



Board Minutes

Date	6 December 2022
Time	2.00pm – 4.00pm
Location	ACC Boardroom, Wellington and Microsoft Teams
Board	Steve Maharey (Chair), Tracey Batten (Deputy Chair), Sandra Alofivae, Pat Bowler, Mark Cross, David Hunt, Helen Nott,
Apology	Bella Takiari-Brame
Executive Attendees	Megan Main (CE), Tane Cassidy (DCE, Prevention and Partnerships), Stephen Crombie (NZIIS Executive Lead), Peter Fletcher (DCE, Enterprise Change Delivery), Michael Frampton (DCE, People and Culture), Amanda Malu (DCE, Service Delivery), Andy Milne (DCE, Strategy, Engagement and Planning), Stewart McRobie (DCE, Corporate and Finance), and Michelle Murray (Tumu Pae Ora)
Other Attendees	[Name Withheld] (Manager Governance), [Name Withheld] (Senior Corporate Secretary - Secretary), [Name Withheld] (Planning and Performance Lead), 1.1 [Name Withheld] (Head of Strategy and Customer Insight), 1.2 [Name Withheld] (Head of Performance and Intelligence), and 1.2 [Name Withheld] (Head of Client Recovery)

Item	Resolutions and Actions (Due Date)
<p><i>The meeting opened at 2.00pm with all Board members, Executive Attendees, [Name Withheld], [Name Withheld], [Name Withheld], and [Name Withheld] present.</i></p>	
<p>Meeting Opening (Karakia)</p>	
<p>1. Strategic, Governance and Policy Matters</p>	
<p>1.1. Enterprise Strategy, Statement of Intent and Service Agreement</p> <p>Stewart McRobie introduced the paper and acknowledged the work of the team on preparing the finalised enterprise strategy and the draft Statement of Intent. The Board discussed:</p> <ul style="list-style-type: none"> The NZIIS Enabling legislation will be specifically referred to in the draft Statement of Intent (SOI), but the existing SOI will not be updated. 	<p>ACTION: Provide an update on the plan for internal and external engagement on the Enterprise Strategy (February 2023).</p> <p>The Board:</p> <ul style="list-style-type: none"> Noted Management has finalised ACC’s new enterprise strategy, Huakina Te Rā, incorporating feedback from the November Board meeting.

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<ul style="list-style-type: none"> The SOI is a high-level document with medium-term result statements. The next layer of detail will come through the Service Agreement to be provided to the Board in April 2023, with the draft measures scheduled for discussion in February 2023. The measures will be provided to the Board in February, noting that not all outcomes in the SOI will have its own measurement. Internal and external engagement on the strategy. Internally the engagement will be led by the Executive and include values and behaviours. The link between the three dual-framed strategic goals and the outputs, which encapsulate the functions set out by legislation and three appropriations. These sit in parallel to the dual-framed goals. The outcomes associated with the dual-framed goals, which will be referred to as such throughout the document. Further nuance is required to articulate the commitment to Te Tiriti o Waitangi/Treaty of Waitangi and Māori as a priority group. <p>The Board undertook a page-turn of the SOI, noting their changes.</p>	<ul style="list-style-type: none"> Discussed the draft SOI 2023-2027, which sets out how Management will progress the strategy over the next four years. Approved sharing the draft SOI with the Minister for ACC, MBIE, Treasury and ACC's external auditors in December 2022 for their initial feedback, which will include changes from the Board's feedback. Noted Management is currently developing the Service Agreement 2023/24, which provides detailed information on metrics and targets for the medium-term results described in the SOI, and we will share a draft with the Board in April 2023. Noted the SOI and Service Agreement 2023/24 are due to be finalised by the end of June 2023.
<p><i>The Board took a short break at 3.15pm and returned at 3.20pm. [Name Withheld] left, and [Name Withheld] and [Name Withheld] joined the meeting.</i></p>	
<p>1.2. Enterprise Performance Reporting</p> <p>Andy Milne introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> Frameworks such as Te Kāpehu Whetū and the Health Outcomes Framework will be wound through the Enterprise Reporting Framework, rather than being standalone. This includes using consistent wording throughout. Drawing a line from strategy to performance. The strategy and performance reporting work are occurring concurrently. Understanding the parts of performance that are under ACC's control, and regularly tracking spending in certain areas, including major contracts. Monitoring measures that contribute to organisational excellence. 	<p>ACTION: Provide the Board with basic customer statistics, including average wait times and the definition of a priority task (December 2022)</p> <p>The Board:</p> <ul style="list-style-type: none"> Noted a new Enterprise Performance Reporting Framework is currently in development and a prototype will be discussed in the March 2023 Board meeting. Discussed the proposed reporting framework and how it can support the Board from a governance and performance management perspective.

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<ul style="list-style-type: none">The layers of performance reporting and key audiences for all, which the Board liked. <p>The Board had a wide-ranging discussion on the Rehabilitation Performance Deep Dive, including</p> <ul style="list-style-type: none">How to gain an understanding of the drivers and any intersections.Searching for any constraints or other issues that might impact the client journey and experience.Case management tasks. The priority task backlog is stable.Having the right measures is a challenge, and there are pros and cons of moving away from 52-week rolling averages.	<ul style="list-style-type: none">Discussed the key points from the <i>Rehabilitation Performance Deep Dive</i>, including the actions underway to improve performance.
Meeting Close (Karakia)	

Approved



Chair signature: _____

Chair Name: Steve Maharey

Date: 16 February 2023



Board Minutes

Date	Wednesday, 7 December 2022
Time	11.00am – 3.10pm
Location	ACC Boardroom, Wellington and Microsoft Teams
Board	Steve Maharey (Chair), Tracey Batten (Deputy Chair), Sandra Alofivae, Pat Bowler, Mark Cross, David Hunt, Helen Nott, and Bella Takiari-Brame
Executive Attendees	Megan Main (CE), Michael Frampton (DCE, People and Culture), Amanda Malu (DCE, Service Delivery) and Stewart McRobie (DCE, Corporate and Finance)
Other Attendees	[Name Withheld] (Manager Governance), [Name Withheld] (Senior Corporate Secretary - Secretary), 3.1 [Name Withheld] (Manager Operations Integration), and 3.2 [Name Withheld] (Head of Health Safety Wellbeing)

Item	Resolutions and Actions (Due Date)
<p><i>The meeting opened at 11.00am with all Board members present. Note: The numbering in these minutes refer to the numbering in the agenda – adjustments to the order of the items were made during the course of the meeting.</i></p>	
<p>Board Only Time (Karakia)</p>	
<p>Board Only Discussion</p>	
<p><i>Megan Main joined the meeting at 11.20am. Steve Maharey and Megan Main left the meeting at 11.30am, and [Name Withheld] and [Name Withheld] joined the meeting.</i></p>	
<p>1. Introduction</p>	
<p>1.1. Welcome and Apologies There were no apologies from Board Members.</p>	
<p>1.2. Register of Key Interests The Board noted a repetition in Mark Cross’ interests.</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>

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1.3. Board and Committee Members and Term	The Board noted the Board and Committee Members and Term document.
1.4. 2023 Board Dates	The Board noted the 2023 Board Dates document.
1.5. Previous Minutes	<p>The Board approved:</p> <ul style="list-style-type: none"> • The 7 November 2022 minutes, subject to further detail in 3.1 and amendments to the resolution in 4.2 • The 7 November 2022 minutes for proactive release on the ACC website with the redactions identified.
1.6. Board Meeting Actions Items	The Board noted the Actions List.
1.8 CE's report	The Board noted the report.
2. Committee Updates	
<p>2.1. HSS Advisory</p> <p>Tracey Batten provided the following updates from the Committee's meeting on 7 December:</p> <ul style="list-style-type: none"> • The new ACC Enterprise Strategy was presented, including the stakeholder engagement programme. The Committee provided feedback on the Strategy, including reconsidering some of the images used in the draft Statement of Intent. The Board endorsed this feedback. • ICP is showing good outcomes. The Board will receive a 'scale-up' ICP paper in March/April 2023 and noted it would be useful to see some of the client stories, including the role of navigators, and the intersection with social services in that paper. • The Committee discussed the definition of value-based healthcare. The Committee does not see health procurement updates and only has oversight over Integrated Care Pathways. 	The Board noted this update.
<p>2.2. Social Unemployment Insurance</p> <p>Pat Bowler provided the following updates from the Committee's meeting on 6 December:</p>	ACTION: Provide the NZIIS Service Design blueprint and Bill to the Board following the SUI Committee (February 2023).

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<ul style="list-style-type: none"> Ongoing policy and governance discussions. The Service Design blueprint will come to the Committee in February. A second Gateway Review will be undertaken in May 2023. Actions out of the meeting included providing the IQA scope to the Committee for approval by circulating resolution. 	<p>The Board noted this update.</p>
<p>2.3. People and Remuneration</p> <p>Tracey Batten provided the following updates from the Committee’s meeting on 6 December:</p> <ul style="list-style-type: none"> The Committee reviewed the External Pay Gap report, which was discussed at the last Board meeting. This is the first time the information will be publicly reported. The Committee received an update on the Remuneration strategy. 	<p>The Board noted this update.</p>
<p>2.4. Board Investment</p> <p>Mark Cross provided the following updates from the Committee’s short update meeting on 7 December, including performance. The Board noted there will be an ongoing discussion on remuneration, which will be raised with the People and Remuneration Committee and the Board Investment Committee.</p>	<p>The Board noted this update.</p>
<p><i>Michael Frampton and [Name Withheld] joined meeting at 12.25pm.</i></p>	
<p>3.2 Public Sector Pay Adjustment</p> <p>Michael Frampton introduced the paper. The Board discussed the options presented, including new information since the People and Remuneration discussion the previous day.</p>	<p>ACTION: Provide the Board with updated advice on the PPSA as soon as practicable, which will be endorsed by circulating resolution.</p> <p>The Board:</p> <ul style="list-style-type: none"> Noted the contents of this paper and specifically what Public Sector Pay Adjustment (PSPA) may mean for ACC. Noted ACC’s context as a Crown entity. Noted the People and Remuneration Committee discussed the recommendation that ACC remain provisionally opted in to PSPA until an informed

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	<p>decision can be made when there is further clarification on the parameters.</p>
<p><i>Michael Frampton and [Name Withheld] left the meeting at 12.25pm. Michael Frampton re-joined the meeting at 12.40pm and left again at 12.45pm and re-joined the meeting at 2.25pm and left the meeting at 2.35pm.</i></p>	
<p>4.2 Board Committee Terms of Reference Review</p> <p>The Chairs of each Committee took the Board through the changes to each Terms of Reference.</p>	<p>The Board:</p> <ul style="list-style-type: none"> • Approved the updated Risk Assurance and Audit Committee Terms of Reference in Appendix 1 on the recommendation of the RAAC, subject to minor changes discussed at the meeting. • Approved the updated People and Remuneration Committee Terms of Reference in Appendix 2 on the recommendation of the PRC. • Delegated authority to the Deputy Chief Executive, Corporate and Finance to make corresponding updates to the Board’s Governance Manual.
<p><i>The Board stopped for lunch at 12.45pm and reconvened at 1.00pm. [Name Withheld] also joined the meeting at 1.00pm.</i></p>	
<p>3. Performance</p>	
<p>3.1. Sensitive Claims Storyboard Session</p> <p>[Name Withheld] took the Board through the Sensitive Claims Storyboard Session. The Board noted it would receive an update in June 2023 ahead of a revised contract in February 2024.</p>	<p>The Board:</p> <ul style="list-style-type: none"> • Discussed the update on the priority areas for the evolution of ACC’s sensitive claims service and the timeline, including: <ul style="list-style-type: none"> ○ Development underway since May 2022 across the eight priority areas to support the execution of a new contract. ○ Development of the decision-making framework. ○ The focus for the next six months on Service Design. ○ Finalise insights to inform design and progression of initiatives to strengthen supports for survivors.

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<p>[Name Withheld] and Amanda Malu left the meeting at 2.00pm.</p>	
<p>1.7 Chair Update</p> <p>The Chair noted that he had met with both the Minister and Associate Minister, other Crown Entity Chairs and Te Whatu Ora. He also participated in the ACC Futures Conference. He thanked the team that had worked on the Select Committee questions.</p>	<p>The Board noted the update.</p>
<p>4. Governance and Policy Matters</p>	
<p>4.1. 2023 Board Work Programme</p> <p>Megan Main introduced the paper, noting it pulled together recent Board discussions and a bottom-up view from across the organisation. The Board:</p> <ul style="list-style-type: none"> Discussed additional items they would like to see in footnote 1 and other areas of the programme. Noted the Chair will meet with the Chief Executive and Governance team to further discuss the detailed programme, and Board members can provide ongoing feedback before it is viewed again by the Board at its next meeting in February. Agreed for Management to make arrangements for the Te Tiriti o Waitangi workshop on 15 February and engagement meeting with Whānau Oranga Pūmau and Matua Council. 	<p>The Board discussed the draft 2023 Board Work Programme and provided feedback, particularly on strategic areas of focus, listen and learn topics and timing.</p>
<p>4.2. Chief Executive's Corporate Delegations Refresh</p> <p>Stuart McRobie introduced the paper. The Board discussed:</p> <ul style="list-style-type: none"> Minor changes to the delegations, including specifying the actuarial reporting, limiting the delegation for signing Memorandums of Understanding to memorandums only and no other documentation, and clarifying that the Board would be consulted where settlement of an employee dispute relates to an Executive Team member or that might result in publicity. Referring to the NZIIS enabling legislation and other empowering legislation in the Corporate Delegations Policy. 	<p>The Board:</p> <ul style="list-style-type: none"> Noted that the proposed changes to Appendix 1 correct inconsistencies, reflect restructure title and role changes, and make other minor improvements identified in a recent review. [s 9(2)(h)] Approved the three \$4.167m invoices paid to WorkSafe that the Chief Executive approved, and the proposed changes to Schedule 2 to the CE's

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	<p>Corporate Delegations in Appendix 1 subject to the Board's feedback.</p> <ul style="list-style-type: none"> • Noted Management's assurance that the NZIIS Lead and NZIIS team have sub-delegations from the Chief Executive, based on the categories and limits in Schedule 2 to the CE's Corporate Delegations. • Agreed the Board's delegation to the Chief Executive was intended to include all decisions relating to the operation of ACC made under Crown Entities Act, the Accident Compensation Act, the Income Insurance Scheme (Enabling Development) Act 2022 and any other legislation that provides authority for the powers and functions of ACC, and that the Management will present the updated Corporate Delegations policy at the Board's February 2023 meeting
<p>5. Conclusion / Board Only</p>	
<p>5.1. The Board Chair concluded the meeting and thanked Management for their work this year and wished them a happy and safe holiday season.</p>	

Meeting Close (Karakia)

Approved

Chair signature: _____



Chair Name: Steve Maharey

Date: 16 February 2023