the IM or Co-chair of any items to be included on the agenda before the meeting agenda is finalised
- read any material provided prior to a meeting and be able to discuss it meaningfully
- contribute to meetings in a positive, constructive manner to achieve well considered, progressive outcomes
- consult with industry peers and industry networks to gain a wider perspective and represent them at the meeting
- respond to communications and requests for feedback promptly
- review and confirm documentation that is circulated post-meeting
- set aside the self-interest of the individual member and/or interests of their company with a view to contributing to the wider needs of the industry sector
- act in good faith for the betterment of the sector and the WDC
- consider on reasonable grounds represent the interests of Māori, Pacific Peoples, women and disabled people.

Confidentiality

In the interests of well-informed discussion and decision making, Hanga-Aro-Rau will provide information to assist NIAG members to make a meaningful contribution to the WDC's direction. Sometimes, this will include confidential information or sensitive details. Where this is the case, the IM/Co-chair will ensure that it is clear to members which information is to be treated as confidential and ensure that the items are noted in the minutes. NIAG members will treat such flagged information provided by Hanga-Aro-Rau, and information provided by individual NIAG members, as confidential.

Resignation or exclusion of members

Members can be removed from NIAGs if they are:

- not working effectively towards achieving NIAG aims
- in breach of the terms of reference.

Members may resign from NIAGs at any time. Resignations should be communicated in writing to the Co-chairs and IMs of the NIAG.

Meeting administration

NIAGs aim to meet a minimum of twice per year, with a mix of online and face-to-face. Meeting dates will be planned and advised to members to ensure they have sufficient time to plan their availability.

Copies of the agenda and related meeting papers will be sent prior to a meeting.

The minutes of each NIAG meeting will be sent to members as soon as possible after a meeting is held. A summary of any key discussions and recommendations made by the NIAG will be made available to Hanga-Aro-Rau management and Council.

Hanga-Aro-Rau is responsible for organising the meeting venue and catering, and will meet reasonable travel costs as follows:

- air travel – Hanga-Aro-Rau will arrange as required
- taxi fares - Hanga-Aro-Rau will arrange as required
- parking - reimbursement of actual expense.

Where an expense reimbursement is required, the member will need to provide an invoice and copy of the receipt. HAR will provide a purchase order number to be added to the invoice.

Correspondence with Hanga-Aro-Rau regarding NIAG matters should be via info@hangaarorau.nz.