



Transport Accident
Investigation
Commission

Statement of Intent Te Tauākī Tikanga

2021-2025

Prepared and published in accordance with the
requirements of the Crown Entities Act 2004



Transport Accident Investigation Commission
Te Kōmihana Tirotiro Aituā Waka
Statement of Intent 2021-2025

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Transport Accident
Investigation
Commission

4 June 2021

Hon Michael Wood
Minister of Transport
Executive Wing
Parliament Buildings
Wellington

Dear Minister

Statement of Intent

We present the Statement of Intent of the Transport Accident Investigation Commission for the period 2021/22 to 2024/25.

It has been prepared and is signed in accordance with the provisions of the Crown Entities Act 2004.

Jane Meares
Chief Commissioner

Stephen Davies Howard
Deputy Chief Commissioner

Our vision

Tō mātou tirohanga

No repeat accidents – ever! Whakakore aituā tukurua!

Our mission

Tā mātou whāinga

Safer transport through investigation, learning and influence

Our values

Ā mātou uara

Fairness
Impartiality
Independence
Competence
Integrity
Timeliness
Certainty

Our purpose

Tā tātou kaupapa

Ko te aronga a Te Kōmihana Tiro tiro Aituā Waka, ki te whakatau me te āta tiro tiro he aha te pūtake o ngā Aituā Waka. A me pēhea rā te karo, kia kore ai aua takanga e pa mai anō a tōna wā.

The purpose of the Transport Accident Investigation Commission is to determine the circumstances and causes of accidents and incidents with a view to avoiding similar occurrences in the future.

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Jane Meares
Chief Commissioner

Chief Commissioner's overview

Te tirohanga a te Kōmihana matua

The Commission's statutory purpose is to determine the circumstances and causes of selected aviation, rail, and maritime accidents and incidents with a view to avoiding similar occurrences in the future, rather than to ascribe blame to any person. This purpose, unchanged since our inception, means we are uniquely placed to influence and contribute to the Government's goal of delivering a transport system where no-one is killed or seriously injured. Commissioners and staff are motivated by an inspirational goal of ensuring there are **No repeat accidents – ever!**

As laid out in our previous statement of intent (2018-2022), our priority over the last three years has been to review the organisation's needs in analysis, software, hardware, and data management skills. The broad challenge we faced then remains: we must mature and adapt to the increasingly technological and data-driven nature of the transport system. The advent of intelligent systems and, increasingly, artificial intelligence, requires new ways of conducting investigations and gathering evidence. We must be able to respond effectively if we are to continue to meet our statutory purpose.

We have retained the notion of resilience as the guiding principle for our strategic planning. Resilient organisations are ones that thrive in times of uncertainty and change. Resilience in the face of technological change, disruptions to our operating environment and to external shocks such as a major accident or natural disaster, is key to the Commission's organisational health and capability as we look ahead.

Resilience is the basis of the Knowledge Transfer System, the outcome of our Digital Transformation Strategy. The purpose of the Knowledge Transfer System is to strengthen our ability to influence. Our recommendations are not mandatory so our impact on transport safety – our contribution to delivery of a transport system where no-one is killed or seriously injured – depends on the actions of others. We achieve influence through being credible (having world-class investigation standards) and by being accessible (making sure findings, recommendations, and other key insights are available for people and organisations to use).

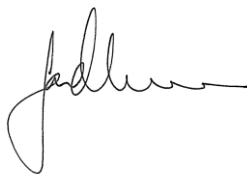
The Knowledge Transfer System aims to deliver data and information systems that support our work. This means we will be able to manage and interrogate data (including scaling for large amounts of data if needed), and able to undertake system risk analysis and target case selection to the highest safety risks. Detailed planning is well under way. We were pleased to have secured new funding for 2020/21 to allow us to develop and implement the information technology systems that will take us into the future. This includes inquiry, investigation and corporate management and reporting assets. But, importantly, it also includes the people and expertise we need to get the best from these assets.

By the end of 2024/25, we expect to have achieved the main benefits of the Knowledge Transfer System. Its implementation is a major project for the organisation. By providing for scalability and through its strengthening of systems, it allows us to enhance our capacity to respond to a major accident. Since the inception of the Commission in 1990, we have been fortunate not to have to respond to a large-scale event. We consider we are now in a position to build our capacity to do so if required.

We face additional challenges over the period covered by this statement of intent. We are monitoring the medium- to long-term effects of the COVID-19 pandemic; for example, the lower flying hours could affect the currency of pilots' skills. As commercial aviation returns to more normal levels, we will be looking closely for indications of emerging safety issues. However, the pandemic has not affected our strategic direction, or the nature of our functions.

Changes in senior management will bring further challenges. In 2020/21, we welcomed a new Chief Executive and a new Chief Investigator of Accidents. This brings its own set of challenges and changes to the organisation.

We are excited by the opportunities that lie ahead and consider the Commission has an assured future as a powerful voice on transport safety matters.

A handwritten signature in black ink, appearing to read 'J Meares', with a long horizontal flourish extending to the right.

Jane Meares
Chief Commissioner

The Transport Accident Investigation Commission

Te Kōmihana Tirotiro Aituā Waka

Who we are

We are a standing commission of inquiry with the sole purpose of improving transport safety

The Transport Accident Investigation Commission (the Commission) is a standing commission of inquiry. Our sole purpose is to improve transport safety. We do this by identifying safety risks within the transport system; and providing that knowledge to sector participants, so they can act to make people safer.

Our work contributes to the transport sector outcome of protecting people from transport related injuries.

We work in the aviation, rail and maritime transport modes.¹

To achieve our purpose, we are mandated to conduct no-blame investigations

The Commission's enabling legislation is the Transport Accident Investigation Commission Act 1990 (the Act). To achieve our purpose, the Act gives us the mandate to conduct independent, no-blame, investigations into certain transport accidents and incidents (occurrences). For each occurrence we investigate, we publish a report of our findings and recommendations.

We were established so that New Zealand could achieve greater compliance with international treaties

The Act established the Commission so that New Zealand could achieve greater compliance with the Convention on International Civil Aviation (ICAO Convention), particularly Annex 13, which relates to safety-focused accident investigations.

We support New Zealand's obligations as a member of the International Maritime Organization (IMO) and the International Convention for the Safety of Life at Sea (SOLAS). The IMO's Maritime Casualty Investigation Code requires signatory states to have an independent body to investigate maritime accidents and incidents to avoid further occurrences rather than to apportion blame or liability.

The Act embodies these obligations by prescribing the Commission's purpose, which is "to determine the circumstances and causes of accidents and incidents with a view to avoiding similar occurrences in the future, rather than to ascribe blame to any person".²

¹ Sections 2 and 8 of the Transport Accident Investigation Commission Act 1990.

² Section 4 of the Transport Accident Investigation Commission Act 1990.

We are an
independent Crown
entity

As well as being a standing commission of inquiry, the Commission is an independent Crown entity under the Crown Entities Act 2004, fully Crown funded through Vote Transport.

The Commissioners also act as board members for the purposes of the Crown Entities Act 2004.

Our functions

We take a system view of transport safety, with independence and impartiality as our ethos

The Commission takes a system view of transport safety. Under our mandate, we open an inquiry when the circumstances of an event are likely to have significant implications for transport safety, or findings and recommendations are likely to lead to an increase in transport safety. The Minister of Transport may direct the Commission to open an inquiry under certain circumstances.

In every case, the Commission determines how it conducts its inquiries and is independent in its deliberations.

Ensuring evidence is secured and accessible for critical examination without hindrance or undue influence from vested interests is the cornerstone of state-mandated accident investigation. The principles of independence and impartiality underpin the ethos of accident investigation the world over.

We conduct rigorous inquiries and influence others to act through findings and recommendations

The core of our work is identifying system risk through in-depth examination of particular occurrences, or groups of occurrences, to determine the facts of what happened and what needs to change to reduce the likelihood of a recurrence. Because our recommendations are not mandatory, we work to influence others to act.

To achieve influence, our work must be independent, rigorous, and authoritative.

Our core activities are:

- conducting independent inquiries supported by factual investigations
- making and publishing findings and recommendations
- influencing transport sector participants to improve safety
- helping overseas accident investigation organisations when needed.

The inquiry system is a quasi-judicial process

The Commission's Act provides powers and protections related to evidence. We are also supported by the general powers and processes of the Commissions of Inquiry Act 1908. These include the use of submission and hearing processes, and provisions to ensure natural justice is observed.

During an inquiry the Commission considers evidence from investigators, expert advice, and submissions from consulted people and organisations

An inquiry into an occurrence has two broad, overlapping phases – investigation and Commission hearing – followed by publication of findings and recommendations.

In the investigation phase, the Commission co-ordinates and directs the investigation and decides which other parties (if any) should be involved. Using delegated powers, investigation staff gather and analyse evidence on the Commission’s behalf.

Under the Act, the Commission has broad investigative powers, including the power of entry and inspection, and the power to seize, remove and protect evidence. The Act protects the evidence we gather from general disclosure, except for the purposes of the investigation. This includes witness interviews.

In the inquiry phase, the Commission considers evidence gathered by investigators, expert advice, and submissions from consulted people and organisations. We may also hold private or public hearings, and we have the power to summons any person to appear before the Commission. Figure 1 below summarises the touchpoints between the investigation and inquiry phases.

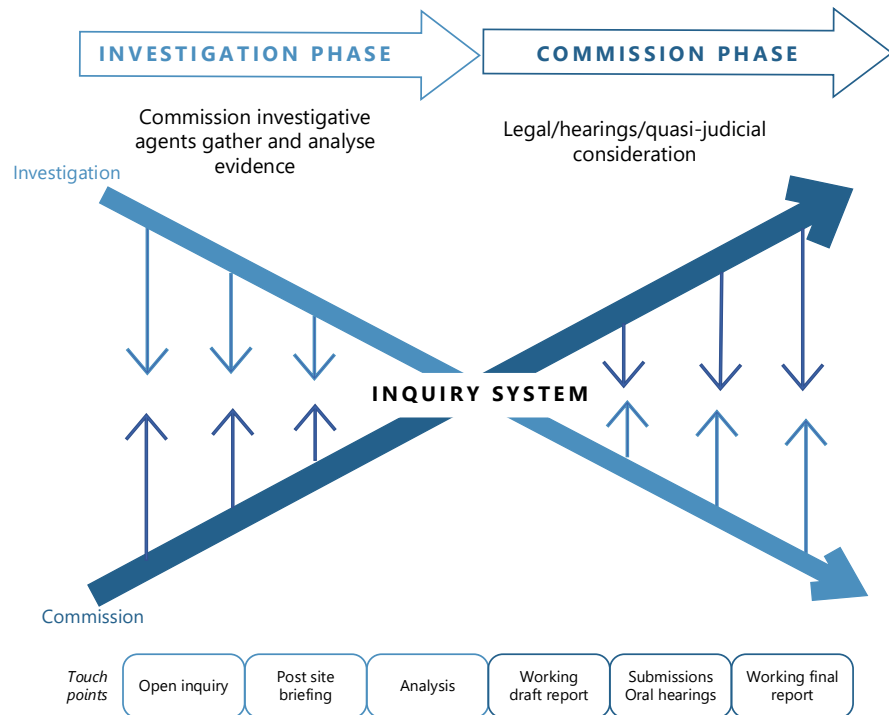


Figure 1: The phases of an inquiry

Our structure and operating model

Our structure is designed to facilitate inquiry and investigative processes, and to meet Crown entity obligations

The Commission operates from a national office in Wellington. We are structured to facilitate the inquiry and investigative processes described above, while supporting the Commissioners' independence and decision-making.

The Commission is a four-tiered organisation as illustrated in Figure 2 below. Employees fill core functional roles in the Commission. Additional expertise is bought in as required.

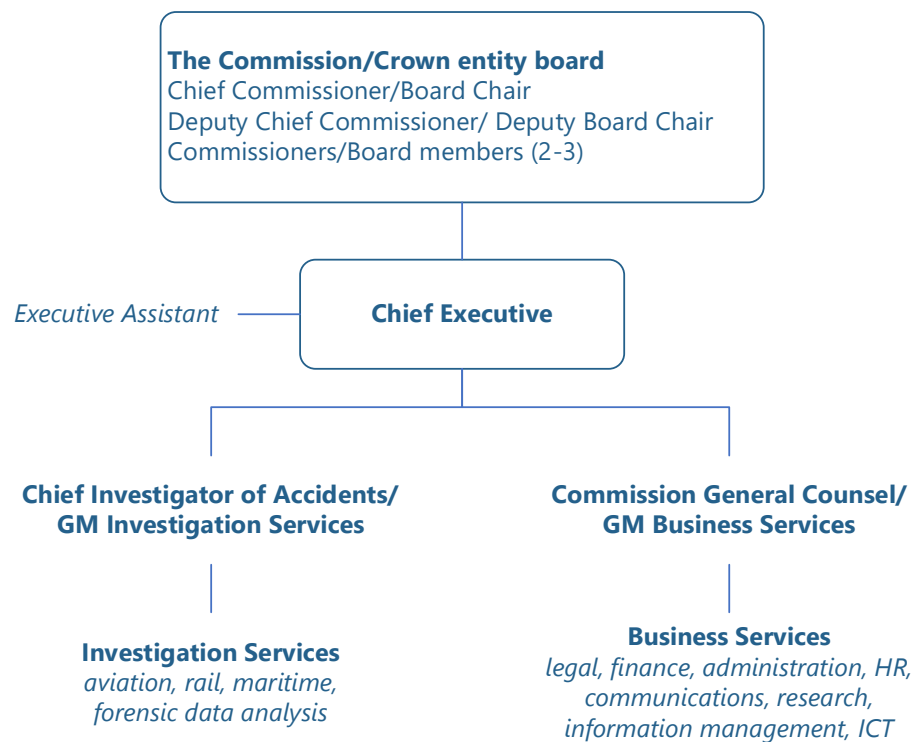


Figure 2: Our structure

Our place in the transport sector

Safe operation of the transport system results from the complex interaction of many factors

Many state, commercial, and community entities share responsibility for transport safety. Safe operation of the system results from complex interactions between many factors including: technology (such as the design and performance of vehicles), infrastructure, government policy and regulation, as well as human factors (people and their interactions with vehicles and the environment). All these factors and relationships change and evolve, sometimes at a rapid pace.

The Commission is the cornerstone of New Zealand's contribution to international efforts to ensure safe transport systems

The Commission's mandate to undertake in-depth, no-blame investigations is unique in the New Zealand transport sector. Our role is therefore significant, even though we are small in size.

We are the cornerstone of New Zealand's contribution to international efforts to ensure safe transport systems. The connected nature of global transport means that safety issues and their resolution can have widespread implications. International conventions are one way that safety systems and standards concerning vehicle design, training, and investigative standards (as examples) are applied across signatory nations.

We're independent but work collegially across the sector

Although we operate independently of executive government and other government agencies, we foster 'no-surprises', collegial relationships with Ministers and agencies in the transport sector (and in other sectors) consistent with the Commission's mandate.

On a day-to-day, case-by-case basis, the Commission engages with a range of organisations, including:

The Ministry of Transport and transport sector regulators

Ministry of Transport

The Ministry of Transport is the Government's principal advisor for transport policy, the lead for regulatory stewardship across the transport system, and the Minister's monitor for the Commission's performance as a Crown entity.

Civil Aviation Authority (CAA)	As the aviation regulator, the CAA has a statutory duty to notify the Commission of certain accidents and incidents, and to provide aviation-related information on request. The CAA may also conduct regulatory compliance or safety investigations, including health and safety compliance.
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Waka Kotahi NZ Transport Agency (NZTA)	As the rail regulator, NZTA has a statutory duty to notify the Commission of certain accidents and incidents, and to provide rail-related information on request. NZTA also seeks regulatory compliance from licensed rail participants.
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Maritime New Zealand (MNZ)	As the maritime regulator, MNZ has a statutory duty to notify the Commission of certain accidents and incidents, and to provide maritime-related information on request. MNZ may also conduct regulatory compliance or safety investigations, including health and safety compliance.
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Other investigative bodies

Coroners	Coroners are tasked with determining the circumstances and causes of death. In fatal accidents the Commission and coroner roles are distinct but with common concerns relating to evidence and witnesses.
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NZ Police	The NZ Police act largely as first responders to accidents, as Coroners' agents, and are occasionally investigating potential criminal liability in relation to an accident.
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Other New Zealand organisations and people

Transport sector operators and participants	The Commission draws upon operators, industry organisations and professional groups as key sources of specialist expertise, experience and information.
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Victims and families	The Commission is committed to keeping victims and families informed about the purpose of our work, the laws we work under, general inquiry progress, and giving advance notice of major announcements.
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International engagement

Crown Law Office (CL)	As legal advisor to government agencies, CL assists the Commission in areas of international law and the scope of the Commission's functions, particularly when the Commission is asked to assist other countries.
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Ministry of Foreign Affairs and Trade (MFAT)	MFAT assists the Commission in enabling access to other jurisdictions if we are asked to assist in another country's accident investigation, or the Commission needs the assistance of other countries in our investigations.
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Other countries	The Commission's peer organisations overseas often assist us by providing expertise, information, and learning opportunities. The Commission has regular engagement with colleagues mainly from Australia, Canada, the United Kingdom, United States, and Singapore. The Commission also assists other jurisdictions' inquiries where New Zealand interests may be involved, or we may help countries without a similar investigative capacity. Examples of where we have provided assistance are Tonga, Kiribati, and Papua New Guinea.
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Our operating environment

Technological change remains a challenge for the Commission

The accelerating rate of technological change remains an important feature of our operating environment. The growing use and sophistication of intelligent systems and, increasingly, artificial intelligence means that the technological transformation of transport continues to gather pace.

The Commission must be able to respond by adapting how we conduct investigations and gather evidence, which increasingly takes the form of electronic data. The Commission now has an established forensic data capability. But it is a continuing challenge to balance our workforce between these specialist skills and more traditional modal skills and experience.

We continue to monitor the longer-term effects on the transport sector of COVID-19

The immediate effect of the COVID-19 pandemic on the transport sector was a substantial reduction in transport activity. We continue to monitor for longer-term effects.

A particular area of interest is the potential effect of lower flying hours on the currency of pilots' skills. As commercial aviation activity levels increase, we will be looking closely at aviation notifications for indications of emerging safety issues.

Although we continue to assess the effects of the pandemic, we do not expect it to change our strategic direction or the purpose of our activities.

Our strategic framework **Tā mātou anga rautaki**

Our outcome

We contribute to transport sector outcome of protecting people from transport related injuries

The transport sector outcome we contribute to is:

Protecting people from transport related injuries

This outcome is part of the Healthy and Safe People strand of the Transport Outcomes Framework developed by the Ministry of Transport. The outcome reflects the Government's safety priority of delivering a transport system where no-one is killed or seriously injured.

Our outcome also contributes to wellbeing by supporting social capital

The outcome is strongly aligned with the wellbeing approach to government planning and investment. In particular, it contributes to the 'social capital' indicator of long-term wellbeing under Treasury's Living Standards Framework.

Our work contributes to trust in government institutions. People involved in accidents and incidents, their families, and the public in general, must have confidence that our findings and recommendations are soundly based on proper process, and get to the truth about the circumstances and causes of accidents.

Our vision and mission statements

Our vision expresses an aspirational goal

To achieve the transport sector outcome, the Commission has adopted a vision – an aspirational goal – that reflects our statutory purpose and drives all we do:

No repeat accidents – ever!

Our mission statement is about how we achieve that aspirational goal

We are mindful of our business model as an independent Crown entity with obligations to operate effectively and efficiently. We must provide value as a state sector organisation by contributing to a safer transport system, and by making the best use of the resources available to us.

The Commission's mission statement focuses attention on what we are seeking to achieve and how.

Safer transport through investigation, learning and influence

Developing our strategic intentions

Strategic direction remains unchanged, but we are stretching our horizons

The Commission has made appreciable gains in organisational performance in recent years; and from 2020/21 we have resources available to replace out-dated IT systems. We have a strong basis from which to take another step forward in our performance.

Our purpose, strategic framework, and overall direction remain unchanged; but over the period of this Statement of Intent we seek to build on recent gains with improved systems and processes. Our strategic intentions are ambitious and aim to stretch our horizons.

Resilience remains a core concept

We retain the concept of resilience for this planning period. Resilience has two broad aspects:

- Maintaining professional standards so that we remain capable of meeting our statutory purpose even as new technologies result in different types of accidents, and demand different investigative techniques.
- Ability to withstand a sudden shock, for example, responding effectively to major accident or continuing operations when a natural disaster occurs.

The strategic focus for building and maintaining resilience remains on strengthening human and information capital.

The Knowledge Transfer System is the basis for improved organisational performance

The essence of the Knowledge Transfer System – the outcome of our current plan to digitally transform the organisation – is strengthening human and information capital.

Knowledge transfer is about capturing and organising data and information and creating and distributing information and knowledge. Physical assets, people, and processes work together to enable knowledge transfer. We are focused on the digital aspects of our Knowledge Transfer System, but it is more than IT assets – it includes the people who provide support; and those who can make the most of the opportunities new systems offer to improve what we do, for example, analysing trends in notifications data or developing video presentation of findings.

The increase in baseline funding from 2020/21 is allowing us to complete detailed planning and begin implementation of the Knowledge Transfer System. Implementation continues over the period of this Statement of Intent.

Our 'success map'

Strategic mapping has helped us focus on the most salient aspects of how to reach our goals

In developing our strategic intentions we used 'strategy mapping', a variant of the balanced scorecard approach.³ These frameworks focus the Commission's attention on the most salient aspects of our strategic direction, and how to achieve our goals.

The 'success map' below shows how the processes being strengthened by the three strategies of the Knowledge Transfer System (data, research, communications) contribute to the strategic intentions.

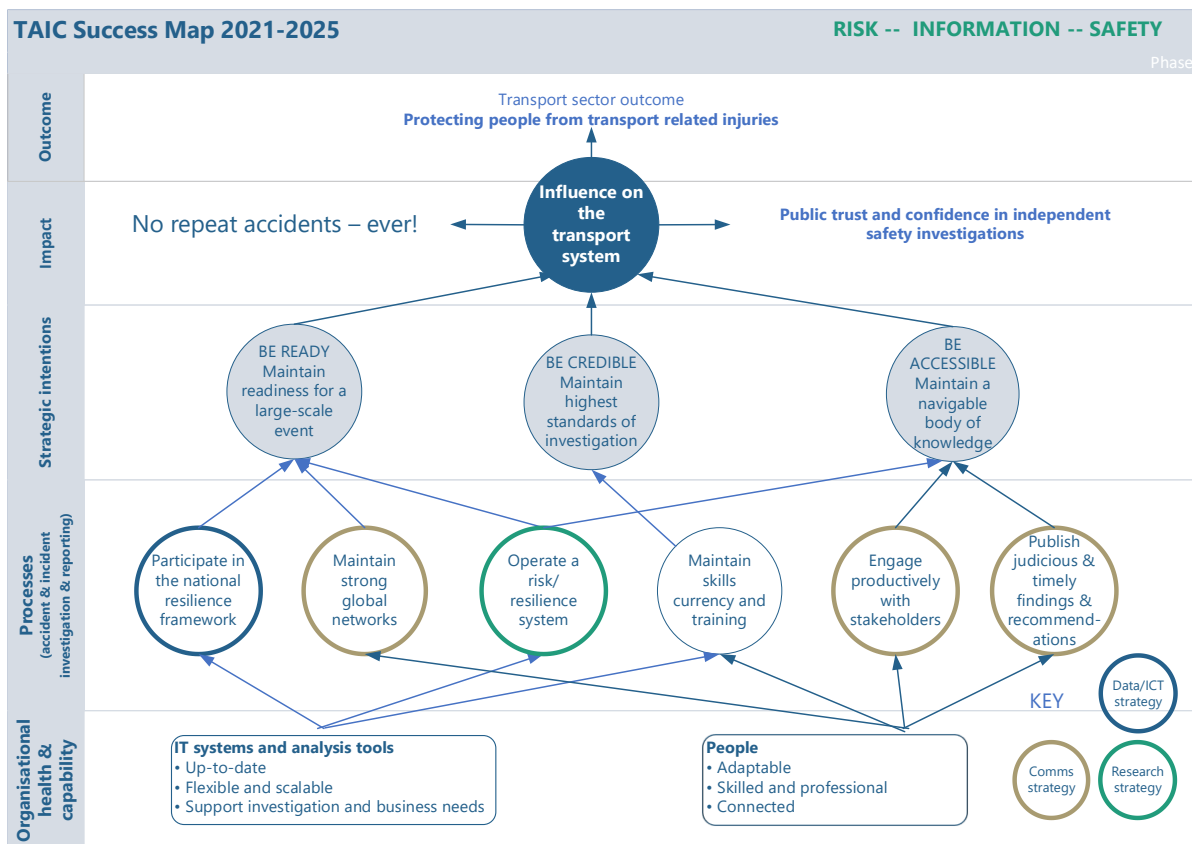


Figure 3: TAIC's 'success map'

³ Kaplan, RS and Norton, DP (2004). Strategy Maps Converting intangible assets into tangible outcomes, Harvard Business Press.

Our strategic intentions

Tā mātou whāinga tikanga rautaki

Our strategic intentions

We seek to influence the safety of the transport system through our strategic intentions to...

Safer transport is the outcome to which we contribute. Because our recommendations are not mandatory, we contribute by influencing others. Influence – our impact on the system – is achieved by having a clear and authoritative voice.

To achieve influence, our strategic intentions are to be:

- accessible
- credible
- ready

The intentions are the desired future state, which we aim to achieve by the end of the 2024/25. They are explained below.

...be accessible

The easier it is for people or organisations to access our findings and recommendations, the more likely they are to act.

To influence others to act on the insights we gain, we intend to:

Maintain an accessible body of knowledge

Currently our information is in the form of written reports. There are only limited ways for finding certain information such as multiple inquiries with similar safety issues.

The Knowledge Transfer System aims to significantly improve how we present and categorise information so that it is retrievable in a precise and systematic way. By the end of the period of this Statement of Intent we plan to have improved accessibility though, for example, searchable categories of findings, recommendations, and other key information.

...be credible

To be influential, our work must be independent, rigorous, and authoritative. Our inquiry reports must be trusted and compelling, and recommendations well-founded.

To influence through the credibility of our work – that is, our professional reputation – we intend to:

Maintain the highest standards in investigation processes

As an organisation we work continuously to improve our investigation and inquiry processes. In recent years, we have introduced inquiry protocols. This has been a significant step in systematically documenting the legal framework, policies, and practices that guide Commissioners in the conduct of an inquiry.

Inherent in the inquiry system is assurance of the investigation process. Although the Commission may delegate the power to investigate, the statutory obligation to review the facts remains with Commissioners.⁴ The quasi-judicial, inquisitorial nature of a commission of inquiry means evidence (from investigators, external experts, hearings, or submissions from those affected) is tested and challenged (refer Figure 1, page 6).

Over the period of this Statement of Intent we will continue to improve investigation processes. By 30 June 2024 we will have documented all investigation processes in detail – a substantial piece of work; and have developed a competency framework for investigators to provide further assurance.

...be ready

New Zealand has been fortunate that it has not experienced a large-scale accident since the Erebus disaster in 1979; and the Commission, established in 1990, has therefore not had to respond to such an event. The Commission is looking to improve capacity to do so.

To enhance our capacity to contribute to national resilience we intend to:

Maintain readiness for a large-scale event

The additional funding made available to the Commission from 2020/21 is providing the basis for improved capacity. The funding is for the Knowledge Transfer System is allowing us to design and implement systems that are modular and scalable. This will make it easier to respond to any sudden influx of data and information that would occur after a major event.

In addition, we are working with the Ministry of Transport to begin engaging more fully with the community of emergency response agencies. One of our aims is to improve others' understanding of our role and functions.

By June 2025, we aim to have the systems and processes in place to support a response to a major accident, and to be a vital part of New Zealand's resilience framework.

⁴ Transport Accident Investigation Commission Act 1990, Schedule, cl.26

Organisational health and capability

Hauora me te āheinga ā-whakahaere

The Commission as a resilient organisation

Human and IT capital are key to resilience

We noted earlier that resilience is core to organisational health and capability. Resilience has two broad aspects: maintaining professional standards in a changing technological environment and readiness to manage shocks to the organisation. (Refer page 16.)

Over the period of this Statement of Intent, we intend to focus on strengthening human and information capital.

Our people need to be skilled and professional....

Maintaining professional standards is at the foundation of being a credible organisation. The nature of the Commission's work – in-depth inquiries into a small number of events – means our investigators have a relatively low 'exposure rate' to accidents. It can therefore take two to three years of experience and training for an investigator to become fully effective.

In the past, the Commission has funded investigators to complete (multi-modal) fundamental and (mode-specific) advanced training courses at Cranfield University in the United Kingdom. The restrictions on international travel resulting from COVID-19 now make this harder. Over the course of this Statement of Intent, the Commission will be looking at options for training and development to maintain professional standards.

...adaptable...

The organisation faces a period of transition as new systems are introduced across investigation and business services. The additional funding from 2020/21 provides for new staff members. This includes expertise to support staff in the use of new systems and technologies, and to ensure we realise the full benefits from the Knowledge Transfer System.

...and connected

Relationships with international peer organisations support investigation standards, offer professional development opportunities, and enhance our reputation and credibility. They also mean we can more easily call on assistance in the event of a major accident.

The Board and executive staff work to build strong relations across the community of Independent Crown Entities, sharing

knowledge and expertise with other public sector leaders. This further strengthens networks and builds credibility.

IT systems must be flexible and scalable, and support investigation and business requirements

As part of the Knowledge Transfer System, IT systems are being upgraded to better support investigation and business needs. An essential first step in the process is to specify user requirements. We expect this step to be completed by the start of the period covered by this Statement of Intent, together with a high-level implementation plan. In line with the funding provided for the development of the Knowledge Transfer System, we expect its benefits to be realised by December 2023.

Over the period of the Statement of Intent, the focus is on ensuring the right systems are implemented progressively, in the order that will deliver the greatest benefit.

Performance measurement *Inenga mahi*

Measuring impact

Measuring our impact on transport safety is difficult

Direct measurement of the Commission’s influence on sector outcomes is difficult. Our recommendations are not mandatory – we contribute to improved safety by making information available to others in the transport system so they can act.

In many instances there is good reason for sector responses to be lengthy. The Commission investigates occurrences that involve complex systems. This means that achieving change in behaviour or modifying processes often requires substantive change programmes, which take time.

We take a mainly qualitative approach...

Given the complex adaptive system that is transport and our (independent) role within it, we have taken a qualitative approach to measuring our impact. Case studies are the main way we demonstrate our effectiveness, setting out the actions that sector participants, including recipients of our recommendations, have taken to improve safety. They allow us to describe in depth what our influence has been.

...and intend to add quantitative measures to them as implementation of the Knowledge Transfer System allows

Nevertheless, we intend to begin supplementing the case studies with supporting data as the implementation of the Knowledge Transfer System allows.

We plan to add further quantitative measures as we can. For example, it is planned that our data systems will support enhanced analysis of notifications. By comparing notifications of certain occurrence types, before and after the implementation of associated recommendations, we hope to demonstrate influence in reducing similar occurrences. We aim to begin this reporting in the 2022/23 annual report.

Table 1: Indicators for impact *Influence on the transport system*

Impact	Indicator
Influence on the transport system	Case studies – that is, examples of changes in transport safety resulting from Commission inquiries.
No repeat accidents – ever!	Notifications of certain occurrence types reduce following the implementation of associated recommendations.

Measuring progress in strategic intentions

Our strategic intentions represent what we want to have achieved by the end of June 2025

Below we describe in broad terms what we plan to have accomplished by the end of the period of this Statement of Intent (30 June 2025). This 'end state' is expressed by our strategic intentions to:

- be accessible
- be credible
- be ready

Table 2: Indicators for strategic intentions

Strategic intention	Status at 30 June 2025
Be accessible	Stakeholder communications supports knowledge transfer: the Communications Strategy is fully implemented
	The Research Strategy supports knowledge transfer: TAIC's body of knowledge is searchable and internal and external stakeholders can retrieve the information they need about transport safety issues
Be credible	Investigation processes are of the highest standard
	Digital evidence handling processes are robust and less prone to challenge
	All investigations processes (eight in total) are fully documented, with a review cycle in place
	Data analysis supports identification of the most pressing safety issues
	Stakeholders view TAIC's information about transport safety issues as credible and influential
Be ready	We have plans and processes for responding to a major accident: <ul style="list-style-type: none"> • Commissioners have inquiry protocols appropriate for a large-scale event • Investigation Services and Business Services have documented internal plans in the event of a major accident • Documented standards support major accident response
	IT systems can scale and integrate with other systems
	Commission staff are a vital part of the national community of emergency response agencies and contribute to the national resilience framework

The Statement of Performance Expectations will set out specific annual targets for progress towards strategic intentions

The annual statements of performance expectations over the period of the Statement of Intent will set out timings and targets to measure progress towards the 'end state'.

Because the Knowledge Transfer System is key to achieving progress, targets reflect milestones from the project to implement the Knowledge Transfer System. The project has three main work programmes, which fall under the umbrella of a Digital Transformation Strategy. The work programmes are:

- Data Strategy/IMCT plan
- Communications Strategy
- Research strategy

The 'end state' at the conclusion of the reporting period represents the completion of these work programmes.

The Communications Strategy is already being implemented. Implementation for the other two projects begins from mid-2021. Milestones from the project plans will form the basis of performance measures for each year of this statement of intent.

Measuring organisational health and capability

Measures of organisational health and capability are centred on resilience, and human and IT capital

Measures of organisational health and capability are centred on resilience, and particularly progress in strengthening our human and IT capital.

As above, progress in these areas is strongly linked to implementation of the Knowledge Transfer System. The annual statements of performance expectation over the period of the Statement of Intent will set out specific targets for progress measures.

Table 3: Indicators for organisational health and capability

Resilience factor	Status at 30 June 2025
Human capital	We have in-house: <ul style="list-style-type: none"> IT and data interrogation expertise legal advice for legal challenges to evidence and access to third-party held technology and data human factors expertise
	At least 80 per cent of Investigation Services staff have completed the basic training for their role and have the necessary experience (at two years for investigators)
IT capital	The Data Strategy is fully implemented

Statement of Intent 2021-2025

Transport Accident Investigation Commission
Te Kōmihana Tirotiro Aituā Waka

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