



Board Minutes

Date	8 September 2022
Time	9.00am – 3.30pm
Location	ACC Counties Manukau Branch / 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), Andrea Conlan (Acting DCE Strategy, Engagement, and Planning), Peter Fletcher (DCE, Enterprise Change Delivery), Michael Frampton (DCE, People and Culture), Stewart McRobie (DCE, Corporate & Finance) Michelle Murray (Tumu Pae Ora), Phil Riley (Acting DCE, Service Delivery), [Name Withheld] (Manager Governance) and [Name Withheld] (Senior Corporate Secretary - Secretary)
Presenters	[Name Withheld] (Manager Legal Corporate and Investments), [Name Withheld] (Head of Customer System & Intelligence), [Name Withheld] (Head of Finance and Planning), [Name Withheld] (Manager Strategy & Customer System), [Name Withheld] (Principal Advisor to Tumu Pae Ora), [Name Withheld] (Senior Strategy Advisor), [Name Withheld] (Head of Procurement and Property), [Name Withheld] (Commercial Relationship and Sustainability Manager), [Name Withheld] (Manager Externally Managed Funds), [Name Withheld] (Head of Risk and Assurance), [Name Withheld] (Head of Injury Prevention), [Name Withheld] (Manager Strategic Investment), [Name Withheld] (Head of Privacy).
Item	Resolutions and Actions (Due Date)
<i>The meeting opened at 9.00am with all Board members present.</i>	
1	Board Only (Karakia)
1.1	Board only session / Propero focus areas
<i>Megan Main joined the meeting at 9.30am.</i>	
1.2	CE only session
<i>Stewart McRobie joined the meeting at 9.50am. Tane Cassidy, Andrea Conlan, Peter Fletcher, Michael Frampton, John Healy, Michelle Murray, Phil Riley, [Name Withheld] and [Name Withheld] joined the meeting at 10.10am.</i>	

IN CONFIDENCE

Item	Resolutions and Actions (Due Date)
2 Meeting Opening	
2.1 Apologies There were no apologies.	
2.2 Register of key interests The Board reviewed the Register of Key Interests.	The Board noted that there were no other matters (including matters reported to, and decisions made by, the Committee at the meeting) that must be disclosed.
2.3 Previous minutes	
2.3.1 Approval	The Board approved : <ul style="list-style-type: none"> • The 5 August 2022 minutes with no changes. • The 5 August 2022 minutes for proactive release on the ACC website with the redactions identified.
2.3.2 Matters arising / action list The Chair introduced the action items.	The Board noted action 1 (Deep Dive on OCL) will be presented to the Board in November.
2.4 Chair update The Chair provided the following updates to the Board: <ul style="list-style-type: none"> • The Board will meet to discuss valuable interactions with the Executive • Meetings with Treasury and the Minister. 	The Board noted the update. Action: The Board and Executive to discuss each other's perspectives at the November Board meeting.
2.5 Chief Executive's report The CE introduced her report. The Board discussed the following updates: <ul style="list-style-type: none"> • Access to personal information remains a strong focus. 102 spot assurance checks for appropriate access had been completed. No inappropriate access was found. • The CE's attendance at conferences, including the College of Medical Administrators and Physio NZ, which were opportunities to showcase the value of ACC work. • The CE's study tour with the Minister to see schemes similar to NZIIS. 	The Board noted the report, which included a comprehensive summary of the Kiwibank transaction. Action: The CE to provide a written summary of her Europe study tour, including performance measures from the Swiss scheme (October 2022)
3 Matters for Decision	
3.1 Other Decisions	

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Item	Resolutions and Actions (Due Date)
<p>3.1.1 Update of Policies and Code of Conduct Michael Frampton introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> • The following changes to the Policies: <ul style="list-style-type: none"> ○ Listing staff in the roles and responsibilities. The significant work that will apply to staff will be in the guidelines using real examples. Learning designers will prepare the materials. ○ Separating out the Board and Executive responsibilities and including the role of the Risk Assurance and Audit Committee in reviewing and recommending some policies. • The ultimate vision for an overarching and simple Code of Conduct (that includes obligations contained in these policies) will take longer to draft and implement. 	<p>The Board:</p> <ul style="list-style-type: none"> • Noted that the Risk Assurance and Audit Committee (RAAC) has recommended that the Board approve the Policies, subject to the changes noted by RAAC at its 7 September meeting. • Approved the following Policies, subject to the changes noted by RAAC and the Board: <ul style="list-style-type: none"> ○ Integrity Policy ○ Personal Information and Privacy Policy ○ Speak Up Policy ○ Code of Conduct.
<p>[Name Withheld] joined the meeting at 10.45am.</p>	
<p>3.1.2 Shamrock Superannuation Limited Stewart McRobie introduced the paper. The Board had a wide-ranging discussion on the well-performing scheme, which is attractive for employees.</p>	<p>The Board noted the contents of the paper. Action: Provide a paper in November (with Tracey Batten and David Hunt's prior review) covering:</p> <ul style="list-style-type: none"> • Options for the Board's ongoing governance and assurance arrangements for Shamrock. • Responsibilities on the scope of the scheme. • Proposed directors of Shamrock and their skillset/capability.
<p>[Name Withheld] left and [Names Withheld]</p>	<p>joined the meeting at 10.55am.</p>
<p>4 Matters for Discussion</p>	
<p>4.1 Strategic Discussions</p>	
<p>4.1.1 Strategy Session and Statement of Intent Framework Megan Main introduced the paper. The Board had an extensive discussion on the timing for providing the Minister with a revised Statement of Intent, which would cover the period of July 2023 to June 2027 and reflect the core elements of the strategy. The Service Agreement will have the more targeted in specific measures.</p>	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the approach Management is taking to incorporate the new ACC Strategy into the New Statement of Intent. • Noted that Management will provide further advice on the implications of upholding the articles and principles of Te Tiriti o Waitangi in October.

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<p>The Board's next discussion at its October meeting will cover the strategy narrative, a first draft of the Statement of Intent (including NZIIS), trust metrics, giving effect to the Te Tiriti principles and the stakeholder engagement plan.</p>	<ul style="list-style-type: none"> • Noted the timing considerations of the Statement of Intent completion and release, and • Agreed to discuss with the Minister the alignment of the Statement of Intent and new Strategy for mid-2023.
<p>[Names Withheld] left, and [Names Withheld] joined the meeting at 11.30am</p>	
<p>4.1.2 Climate Change Response Stewart McRobie introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> • Emissions offsets, measurement and reporting will be in line with the Government programme and guidance. XRB reporting standards and guidelines will also be used by Treasury, and there will be other obligations from other alliances and frameworks, including Net Zero Asset Owners. It will be important to remove the complexity and keep it simple for measures and reporting, including utilising expertise from Māori and Pasifika providers. The Te Ara Wairoa framework will be reviewed from an indigenous perspective. • Scope 3 emissions will continue to be further explored, and Management will come back to the Board with a clear plan on what ACC will measure and report on, considering there is the potential for double counting. • Board planning for travel in 2023. 	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the contents of this paper and work done to date. • Endorsed the planned actions to manage travel for staff, leadership, and Board to ensure delivery of ACC's climate change commitments, while also supporting business and client related needs. • Noted that further work is under way to adapt to changing requirements and legislation, including reassessing the baseline and appropriate targets. <p>Action: Management to report back on ACC's climate change response following further guidance from the Government (December 2022-March 2023).</p> <p>Action: Management to provide 2023 Board meetings/locations for the Board to agree approach for travel (October 2022).</p>
<p>[Names Withheld] left, and [Name Withheld] joined the meeting at 11.50pm</p>	
<p>4.1.3 Legislative Compliance Report Stewart McRobie introduced the paper. Victoria Werohia outlined the Risk Assurance and Audit Committee feedback (RAAC) on the report. RAAC's feedback included considering an entity-wide reporting approach, positive assurance practices and compliance being part of the broader discussion on a comprehensive risk framework.</p>	<p>The Board noted the contents of the paper.</p>
<p>[Name Withheld] left the meeting and the Board stopped for a Board photo and lunch at 12.00pm. The meeting recommenced at 12.55pm and [Name Withheld], [Name Withheld] and Paul Dyer joined the meeting.</p>	
<p>4.2 Other Matters for Discussion</p>	

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Item	Resolutions and Actions (Due Date)
<p>4.2.1 Injury Prevention: Reducing Sexual Violence Update Tane Cassidy and [Name Withheld] introduced the paper. The Board had a wide-ranging discussion on the strategy for reducing family and sexual violence, which included:</p> <ul style="list-style-type: none"> • The multiple causes and drivers of family and sexual violence. The statistics are confronting. • Overall government investment and funding into primary prevention (versus crisis prevention), compared to, for example, road injury prevention. This is a long-term strategy, and funding has doubled in the last year. Discussions were continuing on a more collaborative budget across the various agencies. • The importance of investing into the infrastructure and capabilities in communities and removing the barriers for engagement for those who are delivering the work. • Sensitive claims impact on the OCL, without the ability to embed incurred but not yet reported claims. Maturity in prevention may see an increase in the sensitive claims impact as more survivors are comfortable coming forward. 	<p>The Board noted the contents of the paper.</p>
<p>[Names Withheld] left the meeting at 1.40pm</p>	
<p>4.2.2 ACC's Investments Function Paul Dyer took the Board through the presentation. The Board discussed:</p> <ul style="list-style-type: none"> • Awareness between the Board and the Board Investment Committee, which is at the right level. • The differences with the NZ Super approach. • Investments risk appetite, which was last decided by the Board in 2016 and would be discussed again in 2023 via the Board Investment Committee. Management will use examples to show consequences of risk appetite. • The investment ratio depending on the fund, which is a continuous, dynamic process separate from the risk appetite. 	<p>The Board thanked Paul Dyer for the excellent presentation and noted the presentation slides will be loaded into the Diligent Resource Centre.</p>
<p>4.2.3 50th Anniversary of the passing of the Accident Compensation Act Megan Main introduced the paper.</p>	<p>The Board noted the contents of the paper.</p>

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Item	Resolutions and Actions (Due Date)
4.3 Full Year Performance Reports	
<p>[Name Withheld] <i>re-joined the meeting at 2.15pm.</i></p>	
<p>4.3.1 Enterprise Risk & Compliance Stewart McRobie and [Name Withheld] introduced the paper. The Board's discussion included:</p> <ul style="list-style-type: none"> • The rating for the privacy action plan indicates that the risk team is confident that the action plan will progress the risk rating to medium. It would be useful to include a reflection of scale and scope of the actions in future reporting. • More capability and capacity will be required in Te Rōpū Pae Ora to continue to improve Māori customer access and outcomes and support the evolving enterprise strategy. • There is an opportunity to revisit the risk profile and reassess the significant enterprise risks and direct-action impact, including risk appetite. 	<p>The Board noted the contents of the paper.</p>
<p>[Name Withheld] <i>left the meeting at 2.35pm.</i></p>	
<p>4.3.2 Customer Feedback Andrea Conlan introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> • Heartbeat surveys go to customers with managed claims. • Segmenting the report further by ethnic group or location. Complaints generally match claims access. • ACC continue to put effort into the relationship with clinicians to proactively avoid trending decline decisions. 	<p>The Board noted the contents of the paper, and that Management will provide the Board with the statistical significance of the heartbeat surveys.</p>
<p>4.3.3 ICIP Peter Fletcher introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> • Further work is required to understand the reduced claims volume – lower complexity claims are decreasing. • ICIP reporting to the Minister and Cabinet is now twelve monthly (previously six monthly). 	<p>The Board noted the contents of the paper.</p>

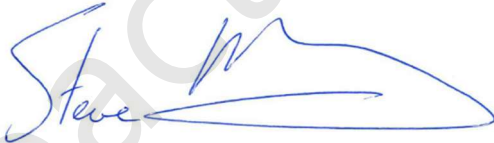
IN CONFIDENCE

Item	Resolutions and Actions (Due Date)
<ul style="list-style-type: none"> The overall benefits profile will be reassessed, including impact from performance versus other economic factors. 	
<p>[Name Withheld] <i>joined the meeting at 3.00pm.</i></p>	
<p>4.3.4 Personal Information and Privacy [Name Withheld] introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> The significant amount of foundation work that has been completed at pace, including changes in the operational space. The work is being incorporated into broader continuous improvement to a mature privacy framework. Ongoing reporting to the Board, which would include incident reporting, ratings and breakdowns of those incidents rather than open incidents. Link privacy and integrity and fraud reporting. 	<p>The Board noted the contents of the paper and agreed the quarterly reporting may be provided to the Board's November meeting.</p>
<p>[Name Withheld] <i>and Paul Dyer left the meeting at 3.10pm</i></p>	
<p>4.4 Committee Updates</p>	
<p>4.4.1 Social Unemployment Insurance Pat Bowler provided updates from the Committee's meeting on 6 September, which covered ACC's role and the role of partners and other stakeholders, the possible start date and levy for the scheme.</p>	<p>The Board noted the update and Committee's papers that are available in Diligent.</p>
<p>4.4.2 Board Investment Mark Cross updated the Board on the key agenda items of the Committee's meeting on 7 September. Key points included:</p> <ul style="list-style-type: none"> Performance was currently positive year to date – positive return for YTD. The Committee is considering ongoing investment reporting to the Board which would likely be a written report in the future. 	<p>The Board noted the update and the Committee's papers that are available in Diligent.</p>
<p>4.4.3 Risk Audit and Assurance Bella Takiari-Brame took the Board through the key agenda items of the Committee's meeting on 7 September, which included the External Audit Report, Financial Statements and Statement of Performance, Internal Audit Update, Risk and Compliance Reporting,</p>	<p>The Board noted the update and the Committee's papers that are available in Diligent.</p> <p>The Board noted the final Financial Statements and Statement of Performance will be reviewed/approved by the</p>

IN CONFIDENCE

Item	Resolutions and Actions (Due Date)
Update of Policies, ACC's Risk Governance, and the Office of the Auditor General's update.	Committee via circular resolution, and presented to the Board for approval at the 6 October meeting.
5 Matters for Noting	
5.1 Annual Work Plan	The Board noted the meeting locations for the remainder of 2022, which the Secretariat will update.
5.2 Inform papers for noting [s 9(2)(h)] and the Board Chair Correspondence, and briefly discussed ACC's role in mental health, noting in the Policy Report, and ACC's view of the work programme.	Action: [s 9(2)(h)]
<i>Megan Main, Stewart McRobie, Tane Cassidy, Andrea Conlan, Peter Fletcher, Michael Frampton, Michelle Murray, Phil Riley, [Name Withheld] and [Name Withheld] left the meeting at 3.45pm.</i>	
6 Meeting Finalisation (Board Only)	
6.1 Review actions to be taken	
6.2 Meeting Evaluation Bella Takiari-Brame provided her feedback and observations.	
6.3 Next meeting	
6.4 Meeting closed at 4.10pm (Karakia)	

APPROVED

Chair signature:		
Chair Name: Steve Maharey	Date: 6 October 2022	

Approved