



Board Minutes

Date	6 October 2022
Time	9.00am – 5.00pm
Location	Wellington Boardroom / Microsoft Teams
Board	Steve Maharey (Chair), Tracey Batten (Deputy Chair), Sandra Alofivae, Pat Bowler, Mark Cross, David Hunt, Helen Nott, and Bella Takiari-Brame.
Attendees	Megan Main (CE), Tane Cassidy (DCE, Prevention & Partnerships), Stephen Crombie (NZIIS Executive Lead), Peter Fletcher (DCE, Enterprise Change Delivery), Michael Frampton (DCE, People and Culture), [Name Withheld] (Transition Executive – Corporate & Finance), Amanda Malu (DCE, Service Delivery), Andy Milne (DCE Strategy, Engagement, and Planning), Michelle Murray (Tumu Pae Ora), [Name Withheld] (Manager Governance) and [Name Withheld] (Senior Corporate Secretary - Secretary).
Presenters	[Name Withheld] (Head of Strategy & Customer Insights), [Name Withheld] (Manager Strategy & Customer Systems), [Name Withheld] (Strategy Advisor), [Name Withheld] (Senior Strategy Advisor), [Name Withheld] (Head of Customer Engagement), [Name Withheld] (Programme Lead), [Name Withheld] (Cultural Capability Partner), [Name Withheld] (Manager Brand and Identity), [Name Withheld] (General Counsel & Head of Legal), [Name Withheld] (Manager Legal Scheme and Commercial), [Name Withheld] (External - Head of Strategy, Designworks), [Name Withheld] (External - Strategic Director, IRA), [Name Withheld] (Head of Finance & Planning), [Name Withheld] (Planning and Performance Lead), [Name Withheld] (Manager Voice of the Customer), [Name Withheld] (Lead Advisor Voice of the Customer), [Name Withheld] (Lead Advisor Māori), [Name Withheld] (Chief Clinical Officer & Head of Health Partnerships), [Name Withheld] (Manager Service Strategy and Insights), [Name Withheld] (Portfolio Manager), [Name Withheld] (Portfolio Manager), [Name Withheld] (Head of Actuarial Services), [Name Withheld] (Head of Privacy).

Item	Resolutions and Actions (Due Date)
1. Board Only Time (Karakia)	
1.1. Board Only Discussion	
<i>Megan Main joined the meeting at 9.20am</i>	
1.2. CE only session	

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Item	Resolutions and Actions (Due Date)
<p><i>Tane Cassidy, Stephen Crombie, Paul Dyer, Peter Fletcher, [Name Withheld 1] Andrew Milne, Michelle Murray, [Name Withheld] and [Name Withheld] joined the meeting at 9.40am.</i></p>	
<p>2. Introduction</p>	
<p>2.1. Welcome and Apologies There were no apologies from Board Members.</p>	
<p>2.2. Register of Key Interests Steve Maharey, Bella Takiari-Brame and Mark Cross had updates, which had been provided to the Secretary.</p>	<p>The Board reviewed the Register of Key Interests and noted that it was not aware of any other matters (including matters reported to, and decisions made by, the Board at this Meeting) which would require disclosure.</p>
<p>2.3. Previous Minutes</p>	<p>The Board approved:</p> <ul style="list-style-type: none"> • The 8 September 2022 minutes with no changes. • The 8 September 2022 minutes for proactive release on the ACC website with the redactions identified.
<p>2.4. Actions List</p>	<p>The Board noted Actions 3, 6 and 7 can be closed.</p>
<p>2.5. Chair Update The Chair welcomed the Executive Members and attendees. It was [Name Withheld 1] last Board meeting and the Board thanked him for his work at ACC. The Chair provided the following updates:</p> <ul style="list-style-type: none"> • He had met with all Board Members following the Propero report. The Board and Executive will discuss their perspectives at the November meeting. • Minister and Associate Minister meetings. 	<p>The Board noted the update.</p>

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<p>2.6. CE's report</p> <p>Megan Main introduced her report. The Board discussed the following updates:</p> <ul style="list-style-type: none"> • The closing of the small, non-customer facing Porirua site, with employees moving to either Wellington or Lower Hutt. • The response to the Pinnacle Health data breach, including retention of data and learnings from the Optus breach in Australia. • The Research and Insights report attached to her report. 	<p>The Board noted the report.</p>
<p><i>Michael Frampton joined the meeting at 9.50am.</i></p>	
<p>3. Committee Updates</p>	
<p>3.1. People and Remuneration</p> <p>Tracey Batten provided updates on the following from the Committee's meeting:</p> <ul style="list-style-type: none"> • The DCE People & Culture report provided excellent insights. The Committee will receive an update on Te Kahu/HRIS at its next meeting. • The Committee discussed the Pay Gap report. There is a detailed action plan in place to address ACC's vertical pay gap. The Board will review and approve the external reporting at its December meeting. • Wellbeing, Health and Safety reporting is being updated. • The development plans of the Executive Team are evolving, with a focus on succession planning. 	<p>The Board noted the update.</p>
<p>3.2. Social Unemployment Insurance</p> <p>Pat Bowler spoke to the one-page update loaded for the Board the previous day. The Committee had reviewed the business case and provided its feedback, and noted the next steps including Ministerial Consultation.</p> <p>Stephen Crombie informed the Board that [s 9(2)(f)(iv)]</p>	<p>The Board noted the update.</p>

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Pat Bowler noted that in accordance with the Committee’s Terms of Reference, it would seek ratification of decisions required in the coming months from the Board.	
<p>3.3. Risk, Audit and Assurance [NZIIS Assurance Plan and IQA]</p> <p>Bella Takiari-Brame introduced her paper, and RAAC’s recommendation in item 4.6 below.</p>	<p>The Board:</p> <p><i>NZIIS Assurance Plan</i></p> <ul style="list-style-type: none"> • Noted that at its 6 September 2022 meeting, the Social Unemployment Insurance Committee recommended that the Board approve the NZIIS Assurance Plan (subject to including clarification on Māori capability – this change has been made). • Noted that on 27 September 2022 (by way of a unanimous resolution in writing), the Risk Assurance and Audit Committee recommended that the Board approve the NZIIS Assurance Plan.3. • Approved the NZIIS Assurance Plan in Appendix 1 of the paper. <p><i>IQA Plan</i></p> <ul style="list-style-type: none"> • Noted that at its 7 September 2022 meeting, the Risk Assurance and Audit Committee recommended that the Board approve the IQA Plan.5. • Approved the IQA Plan in Appendix 2 of the paper.
<p><i>The Board stopped for a break at 10.35am and reconvened at 10.45am. Paul Dyer left the meeting. Amanda Malu, [Name Withheld] [Name Withheld] joined the meeting. Attendees throughout item 4.1 Strategy Session included [Names Withheld]</i></p>	
<p>4. Strategic, Governance and Policy Matters</p>	
<p>4.1. Strategic Focus – Strategy Session</p> <p><i>Enterprise Strategy Vision, Narrative and Guiding Principles</i></p>	<p>The Board:</p>

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<p>The Chair, Megan Main and [Name Withheld 1] introduced the session. The Board discussed and provided feedback on the Strategy pack. Overall, the Board was comfortable with the direction of the Enterprise Strategy. There was extensive discussion in relation to:</p> <ul style="list-style-type: none"> • The Waka Hourua approach. • [s 9(2)(f)(iv)] • [s 9(2)(h)] 	<ul style="list-style-type: none"> • [s 9(2)(f)(iv)] • Endorsed the ACC Enterprise Strategy Narrative, noting an updated version of how the vision, purpose and goals fit together will be provided at the November Board meeting. • [s 9(2)(f)(iv)]
<p><i>All Strategy Session attendees left the meeting at 12.20pm. [Name Withheld] and [Name Withheld] joined the meeting.</i></p>	<ul style="list-style-type: none"> • Directed Management to prioritise and accelerate the work on performance measures in the SOI.
<p><i>Draft Statement of Intent 2023-2027 (SOI)</i></p> <p>The Board provided feedback on the draft Statement of Intent 2023-2027 (SOI), noting that the next version will continue to be developed in line with the new Enterprise Strategy. The Board discussed:</p> <ul style="list-style-type: none"> • The strategic framework diagram – the diagram and the wording in the SOI will need to be updated to include the agreed vision, NZIIS, and the wider view of ‘medical treatment’ in the claims management output. • Investment – this should be highlighted to show how it will help to achieve the Enterprise Strategy. • Performance measures – the measures mapped to the new strategic goals requires further work, in particular the equity measures that will be developed in line with Te Kāpehu Whetū. • Guardianship – includes ensuring the funding level is maintained. 	<ul style="list-style-type: none"> • Noted [s 9(2)(h)] • Agreed [s 9(2)(h)]
<p><i>The Board stopped for lunch at 1.00pm and reconvened at 1.30pm. Andrew Milne left the meeting and [Names Withheld] y joined the meeting.</i></p>	

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<p>4.2. New approach to Trust measures</p> <p>[Name Withheld] introduced the paper, which outlined one stream of the wider 'Measure what Matters' work. The Board discussed:</p> <ul style="list-style-type: none"> Ensuring there is a bridge between the old and new measures. The measure remains 'trust and confidence in ACC' but will allow for more detailed data to provide a better understanding of the drivers of trust and confidence. Amalgamating various trust and confidence measures and including other information such as social media, which is already being tracked by the engagement team, to show an overall understanding of sentiment. Ongoing reporting to the Board, which will come through the Statement of Intent, Service Agreement and other papers including the Quarterly Customer Feedback report. 	<p>The Board:</p> <ul style="list-style-type: none"> Noted the contents of this paper, which report back on the progress of the exploration of alternatives to ACC's Net Trust Score customer metric (that the Board was introduced to in April 2022). Endorsed the new proposed approach to measuring Trust in ACC and will receive further advice on the new approach. Noted an introduction to Heartbeat (interaction and journey feedback) sampling approach.
<p>Peter Fletcher, Michael Frampton, [Name Withheld], Amanda Malu, [Names Withheld] left the meeting at 2.10pm.</p>	
<p>4.3. Governance Options – Incorporating NZIIS</p> <p>Megan Main introduced the paper.</p> <p>The Board discussed the proposed options, covering two stages: 1) now leading up to the new ACC strategy and enactment of the NZIIS Bill, and 2) when the NZIIS comes into force, expected to be in April 2025.</p> <p>Key points included:</p> <ul style="list-style-type: none"> The Ministerial appointments process, and not to extend the scope of the People and Remunerations Committee. The option of engaging independent Māori advisors to the Board. There are options including appointing a Pou Tikanga or seeking independent advice as required. ACC is well supported by the Pae Ora team. There will be a programme to build ongoing engagement and governance capability in Te Tiriti O Waitangi and Te Ao Māori for the Board in 2023. No changes are required to the SUIC Committee or to its delegation. 	<p>The Board:</p> <ul style="list-style-type: none"> Noted in July 2022, [s 9(2)(f)(iv)] Noted the Minister's desire to appoint an additional Board member to cover representation and experience/skills of the new income insurance scheme. Noted the Accident Compensation (Maternal Birth Injury and Other Matters) Amendment Act 2022 enables the ACC Board members to be increased to 9 members (with effect from 30 October 2022). Noted the Board may also by resolution appoint Committees and Committee members to advise or

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<ul style="list-style-type: none"> Risk will stay with the Risk Audit and Assurance Committee given the ongoing focus and work in this space, and finance may be presented directly to the Board. No changes are required to the Board Investment Committee, and may be renamed 'Investment Committee'. [s 9(2)(f)(iv)] 	<p>exercise any of ACC's functions and powers that are delegated to the Committee.</p> <ul style="list-style-type: none"> Discussed the options presented in the paper. <p>ACTIONS:</p> <ul style="list-style-type: none"> Management to provide further governance options on Māori representation and engagement, including other public sector governance examples. CFO/finance report to be presented directly to the Board.
<p><i>Stephen Crombie left the meeting at 2.45pm. [Names Withheld] joined the meeting.</i></p>	
<p>4.4. Values Based Approach and Contracts</p> <p>Tane Cassidy and [Name Withheld] introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> Prioritising Māori access and service providers. [Name Withheld] noted the current community services card pilot in areas of South Auckland, and work to open more contracts for Māori providers. The contract extensions do not prevent providers from coming to the market or other variations, such as the recent phone triage system introduced for clients who do not have a GP. Concussion rates. An additional 10% claims growth had been accommodated. Urgent Care Clinics and ongoing conversations with Te Whatu Ora and Te Aka Whai Ora. 	<p>The Board:</p> <ul style="list-style-type: none"> Noted the Urgent Care Clinic, Concussion Services and Training for Independence contracts expire on 30 June 2023. Noted that the proposed approach for the three contracts aligns with ACC's strategic approach to commissioning under Value Based Healthcare. Noted [s 9(2)(h)] <p><i>Urgent Care Clinic</i></p> <ul style="list-style-type: none"> Approved [s 9(2)(f)(iv)] Delegated authority to the Chief Clinical Officer & Head of Health Partnerships to approve and sign the [s 9(2)(f)(iv)] subject to legal review.

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	<p><i>Concussion Services</i></p> <ul style="list-style-type: none"> • Approved [s 9(2)(f)(iv)] [redacted] • Approved budget expenditure for the [s 9(2)(f)(iv)] [redacted] as set out in Appendix 2 of the paper. • Delegated authority to the Chief Clinical Officer & Head of Health Partnerships to approve and sign the [s 9(2)(f)(iv)] [redacted] subject to legal review. <p><i>Training for Independence</i></p> <ul style="list-style-type: none"> • Approved [s 9(2)(f)(iv)] [redacted] set out in Appendix 3 of the paper. • Approved [s 9(2)(f)(iv)] [redacted] • Approved budget expenditure for [s 9(2)(f)(iv)] [redacted] as set out in Appendix 3 of the paper. • Approved budget expenditure for the [s 9(2)(f)(iv)] [redacted] as set out in Appendix 3 of the paper. • Delegated authority to the Chief Clinical Officer & Head of Health Partnerships to approve the recommendation to select, award and sign [s 9(2)(f)(iv)] [redacted] and subject to legal review.

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<p>Tane Cassidy, [Names Withheld] joined the meeting.</p>	<p>left the meeting a 3.00pm. [Name Withheld] re-joined and [Name Withheld]</p>
<p>4.5. Non-Earners Funding Adjustment</p> <p>[Name Withheld] introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> • Investment income projections are aligned with end of year financials. • The impact of economic conditions beyond ACC’s control. There is some ability to influence claims costs. • The recent Taylor Fry external actuarial valuation and the upcoming deep dive to the Board on the OCL. • The Funding Policy, and levels of funding where immediate attention is required. 	<p>The Board noted the contents of the paper.</p>
<p>[Name Withheld] left, and [Name Withheld] re-joined the meeting at 3.15pm.</p>	
<p>4.6. Annual Report, Financial Statements and Statement of Performance</p> <p>[Name Withheld] introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> • Amending the ‘full time equivalent’ statement for the Board within the financial statements. • The parties who will sign the Letter of Representation to external auditors, and the Statement of Responsibility and Financial Statements in the Annual Report. • The EY limited assurance report on carbon statements, which will be provided to the Risk Assurance and Audit Committee. • An action raised in the September Board meeting that management will report back on ACC’s climate change response following further guidance from the Government (December 2022-March 2023). 	<p>The Board:</p> <ul style="list-style-type: none"> • Noted that on 27 September 2022 (by way of a unanimous resolution in writing) the Risk Assurance and Audit Committee recommended that the Board approve the following documents, subject to a subsequent events assessment being completed prior to the Board’s approval (this assessment has been completed): <ul style="list-style-type: none"> ○ The 2021/22 Financial Statements and Statement of Performance ○ Letter of Representation to the external auditors (EY) ○ Statement of Responsibility. • Approved on recommendation of the Risk, Audit and Assurance Committee (RAAC): <ul style="list-style-type: none"> ○ 2021/22 Financial Statements and Statement of Performance

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	<ul style="list-style-type: none"> ○ Letter of Representation to the external auditors (EY) (Annex 3) ○ Statement of Responsibility. ● Approved the Annual Report 2022 at Annex 1 which incorporates the Financial Statements, Statement of Performance and Statement of Responsibility. ● Delegated to the Chair and Chief Executive to: <ul style="list-style-type: none"> ○ Sign the Letter of Representation to the external auditors. ● Delegated to the Chair and Deputy Chair to: <ul style="list-style-type: none"> ○ Sign all relevant parts of the Annual Report on behalf of the Board. ○ Approve any changes, if needed, to the final Annual Report.
<p>[Names Withheld] <i>left the meeting at 3.35pm.</i></p>	
<p>4.7. Power of Attorney [Name Withheld] introduced the paper.</p>	<p>The Board:</p> <ul style="list-style-type: none"> ● Approved the updated Deed Granting Power of Attorney dated 6 October 2022 (in Appendix 1 of the paper). ● Delegated execution of the Deed to the Board Chair and Deputy Chair.
<p>[Name Withheld] <i>joined the meeting at 3.40pm.</i></p>	
<p>4.8. Personal Information and Privacy Update [Name Withheld] introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> ● Māori data sovereignty principles, which will also be used for NZIIS. ● RAAC and the Board had approved relevant policies at the last meeting, but there had been a delay in release of the draft guidelines associated with the policies to ensure appropriate consultation with the business. 	<p>The Board noted the contents of this paper. ACTION: Provide an information paper on overall FTE, contractor and consultant numbers to the Board (December 2022).</p>

