



## Board Paper – Service Agreement 2023/24 – Measures and reporting

### Purpose

This paper provides information to support the Board consideration of the performance framework proposed for inclusion in the Service Agreement 2023/24 (**SA24**). The measurement approach that has informed the SA24 measures is provided in the *Approach to measuring our success for Huakina Te Rā* paper.

### Background

The new strategic direction established through Huakina Te Rā and the Statement of Intent 2023-2027 represents a significant change in focus for ACC. Given this, we need to introduce a new measurement approach to provide visibility of our performance and progress towards achieving this strategic vision in the SA24. Endorsed by the Board in April 2021, Te Kāpehu Whetū has been used to inform all the measures for Māori.

ACC is legislatively required to enter into a Service Agreement with the Minister for ACC annually and to provide “related information necessary for the Minister to assess our performance”.

The Service Agreement is prepared in accordance with the Crown Entities Act 2004 and the Accident Compensation Act 2001. The Service Agreement is one of ACC’s three accountability documents (the others being the four-year Statement of Intent and the Annual Report), which are to be read together.

The Service Agreement and corresponding measures and targets described in this paper provide transparency of performance and will be reported against at year-end in the Annual Report.

The Service Agreement, amongst other things, state what deliverables we commit to deliver to progress our strategic goals and how we will demonstrate success, specifically:

- The quality and quantity of services to be provided by ACC.
- The expected cost of delivering those services.
- The performance measures, targets and related information necessary for the Minister to assess our performance.
- The nature and frequency of the reporting requirements against the Agreement.
- How we will deliver our outputs.

### Recommendations

1. **Note** our approach to developing measures as described in the *Approach to measuring our success for Huakina Te Rā* paper.
2. **Approve** the proposed performance framework, including bridging measures for inclusion in the draft SA24.
3. **Note** the next steps for the SA24.

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<b>Approved by</b>	Stewart McRobie, DCE Corporate and Finance
<b>Date</b>	14 March 2023

## Key Issues

### Performance measures SA24

This paper proposes the accountability measures for inclusion in the SA24 – refer **Appendix 1: SA24 performance framework**. In addition, **Appendix 2: Measure glossary** includes the definition of all measures. These proposed measures represent the best alignment to the strategic goals of Huakina Te Rā using the most robust measures currently available for SA24. For a fuller description of how the SA measures demonstrate progress toward achieving the longer-term strategic outcomes and goals of Huakina Te Rā please refer to the paper, *Approach to measuring our success for Huakina Te Rā*. Given the new strategic direction, measures selected in the SA24 represent a transition towards measuring progress. The measures focus on foundational performance (injury prevention, rehabilitation and financial guardianship) for the SA24. Proposed measures more closely align to the goals of Ringa Atawhai | Guardianship and Oranga Whānau | Safe and Resilient Communities. There is less coverage for Mana Taurite | Equity, where there is a limited availability of existing measures.

The SA24 includes a smaller number of measures than in prior years (40 measures 2022/23, 31 measures 2023/24<sup>1</sup>). Distilling these to a tightly focused set of measures provides a sharpened picture of performance externally. This is consistent with the current direction in public sector accountability reporting. Comparable entities (including Waka Kotahi and NZTE) had 12 to 26 accountability measures. **Appendix 3: Mapping current performance framework to new** provides a mapping of the current (2022/23) performance framework to the proposed framework to aid understanding and demonstrate coverage.

The accountability measures are supported by organisational and operational measures to increase our understanding of our performance and the ways we can lift performance. The three-tier performance framework provides distinct but related measures at three levels:

- **Accountability** – a set of measures that reflect the critical aspects of our performance in the context of our strategic goals. These are the only measures presented in the SA24.
- **Organisational** – a set of additional measures that support tactical and strategic decision making around course correction of performance.
- **Operational** – additional measures (which can be added to as appropriate) that are used internally to support improvement in operational performance.

The proposed new performance framework for the SA24 also reflects a shift for performance reporting. Historically, we have used the framework of the Service Agreement to build performance reporting to the Board. Going forward, external reporting (Quarterly report to Minister for ACC) will cover this framework, where performance reporting presented for the Board will also use key metrics, trends and analysis to support tactical and strategic discussions around performance where appropriate. This is demonstrated in the *Approach to measuring our success for Huakina Te Rā* paper.

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<sup>1</sup> Excludes Asset Performance Measures

The measure set for the SA24 is also divided between our core strategic goals (ManaTaurite | Equity, Ringa Atawhai | Guardianship and Oranga Whānau | Safe and Resilient Communities) and Organisational health and capability goals (people, information and technology). This distinction is important – The Crown Entities Act requires us to differentiate between the two in our SOI.

We undertook a process to refine measures from the long-term strategic goals to the medium-term results in the Statement of Intent through to the SA24. Criteria were applied to the selection of potential accountability measures to identify measures appropriate for target setting. In this first year of Huakina Te Rā, we are including some interim measures. We have termed these 'bridging measures', measures without targets. We can capture data for these metrics to understand baseline but are unable to set targets at this stage. Performance targets are a specification of what we will deliver and we are unable to make meaningful assessment for these metrics because we have insufficient historic data and/or an incomplete understanding of which factors drive and influence the measure. We consider these to be indicators or watchpoints and offer them in good faith as a means of giving stakeholders as much visibility as possible on key areas relevant to each goal.

Overall, the number of measures is reduced from previous Service Agreements but still covers the breadth of the business (Refer to **Appendix 4: SA24 core goal measures to Outputs**)

### **Mana Taurite | Equity**

In the SA24 we have three measures for this goal. Of these, one has targets and two are bridging.

- Mana Taurite | Equity aims to achieve equity of access, experience and outcome for Māori and all New Zealanders. Overall client satisfaction for Māori is currently the only measure with targets proposed for this goal. Satisfaction levels give a high-level indication of the relevance and quality of experience for Māori.
- As Mana Taurite | Equity is a new focus for ACC, we have identified a large number of relevant new measures to construct but need to improve capture of ethnicity, disability and gender data and move to customer (rather than claim) level data collection.
- In the SA24, we have included three bridging measures. Claim lodgement ratio for Māori and claim lodgement ratios for other population groups track how many claims are lodged per thousand of population. While this gives some indication of access across populations, it requires contextual information about base injury rates for each population in order to be meaningful. For example, a comparable claim lodgement ratio for Māori and the total population may not indicate equitable access if Māori have a higher level of injury.
- Uptake of rongoā Māori services, is included as a bridging measure but again requires additional context to give insight into the cohorts not accessing the scheme and the role that rongoā services play in equitable access, experience and outcome for Māori or other population groups.

### **Ringa Atawhai | Guardianship**

In the SA24 we have 13 measures for this goal. Of these 12 have targets and one is bridging.

- Customer sentiment - Client, provider, and business customer satisfaction measures are now included in the measures for this goal, along with public trust and confidence. This is a change from the Net Trust Score refer to paper, *New approach to trust measures*, September 2022.

- Financial sustainability - Focus on the long-term sustainability of the Scheme is covered by measures covering the OCL movement, new year claim costs and investment performance. This is supplemented with the existing measure covering a major driver of the OCL (care hours for serious injury clients) and a more immediate financial measure of efficiency (percentage of total expenditure paid directly to clients or for services to clients).
- Carbon reduction commitments - We are proposing to formalise the existing carbon emission targets (corporate and global equity portfolio) in the SA24.

### **Oranga whānau | Safe and resilient communities**

In the SA24 we have 16 measures for this goal. Of these, 13 have targets and three are bridging.

- Rehabilitation - Changes have been made to the rehabilitation measures to improve our understanding of the full claim trajectory. For short-term performance, we have extended the average weekly compensation days paid measure to start on day one. This enables us to measure the full first year of claims, rather than assessing specific points in the claim. In addition, we propose measuring the rehabilitation rate at one year, to describe performance before claims enter the long-term claims pool.

The long-term rehabilitation performance measures remain the same, as does the return to independence for those not in the workforce.

- Injury prevention - Our effectiveness at supporting communities to remain injury free is measured by the return on investment for injury prevention spend, and claims avoided. We propose to measure the complete injury prevention portfolio in one return on investment measure.

Rates of serious injury claims and sensitive claims for Māori are included as bridging measures. While these give some indication of Oranga Whānau progress, information about the base rates of these forms of injury is required.

### **Organisational health and capability**

In the SA24 we have five measures for this goal. Of these, all have targets.

- Employee engagement – The performance framework includes a shift from Employee Net Promoter Score to Employee Engagement GrandMean (based on the Gallup Q12). The Q12 is based on multiple questions, is well researched, and widely validated. This measure is more reliable over time and provides a more robust and interpretable performance picture. It can also be benchmarked against a range of global trends and industry standards.
- Privacy – we propose maintaining the existing measure (Number of category 3,4 or 5 breaches and near misses) for the coming year. However, we will alter the definition of the measure slightly to exclude historical incidents where behaviour happened three or more years ago.

The current measure does use a rating system developed by the Government Chief Privacy Officer (GCPO) that has recently been decommissioned. Despite significant work and investigation over the past 6 months, it has been challenging to pinpoint one or two measures that would accurately reflect privacy maturity with the current information and data we have available. Work will be completed in 2023/24 to test potential replacement measures.

Additional legislative requirements considered in the development of the SA24 performance framework include:

- The Accident Compensation (Access Reporting and Other Matters) Amendment Bill (currently at Select Committee stage), if passed will require us to report annually on access for Māori and other population groups including any disparities and barriers and contributing causes or factors. In the SA24 we are proposing to include Claim lodgement ratio for Māori and other groups.

- From 2022, we were required to comply with a new standard for service performance reporting (PBE FRS 48). Paragraph 15a states:  
 “An entity’s service performance information shall provide users with sufficient contextual information to understand why the entity exists, what it intends to achieve in broad terms over the medium to long term, and how it goes about this.”

The performance framework sets us up well to achieve this.

- Finally, we are also required to include asset performance measures in the Service Agreement as per Cabinet Office Circular CO (19) 6: Investment Management and Asset Performance in the State Services. To address this requirement, we have eight additional measures aligned to our two largest asset portfolios: property and ICT.

The SA24 will also include information necessary to support the understanding of the Scheme and how we will deliver on our objectives. This information will include, but is not limited to:

- funding ratios by Account
- claims volumes
- demographics about our employees.

### Performance targets SA24

Striking the right balance in performance targets between ambition and confidence of delivery is a challenge. The targets aim for an improvement in performance year on year, but achievability is also considered. We are socialising these targets across the organisation to ensure this balance is achieved. The proposed targets will be provided to the April 2023 Board meeting for discussion.

Where possible, the Budget and Service Agreement are aligned in terms of performance target aspirations. However, the timing of the Service Agreement does mean we can reflect more recent performance and experience in the targets should this be necessary and potentially accept some inconsistency. In the event where targets are updated following the SA24 process, it is unlikely to materially impact the Budget and therefore, we would not normally update the Budget for any changes.

### Impacts

Areas	Impact	Extent	Comment
Customers	Positive	Low	The performance framework will support the provision of information to demonstrate how effectively we are delivering on our strategic goals
Stakeholders	Positive	Low	The performance framework will support the provision of information to demonstrate how effectively we are delivering on our strategic goals
Financial	Neutral	N/A	The performance framework includes measures of financial performance

<b>People, Health, Safety and Wellbeing</b>	Neutral	N/A	The performance framework includes measures of People, Health, Safety and Wellbeing performance
<b>Environmental</b>	Positive	Low	The performance framework will support the provision of information regarding our environmental performance.

### **Whāia te Tika**

Whāia Te Tika aspirations are embedded throughout the measurement framework, rather than forming stand-alone content. Specifically, Huakina Te Rā, which underpins the SOI, is built on a commitment to upholding te Tiriti o Waitangi/the Treaty of Waitangi. The strategy is based on a partnered approach between tāngata whenua and tāngata Tiriti toward a common purpose.

### **Next Steps**

The key dates for the development of the SOI and SA are set out below:

#### **Date (2023)**

#### **Action**

21 March (Board meeting)

Board consider performance frameworks

19 April (Board meeting)

Board consider Draft Statement of Intent and Draft Service Agreement (including targets)

By 30 April

Draft SOI and Draft SA provided to Minister for ACC

By 21 May

Feedback received from Minister

22 June (Board meeting)

Board approval of final SOI 2023-2027 and SA 2023/24, following Minister feedback

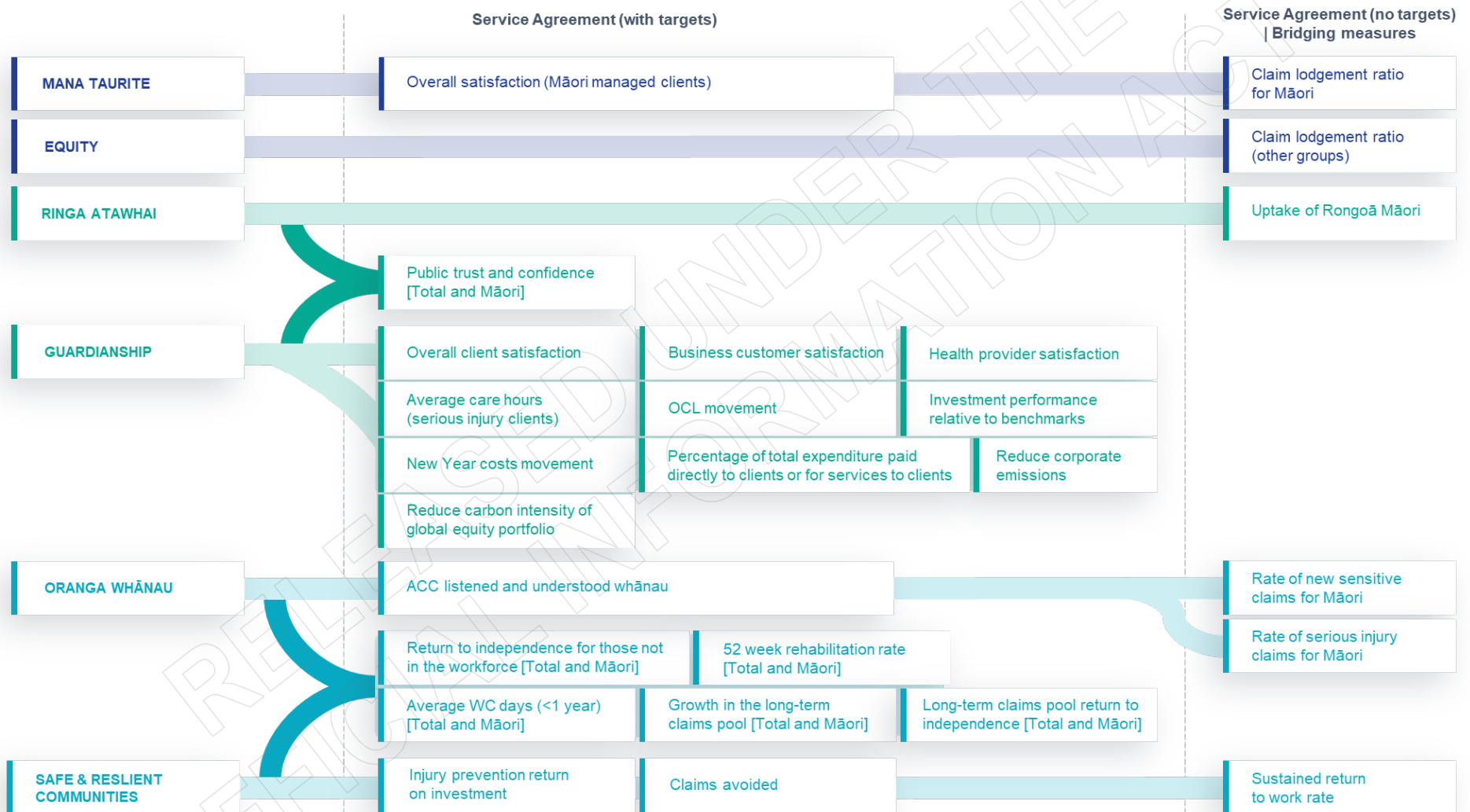
By 30 June

SA 2023/24 signed

ASAP

Both documents published on [www.acc.co.nz](http://www.acc.co.nz)

## Appendix 1: SA24 performance framework - Core strategic goals



## Appendix 1: SA24 performance framework – Organisational health and capability goals



## Appendix 2: Measure glossary

Measure Name	Definition	Goal
52 Week rehabilitation rate	The percentage of clients receiving weekly compensation, who return to work within one year (365 days). A client is considered to have returned to work five weeks after the cessation of weekly compensation payments. Presented as a 52-week rolling average result.	Oranga Whānau   Safe and Resilient Communities
ACC listened and understood whānau	A measure where managed clients rate the level to which they agree with the statement: "The people I have dealt with at ACC have listened and understood my personal circumstances". Respondents rate on a scale of 1 (strongly disagree) to 5 (strongly agree) The measure is the percentage of clients that rate 4 (agree) and 5 (strongly agree). Presented as a rolling four-quarter result.	Oranga Whānau   Safe and Resilient Communities
Average care hours (serious injury clients)	The average annual hours of attendant care, home help and childcare per Serious Injury claim. Presented as a rolling four-quarter result.	Ringa Atawhai   Guardianship
Average WC days (<1 year)	The average number of weekly compensation days paid (AWCDP) for all clients returning to work (exits) with less than 365 days paid. Presented as a 52-week rolling result.	Oranga Whānau   Safe and Resilient Communities
Business customer satisfaction	A measure where business customers (who have had personal contact with ACC in the last 12 months) are asked to rate their overall satisfaction with ACC in response to this question: "How satisfied were you that ACC met the needs of your business on that occasion?" Business customers rate on a scale of 1 (very dissatisfied) to 5 (very satisfied). The CSAT is the percentage of business customers that rate 4 (satisfied) and 5 (very satisfied). The survey samples self-employed persons as well as the owners or senior managers of small, medium and large businesses. Results are weighted by business size. Presented as a rolling four-quarter result.	Ringa Atawhai   Guardianship
Claims avoided	The number of claims avoided in the areas where we have targeted injury prevention programmes. Presented as a year-to-date result.	Oranga Whānau   Safe and Resilient Communities
Employee engagement	Employee engagement is measured annually using a Gallup survey tool. Our people respond anonymously to 12 questions which cover aspects of engagement including basic needs, management support, teamwork and belonging, and growth. The overall engagement score is calculated as the grand mean for all employees across all 12 questions. Result presented annually.	Organisational Health and Capability
Growth in the long-term claims pool	The proportional change or growth in the number of claims who have received weekly compensation for more than 365 days. Presented as a point in time result.	Oranga Whānau   Safe and Resilient Communities
Health provider satisfaction	A measure where providers rate their overall satisfaction with ACC in response to this question: 'Generally speaking, how satisfied or dissatisfied are you with your current relationship with ACC?' Providers rate on a scale of 1 (very dissatisfied) to 5 (very satisfied). The CSAT is the percentage of providers that rate 4 (satisfied) and 5 (very satisfied). The provider sample is stratified by equal proportions of the following segments: GPs, Physiotherapists, Other Health Providers, Other Allied Health Professionals, Specialists and Rehabilitation Providers. Data is weighted to reflect population i.e., amount of contact with ACC. Presented as a rolling four-quarter result.	Ringa Atawhai   Guardianship

Measure Name	Definition	Goal
ICT Availability – Overall operational system availability	Percentage of time key applications and networks are available to perform required functions. Presented as a year-to-date result.	Asset Performance
ICT Condition: Number of critical faults (P1) per annum	Number of critical faults (P1) for key ACC systems per annum. Presented as a year-to-date result.	Asset Performance
ICT Condition: Percentage of key systems with a condition rating of Good or Excellent	Percentage of key systems with a condition rating of Good or Excellent. Condition is based on currency of supportability factor. Presented as a year-to-date result.	Asset Performance
ICT Functionality – Total operational ICT spend per FTE	The total operational ICT spend across the organisation per FTE to provide ICT services enabling delivery organisational outcomes. Presented as a year-to-date result.	Asset Performance
ICT Utilisation – Use of Technology	Percentage of active ACC computer devices that are within the accepted lifecycle target. Presented as a year-to-date result.	Asset Performance
Injury prevention return on investment	The return on investment from our injury prevention investments. This consists of two parts: the historical value of claims saved divided by the cost of the interventions to date, and the 10-year expected claims saved divided by the likely future cost of the interventions. The future investment and value of claims saved in the calculation of the return on investment are discounted using our expected investment rate of return. The workplace measure excludes ACC's investment with WorkSafe New Zealand. Presented as an evaluation of the costs and savings at a point in time.	Oranga Whānau   Safe and Resilient Communities
Investment performance relative to benchmarks	A measure of ACC's investment performance after costs compared with the industry standard. Measured as the percentage above the blended market average benchmark. Presented as a year-to-date result.	Ringa Atawhai   Guardianship
Long-term claims pool return to independence	The net number of Long-Term Claim Pool clients who have returned to independence (ceased receiving weekly compensation) in 12 months. A Long-Term Claim Pool client has received weekly compensation for more than 365 days. Presented as a rolling 12-month result.	Oranga Whānau   Safe and Resilient Communities
Lost time injury frequency rate	The number of lost-time incidents per million hours worked. Presented as a year-to-date result.	Organisational Health and Capability
New year costs movements	Movement in the expected lifetime cost to ACC for new accidents in the financial year, excluding legislation and policy changes.	Ringa Atawhai   Guardianship
Number of category 3,4 or 5 privacy breaches and near misses	The number of category 3, 4 and 5 privacy breaches and near misses (as defined by the Government Chief Privacy Officer's privacy matrix based on date of notification. Excludes incidents where behaviour occurred three or more years ago. Presented as a year-to-date result.	Organisational Health and Capability
Property utilisation: Square metres per FTE	Square metres (m2) of leased area per full-time equivalent. Presented as a point in time result.	Asset Performance
Property condition: Leased area with code compliance or building warrant of fitness	Percentage of total leased area with a current code of compliance certificate / building warrant of fitness. Presented as a point in time result.	Asset Performance
Property functionality: Leased area that meets ACC security standards	Percentage of total leased area that meets or exceeds the ACC security standards. Presented as a point in time result.	Asset Performance

Measure Name	Definition	Goal
OCL movement	The movement in the total OCL strain/release excluding legislation and policy changes	Ringa Atawhai   Guardianship
Overall Client Satisfaction	A measure where managed clients rate their overall satisfaction with how their current claim has been handled by ACC. Respondents rate on a scale of 1 (very dissatisfied) to 5 (very satisfied) – to the question: ‘Overall, how satisfied are you with the way your claim is being handled by ACC?’ The CSAT is the percentage of managed clients that rate 4 (satisfied) and 5 (very satisfied). The survey samples managed clients – clients who have received an entitlement in the last 70 days (excluding Serious Injury and Sensitive claims). Data is weighted by recovery team. Presented as a rolling four-quarter result.	Ringa Atawhai   Guardianship
Overall Satisfaction (Māori managed clients)	A measure where managed clients who identify as Māori rate their overall satisfaction with how their current claim has been handled by ACC. Respondents rate on a scale of 1 (very dissatisfied) to 5 (very satisfied) – to the question: ‘Overall, how satisfied are you with the way your claim is being handled by ACC?’ The CSAT is the percentage of managed clients that rate 4 (satisfied) and 5 (very satisfied). Presented as a rolling four-quarter result.	Mana Taurite   Equity
Overall system uptime	Percentage of time key applications and networks are available to perform required functions. Presented as a year-to-date result.	Organisational Health and Capability
Percentage of total expenditure paid directly to clients or for services to clients	The proportion of expenditure (claims paid and administration costs) paid for clients (claims paid). Investment costs are excluded. Presented as a year-to-date result.	Ringa Atawhai   Guardianship
Public trust and confidence	A measure where respondents rate their overall trust and confidence in ACC in response to this question. Presented as a rolling four-quarter result.	Ringa Atawhai   Guardianship
Reduce carbon intensity of global equity portfolio	This metric incorporates all the emissions for which our investee companies are directly responsible, the emissions generated in the production of the energy they use, and the emissions embedded in the fossil fuel production volumes of reserves’ owners in the energy sector and the diversified metals and mining industry.	Ringa Atawhai   Guardianship
Reduce corporate emissions	Our corporate emissions are the tCO <sub>2</sub> e of our corporate-related Scopes 1 and 2 and certain Scope 3 emissions measured using an emissions tracker based on the Ministry for the Environment’s emissions factors.	Ringa Atawhai   Guardianship
Return to independence for those not in the workforce	The proportion of clients (who have never received weekly compensation) who have returned to independence (ceased receiving any entitlement payments) in 12 months. Presented as a rolling 12-month result. (Excludes serious injury claims).	Oranga Whānau   Safe and Resilient Communities
Total recordable injury frequency rate	The number of lost-time incidents, restricted work incidents and medical treatment incidents per million hours worked. Presented as a year-to-date result.	Organisational Health and Capability

## Bridging measures

Bridging Measure Name	Definition	Goal
Claim lodgement ratio for Māori	Proportion of Accepted claims for Māori compared to Māori population of Aotearoa New Zealand (Number of claims made per 1,000 of population). Presented as a rolling four-quarter result.	Mana Taurite   Equity
Claim lodgement ratio (other demographics)	Proportion of Accepted claims for the selected population compared total size of the selected population within of Aotearoa New Zealand (Number of claims made per 1,000 of population). Presented as a rolling four-quarter result. Priority population groups are those who disproportionality face barriers to accessing our Schemes and entitlements, and experience inequities in health and wellbeing outcomes. Our priority population groups will be confirmed through further research. We already know from existing research that Māori, Pacific people, disabled people, and women experience inequities in accessing our Schemes and in wellbeing outcomes. Presented as a rolling four-quarter result.	Mana Taurite   Equity
Rate of new sensitive claims for Māori	Proportion of accepted sensitive claims for Māori compared to Māori population of Aotearoa New Zealand (Number of claims made per 10,000 of population). Presented as a rolling four-quarter result.	Oranga Whānau   Safe and Resilient Communities
Rate of serious injury claims for Māori	Proportion of accepted Serious Injury claims for Māori compared to Māori population of Aotearoa New Zealand (Number of claims made per 10,000 of population). Presented as a rolling four-quarter result.	Oranga Whānau   Safe and Resilient Communities
Sustained return to work rate	The percentage of clients in the Work Account who have returned to work and have remained at work. Presented as a rolling four-quarter result.	Oranga Whānau   Safe and Resilient Communities
Uptake Rongoā Māori	Number of claims that use rongoā Māori on a 12-month rolling annual basis. Claims that use the service across multiple months will be counted in each month where the service was used. Presented as a year-to-date result.	Ringa Atawhai   Guardianship

## Appendix 3: Mapping current performance framework to new

The following provides a breakdown of how the current performance framework (Service Agreement 2022/23) maps to the proposed framework for SA24.

Injury Prevention		Customer Outcomes and Experience		Sustainability	
Return on Investment 0-20 year programmes	Replaced with single ROI for entire portfolio	Return to work within ten weeks	Replaced with Ave WC days paid <365 and RTW 365	Change in average treatment cost.	No - Can be managed through financial control processes
Return on Investment Workplace programmes	Replaced with single ROI for entire portfolio	Return to work within nine months	Replaced with Ave WC days paid <365 and RTW 365	Administration costs per active claim.	No - Can be managed through financial control processes
Investment in Kaupapa Māori IP programmes	No - organisational performance	Average Weekly compensation days paid	Replaced with Ave WC days paid <365 and RTW 365	Percentage of total expenditure paid directly to clients, or for services to clients.	Included
Number of claims avoided	Included	Return to independence for those not in the workforce	Included	Claims processed per full time equivalent.	No - Can be managed through financial control processes
Rate of SI & fatal 0-20 programmes	No - context from rate of SI and rate of SC	Public trust and confidence	Included	Average care hours per serious injury claim	Included
Rate of SI Workplace programmes	No - context from rate of SI and rate of SC	Client net trust score	Replaced with Satisfaction	Actuarial movement	Replaced with Influenceable movement in OCL and claims costs
		Speed of cover decisions - non complicated claims	No - organisational performance	Investment performance after costs relative to benchmark	Included
		Speed of cover decisions - complicated claims	No - organisational performance	Investment management costs as a proportion of total funds under management	No - organisational performance
		Reviews as a percentage of cover decline decisions	No - organisational performance		
		Average time to resolution for claims with reviews.	No - organisational performance		
		Proportion of ACC reviews upheld (in favour of ACC).	No - organisational performance		
		ACC focused on the best possible outcomes	No - Managed through drivers of client satisfaction		
<b>Organisational health and capability</b>		Client net trust score for Māori	Replaced with Satisfaction		
Employee Net Promoter Score	Replaced with engagement grand mean	Māori lodgement ratio	Replaced with Claim lodgement ratio for Māori		
Proportion of ACC staff who identify as Māori	Contextual information included in SA24 - no targets	Provider net trust score.	Replaced with Satisfaction		
Proportion of ACC staff who identify as having a disability	Contextual information included in SA24 - no targets	Business net trust score.	Replaced with Satisfaction		
Total recordable injury frequency rate	Included	Growth in the Long-term claims pool	Included		
Lost time injury frequency rate	Included	Long Term Claim Pool returns to independence	Included		
The number of category 3, 4 and 5 privacy breaches and near misses (as defined by the Government Chief Privacy Officer's privacy matrix)	Included (with small change to methodology)	Rate of long-term clients in part-time work.	No - organisational performance		
Overall operational system availability	Included				

## Appendix 4: SA24 core goal measures to Outputs

