



Board Meeting Minutes

Meeting Details	9:00am – 12:50pm, Friday 19 September 2025, Online via Teams
Board Attendees	Jan Dawson (Acting Interim Chair), David Hunt, Dan Buckingham, Mark Cross, Kim Gordon, Helen Nott and Bella Takiari-Brame
Executive Attendees	Megan Main (CE), David Iverson (Chief Investments Officer), Thomas Ronan (Acting DCE System Commissioning & Performance), Michael Dreyer (DCE Technology & Data), Renee Graham (Acting DCE Strategy Engagement and Prevention), Andy Milne (Executive Lead Scheme Sustainability), Michael Frampton (DCE Service Delivery), and Lisa Hansen (DCE People and Culture)
Other Attendees	[Name withheld] (Secretary), [Name withheld] (Acting DCE Corporate and Finance), [Name withheld], [Name withheld], [Name withheld], [Name withheld], [Name withheld] and [Name withheld]
External Attendees	[Name withheld] and [Name withheld] (Treasury)
Apologies	Stewart McRobie

Item

The Board meeting started at 9:00am with all Board members present, except Mark Cross.

1.	Board Only Time
1.1.	Board Only Session The Board approved , on recommendation of the People and Culture Committee, the CE Performance Expectations 2025 26.

Megan Main joined the meeting at 9:15am.

1.2.	CE Only Session
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The Executive and [Name withheld] joined the meeting at 9:30am.

2.	Meeting Opening
2.1.	Welcome, Apologies and Interests The Acting Interim Chair welcomed the Executive to the meeting.
2.2.	Previous Minutes (12 August and OOC 27 August) The Board approved the 12 August and 27 August out-of-cycle minutes, subject to some minor amendments identified by the Chair and adding a paragraph confirming the agreement between Board and Management on the priority cohorts for rehabilitation in the Long-term claims pool.
2.3.	Actions List The Board noted the Actions list.

[Name withheld] (Treasury) joined the meeting at 9:45am.

2.4.	Chief Executive's Report
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Megan Main introduced her report, noting her new weekly email to the Board supplements the monthly report. The Board discussed:

- Ongoing conversations with stakeholders and employees on work or programmes being stopped due to shifting priorities are being managed by the relevant Executive. Things to be stopped are being assessed on a case-by-case basis. There is the potential for some of these decisions to get some publicity, including in the media or correspondence to Board members. The Board asked that it be provided with the rationale to stop high profile work or programmes if expected to receive publicity to ensure they have the key messages via the CE Report or weekly email.
- The Executive have been discussing the overall operating budget and the offsetting of the \$40m for Turnaround Plan initiatives. The offset is an outcome of focussing on the right priorities, while also sending the signal that the budget needs to be prioritised towards improving performance.
- Support for increasing messaging and public narrative on fraud and waste of the ACC scheme.
- The delivery approach for ACC2030, which is a continuation of the work that is already underway with deliberate steps to get from the current state to future state in three to five years. Further information on delivery will be added to the Financial Sustainability Committee update for the meeting the following week. The Board will have more time on the October meeting agenda to discuss the delivery roadmap.
- The Strategy Reset workshop before the October Board meeting. It will be important to keep the artefacts for the strategy as simple as possible.
- The public service values are a good basis for the work underway on the values for the organisation.

The Board **noted** the report.

[Name withheld] and [Name withheld] (Treasury) joined the meeting at 10:20am.

3. Financial Sustainability

3.1. Turnaround Report and **Financial Sustainability Committee Update**

Andy Milne introduced the update and provided an overview. The Board discussed:

- [s 9(2)(f)(iv)]
- [Redacted]
- How to ensure the input and activity underway is contributing to the right outcomes and, if not, how to pivot quickly:
 - Recommendations from the reviews will be ticked off, and each has an Executive lead. There are some actions from the Culture Review that will take more time. Questions in the November engagement survey will be repurposed to provide a benchmark against key actions ahead of a move to a new engagement tool in 2026 to track progress.
 - The business cases in relation to the Rehabilitation and Treatment portfolio and ACC2030 have comprehensive benefits profiles.

The Board asked for this level of activity to be broken down in the revised Turnaround reporting to the Board, including tracking towards significant milestones.



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	<ul style="list-style-type: none">The upcoming visit from schemes in Australia who have recently been through similar turnarounds will focus on delivery and actions to achieve the new targets. <p>The Board noted the update.</p>
3.2.	<p>Progress against External Review Actions</p> <p>Andy Milne introduced the progress report, noting that the revised Turnaround Plan will be the overall document and will include the recommendations and actions from the three reviews. The Board will then receive a quarterly report back into the specific recommendations from each review as well as monthly Turnaround Plan reporting. The Board discussed:</p> <ul style="list-style-type: none">The Board sub-committees will receive deep dives on some specific recommendations or initiatives which will be allocated in advance.The next report will have more information on timeframes, where the pressure points are, and progress towards completion.A re-baseline of internal audit actions in line with the review programme will be undertaken and come to RAAC. <p>[s 9(2)(f)(iv)]</p> <p>The Board:</p> <ul style="list-style-type: none">Discussed and provided feedback on the proposed response to recommendations from each review.Noted these responses will be included in ACC's revised operational turnaround plan, to establish a single unified work-programme to inform organisational prioritisation and effort.
	<p>[Name withheld] and [Name withheld] joined the meeting at 10:50am.</p>
3.3.	<p>Monthly Finance Report</p> <p>[Name withheld] introduced the report and provided an overview, including a verbal update on August results and investments performance. The Board discussed:</p> <ul style="list-style-type: none">The expected increase in OCL, which year to date was \$104m better than budget.OBEGAL reporting, which is not included in the Board reporting but is submitted to Treasury. The Board asked for an update on OBEGAL reporting to be included in the report. <p>The Board noted the report.</p>
	<p>The Board took a short break at 11:00am, returning at 11:10am with [Name withheld] joining the meeting.</p>
4.	Approvals
4.1.	<p>Annual Report</p> <p>Renee Graham introduced the report and provided an overview. The Board discussed:</p> <ul style="list-style-type: none">The RAAC had considered the financial statements, and the next steps in the process in terms of presentation to the Minister.



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	<ul style="list-style-type: none"> Members had already had the opportunity to consider the Report, and all feedback had been included in the version for Board approval. <p>The Board:</p> <ul style="list-style-type: none"> Approved on recommendation of the Risk Audit and Assurance Committee (RAAC) the: <ul style="list-style-type: none"> 2024/25 Financial Statements and Statement of Performance Letter of Representation to the external auditors Ernst & Young (EY) Statement of Responsibility Approved the Annual Report 2025 which incorporates the Financial Statements, Statement of Performance and Statement of Responsibility. Delegated to the Interim Chair and Risk Assurance and Audit Committee Chair to: <ul style="list-style-type: none"> Sign the letter of representation to the external auditors on behalf of the Board; Sign all relevant parts of the Annual Report 2025; Approve any changes, if needed, to the final Annual Report 2025; Delegated to the Interim Chair to sign the audit engagement letter.
4.2.	<p>Annual Climate Change Report</p> <p>The Board noted that the report had already been reviewed by RAAC and was recommended to the Board for approval.</p> <p>The Board:</p> <ul style="list-style-type: none"> Approved the final Climate Report 2025. Delegated to the Interim Chair and Risk Assurance and Audit Committee Chair to sign all relevant parts of the Climate Report 2025.
<p>[Name withheld], [Name withheld] and [Name withheld] left the meeting at 11:20am and [Name withheld], [Name withheld], [Name withheld] and [Name withheld] joined the meeting.</p>	
4.3.	<p>Health Commissioning</p> <p>Revised Approach for Health Commissioning Contracts</p> <p>Thomas Ronan introduced the paper and provided an overview. The Board was supportive of the proposed approach and discussed:</p> <ul style="list-style-type: none"> Performance concerns within a particular contract will be part of the regular strategic health commissioning conversations with the Board, even if part of a low priority contract. Performance has been a focus in the last 12 months and generally does not require a change to the contract. An error in the paper – a contract with a [redacted] annual spend is supposed to be [redacted]. The overall budget. The listed contracts make up [redacted]. The Board noted it would be useful to confirm which makes up the gap, likely to be PHAS, and to also include the total spend. The principles and the strong preference for maintaining existing baselines in contract renewals. Including regular reporting on provider performance and expenditure on future Board agendas. <p>The Board:</p> <ul style="list-style-type: none"> Approved a revised approach to presenting health and service commissioning contracts, whereby contracts that require Board approval and which involve no significant change, neutral financial impact, or minor iterative changes are grouped into a single annual consolidated paper for approval.



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- **Noted** individual papers will continue to be provided where there is a material change in scope, cost, or risk, or where the contract is linked to a broader strategic initiative.

Emergency Road Ambulance and Communication Services

Thomas Ronan introduced the paper and provided an overview. The Board discussed the proposal to seek a funding uplift from Cabinet to the Non-Earners' Account (NEA), noting:

- There is a 7.5% cap on the increase ACC can recommend to the NEA and so any funding not from an uplift would add pressure to the account. There is no obligation on the government to ensure the NEA is fully-funded and there have been some examples of extra requests for funding approved outside of cap.
- The approach provides a joined-up approach to enable Cabinet to see the whole picture of the funding required, not just the Health NZ side. Any request would be in line with Health NZ.

The Board also discussed the strategic direction of Emergency Road Ambulance and communications services, noting ACC will follow the lead of Health NZ as lead contractor of the services.

The Board:

- **Approved** ACC seeking funding from Cabinet for a [REDACTED], alongside Health New Zealand's funding request to support the proposed funding envelop to the new contract in November or December 2025.
- **Noted** if approved, ACC will work with Health New Zealand to jointly draft the funding proposal to Cabinet. This will ensure that Cabinet is presented with the full range of options for consideration, aligned with ACC's strategic direction.
- **Noted** that independent of a joint request including ACC, Health New Zealand will seek funding from Cabinet in November or December 2025 for the four-year contract. Funding for the inflationary increase is expected to come from Health New Zealand's budget.
- **Noted** that if Health New Zealand's proposal is approved by Cabinet, the new whole of life cost for ACC would be [REDACTED]. If Cabinet allocates a funding envelope less than what is requested by Health New Zealand, ACC's funding will reduce proportionately.
- **Noted** if Board approval is granted to seek Cabinet funding, ACC will subsequently seek Board approval for the new contracts following Cabinet's decision.

The Acting Interim Chair stepped out of the meeting for the Emergency Air Ambulance Helicopter Service Contract and Debt Financing Agreements discussion at 12:05pm, given her conflict of interest. Bella Takiari-Brame took over chairing the meeting for this item.

Emergency Air Ambulance Helicopter Service Contract and Debt Financing Agreements

Thomas Ronan introduced the paper and provided an overview. The Board discussed:

- This proposal is an expansion of the model previously agreed by the Board. The spending in Table 1 reflects the uplift in infrastructure investment.
- Both the legal and Health and Safety teams have ongoing involvement in the management of the Air Ambulance Services to ensure PCBU obligations are met and have reviewed the paper.

The Board confirmed:

- Management is confident health and safety obligations are being met and all reasonably practicable health and safety steps are being taken in relation to fleet replacements.
- The advice received is that this approach is the best value for money.



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	<p>The Board:</p> <ul style="list-style-type: none"> • Approved funding of [redacted] to extend the Emergency Air Ambulance Helicopter Service contracts by 20 months (to 30 June 2028), which, with inflationary increases and debt financing payments, lifts the whole of life cost to [redacted] over five years and eight months. • Delegated authority to the Manager Health Sector Engagement and Performance for approving the related Emergency Air Ambulance Helicopter Service contract variations. • Approved ACC's participation in debt financing arrangements representing a cost of [redacted] to ACC over a 14-year term for the acquisition of three new helicopters for use by Central Air Ambulance Rescue Limited to deliver emergency air ambulance helicopter services. • Approved ACC's participation in debt financing arrangements representing a cost of [redacted] to ACC over a 10-year term for the acquisition of three second-hand helicopters, and a 14-year term for the purchase of one new helicopter for Helicopter Emergency Medical Services NZ Limited to deliver emergency air ambulance helicopter services. • Delegated authority to the Chief Executive for approving and entering into the debt financing documentation on behalf of ACC for the three helicopters for use by Central Air Ambulance Rescue Limited and the four helicopters for use by Helicopter Emergency Medical Services New Zealand Limited to deliver emergency air ambulance services. <p>[Name withheld] and [Name withheld] (Treasury), the Executive (except Megan Main), [Name withheld], [Name withheld], [Name withheld] and [Name withheld] left the meeting at 12.15pm. The Board took a short break and returned at 12:20pm.</p>
5.	Committee Updates and papers via Committees
5.1.	<p>Board Investment Committee</p> <p>Mark Cross updated the Board on the Investment Committee meeting held on 28 August noting current performance and updates from the Chief Investments Officer.</p> <p>[Name withheld] re-joined the meeting at 12:30pm.</p>
5.2.	<p>Risk Assurance and Audit Committee</p> <p>Bella Takiari-Brame updated the Board on the Risk Assurance and Audit Committee meeting held on 1 September which:</p> <ul style="list-style-type: none"> • Included a presentation from Management on PBE IFRS 17, noting that there will also be a presentation to the Board members who did not attend the session as the financial statements will look different next year for the budget setting process for BEFU and PREFU. A current view and new view will be presented. The narrative alongside the statements will be important to ensure the differences are clearly explained. • Discussed updates on fraud, cyber security and the insurance renewal, which will go to RAAC.
5.2.1	<p>Q4 Enterprise Risk Report</p> <p>The Board discussed a new process for risk reporting to be approved by RAAC, with monthly reporting via the Chief Executive's report of the risk heat map and any change in status, and an overall review of risk coming to the Board once a year.</p> <p>The Board approved the Q4 FY24/25 Board Risk Report and provide any feedback.</p>
5.2.2	<p>Annual Legislative Compliance Report</p> <p>The Board noted that in future this report can be reviewed and signed off by RAAC, which will also manage any issues of non-compliance.</p>



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	The Board noted this Report for the YE25 Review Period.
	[Name withheld] left the meeting at 12:40pm.
5.3.	People and Culture Committee (OOC) Dr Helen Nott noted the recent out of cycle meetings of the PCC.
5.3.1	Investments Incentive The Board noted that the recommendations for the Board to approve are the same as those in the People and Culture Committee paper for the out of cycle meeting held earlier that day. The Board discussed the actions from the People and Culture discussion to simplify the methodology and governance of the investment incentives process. The Board: <ul style="list-style-type: none">• Noted that all payments have been calculated in line with the Policy design and guidelines, noting the adjustments in the paper.• Approved the proposed Investment Staff Incentive Scheme payments for FY 2024 25, [Name withheld].
6.	Other Business and Meeting Close
6.1.	Board Work Programme The Board noted the plan.
6.2.	2025/2026 Board Dates The Board noted the board dates.
6.3.	Other Business The Board noted that the upcoming Actuarial Review will include benchmarking.
	Megan Main and [Name withheld] left the meeting at 12:45pm.
7.	Board Only Time
7.1.	Meeting Evaluation
	The meeting closed at 1:00pm.