



Government of **Western Australia**
Department of **Training**
and **Workforce Development**

TAFE College Governing Council

Nomination Committee Guidelines
January 2026

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1. Introduction

Governing Councils are responsible for ensuring that effective decision making and governance frameworks are in place and functioning for a TAFE college.

Governing Council members operate in a legislative and public policy environment of frameworks for accountability, governance, management, policy development and service delivery.

Members can contribute expertise to a significant public training enterprise and participate in the growth and development of a vital community and State resource.

Generally, appointees to Governing Councils will have held board or senior management appointments in large public companies or key public sector agencies, possess a proven record in exercising commensurate levels of judgement and accountability, and reflect the diversity of the Western Australian community.

The Department of Training and Workforce Development (the Department) is the System Manager responsible for the overall management, performance and strategic direction of the vocational education and training (VET) system in Western Australia.

2. Functions of a Governing Council

The functions of a Governing Council include:

- setting strategic directions;
- liaising with stakeholders;
- ensuring compliance with statutory requirements;
- managing risk;
- ensuring the college delivers its targets within approved financial parameters; and
- monitoring organisational performance.

Under section 42 of the *Vocational Education and Training Act 1996* (VET Act) the Governing Council functions are described as follows.

1. The Governing Council is the governing body of a college with authority in the name of the college to perform the functions of the college and govern its operations and affairs.
2. A Governing Council of a college may do all things necessary or convenient to be done for or in connection with the performance of its functions.
3. A Governing Council may perform its functions in another State or a Territory if that is necessary or convenient for the performance of the functions of the college.
4. In performing its functions the Governing Council of a college must ensure the college's courses, programs and services are responsive to, and meet, the needs of students, industry and the community.

3. Governing Council membership and term of office

Members of a Governing Council are appointed by the Minister for Skills and TAFE (the Minister) and appointments are subject to endorsement by Government. Appointment to a Governing Council is for a term not exceeding three years. At the end of the term, members are eligible to be considered for a further term.

A Governing Council is to consist of:

- a Chairperson;
- a Deputy Chairperson;
- the Managing Director of the TAFE college; and
- not less than six, or more than 10, other members appointed by the Minister.

The membership of a Governing Council should include members with the specific skills and experience required to ensure the council can meet its mandate. The membership should also be diverse and seek to represent the interests of the geographic locations serviced by the TAFE college, as well as industry sector, community, gender, and Aboriginal and Torres Strait Islander peoples' needs.

Membership of individuals on a Governing Council should not exceed 10 years.

The guide, [Premier's Circular 2025/15 – State Government Boards and Committees](#), suggests an individual should not receive sitting fees from more than two State Government boards or committees.

Under section 14.5 of the [Western Australian Cabinet Handbook](#), if a Governing Council member resigns before the expiry of their term, their replacement can only be appointed for the remainder of the original term.

When refreshing membership, staggered appointments are a useful tool in retaining corporate knowledge while introducing fresh perspectives.

4. Appointment principles

Appointments to the Governing Council should demonstrate compliance with the general principles of:

- Merit – due process and the principles of merit selection are to be observed in the appointment process;
- Fairness – the process used to assess potential appointees must be transparent and without bias;
- Diversity – to the extent reasonable, appointments to the Governing Council must reflect the diversity of the Western Australian community as a whole and be mindful of the entity's purpose and focus; and
- Integrity – only persons of sound reputation, who are prepared to discharge their responsibilities diligently and with public interest being paramount, should be appointed.

Persons appointed as Chairs/Deputy Chairs should have demonstrated the capacity to lead others, summarise complex information and arguments, and where appropriate, make decisions in a professional and effective manner.

Applications for Governing Council Chair positions are not assessed by Nomination Committees. The Department's Director General will assess Chairperson applications in consultation with Ministerial office staff and make recommendations for appointment or reappointment to the Minister.

5. Appointment process and timeline

The Department coordinates the processes for Governing Council member appointments.

Nomination Committees will shortlist applications for member appointments. The Nomination Committee will consider the expertise and experience mix of members when nominating members for the Governing Council.

Nomination Committees will provide the outcome of the shortlisting assessment to tafegoverningcouncils@dtwd.wa.gov.au.

The Department's Director General will consider the shortlisting outcomes and provide recommendations to the Minister.

The Director General and Governing Council Chair may undertake a broader search for further candidates following the Nomination Committee shortlisting assessment, if deemed required to broaden the field of applicants.

A flow chart summary of the appointments process timeline is provided at **Appendix 1**.

Key activity points in the process are outlined below:

Mid January

The Department provides member and Deputy Chair applications to the Governing Council Chair.

Applications for Chairperson positions that are open for appointment are referred to the Director General.

February

The Nomination Committee evaluates all applications for their Governing Council, with consideration to the Governing Council Composition Skills Matrix (the Skills Matrix) for the college (template is available at **Appendix 2**).

The Nomination Committee may conduct applicant interviews, referee checks or other checks as determined necessary by the Nomination Committee.

Using the TAFE Governing Council Nomination Committee Shortlisting Assessment Form provided by the Department, the Nomination Committee ranks applicants as recommended (in order of preference), based on the ratings legend. Shortlisted

applicants may be nominated for an appointment term of one, two or three years to stagger appointments across the Governing Council.

Some applicants may have expressed interest in more than one Governing Council, which may result in a Governing Council not receiving their highest ranked applicants.

The Director General and Governing Council Chair may undertake a broader search for candidates if required to meet skills and diversity gaps.

The Governing Council/college is responsible for ensuring that all recommended or suitable applicants meet the following requirements:

- complete and submit the Governing Council Fit and Proper Person Declaration (see **Appendix 3**);
- provide a National Police Clearance;
- confirm that they are not currently bankrupt; and
- confirm that they have not been convicted of an indictable offence.

The Governing Council/college is to forward to the Department:

- the completed TAFE Governing Council Nomination Committee Shortlisting Assessment Form, including a brief explanation of the decisions
- documented evidence to support applicants meeting the above requirements; and
- all completed Governing Council Fit and Proper Person Declaration forms.

March

The Director General considers the Nomination Committee shortlisting outcomes and prepares recommendations for the Minister.

April

The Minister considers recommended applicants and will discuss any difference in point of view regarding recommended applicants, or appointment terms, with the Director General.

The Director General will liaise with the Governing Council Chair on any appointment matters.

May

The Minister will advise the Director General of nominations for appointment so that Cabinet submissions can be prepared for Cabinet consideration of the nominations.

June

The Minister's Office tables the member appointments' Cabinet submissions for Cabinet consideration.

July

The Minister issues correspondence to Governing Council Chairs and all applicants notifying them of the outcome of the appointments process.

6. Nomination Committee composition

When determining membership of the Governing Council Nomination Committee, consideration should be given to the knowledge or skill sets required and to accommodate workload obligations. A minimum of four members is recommended, with the Governing Council Chair convening and leading meetings. The actual number and composition should be decided by the Governing Council membership. It is suggested that appointment to the committee be for one year.

A Department representative will be nominated for each Nomination Committee. The representative will participate in the shortlisting deliberations.

It is good governance practice to separate Managing Directors from the process of shortlisting potential Governing Council members where any direct or perceived conflict of interest may exist.

7. Nomination Committee responsibilities

The Nomination Committee is responsible to the Governing Council and the Minister to ensure that:

- Governing Councils have members with a mix of expertise, experience and a range of backgrounds. Consideration should also be given to the gender balance and cultural diversity of the Governing Council and committees;
- the process for assessing candidates is fair, transparent and consistent for all applicants;
- the skill sets required by candidates are identified in the Skills Matrix;
- regular evaluation of the Governing Council is conducted to identify required skill sets and to inform the Skills Matrix; and
- there is appropriate and timely succession planning.

8. Identifying potential candidates

When potential candidates are approached or enquire about Governing Council membership, they may be provided with the following:

- the [Governing Council Handbook](#) (which includes remuneration advice);
- "Frequently asked questions" fact sheet;
- information about the role of the Governing Council;
- information about the duties and responsibilities associated with the position;
- information about the amount of time likely to be required;
- advice about the requirement that they undergo police and probity checks; and
- an explanation of the selection process.

The Department of the Premier and Cabinet maintains a register of persons interested in serving on government boards and committees (which includes Governing Councils). Members of the public who wish to be considered for government boards and

committees are able to submit their names for inclusion on the [OnBoardWA Register](#). The Minister and/or Department may consult the register during the Governing Council appointment process.

9. Governance

Each Governing Council is to have a robust Code of Conduct that deals with perceived/actual conflicts of interest. The Code of Conduct will guide the work of the Nomination Committee and ideally should be reviewed before each appointment process.

It is good governance for the Governing Council to evaluate its performance and conduct a skills audit to identify areas of development for current members. This process will inform the Skills Matrix used in the selection of new Governing Council members.

The Nomination Committee should consider their member appointment obligations outlined in the Governing Council Statement of Expectations, which the Minister issues to Governing Council Chair.

The Nomination Committee should also refer to the Public Sector Commission's [Governance Manual for Western Australian Government Boards and Committees](#) available from the Public Sector Commission website.

10. Governing Council induction

New Governing Council members will participate in an induction process to assist members to familiarise themselves with their Governing Council role and responsibilities.

11. Vacation of office

Under Schedule 1 (1) of the VET Act a position on the Governing Council will be vacant if:

1. the term of the member expires;
2. the member resigns by written notice addressed to the Minister;
3. the member is an undischarged bankrupt or a person whose property is subject to an arrangement under the laws relating to bankruptcy;
4. the member is convicted of an indictable offence; or
5. the appointment of the member is terminated under Schedule 1, clause 1(2).

The Minister reserves the right to terminate the appointment of a member at any time at the Minister's discretion as stipulated in Schedule 1, clause 1(2) of the VET Act.

The Minister may grant leave of absence to a member on such terms and conditions as the Minister determines.

Under Schedule 1(1)(1) if a member or applicant is bankrupt or has at any time been convicted of an indictable offence, that person should not be appointed, and should cease their appointment as a Governing Council member.

A vacancy may be filled on an interim basis with the Minister's approval and Cabinet endorsement. This position will be declared open to all applicants during the annual expressions of interest process.

12. Reappointment

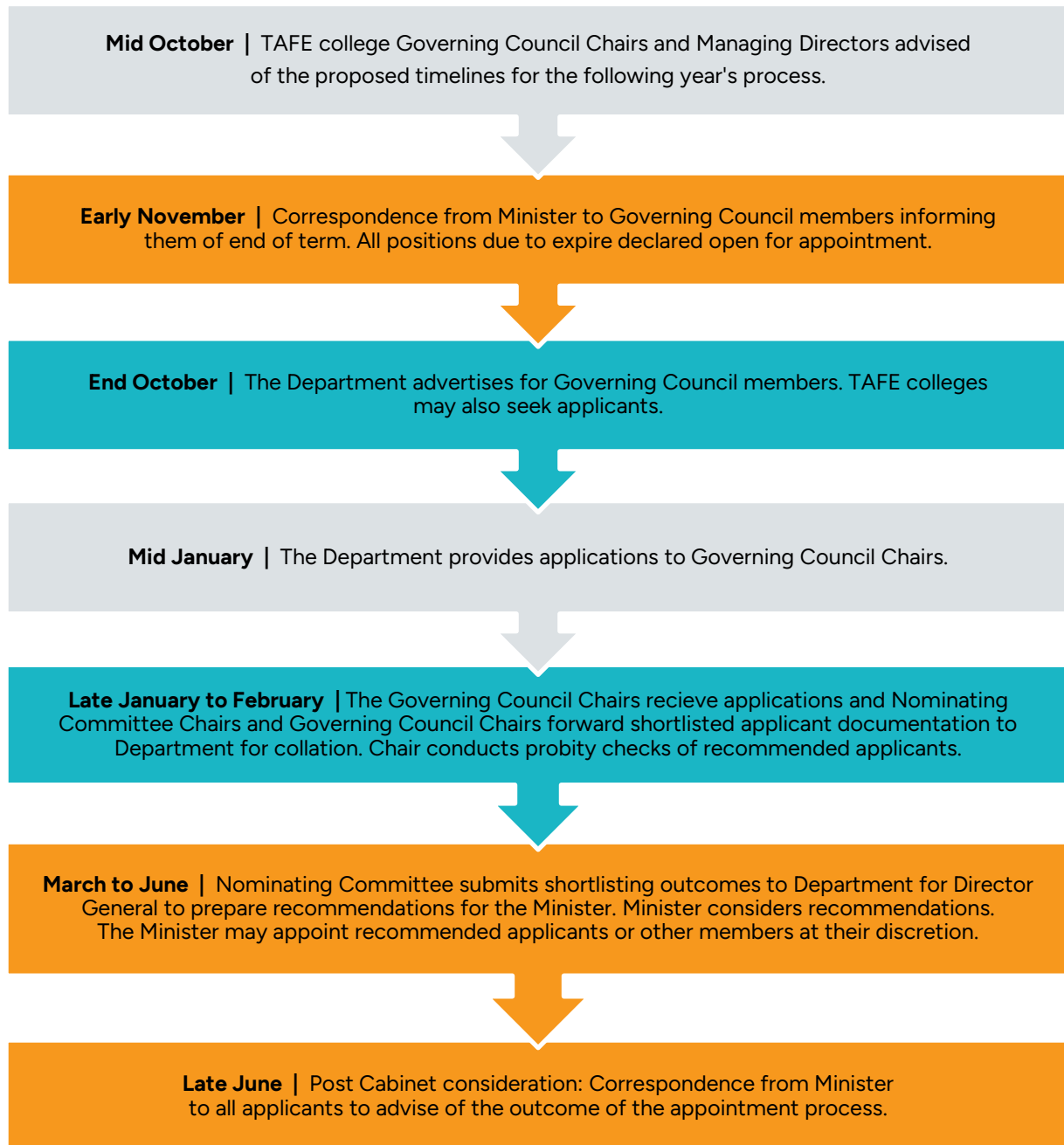
Members whose terms are due to expire can apply for reappointment. The Skills Matrix should be used to balance the requirements of the Governing Council in determining the most suitable applicant. Attendance of the member at Governing Council meetings and level of effective contribution should also be considered.

The need to ensure the regular turnover of members and injection of fresh ideas and enthusiasm should be balanced against the need to retain a proportion of members with the necessary skills and experience, and the need for succession planning or management of an organisation through a period of transition or considerable change.

[Premier's Circular 2025/15 – State Government boards and committees](#) states the individual membership to any one board should not exceed ten years in total.

Appendix 1

Nomination process for Governing Councils



Legend

- Department
- Governing Councils
- Minister's Office

Appendix 2

Governing Council Composition Skills Matrix

A key part of the 2026 Governing Council appointments process is for Governing Councils to prepare and submit a Composition Skills Matrix (The Skills Matrix).

The Skills Matrix will outline the expertise and experience to be sourced to fill vacant member positions.

The Skills Matrix is to be submitted to the Department at: tafegoverningcouncils@dtwd.wa.gov.au by 15 October 2025.

The categories of expertise and experience that should be held by one or more members of a Governing Council are:

- Category A: **Mandatory** expertise and experience; and
- Category B: **Optional** expertise and experience.

Category A: Mandatory expertise and experience	Category B: Optional expertise and experience
Business and financial management	Human resource management
Education and training	Legal expertise
Strategic planning and leadership	Evaluation processes and practices
Corporate governance and ethics	Information technology
Risk management and audit	Public relations and marketing
Stakeholder and community engagement	
Industry expertise and experience	
Regional expertise (for colleges with regional campus locations)	

Part A: Expertise and experience of current members

Governing Council member <i>Insert member name</i>	First appointment date	Expiry of term	Expertise and experience <i>State expertise applicable from category A and/or B</i>
Chair			
Deputy Chair			
Member			
Member			
Member			
Member			
Member			
Member			
Member			
Member			

Complete this table to identify the categories of expertise and experience to be sourced through the 2026 appointments process.

Expertise and experience		
	To be sourced through 2026 appointments process	Comments
<i>Insert: Yes or No</i>		
Category A - Mandatory		
Business and financial management		
Education and training		
Strategic planning and leadership		
Corporate governance and ethics		
Risk management and audit		
Stakeholder and community engagement		
Industry expertise and experience		
Regional expertise (for colleges with regional campus locations)		
Category B - Optional		
Human resource management		
Legal expertise		
Evaluation processes and practices		
Information technology		
Public relations and marketing		

Expertise and experience descriptors

Category A: Mandatory	
Business and financial management	<p>Experience in business leadership or organisational management, including developing and implementing business plans and strategies.</p> <p>Experience and/or knowledge of corporate financial management, including application of robust financial management controls.</p>
Education and training	<p>Knowledge and understanding of the National and State, school and VET tertiary systems; including legislative and regulatory frameworks.</p>
Strategic planning and leadership	<p>Experience in leading the development and implementation of strategic plans to achieve organisation long term goals.</p>
Corporate governance & ethics	<p>Experience and ongoing commitment to high standards of corporate governance and ethics, including experience with an organisation that is subject to rigorous governance and ethics standards.</p>
Risk management and audit	<p>Experience and/or knowledge of corporate risk management frameworks, including integrating risk management into decision making and monitoring the effectiveness of controls and mitigation strategies through audit.</p>
Stakeholder and community engagement	<p>Experience in strategic stakeholder engagement and working effectively with a range of industry, business and community stakeholders on matters of shared interest.</p>
Industry expertise and experience	<p>A comprehensive understanding of a specific field, including its trends, challenges and key stakeholders.</p>
Regional expertise	<p>Resides in a regional location of a college where Governing Council membership is sought/secured and understands the local economy, social landscape and physical environment of the location.</p>
Category A: Optional	
Human resource management	<p>Experience and/or knowledge of human resource management and personnel considerations in complex organisations.</p>
Legal expertise	<p>Legal experience and/or knowledge, including compliance frameworks and regulation.</p>
Evaluation processes and practices	<p>Experience in evaluation processes and practices.</p>
Information technology	<p>Experience and/or knowledge of corporate IT systems and governance, including complex business systems.</p>
Public relations and marketing	<p>Experience in public relations and marketing that supports the achievement of strategic goals and objectives.</p>

Qualities	
Integrity and community standing	A demonstrated commitment to high ethical standards and integrity and maintaining good standing in the community.
Teamwork and interpersonal skills	Ability to contribute constructively to board discussions and communicate effectively with management and other board members.
Professional board and committee participant	Experience serving as a public sector, private sector or non-profit board or committee member.
Qualifications	
Post-school VET qualifications	Completed VET qualifications and other relevant professional development.
Post-school tertiary qualifications	Completed tertiary qualifications and other relevant professional development.
CPA; CA; CIA; or similar	Certified Practising Accountant (CPA); Chartered Accountant (CA); Certified Internal Auditor (CIA); or similar.
Diversity	
All areas	Governing Council membership should be diverse (for example including people with different ethnicity, genders, races, cultures and abilities).

Appendix 3

Governing Council fit and proper person declaration

Anyone who is a governing person including owners, executive officers, high managerial agents, legally responsible officers, or persons who oversee, direct or exercise a degree of control or influence over the management or operation of the provider must satisfy Fit and Proper Person Requirements (FPPR) as outlined in Schedule 1 of the Compliance Standards and Fit and Proper Person Requirements – Registration Standards 2025 (2025 Standards), and the *Vocational Education and Training (General) Regulations 2009* (VET Regulations).

The selection process includes applicants signing a witnessed fit and proper person criteria for suitability certification.

The Fit and Proper Person declaration form is available at the link below:

www.wa.gov.au/service/education-and-training/vocational-education/fit-and-proper-person-requirements