



PREVENTION. CARE. RECOVERY.

Te Kaporeihana Āwhina Hunga Whara

Statement of Intent 2018-2022

Accident Compensation Corporation
Te Kaporeihana Āwhina Hunga Whara

How your ACC is funded

BUDGET 2018/19



Government

\$1,273m

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



Employers

\$786m

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



Employees

\$1,551m

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



Motor vehicle owners and drivers

\$422m

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

Where the money comes from



Government and employees

\$343m

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



Investment earnings

\$1,549m

Income from our investments



Every New Zealander, and visitor to New Zealand, is covered



Costs

\$538m

Operating and other costs



Outstanding claims liability

\$1,401m

Additional funds to cover the future costs of claims



Injury prevention

\$80m

Helping the community understand how to stay safe and healthy



Treatment and emergency travel

\$1,877m

Includes visits to GPs, x-rays, surgery and associated travel



Care and support

\$801m

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



Deficit

\$(386)m

We plan a deficit to return each Account's solvency to the target range



Financial compensation and vocational rehabilitation

\$1,613m

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

How the money is used

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

Te whakataki mai i te Poari

“E toru ngā aronga me whai ka tika ina puta ai te whara i te hauata. Tuatahi ia, ko te āraitanga. Tuarua, ko te herenga ki te whakamātūtū i te hunga kua whara. Tuatoru, ko te herenga ki te hoatu whakaeatanga mō ō rātou hekenga”

Nā Tā Owen Woodhouse, Heamana o te Kōmihana Roera mō te Whakaeatanga mō te Whara Whaiaro, 1967.

Ka āhei te ārai i te nuinga o ngā whara, ā, ko tā Te Kaporeihana Āwhina Hunga Whara mahi hirahira ko te akiaki i ērā whanonga ka kaha ārai i te putanga o te whara ia rā i tōna tīmatanga. Ka āta hāpaingia te kounga o te oranga o ngā tāngata o Aotearoa Niu Tīreni e te whai angitū ki te ārai i te whara. Mārama noa te whāinga kia akiaki tātou i ngā tāngata o Aotearoa Niu Tīreni kia haumaruru te ora, kia haumaruru te mahi hoki,

kia haumaruru hoki te tākaro, kia āhei ai rātou te whai oranga whai hua, te whai oranga hohe. Heoi, ehara i te mea mā te toa takitahi e tutuki ai.

Hei ngā tau e whā e heke mai ana ka hiahia mātou ki te whakangao tonu i ngā kaupapa maha e aro ana ki te haumaruru, kia mahi ā-rangapū hoki ki te taha o ngā hinonga me ngā hāpori huri noa i Aotearoa Niu Tīreni. Ā te tau 2017 ki 2018, ka whai atu mātou kia whakangao i te \$71 manomano i ngā kaupapa ārai whara, ā, ka whai atu mātou kia tipu te whakangao ki te \$80 manomano i mua i te 2018/2019. Mā ēnei whakangaotanga e āhei ai mātou kia noho haumaruru ake a Aotearoa Niu Tīreni mā te:

- whakaheke i te putaputa mai, i te kīkino hoki o ngā whara o ngā tamariki 0-5 tau te pakeke ki te kāinga
- whakaheke i te taikōtkai i waenga i te hunga ākongā
- hāpai i te mōhiotanga, te whakapai waiaro hoki, te whakapiki whanonga hoki o te hunga hākinakina
- whakangungu kaieke motopaika, whakangungu kaitaraiwa rangatahi hoki
- tautoko i ngā tino tikanga hauora, tino tikanga haumaruru hoki i ngā wāhi mahi
- whakarite hangarau whakaata poka hei whakaheke i te maimoatanga whara
- whakaheke i te hinghinga o ngā pākeke o Aotearoa Niu Tīreni.

Ahakoia te aha ka puta ngā hauata, ā, ka pā te whara ki te tangata. Inā pērātia ai rātou, ka whirinaki rātou ki a tātou ki te tuku ratonga e tika ana, ki te mahi ki te taha o ngā kaiwhakarato maimoatanga me ētahi atu kia hoki atu ai rātou ki te mahi ki te tū motuhake hoki.

I ngā tau e whā kua hipa ka panonihia Te Kaporeihana Āwhina Hunga Whara e mātou kia ū ai ka whakarato mātou i ngā ratonga tika ki ō mātou kiritaki, i te tikanga e hāngai ana, i te wā tika hoki.

I muri i te urupare ngaio nō ngā tāngata o Aotearoa Niu Tīreni ka aro atu mātou ki te whakarite i ā mātou kaimahi, hātepe hoki, pārongo hoki, hangarau hoki kia hāngai ai ki ngā matea kiritaki.

Hei ngā tau e whā e tū mai ana ka wero tonu tātou ki a tātou anō, ka āta whakaarohia ā mātou mahi o tēnei rā, ā, ka pēhea te whakapai ake āpōpō. Mā ngā ara matihiko e nui ake ai ngā tū momo kōwhiringa ara mahi ki tō mātou taha. Ka kōataata ake ki ō mātou kiritaki ā mātou whakataua. Mā tō mātou kōtuinga kaiwhakarato e kaha ake ai tā tātou mahi tahi hei rapu huarahi ki te whakapai ake i ngā putanga mā te kiritaki. Mā tā tātou aronga whakahaere kēhi hou, ka whai wāhi mātou ki ō mātou kiritaki kia hāpaingia paitia atu ai te hua ka puta i te whakapiki ora o ngā kiritaki, ka whakarato i ngā putanga tika rawa atu hoki.

Ka mau tonu te Poari ki te whakaū ka tika te ahu whakamua o te mahi a Te Kaporeihana Āwhina Hunga Whara, ā, ka whakatauriterite i te whakapai ake i te wheako o te kiritaki ki te ahumoni toitū. Me whakaū te Kaupapa ka tika mā ngā whakatipuranga o ngā tāngata o Aotearoa Niu Tīreni o āpōpō.

Ka whakatakoto tēnei Tauākī Whāinga i ō mātou whāinga rautaki mō ngā tau e whā ka haere mai. Ka whakapuakina paitia ake ēnei whāinga hei herenga ki te:

- hāpai i te whai angitū o ā mātou mahi ārai whara
- whakapai ake i ngā hua me ngā wheako o ō mātou kiritaki
- whakapai ake i tō te Kaupapa ahumoni toitū.

Foreword from the Board

Te whakataki
mai te Poari

“Injury arising from accident demands an attack on three fronts. The most important is obviously prevention. Next in importance is the obligation to rehabilitate the injured. Thirdly, there is a duty to compensate them for their losses”

Sir Owen Woodhouse, Chairman
Royal Commission on Compensation
for Personal Injury, 1967.

Most injuries are preventable and ACC has an important role to encourage those behaviours that contribute most to stopping injuries in the first place. Success in injury prevention goes a very long way towards improving New Zealanders' quality of life.

Inevitably though, accidents happen and people suffer injuries. When that occurs, they rely on us to deliver critical services and work with treatment providers and others to return them to work or independence.

To ensure that we provide the right services in the right way at the right time to our customers, we have for the past four years been transforming ACC.

Following comprehensive feedback from New Zealanders, we have focused on aligning our staff, processes, information and technology with the needs of customers.

In the next four years we will continue to challenge ourselves, questioning what we are doing today and how we could make it better tomorrow. New Zealanders will have more options to deal with us across digital channels. Our decisions will be more transparent to our customers. Our provider network will find us working ever more collaboratively, finding ways to improve client outcomes together. Through our new case management approach, we will engage with our clients in ways that add the most value to their recovery and deliver the most appropriate outcomes.

The Board is committed to ensuring that ACC's performance tracks as expected, improving the customer experience while improving financial sustainability. We know that it is vital to protect the Scheme for future generations of New Zealanders.

This Statement of Intent sets out our strategic intentions for the next four years. These intentions are best expressed as a commitment to:

It makes sense for us to motivate Kiwis to live, work and play safely, so they can lead full and active lives. However, we cannot do it alone. In the next four years we intend to continue investing in a wide range of safety-focused initiatives, in partnership with organisations and communities across New Zealand. In 2017/18 we expect to have invested \$71 million in injury prevention programmes and we expect that investment to grow to \$80 million by 2018/19. These investments will enable us to create a safer New Zealand by:

- reducing incidence and severity of home-based injuries to children aged 0-5 years
- reducing sexual violence among students
- improving the knowledge, attitudes and behaviours of sports participants
- training for motorcyclists and young drivers
- supporting leading health and safety practices in workplaces
- deploying surgical simulation technologies to reduce treatment injuries
- reducing the number of falls suffered by older New Zealanders.

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



Dame Paula Rebstock DNZM
Board Chair
Dated 22 June 2018



Trevor Janes
Deputy Chair
Dated 22 June 2018





Overview

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

The Scheme means that whenever an injury happens to anyone in New Zealand, whether it is their fault or not, the cost of their recovery is covered.

But there's a lot more to us than that. It all starts before people become injured. If we can prevent injuries and accidents, be they at home, work or play, New Zealanders will need to lodge fewer claims. That's why we invested \$57 million in injury prevention during 2016/17 (and we expect to have invested \$71 million in 2017/18), and that investment will continue to grow in the coming years.

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 Kiwis who have long-term requirements and need significant help such as modifications to vehicles or homes.

To help pay for the costs of injuries, we oversee one of the largest investment funds in New Zealand. We invest so that Kiwis pay less for the costs of accidents.

Our aim is to ensure that these investment funds and our levies cover the claims we already know about. That could be one visit to a GP or 80 years of care and support.

It's a scheme for New Zealand and New Zealanders.

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).

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 to workers (for both work and non-work injuries) and motor vehicle injuries. The Scheme was then extended to cover those groups of people not previously 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, including overseas visitors. Under the Scheme, individuals forgo the right to sue for compensatory damages following injury, in exchange for comprehensive accident insurance cover and compensation.

ACC contributes to the Government's goal of improving New Zealand's economic performance by reducing the incidence and severity of injury, and providing an efficient and comprehensive no-fault insurance scheme that supports injured people's return to work, independence or everyday life as quickly and safely as possible.

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

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:

- promoting safe Kiwis
- being good partners
- being fair and open in all our dealings
- putting people before process
- being responsible stewards.

Our outcomes

We will achieve our vision by delivering on our outcomes and strategic intentions.

Our three 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 health and capability intentions.

STRATEGIC INTENTIONS

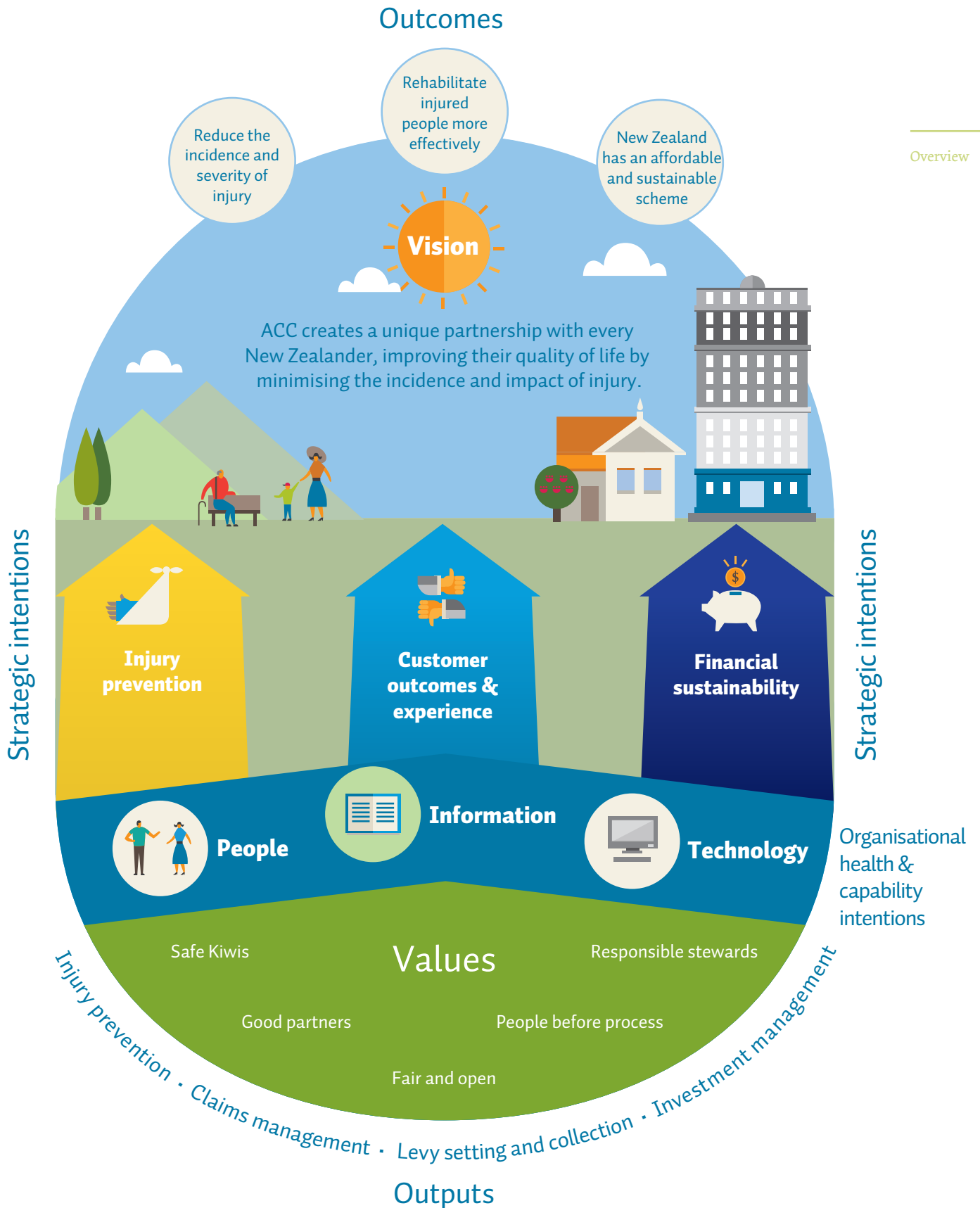
Our strategic intentions reflect the areas that need the most focus during the period of this Statement of Intent. They demonstrate where we intend to concentrate our efforts to deliver our vision, our outcomes and the Government's priorities for ACC. These are:

- **injury prevention** – increase the success of our injury prevention activities
- **customer outcomes and experience** – improve our customers' outcomes and experiences
- **financial sustainability** – improve the financial 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 focused on all of our different customers. These teams must be supported by a suite of modern, reliable and secure systems.

Outputs and outcomes



Our organisational health and capability intentions for 2018-2022 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 the four outputs (also known as our core 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. We prioritise our efforts on high-cost and high-volume injuries that affect ACC's claim 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.

INVESTMENT MANAGEMENT

We fully fund the cost of new injuries by collecting sufficient levies each year to provide for all the immediate and future costs of injuries occurring in that year. Because serious injuries will require ongoing expenditure for decades into the future, a portion of the levies collected each year is set aside to provide for future costs. We invest these funds to meet the future costs of claims.

CLAIMS MANAGEMENT

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.

The purpose of ACC's Statement of Intent

This Statement of Intent summarises ACC's strategy for the period 1 July 2018 to 30 June 2022, along with performance measures that will 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 with the Minister for ACC (the Minister). It sets out the initiatives we are pursuing to progress our strategic intentions, the outputs we are funded to provide and the performance measures against which we will assess our operational performance (including targets) 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 during the year.

Measuring our contribution to New Zealand

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 sector organisations worldwide.

The public value 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 the necessary resources
- be achievable given the capabilities available from ACC and external suppliers.

The public value generated by ACC

ACC creates both economic value and social value for New Zealand.

ACC creates economic value by:

- reducing the total cost burden on the productive portion of society to rehabilitate and compensate the injured
- providing effective injury management that pays benefits quickly, speeds returns 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.

ACC creates 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 the broad participation in sport and leisure activities by New Zealanders and tourists
- ensuring effective injury management for all that improves the quality of life for all injured people and their carers, families 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 that enable us and others to assess our performance in delivering public value:

- **impact** – how effective are we at delivering the desired outcomes?
- **customer** – what is the quality and effectiveness of the services provided?
- **financial sustainability** – are we delivering value for money and a financially sustainable Scheme?

Transforming ACC

Shaping Our Future

Our transformation is the result of asking 5,500 clients, business customers, providers and employees what they thought and felt about ACC, and what they would like us to do better. That's a lot of people with a lot of experiences and opinions.

With all of this information, we developed our overarching Shaping Our Future strategy.

It is organisation-wide and it sets out what we need to do to become the ACC we want to be. It challenges us to question what we are doing today and how we could make it better for tomorrow. We established six clear objectives for the Shaping Our Future strategy:

- continue to improve customer trust and confidence in ACC
- improve the productivity of ACC
- reduce the number of productive days lost to injury
- empower and engage ACC's staff to deliver services more effectively
- enhance operational resilience to reduce exposure to operational failures, such as privacy breaches
- improve levy collection.

How we will know we are on track

We have selected six key measures to track the difference that our Transformation Programme is making to our performance.



Transformation

Are we successfully transforming ACC?

Performance scorecard	Actual 2016/17	Actual Mar 2018	Target Trend
Client net trust score	+23	+27	↑
Provider net trust score	-11	-11	↑
Business customer net trust score	-35	-16	↑
Claims processed per full time equivalent	572	576	↑
Reduction in average weekly compensation days paid	-0.9 days	-0.9 days	↑
Employee net promotor score	-17	+12	↑

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

A shift in approach

Our Transformation Programme has been a key driver of real change under our Shaping Our Future strategy. At one level, the programme has managed a number of projects focused on improving systems and processes. But more importantly the programme has been tasked with building ACC's culture and capability so that we become an organisation that never has to transform again.

Our transformation capability has now matured and, with a customer-focused operating model and culture, delivering service improvements is something we do every day.

We also recognise that how our customers prefer to interact with us will continue to evolve. We have to be increasingly flexible in our delivery but strong in our commitment – to deliver better services to, and for, our customers.

This provides us with the opportunity to change how we deliver continued transformation – we no longer need a dedicated programme. Instead, we will deliver transformative initiatives on a project-by-project basis.

Our integrated portfolio approach

An integrated portfolio of work – a roadmap – means we can adjust investments to focus on areas that will contribute to our strategic intentions. Individual business cases for significant change initiatives can be presented and trade-offs made at the portfolio level to ensure that the level of investment is sustainable from change, delivery and cost perspectives.

A significant part of our transformation to date has been focused on the replacement of core technologies (levy, policy and collection). This was necessary to address operational risk and performance, and to create the platform for other change initiatives.

We expect that our integrated portfolio will support the delivery of key elements of our strategic intentions by:

- supporting our customers to use digital channels for self-service

- providing better outcomes and experiences for clients by providing a more consistent, streamlined and simplified service that focuses time and resources on the customers who need it most
- improving client (claimant) rehabilitation outcomes by ensuring ACC effectively uses data to drive clinical insights and encourage the adoption of proven treatment protocols
- changing the ways we work with our providers to:
 - create greater collaboration around client outcomes
 - increase the rigour around provider performance management
 - shift towards alternative methods for purchasing services
 - use technology to share information in accordance with 'privacy by design' principles
- improving the transparency of decisions which will be available to customer through technology changes.

Over time, we will also develop our ability to integrate what we are doing with many government departments, such as Inland Revenue and the Ministry of Social Development. Again, this is solely aimed at making it easier for New Zealanders to deal with one entity that can interact with others, thereby streamlining many activities.

Throughout this continued period of change, we will ensure that we plan carefully and keep a close eye on how we are doing, especially when looking to maintain accuracy and privacy.

Our clients, our business customers, our providers and our people have all said we need to change. We have listened to them and embarked on a massive transformation. We now have a clear customer focus and culture. We intend to continue changing. We know it will not always be easy. But we also know that we are doing the right thing and that we are focused on continuously improving what we do.



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 financial 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. If we can prevent injuries or reduce the severity of injuries sustained by New Zealanders, New Zealanders will lodge fewer claims.

It makes sense for us to be the champion for injury prevention, but we know we cannot do it 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 deliver programmes to improve the safety of New Zealanders of all ages and across a wide range of settings. These programmes include:

- campaigns such as ‘Make Your Home a Safety Zone’ to reduce the incidence and severity of injuries to children aged 0-5 years
- our healthy relationship programmes for students to help reduce sexual violence
- initiatives to improve the knowledge, attitudes and behaviour 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
- the deployment of surgical simulation technologies to improve safety
- initiatives to reduce the number of falls suffered by older New Zealanders.

Our success in injury prevention goes a very 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
- embed client-centred design to change behaviours
- partner outside ACC for greater effect
- work with communities to extend our reach

- ensure that injury prevention efforts reduce the outstanding claims liability.

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

Analytics give us greater insights into how New Zealanders live, work and play. We know precisely 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 design for the client, creating sustained behaviour changes

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 that 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 increase prevention effectiveness by partnering with capable, like-minded organisations

We are more effective in 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 out to 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 interventions contribute to a reduction in the Outstanding Claims Liability (OCL)

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 OCL. By measuring our impact on the OCL, we can tell that we are improving the quality of New Zealanders' lives.

How we will know we are on track

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

Our strategic intentions

Category	Measuring our contribution	Actual			Why this measure is important
		Actual 2016/17	Mar 2018	Target Trend	
 <p>Impact Are we delivering the right outcomes?</p>	Rate of serious injury	  	Our investment in changing the behaviours of New Zealanders should reduce the severity of injuries sustained. This, in turn, should allow injured New Zealanders to return to work or independence more quickly.		
 <p>Financial sustainability Are we delivering value for money and Scheme sustainability?</p>	The portfolio of injury prevention investments will have a positive return on investment	  	We keep New Zealanders safe from accidental injury by working with others to reduce risks across a portfolio of areas. By reducing risk (and the number of injuries sustained) in a cost-effective way, we 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 will be significantly improved with a rapid return to independence. This improvement extends to their family and their community.

We need to deliver the right treatment and rehabilitation services at the right time. To support this, we will ensure that all of our clients are connected with the right treatment and rehabilitation services from across the wider health sector. We can do this by being closely connected to our providers and enabling a simple, seamless and effective delivery of treatment and rehabilitation services to our clients.

We are committed to ensuring the delivery of our services reflects the diversity of our communities so all New Zealanders have the opportunity to access our services in a way that meets their needs.

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

- tailor the way we work with clients to add the greatest value to their recovery
- make it easier for others to work with us
- improve outcomes and experiences for Māori
- adopt new ways of working with our providers.

We engage with our clients in ways that add the most value to their recovery and deliver the most appropriate client outcomes

We ensure that we are delivering the right type of treatment and recovery support for our clients' needs, allowing us to achieve the most appropriate client outcomes. This support ranges from enabled recovery, where the client largely self-manages their recovery, to provider recovery, where the client's recovery is actively supported by our providers.

We actively make it easier for others to work with us

It is easier for New Zealanders to work with us because we offer increased choice from 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 experiences and outcomes for Māori



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 that the experience with us and our providers is appropriate for their unique needs, expectations and aspirations. This leads to improved rehabilitation and independence outcomes.

We adopt new ways of working with providers

We build enduring partnerships with our providers. This allows us to empower our providers to create greater personalisation of care for our clients with less waiting time, faster recovery and improved rehabilitation and independence outcomes. We actively trial new ways of working with our partners to test streamlined processes, and we look to our partners to share with us innovations that we could adopt. We also provide reporting to providers to bring transparency and benchmarking to the provider network, improving client outcomes and financial sustainability.

How we will know we are on track

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

Category	Measuring our contribution	Actual 2016/17	Actual Mar 2018	Target Trend	Why this measure is important
 <p>Impact Are we delivering the right outcomes?</p>	Return to work within 10 weeks	68.4%	67.6%	↑	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	85.8%	86.9%	↑	Research tells us that, as for work, a rapid return to independence reduces the adverse social and economic impacts of injury.
	Growth rate of the Long Term Claim Pool	New measure	3.7% year to date	↓	Getting clients back to independence is positive for them and can make a significant difference to the long-term costs of the Scheme.
 <p>Customer Did we meet our customers' expectations?</p>	Public trust and confidence	62%	59%	↑	The way the public views ACC is a useful indicator of how effectively we have demonstrated the value that ACC delivers to all our clients.
	Client net trust score	+23	+27	↑	If we get the experiences and outcomes right, our clients will trust us and have confidence in our abilities.
	Client net trust score for Māori (placeholder)	TBD	TBD	TBD	During the course of 2018/19, we will define this key performance measure to demonstrate the impact we are having to improve outcomes for Māori clients.
	Provider net trust score	-11	-11	↑	Successful partnering through simplified business operating structures and enhanced technology platforms will increase the trust and confidence our providers have in us.
	Business net trust score	-35	-16	↑	Simpler business operating structures and enhanced technology platforms will make it easier for business customers to work with us.

Our strategic intentions

Improve the financial sustainability of the Scheme

A strong financial platform allows us to provide the high-quality service our clients expect while simultaneously reducing the burden of the Scheme on all levy payers (including the Government). It is this consistent, dual focus on client outcomes and financial performance that has seen a significant improvement in the Scheme's financial position.

In the future, we can continue to improve the customer experience and outcomes only while we are increasing financial sustainability and levy stability. It also follows that the provision of high-quality rehabilitation and independence outcomes for our clients will also lead to improved financial performance.

We must be mindful of the role we play in maximising intergenerational fairness. Our careful stewardship of the Scheme will reinforce the fully funded model, meaning that future generations of levy payers are not paying for injuries that happened in earlier years.

We will continue to strengthen the financial 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
- actively apply an insurance approach to investment
- continue to deliver investment performance above benchmarks
- ensure that risk management is embedded across the organisation.

We carefully consider the costs of the services we offer to achieve the most appropriate client outcomes

We have a better 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 our providers' and case managers' decisions.

We manage cost and liability growth

The Scheme cannot be sustainable if the costs of delivering the Scheme continue to grow at historic rates. By managing costs, we ensure that we are not forced into a position of less generous Scheme administration. Consistently managing cost growth while driving up satisfaction, trust and confidence is a priority.

We apply the insurance approach when making investment decisions

We make decisions in a way that encourages a 'today for tomorrow' mind-set. We always understand the trade-offs of our client, provider and investment decisions.

We maintain investment performance above benchmarks


We continue to build our asset base through investment returns above benchmarks as a key way of providing for the future of the Scheme.

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.

How we will know we are on track

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

Category	Measuring our contribution	Actual 2016/17	Actual Mar 2018	Target Trend	Why this measure is important
 <p>Financial sustainability Are we delivering value for money and Scheme sustainability?</p>	Change in average treatment cost	3.4%	3.8%	↓	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	New measure	1,021 YTD	→	
	Solvency of the Scheme	96.7%	97.7%	→	It is important that we manage the Scheme in a way that ensures we have sufficient reserves today to pay for the future costs of today's injuries. This creates intergenerational fairness and reflects the sustainability of the Scheme.
	Investment performance (after costs) relative to benchmark	1.35%	-0.25%	↑	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.

Our strategic intentions





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 focused 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 2018-2022 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

Our ability to deliver 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.

These leaders will 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.

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

These efforts will ensure that 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 that our leaders are motivated and capable
- create injury-free work environments
- employ capable, 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 it. We engage with our colleagues and customers to understand their perspectives and to that ensure that 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 make our environments and those we have influence over injury free

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. The same 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 are proud to be part of ACC

Our people are highly engaged and they believe in the vision and values we have established. 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 that 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 that our people spend less time on administration and more time looking after our customers. We plan for and adapt to future workforce needs.

How we will know we are on track

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

Category	Measuring our contribution	Actual			Why this measure is important
		Actual 2016/17	Mar 2018	Target Trend	
People	Employee net promoter score	-17	+12	↑	Equipping our staff with the right tools and capabilities enables them to be high-performing employees, proud of their organisation.
	Total recordable injury frequency rate	New measure	7.8	↓	We keep people safe, healthy and well, enabling them to arrive home in the same mental and physical condition in which they left for work.

Our organisational health and capability intentions

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, and more effective and efficient organisation.

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

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

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 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 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 have an organisation-wide strength in analytics

Data and analytics represent important contributions to ensuring that we have an effective and efficient organisation. They enable a more precise targeting of our injury prevention impacts, closer collaboration with our partners and providers and a faster identification of new risks and opportunities. We are a leader for government in this capability.

How we will know we are on track

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

Category	Measuring our contribution	Actual 2016/17	Actual Mar 2018	Target Trend	Why this measure is important
	The number of category 3, 4 and 5 privacy breaches and near misses	1	0	→	Having the right practices and procedures in place to safeguard our customers' information appropriately is a foundation of trust and confidence.
Information					

Our organisational health and capability intentions

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 that 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 adapt quickly to changing needs.

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

- legacy systems – the replacement of three legacy systems over the next four years
- client payments – to simplify our client payment processes and allow clients to focus on their rehabilitation rather than the immediate financial impacts of their injuries
- core case management – to make more functionality and enhanced interfaces available, and to remove earlier bespoke developments
- provider payments – to simplify the way we purchase services from our providers, to deliver those services to our clients more effectively
- digital channel enhancements – to increasingly allow our customers to communicate with us in the way that is easiest for them
- client front-end establishment – to simplify the process for accepting a claim
- cloud architecture – to create the basis for future agility and ongoing cost control.

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 integrate ACC seamlessly 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 channels they choose. We offer payment options that are suited to the digital world. Our providers' tools work for them, so we will work in with those tools.

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 ensures that our platforms, products and services support the full breadth of our customer base. It will also be flexible enough to allow us to adapt quickly to the changing needs of ACC and all of our customers. It demonstrates value for money.

How we will know we are on track

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

Category	Measuring our contribution	Actual			Why this measure is important
		Actual 2016/17	Mar 2018	Target Trend	
Information technology	Overall operational system availability	99.9%	99.8%	➔	This measure demonstrates the reliability, and therefore condition, of the underlying information technology assets.

Our organisational health and capability intentions





Whāia Te Tika

It has been 50 years since the Royal Commission on Compensation for Personal Injury, making it timely to ask a series of important questions:

- how is the Scheme working for Māori?
- are Māori aware of what they are entitled to through the Scheme?
- do Māori claim what they are entitled to, and do they receive what they are entitled to?
- how should we engage with Māori?

We know the answers to some of these questions. Māori are:

- around 2.5 times more likely to have a serious injury
- between 5 and 50% less likely to use our services
- around 35% less likely to be referred for elective surgery¹.

In short, Māori are more likely than others to sustain serious life-changing injuries, but less likely to access ACC services. There are disparities and there are barriers for some Māori. It can be difficult to access services that are sometimes seen as foreign to lived experiences and values.

We must do better.

¹ Wren, Dr J (2015) Evidence for Māori under-utilisation of ACC funded treatment and rehabilitation support services, ACC.

He Moemoeā

Our aspirations for Māori customers are timely and appropriate:

Ngā Hua Tautika – Māori customers achieve improved outcomes.

Māori New Zealanders are injured less often, barriers are removed and disparities are reduced. When Māori are injured, they receive the right support because they and their whānau are at the centre of decision-making about the services they need and how to access them.

Ngā Wheako Tautika – Māori customers have an improved experience with ACC.

We engage with, understand and respond to the needs, expectations and aspirations of Māori when they interact with us. We partner with Māori and collaborate with other agencies and providers to design and deliver products and services to Māori customers.

Mātauranga Māori – Māori knowledge is a source of innovation and creativity at ACC.

The different outcomes between Māori and non-Māori are one of New Zealand's complex problems, so we take a fresh approach to get better outcomes. We draw from Māori knowledge to inform innovation and design in significant parts of our work programme.

Whāia Te Tika

Whāia Te Tika is our strategy to pursue what is right for Māori and deliver on our aspirations. It will help us to transform how we engage with Māori customers (regardless of whether they are business customers, providers or clients) and improve outcomes for Māori when they are injured.

Ngā Tohutohunga

Our Whāia Te Tika strategy is guided by a series of principles that shape our approach to establishing what is right and how we make a meaningful difference in the lives of Māori:

- we uphold the Treaty of Waitangi principles of partnership, participation and protection
- we ensure that the voice of our Māori customers is heard
- we engage with Māori in culturally appropriate and responsive ways
- we find what is working and build on it
- our actions are informed by evidence
- there is clear leadership commitment and accountability
- Whāia Te Tika is an embedded way of working across ACC.

Because Whāia Te Tika will embed Te Tiriti o Waitangi principles within our operational practices, it will pave the way for the future protection of whakapapa through robust partnerships with Māori. It will allow ACC and Māori to have inclusive and respectful korero, including the ability for Māori to be heard in settings that are in keeping with their tribal tikanga.

Whāia Te Tika will not be a generic strategy. It will be tailored to recognise the importance of kanohi ki te kanohi, whakawhanaungatanga and allowing for regional tikanga and kawa.

We will actively find out what is working well for Māori in the community and use that knowledge to remove barriers and increase access to services. This will be informed by evidence of the impact we are having.

Whāia Te Tika will become central to our conversations, starting at the top of ACC with our Board and our management team, as we become increasingly used to applying a Māori lens to our everyday activities.

Measuring our progress

Aspiration and strategy must be backed by measurement of the real-world impact we are making. Our Board and management team will measure our progress in five focus areas:

- prevention of injuries measured by the number of direct injury prevention interactions we have with Māori and the percentage of our injury prevention investment directed to the leading causes of injury for Māori
- improving access measured by referral rates for new claims, surgery, elective surgery, clinical services, high-tech imaging and home and community support services
- rehabilitation outcomes measured by return to work and return to independence rates
- experience measured by client satisfaction and trust and confidence levels
- people and capability measured by the percentage of Māori staff and Māori leadership in our organisation.

The way forward

We know our aspirations are challenging but we are committed to delivering for Māori, as we are for all of our customers.

Our near-term focus will be on three critical streams of activity.

First, we will develop an ACC Cultural Competency Workforce Programme and roll it out across our organisation. This will enhance our people's cultural literacy levels and lift our ability to engage effectively with all of our customers.

In parallel, we will start to improve Māori access to ACC by launching an engagement campaign to promulgate key messages about injury prevention, access options, recovery and ongoing care.

Finally we will develop and implement a measure and reporting framework to define targets and track our progress towards meeting our Whāia Te Tika aspirations.



Governance and managing risks

ACC is a Crown entity for the purposes 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. Members of the Board are accountable to the Minister for ACC for performing their duties as Board members.

The Board has three committees: risk assurance and audit, governance and remuneration, and investment. 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 and Executive set ACC's risk appetite, which expresses 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.

Our Board and governance framework

Our Board and our governing legislation

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

- Crown Entities Act 2004
- Accident Compensation Act 2001
- State Sector Act 1988
- Public Finance Act 1989
- Health and Safety at Work Act 2015.

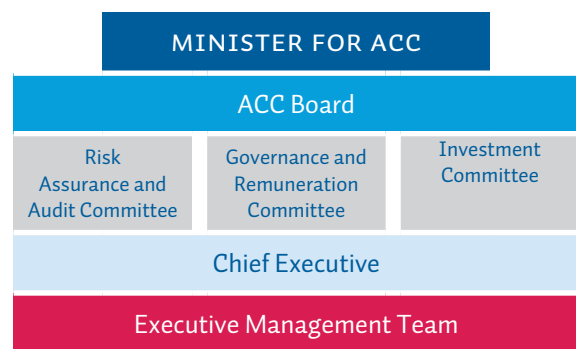
These Acts include the following elements:

- 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, for both for its employees and 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 the day-to-day management and leadership of ACC to the Chief Executive. In particular, this includes matters relating to ACC's responsibilities as an employer.

ACC's governance and management structure is shown below:



ACC Board committees

The ACC Board has three committees:

RISK ASSURANCE AND AUDIT COMMITTEE

The Board established the Risk Assurance and Audit Committee to assist the Board in fulfilling its responsibilities for risk assurance and audit reporting relating to ACC and its wholly owned subsidiaries. The Board may delegate to the Committee responsibilities associated with the sign-off and publication of the ACC Annual Report and financial statements.

GOVERNANCE AND REMUNERATION COMMITTEE

The Governance and Remuneration Committee assists the Board in fulfilling its responsibility for Board and Executive succession planning, Executive remuneration and monitoring our Talent Strategy. The Board has not delegated any authority to the Committee.

INVESTMENT COMMITTEE

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

Remuneration

The remuneration of the Board and external committee members is subject to the rates set by the Government under the Cabinet Fees Framework.

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

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 Board is guided by New Zealand and international laws, treaty obligations, global ethical practices, its roles in the public sector and the 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 activity
- providing overall guidance as to the types of activity that are considered unethical, and setting ACC's ethical investment policy to ensure ACC meets its ethical and 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 opportunities in employment.

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.

Te Tiriti o Waitangi

E mōhio ana mātou ko te Tiriti o Waitangi te pepa whai tikanga o te kāwanatanga, i noho pūmau ai tātou i te motu nei o Aotearoa. Ko ta mātou whāinga ki te tautoko i te Karauna ki ngā kaupapa whanaungatanga o te Tiriti. Na tēnei ka taea te tuku a mātou ratonga hei whakamana ki a tōkeke ai ngā tukunga iho mo te iwi Māori.

Subsidiary company

Shamrock Superannuation Limited (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.

Managing risks

Our risk environment

Managing risk helps us achieve our strategic intentions, drive operational effectiveness and efficiency, protect our people and assets, make informed decisions and comply with applicable laws and regulations.

The environment in which our organisation operates can affect our ability to achieve our objectives and it influences the ways we choose to manage risks. We are exposed to a range of risk factors, including economic cycles, changing societal trends and customer expectations, developments in treatment technologies and threats to our people's workplace health and safety.

The Board and Executive set ACC's risk appetite which expresses the amounts and types of risk we are willing to take in pursuit of achieving our strategic intentions.

Our approach to managing risk

Our approach to assessing and managing risk is based on international best practices (including ISO31000:2009 Risk management: Principles and guidelines, and COSO) that emphasise the ongoing dynamic nature of risk and risk management.

All of our people take responsibility for identifying and managing risk through our five lines of assurance (5LOA) model, adopted in May 2017. The 5LOA model applies both a 'value creation' and a 'value protection' risk impact lens to our strategic intentions.

The commitment, responsibilities, processes and practices that enable our people to manage risk as part of our day-to-day decision-making and business practices are:

- Board – sets risk policy and appetite, identifies and assesses risks related to our most important objectives and reviews the effectiveness of other lines of assurance, risk management processes and the residual risk of Board-level objectives (eg strategic intentions)
- Chief Executive and Executive leaders – have primary responsibility to identify and manage risks related to our most value creating and value protecting objectives, separate from management more broadly, and monitoring the appropriateness and effectiveness of treatments for these
- Assurance services – provides assurance to the Board over the effectiveness of risk management, residual risk status and risk reporting to the Board. It is independent from the activities reviewed
- Specialist management – maintains relevant, up-to-date policies reflecting risk appetite, uses processes to ensure policies are complied with and assists the Chief Executive and Executive leaders to assess and report on risks
- Operational management – identifies and manages risks within business groups, ensuring that risk management is fully integrated into the normal course of business.

Regular risk reporting

Reports on the status and management of our organisational risk profile are regularly provided to the Board and Executive with a specific focus on our strategic intentions.

While risks are dynamic in nature and are constantly evolving, we have identified seven priority risk areas:

Risk

Delivering the enterprise change

Risk that we do not deliver the enterprise change due to misalignment of programmes or failure to create an appropriate culture

Health and safety

Risk that we fail to take reasonable and practical actions to prevent harm to employees and third parties

Outstanding claims liability (OCL)

Risk that we fail to understand and/or manage adequately the drivers of OCL that are within our control or influence

Customer expectations

Risk that changing client expectations could lead to higher claim costs. Additionally, the risk that ACC fails to adapt sustainably to changing service level expectations

Cyber security

Risk that our systems and information are vulnerable to attack

External financial shock

Risk that events outside of ACC's assumptions occur with a major financial impact on investments

Protecting customer information

Risk that we fail to protect customer information

Our most recent risk profile can be found in our quarterly reports to the Minister, published on our website at www.acc.co.nz

Focus areas

Using our 5LOA approach, we will strengthen our organisational strategy, performance, risk management and assurance to:

- increase the certainty that our strategic intentions will be achieved while operating within a level of current (residual) risk acceptable to the Executive and Board
- provide reliable information to help the Board and Executive make resource allocation decisions.

In the next four years we will focus on continuing to lift the maturity of risk management by:

- enhancing the enterprise culture of risk awareness and continuous improvement
- educating staff to make risk-based decisions
- making risk management practical and accessible to enable the achievement of our business and change objectives.

When ACC reaches these target maturity levels, risk assessment and management will take place more as part of managers' day-to-day working, with less reliance on risk specialists to drive the process. There will be greater awareness of risk management principles and how these help to achieve objectives and roles will be defined, understood and accepted.

Risk management will also be an integral part of business and strategic planning activities including assessments of the variability of potential outcomes and sensitivity analysis throughout our decision-making process.

Specific annual initiatives will be presented in the Service Agreement.

Glossary of terms

ACC Scheme

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

Accident Compensation Act 2001

The major piece of legislation under which ACC is governed.

Business customer

A business that pays a levy under the Scheme.

Case manager

An ACC employee assigned to manage an injured person's treatment and recovery needs.

Client

A person who makes a claim under the Scheme.

Compensatory damages

The ability to sue following personal injury. Under the ACC Scheme, individuals forego the right to sue for compensatory damages.

Crown entity

An organisation in which the Government has a controlling interest.

Customer

A client, provider or business customer.

Full-time equivalent

The hours worked by one employee on a full-time basis, generally considered to be 35-40 hours per week.

He Moemoeā

Our vision and aspirations for our Māori customers.

Levies

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

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 of 0-6). Scores range from -100 to +100.

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). Scores range from -100 to +100.

Ngā Tohutohunga

The principles that underpin our Whāia Te Tika strategy.

Outstanding claims liability

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

Provider

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

Rate of serious injury

The number of new serious injury and fatal claims per 100,000 new registered claims.

Return on investment

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

Service Agreement

The annual agreement with the Minister for ACC setting out the services we will deliver and the expected performance standards.

Shaping Our Future

Our overarching strategy that looks 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 (2018-2022).

Transformation Programme

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

Weekly compensation

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

Whaia Te Tika

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

Directory

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Accident Compensation Corporation
Level 2, Justice Centre
19 Aitken Street
Te Whanga-nui-a-Tara/Wellington 6011

Claims

claims@acc.co.nz PO Box 242, Te Whanga-nui-a-Tara/Wellington 6140
Claims helpline 0800 101 996
Treatment Injury Centre 0800 735 566 PO Box 430, Ōtepoti/Dunedin 9054
Sensitive claims 0800 735 566 sensitiveclaims@acc.co.nz
PO Box 1426, Te Whanga-nui-a-Tara/Wellington 6140
Accidental death 0800 222 075
Deaf community fax 0800 332 354 deaf@acc.co.nz
Overseas callers +64 7 848 7400

Business and levies

business@acc.co.nz PO Box 795, Te Whanga-nui-a-Tara/Wellington 6140
Business Service Centre 0800 222 776
Employers 0800 222 776
Self-employed 0508 426 837
Agents and advisors 0800 222 991
Overseas callers +64 4 816 7880
Debt management 0800 729 538 PO Box 3248, Te Whanga-nui-a-Tara/Wellington 6140

Providers

providerhelp@acc.co.nz PO Box 90341, Tāmaki-makau-rau/Auckland 1142
Provider helpline 0800 222 070

Injury prevention

information@acc.co.nz PO Box 242, Te Whanga-nui-a-Tara/Wellington 6140
Publications 0800 844 657
ACC injury prevention unit +64 4 816 7400

Injury management (for employers)

returntowork@acc.co.nz Private Bag 9000, Heretaunga/Hastings 4156
Injury management team 0800 101 996

Concerns and complaints

customerfeedback@acc.co.nz Freepost 264, PO Box 892, Kirikiriroa/Hamilton 3240
Customer resolution 0800 650 222
Overseas callers +64 7 848 7403

Preventing fraud

collection.collation@acc.co.nz
Preventing fraud 0508 2223 7283

Media

media@acc.co.nz PO Box 242, Te Whanga-nui-a-Tara/Wellington 6140
Media enquiries +64 27 493 6858

More contact information, including branch details, Official Information Act requests and reviews, is available at www.acc.co.nz/contact/



Te Kaporeihana Āwhina Hunga Whara

www.acc.co.nz
0800 101 996

New Zealand Government

