



He Kaupare. He Manaaki.
He Whakaora.
prevention. care. recovery.

Tauākī Whakamaunga atu Statement of Intent 2021–2025

Accident Compensation Corporation



Tō Tātou Tirohanga Whakamua

Ko tō tātou tirohanga whakamua, ko te whakawhanaketanga mai o tētahi hononga motuhake ki ia tangata o Aotearoa, kia pai ake ai tō rātou noho, mā te whakaheke i te tūponotanga atu me te pānga atu o ngā wharanga.

Our Vision

Our vision is to create a unique partnership with every New Zealander, improving their quality of life by minimising the incidence and impact of injury.

Ō Tātou Uara | Our Values

We asked New Zealand what they expected and needed from us. We developed our values to ensure we meet those expectations and needs. Each of our values is important and they should be held together in balance.



Haumarū Aotearoa | Safe Kiwis

Ka whakaawe tātou i ngā tāngata o Aotearoa ki te noho haumarū, ki te mahi haumarū, ki te tākarō haumarū – e tutuki pai ai ngā mahinga katoa i te ao e nōhia ana e rātou.

We motivate New Zealanders to live, work and play safely, so they can lead full and active lives.



Hoamahi pai | Good partners

Ka manaakihia ngā hononga tata ki ō tātou hoamahi i te rāngai kaupare me te manaaki wharanga, waihoki, ko ngā hononga ki ngā ahurea rerekē me te hapori whānui.

We foster close relationships with our partners in injury prevention and care, as well as within cultural groups and the wider community.



Kaitiaki tōtika | Responsible stewards

Ka kohia, ka haumia tōtika ā tātou pūtea e ea ai ngā hiahia o ngā Kiwi o nāianei, o āpōpō hoki.

We gather and invest our income wisely to meet the needs of today's and tomorrow's Kiwis.



Ko te tangata i mua i te tukanga | People before process

Ka rongō tātou i ngā hiahia o te tinana me te ngākau o ia tangata, kia māmā ai te toro mai ki a tātou.

We are responsive to each person's physical and emotional needs, making it easy for people to engage with us.



Mahi tōtika, ngākau tuwhera | Fair and open

Ka mahi tōtika tātou, ka pono hoki tātou ki ngā āhuetanga o ia tangata – ka whāia ngā whakatutukinga māmā i ngā wā e tika ana.

We are fair and transparent about a person's situation, applying common sense solutions when called for.

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An online version of this can be found at www.acc.co.nz/about-us/corporate/

Overview

No other country in the world has ever provided a comprehensive accident insurance scheme like the Accident Compensation Corporation (ACC).

ACC is for all New Zealanders and visitors to our country. If an injury happens to any one in New Zealand, whether it is their fault or not, the cost of their recovery is covered.

Three words sit at the core of what we do: prevention, care and recovery.

It all starts before injuries occur. If we can prevent accidents and injuries, whether at home, work or play, New Zealanders will need to lodge fewer claims.

Each year, more than two million people rely on us when they are injured. New Zealanders draw on us for support throughout their lifetimes, whether through funding and support for injury, or the behind-the-scenes advocacy we do to make people's lives safer.

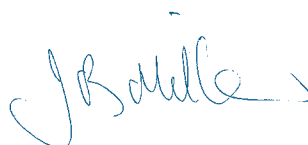
New Zealanders live their lives safe in the knowledge that if something goes wrong, their recovery and rehabilitation will be covered. Most claims are for relatively minor injuries: a rolled ankle at football, a cut hand at work, a slip in the kitchen. But we also cover thousands of people who have long-term needs and require significant help such as modifications to vehicles or homes.

Some clients with serious injuries will require ongoing support for decades into the future. A portion of levies collected each year is set aside to provide for these future costs. We oversee one of the largest investment funds in New Zealand and we invest these funds to meet the future costs of supporting our clients.

Signed on behalf of the ACC Board:



Dame Paula Rebstock DNZM
Board Chair
Dated 30 June 2021



James Miller
Deputy Chair
Dated 30 June 2021

How your ACC is funded

Budget 2021/22



Government
\$1,652m

The **Non-Earners' Account** is for people not in the workforce such as children or retirees



Employers
\$850m

The **Work Account** is for injuries at work



Employees
\$1,888m

The **Earners' Account** is for injuries outside work, eg at home or while playing sport



Motor Vehicle owners and drivers
\$460m

The **Motor Vehicle Account** is for all road-related injuries

Where the money comes from



Government and employees
\$325m

The **Treatment Injury Account** is for injuries caused by medical treatment



Investment earnings
\$1,476m

Income from our investments



Other changes to OCL
\$1,523m

Additional funds to cover the future costs of claims



Costs
\$791m

Operating and other costs

How the money is allocated



Injury prevention
\$110m

Helping the community understand how to stay safe and healthy



Treatment and emergency travel
\$2,438m

Includes visits to a GP, X-rays, surgery and associated travel



Care and support
\$1,076m

Helping people back to independence, eg through having carers or home alterations



Financial compensation and vocational rehabilitation
\$2,176m

Payments for people who are injured and can't return to work, and helping people back into work

Planned revision to Statement of Intent in 2022

Over the course of 2021/22, post-COVID 19 and post large-scale transformation, we will be reviewing and refreshing our strategy to be fit for the future. As a result, we plan to publish an updated Statement of Intent in 2022 for the years 2022–2026.

The purpose of ACC's Statement of Intent

This Statement of Intent summarises ACC's strategy for the period 1 July 2021 to 30 June 2025. It also includes performance measures that enable the public and all interested stakeholders to evaluate how effectively we have delivered against our outcomes.

The Statement of Intent should be read in conjunction with the annual Service Agreement. The Service Agreement is the annual agreement between ACC and the Minister for ACC. It sets out the initiatives we are pursuing to progress our strategic intentions, the outputs we are funded to provide and the performance measures (and targets) against which we will assess our operational performance for the next four years. The Service Agreement can be found at www.acc.co.nz.

We report against the performance measures in the Service Agreement to the Minister each quarter and in the Annual Report.

Our Annual Report provides information on our progress relative to our strategic intentions and reports on our progress over the year.

The nature and scope of ACC

ACC is the Crown Entity set up under the Accident Compensation Act 2001 to deliver New Zealand's accident insurance Scheme.

The Scheme was established following the 1967 Royal Commission of Inquiry chaired by the Rt Hon Sir Owen Woodhouse. The 'Woodhouse Report' led to an extension of the no-fault accident cover to include all injuries for workers (for both work and non-work injuries) and motor vehicle injuries. The Scheme was then extended to cover those groups of people previously not covered (including students, non-earners and visitors to New Zealand).

The purpose of the Scheme is to deliver injury prevention initiatives and no-fault personal injury cover for everyone in New Zealand.

Under the Scheme, individuals forgo the right to sue for compensatory damages following injury, in exchange for comprehensive accident insurance cover and compensation.

The strategic direction laid out in this Statement of Intent reflects the Government's priorities for ACC, as well as how we contribute to the long-term Government outcomes for New Zealand.

Our vision and values

Ko tō tātou tirohanga whakamua, ko te whakawhanaketanga mai o tētahi hononga motuhake ki ia tangata o Aotearoa, kia pai ake ai tō rātou noho, mā te whakaheke i te tūponotanga atu me te pānga atu o ngā wharanga.

Our vision is to create a unique partnership with every New Zealander, improving their quality of life by minimising the incidence and impacts of injury.

The values we have adopted as we set about achieving our vision are:

- Haumaru Aotearoa | Safe Kiwis
- Hoamahi pai | Good partners
- Kaitiaki tōtika | Responsible stewards
- Ko te tangata i mua i te tukanga | People before process.
- Mahi tōtika, ngākau tuwhera | Fair and open

Each one of our values is important and they should be held together in balance.

Our outcomes

We will achieve our vision by delivering on our outcomes. These outcomes articulate what we are delivering to support a healthy and prosperous New Zealand.

- Reduce the incidence and severity of injury in New Zealand
- Rehabilitate injured people in New Zealand more effectively
- Ensure that New Zealand has an affordable and sustainable Scheme.

Our intentions

While our vision, values and outcomes are intended to be enduring and remain largely constant over time, our intentions change over time to reflect our medium-term areas of focus. We group our intentions into two categories: strategic intentions and organisational and health capability intentions.

Strategic intentions

Our strategic intentions reflect the areas that need the most focus over the period of this Statement of Intent. They demonstrate where we intend to focus our efforts to deliver our vision, our outcomes and the Government's priorities for ACC. These are

- increase the success of our injury prevention activities
- improve our customers' outcomes and experiences
- improve the sustainability of the Scheme.

Organisational health and capability intentions

To successfully deliver our outcomes and our strategic intentions we need to have high-performing, diverse teams that are focussed on all our different customers. These teams must be supported by a suite of modern, reliable and secure systems.

Our organisational health and capability intentions for 2021–2025 are:

- **People** – maintain a diverse, high-performing workforce empowered to deliver great customer experiences and outcomes
- **Information** – improve the way we use, protect and share information
- **Technology** – support ACC business outcomes with modern, reliable and secure information technology.

Our outputs

We aim to achieve the best possible delivery of New Zealand's unique ACC Scheme through four outputs (our core activities):

Injury prevention

We aim to reduce the incidence and severity of injury to reduce the economic, social and personal impacts on individuals and to achieve a cost-effective reduction in levy rates or government funding. We prioritise our efforts on preventing or avoiding high-cost and high-volume injuries that affect ACC's claims costs, outstanding claims liability and levies.

Levy setting and collection

In order for us to deliver services we must collect revenue. Through our levy setting process, we calculate our future revenue needs for each Account and recommend levies in line with the full-funding requirements of the Scheme.

We aim to fully fund the cost of new injuries by collecting sufficient levies each year to provide for all the immediate and future costs of the injuries occurring in that year occurring in that year where applicable.

Investment management

Because serious injuries will require ongoing expenditure for decades into the future, a portion of levies collected each year is set aside to provide for future costs. We invest these funds to meet the future costs of claims.

We tend to favour long-term investments that we expect to deliver relatively certain income streams for long periods of time. Such investments attempt to match our long-term cash flow requirements and provide a partial offset against the risk of declines in interest rates.

In managing our investments, we must meet the dual objectives of maximising returns while investing in an ethical way.

Claims management

We deliver effective, high-quality rehabilitation services so that injured people covered by the Scheme receive appropriate medical treatment, social and vocational rehabilitation services and compensation to enable a timely return to work, independence or everyday life.

Whāia Te Tika

We aim to deliver more equitable outcomes and better claims experiences for Māori. Whāia Te Tika, our Māori strategy, aims to create these improvements through Te Arotahi Kiritaki (strong customer focus), Kia Hiranga Te Mahi Ngātahi

(partnering for excellence) and Whakawhanaketia (developing capability).

Ultimately, we want to achieve results that mean:

- barriers to access and engagement for Māori are removed, reducing disparities and improving equity
- Māori are injured less often
- Māori customers receive the right support in the right way for them and their whānau
- we engage with, understand and respond to the needs, expectations, aspirations of Māori when they engage with ACC and
- we partner with Māori health providers and other agencies to design and deliver products and services to meet Māori customer needs.

Environmental, social and governance

Environmental, social and governance (ESG) themes are at the core of how ACC functions. ESG challenges and opportunities have long been considered in the way we operate internally, how we design and deliver our services to customers and how we manage our investments.

We take our responsibilities regarding climate change, sustainability and ethical investment extremely seriously.

Our performance plays a critical role in supporting and improving the wellbeing of New Zealand. We recognise the leadership role we must play by taking active steps to reduce carbon emissions, improve energy efficiency and reduce waste.

As a publicly administered and delivered social insurance scheme, the social value we deliver is an integral part of our business, being fundamental to our strategic intentions.

ACC's corporate governance is largely underpinned by legislation, which determines the structure of the Board and Ministerial oversight. Within this legislated structure, ACC's governance framework includes ACC Executive and Board oversight, and risk management.

Strategic framework

Long term (Enduring)		Medium term (Four years)	Near term (One year)
Vision	Outcomes	Intentions	Our outputs
	Our outcomes describe, at a high level, what we are delivering to support a healthy and prosperous New Zealand.	Our intentions reflect the areas that need the most focus during the four-year period covered by our Statement of Intent. They demonstrate where we intend to concentrate our efforts to deliver our vision, our outcomes and the Government’s priorities for ACC. We have strategic intentions and intentions to improve the organisational health and capability of ACC.	We aim to achieve the best possible delivery of New Zealand’s unique ACC Scheme through four outputs representing the core activities we deliver and the areas we invest in.
To create a unique partnership with every New Zealander, improving their quality of life by minimising the incidence and impact of injury.	Reduce the incidence and severity of injury in New Zealand.	Injury prevention Increase the success of our injury prevention activities.	Injury prevention We aim to reduce the incidence and severity of injury to reduce the economic, social and personal impacts of injury on individuals and to achieve a cost-effective reduction in levy rates or government funding.
	Rehabilitate injured people in New Zealand more effectively.	Customer outcomes and experiences Improve our customers’ outcomes and experiences.	Levy setting and collection In order for us to deliver services we must collect revenue. Through our levy-setting process we calculate our future revenue needs for each Account and recommend levies in line with the full funding requirements of the Scheme.
	Ensure that New Zealand has an affordable and sustainable Scheme.	Sustainability Improve the sustainability of the Scheme.	Investment management Serious injuries will require ongoing expenditure for decades into the future, so a portion of levies collected each year is set aside to provide for future costs. We invest these funds to meet the future costs of claims.
Values		Organisational health and capability	Claims management
Safe kiwis Good partners Fair and open Responsible stewards People before process		People – maintain a diverse, high-performing workforce empowered to deliver great customer experiences and outcomes. Information – improve the way we use, protect and share information. Technology – support our business outcomes with modern, reliable and secure information technology.	We deliver effective, high-quality rehabilitation services so that injured people covered by the Scheme get appropriate medical treatment, social and vocational rehabilitation services and compensation to enable an early return to work, independence or everyday life.

Measuring our contribution to New Zealand

“The purpose of this Act is to enhance the public good and reinforce the social contract represented by the first accident compensation scheme by providing for a fair and sustainable scheme for managing personal injury that has, as its overriding goals, minimising both the overall incidence of injury in the community, and the impact of injury on the community.”

Accident Compensation Act 2001.

Public value is an organising principle for public service organisations that is equivalent to shareholder value for private organisations. It has been adopted by public sectors worldwide.

The framework recognises that our activities should:

- create economic or social value for clients as individuals or society at large
- enjoy sufficient support from politicians and the wider public to attract necessary resources
- be achievable given the capabilities available from ACC and external suppliers.

The public value generated by ACC

ACC creates both economic and social value for New Zealand.

ACC creates economic value by:

- Reducing the total burden on the productive portion of society to rehabilitate and compensate the injured

- Providing effective injury management that pays benefits quickly, speeds return to work (thereby lifting workforce participation and improving New Zealand’s economic performance) and reduces the cost of healthcare and other government services for the injured
- Reducing dispute litigation activity and cost because of the comprehensive no-fault nature of the Scheme and lowering administration costs because of the economies of scale of a single scheme.

As ACC is a publicly administered and delivered social insurance scheme, the social value we deliver is an integral part of our business and is fundamental to our strategic intentions.

ACC creates significant social value for New Zealand by:

- delivering evidence-based programmes to reduce the number of accidents and the severity of any injuries suffered
- risk pricing in a way that incentivises behaviours that reduce the frequency and severity of injuries
- increasing broad participation in sport and leisure activities by New Zealanders and tourists
- ensuring effective injury management that improves quality of life for all injured people and their carers, whānau and communities
- rehabilitating people effectively
- providing injury compensation for all, thereby improving social inclusion and cohesion
- eliminating injury as a driver of poverty.

Measuring public value

We have identified three categories of measurement in our public scorecard that enable us and others to assess our performance in delivering public value:

Impact – how effective are we at delivering the desired outcomes?

- Rate of serious injury (including fatal) for 0 to 20-year injury prevention programmes
- Rate of serious injury for workplace injury prevention programmes
- Return to work within ten weeks
- Return to independence for those not in the workforce
- Growth rate of the Long-Term Claims Pool

Customer – what is the quality and effectiveness of the services provided?

- Public trust and confidence
- Net Trust Scores for:
 - Client,
 - Māori,
 - Business, and
 - Provider.

Sustainability – are we delivering value for money and a sustainable Scheme?

- Return on investment for 0 to 20-year injury prevention programmes
- Return on investment for workplace injury prevention programmes
- Change in treatment cost per injury
- Average care hours per serious injury claim
- Actuarial movement¹
- Investment performance (after costs) relative to benchmark.

Annual targets for these measures will be presented in our Service Agreement.

We will also continue to report on our environmental performance.

In addition, we have organisational health and capability measures to demonstrate the extent to which we are achieving our organisational health and capability intentions.

1. The actuarial movement is the percentage movement (increase or decrease) in the value of the expected future costs for all existing claims. This arises when the numbers, types and costs of injuries differs from expectations.

Our strategic intentions

We have three outcomes that we aim to achieve over the long-term:

- Reduce the incidence and severity of injury in New Zealand
- Rehabilitate injured people in New Zealand more effectively
- Ensure that New Zealand has an affordable and sustainable Scheme

We intend to deliver on our outcomes by pursuing three core strategic intentions:

- Increase the success of our injury prevention activities
- Improve our customers' outcomes and experiences
- Improve the sustainability of the Scheme.

Our strategic intentions represent the areas where we are concentrating our efforts. They reflect both our outcomes and the Government's priorities for ACC

Increase the success of our injury prevention activities

It all starts before injury, because most injuries are preventable. By preventing injuries or reducing the severity of injuries sustained in the first place, we can reduce overall harm to New Zealanders.

But we know we cannot do this important task alone. Our network of partners helps us design and deliver a set of well-integrated injury prevention programmes. This spirit of partnership extends to communities across New Zealand, allowing us to work together to deliver programmes that improve the safety of New Zealanders of all ages and across a wide range of settings. These programmes include:

- initiatives to improve the knowledge, attitudes and behaviours of sports players, coaches, referees and healthcare providers
- training programmes for motorcyclists and young drivers, who are over-represented in crash statistics
- tools to support leading health and safety practices in workplaces
- initiatives to reduce the number of falls suffered by older New Zealanders
- prevention systems to prevent family and sexual violence.

Our success in injury prevention goes a long way towards improving the quality of life in New Zealand while ensuring the long-term sustainability of the Scheme.

We will deliver our injury prevention intention by focusing on five priorities:

- use analytics to increase impact
- partner outside ACC for greater effect
- work with communities to extend our reach
- ensure that injury prevention efforts reduce the outstanding claims liability

- design for New Zealanders to create behaviour changes and large scale, long-term, sustainable societal change.

We use analytics to target our injury prevention investments and increase the impact of our efforts

The use of analytics gives us greater insights into how New Zealanders live, work and play. We know where to focus our injury prevention investment because we have visibility of reliable risk predictors. These analytics-based insights help us to target our interventions, increasing the return from our injury prevention investments and reducing the harm through injuries to New Zealanders.

We increase prevention effectiveness by partnering with capable, like minded organisations

We are more effective at tackling the significant injury challenges together with strong, capable partners who share our vision, passion and ambition. We expect that those partners will continue to challenge us to be more innovative in our programme design. We stay the course with our partners because we understand that successful injury prevention requires a long-term focus.

We extend our reach by working closely with communities

We develop and deploy injury prevention initiatives in partnership with communities, allowing us to reach a wider range of ages and settings. Those communities understand the role they can play and are empowered to drive their own injury prevention strategies.

Our injury prevention investments contribute to a reduction in the Outstanding Claims Liability





Our injury prevention programmes continue to deliver an ambitious return on investment, and this translates to a measurable impact on the rate of growth in the Outstanding Claims Liability. By measuring our impact on the Outstanding Claims Liability, we can ensure we are improving the quality of New Zealanders' lives.

We design for New Zealanders, creating sustained behaviour changes and large scale, long-term, sustainable societal change

We are increasing the effectiveness of our injury prevention programmes by designing them to create and incentivise sustainable prevention behaviours. We do this by making sure we co-design our programmes with our customers and our partners. The new programmes we design and implement are more focused on cohorts of New Zealanders rather than narrow injury settings. We are increasing our investment in areas such as the prevention of family and sexual violence, Kaupapa Māori and using broader channels to influence attitudes and change behaviour.

How we will know we are on track

We use a subset of our public scorecard measures to demonstrate the extent to which we are making a difference

Category	Measuring our contribution	Actual 2019/20	Actual March 2021	Targeted trend	Why this measure is important
Impact Are we delivering the right outcomes?	Rate of serious injury 0 to 20-year programmes	9.3	9.1		Our investment in changing the behaviours of New Zealanders should reduce the severity of injuries sustained in the settings targeted by our investments.
	Rate of serious injury workplace programmes	0.16	0.16		This should, in turn, allow injured New Zealanders to return to work or independence more quickly.
Sustainability Are we delivering value for money and a sustainable Scheme?	Return on investment 0 to 20-year programmes	\$1.99:\$1	\$2.01:\$1		We invest to keep New Zealanders safe from accidental injury by working with others to reduce the risk across a range of areas.
	Return on investment workplace programmes	\$1.43:\$1	\$1.53:\$1		By reducing risk (and the number of injuries sustained) in a cost-effective way, we can reduce the burden on levy payers and increase the long-term sustainability of the Scheme.

Improve our customers' outcomes and experiences

Once somebody has sustained an injury, we know that person's health and wellbeing is significantly improved with a rapid return to independence. This improvement extends to their family, whānau and community.

By connecting closely with providers, we will enable clients to access the right treatment and rehabilitation services at the right time from across the health sector. This enables simple, seamless and effective delivery of treatment and rehabilitation services.

To help all New Zealanders access our services in a way that meets their needs, we are committed to ensuring the delivery of services reflects the rich diversity of our communities.

We will continue to improve our customers' outcomes and experiences by focusing on four priorities:

- deliver high quality and effective services to enable clients to return to independence
- partner with providers, businesses, government agencies, iwi, hapū, whānau and communities
- make it easier to work with us
- improve access, outcomes and experiences for Māori

We deliver high quality and effective treatment and rehabilitation services for our clients to enable a return to independence

We ensure we are delivering the right type of treatment and rehabilitation support for our clients' needs allowing the most appropriate client outcomes. This support ranges from that provided for clients largely self-managing their recovery, to clients whose recovery is actively supported by our providers.

We partner with providers, businesses, government agencies, iwi, hapū, whānau and communities to enable improved value for our customers

We build enduring partnerships with providers, businesses, government agencies, iwi, hapū, whānau and communities to create greater personalisation of service for our clients. This enables the delivery of improved value for our customers.

We actively make it easier for our customers and others to work with us

It is easier for New Zealanders to work with us because we offer increased choice, be it the payment of levies to the delivery of treatment and rehabilitation services. Our customers have a wider range of ways to deal with us. The complexity of interactions with ACC is reduced and our customers (regardless of whether they are clients, businesses or providers) see there is less 'red tape' to navigate.







We achieve improved access, experiences and outcomes for Māori

We know from our data Māori are more likely to sustain serious life-changing injuries but are less likely to access our services. We facilitate the participation of Māori by ensuring their experience with us and our providers is appropriate for their unique needs, expectations and aspirations. This leads to improved rehabilitation and independence outcomes.

Our initiatives need to benefit Māori access, experiences and outcomes from a Māori world view. Therefore, we will adopt a kaupapa Māori approach to ensure that Māori have input into design and delivery of our initiatives.

How we will know we are on track

We use a subset of our public scorecard measures to demonstrate the extent to which we are making a difference

Category	Measuring our contribution	Actual 2019/20	Actual March 2021	Targeted trend	Why this measure is important
Impact Are we delivering the right outcomes?	Return to work within ten weeks	65.0%	62.3%		We know that a rapid return to work makes a big difference to people's health and well-being while reducing the negative impacts of injury.
	Return to independence for those not in the workforce	89.1%	87.6%		Research tells us, that just like work, a rapid return to independence reduces the adverse social and economic impacts of injury
	Growth rate of the Long-Term Claims Pool	+12.6%	+13.3%		Getting clients back to independence is positive for them and can make a significant difference to the long-term sustainability of the Scheme.
Customer Did we meet our customers' expectations?	Public trust and confidence	65%	68%		The way the public views ACC is a useful indicator of how effectively we have communicated the value that ACC delivers, and demonstrated this in our interactions with levy payers, clients, providers and stakeholders.
	Client net trust score	+31	+30		If we get their experiences and outcomes right, our clients will trust us and have confidence in our abilities to support their return to independence.
	Client net trust score for Māori	+43	+26		
	Business net trust score	-1	-5		As we more effectively engage with business customers and make it easier to work with us, they will develop a stronger belief in ACC's purpose and the value of their levy.
	Provider net trust score	-14	-10		Successful partnering through consistent decision making, improved engagements and the ease of working with us will increase the trust and confidence health providers have in us.

Improve the sustainability of the Scheme

To ensure the longevity of the Scheme for future generations of New Zealand, we need to be considerate of our environmental, social and financial sustainability.

Our careful stewardship of the Scheme will ensure we can continue to provide the high-quality services our clients need, while not simultaneously imposing a burden on future levy payers (including the Government).

We recognise that social, health and economic issues can be interconnected, so we manage the Scheme focussed on both financial and non-financial sustainability via environmental, social and governance themes. We consider these issues in the way we operate internally, how we design and deliver our services to customers and how we manage our investments and claims liabilities.

As we support our clients to achieve high-quality rehabilitation and independence outcomes, we must balance the continued improvements to customer experience and outcomes with a financially sustainable Scheme to minimise levy volatility.

We must be mindful of the role we play in maximising intergenerational fairness. Our responsible stewardship of the Scheme will reinforce the fully funded model. This means we can reduce the need for future generations of levy payers to cover the costs of injuries that happened in earlier years.

Some clients with serious injuries will require ongoing support for decades into the future. A portion of levies collected each year is set aside to provide for these future costs. We invest these funds to meet the future costs to support these clients. Our investment fund is one of the largest in New Zealand.

The impact of climate change presents current and emerging risks to the Scheme. These risks include our financial sustainability and ability to fulfil core functions, as well our need to meet its legal obligations, respond to changing demands, and balance public and stakeholder expectations.

Climate change may have direct impact on the number of New Zealanders that are injured due to increased rates of climate change-related accidents and injuries. Climate change may also indirectly impact through a greater strain on the overall health system. We need to support the wider health system to prepare and adapt.

Climate change is also an issue of significance for many of our customers and stakeholders. This includes the Māori perspective on climate change and our commitment to listen to and meet the needs of Māori. Therefore, our actions to manage climate change impacts will align with our commitment to uphold the principles of the Treaty of Waitangi.

We will continue to strengthen the sustainability of the Scheme by focusing on five priorities:

- consider the cost of services offered to achieve the most appropriate outcomes for our clients
- manage cost and liability growth
- continue to deliver investment performance above benchmarks
- ensure risk management is embedded across the organisation
- commit to New Zealand's environmental goals.

We carefully consider the costs of the services we offer to achieve the most appropriate client outcomes and best value for our customers

We have an understanding of which treatment and rehabilitation services are most likely to provide better client and financial outcomes for given injury types. We then use that information to inform and guide our providers' and case managers' decisions.

We manage cost and liability growth

The Scheme cannot be sustainable if the costs of delivering the Scheme are not well managed. Through close management we aim to minimise the need for increases in levies and appropriations. Consistently managing cost growth while driving up satisfaction, trust and confidence is a priority.

We maintain investment performance above benchmarks to reduce the impact on levy payers

We continue to build our asset base by delivering investment returns to fund the future obligations of the Scheme. Our ability to generate a return above benchmark further reduces the impact on levy payers.

Risk management is embedded across our organisation

Operating the Scheme is not without risk. We have a well-developed, pragmatic risk management system embedded across the organisation. This is supported by a balanced view of our risk appetite, informing the key decisions we make every day.

We are committed to New Zealand's environmental goals including the net zero emissions target and achieving carbon neutrality





We will take a leadership role to support the Government's commitment to limit global temperature increases and reduce emissions. This means we are committed to New Zealand's environmental goals including the net zero emissions target and achieving carbon neutrality

When deciding on what actions to take, we need to consider how different parts of the business will be affected, what will underpin these decisions and how ambitious we will be. In managing our investments, we must meet the dual objectives of maximising returns while investing in an ethical way.

We are aiming to reduce our corporate emissions by 60% by 2025, and to reduce the carbon intensity of the global equity investment portfolio by at least 50% by 2030, both compared to 2019 levels.

How we will know we are on track

We use a subset of our public scorecard measures to demonstrate the extent to which we are making a difference

Category	Measuring our contribution	Actual 2019/20	Actual March 2021	Targeted trend	Why this measure is important
Sustainability Are we delivering value for money and a sustainable Scheme?	Change in treatment cost per injury	+6.4%	+7.1%		Managing treatment and care costs means we are effectively countering inflationary pressures while delivering effective services to our clients when needed, supporting the long-term financial sustainability of the Scheme.
	Average care hours per serious injury claim	1,393	1,385		
	Actuarial movement ²	+0.48%	+0.62% ³		By effectively managing the controllable factors driving the Outstanding Claims Liability, the long-term sustainability of the Scheme is enhanced.
	Investment performance (after costs) relative to benchmark.	+0.16%	+1.06%		The quality of our investment management is an important factor in ensuring we have sufficient resources in the future, safeguarding the Scheme for future generations.

2. The actuarial movement is the percentage movement (increase or decrease) in the value of the expected future costs for all existing claims. This arises when the numbers, types and costs of injuries differs from expectations.

3. As at 31 December 2020.

Our organisational health and capability intentions

To deliver our outcomes and our strategic intentions successfully, we need to have high-performing, diverse teams that are focussed on all of our different customers. These teams must be supported by a suite of modern, reliable and secure systems.

Our organisational health and capability intentions for 2021–2025 are:

- maintain a diverse, high-performing workforce empowered to deliver great customer experiences and outcomes
- improve the way we use, protect and share information
- support our business outcomes with modern, reliable and secure information technology

Maintain a diverse, high-performing workforce empowered to deliver great customer experiences and outcomes

Supporting injured New Zealanders and delivering our strategic intentions depends on the culture and capabilities of our people.

Our leaders will have the capabilities and motivation to develop and nurture high-performing, customer-focused teams.

Those leaders will champion efforts to make our environments, and those we have influence over, injury free. In fact, we will demonstrate genuine workplace safety leadership as an example for all New Zealand organisations.

New Zealand's diversity will increasingly be reflected in our own workforce. This will allow us to listen, respond to and anticipate our customers' needs more effectively.

This will ensure our people are highly engaged and are proud to be part of our organisation.

We will maintain a diverse, high performing team by focusing on five people priorities:

- make diversity in our teams a priority
- ensure our leaders are motivated and capable
- create healthy and safe work environments
- employ and develop capable and highly engaged people
- maintain an organisation design that facilitates high performance.

Our workforce reflects New Zealand's diversity

We have a workforce that reflects New Zealand's diversity allowing us to listen, respond to and anticipate our customers' needs. We achieve this by making diversity and inclusion matters of priority and

supporting our leaders to achieve this. We engage with our colleagues and customers to understand their perspectives and to ensure we interact in culturally effective ways.

We have highly motivated capable leaders

Our leaders at all levels are motivated to continue to build our customer-centric organisation. They are role models for our vision and values and they actively lead and inspire customer outcomes. Our leaders are collectively and individually responsible for growing and developing high-performing teams and future leaders.

We ensure the work we do and direct is healthy and safe for all involved, and the wellbeing of our people is supported

We will be leaders in workplace health, safety and wellbeing by ensuring that the work we do and direct is healthy and safe for all involved, and that the wellbeing of our people is supported. We enable our people to finish the workday in the same mental and physical condition that they started. This applies to people and places we have influence over such as our providers and contracted parties, to the extent of our influence. We champion system-wide improvements in workplace health and safety by demonstrating genuine workplace safety leadership.

Our people are capable and proud to be part of ACC



Our people are highly engaged, and they believe in the vision and values we have established. They understand their role in our purpose-led, customer-centred organisation. We actively support our people to be effective in their roles and to contribute to our successes.

Our organisational design and our practices facilitate high performance now and into the future

We ensure our organisational structures, systems, processes and practices support our people to perform at their best, and enable effective decision-making and action at all levels of our organisation. We continually improve our processes and technologies so our people spend less time on administration and more time looking after their customers. We plan for and adapt to future workforce needs.

How we will know we are on track

We use a subset of our public scorecard measures to demonstrate the extent to which we are making a difference

Category	Measuring our contribution	Actual 2019/20	Actual March 2021	Targeted trend	Why this measure is important
People	Employee net promoter score	+21.0	+3.0		Equipping our people with the right tools and capabilities enables them to be high-performing employees, proud of their organisation
	Total recordable injury frequency rate ⁴	3.2	1.9		We keep people safe, healthy and well, enabling them to arrive home in the same mental and physical condition that they were in when they left for work.

4. The total recordable injury frequency rate is the number of lost-time incidents, restricted work incidents and medical treatment incidents per million hours worked.

Improve the way we use, protect and share information

We collect and use personal, confidential and sensitive information from a large number of people and entities including clients, providers and business customers.

Our relationship with this information is complex – some information is compelled by law, some is volunteered, some comes directly from our customers and some comes to us through third parties. We use that information to make decisions about a person’s individual circumstances and in some cases, we need to share it with others. New Zealanders must have confidence that this information is collected appropriately, stored securely and accurately, only disclosed with appropriate authority and that they can access it when they need it.

At the same time, our technology must empower our people by providing them with the tools to deliver positive outcomes for our clients. Part of this empowerment will come through improved data and analytics capabilities, enhancing our culture of data-driven decision making to create a higher-performing, effective and efficient organisation.

We expect to achieve our intended information objectives through four priorities:

- maintain a custodian mind-set
- safe, appropriate sharing of information
- enable sharing of information across government where appropriate
- create organisational strength in analytics.

We are custodians of customer information

Our people respect and protect customer information as if it were their own. They follow our organisation-wide approach to privacy assurance by carefully adhering to our business processes. They are supported with effective and detailed policies. As an

organisation, we continue to use customer feedback to identify improvement opportunities.

We enable safe and appropriate sharing of information

Our information technology environment enables safe, secure, effective and appropriate sharing of information and business processes with external stakeholders including clients, businesses and providers. We maintain control of data security in our increasingly digital environment. We strive to be fair, open and transparent, and are committed to making information available under the principles of the Official Information Act, unless there is a good reason to withhold it.

We enable the appropriate sharing of information across government


We support and adopt open government data standards and promote All of Government information sharing approaches and standards. We are very clear about what information we share across government and how we enable that sharing.

We use our organisation-wide analytical strength to make effective investment decisions

Data and analytics represent important contributions to ensuring we have an effective and efficient organisation. They enable a more precise targeting of our injury prevention impacts, closer collaboration with our partners and the faster identification of new risks and opportunities. We are leveraging our investment in these capabilities to support targeted activities to deliver customer outcomes.

How we will know we are on track

We use a subset of our public scorecard measures to demonstrate the extent to which we are making a difference

Category	Measuring our contribution	Actual 2019/20	Actual March 2021	Targeted trend	Why this measure is important
Information	The number of category 3, 4 and 5 breaches and near misses	0	0		<p>We deal with confidential and sensitive information for a large number of people and entities. Our customers expect us to protect this information and maintain our progress in reducing privacy breaches.</p> <p>Having the right practices and procedures in place to safeguard our customers' information appropriately is a foundation of trust and confidence.</p>

Support ACC business outcomes with modern, reliable and secure information technology

ACC will continue to evolve as an organisation requiring the development of new capabilities to respond to the challenge of offering our customers more choice with less effort when they interact with us.

In this changing environment, we need to ensure our organisation, our clients and our providers are supported by reliable, safe and secure information technology. This technology needs to be flexible to allow us to quickly adapt to changing needs.

We intend to deliver this flexible, adaptive technology environment through an ongoing programme of investment including:

- digital channel enhancements – to increasingly allow our customers to communicate with us in the form that is easiest for them
- cloud architecture – to create the basis for future agility and ongoing cost control
- enterprise resource planning system – to provide a single, integrated system for financial management, procurement and human resource processes.

We will achieve our technology intentions by focusing on four priorities:

- maintain safe, secure and stable technology
- empower our people through technology
- enable our digital aspirations
- create and maintain an adaptive environment.

We maintain safe, secure and stable information technology

Our information technology environment is stable, secure and trusted with interruptions to the delivery of business services minimised over periods of business change.

Our technology empowers our people

We enable smarter, more efficient work practices and provide accurate, timely and relevant information. Our technology environment delivers genuinely smart insights allowing us to make better decisions every day. More broadly, it supports effective teams and provides us with the opportunity to personalise our services, improving the delivery of outcomes for our clients.

Our technology enables our digital aspirations


We do not shy away from innovation and we are prepared to experiment with quick learning and 'fast fail' approaches. This innovation allows us to seamlessly integrate ACC into our customers' digital lives. Digital technologies reduce manual processes, so our customers have higher value, more human interactions with us. Our customers' experiences are consistent regardless of the channel they choose. We offer payment options that are suited to the digital world.

We create and maintain an adaptive technology environment

We create and maintain an adaptive technology environment, enabling both core business process delivery and the introduction of enhanced capabilities. This environment will ensure our platforms, products and services support the full breadth of our customer base. It will also be flexible enough to allow us to quickly adapt to the changing needs of ACC and all our customers. It demonstrates value for money.

How we will know we are on track

We use a subset of our public scorecard measures to demonstrate the extent to which we are making a difference

Category	Measuring our contribution	Actual 2019/20	Actual March 2021	Targeted trend	Why this measure is important
Information technology	Overall operational system availability	99.9%	99.9%		Our systems need to be available so that we can deliver the services our customers expect.

Governance and managing risk

ACC is a Crown entity for the purpose of section 7 of the Crown Entities Act 2004 (CEA). As such, ACC is governed by an independent Board with the authority to exercise the powers and perform the functions of the entity.

All decisions relating to the operation of ACC must be made by, or under the authority of, the Board in accordance with the CEA and the Accident Compensation Act 2001 (AC Act). Members of the Board are accountable to the Minister for ACC for performing their duties as Board members.

The Board has four committees: risk assurance and audit, governance and remuneration, investment, and health sector strategy advisory. The Board may delegate responsibility, through Board resolution, to any committee to help the Board govern important aspects of our organisation. The Board delegates the day-to-day management and leadership of ACC to the Chief Executive.

Our risk environment is complex, and we are exposed to a broad range of risks. The Board determines our tolerance level for risk in each key area. This includes the amounts and types of risk we are willing to take in pursuit of achieving our strategic intentions. The active identification and management of risks supports us in achieving our strategic intentions.

ACC Board and governance framework

Our board and governing legislation

ACC is committed to delivering customer outcomes supported by excellent corporate governance processes and practices and continues to seek best practice in our corporate governance.

ACC is governed by a Board of up to eight non-executive members, each appointed by the Minister for ACC for up to three years. The Minister can reappoint a Board member or shorten a Board member’s term.

The Board has the authority to exercise ACC’s statutory powers and perform its functions. The Board may only act for the purpose of performing ACC’s statutory functions.

Board members are accountable to the Minister and also to ACC for the performance of their duties. The Board’s governance role is largely governed by the provisions of the:

- CEA 2004
- AC Act 2001
- Public Service Act 2020
- Public Finance Act 1989
- Health and Safety at Work Act 2015
- Climate Change Response (Zero Carbon) Amendment Act 2019.

These Acts include the following elements:

- Maintaining appropriate relationships with the Minister, Parliament and the public
- Ensuring ACC’s compliance with the law, ACC’s accountability documents and relevant Crown expectations
- Ensuring that ACC is a good employer and creates a supportive environment that promotes the

highest standards of safety and wellbeing, both for its employees and for the communities it serves

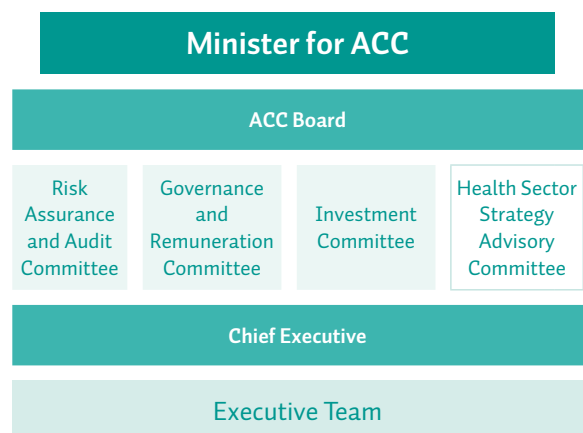
- Setting strategic direction and developing policy on the operation and implementation of the legislation
- Maintaining the financial viability and security of ACC and its investments
- Appointing the Chief Executive of ACC
- Monitoring the performance of ACC and its Chief Executive
- Exercising due diligence to ensure that ACC complies with its obligations and primary duties.

All decisions relating to the operation of ACC must be made by, or under the authority of, the Board.

The Board delegates to the Chief Executive the day-to-day management and leadership of ACC. In particular, this includes matters relating to ACC’s responsibilities as an employer.

ACC’s governance and management structure is as follows:

FIGURE 1 – GOVERNANCE STRUCTURE



ACC Board committees

Risk Assurance and Audit Committee

The Risk Assurance and Audit Committee assists the Board to fulfil its responsibilities for risk assurance and audit reporting relating to ACC and its wholly owned subsidiary Shamrock Superannuation Limited (Shamrock). The Board may delegate to the Committee responsibilities associated with the sign-off and publication of the ACC Annual Report and financial statements.

Investment Committee

The Board Investment Committee assists the Board to monitor ACC's investment responsibilities. The Board has delegated to this Committee the authority for investment decisions.

Governance and Remuneration Committee

The Governance and Remuneration Committee assists the Board to fulfil its responsibilities for Board and Executive succession planning, Executive remuneration and monitoring ACC's Talent Strategy.

Health Sector Strategy Advisory Committee

The Health Sector Strategy Advisory Committee assists the Board by providing advice on the development, design and implementation of the Health Sector Strategy, including on the approach for meaningful sector engagement and implementation.

In addition, ACC has set up a temporary nomination committee to support the recruitment of a new Chief Executive for ACC.

Remuneration

Board members are remunerated under the Cabinet Fees Framework (the Framework), at a rate approved by the Minister. The remuneration of the Board committees' external members is also subject to the Framework.

The Governance and Remuneration Committee reviews the performance and remuneration of the Chief Executive, senior management and other critical roles at ACC.

NZX Corporate governance code

ACC has elected to report against the NZX Corporate Governance Code (the NZX Code) in its Annual Report. The NZX Code promotes eight principles for good corporate governance. ACC complies with all areas of the NZX Code that apply to ACC as a Crown entity.

ACC corporate responsibility

The Board recognises that ACC's activities and investments affect New Zealand communities, and therefore it seeks to avoid activities that would be regarded as unethical by a substantial majority of the New Zealand public. The ACC Board is guided by New Zealand and international laws, Treaty of Waitangi obligations, global ethical practices, and its roles in the public sector and investment community.

The Board commits to:

- conducting ACC's investment and procurement activity in a lawful manner
- considering environmental, social and governance issues when making decisions on investment and/or procurement activities
- providing overall guidance as to the types of activity that are considered unethical, and setting ACC's ethical investment policy to ensure that ACC meets its ethical investment objectives and fiduciary responsibilities as a trustee in a manner that is transparent
- avoiding prejudice to New Zealand's reputation as a responsible member of the world community.

Our Code of Conduct specifies business standards and ethical considerations, as well as the expectation that all employees will promote the principles of equal opportunity in employment.

Subsidiary company

Shamrock, a wholly owned Crown entity subsidiary of ACC, was established in 1991 to act as the corporate trustee for the ACC Superannuation Scheme.

Shamrock's role is to act in the interests of members by being an independent supervisor and custodian of the Scheme's assets. Shamrock is bound by the ACC Superannuation Scheme's Trust Deed.

Te Tiriti o Waitangi

Ko te Tiriti o Waitangi te kawenata i tū ai te kāwanatanga o Aotearoa, waihoki tēnei motu whānui. Kei te tautoko mātou i ngā hononga a te Karauna ki raro i te Tiriti o Waitangi, ā, ka āta tuku mātou i ā mātou ratonga kia hua mai ai ngā putanga taurite ki te iwi Māori.

Treaty of Waitangi

We recognise that the Treaty of Waitangi is a founding document of government in New Zealand and established the country as a nation. We aim to support the Crown in its Treaty of Waitangi relationships and deliver our services in ways that enable equitable outcomes for Māori.

Managing risks

ACC is exposed to a range of external risk factors. These include the macroeconomic and geopolitical landscape, changing societal trends and customer expectations, and developments in technologies. We are also exposed to risks of cyber attacks and other workplace events that may affect our people's health and safety.

Our Enterprise Risk and Compliance Framework outlines the responsibilities, processes and practices that enable people to manage risk as part of their day-to-day decision-making. All staff members take responsibility for identifying and managing risk on behalf of ACC, while the Board determines our tolerance level for risk in each key area.

Effective risk management facilitates achieving our objectives and underpins our performance culture. We are committed to embedding risk management in everything we do at ACC.

Our approach to managing risk

Our Enterprise Risk and Compliance Framework is aligned to AS/NZS ISO 31000:2009 *Risk management – principles and guidelines* and the COSO *Enterprise Risk Management – Integrated Framework*. In 2017 we adopted a five lines of assurance model as our risk environment. Now, several years on, the five lines of assurance model is embedded, both in our governance structure and in practice (with each line of assurance performing its discrete role).

We understand and manage risks through regular engagement between the Executive and the Board on risk matters. The Executive determines and prioritises entity level risks. The Board focuses on the key risks and considers the management actions taken to mitigate the risks so that they remain within our risk appetite.

The Board is regularly presented with status reports on ACC's entity level risks for challenge and discussion. This provides opportunities for the Board and the Executive to identify the value creation (upside) and value protection (hygiene and compliance) aspects of risks, and to assess the current (residual) risk for each strategic intention. This strengthens the links between organisational risk appetite, strategy, performance, risk management and independent assurance.

Entity level risks

While risks are dynamic in nature and are constantly evolving, we have identified nineteen entity level risks, of which the following six are rated High:

Risk

Benefits

Risk that we fail to effectively identify and/or realise the short and long-term outcomes and benefits of our Transformation investment

Claims cost management

Risk that we do not adequately anticipate, monitor and respond to claims cost performance trends resulting in pressures on levy rates

Māori access and outcomes

Risk that we fail to make progress in implementing initiatives that are meaningful, scalable or timely enough to materially improve Scheme access, outcomes and engagement with Māori

Customer outcomes

Risk that if we do not define and measure outcomes effectively, we may not fulfil our obligations under Te Tiriti o Waitangi and may fail to meet the current and future needs of our customers (injured people, levy payers, safer communities) in the context of ACC's strategic outcomes.

Continued...

Response and Business Interruption Management

Risk that we fail to effectively respond to, and recover from a business interruption

Model

Risk that reliance on material models to facilitate key organisational decisions (resource allocation or investments) result in unintended outcomes due to a limitation in that model as a result of a lack of judgement applied to the interpretation of the model output, poor model calibration, model design flaw or documentation.

The other entity risks that are also closely monitored are: climate change response; health, safety and wellbeing; leveraging our information assets; privacy; customer centricity; financial markets shock; cyber security; injury prevention impact; public awareness of the Scheme; people and culture; change delivery; conduct; and changes to the Scheme.

Our most recent High rated entity risks and the current management actions in response can be found in our quarterly reports to the Minister, published on our website at www.acc.co.nz.

Focus areas

The relevance of risk culture to effective risk management cannot be overstated. Even sophisticated risk management practices can fail when the requisite underpinning risk culture is not present. In 2019 ACC took proactive steps to assess its risk culture, engaging with KPMG to complete a risk culture review. Having established a baseline assessment, ACC will continue with its activities to improve its risk culture year on year.

To make risk management practical and accessible to all staff, ACC is establishing an enterprise risk management system (Te Awatea). This will be the foundational tool for all critical risk management activities, including recording of risk profiles, incidents and management responses.

Often the primary focus of risk management is on mitigating the adverse impact of known risks. A mature organisation recognises that risk management also involves deliberately taking risks, applying risk-based decision making, when:

- opportunities exist which will enable the organisation to achieve an objective
- the risks are within its risk appetite.

ACC's ability to successfully take advantage of such opportunities will be enhanced by ACC's maturing risk culture, ongoing improvements to the suite of risk management tools and by risk management becoming a more integral part of business and strategic planning activity.

There is growing evidence that mature risk management practices help create high performance organisations. The continual improvement of ACC's risk management practices and culture will contribute materially to lifting ACC's performance.

Specific annual initiatives will be presented in the Service Agreement.

Glossaries

Glossary of terms

ACC Scheme

New Zealand's no-fault accident insurance scheme that provides cover to all New Zealanders and visitors to our country.

Accident Compensation Act 2001 (AC Act)

The major piece of legislation under which ACC is governed.

Account

ACC manages five Accounts, each funded differently. Combined these Accounts fund every accident, treatment and compensation claim that ACC covers.

Business customer

A business that pays a levy under the Scheme.

Client

A person who makes a claim under the Scheme.

Consumer price index

A measure of the price change of goods and services purchased by private New Zealand households.

Crown entity

An organisation in which the Government has a controlling interest.

Customer

A client, provider or business customer.

Earners' Account

The Account for non-work injuries for people in employment that occur outside work (e.g. at home or playing sport), that are not motor vehicle or treatment injuries.

Entitlement claim

A claim that has received additional support, such as weekly compensation or social or vocational rehabilitation for a covered injury, as well as any funded medical treatment required.

Full-time equivalent

The hours worked by one employee on a fulltime basis, generally considered to be 35–40 hours per week.

Gradual process claims

Claims as a result of injuries that have occurred due to prolonged exposure in the workplace to conditions that result in some form of harm (e.g. hearing loss).

Labour cost index

A measure of the increased cost of salaries and wages paid to workers, commonly expressed as an annual percentage.

Levies

Amounts charged, separate from general taxation, and used to cover the cost of injuries caused by accidents within the Motor Vehicle, Earners' and Work Accounts.

Motor Vehicle Account

The Account for all road-related injuries.

Non-Earners' Account

The Account for injuries of people not in the workforce, such as children and retirees.

Outstanding claims liability (OCL)

An estimate of the present value of expected future payments on all existing ACC claims.

Pay-as-you-go basis

Funding the costs of injuries as the costs are incurred.

Provider

A person or organisation providing a treatment or rehabilitation service to a client (e.g. a GP or physiotherapist).

Return on investment

The return or benefit obtained from an investment over and above the original investment, commonly expressed as a percentage or ratio.

Risk margin

ACC has added a risk margin to the central estimate of the discounted future claim payments to provide for a higher degree of certainty that the liability for outstanding claims, at balance date, will be adequate to cover possible adverse developments.

Shaping Our Future

Our overarching strategy to look at how we operate, from our technology to how we train our people, while putting the customer at the centre of everything we do.

Statement of Intent

A statutory document that covers a four-year period and outlines our medium-term strategic intentions.

Strategic intentions

The areas that ACC has identified as needing the most focus during the period of the Statement of Intent (2021–2025).

Superimposed inflation

Increase in costs over and above baseline inflation.

Transformation programme

A series of projects that were focused on improving our systems, processes and employee capabilities.

Treatment Injury Account

The Account for injuries arising during medical treatment.

Weekly compensation

Payments to a client who cannot work because of an injury, based on 80% of weekly income (capped) before the injury occurred.

Whāia Te Tika

Our strategy to pursue what is right for Māori and deliver on our aspirations.

Work Account

The Account for injuries that occur in the workplace.

Glossary of performance measures

Actuarial movement

The percentage growth in the Outstanding claims liability (balance at the start of the year) from actuarial gains or losses. Actuarial gains or losses arise from claim volumes, types and costs differing from expectations.

Average care hours per serious injury claim

The average annual hours of attendant care, home help and childcare per serious injury claim. Presented as a rolling four-quarter result.

Change in average treatment cost per injury

The percentage growth in the average cost of medical treatment and elective surgery per claim. Presented as a rolling 12-month result.

Employee net promoter score

A measure of how likely our employees are to recommend ACC as a place to work. Respondents rate themselves on an 11-point scale, with 0 being 'not at all likely' and 10 being 'very likely'. The net promoter score is the proportion of 'promoter' respondents (score 9–10) less the proportion of 'detractor' respondents (score 0–6). Total scores can range from -100 to +100.

Growth rate of the Long-Term Claim Pool

The percentage growth in the number of Long-Term Claim Pool clients who have received weekly compensation for more than 365 days. Presented as a point-in-time result.

Investment performance after costs relative to benchmark

A measure of ACC's investment performance after costs compared with the industry standard. Measured as the percentage above the blended market average benchmark. Presented as a year-to-date result.

Net trust score

A measure of the extent to which respondents have trust and confidence in ACC on a 0–10 scale grouped into four categories (low trust and confidence, medium trust and confidence, high trust and confidence, and don't know/refused). The net trust score is the proportion of respondents with high trust and confidence (score 9–10) less the proportion of respondents with low trust and confidence (score 0–6). Overall scores can range from -100 to +100. Four groups of our customers are included; clients, Māori clients, providers and businesses

Number of category 3, 4 and 5 privacy breaches and near misses

The year-to-date number of category 3, 4 and 5 privacy breaches and near misses. The category of a breach or near miss is determined using the Government Chief Privacy Officer's definition of a privacy breach.

Overall operational system availability

Percentage of time key applications and networks are available to perform required functions. Presented as a year-to-date result.

Public trust and confidence

The proportion of general public surveyed (who felt they had a reasonable understanding of ACC) who reported having full trust and confidence in ACC. Presented as a rolling four-quarter result.

Rate of serious injury

The number of new serious injury and fatal claims where we have injury prevention programmes as a proportion of the New Zealand population. Presented as a rolling 12-month result.

Return to independence for those not in the workforce

The proportion of clients (who have never received weekly compensation) who have returned to independence (ceased receiving any entitlements) in 12 months. Presented as a rolling 12-month result.

Return to work within 10 weeks

The percentage of clients receiving weekly compensation who return to work within 10 weeks (70 days). A client is considered to have returned to work five weeks after the cessation of weekly compensation payments. Presented as a 52-week rolling average result.

The portfolio of injury prevention investments will have an assessed positive return on investment

The return on investment from our injury prevention investments in two areas: 0 to 20-year programmes and workplace programmes. This consists of two parts: the historical value of claims saved divided by the cost of the interventions to date, and the 10-year expected claims saved divided by the likely future cost of the interventions. The future investment and value of claims saved in the calculation of the return on investment are discounted using our expected investment rate of return. The workplace measure excludes ACC's investment with WorkSafe New Zealand. Presented as an evaluation of the costs and savings at a point in time.

Total recordable injury frequency rate

The number of lost-time incidents, restricted work incidents and medical treatment incidents per million hours worked.

Directory

Directory

Claims

0800 101 996

claims@acc.co.nz

Business

0800 222 776

business@acc.co.nz

Providers

0800 222 070

providerhelp@acc.co.nz

Our three main call centres are open Monday to Friday, 7am to 7pm.

Claims

General claims questions

0800 101 996
+64 7 848 7400

claims@acc.co.nz

Sensitive claims

0800 735 566

sensitiveclaims@acc.co.nz

Sensitive Claims
PO Box 430
Dunedin 9054

Health and service providers

Providers

0800 222 070

providerhelp@acc.co.nz

Northern Service Centre
PO Box 90341
Auckland 1142

Make a complaint

0800 650 222
+64 7 859 8560

customerfeedback@acc.co.nz

Customer Resolution
Freepost 264
PO Box 892
Hamilton 3240

Deaf, language and cultural services

Deaf services

deaf@acc.co.nz

Language and cultural services

0800 101 996

General questions

General questions 04 816 7400 information@acc.co.nz

ACC
PO Box 242
Wellington 6140

Statistics statistics@acc.co.nz

Corporate office 04 816 7400 information@acc.co.nz

Justice Centre
19 Aitken Street
PO Box 242
Wellington 6140

Managing employee injuries

Injury management team 0800 101 996 returntowork@acc.co.nz

Injury Management Consultant
Private Bag 9000
Hastings

Business and levies

Business and levies 0800 222 776 business@acc.co.nz

+64 7 859 8675
ACC Business Service Centre
PO Box 795
Wellington 6140

Collections and recoveries 0800 729 538 collections@acc.co.nz

+64 4 805 4296

Media questions

Media team 021 998 165 media@acc.co.nz

ACC Media Team
PO Box 242
Wellington 6140



**He Kaupare. He Manaaki.
He Whakaora.**

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0800 101 996

New Zealand Government

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