



Transport Accident
Investigation
Commission

Statement of Intent Te Tauākī Tikanga

2024-2028

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



Transport Accident Investigation Commission
Te Kōmihana Tiro tiro Aituā Waka
Statement of Intent 2024-2028

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Transport Accident Investigation Commission

27 June 2024

Hon Matt Doocey
Associate 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 2024/25 to 2027/28.

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 matawhānui

No repeat accidents – ever!
Whakakore aituā tukurua!

Our mission

Tā mātou koromakinga

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 kaupapa a Te Kōmihana Tiro tiro Aituā Waka, he whakatau me te āta tiro tiro he aha te pūtake o ngā aituā waka me ngā hauata. Ā, me pēhea rā te karo i ērā, kia kore ai e tūpono anō ā muri ake.

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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Chief Commissioner's overview

Te tirohanga a te Kōmihana matua



Jane Meares
Chief Commissioner

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, gives effect to New Zealand's obligations under international treaties to conduct safety-focused accident investigations.

Our statutory purpose also means we are uniquely placed to influence and contribute to the Government's goal of delivering a safe transport system, a foundation of economic growth and prosperity. We are proud of our values of impartiality and integrity and of the work we do to help keep people safe from harm. We are mindful too of our obligations as a publicly funded body to deliver cost-effective services and to be fiscally responsible. We continue to be vigilant on expenditure and alert to opportunities for efficiency savings so that we can drive greater value from the Government funding we receive.

Our mission is to improve transport safety through investigation, learning and influence. We have done much work in recent years to further this aim through a project to implement a Knowledge Transfer System (KTS), the outcome of a Digital Transformation Strategy. The KTS is made up of the systems, processes and people required to maintain our investigation standards (our credibility), make it easier for us to manage our information and pass knowledge to others (accessibility) and to be flexible in the face of a large-scale accident or other shock such as a natural disaster (readiness). Organisational resilience has been the guiding principle in this work.

A key first step was completed in early 2020, when we moved all our systems and data to the cloud. More recently, we have undertaken the major task of acquiring and implementing a new case management system. We chose the same system as that used by our Australian counterparts, the Australian Transport Safety Bureau (ATSB). TAIC's investigation methods are closely aligned with the ATSB's, so this was a natural choice. We are grateful to the ATSB

for their considerable assistance and support in this process. It is testament to the close working relationship we have with the ATSB, and the importance of maintaining international connections with our peer investigative bodies.

The Commission sees the period of this statement of intent (2024-2028) as one of consolidation. The focus now is to make sure the new case management system and associated processes are well established and embedded into day-to-day business. The new system must be well integrated with other business processes and with the communications and research strands of the KTS if we are to realise the full benefits of the project. Our performance measures include indicators specifically related to the KTS.

Our IT systems have a strong basis of resilience and scalability. Associated service agreements (through all-of-government contracts where possible) provide efficiency and flexibility. TAIC now has a much-improved foundation from which to adapt to the demands of changing technologies or the scaling requirements of a large-scale accident. Nevertheless, we remain alert to the challenges we face regarding the advent of intelligent systems and, increasingly, artificial intelligence. We will continue to monitor developments and adapt as necessary.

We will also continue to strengthen our ability to respond to a large-scale aviation, rail or maritime accident. We have more work to do to build on the Major Accident Plan and Major Accident Readiness Plan that were introduced in 2023/24. Over the period of this statement of intent, we intend to train staff in emergency management, test and evaluate our systems and processes, and work to reinforce our place in the New Zealand community of emergency response agencies.

For an organisation of TAIC's small size, it is inherently challenging to be always ready to respond. In the face of a large-scale accident, we would inevitably call on investigation assistance from our international peers; and on other government agencies for help in maintaining support functions — functions which are critical for a successful outcome, but which are mostly single-person roles in TAIC.

We are confident that we have laid solid foundations on which to achieve our goals. With our vision, our people, and our values, we look forward to a successful three years.

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.

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

We achieve our purpose by conducting safety-focused 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, safety-focused, investigations into certain transport occurrences (accidents and incidents). 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

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

**We contribute to
wellbeing and
economic
prosperity**

Our work contributes to the transport sector outcome of protecting people from transport related injuries. Safety is a vital part of an effective transport system, which in turn is critical for an efficient and well-functioning economy.

We also ensure that New Zealand's international obligations are met, supporting trade and tourism.

We therefore contribute directly to the wellbeing of New Zealanders and visitors; and make an indirect, but vitally important, contribution to supporting economic activity.

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 launch 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.

Decisions to launch are made on a case-by-case basis. Consideration is given to a range of factors, such as:

- the known circumstances of the occurrence
- international obligations
- particular areas of concern to the Commission
- the level of risk
- any other relevant factors.

The Minister of Transport may direct the Commission to open an inquiry under certain circumstances. In every case, we determine how we conduct the inquiry, and our deliberations are independent. 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

Our core work is identifying system risk by examining, in-depth, particular occurrences, or groups of occurrences. We determine what happened and what needs to change to reduce the likelihood of similar occurrences happening again. Our recommendations are not mandatory, so we must 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
- helping overseas accident investigation organisations when needed.

The Act provides strong powers to protect evidence

The Commission's Act provides powers and protections related to evidence. 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.

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.

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.³ The inquisitorial nature of a commission of inquiry means evidence (from investigators, external experts, hearings, submissions from those affected, or those summonsed to appear before the Commission) is tested and challenged (refer Figure 1, page 7).

Figure 1 below summarises the touchpoints between the investigation and inquiry phases.

³ Transport Accident Investigation Commission Act 1990, Schedule, cl.26

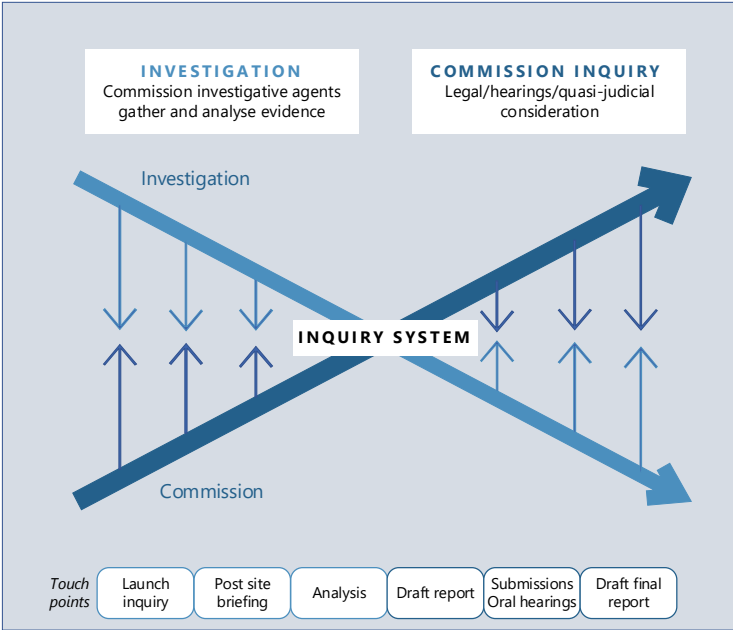


Figure 1: The 'touchpoints' between the investigation and the inquiry phases

Our obligations under Te Tiriti o Waitangi

We are developing TAIC's cultural competence

The Commission is committed to developing the cultural capability and capacity of our people. At the beginning of 2024/25, the Commission was in the third year of a cultural competency programme.

The cultural competency programme will continue over the period of this Statement of Intent. The focus of the programme is ensuring that investigations are conducted in a culturally appropriate way having regard to te ao Māori and tikanga. This is especially important where people have died in an accident we are investigating.

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, in support of the Commissioners' decision-making and independence.

The Commission's structure is shown in Figure 2 below. Employees fill core functional roles for the Commission. Additional expertise is bought in as required. The Commission considers evidence from multiple sources, as required.

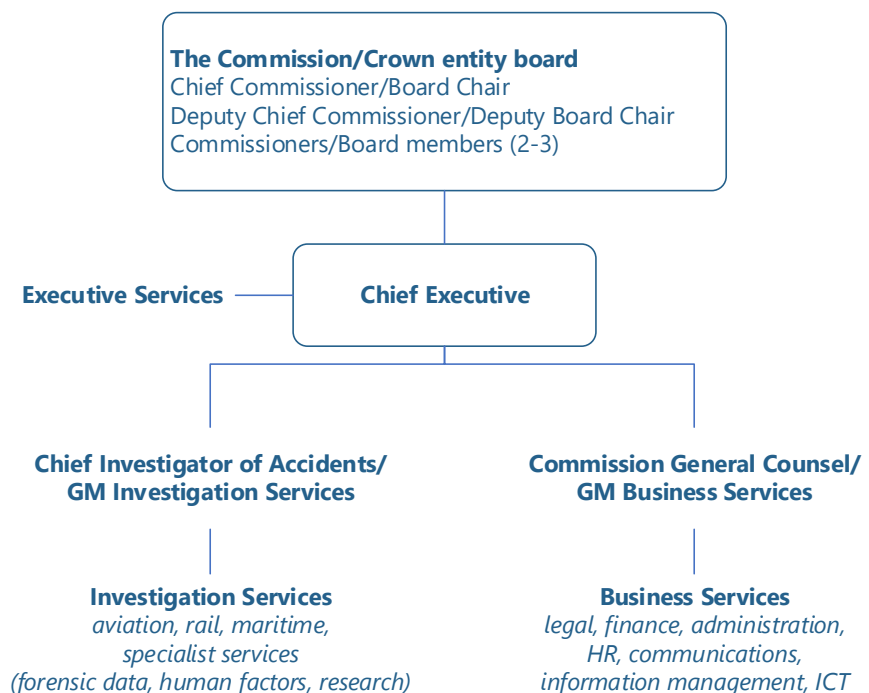


Figure 2: Our structure

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.

We're independent but work collegially across the sector

The Commission's mandate to undertake in-depth, safety-focussed investigations is unique in the New Zealand transport sector. Our role is therefore significant, even though we are small in size.

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 across New Zealand, including:

- The Ministry of Transport as lead Government adviser for transport and the Minister's monitor for the Commission's performance as a Crown entity.
- Transport sector regulators, who each have a statutory duty to notify the Commission of certain occurrences. The regulators may conduct their own compliance- or safety-related investigations into occurrences.
- Coroners, who determine the circumstances and causes of deaths. In fatal accidents the Commission and coroner roles are distinct but with common concerns relating to evidence and witnesses.
- The NZ Police who are often first responders to accidents, act as Coroners' agents, and occasionally investigate potential criminal liability in relation to an accident.

We engage also with the victims of accidents and their families. We are 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.

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

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.

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. The Commission's peer organisations overseas often assist us by providing expertise, information, and learning opportunities.

Our operating environment

Technological change remains a challenge for the Commission

Previous statements of intent have noted the accelerating rate of technological change as an important feature of our operating environment. This has not changed. The use and sophistication of intelligent systems is transforming transport systems. Since 2016, we have employed an in-house forensic data specialist, enabling us to gather evidence in the form of electronic data without needing to contract for this service. The demands on this capability continue to grow and from July 2024 we have one additional forensic data specialist. Both are deployable to accident sites.

We regularly review our workforce plan to ensure we have the right balance between specialist skills and more traditional modal skills and experience.

Uncrewed vehicles and AI are areas of increasing focus

The Commission is attentive to the increasing sophistication of automated and autonomous vehicles (respectively, vehicles with and without crew), including drones.

The period since our last statement of intent has seen a rapid rise in the use of the range of technologies that fall under the umbrella term of 'artificial intelligence' (AI). The full implications of AI for the Commission (and society in general) are yet to emerge.

Keeping abreast of these technologies, and what they mean for transport safety will be essential as we develop our response to this new challenge.

We are mindful of the need to deliver an effective and fiscally sustainable service

The Commission, Chief Executive and management team are mindful of the need to deliver an effective and fiscally sustainable service. We are focussed on value for money, continually seeking efficiencies to meet cost pressures and to improve service delivery. We join all-of-government purchasing contracts where we can. Each month the Board receives a report detailing the out-turn against key cost drivers, performance against non-financial measures, and progress in achieving strategic intentions.

Our small size means that staff often take multiple roles. For example, our specialist staff deploy to accident sites to gather data and may train as an investigator. Support staff are experienced practitioners in their field, and most are the sole person undertaking their role.

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.

Our work contributes to developing trust in public transport systems: essential for all economic activity including tourism

We contribute to the Government's strategic priorities of safety and economic growth and productivity. Our outcome – a safer transport system – is critical for an efficient and well-functioning economy.

We make an indirect, but vitally important, contribution to supporting economic activity. For example, New Zealand's access to trade agreements relies on adherence to international obligations, and adventure tourism depends on the reputation of safety systems being able to protect people from harm.

As well as *being* safe, people must *feel* safe. Those involved in occurrences, 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. In this way our work contributes to trust in government institutions.

The Commission's 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!

...and 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 and make 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

The strategic framework

The Commission's mission statement forms the basis of our strategic framework

The Commission's mission statement – safer transport through investigation, learning and influence – focuses attention on what we are seeking to achieve and how.

Figure 3 on the next page summarise what we do, how we do it, and why.

We contribute to a safer transport system by influencing others

Our recommendations are not mandatory, so we contribute to the outcome of safer transport by influencing others to act to improve safety. Influence – our impact on the system – is achieved by having a clear and authoritative voice.

We aim to influence:

- regulators and policy makers by providing them with information about safety risks within the transport system so they can improve their oversight and regulatory stewardship
- operators by giving them knowledge they can use to take safety actions and improve their practices
- the public by providing assurance that the facts about what happened in an occurrence are uncovered; and by providing them with key lessons from what we learned so they can use them to improve their own safety.

Resilience remains a core concept in our approach to long-term planning

The concept of resilience remains an important concept for the Commission. It 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 occurrences, and demand different investigative techniques.
- Ability to withstand a sudden shock, for example, responding effectively to a large-scale accident or continuing operations when a natural disaster occurs.

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

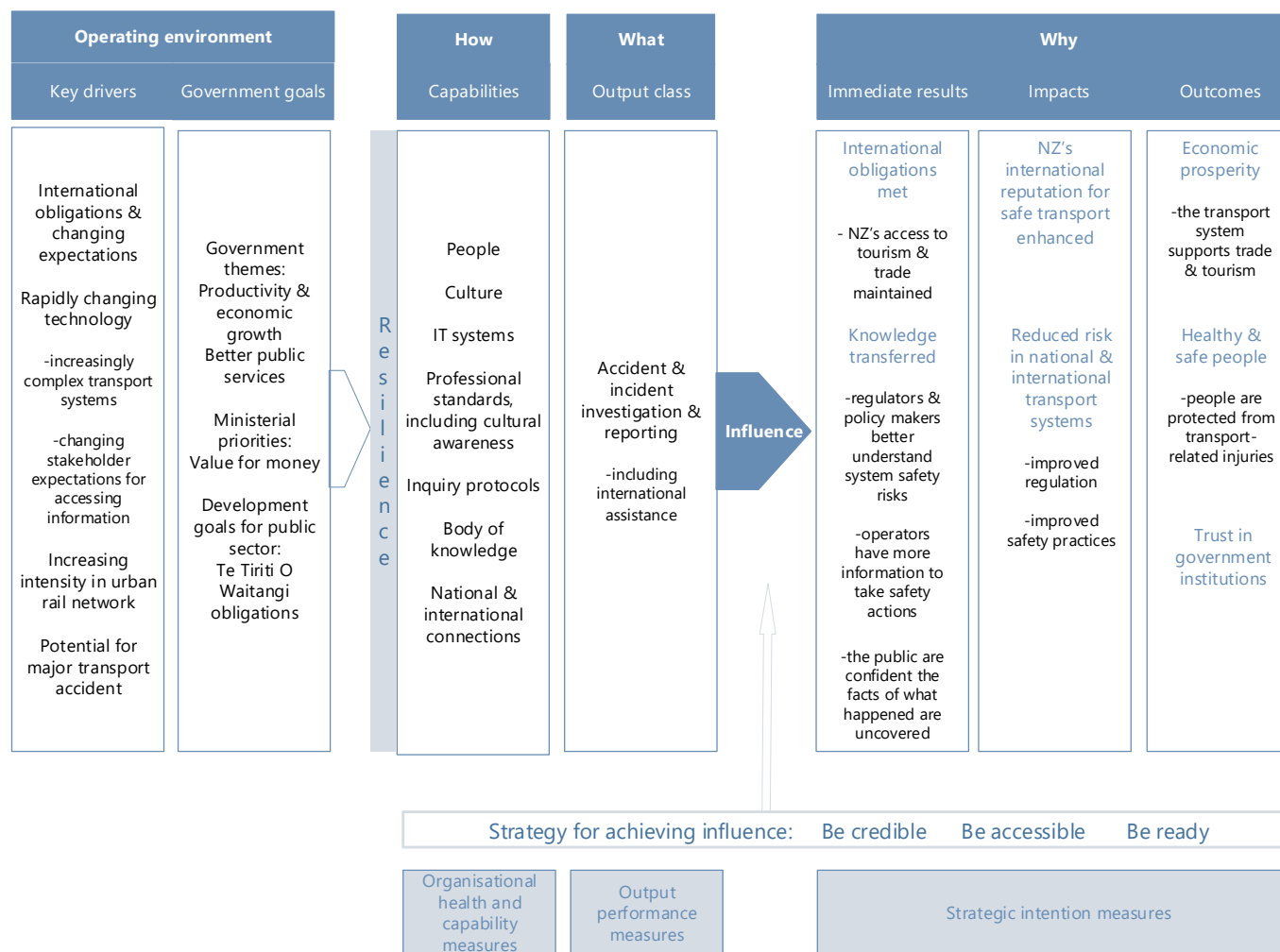


Figure 3: Our strategic framework

Our strategic intentions

Tā mātou whāinga tikanga rautaki

Developing our strategic intentions

This current SOI is founded on long-term planning initiated in 2018 to strengthen resilience...

In 2018, as our IT systems approached end-of-life, we conducted in-depth reviews of our IT systems and workforce. These reviews formed the basis for the development of the Digital Transformation Strategy. The Strategy is our long-term plan to ensure resilience against technological change, disruptions to our operating environment and external shocks such as a large-scale accident or natural disaster.

...and achieve a contemporary Knowledge Transfer System

The purpose of digital transformation is to achieve a contemporary Knowledge Transfer System. 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. 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.

‘Strategy mapping’ helped us develop three strategic intentions

In our previous Statement of Intent, we developed three strategic intentions using ‘strategy mapping’, a variant of the balanced scorecard approach.⁴ These approaches focus the Commission’s attention on the most salient aspects of our strategic direction, and how to achieve our goals.

The strategy was to influence by being:

- credible
- accessible
- ready to respond.

The ‘success map’ below shows how the Knowledge Transfer System (data, research, communication) and the business processes it supports contribute to the strategic intentions and ultimately to our ability to influence.

⁴ Kaplan, RS and Norton, DP (2004). Strategy Maps Converting intangible assets into tangible outcomes, Harvard Business Press.

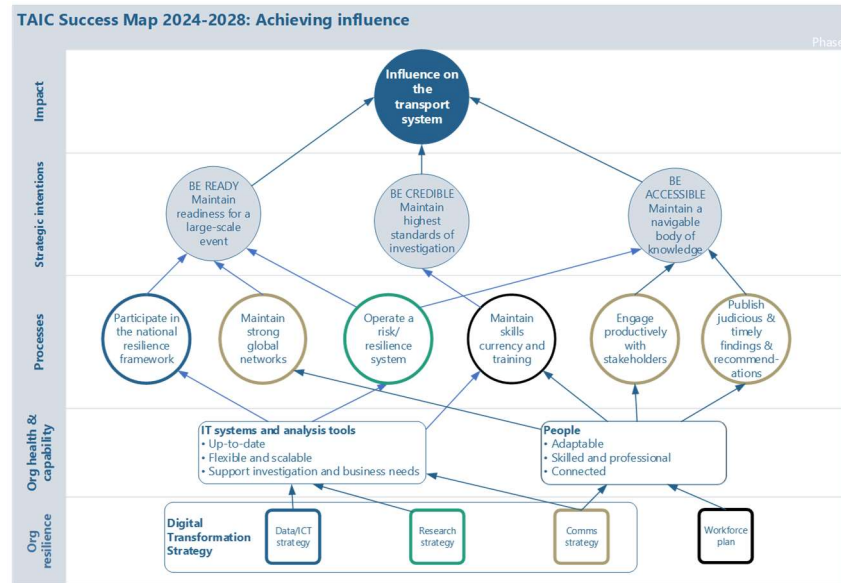


Figure 4: TAIC's 'success map'

We have made good progress in modernising how we do business, but there is more to do

The increase in baseline funding from 2020/21 allowed us to complete detailed planning and begin implementing the Knowledge Transfer System.

From 2021/22, the beginning of the previous planning cycle, we focused on putting the foundations of the KTS in place. We have made significant progress in modernising how we do business, but there is more to do.

We retain our strategic direction

Our purpose, strategic framework, and overall direction remain unchanged from the previous statement of intent. With the activity over the last three years to put the building blocks in place, the next three years will focus on embedding the new systems and processes (including further training) and working to realise the full benefits of the investment to date.

We retain our three strategic intentions (to be credible, accessible, and ready). We explain our intentions in more detail below, the foundation already laid for achieving our goals, and what we plan to do next.

Strategic intention to be credible

**To be influential
our investigation
and inquiry work
must be rigorous
and authoritative**

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 we intend to:

Maintain the highest standards in investigation processes

As an organisation we work continuously to improve our investigation and inquiry processes.

**We have strong
structures and
guidance in place
for Commissioners
and investigators,
which are regularly
reviewed**

In 2018, we introduced inquiry protocols. This was a significant step in systematically documenting the legal framework, policies, and practices that inform and guide successive Commissions in their conduct of an inquiry. They are to be reviewed over the period of this current Statement of Intent.

Over the previous planning period we introduced an Investigation Systems Map to guide investigators to the policies, guidelines, procedures and tools they need to complete an investigation; and developed a Training and Competency Framework to provide a systematic and consistent approach to the development of investigative skills. Our cultural competency programme will build into these processes an awareness of cultural sensitivities.

Together with our new case management system, which imposes a structured approach to analysis of evidence and the development of hypotheses, these tools ensure investigations are conducted to a consistently high standard.

We have also introduced a process for regularly obtaining independent quality assurance of completed inquiries. The purpose is to ensure that our investigations are consistent with international best practice.

**We are acquiring
in-house forensic
data and human
factors expertise**

From 2023/24 we have increased funding for specialist staff in human factors and forensic data analysis (one staff member each). We had previously needed to contract for these services. We have established a separate specialist team within Investigation Services. All specialist staff are deployable to accident sites to gather evidence.

Our intention is to continue fostering confidence in the authority and relevance our work

Over the period of this Statement of Intent we will continue to enhance our investigation processes and practices. This includes embedding the systems and processes to support high-quality investigations; training the new specialist staff, and incorporating the Specialist Services Team into the way we do business; engaging international peer agencies to conduct quality assurance reviews; and enhancing our understanding of the effect of artificial intelligence in the transport sector.

Our medium-term intention over the period of this Statement of Intent is to continue to foster stakeholders' confidence that TAIC's findings and recommendations are credible and targeted at the most pressing risks in the transport system.

Strategic intention to be accessible

To be influenced by our work, people must be able to find it and easily access the information they need

The easier it is for external 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 written inquiry reports are published in pdf form on our website. There are limited ways for users to search for certain information (for example, whether similar findings have repeated over multiple inquiries).

Internally, the easier it is for staff and managers to find the data and information they need, the more efficiently and effectively we can do our work.

The Knowledge Transfer System aims to improve how data and information is captured and organised so that it is retrievable – internally and externally as appropriate – in ways that enable knowledge to be created and distributed.

Our new case management system has improved the management of information

Over the last planning period we introduced a new case management system. The new system has significantly improved information capture and organisation for the investigation process. It is also capable of supporting the research and communications functions. For example, it can hold searchable categories of findings, recommendations, and other key information.

We will build on this capability over the current planning cycle to improve knowledge transfer internally and externally

Over the current planning cycle, we intend to build on this capability by developing mechanisms for extracting data and information to support the research and communication strategies and for other Business Services activities (such as human resources and accountability reporting).

By the end of the period of this Statement of Intent we want to have improved how we transfer knowledge to our external stakeholders. For example, we want website users to be able to find the information they need about safety issues, assembled and structured in a way that's useful for them; and to have inquiry findings presented in ways they can more easily understand and use.

Strategic intention to be ready

To influence transport sector resilience, we must be able to respond to a large-scale accident

To influence transport sector resilience, we must be able to respond to a large-scale accident.

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

Maintain readiness for a large-scale accident

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 enhance our response capability.

We have improved infrastructure to support readiness and developed response plans

As part of the Knowledge Transfer System project, we moved to cloud-based, scalable IT systems. This makes it easier to respond to any sudden influx of data and information that would occur after a major event.

Over the previous planning period, we developed a Major Accident Plan and a Major Accident Readiness Plan (MAP and MARP). We also worked with the Ministry of Transport to begin engaging more fully with the community of emergency response agencies.

Over the planning period we will test our plans

Over the next three years we intend to embed and review the MAP and MARP and conduct an exercise to test our response capability. Our medium-term intention is for the national community of emergency response agencies to have a good understanding of TAIC's role and the importance of preserving evidence.

A large-scale accident would trigger our BCP

A large-scale accident, which would draw heavily on resources across the whole organisation, is likely to invoke the Business Continuity Plan. The MAP anticipates this with a mechanism for allocating responsibilities for managing a BCP response. The BCP contains the guidelines and tools to support managers mitigate the disruption to day-to-day business of a response to a large-scale accident.

Organisational health and capability

Hauora me te āheinga ā-whakahaere

The Commission as a resilient organisation

Human and IT capital are key to resilience

Resilience is core to organisational health and capability. It has two broad aspects: maintaining professional standards in a changing technological environment and readiness to manage shocks to the organisation. Included in the idea of resilience is the ability to maintain organisational health and capability within fiscal restraints.

Over the period of this Statement of Intent, our focus continues to be strengthening human and information capital: embedding the new systems and processes for supporting investigators; developing tools for Business Services activities; establishing the new Specialist Services team; and improving our ability to manage the impact of artificial intelligence in the transport sector on what we investigate and how we do our work.

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 occurrences. It can therefore take two to three years of experience and training for an investigator to become fully effective.

The Commission funds investigators to complete safety accident investigation training courses that are internationally recognised. This is essential if our inquiries are to achieve a high standard and we can credibly meet our international treaty obligations.

Because of our small size, Business Services has, in many cases, only one staff member per function (for example, communications or IT support) – so most are experienced subject matter experts. On a case-by-case basis, the Commission funds further professional development, for example in public administration or crisis management.

...adaptable...

The organisation has successfully implemented new systems across Investigation Services. Although we plan to focus now on embedding these new systems and developing requirements for Business Services, we nevertheless face new challenges. The increasing adoption of technologies described as artificial intelligent means we need to remain adaptable to new ways of working.

...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 large-scale aviation, rail or maritime accident. By maintaining New Zealand's place in the global community of safety investigation organisations and working with others in the public sector to meet international obligations, the Commission maximises the benefits to New Zealand of our work.

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

The project to implement the Knowledge Transfer System has made significant improvements to our IT systems. All systems are in the cloud meaning staff can work from any location. All services, including the new case management system and telecommunication are outsourced (where available through all-of-government suppliers) resulting in efficiency and flexibility, and supporting fiscal sustainability.

Over the period of the Statement of Intent, the focus is on developing system support for Business Services and improving efficiency.

Effective governance is essential for organisational health and capability and achieving strategic intentions

Effective governance is critical to maintaining organisational health and capability, ensuring strategic intentions are met, and giving effect to the Government's priority of achieving greater value for money in public services.

The Commission, acting as the Board for the purposes of the Crown Entities Act 2004, has a training and development plan and undertakes regular self-evaluation.

Over the period of this Statement of Intent, the Chair will review Board performance each year. We intend also to commission an independent review of our Board performance.

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 for several reasons.

- Our recommendations are not mandatory – we contribute to improved safety by making information available to others in the transport system so they can act.
- Responses to recommendations can be lengthy for good reason. We investigate occurrences that involve complex systems. Achieving change at the system level often requires substantive change programmes, which need time (sometimes years) to take effect, and which depend on available budget.
- Multiple actors in the system influence safety outcomes and attributing individual contributions to outcomes is hard.
- Our recommendations can have global implications. We do not always have visibility of the actions taken in response.
- The nature of our role means that we investigate low-frequency events. This makes it hard to identify, in a statistically robust way, reductions in these events because of our inquiries.

We take a mainly qualitative approach

The transport system is a complex adaptive system and our role within it is independent (that is, we are 'looking in', but make no direct intervention). Direct links between our findings and recommendations and improvements in transport safety are therefore difficult to quantify for the reasons given above. We therefore take a qualitative approach to measuring how we have made a difference.

Case studies are the main way we demonstrate our effectiveness. They describe actions taken to improve safety as a result of the Commission's work, highlighting examples of our influence.

We also use a stakeholder survey taken once every two years to measure our ability to influence. The long-term target is for an increasing trend in positive responses to questions related to influence. (Small sample size means survey-to-survey change is not statistically meaningful.)

Table 1: Measure of success for impact *Influence on the transport system*

Impact	Measure
Influence on the transport system	Case studies (three each year) demonstrate how TAIC inquiries influence improvements in transport safety
	Proportion of stakeholders who view TAIC’s information about transport safety issues as influential

Measuring whether we've achieved our strategic intentions

Stakeholder surveys are the main measure for success in strategic intentions

Our strategic intentions are to be credible, accessible, and ready to respond to a large-scale accident.

Table 2 on the next page shows, for each strategic intention, what our medium-term intentions are (that is, our goals for the period of this Statement of Intent) and how we are going to measure our success.⁵

The annual statements of performance expectations will set out 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 of projects and activities aimed at achieving our strategic intentions.

Because the Knowledge Transfer System (KTS) is key to achieving progress, projects and activities will continue to reflect work programmes derived from the Digital Transformation Strategy and the three supporting strategies: the Data Strategy, the Communication Strategy, and the Research strategy.

Indicators for progress in achieving KTS outcomes are listed below, aligned with the strategic intention to which they contribute. The annual statements of performance expectations detail the targets for the respective year.

- Indicator of progress in achieving the strategic intention to be credible:
 - TAIC can undertake system risk trend analysis and target case selection to the highest safety risks.
- Indicators of progress in achieving the strategic intention to be accessible:
 - Stakeholder communications support knowledge transfer
 - The Research Strategy supports knowledge transfer.

⁵ Refer to the *Statement of Performance Expectations 2024/25* for a more detailed explanation of the measures we have chosen, why we have chosen them, and limitations (for example, small samples sizes for surveys).

Table 2: Strategic and medium-term intentions

Strategic intention	Medium-term (four-year) intentions	Measure	Goal
Be credible	Continue to foster stakeholders' confidence that TAIC's findings and recommendations are credible and targeted at the most pressing risks in the transport system	Successful judicial reviews of Commission inquiries that identify process issues	No successful judicial reviews of Commission inquiries that identify process issues
		Successful challenges from an Ombudsman the Privacy Commissioner or the Human Rights Commission of an administrative decision or error	No successful challenges from an Ombudsman, the Privacy Commissioner or the Human Rights Commission of an administrative decision or error
		Stakeholders' view of TAIC's credibility and influence	An increasing proportion of positive responses <i>Instrument: stakeholder survey questions related to credibility (survey taken once every two years)</i>
Be accessible	Website users are better able to find the information they need about safety issues	Stakeholders view of accessibility of information	An increasing proportion of positive responses <i>Instrument: stakeholder survey questions related to finding information and its usefulness (survey taken once every two years)</i>
	Users of our inquiry information can more easily learn from and act on it	Number of downloads of inquiry reports per year	Annual increase in downloaded reports <i>Instrument: statistics from web management tool</i>
Be ready	Emergency response agencies understand TAIC's role and the importance of preserving evidence National emergency response plans for a large-scale aviation, rail or maritime accident incorporate TAIC and the Commission	Evaluation from simulations/desktop exercises	Increasingly positive evaluations <i>Instrument: qualitative assessments</i>

Measuring organisational health and capability

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

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

Progress in these areas is strongly linked to implementation of the Knowledge Transfer System (KTS). The annual statements of performance expectation over the period of the Statement of Intent will set out specific targets for progress measures. A specific indicator for KTS outcomes in relation to organisational health and safety is that data and information systems support TAIC's work.

Table 3 on the next page shows, for each strategic intention, what our medium-term intentions are (that is, our goals for the period of this Statement of Intent) and how we are going to measure our success.

Table 3: Strategic and medium-term intentions

Strategic intention	Medium-term (four-year) intentions	Measure	Goal
Strengthen human capital	We have the investigation capacity and capability to meet statutory functions	Proportion of investigators who are designated investigator-in-charge or senior investigator	At least 80% of investigators are qualified to lead an investigation <i>Instrument: Training and Competency Framework</i>
Strengthen IT capital	Improved performance management tools and access to data and information	Extent to which employees consider they have the tools to do their job	Increasing scores on the Ask Your Team staff survey questions related to technology support <i>Instrument: annual Ask Your Team staff survey</i>

Measuring output performance

The Statement of Performance Expectations contains measures of efficiency

The annual Statement of Performance Expectations contains efficiency measures for our appropriation for accident and incident investigation and reporting. These relate to cost, volume, and timeliness.

Statement of Intent 2024-2028

Transport Accident Investigation Commission

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