

# Our Strategy 2026-2029

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He Kaupare. He Manaaki. He Whakaora.  
Prevention. Care. Recovery.

# About ACC

- The Accident Compensation Corporation (ACC) is the Crown Entity set up to deliver New Zealand's Accident Compensation Scheme.
- ACC was established following a Royal Commission of Inquiry, and since 1974, has provided a no-fault Scheme for personal injury, replacing the right to sue.
- The goal of the Scheme is to minimise both the overall incidence of injury in the community, and the impact of injury on the community (including economic, social, and personal costs), through:
  - Promotion of measures to reduce the incidence and severity of personal injury,
  - Rehabilitation of injured people with the goal of achieving an appropriate quality of life through the provision of entitlements that restores to the maximum practicable extent a claimant's health, independence, and participation,
  - Monitoring of access to the Scheme by Māori and identified population groups and delivery of services that supports access to the Scheme by those groups,
  - Providing fair compensation for loss from injury, including fair determination of weekly compensation and where appropriate lump sums for permanent injuries,
  - Ensuring positive experiences for claimants through a Code of ACC Claimants' Rights.
- ACC has a strong workforce across the country supporting injured people to return to work and independence.
- ACC ensures the Scheme is sustainable through efficient collection of levies, claims management, and managing a long-term investment fund to cover its liability.
- ACC recognises that Te Tiriti o Waitangi | The Treaty of Waitangi is a founding document of the Government in New Zealand and established the country as a nation. ACC aims to support the Crown in its Te Tiriti o Waitangi | The Treaty of Waitangi relationships and deliver our services in ways that enable equitable outcomes for Māori.



# Context

## *Foreword from the Board Chair and Chief Executive*

ACC is a unique part of New Zealand society and has helped people recover from injuries for over 50 years. ACC accepts more than two million injury claims each year, providing treatment, rehabilitation and compensation to those who need it.

Over the last decade, rising costs and deteriorating rehabilitation performance have put financial pressure on the Scheme. More people are accessing support for longer, and the cost of providing treatment, rehabilitation and compensation has grown significantly. We must act now to ensure the Scheme is able to support future generations.

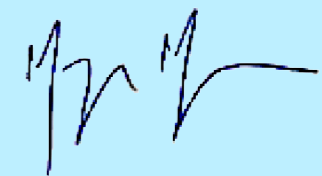
ACC is committed to providing the support people need, when they need it, to recover from their injuries and return to work and independence. We want people to be confident they will receive timely, fair and effective support from ACC, in line with our legislative mandate.

Our strategy sets out how we will become a trusted and high-performing organisation over the next three years, through a focus on our strategic priorities, people and organisational culture.

We know that turning around the organisation's performance will be challenging, but we are united by our common purpose: improving lives every day. As stewards of the Scheme, our focus is on ensuring it is financially sustainable for future generations.



**Jan Dawson**  
Board Chair, ACC



**Megan Main**  
Chief Executive, ACC

# Our purpose

To improve lives every day

## Vision

ACC is a trusted and high-performing organisation, providing care, supporting recovery and promoting injury prevention, now and into the future



## Purpose

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## Vision

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## Strategic Priorities



### Care that leads to lasting recovery

- Timely, fair and consistent access to care.
- Scheme boundaries are consistently applied.
- Services with a clear focus on client recovery and outcomes.
- Systems and processes to prevent and detect fraud, misuse, and waste.



### Timely return to work and independence

- Effective and efficient case management.
- Early identification of clients at risk of delayed recovery.
- Clients and employers play their part in supporting lasting outcomes.
- Effective transition to independence.



### Efficient organisation, sustainable Scheme

- Fit-for-purpose operating model supported by technology and data.
- Improved financial results.
- Commercial capability and performance culture.
- Promoting an injury prevention culture.

## Strategic Enabler



### Capable, enabled, empowered people

- Our people are supported and empowered in their roles.
- Safe, positive, and inclusive culture enabled by our organisational values.
- Diverse and high-performing people.
- Strengthened workforce capability.



## Values

We are proud to serve

We are courageous and own our actions

We are better together

# Care that leads to lasting recovery



We invest in effective and appropriate care that supports people to recover from their injuries. Our decision-making is evidenced-based, consistent, timely, and aligned with our legislative purpose. We commission outcome-focussed services and ensure that providers play their part in achieving lasting recovery outcomes.

## How will we know we are successful

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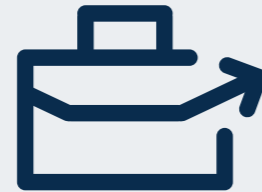
- Injured clients receive timely, fair and consistent access to the care they need to quickly and sustainably recover from injury.
- Scheme boundaries are consistently applied to ensure that our spending on services and supports is necessary and appropriate.
- Services are designed, commissioned, delivered, and evaluated with a clear focus on client recovery and outcomes.
- We have systems and processes in place to prevent and detect fraud, misuse, and waste.

## What we will measure

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- Our spending on key supports including elective surgery and social rehabilitation.

# Timely return to work and independence



We are committed to excellence in rehabilitation. Our best-practice case management sees injured people return to lasting work or independence. We ensure that employers and clients play their part in achieving timely recovery outcomes.

## How will we know we are successful

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- Clients experience a faster return to work and independence through effective and efficient case management, reducing long-term reliance on support.
- We identify clients who are at risk of delayed recovery early and work with them to return to work and independence sooner.
- Clients and employers play their part in supporting lasting return to work and independence outcomes.
- We transition clients to independence when they are no longer eligible for our support and work effectively with other Government agencies to do so.

## What we will measure

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- The size of the long-term claims pool.
- Return to work rates across all durations (28 days, ten weeks, nine months, 365 days).
- Our spending on weekly compensation.

# Efficient organisation, sustainable Scheme



We are focused on our core purpose and administer the Scheme responsibly and fairly, ensuring it is here for future generations. We better leverage technology and data to improve how we operate. We work with others to lift New Zealand's safety culture, promoting injury prevention to reduce harm.

## How will we know we are successful

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- We have a fit-for-purpose operating model supported by modern technology and enabled by data.
- We reduce the gap between spend and revenue, and the value of investment assets matches our Outstanding Claims Liability.
- We have a strong performance culture and commercial capability, with a focus on value-for-money embedded in its decision-making.
- We promote an injury prevention culture which results in reduced claims.

## What we will measure

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- Our Scheme operating costs.
- Our investment performance against benchmark.
- Our overall financial position.

# Capable, enabled, empowered people



We are a high-performing organisation with leadership, accountability, and respect at our core. We have a safe, positive, and inclusive culture where staff feel connected to our purpose. Our workforce is motivated and trusted to deliver the right outcomes. We invest in our people, grow their capability, and foster inclusivity, engagement, and collaboration.

## How will we know we are successful

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- Our people are supported in their roles and empowered to improve client outcomes.
- We build a high-performance culture of leadership, accountability, collaboration, and inclusivity, enabled by our organisational values.
- We attract and retain diverse, high-performing people who support the communities we serve.
- We actively grow the professional capability of our workforce to support high-performance.

## What we will measure

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- Staff engagement.