



Public Service Commission

Te Kawa Mataaho

3 June 2026

9(2)(a) privacy

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Official Information Request

Our Ref: OIA 2026-0114

I refer to your Official Information Act 1982 (OIA) request received by the Public Service Commission (the Commission) on 5 May 2026 for:

“..all advice you've provided to Ministers and or to ACC on the establishment, budget, structure and purpose of an ACC Performance Improvement Taskforce.”

For clarity, the ACC Performance Improvement Taskforce was a proposal that did not eventuate within the ACC Turnaround Plan. The Performance Improvement Taskforce was a recommendation from the Commission, and it was not agreed to by Ministers. The draft documents we are releasing to you in this response were early draft documents that were not progressed, and therefore the references to Cabinet directing the establishment of the Taskforce contained within these documents are not accurate.

Information being released

Under section 16(1) of the OIA, please see two excerpts from Weekly Reports to the Minister for the Public Service regarding an ACC Performance Improvement Taskforce:

Excerpt from the Public Service Commission Weekly Report to the Minister for the Public Service, Week ending 25 July 2025:

“We have led initial work on the development of an ACC Performance Improvement Taskforce that could be established to be announced alongside a new Chair. This draws on a similar model that was adopted to support the Health New Zealand reset. The Taskforce would have a specific focus on embedding enhanced performance and accountability arrangements cascaded within the organisation and aligned to the targets and priorities in the Turnaround Plan. The Taskforce would also work closely with the ACC Board to implement and drive the key performance interventions within the Turnaround programme. We have provided the Minister for ACC with a draft term of reference for the Taskforce.”

Excerpt from the Public Service Commission Weekly Report to the Minister for the Public Service, Week ending 3 October 2025:

“The Minister of ACC’s office is engaging with the Commission on the establishment of the Performance Improvement Taskforce which will support the implementation of the turnaround plan, once agreed by Cabinet.”

Please also find enclosed the following documents:

Item	Date	Document Description	Decision
1	21 July 2026	Email: Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce	Released in full
2	22 July 2026	Email: Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce	Released in full

Information publicly available

The following information is also covered by your request and is publicly available on ACC’s website at the link provided for in the table below.

Item	Date	Document Description	Website Address
3	14 August 2025	Joint Briefing: Draft Cabinet paper – Getting ACC Back on Track	https://www.mbie.govt.nz/assets/briefing-req-0018555-draft-cabinet-paper-getting-acc-back-on-track-redacted.pdf

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the OIA on the grounds the information requested is or will soon be publicly available.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this response (with your personal details removed) on the Commission’s website.

Yours sincerely



Nicky Dirks

Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission

From: [Rob Anderson](#)
To: [Jack Rankin](#)
Subject: Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce
Date: Monday, 21 July 2025 11:10:00 pm
Attachments: [Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce.docx](#)

Hi Jack,

My rough/first draft attached on the ToR. Happy to chat in the morning on this.
Just ignore the targets/priority areas – I've made them up as a placeholder only. They will need to be reference.

Cheers

Rob

Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce

Purpose

Cabinet has directed the establishment of the ACC Performance Improvement Taskforce (the Taskforce) to provide independent, strategic advice, oversight and assurance to drive rapid and measurable improvements in ACC's service delivery performance and financial sustainability. The Taskforce will ensure ACC aligns with the Government's priorities of delivering improved rehabilitation outcomes for New Zealanders and ensuring that the ACC Scheme (the Scheme) is sustainable.

Background

ACC plays a critical role in New Zealand's social and economic wellbeing, yet persistent issues, including rising costs, decreasing rehabilitation outcomes, operational inefficiencies, are eroding public confidence in the Scheme.

The Government has commissioned independent reviews into the performance of ACC, which have identified significant issues in how the Scheme is working and being administered. Ministers have set clear expectations they are seeking substantially improved performance from ACC, both to support improved rehabilitation outcomes and to ensure the Scheme is sustainable.

A clear finding from the reviews the Government has commissioned is that ACC does not currently have a strong and robust culture for accountability and performance. This is a significant challenge that needs to be addressed to restore improved rehabilitation outcomes, curb rising costs and liability, and deliver greater financial sustainability.

The Minister of ACC has established a Turnaround Plan, approved by Cabinet, to strengthen ACC's performance to ensure it is delivering improved outcomes for the New Zealanders that rely on the Scheme. The Turnaround Plan includes a package of proposals to streamline operations, reduce inefficiency and improve claimant outcomes through improved rehabilitation services, faster processing, and more effective cost control. Taken together, the actions in the Turnaround Plan will ensure New Zealanders get access to timely rehabilitation services and support that get them back to independence sooner.

The Minister of ACC has established three key targets and the five priority areas within the ACC Turnaround Plan.

The targets within the Turnaround Plan include:

- **Target One: Supercharged Rehabilitation Timelines:**
 - 80 percent of injured workers return to work within six weeks
 - 90 percent of injured workers receive a rehabilitation plan within seven days
- **Target Two: Supporting Kiwis To Independence** – Reduce the number of long-term claimants (those on the Scheme for more than two years) by 30 percent by 2026
- **Target Three: Creating a Sustainable Financial Future:** Delivery of at least \$500 million in long-term claims liabilities annually to support the future sustainability of the ACC Scheme

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The priority areas set within the Turnaround Plan include:

- **Priority One:** Putting Injured Kiwis Back at the Centre – Rehabilitation That Works
- **Priority Two:** Faster, Fairer Decisions for Injured Kiwis – Cutting wait times and fixing bottlenecks
- **Priority Three:** Sustaining the ACC Scheme for the Future
- **Priority Four:** Building a High-Performance ACC: Enabling a cultural reset to Performance-Led Accountability.

Establishment of the ACC Performance Improvement Taskforce

As part of the ACC Turnaround Plan, the Minister of ACC has confirmed the establishment of the ACC Performance Improvement Taskforce. The Taskforce is responsible for establishing discipline and accountability back into ACC to drive the turnaround through active performance oversight, monitoring and delivery within ACC. The Taskforce will lead a sprint process to stand up enhanced performance and accountability arrangements within ACC to deliver on the commitments in the Turnaround Plan. This will occur over an eight week period, known as Phase One.

Phase Two will be focused on embedding the performance and accountability arrangements within ACC through active operational oversight and management across the organisation. This phase will also progress refinements and changes within ACC's service delivery model that deliver on the priorities in the ACC Turnaround Plan and Cabinet paper.

Objectives

The overall objective of the ACC Performance Improvement Taskforce is to significantly strengthen accountability and drive sustained performance improvement within ACC to deliver on the Government's direction and priorities for the ACC Scheme. To deliver on this objective, the Taskforce is responsible for leading a substantial shift in organisational focus through establishing a culture of accountability and performance discipline within ACC to drive improved rehabilitation performance and financial sustainability within the ACC Scheme.

Through the ACC Board, the Taskforce will have a mandate to drive changes within ACC that are necessary to delivery on the Government's priorities and expectations set out in the Turnaround Plan.

Function, roles and accountability

The ACC Performance Improvement Taskforce will deliver on the key objectives through:

- establish clear and tangible operational interventions to drive sustained progress within each of the priority areas within the ACC Turnaround Plan, including a defined weekly and monthly work programme against each of these areas
- ensure a comprehensive enterprise wide work programme is established to drive organisational delivery of the proposals in each priority area
- provide active weekly assurance and oversight to the Minister of ACC on ACC's delivery against the targets, commitments and expectations in the Turnaround Plan, as agreed by Cabinet

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- establish key organisational performance metrics, indicators and benchmarks to actively monitor the performance of ACC, with a particular focus on driving organisational productivity, value and effectiveness
- ensure ACC's operational and service delivery performance is informed by clear and robust client segmented analysis to enable effective and tailored targeting of interventions
- strengthening performance accountability within the organisation through the establishment of clear and measurable performance expectations cascaded through ACC, along with enhanced monitoring, reporting and accountability arrangements, aligned to strengthened organisational performance metrics
- embedding enhanced and strengthened performance reporting and monitoring (on both a weekly and monthly basis) within ACC that is actively managed by the Board and Executive to drive a culture of accountability and delivery of results
- evaluate operational interventions to assess effectiveness in delivering sustained improvement in rehabilitation outcomes and sustainability of the Scheme
- reviewing and enabling changes within ACC's operating model and delivery systems to address delivery barriers or enhanced operational effectiveness
- provide independent advice on provider contract arrangements, including accountability and performance settings, to ensure they are delivering optimal value for ACC and the Government more broadly.

The ACC Performance Improvement Taskforce will be accountable and report to the ACC Board. Operational decision making within the organisation sits with the ACC Chief Executive and the Taskforce works closely with the Chief Executive and Board to support its objective of strengthen accountability and discipline within the organisation. The Taskforce will also report directly to the Minister of ACC to ensure there is a clear line of accountability for the delivery of the ACC Turnaround Plan.

Deliverables

For Phase One, the Taskforce will deliver the following:

- current state assessment – complete an independent audit of ACC's 10 biggest cost drivers and process bottlenecks
- establish a 'quick wins' implementation plan to identify key operational changes to improve operational delivery and efficiency, in line with the priority areas in the Turnaround Plan
- reset organisational performance metrics and indicators, and cascade these through ACC's service delivery functions. Clear metrics should be set for each Executive member, with collectively accountability for delivery
- established defined delivery programmes against each priority area within the Turnaround Plan that are approved by the ACC Board, in consultation with the Minister of ACC
- establish enhanced weekly, monthly and quarterly performance and insights dashboards to monitor progress against the Turnaround Plan Targets and actions within each priority area

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- stand up a defined work programme to drive the delivery of evidence-based interventions against the Minister of ACC's priority areas within the Turnaround Plan
- review and embed changes to ACC's governance, oversight and accountability arrangements to strengthen delivery and performance within the organisation against the priority areas in the Turnaround Plan
- ensure active performance management engagements are in place at all levels (from the Executive to frontline delivery) to monitor progress against the Turnaround Plan within ACC (with weekly reporting to the Minister of ACC)
- undertake a high level assessment to identify potential areas for further savings within the organisation's baseline that could be reinvested into strengthen service delivery effectiveness and performance
- development of external communications plan to communicate the priorities and expectations within the Turnaround Plan with ACC staff, stakeholders, and the public.

Phase Two of the Taskforce will include:

- embedding the performance and accountability arrangements developed through Phase One
- undertaking a systematic review of ACC's third party provider arrangements to assess impact and value, and drive improvements that deliver on the commitments in the Turnaround Plan. This includes identifying assessing whether the contracting mechanisms are creating the right incentives within the system and amongst providers
- establishing benchmarks for actively monitoring and assessing productivity within ACC's operational and service delivery functions, and ensuring active management controls are in place to drive productivity performance
- developing a Public Performance Dashboard to report on real-time tracking of claim times, rehabilitation rates, and liability trends, as well as progress against the priority areas in the Turnaround Plan.

Oversight of the Turnaround Plan

The Minister of ACC is accountable for the overall delivery against the ACC Turnaround Plan. Strengthened oversight and accountability arrangements are needed to provide increased assurance to the Minister of ACC that ACC is effectively delivering against the Turnaround Plan. To support this, the Minister of ACC will be provided with:

- weekly reporting against the key performance indicators within the Turnaround Plan. ACC will provide additional weekly reporting on key operational metrics necessary to monitor delivery progress
- weekly reporting on progress to deliver activity against each priority area within the Turnaround Plan. Reporting against priority areas will be against a defined and detailed work programme for each priority area.

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Officials from ACC and the Ministry of Business, Innovation and Employment will provide detailed weekly reporting on progress against the key performance indicators and delivery against priority areas. The Treasury will be accountable for providing independent assurance to the Minister of ACC on progress against the delivery plan. The Treasury will work closely with the Taskforce to inform its advice.

Where there are concerns about performance, the Minister of ACC will set expectations with ACC, through the Board, to ensure corrective action is taken early.

Progress against the Turnaround Plan will be formally undertaken with the ACC Board on a monthly basis for the next 6 months, with this frequency reviewed in early 2026.

Taskforce membership

The Taskforce will be led by a credible, senior and experienced leader that has demonstrable experience in driving operational transformation within large and complex organisations. An Executive Director, ACC Performance Improvement Taskforce will be established within ACC, with the role reporting directly to the Board. Appointment of the Executive Director will be made by the ACC Board, in consultation with the Public Service Commission.

The Taskforce will draw on senior capability from across the Public Sector, with specific skills and experience in organisational transformation; performance management and accountability; commercial and financial management; and service design and delivery within complex operational environments.

The Taskforce may draw on specialist external resource and support where this can support the objectives of accelerating the delivery of the Turnaround Plan. Capability within ACC will be drawn on within the Taskforce, as appropriate.

Timeframes

Phase One led by the Taskforce will be completed over an eight week period and will be concluded by the end of October 2025. Phase Two of the Taskforce will start from October 2025 and conclude at 30 June 2026.

From: [Rob Anderson](#)
To: [Jack Rankin](#)
Subject: Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce
Date: Tuesday, 22 July 2025 8:58:00 am
Attachments: [Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce .docx](#)

Updated ToR

Terms of Reference for the Establishment of the ACC Performance Improvement Taskforce

Purpose

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Background

ACC plays a critical role in New Zealand's social and economic wellbeing, yet persistent issues, including rising costs, decreasing rehabilitation outcomes, and operational inefficiencies, are eroding public confidence in the Scheme.

The Government has commissioned independent reviews into the performance of ACC, which have identified significant issues in how the Scheme is working and being administered. Ministers have set clear expectations; they are seeking substantially improved performance from ACC, both to support improved rehabilitation outcomes and to ensure the Scheme is sustainable.

A clear finding from the reviews the Government has commissioned is that ACC does not currently have a strong and robust culture of accountability and performance. This is a significant challenge that needs to be addressed to restore improved rehabilitation outcomes, address rising costs and liabilities, and deliver greater financial sustainability.

The Minister of ACC has established a Turnaround Plan, approved by Cabinet, to strengthen ACC's performance and ensure it is delivering improved outcomes for the New Zealanders that rely on the Scheme. The Turnaround Plan includes a package of proposals to streamline operations, reduce inefficiency and improve claimant outcomes through improved rehabilitation services, faster processing, and more effective cost control. Taken together, the actions in the Turnaround Plan will ensure New Zealanders get access to timely rehabilitation services and support that get them back to independence sooner.

The Minister of ACC has established three key targets and the five priority areas within the ACC Turnaround Plan.

The targets within the Turnaround Plan include:

- **Target One: Supercharged Rehabilitation Timelines:**
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Phase Two will be focused on embedding the performance and accountability arrangements within ACC through active operational oversight and management across the organisation. This phase will also progress refinements and changes within ACC's service delivery model that deliver on the priorities in the ACC Turnaround Plan and Cabinet paper.

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The overall objective of the ACC Performance Improvement Taskforce is to significantly strengthen accountability and drive sustained performance improvement within ACC to deliver on the Government's direction and priorities for the ACC Scheme. To deliver on this objective, the Taskforce is responsible for leading a substantial shift in organisational focus through establishing a culture of accountability and performance discipline within ACC to drive improved rehabilitation performance and financial sustainability within the ACC Scheme.

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