

School Property - Ministerial Advisory Group

Terms of Reference

Background

In early April 2024, the Minister of Education established a Ministerial Inquiry into the Ministry's school property function after becoming aware of significant challenges in the school property aspect of the Education portfolio. These challenges included a pipeline of unfunded works, increasing costs, and increasing expectations and frustrations in communities.

The Crown's school property portfolio enables access to quality schooling for 700,000 New Zealand students. Valued at approximately \$30.3 billion,¹ it is the second largest infrastructure portfolio in the social sector and the third largest across the Crown. The current portfolio includes more than 2100 schools, 15,000 school buildings, around 8000 hectares of land, and more than 37,500 teaching spaces. The school property portfolio needs to evolve continuously in response to population change and growth, to meet the needs of students and to maintain or replace old or exhausted assets. A portfolio of this size and complexity requires systemic approach that considers the entire delivery pipeline from growth and infrastructure planning through to delivery, maintenance, and asset replacement to uphold the integrity and sustainability of New Zealand's educational infrastructure.

In October 2024, the Minister for Infrastructure and Minister of Education announced the findings of the Inquiry and the Government's response. The Government agreed to a phased approach to the Inquiry's recommendations. This included:

- **Phase 1** – Improvements already underway, including instructing the Ministry of Education to focus on offsite manufacturing solutions and improve communication with schools. A value for money review was completed to ensure a more fiscally responsible approach.
- **Phase 2** – Interim improvements including consolidating property and network planning functions within the Ministry of Education as much as practicable, and appointing a Functional Chief Executive (FCE) to have responsibility for all operational aspects of school property, and sourcing independent expert advice on future improvements. Cabinet agreed to the establishment of the MAG in December 2024. The MAG is part of this phase.
- **Phase 3** – Determining the new permanent model or entity for operational school property, with decisions expected in 2025. The MAG will advise Ministers during this phase.

¹ Book Value at 30 June 2023. The replacement value was \$52.8 billion at 30 June 2023.

Purpose

The role and purpose of the MAG is to report to and provide specialist independent advice to both the Minister for Infrastructure and Minister of Education (the Ministers) on the design of a transition to a new model or entity for school property, and in particular support Ministerial oversight of that transition.

The MAG will consider the full lifecycle of assets and whole system impacts to ensure that its advice supports good long term infrastructure and educational outcomes.

The MAG is not involved in the day-to-day operational tasks and decisions regarding school property. The Ministry will provide the MAG and its Secretariat all advice, data, information, research and analysis in order for the MAG to fulfil its purpose.

The MAG is not a decision-making body nor a representative group. Members are appointed as individuals and are expected to provide impartial advice to Ministers. The MAG will be in place until 19 December 2025, and this may be extended if agreed by Ministers.

Scope

The MAG will provide advice to Ministers on:

- Changes to the approach for the delivery of school property.
- The transition to the new model or entity for delivery of school property, including improvements to processes that are being implemented, such as:
 - the Ministry's CO(23)9 planned improvements; and
 - risk and accountability frameworks for School Boards to access greater flexibility/autonomy or greater support for maintenance
- Any other matters relevant to Ministers' decisions on the transition to the new model.

Members

The Minister for Infrastructure and Minister of Education will appoint members to the MAG, after consultation with the Cabinet Appointments and Honours Committee, and may review membership as needed to ensure the required expertise is represented on the MAG.

Chair

The MAG will have an independent Chair with the appropriate skills and specialist knowledge to manage the complexity of advice on transition of school property to the new model or entity.

A Deputy Chair may be appointed to cover any duties that would normally be undertaken by the Chair, should they be unavailable. The Deputy Chair will be an existing member of the MAG and will be appointed by Ministers in consultation with the Chair.

Skills, knowledge and experience

The MAG will be made up of individuals who have the appropriate range of skills, knowledge and experience to carry out its purpose. The MAG should have a mix of education and

industry expertise as well as that of the customer (schools and their communities). Collectively, the MAG will demonstrate:

- extensive experience leading system improvements for wider social outcomes, including organisational change / business design, within a public sector environment;
- a strong understanding of the role of government agencies in supporting outcomes;
- in-depth knowledge of governance in construction, property delivery and asset management;
- strong commercial background or financial acumen across the infrastructure investment lifecycle in asset planning, delivery and management, and risk management particularly within large infrastructure or property portfolios;

Responsibilities

Members of the MAG will:

- ensure they have the capacity and capability to fulfil the role and are fully committed for the duration stated, including being available to attend monthly meetings;
- provide constructive input and advice to the work of the MAG and Ministers and provide advice to the FCE if requested by the FCE. If the FCE seeks advice from members of the MAG, the FCE would need to ensure appropriate role clarity and other arrangements consistent with public sector expectations for external advice;
- commit to the work of the MAG and understand the importance of their personal contribution to the work's success;
- ensure they maintain the confidentiality of information provided for their advice, comment, and critique (including by signing a non-disclosure agreement);
- shall act in good faith and on a 'no surprises' basis.

Conflicts of interest

Any, actual, perceived and potential conflicts of interest will be disclosed to Ministers prior to appointment. Members should be aware of all actual, perceived, and potential conflicts of interest and notify the Chair before any meeting. The Secretariat will maintain a register of conflicts and potential conflicts which will be regularly reviewed by the Chair and members. Ministers will be kept informed by the Chair.

Resignation and removal

Members can resign from the MAG by notifying the Chair in writing of intention to resign. Effective date of resignation will be after the MAG and Ministers have both been notified.

Members may at any time be removed by Ministers, or the Chair with the agreement of Ministers. It is expected that the Chair take reasonable steps to mediate any potential disputes before removal of a member is considered. Removal will be by notice in writing stating the effective end-date. Terms include but are not limited to, inability to perform the duties of a member, neglect of duty or misconduct compromising the MAG's ability to provide effective and independent advice to Ministers.

Administration

The Chair

The Chair will lead meetings of the MAG, unless otherwise directed by Ministers, or otherwise agreed. If the designated Chair is unavailable, then the Deputy Chair will be responsible for convening and conducting that meeting. The Chair may also engage directly with Ministers, on behalf of the MAG.

Meetings

The MAG will meet as required by the Chair, with an agreed agenda and meeting focus. It is intended meetings will be approximately monthly. The meetings will be held based on availability of members, to be determined once the MAG has convened and established a work programme with Ministers. Meetings may be held in-person and remotely or in a hybrid format.

At least half the MAG, including the Chair or Deputy Chair, must be present for the Group to reach a quorum.

Work Programme and Advice

The MAG will work within the agreed scope set by Ministers, with a work programme agreed between Ministers and the Chair of the MAG. The MAG is not expected to produce a summative report.

All advice provided by the MAG will be based on consensus of MAG members where possible. Where this is not possible, the Chair may make final determinations on the advice, with individual members or sub-groups of members retaining the right to note points of difference in any advice.

The Ministry of Education and the Treasury (officials) are accountable for providing advice to Ministers on education and infrastructure issues and have a statutory obligation to provide free and frank advice. At the Ministers' request, the MAG may provide an independent view on officials' advice on relevant matters.

Resources

The MAG will have access to advice, information, data, research and analysis developed by officials for topics under discussion. This may include material that is still under development, and that does not reflect either agency views or Government policy. Material provided by officials is not to be shared outside of the MAG.

The MAG will be supported by a secretariat. The secretariat will provide the full range of organisational support and resources required by the MAG to carry out its functions. The secretariat will report to the Chair of the MAG. The MAG may access external advice, support and resource as it deems necessary to undertake its work, as agreed with Ministers.

Costs

The Ministry of Education will cover costs directly associated with meetings of the MAG, in line with its internal policies. This is expected to include member fees, transport and other actual and reasonable costs associated with members' attendance.

Member Fees

Fees for members of the MAG have been assessed in accordance with the Cabinet Fees Framework, according to Cabinet Office Circular CO (22) 2. The Group falls within Group 4, Level 2 ('All other committees and other bodies'). The Minister for the Public Service is currently considering a request for a fees exception on the basis of the fee range not meeting market expectations.

Confidentiality and Official Information

Advice and recommendations provided by members of the MAG will be treated in confidence. Members will receive confidential information or be a party to discussions and decisions that are confidential. Members are responsible for taking all reasonable steps to maintain the security of the information provided to you and maintaining confidentiality.

It is essential that the papers provided to the MAG, and any subsequent group discussion and advice, remain confidential to the MAG, at least until such time as any proactive release is undertaken. All other information must be treated as confidential in perpetuity.

The Official Information Act 1982 will apply to the activities of the Group.

Public engagement

All public or media statements made from the MAG will be made by the Chair with the approval of Ministers.



Report: Updated APH paper for Ministerial Advisory Group on School Property

To:	Hon Erica Stanford, Minister of Education		
Cc:	Hon Chris Bishop, Minister for Infrastructure <i>To be forwarded by Office of the Minister of Education</i>		
Date:	18/02/2025	Deadline:	19/02/2025
Security Level:	In-Confidence	Priority:	High
From:	Jerome Sheppard, Acting FCE for School Property	Phone:	9(2)(a)
Drafter:	James Coggan	METIS No:	1342878

Why are we sending this to you?

- You are receiving this because your office requested an updated draft APH (Cabinet Appointments and Honours committee) paper. This paper relates to the Ministerial Advisory Group on School Property (the MAG), and has been updated based on your feedback.
- This updated draft APH paper will help inform the discussions your office is having with the Minister for Infrastructure.

What action do we need, by when?

- We ask your office to forward the updated draft paper to the Minister for Infrastructure as soon as practicable
- We seek joint Ministers' feedback on the draft APH paper and agreement to start Ministerial consultation by 20 February.
- We ask that joint Ministers sign and send the enclosed letter to the Minister for the Public Service by 20 February, if possible, in order to confirm to APH that a fees exception for the MAG is supported.
- You have indicated your preference is for the MAG to be established as soon as possible. To enable this, the MAG and its members will need to be considered by the Appointment and Honours (APH) Cabinet Committee on 4 March for Cabinet approval on 10 March.

Key facts, issues and questions

- The MAG nominees in this paper are based on feedback received to date from the Minister of Education. We have not received feedback from Minister for Infrastructure.
- There was no feedback on the terms of reference, provided under METIS 1242195 / T2025/236 on 4 February.

Alignment with Government priorities

1. This report informs decisions to establish a MAG, which is part of Phase 2 of the Government's response to the Ministerial Inquiry into School Property.

Proposed membership of the MAG

2. The attached draft Cabinet paper reflects feedback from the Minister of Education on MAG membership. The proposed MAG members are:
 - 2.1. Hon Murray McCully and Mark Binns – members of the Ministerial Inquiry
 - 2.2. Rick Herd and Craig Stobo – industry expertise and governance
 - 2.3. Sarah Petersen – finance and risk and assurance

Seeking a Fees Framework exception for the MAG

3. As we previously advised [METIS 1342195] the upper level of the Group 4, Level 2 fee range does not meet the expectations of candidates with the depth of industry experience needed for the MAG.
4. We recommend that a fees exception be sought, and fees be set at \$1,500 per day for the MAG Chair, \$1,250 per day for a Deputy Chair if appointed, and \$1,000 per day for members. For the Chair fee, this is a 54% higher than the top of the range for Group 4, level 2 and 62% higher for the member fee.
5. The Public Service Commission was consulted on the reason for seeking the fees exception. It noted that any approved exception should only be for the duration of the current MAG Terms of Reference. Should the functions of the MAG change, the fees would automatically be reviewed.
6. For exceptional fees more than 5% above the Framework, Ministers write to the Minister for the Public Service to confirm whether she will support it, prior to taking the proposal through APH. An updated letter to the Minister for the Public Service is enclosed for sending as soon as practicable and requests a reply before the planned APH meeting when the MAG will be considered (4 March). We therefore recommend signing and sending the letter as soon as practicable to meet this deadline.

Next Steps

Milestone	Indicative timeframe
Office of Minister of Education sends APH paper to Office of Minister for Infrastructure	Tuesday 18 Feb
Agreement between Minister of Education and Minister for Infrastructure on MAG nominees and APH paper	Before Thursday 20 Feb
Ministerial Consultation on APH paper	5 working days: Thurs 20 Feb – Wed 26 Feb
Letter sent to Minister for the Public Service.	Before Thursday 20 Feb
Signed report returned to the Ministry of Education from Minister of Education and Minister for Infrastructure	Monday 26 Feb
APH paper lodged	Thursday 27 Feb, 10am

Milestone	Indicative timeframe
Fees feedback from the Minister for the Public Service	By Friday 28 February
APH Meets	Tuesday 4 March, 4pm
Cabinet meets	Monday 10 March
Ministers jointly sign and send appointment letters to successful appointees	Tues 11 March/Wed 12 March
MAG meets	Week 19 March

Annexes

The following are annexed to this paper:

- Annex 1: Draft APH paper (attached separately)
- Annex 2: Letter to the Minister for the Public Service (attached separately)

Recommended Actions

The Ministry of Education recommends you:

- a. **note** that we have updated the draft APH paper based on feedback from the Minister of Education on MAG membership.

Noted

- b. **note that your office will forward** this paper to the Minister for Infrastructure for his feedback, at the earliest opportunity

Noted

- c. **provide feedback** on the attached draft APH paper before Thursday 20 February, so that Ministerial consultation can begin on 20 February in order to lodge the paper for the APH meeting scheduled for 4 March

Agree / Disagree

- d. **agree** to seek support from the Minister for the Public Service as soon as practicable, to set the School Property MAG fees outside the Fees Framework at \$1,500 per day for the Chair, \$1,250 per day for the Deputy Chair if appointed, and \$1,000 per day for members

Agree / Disagree

Proactive Release:

- e. **agree** not to proactively release this paper, in line with Cabinet's decision to exclude APH papers from the proactive release policy for Cabinet material [CAB-18-MIN-418 refers]

Agree / Disagree



Jerome Sheppard
Acting Chief Executive for School Property

18/02/2025



Hon Erica Stanford
Minister of Education

7/3/25

Office of Hon Erica Stanford

Minister of Education
 Minister of Immigration
 Lead Coordination Minister for the Government's Response
 to the Royal Commission's Report into Historical Abuse in
 State Care and in the Care of Faith-based Institutions



Hon Judith Collins KC
 Minister for the Public Service
j.collins@ministers.co.nz

Ref: ESCxxxxx

Tēnā koe Judith

Minister Bishop and I are writing to seek your support for an exception to the Cabinet Fees Framework for the fees to be paid to the **Ministerial Advisory Group on School Property** (the MAG). We intend to take papers to the Appointment and Honours Cabinet Committee (APH) meeting on 4 March to establish the MAG. Its role will be to provide us with independent advice and oversee the next phases of the Government's response to the Ministerial Inquiry into School Property.

The MAG is expected to be in place for an initial six to nine months following its establishment. Depending on what the MAG advises, a new oversight and governance body will be put in place after that.

We propose to appoint a MAG Chair and four members with:

- extensive experience leading system changes for wider social outcomes.
- strong understanding of the role of government agencies in supporting outcomes. This includes in-depth knowledge of governance in construction, property delivery, asset management and infrastructure for social outcomes.
- strong commercial background or financial acumen across the infrastructure investment lifecycle in asset planning, delivery and management, and risk management, particularly within large infrastructure or property portfolios.

The MAG is classified as a Group 4 Level 2 body under the Cabinet Fees Framework. This is commensurate with the level of expertise required of members, complexity of the issues and the role and profile the MAG will have. As such, the top of the Level 2 fee range, allows \$974 for the Chair and \$616 for members.

The Ministry of Education's recruitment of members last year showed that the low fees were clearly limiting the candidate pool. The higher levels of the Level 2 fee range did not meet the expectations of the potential candidates who were approached to gauge their interest in the Investment Panel, particularly those with strong commercial and financial backgrounds.

To prevent a risk of recruitment or retention issues for the MAG, we are seeking a fees exception of *\$1,500 per day for the MAG Chair and \$1,000 per day for members*. This is 54% higher than the top of the Chair fee range, and 62% higher than the top of the member fee range for Group 4 Level 2.

We note that the fees could be considered high for a MAG, however an exception would only be for the duration of the MAG's Terms of Reference. If the functions of the MAG change, the fees will be reviewed.

As the exception will require APH approval, we would be grateful if you could provide feedback on this proposal in advance of APH on 4 March, when we are proposing the establishment of the MAG.

Naku noa, nā

Hon Erica Stanford
Minister of Education

Hon Chris Bishop
Minister for Infrastructure

cc Jerome Sheppard, Acting Chief Executive, School Property, Ministry of Education

Released under the Official Information Act 1982

Office of Hon Judith Collins KC

Attorney General
Minister of Defence
Minister for Digitising Government
Minister for the Public Service
Minister Responsible for the GCSB
Minister Responsible for the NZSIS
Minister for Space



04 MAR 2025

Hon Chris Bishop
Minister for Infrastructure

Hon Erica Stanford
Minister of Education

Dear Chris and Erica,

School Property Ministerial Advisory Group – Fee exception

Thank you for your letter seeking my support on your proposal to pay an exceptional fee to the Chair and members of the School Property Ministerial Advisory Group.

I acknowledge that the preferred candidates for this group will require a high level of skill and experience in areas such as asset and risk management, commercial and financial acumen across infrastructure investment.

In order to attract and retain this level of talent I agree to support you in your request for an exceptional fee for the duration of the School Property Ministerial Advisory Group when it is considered at the Appointments and Honours Cabinet Committee.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Judith Collins'.

Hon Judith Collins KC
Minister for the Public Service

NZ School Property Agency – Establishment Board

Terms of Reference

Background

In June 2025, Cabinet approved the establishment of the New Zealand School Property Agency (NZSPA). The NZSPA will manage school property and undertake building, maintenance and administration of the school property portfolio on behalf of the Crown. Cabinet authorised the Minister of Education and the Minister for Infrastructure to make further decisions for the establishment of the NZSPA, in line with Cabinet decisions.

The Ministerial Advisory Group (MAG) for School Property was set up in March 2025 to provide specialist independent advice to Ministers on the design of a transition to a new model or entity for the delivery of School Property. The MAG suggested and Ministers have decided to disestablish the MAG and replace it with an Establishment Board for the NZSPA (the Board) now that the Crown entity model for delivery is decided on and associated legislation is ready to be introduced to the House.

Purpose

The role and purpose of the Board is to provide specialist independent advice during the setup phase of the NZSPA. It advises the Minister for Infrastructure and Minister of Education (the Ministers), the Functional Chief Executive for School Property and the Secretary for Education. This Board will continue until NZSPA is created as a Crown agent, when the NZSPA Board would replace the Establishment Board.

The Board will advise on shaping priorities, preparing for implementation, and ensuring readiness for when the NZSPA is legally established.

The Board is not involved in the day-to-day operational tasks and decisions regarding school property. The Ministry will provide secretariat support and advice in order for the Board to fulfil its purpose.

The Board is not a decision-making body nor a representative group. Members are appointed as individuals and are expected to provide impartial advice to Ministers, the Functional Chief Executive for School Property and the Secretary for Education. The Board will be in place until the NZSPA is established as a Crown agent.

Scope

The Board will provide advice to Ministers and/or the Functional Chief Executive for School Property and the Secretary for Education on the following.

Transition to the new model for School Property

- The transition to the new model or entity for delivery of school property, including the design of the operating model for NZSPA and the Implementation Business Case.
- Opportunities for more flexible property management service offerings.
- School Property's ongoing efforts to drive better value for money and improvements to procurement.

Ministerial-directed operational focus areas

- The standardisation of property, including Offsite Manufactured Buildings.
- A potential future asset recycling strategy for NZSPA.
- Delivering initiatives in the Accelerating School Property Maintenance package (covering the open-plan classroom contestable fund, the property maintenance top-up, and the expansion of the Ngā Iti Kahurangi programme).
- Budget 26 School Property initiatives (advice to the Functional Chief Executive for School Property only).
- The Long-Term Investment Plan (LTIP) in relation to School Property.
- Any other matters relevant to Ministers' decisions or requirements of the Functional Chief Executive for School Property on the transition to the new model.

Membership

The Minister for Infrastructure and Minister of Education will appoint the members and the Chair of the Board, and may review membership as needed to ensure the required expertise is represented. The term of appointment will be date of appointment until NZSPA is established as a Crown agent.

Chair

The Board will have an independent Chair with the appropriate skills and specialist knowledge to manage the complexity of advice on transition of school property to the new model / entity.

A Deputy Chair may also be appointed to cover any duties that would normally be undertaken by the Chair, should they be unavailable. The Deputy Chair must be an existing member of the Board and is appointed by Ministers in consultation with the Chair.

Skills, knowledge and experience

The Board will be made up of individuals who have the appropriate range of skills, knowledge and experience to carry out its purpose. The Board should have a mix of education and industry expertise. Collectively, the Board will demonstrate:

- extensive experience leading system improvements for wider social outcomes, including organisational change / business design, within a public sector environment;
- a strong understanding of the role of government agencies in supporting outcomes;
- in-depth knowledge of governance in construction, property delivery and asset management;
- strong commercial background or financial acumen across the infrastructure investment lifecycle in asset planning, delivery and management, and risk management particularly within large infrastructure or property portfolios;
- leadership experience and knowledge of New Zealand's schooling sector, in particular how to deliver and achieve educational outcomes for all students;
- understanding of Te Tiriti o Waitangi and knowledge of Te Ao Māori and working with iwi to contribute to education, commercial and social outcomes.

Responsibilities

Members of the Board will:

- ensure they have the capacity and capability to fulfil the role and are fully committed for the duration stated, including being available to attend monthly meetings;
- provide constructive input and advice to the work of the Board and Ministers and provide advice to the Functional Chief Executive for School Property on request. If the Functional Chief Executive for School Property seeks advice from members of the Board, the Functional Chief Executive for School Property would need to ensure appropriate role clarity and other arrangements consistent with public sector expectations for external advice;
- commit to the work of the Board and understand the importance of their personal contribution to the work's success;
- ensure they maintain the confidentiality of information provided for their advice, comment, and critique (including by signing a non-disclosure agreement);
- act in good faith and on a 'no surprises' basis.

Conflicts of interest

Any, actual, perceived and potential conflicts of interest will be disclosed to Ministers prior to appointment. If members develop new actual, perceived, or potential conflicts of interest they must inform the Secretariat before any meeting.

Members of the Board who have a conflict of interest in relation to an issue or item will recuse themselves from consideration of those issues or items.

The Secretariat will maintain a register of conflicts and potential conflicts which will be regularly reviewed by the Chair and members. Ministers will be kept informed by the Chair.

Resignation and removal

Members can resign from the Board by notifying the Chair in writing of intention to resign. Effective date of resignation will be after the Chair and Ministers have both been notified.

Members may at any time be removed by Ministers, or the Chair with the agreement of Ministers. It is expected that the Chair take reasonable steps to mediate any potential disputes before removal of a member is considered. Removal will be by notice in writing stating the effective end-date. Terms include but are not limited to, inability to perform the duties of a member, neglect of duty or misconduct compromising the Board's ability to provide effective and independent advice to Ministers.

Administration

The Chair

The Chair will lead meetings of the Board, unless otherwise directed by Ministers, or otherwise agreed. If the designated Chair is unavailable, then the Deputy Chair or member designated to act in their place will be responsible for convening and conducting that meeting. The Chair may also engage directly with Ministers, the Functional Chief Executive or the Secretary for Education, on behalf of the Board.

Meetings

The Board will meet as required by the Chair, with an agreed agenda and meeting focus. It is intended meetings will be approximately monthly. The meetings will be held based on availability of members, to be determined once the Board has convened and established a work programme with Ministers. Meetings may be held in-person and remotely or in a hybrid format.

At least half the Board, including the Chair or Deputy Chair, must be present for the Group to reach a quorum.

Work Programme and Advice

The Board will work within the agreed scope set by Ministers, with a work programme agreed between Ministers and the Chair of the Board. The Board is not expected to produce a summative report.

All advice provided by the Board will be based on consensus of Board members where possible. Where this is not possible, the Chair may make final determinations on the advice, with individual members or sub-groups of members retaining the right to note points of difference in any advice.

The Ministry of Education and the Treasury (officials) are accountable for providing advice to Ministers on education and infrastructure issues and have a statutory obligation to provide free and frank advice. At the Ministers' request, the Board may provide an independent view on officials' advice on relevant matters.

Resources

The Board will have access to advice, information, data, research and analysis developed by officials for topics under discussion. This may include material that is still under development, and that does not reflect either agency views or Government policy. Material provided by officials is not to be shared outside of the Board.

The Board will be supported by a Secretariat. The Secretariat will provide the full range of organisational support and resources required by the Board to carry out its functions. The Secretariat will report to the Chair of the Board. The Board may access external advice, support and resource as it deems necessary to undertake its work, as agreed with Ministers.

Costs

The Ministry of Education will cover costs directly associated with meetings of the Board, in line with its internal policies. This is expected to include member fees, travel and other actual and reasonable costs associated with members' attendance.

Member Fees

Fees for members of the Board have been assessed in accordance with the Cabinet Fees Framework, according to Cabinet Office Circular CO (25) 2. The Group falls within Group 4, Level 2 ('All other committees and other bodies'). A request for a fees exception request is underway and will be confirmed as part of the appointments process. The proposed

exception includes a rate of \$1,500 per day for the Chair and \$1,000 per day for the members. These rates are consistent with the current fees exception approved for the MAG.

Confidentiality and Official Information

Advice and recommendations provided by members of the Board will be treated in confidence. Members will receive confidential information or be a party to discussions and decisions that are confidential. Members are responsible for taking all reasonable steps to maintain the security of the information provided to them and maintaining confidentiality.

It is essential that the papers provided to the Board, and any subsequent group discussion and advice, remain confidential to the Board, at least until such time as any proactive release is undertaken. All other information must be treated as confidential in perpetuity.

The Official Information Act 1982 will apply to the activities of the Group.

Public engagement

All public or media statements made from the Board will be made by the Chair with the approval of Ministers and in consultation with the Functional Chief Executive for School Property.

Released under the Official Information Act 1982