



Board Meeting Minutes

Meeting Details	9:00am – 1:00pm, Tuesday 20 May 2025, Online via Teams
Board Attendees	Tracey Batten (Chair), David Hunt (Deputy Chair), Dan Buckingham, Mark Cross, Jan Dawson, Kim Gordon, Helen Nott and Bella Takiari-Brame
Executive Attendees	Megan Main (CE), Lisa Hansen (DCE People and Culture), Stewart McRobie (DCE Corporate and Finance), Paul Dyer (Chief Investments Officer), Michael Frampton (DCE Service Delivery), Andy Milne (DCE Strategy Engagement and Prevention), Chris Ash (Acting DCE System Commissioning & Performance), and Michael Dreyer (DCE Technology & Data)
External Attendees	2-3.1 [Name withheld] and 2-6 [Name withheld] (Treasury)
Other Attendees	[Name withheld] (Secretary), 3.1 [Name withheld], 3.2 [Name withheld] and [Name withheld], 4.1 [Name withheld] and [Name withheld], 6.2 [Name withheld], 7.2.1 [Name withheld], and 7.3. [Name withheld]

Item

The Board meeting started at 9:00am with all Board Members present.

1.	Board Only Time
1.1.	<p>Board Only Session (including Board Review Action Plan)</p> <p>The Board:</p> <ul style="list-style-type: none"> • Approved the Board Review Action Plan which will be sent to Treasury, subject to including a new Action 6.3 to review Board Committee membership. • Discussed Board Committee membership. • Approved the recommendation that Jan Dawson be appointed as a member on the Board Investment Committee with effect from 1 July. • Discussed the Board Skills Matrix and noted it will also be sent to Treasury.

Megan Main joined the meeting at 9:35am.

1.2.	<p>CE Only Session</p> <p>The CE provided an update on development of the Turnaround Plan and the importance of strong delivery and governance.</p> <p>The Board and CE had a wide-ranging discussion regarding the current focus of the organisation, most of which would be covered in more detail in specific agenda items.</p>
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The Board took a short break and returned at 10:30am. The Executive, [Name withheld] and [Name withheld] and [Name withheld] (Treasury) joined the meeting.

2.	Meeting Opening
2.1.	<p>Karakia</p> <p>The Chair opened the meeting with the ACC karakia.</p>
2.2.	<p>Welcome, Apologies and Interests</p> <p>The Board reviewed the Register of Key Interests.</p>



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2.3.	<p>Previous Minutes</p> <p>The Board:</p> <ul style="list-style-type: none"> • Approved the minutes of the meeting on 8 April, subject to the following changes which will be confirmed with the Board Chair: <ul style="list-style-type: none"> ○ Including further detail on the discussion on the health commissioning contracts. ○ Rewording the paragraph in relation to ACC’s auditor. ○ Confirming the redactions for proactive release. • Approved the minutes of the out of cycle meeting on 7 May, subject to one clarification. • Noted the Out of Cycle Decisions Register.
2.4.	<p>Actions List</p> <p>The Board noted the Actions list. Action 9 is still under discussion at the Board Financial Sustainability Committee.</p>
2.5.	<p>CE Report</p> <p>Megan Main introduced her report. The Board discussed:</p> <ul style="list-style-type: none"> • The update to the Board on the Accredited Employer Programme scheduled for October. • Pivoting the commissioning plan based on the Turnaround Plan actions. The update to the Board in June on the flagship commissioning programme will provide further detail, including a view of upcoming contracts and the degree of ambition for change. • The operational outcomes of deployed initiatives are resulting in expected OCL benefits which helps to prioritise initiatives. There is a strong focus on managing in-year costs. • Lifting risk maturity. The Board’s risk appetite discussion will follow the detailed work coming to the Board on enterprise risks in June. • The update on the development of a new redress pathway for survivors of abuse in care from the Crown Response Office. • The number of review applications is increasing and will be monitored and discussed with the Board in coming months. • The direct client feedback points are illustrative and should be read in conjunction with the customer sentiment data, which will be more clearly linked in future reports. <p>The Board noted the report.</p>
<p>Michael Dreyer left the meeting at 11:05am. [Name withheld] joined the meeting.</p>	
3.	<p>Improve Rehabilitation Performance</p>
3.1.	<p>Monthly Rehabilitation Performance Update</p> <p>Michael Frampton introduced the update. The Board discussed:</p> <ul style="list-style-type: none"> • Short-term and long-term claims performance. The effort to prevent crossovers into the Long-term claims pool (LTCP) has impacted short-term claims performance. The decline in the LTCP growth rate, which is currently sitting at 11.0%, is the product of work started a year ago, with the first Integrated Recovery team set up in July 2024. • The trends in the new Sensitive and Serious injury claims graph are due to timing of the way the claims are profiled, and a lag in profiling serious injury claims. This is closely monitored with the actuaries. <p>ACTION: Provide a further update to the Board on the performance of the new sensitive claims service, including early access and volume trends.</p>



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	<ul style="list-style-type: none"> • Work to ensure right-sizing of care hours for serious injury clients, led by Partnered Recovery. • Prioritisation of the recommendations from the draft Finity review report is underway and will be shared with the Board. Further information bringing together the channels, mechanisms, measuring and monitoring of the rehabilitation performance culture and focus will also be provided to the Board in the Resource Centre. <p>ACTION: Provide a higher-fidelity view of the cohorts of claims to delineate between serious injury and others.</p> <p>The Board noted the update.</p>
<p>[Name withheld] and [Name withheld] (Treasury) left the meeting at 11:30am. [Name withheld] and [Name withheld] joined the meeting.</p>	
3.2.	<p>Financial Sustainability Update</p> <p>The Chair updated the Board on the Financial Sustainability Committee meeting held on 12 May. The Board discussed:</p> <ul style="list-style-type: none"> • Focus areas for the Committee. • Work underway to bring the social rehabilitation actions to the level of maturity seen for the Long-term claims pool. • The Committee meeting following this Board meeting will consider the initial documents that have been provided to the Minister, MBIE and Treasury. <p>The Board Chair invited any Board Members who are available to attend the Committee on 26 May as the Committee will be discussing the draft Turnaround Plan before it comes to the Board for approval at its June meeting.</p> <p>The Board noted the update.</p>
<p>[Name withheld] and [Name withheld] left the meeting and [Name withheld] and [Name withheld] joined the meeting at 11:40am.</p>	
4.	Improve scheme access and experience for Māori and identified population groups
4.1	<p>Needs-Based Service Provision</p> <p>Andy Milne introduced the paper and explained the work on the stocktake of activities in this area. The Board discussed:</p> <ul style="list-style-type: none"> • The response from the Minister to the draft Service Agreement, which was received during the meeting. It is expected that an updated Statement of Intent and Service Agreement will need to be drafted during FY2025/26, considering the ongoing positioning of ACC’s strategy. • Ensuring clear messaging about priorities within the Turnaround Plan. • Clear tracking and checks and balances via DCEs for upcoming work that may need to be further considered ahead of public release including for procurement and internal and external communications. • A stocktake has been undertaken across the business and guidance will be provided on how to ensure the robustness of the evidence and evaluation approach. There are good examples of where there is line of sight to a strong evidence base. • Balancing other obligations for ACC, including under WAI-2575, and the analytical focus on the evidence-based approach to connect to stronger rehabilitation improvement outcomes.



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	<p>The Board noted the Government’s circular on service delivery combined with the Turnaround Plan and its ‘back to basics’ focus may require us to reconsider Huakina te Rā.</p>
	<p>[Name withheld] and [Name withheld] left the meeting at 12:00pm.</p>
5.	Drive an injury prevention culture across Aotearoa New Zealand
6.	Deliver a capable and cost-effective ACC
6.1	<p>Monthly Finance Report</p> <p>Stewart McRobie introduced the report, including a verbal update on April results. The Board discussed:</p> <ul style="list-style-type: none">• The impact of the different components of Unexpired Risk Liability (URL) on the P&L.• The cash transferred from ACC investments to ACC operations and the relationship of this to the cash flow statement information. <p>ACTION: Provide the following in relation to each of URL and operational cash movements:</p> <ul style="list-style-type: none">• Further information to the Board on the significant movement in the URL that has occurred in April.• A deep dive on the components of URL which will be presented to RAAC.• Further information to RAAC on whether there are any concerns in relation to the adoption of PBE IFRS17 in relation to the URL.• An explanation to RAAC on the movement in cash transferred from investments and how this is reported in the ACC cash flow statement.• Each of the draft and final year end OCL valuations and their timing. It was agreed that RAAC would consider the OCL valuations before they are received by the Board. <p>The Board noted the report.</p>
	<p>[Name withheld] joined the meeting at 12:25pm.</p>
6.2	<p>Health Commissioning: Psychological Services</p> <p>Chris Ash and [Name withheld] introduced the paper. The Board discussed the approval requested and asked for the following further information to be provided to the Board in June, alongside the broader commissioning update:</p> <ul style="list-style-type: none">• More detail on the reasons for the proposed increase in cost of the contract, and any actions underway to reduce the increase.• Consideration of the proposed contract term. This is a rollover of the current contract and the earliest a new contract could be introduced is 2029. <p>The health commissioning update in June will include the strategic context for expected contract renewals.</p> <p>The Board noted that an updated paper on the Psychological Services contract will come to the Board for approval in June.</p>
	<p>[Name withheld] (Treasury) left the meeting at 12:40pm.</p>
7.	Committee Updates and papers via Committees
7.1.	<p>Board Investment Committee</p> <p>Mark Cross updated the Board on the Board Investment Committee meeting held on 14 April.</p>

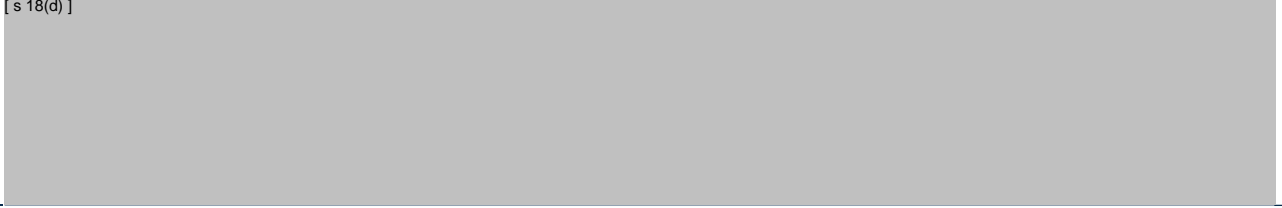


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7.1.1	<p>Ethical Investment Policy</p> <p>The Board approved the BIC-endorsed recommendation of no change to the Ethical Investment Policy in this annual review.</p> <p>The Board Chair noted that this was Paul Dyer’s last Board meeting. She thanked Paul for his significant contribution to ACC for the last 16 years.</p>
	<p>[Name withheld] <i>joined the meeting and Paul Dyer, Michael Frampton, Andy Milne and Chris Ash left the meeting at 12:45pm</i></p>
7.2.	<p>Risk Audit Assurance Committee</p> <p>Bella Takiari-Brame updated the Board on the Risk Assurance and Audit Committee meeting held on 2 May, including:</p> <ul style="list-style-type: none">• The risk reporting, which will have further discussion with the Executive ahead of coming back through RAAC before the June Board meeting.• The Generative AI policy, which will be part of the upcoming AI deep dive to the Board in June.
7.2.1	<p>Internal Audit Plan</p> <p>Bella Takiari-Brame introduced the plan and provided an overview. The Board discussed:</p> <ul style="list-style-type: none">• A conflict of interest review will be added to the Internal Audit Plan. There is already work underway to review controls in this area.• Claims management under the Rehabilitation Performance Improvement Programme will be audited alongside the work underway rather than separately after the work is completed. <p>The Board:</p> <ul style="list-style-type: none">• Discussed the proposed internal audits and provide feedback.• Approved the proposed FY26 Internal Audit plan.
	<p>[Name withheld] <i>left the meeting at 12:50pm and [Name withheld] joined the meeting.</i></p>
7.3.	<p>People and Culture Committee</p> <p>David Hunt updated the Board on the People and Culture Committee meeting held on 12 May.</p>
7.3.1	<p>Q3 WHS Report</p> <p>David Hunt and Lisa Hansen introduced the report and provided an overview. The Board discussed:</p> <ul style="list-style-type: none">• The focus on health, safety and wellbeing at the People and Culture Committee, including on critical risks and the control environment.• The potential for increase in abusive behaviour faced by our staff is at the forefront of discussions for the Committee and Management. The percentage of face-to-face meetings with clients is very low and decreasing. The risk tolerance continues to be monitored.• Ensuring support for staff, in particular those in minority groups, is ongoing. There will be more opportunities through the upcoming implementation of the findings from the culture review. <p>The Board noted the contents of the report.</p>
7.3.2	<p>[s 18(d)]</p>



Item

[s 18(d)]



Lisa Hansen and [Name withheld] left the meeting at 1:00pm.

8.	Other Business
8.1.	Board Work Programme The Board noted the work plan.
8.2.	Other Business
9.	Meeting Close

Megan Main, Stewart McRobie and [Name withheld] left the meeting at 1:05pm

10.	Board Only Time
10.1.	Meeting Evaluation

Meeting Close

Proactively Released