

Appendix A: Document table

#	Date	Doc type	Title	Decision on release
Documents released with this response:				
1.	1 February 2024	Rapid Response	1322101: Higher Education Talking Points	Release in full
2.	29 February 2024 – 2 May 2024	Tertiary Education Weekly Update	Various extracts from the Tertiary Education Weekly Update to the Minister for Tertiary Education and Skills	Release in Part. Some information withheld under section 9(2)(a) of the Act.
3./3a	26 March 2024	Email and attachment.	UAG members – candidates for feedback.	Release in Part. Some information withheld under section 9(2)(a) of the Act.
4.	11 March 2024	Information Update	1324502: University Advisory Group membership	Release in Part. Some information withheld under section 9(2)(a) of the Act.
5.	27 March 2024	Information Update	1325789: University Advisory Group Member Update	Release in Part. Some information withheld under section 9(2)(a) of the Act. :
Documents in scope that are or will soon be publicly available				
6	27 November 2023	Briefing Note	1319031: Tertiary Education and Skills – policy briefing to incoming Minister	Refused under section 18(d) of the Act. Information is publicly available on the Ministry's website here: 14.-1319031-Tertiary-education-and-skills-for-release Redacted.pdf Some information has been withheld under section 9(2)(a) and section 9(2)(f)(iv) of the Act.

#	Date	Doc type	Title	Decision on release
7	28 November 2023	Education Report	1319471: Challenges and opportunities in higher education funding	<p>Refused under section 18(d) of the Act. Information is publicly available on the Ministry of Education's website here: ECM_983751_v1_RE: Briefing Note - 1319471 - Challenges and opportunities in higher education funding.pdf</p> <p>Some information has been withheld from the Education Report under section 9(2)(a) of the Act.</p>
8.	30 January 2024	Briefing Note	1321836: Proposed Higher Education Funding and University System Review	<p>Refused under section 18(d) of the Act. Information will soon be publicly available on the Ministry of Education's website here: Advice seen by our Ministers – Education in New Zealand</p> <p>Some information will be withheld under section 9(2)(a) and section 9(2)(g)(i) of the Act.</p>
9.	16 February 2024	Education Report	1322503: Higher Education Funding and University System Advisory Group	<p>Refused under section 18(d) of the Act. Information will soon be publicly available on the Ministry of Education's website here: Advice seen by our Ministers – Education in New Zealand</p> <p>Some information will be withheld under sections 9(2)(a) and 9(2)(f)(iv) of the Act.</p>

#	Date	Doc type	Title	Decision on release
10.	21 March 2024	Education Report	1324989: Letter to TEOs participating in the PBRF about the University Advisory Group	<p>Refused under section 18(d) of the Act. Information is publicly available on the Ministry of Education's website here: ECM_987556_v1_RE: RPT - 1324989 - Letters to tertiary education organisations participating in the PBRF about the University Advisory Group</p> <p>Some information has been withheld from the Education Report under section 9(2)(a) of the Act.</p>
11.		Cabinet Paper and Cover Briefing	The Science System Advisory Group and University Advisory Group	<p>Refused under section 18(d) of the Act. Information is publicly available on MBIE's website here: Cabinet papers and minutes Ministry of Business, Innovation & Employment (mbie.govt.nz)</p> <p>NB: these are Ministry of Business, Innovation and Employment (MBIE) led documents.</p>



Rapid Response

Drafter: Nyk Huntington

General Manager: Katrina Sutich

Metis Number: 1322101

Date: 1 February 2024

Request

You have requested talking points to support discussion of the Higher Education Funding and University System Review at the Cabinet Business Committee (CBC) meeting on Wednesday 7 February 2024.

These talking points draw on previous advice provided by the Ministry and the Tertiary Education Commission.

Background

1. New Zealand's higher education system is facing a range of funding pressures and system issues.
2. These pressures led to several universities proposing cuts in staffing, teaching, and research in 2023.
3. The previous Government made a time-limited increase in funding for all degree-level and postgraduate education and began scoping for a higher education funding review.
4. In recognition of these pressures facing the tertiary education system and universities in particular, I have now invited Professor Sir Peter Gluckman to lead an independent review of higher education funding and the university system.

Higher education contributes to Science, Innovation & Technology priorities.

5. Universities educate and train much of New Zealand's research workforce and make a significant contribution to the Science, Innovation and Technology system through their research and research-based teaching.
6. As a critical component in New Zealand's research ecosystem, this Review will have important connections with Minister Collins' Review of the Science, Innovation and Technology system.
7. While Professor Gluckman will Chair both reviews in parallel, they will be separate processes.

Terms of Reference for the Review

8. The Review panel will be established by the Ministry of Education to provide an independent report.
9. I have asked Professor Gluckman to develop a broad Terms of Reference.

10. Focussed on universities, the Terms of Reference will include the agencies that oversee funding and management of them – while also recognising potential implications for other tertiary education organisations that offer higher education such as polytechnics and wānanga.
11. Topics of focus for the report include:
 - a. Policy setting
 - b. Institutional governance and management
 - c. Funding mechanisms and allocation strategies – in particular the Performance-Based Research Fund
 - d. Infrastructure and resources
 - e. Collaboration and partnerships between stakeholders
 - f. Use of technology
 - g. Regulatory frameworks, incentives, and policies (including fee setting arrangements)
 - h. Systems for assessment of quality and impact in teaching, research, and broader engagement.
12. I intend that the Review Panel membership will cover an appropriate range of expertise and perspectives and reflect the broad scope of the Review.

Timeframe and connections to wider announcements

13. Alongside announcement of this Review, I intend to inform the tertiary education sector that I have decided that tertiary education organisations will continue to be funded on the basis of the 2018 PBRF Quality Evaluation results while the Review is conducted, and that I have therefore directed TEC to stop work towards the planned 2026 Quality Evaluation.
14. While the sector will be eager to get a sense of potential longer-term plans for the PBRF, I expect that this Review will be on a slightly slower track than Minister Collins' Review of the Science, Innovation and Technology system.
15. We do not have the same level of urgency, and getting to the heart of the issues will require broad engagement.
16. Communications and the Terms of Reference will make connections to earlier work and be clear why this Review is proceeding in tandem with reviewing the SIT system, and the rationale for what is in and out of scope.
17. I intend to coordinate announcements with Minister Collins' office.

Back pocket areas for discussion (if it comes up)

18. It is possible that the independent Panel's final report may have significant financial or other implications for the Government and if your colleagues raise concerns or want high levels of involvement you could offer:
 - a. A Cabinet paper fully outlining the intended approach, rationale, and risks of the Review before it proceeds.

- b. The possibility of Cabinet and/or joint ministerial sign-off of the Terms of Reference (e.g., myself, the Minister for Science, Innovation and Technology, and/or the Minister of Finance).
- c. Are there any specific conditions, requirements, or aspects of the Review's scope that you would like to see reflected in the Terms of Reference.

Released under the Official Information Act 1982

Extracts from Tertiary Education Weekly Update (TEWU) to Minister for Tertiary Education and Skills

2 May TEWU

University Advisory Group (UAG)

Members of the UAG are meeting fortnightly. On 30 April 2024, they held their third meeting at which the discussion focussed on a systems perspective on the role and purpose of the modern university in New Zealand.

Material for this meeting was supplied by the TEC and the Ministry and included data and other information on the differences between the eight universities in terms of numbers of Estimated Full Time Study and type of provision offered, the role of universities as currently defined in the Education and Training Act 2020, the planning and accountability framework for universities, and how well New Zealand universities are performing.

The Phase 1 public consultation opened on 1 May 2024 and will close on 31 May 2024. Questions for this phase concern the role of universities. Subsequent phases will cover quality and excellence in teaching, research and knowledge transfer, efficiency, effectiveness and adaptability as well as fiscal and policy considerations. The outcome of the consultation will contribute to informing the UAG's interim report due in August 2024.

The joint Cabinet paper which established the UAG and the Science System Advisory Group is expected to be proactively released on 9 May 2024. It will be published on Ministry of Business, Innovation and Employment's website as lead agency. A link to the paper will be published on the Ministry of Education and TEC websites. Advice provided by the Ministry and the TEC associated with the Cabinet paper will also be released in due course as part of our usual proactive release processes.

18 April TEWU

University Advisory Group (UAG)

Membership of the UAG was publicly announced on the Ministry of Education, Tertiary Education Commission and UAG websites on 15 April 2024.

The positive response from the sector has continued and in the latest Universities NZ newsletter, Professor Cheryl de la Rey, Chair of the Vice-Chancellors' Committee said she saw a number of opportunities in the UAG's work.

UAG members met on 16 April 2024 with the Ministry of Education and Tertiary Education Commission presenting an overview of the tertiary education system. The Group plan to meet fortnightly over the next few months. They will also be engaging in regular meetings with staff of all eight universities as well as with other interested stakeholders. As part of the UAG's engagement with learners, the Ministry is in the process of establishing a student reference group.

11 April TEWU

University Advisory Group (UAG)

Membership of the UAG has now been finalised and we have provided all members with a formal Letter of Appointment.

We expect to announce membership on the Ministry of Education, Tertiary Education Commission (TEC) and UAG websites shortly, and will advise your Office when we have a confirmed date for this.

Sir Peter Gluckman has advised that he has engaged with many of the key stakeholders including all the Vice Chancellors and has put arrangements in place for regular briefings. He has also advised that the UAG panel had an introductory call on 3 April 2024, and the panel members are enthusiastic to get on with the task ahead. Since the announcement of the review, there's been significant interest and

engagement through the UAG website from stakeholders and other interested parties. There has been a positive response in support of the UAG.

4 April TEWU

University Advisory Group (UAG)

The Chair of the UAG has reached out to the final candidate for the UAG to test her interest and availability, and we understand is currently considering the role before confirming her response. If she accepts, we will progress the paperwork for this individual to finalise UAG membership. The other UAG members had an initial meeting to introduce themselves to each other on 4 April 2024. The first formal meeting is planned for mid-April following official appointments. We will work with your Office to formally announce the membership of the UAG once the appointment process is complete.

28 March TEWU

University Advisory Group (UAG)

The joint Cabinet paper was considered and approved by Cabinet on 25 March 2024. The announcement of the Science System Advisory Group (SSAG) and UAG was made on 27 March 2024.

At the same time, letters to all Tertiary Education Organisations (TEO) participating in the Performance-Based Research Fund (PBRF) were sent out by your office, advising them of the establishment of the UAG and that while this work is underway there will be no Quality Evaluation (QE) in 2026.

All candidates for the UAG have responded positively to the invitation to join the Group, with the exception of one. We have sought feedback from your Office on potential replacement candidates and will look to finalise the membership shortly.

Once the members of the UAG are formally appointed, we will work with your office to announce the membership.

21 March TEWU

University Advisory Group (UAG)

The joint Cabinet paper was considered and approved by Cabinet's Economic Policy Committee on 20 March 2024. The paper will now be considered by Cabinet on 25 March 2024.

Professor Sir Peter Gluckman has contacted the list of agreed UAG candidates, with the following agreeing in principle to be on the group:

- Alastair MacCormick
- Paula Rebstock
- John Allen
- Phil O'Reilly
- Sir David Skegg
- Arihia Bennet

s9(2)(a) responded positively to the invitation but has not yet confirmed.

We now understand from your office that the Science System Advisory Group (SSAG) and UAG may be announced on either 3 or 4 April, and that you would also like to be able to announce the membership of the group. Officials will work with your office and Minister Collins' office to arrange the announcement and confirm whether the membership can be finalised ahead of announcements.

We have prepared letters for you to send to all TEOs participating in the PBRF advising them of the establishment of the UAG and that while this work is underway, that there will be no Quality Evaluation in

2026. We will work with your office to ensure these letters are sent at the same time as the SSAG and UAG are announced.

14 March TEWU

University Advisory Group

The joint Cabinet paper will be lodged on 14 March 2024 for consideration by Cabinet's Economic Policy Committee on 20 March 2024. The paper will then be considered by Cabinet on 25 March 2024. Minister Collins' office has suggested that the Prime Minister may wish to announce the Science Sector Advisory Group (SSAG) and University Advisory Group (UAG) post-Cabinet. Officials will work with your and Minister Collins' offices to confirm this.

We will update you on the proposed timing of the announcement of the advisory groups and other Comms issues and timelines at our next agency meeting.

The Ministry and the TEC are preparing a letter for you to send to all TEOs participating in the PBRF advising them of the establishment of the UAG and that while this work is underway, that there will be no quality evaluation in 2026. We are recommending that this letter be sent to TEOs at the same time as the SSAG and UAG are announced.

We briefed you on a short list of potential candidates for your meeting with Professor Sir Peter Gluckman on 12 March 2024. We are now in the process of confirming potential candidates and will provide you with a final list when confirmed.

7 March TEWU

University Advisory Group (UAG)

Ministerial consultation on the Cabinet paper prepared with the Ministry of Business, Employment and Innovation will be completed on 7 March 2024. We have finalised the Terms of Reference and expect the Cabinet paper to be lodged on 14 March 2024 for consideration by Cabinet's Economic Policy Committee on 20 March 2024.

We are currently working on appointments to the UAG and will brief you on a short list of potential candidates before your meeting with Professor Sir Peter Gluckman on 12 March 2024. To support the Group, we recommend sharing unredacted material on proactively released documents (such as in the Tertiary Education Commission's Briefing to the Incoming Minister) with the Advisory Group and seek your agreement to do this.

29 February TEWU

University Advisory Group

The joint Cabinet paper prepared with the Ministry of Business, Employment and Innovation went out for Ministerial consultation on 26 February 2024. We expect the Cabinet paper to be lodged on 14 March 2024 for consideration by Cabinet's Economic Policy Committee on 20 March 2024.

Following our discussion with you on 27 February 2024, we are now working to finalise the Terms of Reference for the advisory group (including updating the name and focus of the Group to be on the university system) and updating the Cabinet paper to reflect these changes. We will confirm any changes to the Cabinet paper with you before it is lodged.

22 February TEWU:

Higher Education Funding and University System Advisory Group

We are continuing to work with the Ministry of Business, Employment and Innovation on a joint Cabinet paper.

Following advice from the Department of Prime Minister and Cabinet to enable other Ministers to understand the implications of what the paper is proposing, we have added further information and attached the Terms of Reference.

Following our discussion with you at your agencies meeting on Wednesday 21 March 2024, the paper will go out for Ministerial consultation on Monday 26 February 2024. We expect this to be lodged on Thursday 7 March 2024 for consideration by Cabinet's Business Committee on Wednesday 11 March 2024.

Business Group: Te Pou Kaupapahere
Owner: Katrina Sutich, s9(2)(a)

15 February TEWU:

Higher Education Funding and University System Group

We are continuing to work with Professor Sir Peter Gluckman to refine the Terms of Reference, in particular to better clarify what the advisory group will focus on with regards to universities and where the focus may extend to the wider Higher Education system.

We are also working with Ministry of Business and Innovation on a joint Cabinet paper, which we will provide to you on 15 February 2024 for your review ahead of a short Ministerial consultation next week, and lodging on 22 February 2024 for consideration by Cabinet on 25 February 2024.

Business unit: Te Pou Kaupapahere
Key Contact: Katrina Sutich, s9(2)(a)

1 February 2024 TEWU

Higher Education Funding Review

Professor Sir Peter Gluckman has provided the proposed terms of reference (ToR) he developed with you to the Ministry and the TEC, as well as an initial list of possible members for the Review Panel. We have provided a briefing note to you (METIS 1321836) that updates you on Professor Gluckman's proposals and outlines some risks that we have identified, with suggested mitigations. Professor Gluckman agrees with our suggestion that we develop a context section in the ToR explaining the connection to the earlier scoping work under the previous government, along with the connection to the Research, Science and Innovation review panel he is also leading.

We have prepared talking points on the Review for the oral item you and Minister Collins are taking to the Cabinet Business Committee on 7 February 2024. We are continuing to discuss the proposed terms of reference and panel members with Professor Gluckman, and will progress these following your discussions at Cabinet Committee on 7 February 2024 and any consequent directions from you.

Business Group: Te Pou Kaupapahere
Owner: Katrina Sutich, s9(2)(a)

Document 3

From: [James Campbell](#)
To: [PARLIAMENT - Preeza Ali](#)
Cc: [Donna McKenzie](#); [Catherine Ryan](#); [Katrina Sutich](#)
Subject: UAG members - candidates for feedback
Date: Tuesday, 26 March 2024 5:55:56 pm
Attachments: [Final UAG candidate bios.docx](#)

Kia ora Preeza

As discussed earlier and with the Minister this morning, s9(2)(a) has declined to join the UAG due to her limited availability later in the year. This leaves one space in the Group, which we and Sir Peter are keen to fill as soon as possible.

Following discussions with Sir Peter Gluckman and Dr Alastair MacCormick, we have identified three potential candidates to fill this space: s9(2)(a) Bella Takiari-Brame and s9(2)(a) s9(2)(a) Short biographies for these candidates are attached. We did discuss whether there were options for candidates more directly engaged with mātauranga Māori, but did not land on any other appropriate candidates.

s9(2)(a)
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

If s9(2)(a) is unavailable to join the Group, we would invite s9(2)(a) or s9(2)(a) to join the Group's membership, subject to any feedback from the Minister.

Could you please test with the Office whether the Minister has any views on any of the potential candidates before we approach s9(2)(a)? If possible Sir Peter would be keen to confirm a proposed candidate tomorrow so that we can finalise the membership and get planning underway.

Ngā mihi
James

James Campbell | Senior Policy Manager, Tertiary Education
Te Pou Kaupapahere | Policy
Mobile s9(2)(a)

Proposed UAG Candidate Biographies

s9(2)(a)	s9(2)(a)
Bella Takiari-Brame	Bella Takiari-Brame (Ngāti Maniapoto, Waikato-Tainui), of Hamilton, is a professional director with a background in accountancy and strategic finance. She started her professional career as a Chartered Accountant and auditor in New Zealand, before holding a range of roles internationally in the oil, gas and utility industries. Bella also held the role of Interim Chief Executive Officer of the Maniapoto Māori Trust Board. Her current governance roles include Chair of The Lines Company Ltd, director of Te Ohu Kaimoana, member of the ACC Board, and member of the Crown Infrastructure Partners Ltd Board. Bella was previously a member of the Te Wānanga o Aotearoa Council.
s9(2)(a)	s9(2)(a)

Released under the Official Information Act 1982



Information Update – University Advisory Group Membership

Drafter: Catherine Ryan

Key Contact: Katrina Sutich

Metis Number: 1324502

Date: 11 March 2024

Purpose

1. This update provides you with the shortlist of proposed members for the University Advisory Group and the confirmed fees for members.

Information

2. You are meeting with Professor Sir Peter Gluckman on 12 March 2024 to discuss the University Advisory Group (the Group).
3. You have received a briefing that seeks your agreement to lodge the final Cabinet paper 'Science System Advisory Group and University Advisory Group' for consideration at the Cabinet Economic Committee on 20 March 2024 [METIS 1324349].
4. The Ministry of Education has worked in collaboration with the Tertiary Education Commission to identify a shortlist of candidates to be appointed to the Group. These names have been shared with Professor Sir Peter Gluckman. The shortlist is:
 - **Chair:** Professor Sir Peter Gluckman
 - **Deputy Chair:** Emeritus Professor Alastair MacCormick
 - John Allen
 - Bella Tatiare Brame or s9(2)(a)
 - s9(2)(a)
 - Phil O'Reilly
 - s9(2)(a)
5. If any of these candidates are unavailable, we also recommend shortlisting Sir David Skegg. We recommend not including Sir David Skegg in the initial shortlist as we consider that the panel functions better with 5-7 members and that the knowledge and experience Sir David would bring to the Group (of university governance and management at a senior level and in research) are well covered by the Chair and Deputy Chair.
6. Short biographies for these candidates are attached in Annex 1.
7. The intention is for Professor Sir Peter Gluckman to get in touch with candidates to ascertain their availability and interest in joining the Group. The Ministry will then work with candidates to finalise their appointment, including undertaking probity checks.



8. Members will be paid the following fees, in line with Cabinet Circular (22) 2 *Fees framework for members appointed to bodies in which the Crown has an interest*:

- \$900 per day for the Chair
- \$600 per day for the members

Released under the Official Information Act 1982

Annex 1: Biographies for proposed Group members

Dr Alastair MacCormick CNZM	Dr Alastair McCormick, of Auckland, is a professional director and Emeritus Professor of the University of Auckland. He was previously the Dean of Business and Economics and Deputy Vice-Chancellor (Academic) at the University of Auckland. Alastair has been a Commissioner on the TEC Board of Commissioners since 2017, and also serves as Chair of the Board's Risk and Assurance Committee. He served as the TEC Board's representative on the Programme Governance Board for the Reform of Vocational Education. Alastair's other governance roles include Chair of the Elizabeth Knox Home and Hospital, member of the Callaghan Innovation Grants Committee, and trustee of the Winston Churchill Memorial Trust. In 2022, he was awarded a Companion of the New Zealand Order of Merit in The Queen's Birthday and Platinum Jubilee Honours for services to tertiary education and the community.
John Allen	John Allen, of Wellington, Chancellor of Victoria University of Wellington, is an experienced company director with executive experience in the public service, regional economic development and the legal sector. As well as his Chancellor role he is currently the Chief Executive of WellingtonNZ. He was previously the Chief Executive of the New Zealand Racing Board, the Ministry of Foreign Affairs and Trade, and the New Zealand Post Group. John is also a former partner of the law firm Rudd Watts & Stone, specialising in commercial and public policy issues. He has been Chancellor since 2022, and was a Minister-appointed member of the VUW Council from 2018 to 2022. John's other current governance roles include Chair of Barnardos, Chair of the Be. Institute, and Director of CreativeHQ.
Bella Takiari-Brame	Bella Takiari-Brame (Ngāti Maniapoto, Waikato-Tainui), of Hamilton, is a professional director with a background in accountancy and strategic finance. She started her professional career as a Chartered Accountant and auditor in New Zealand, before holding a range of roles internationally in the oil, gas and utility industries. Bella also held the role of Interim Chief Executive Officer of the Maniapoto Māori Trust Board. Her current governance roles include Chair of The Lines Company Ltd, director of Te Ohu Kaimoana, member of the ACC Board, and member of the Crown Infrastructure Partners Ltd Board. Bella was previously a member of the Te Wānanga o Aotearoa Council.
s9(2)(a)	s9(2)(a)
s9(2)(a)	s9(2)(a)

Phil O'Reilly ONZM	Phil O'Reilly, of Wellington, is the former Chief Executive Officer of BusinessNZ and is currently the Managing Director of Iron Duke Partners, a policy advisory firm. Earlier in his career, he was an industrial advocate working with numerous industries and unions. Phil was a TEC Board member from 2013 to 2019. Phil's other governance roles include Chair of the Board of the Business and Industry Advisory Committee to the OECD, member of the Governing Body of the International Labour Organisation, member of the APEC Business Advisory Council, and Chair of the Advertising Standards Authority. He was made an Officer of the New Zealand Order of Merit for services to business and governance in 2016.
s9(2)(a)	[REDACTED]
[REDACTED]	[REDACTED]
Sir David Skegg	Sir David Skegg is an epidemiologist and public health physician. He is currently Emeritus Professor in the Department of Preventive and Social Medicine at the University of Otago and was the University's Vice-Chancellor between 2004 and 2011. David's governance roles include President of the Royal Society of New Zealand, Chair of the Health Research Council, Chair of the MBIE Science Board, and Chair of the Scientific and Technical Advisory Group for the World Health Organization. He served as a special adviser to the New Zealand Parliament COVID-19 Epidemic Response Committee in 2020.

Information Update -- University Advisory Group Member Update

Drafter: Catherine Ryan

Key Contact: James Campbell

Metis Number: 1325789

Date: 27 March 2024

Purpose

1. This update provides you with the list of proposed candidates to fill the membership gap on the University Advisory Group.

Information

2. s9(2)(a) has declined to join the University Advisory Group (the Group). This leaves one space in the Group's membership.
3. Following discussions with Professor Sir Peter Gluckman and Dr Alastair MacCormick, we have identified three potential candidates to fill this space: s9(2)(a) s9(2) Bella Takiari-Brame and s9(2)(a). Short biographies for these candidates are attached in Annex 1.
4. s9(2)(a)
5. s9(2)(a) We will work with your Office to confirm your preferences for candidates.
6. s9(2)(a)
7. In discussions with Sir Peter and Alastair, we expressed that Group membership would benefit from a candidate engaged with mātauranga Māori. We note that this quality has not been actively sought in the proposed candidates, although some group members may identify as holding expertise in mātauranga Māori.

Proposed Candidate Biographies

s9(2)(a)	s9(2)(a)
Bella Takiari-Brame	<p>Bella Takiari-Brame (Ngāti Maniapoto, Waikato-Tainui), of Hamilton, is a professional director with a background in accountancy and strategic finance. She started her professional career as a Chartered Accountant and auditor in New Zealand, before holding a range of roles internationally in the oil, gas and utility industries. Bella also held the role of Interim Chief Executive Officer of the Maniapoto Māori Trust Board. Her current governance roles include Chair of The Lines Company Ltd, director of Te Ohu Kaimoana, member of the ACC Board, and member of the Crown Infrastructure Partners Ltd Board. Bella was previously a member of the Te Wānanga o Aotearoa Council.</p>
s9(2)(a)	s9(2)(a)