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Transport Accident Investigation Commission

Statement of Performance Expectations
Te tauākī tūmanako whakatutuki

2026/27

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 Performance Expectations 2026/27

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 Tirotiro Aituā Waka, he whakatau me te āta tirotiro 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

I am pleased to present the *Statement of Performance Expectations 2026/27* for the Transport Accident Investigation Commission (TAIC).

TAIC has a core function: accident and incident investigation and reporting in the aviation, rail, and maritime transport modes. Our purpose is to investigate and analyse accidents and incidents without ascribing blame, and to influence improvements to the transport system (nationally and internationally) by sharing our findings, insights, and recommendations.

International aviation and maritime treaties to which New Zealand is a signatory State recognise the vital importance of independent, no-blame safety investigation. TAIC gives effect to New Zealand's obligations under these treaties to have an independent investigation body. In doing so, we help ensure international standards are met, providing confidence in New Zealand's transport system to the international community – critical for a trade-dependent island nation. The safety lessons we identify and disseminate help reduce the risk of harm to people using, or working, in the transport system.

Our annual work programmes focus on effectively and efficiently delivering our statutory role while responding to the challenges of an environment of increasingly complex transport technologies. The 2026/27 financial year is the final one covered by our current statement of intent. We have characterised this planning cycle as one of consolidation following a period of intensive change in the organisation. New systems, processes and skills have been incorporated resulting from the adoption of the Digital Transformation Strategy and the implementation of a Knowledge Transfer System.

One significant change has been the implementation of a new case management system. Its introduction was managed through a stepped and deliberate process to minimise the inevitable disruption. We have made good progress in embedding the system and already gains are evident in efficiency and a more standardised approach to the investigation process. However, there is more work to do to ensure we maximise the system's benefits. In 2026/27, we will, for example, undertake a series of activities, including training, that will help improve the systematic capture of data into the system. This will lay the foundation for more reliable trend analysis and research work into the future.

We will also progress other aspects of the Knowledge Transfer System over 2026/27, such as using research and communications functions to enhance knowledge transfer to external audiences.

A major activity for the 2026/27 year will be preparing for the new Statement of Intent, effective from 1 July 2027. Being resilient and adaptable will continue to shape our approach to maintaining organisational health and capability as we face an operating environment of accelerating technological change. Artificial intelligence (AI) is the most prominent, but not the only, aspect of this technological change, and offers both opportunities and threats to our ability to investigate and to operate effectively and efficiently. How to make the most of the opportunities, while managing the risks of AI, will be a key aspect of our planning. World events and economic pressures are also challenging the transport sector and we must remain alert to the effects they may have on transport safety.

All staff and Commissioners are dedicated to producing and disseminating valuable safety knowledge, as well as to meeting our Crown entity obligations. We reiterate our commitment to being accountable to New Zealanders with respect to fiscal discipline and continuous improvement. In 2026/27 we will continue to contribute to safer and more efficient transport systems while ensuring we maximise value to the New Zealand public.

David Clarke
Chief Commissioner

Output class: accident and incident investigation and reporting
Aituā kāwai putanga, te whakawā me te ripoata maiki

What the output class is intended to achieve

We are a standing commission of inquiry and an independent Crown entity

The Transport Accident Investigation Commission (the Commission) is a standing commission of inquiry and an independent Crown entity. Our enabling legislation is the Transport Accident Investigation Commission Act 1990 (the Act). We were established so that New Zealand could meet its obligations under the Convention on International Civil Aviation (ICAO Convention), particularly Annex 13, which requires signatory States to undertake independent safety-focused accident investigations.

We also 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 occurrences (accidents and incidents) to avoid further occurrences rather than to apportion blame or liability.

Our mandate is to undertake independent investigations into certain transport accidents and incidents to improve transport safety

The Act embodies these obligations by prescribing the Commission's purpose: "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".

Our mandate is to help avoid transport accidents by undertaking independent, safety-focused, investigations into selected aviation, rail and maritime transport occurrences. For each occurrence we investigate, we deploy to the scene, gather evidence, formulate and test hypotheses, and publish a report of our findings and recommendations.

The Commission's mandate places us in a unique and powerful position to support the collective efforts of the national and international transport communities to improve transport safety. We help maximise the social and economic benefits of the transport system; and keep people safe from harm in New Zealand and wherever in the world New Zealand-made technologies are in use.

We have a single output class

We are funded for a single output: accident and incident investigation and reporting. This appropriation is intended to achieve the conduct and completion of independent inquiries into selected aviation, rail and maritime safety occurrences with the intent of helping to avoid them happening again.

How the output contributes to strategic intentions

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

Our independent investigations into selected aviation, rail and maritime safety occurrences, aimed at avoiding them happening again, contribute to the transport sector outcome of:

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. Other strands of the Framework that we contribute to are Resilience and Security and Economic Prosperity.

We contribute to the Government's strategic transport priorities of safety, economic growth and productivity, and a resilient transport network.[1] Our outcome – a safer transport system – is critical for an efficient and well-functioning economy. It helps ensure New Zealand maintains access to trade and facilitates tourism.

Our mission is safer transport through investigation learning and influence

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

No repeat accidents – ever!

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

Safer transport through investigation, learning and influence

The Commission seeks to influence the safety of the transport system through strategic intentions to be accessible, credible, and ready

The Commission's recommendations are not mandatory, so we contribute to safer transport systems by influencing others to act to reduce risk. Influence – our impact on the system – is achieved by having a credible, clear and authoritative voice.

The Commission's *Statement of Intent 2024–2028* sets out our strategic intentions to achieve influence by being:

- credible (maintaining high standards in our work)
- accessible (ensuring the transfer of safety knowledge and insights to others in the transport system)
- ready (to respond to a large-scale accident and enhance our capacity to contribute to national and international resilience).

[1] Government Policy Statement on Land Transport 2024-2034

Preparing for a refreshed statement of intent will be a major planning activity for 2026/27

A major activity for the year is preparing for the new statement of intent, which will be effective from 1 July 2027. Being resilient and adaptable will continue to shape our approach to maintaining organisational health and capability as we face an operating environment of accelerating speed in technological change. Artificial intelligence (AI) is the most prominent, but not the only, aspect of this technological change, and offers both opportunities and threats to our ability to investigate and to operate effectively and efficientlys. How to make the most of the opportunities, while managing the risks of AI, will be a key aspect of our planning.

We remain committed to delivering high quality reports while mindful of tight fiscal constraints within the public sector

The Commission is committed to delivering our statutory role by maintaining a resilient organisation; delivering timely, high-quality inquiry reports; and sharing our findings and insights to influence transport safety.

Over 2026/27, we will continue to reduce costs where possible through, for example, process improvements and use of AI. We are mindful of the Government's focus on delivering better public services while managing within tight fiscal constraints. We focus solely on our core functions and as an organisation, we continually:

- strive to achieve greater value from our resources
- clearly account for costs and performance in our reporting
- take a continuous improvement approach to all that we do.

We will continue to build the capability needed to deliver high-quality investigations, such as recruitment of appropriately skilled personnel to ensure that the Commission can meet growing investigative complexity.

How performance for the output class will be assessed

Output measures centre on cost, volume, and timeliness

Table 1 shows performance measures for the output class ‘accident and incident investigation and reporting’. The expected revenue and proposed expense for the output is equal to that stated in the prospective statement of comprehensive revenue and expense on page 26.

Refer to the following section for information about measuring impact. For more information about the measures we use and the judgements we made in choosing them, see page 16.

Table 1: Performance measures – cost, volume, and timeliness

Cost measure	Instrument	2026/27 target	2025/26 estimated actual	2025/26 target
Average cost of domestic inquiries completed	Timesheet and financial data analysis	$400-450K	$450K	$400-450K
Volume measures	**Instrument**	**2026/27 expected**	**2025/26 estimated actual**	**2025/26 expected**
No. of reports published for domestic inquiries (incl. interim reports)	Casebook analysis, manual count	19-29	19	19-29
No. of inquiries by overseas jurisdictions assisted	Casebook data analysis	4–8	15	4–8
No. of domestic inquiries in progress at each month’s end (12 month rolling average on 30 June)	Casebook data analysis	30	30	30
Timeliness measure	**Instrument**	**2026/27 target**	**2025/26 estimated actual**	**2025/26 target**
Proportion of domestic inquiries completed within 440 working days	Casebook data analysis	70%	80%	70%

The timeliness target of 70 per cent of domestic inquiries completed within 440 working days (two years) allows for complex inquiries that take more time. Complex cases tend to be in the aviation mode (refer to Table 8 on page 16 for more detail).

Performance measurement
Inenga mahi

Measuring impact

Measuring our impact on transport safety is difficult; we take a qualitative approach

Direct measurement of the Commission's influence on sector outcomes is complex: transport is a complex adaptive system, our role within it is independent, and our recommendations are not mandatory. We contribute to improved safety by making information available to others in the transport system so they can act. Therefore, we take a mainly qualitative approach to measuring our impact.

We use case studies to demonstrate our effectiveness. The case studies are examples of safety issues identified from our inquiries and actions that sector participants took in response. This approach gives a clearer picture of our role in, and influence on, safety in the transport system than quantitative measures alone.

To complement the case studies, we also use results from the biennial stakeholder survey to assess our influence on transport safety.

Measuring progress in strategic intentions

Implementing and realising the benefits of the Knowledge Transfer System are key to achieving succes

We demonstrate progress towards achieving our strategic goals by reporting on activities that strengthen credibility, accessibility and readiness.

Much of this activity relates to the digital transformation of the organisation, given effect through the Knowledge Transfer System.[2] To date, we have reported on activities laying the foundations of the Knowledge Transfer System – improving IT systems (including acquiring and implementing a new case management system, Hubstream), and ensuring we have the capability to make the most of those systems.

We have made good progress in building the foundations

Over 2025/26, we began to build on these foundations to realise the broader organisational benefits of the system with a focus on embedding Hubstream. This has been a significant change management process for the organisation. We have made good progress and benefits are already evident. For example, a standardised approach for storing data and analysis work means that teamwork is more efficient and it is easier for an investigator to take over another's work if needed.

In 2026/27 we will continue to embed new systems and processes to ensure we deliver value for money

In 2026/27, we will continue to work to embed Hubstream to ensure consistent application of all aspects of the new case management system so that its features can deliver full benefit.

We will also continue to work on other aspects of the Knowledge Transfer System such as using research and communications functions to conduct trend analysis (quantitative and qualitative) and to improve knowledge transfer to external audiences.

The stakeholder survey is the main external measure of achievement of strategic intentions

To measure whether our activities have achieved what was intended, we use external measures where possible. The main measure is the results of a stakeholder survey, which is conducted every two years.

[2] 'Knowledge transfer' is about capturing and organising data and information, and creating and distributing information and knowledge. The 'system' that enables knowledge transfer is made up of physical assets, people, and processes . Planning for development of the Knowledge Transfer System started in 2018/19.

Measuring organisational health and capability

Resilience remains core to maintaining organisational performance

Measures of organisational health and capability centre on resilience, especially progress in strengthening human and IT capital. This focus is enabled by the Knowledge Transfer System discussed above.

Resilience is core to maintaining organisational performance. It has two broad aspects. One is maintaining professional standards as the transport system evolves rapidly and significantly, driven by advancing technology. The other aspect is our ability to operate effectively even if faced with a sudden shock such as a major accident or a natural disaster.

In 2026/27, we will be continuing our work on strengthening our ability to respond to a large-scale accident.

We meet our obligations to be a good employer

We meet our obligations to be a good employer. Efforts to meet the Government Workforce Policy Statement include:

- Regular review of all our policies and practices against government guidelines. Employment policies, procedures, and practices are underpinned by the principles of natural justice and fairness in all circumstances.
- A work programme centred on diversity and inclusion, cultural awareness, and consideration of consideration of meeting our expectations under Te Tiriti o Waitangi. Much of the programme is guided by Papa Pounamu, the Public Service Commission’s work programme for the wider public service.
- Continued engagement with the Public Service Association on pay and conditions for its members.

Performance measures and targets for 2026/27

Performance indicators continue from last year

The tables on the following pages show targets for 2026/27 for progress in achieving strategic intentions and organisational health and capability goals.

We have used the same indicators and success measures as in 2025/26. The table also describes what we plan to have achieved in the medium term (by June 2028, as set out in the *Statement of Intent 2024-2028*).

For more information about these measures and the judgements we made in choosing them, see page 16.

To demonstrate performance against funding from recent funding initiatives:

- indicators in **bold** relate to the application of funding received from 1 July 2021 for the Knowledge Transfer System (refer page 9)
- indicators in ***bold italic*** relate to the application of funding received from 1 July 2023 for additional investigative and specialist capacity
- the measures of success reflect the difference the funding has made for stakeholders.

Table 2: Performance measures for influence on the transport system

Measure	Target for 30 June 2027	Instrument
Case studies demonstrate how TAIC inquiries influence improvements in transport safety	3 case studies	TAIC internal research.
Proportion of stakeholders who view TAIC's information about transport safety issues as influential	Most stakeholders view TAIC's information about transport safety issues as influential	Stakeholder survey taken once every two years. 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 3: Performance measures for strategic intention to be credible

<table>
<tr><th>Indicator</th><th>Target for 30 June 2027</th><th>Medium-term intention</th></tr>
<tr><td>Investigation processes are:
• fully documented
• integrated with TAIC workflows
• continually improved</td><td>Implement any process changes identified from peer review

Review of evidence management process and associated documents

Implement outstanding process improvements from ICAO audit</td><td rowspan="2">Continue to foster stakeholders' confidence that TAIC's findings and recommendations are credible and targeted at the most pressing risks in the transport system.</td></tr>
<tr><td>TAIC can undertake system risk trend analysis and target case selection to the highest safety risks</td><td>Improve consistency of data capture in the case management system through:
• creation of data capture policy and guidelines
• training
• regular audits
In the context of the new case management system and research capability, review the case selection process to identify potential enhancements</td></tr>
</table>

Measure	Target for 30 June 2027	Instrument
Successful judicial reviews of Commission inquiries that identify process issues	None	
Successful challenges from an Ombudsman, the Privacy Commissioner or the Human Rights Commission of an administrative decision or action	None	
Proportion of stakeholders who view TAIC's information about transport safety issues as credible	Most stakeholders view TAIC's information about transport safety issues as credible	Stakeholder survey taken once every two years. The long-term target is for an increasing trend in positive responses to questions related to credibility. Small sample size means survey-to-survey change is not statistically meaningful.

Table 4: Performance measures for strategic intention to be accessible

Indicator	Target for 30 June 2027	Medium-term intentions
Stakeholder communications support knowledge transfer	Complete creation of 'digital first' content for historical inquiry reports	Website users are better able to find the information they need about safety issues.
The Research Strategy supports knowledge transfer	Implement action plan arising from review of Research Strategy Develop action plan to improve knowledge transfer through digital channels	Users of our inquiry information can more easily learn from and act on it.

Measure	Target for 30 June 2027	Instrument
Proportion of stakeholders who can find the information they need from us	Most stakeholders can easily find the information they need	Stakeholder survey taken once every two years. The long-term target is for an increasing trend in positive responses to questions related to the ease of finding information and its usefulness. Small sample size means survey-to-survey change is not statistically meaningful.
To be determined*	To be determined*	Web management tool.

*The *Statement of Intent 2024-2028* has downloads of inquiry reports as the measure here. However, with the upgrade of the website, whole reports, or parts of reports, can be read without downloading a pdf; in addition, we have access to improved data and analytics on website use. We intend to review the available measurement options and choose one that reflects engagement with inquiry material. We will report on that measure in our *Annual Report 2026/27*.

Table 5: Performance measures for strategic intention to be ready

<table>
<tr><th>Indicator</th><th>Target for 30 June 2027</th><th>Medium-term intentions</th></tr>
<tr><td>We have plans and processes for responding to a large-scale aviation, rail, or maritime accident</td><td>Implement any process changes identified from phase 4 of the Major Accident Readiness Plan (‘future proofing’)

Continue CIMs training for new staff as needed</td><td rowspan="2">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.</td></tr>
<tr><td>The Commission is active in the national community of emergency response agencies and our role and functions are well understood</td><td>Commission representatives are incorporated into all meetings of relevant working groups

Commission staff participate in all relevant desktop exercises</td></tr>
</table>

Measure	Target for 30 June 2027	Instrument
Evaluation from simulations and desktop exercises	Improved assessment from any simulation or desktop exercised undertaken compared with 2024/25 baseline	Qualitative assessments.

Table 6: Performance measures for organisational health and capability – human capital

Indicator	Target for 30 June 2027	Medium-term intention
We have the expertise we need	Develop Workforce Strategy to align with new Statement of Intent (to be effective from I July 2028)	We have the investigation capacity and capability to meet statutory functions.
We operate with integrity, internally and in our dealings with others	Align Code of Conduct with new PSC Code of Conduct Conduct mandatory training on the PSC Code of Conduct Review Conflict of Interest Policy and incorporate lessons from PSC's investigation into the Teaching Council of Aotearoa New Zealand's conflict of interest and procurement practices	We have high standards of conduct and meet government expectations as set out in, for example, the PSC Code of Conduct and the Conflicts of Interest Model Standards

Measure	Target for 30 June 2027	Instrument
Proportion of investigators (including Chief Investigator of Accidents and Investigation Services Managers) who are designated investigator-in-charge or senior investigator	80%	Training and Competency Framework grading.

Table 7: Performance measures for organisational health and capability – IT capital

Indicator	Target for 30 June 2027	Medium-term intention
Data and information systems support TAIC's work, including data scaling demands	Business analysis for the development of a data warehouse Begin reporting of metrics developed under the risk management framework introduced in 2025/26	Improved performance management tools and access to data and information.

Measure of success	Target for 30 June 2027	Instrument
Proportion of employees who consider they have the IT systems and tools to do their job	At least 70% of respondents to the annual staff survey consider they have the IT systems and tools to do their job	The annual Ask Your Team staff survey. The long-term target is for an increasing trend in positive responses to questions related to staff access to IT systems and tools that support their work. Small sample sizes mean this is a more meaningful measures than survey-to-survey change.

Service performance information judgements and assumptions

In preparing this statement of performance expectations, we have considered what service performance information is most appropriate and meaningful to users. The aim of service performance information is to 'tell the story' of what we want to achieve and how well we are achieving our aims and objectives.

Output (efficiency) measures

We have only one output class: accident and incident investigation and reporting. Our output measures therefore focus on the efficiency in completing investigations and publishing inquiry reports (cost, volume, and timeliness). An explanation of the measures is shown in the table below.

Table 8: Explanation of output measures

Measure	Explanation
Average cost of inquiries completed	The average cost of inquiries closed is the average across all inquiries closed over the reporting period. The cost of an inquiry is calculated over the whole of its life (that is, from launch date until publication of the final report). The cost includes: • All direct costs. • A proportion of indirect costs (including general overheads) that is set equally across all inquiries. • A proportion of indirect costs that is determined by the time spent on the inquiry. Apportioning indirect costs over the life of the inquiry means that the time an inquiry is in progress affects its overall cost. Cost data are aggregated across all modes for the measure, but we report on individual inquiries in the annual report where further explanation is helpful for assessing performance; for example, if there are differences across modes and if one or more inquiries has cost significantly more than the average.
Volume expectations	Volume measures are indicators of capacity. Our workload is 'demand' driven, based on the number of occurrences notified to us that reach the threshold where we are legally obliged to launch an inquiry. Generally, each launched inquiry results in the publication of findings and recommendations—our output.[3] To take account of the unpredictability and 'lumpiness' of demand, the output measure is expressed as an expected range rather than a target. Similarly, the number of requests for assistance to international peer agencies is demand driven and expressed as an expected range.

[3] In general, each launched inquiry results in one final report. But there are exceptions that mean output capacity is referenced to reports published:

- If public interest in the occurrence is high, or the Commission has identified safety issues needing urgent action, an interim report may be published.
- If two or more inquiries involve similar occurrences or safety issues, the Commission may publish a single report.
- If new evidence is presented that could alter already published findings and recommendations, the Commission may publish a further report.
- An inquiry may not result in a full report if the Commission determines that further investigation would not result in findings and recommendations that would help avoid similar occurrences in the future.

Measure	Explanation
	The final volume measure in table 1 is the trend in the number of inquiries in progress at month end. This is an indicator of demand on resources over the year. A 12-month rolling average is chosen to smooth out the effects of the 'lumpiness' of demand.
Timeliness	A year is calculated as 220 working days. The Commission aims to close inquiries within 440 working days, but more complex inquiries may take longer. The measure recognises that a portion of our inquiries will always fall into this more complex category. Complexity can arise for many reasons. Often it is because of technical aspects of an investigation, or the number and/or substance of submissions received on draft reports. Of the inquiries that extend beyond 440 working days, most are in the aviation mode.[4] We have considered separate timeliness targets for these inquiries, but the small volumes involved mean that a percentage calculation is too coarse to represent performance faithfully.[5]

Measuring progress in achieving strategic intentions

The **indicators** used as performance measures are important contributors to achieving our strategic goals. Annual targets are internally focussed activities and projects, mostly linked to the application of funding initiatives (refer to page 11).

For continuity, the indicators are the same as those in each statement of performance expectations since 2021/22 (the indicator related to integrity is added for this year, 2026/27). For each indicator, we have included medium-term intentions for the current planning period to 30 June 2028 to give context about our overall direction.

Alongside these internally focussed indicators we have chosen externally focussed **measures** of whether we are achieving our strategic intentions. Together, the indicators and measures show readers what funding initiatives we received, how we applied those funds, and what difference it made to our stakeholders.

The main instrument used to measure success is a survey of external stakeholders. The survey is run every two years (starting from 2021/22) and has quantitative and qualitative aspects. To reduce bias, an independent researcher conducts the survey, analyses results, and makes recommendations for future performance improvements.

Reporting the results of the survey in a way that faithfully represents performance is difficult because of the small numbers involved. The number of stakeholders we can approach for feedback on our performance is relatively small—we do not offer public services in the same way that many other government organisations do. Small sample sizes mean that we report

[4] The longer time to completion for aviation accidents is because they are more likely to feature: remote accident sites; badly damaged wreckage; higher numbers of fatalities, witnesses and families, sometimes of multiple nationalities; and a requirement to contact overseas agencies because aircraft components come from a range of international manufacturers.

[5] Even at the aggregated level, the measure is relatively coarse – for example, assuming 20 inquiries completed, one inquiry represents five per cent of the total.

the trend in results over time as a more reliable indicator of performance than comparing one survey to the next.

We also report the numbers of downloads of our reports as a measure of use of our information.

Measuring organisational health and capability

As above, the indicators for organisational health and capability are based on internal activities linked to the application of funding initiatives. They are the same as those in each statement of performance expectations since 2021/22.

Alongside these internally focussed indicators, we have used two measures of success. One is related to the proportion of investigators who are at a certain level of expertise on our Competency and Training Framework.

The second is a survey of employees, which includes questions that relate to our systems and processes and whether they support staff in doing their jobs. This aspect of organisational health and safety was chosen because it is an important part of what we are aiming to achieve with the funding for a Knowledge Transfer System (refer to page 9). An independent company runs the survey.

The staff survey is based on small numbers – on 30 June 2025, our establishment was 38. Because of the small numbers, we measure whether we are successfully improving our data and information systems on the basis of the trend over several surveys, rather than setting a single number as the performance target for the year.

Measuring impact on the transport sector

As noted on page 8, we have taken a mainly qualitative approach to measuring our impact because transport is a complex adaptive system and because our role within it is independent.

We use case studies to demonstrate our effectiveness. The case studies describe the safety issues we have identified from our inquiries and the actions that sector participants have taken to improve safety. We consider that the case studies are the best way to communicate our ‘story’ and how our work has contributed to improved transport safety.

We complement this qualitative approach by reporting the results from the stakeholder survey (described above) that relate to our influence on stakeholders’ decision-making.

Statement of responsibility
Te tauākī kawenga

The Board of the Transport Accident Investigation Commission is responsible for the preparation of this Statement of Performance Expectations in accordance with the requirements of the Crown Entities Act 2004.

On behalf of the Board, we confirm that the information contained in this Statement of Performance Expectations reflects the operations, prospective financial position and associated assumptions of the Transport Accident Investigation Commission for the period 1 July 2026 to 30 June 2027.

David Clarke **Chief Commissioner**	Stephen Davies Howard **Deputy Chief Commissioner**

28 May 2026

Statement of accounting policies
Tauākī kaupapahere mahi kaute

Reporting entity

The Transport Accident Investigation Commission (TAIC) is an independent Crown entity established under the Transport Accident Investigation Commission Act 1990. Its principal purpose is to inquire into maritime, aviation and rail occurrences within New Zealand with a view to determining their causes and circumstances rather than ascribe blame.

TAIC may also co-ordinate with overseas accident investigation authorities or represent New Zealand during accident investigations conducted by overseas authorities in which New Zealand has a specific interest.

TAIC's investigation capability is occasionally extended on either a *pro bono* public or a cost-recovery basis to Pacific Island States. This is negotiated case-by-case, based on Ministry of Foreign Affairs and Trade guidelines.

TAIC has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The Prospective Financial Statements of TAIC is for the year 2026/27. The Prospective Financial Statements were authorised for issue by the Board on 28 May 2026. The Board is responsible for the Prospective Financial Statements presented, including the appropriateness of the assumptions underlying the Prospective Financial Statements and all other required disclosures.

Accounting policies

Overall considerations

The Prospective Financial Statements have been prepared in accordance with the Transport Accident Investigation Commission Act 1990, the Crown Entities Act 2004, PBE Financial Reporting Standard FRS-42 and New Zealand's generally accepted accounting practice as it relates to prospective financial statements.

The Prospective Financial Statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

The Prospective Financial Statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars.

The Prospective Financial Statements will not be further updated subsequent to publication.

The Prospective Financial Statements contain information that may not be appropriate for purposes other than those described in the statement of responsibility.

Changes in accounting policies

The accounting policies are consistent with those used in previous Prospective Financial Statements.

Particular accounting policies

The following particular accounting policies that materially affect the measurement of financial performance and financial position have been applied:

Revenue

Revenue from the Crown

TAIC is primarily funded by the Crown. The funding is restricted in its use for the purpose of meeting the objectives specified in TAIC's founding legislation and the scope of the relevant appropriations of the funder.

TAIC considers there are no conditions attached to the funding, and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined as equivalent to the amounts due in the funding arrangements.

Interest

Interest revenue is recognised using the effective interest method.

Rental revenue

Lease receipts under an operating sublease are recognised as revenue on a straight-line basis over the lease term.

Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars (the functional currency) using the spot exchange rate from the settlement of such transactions and from the translation at year end. Exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Leases

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee.

Lease incentives received are recognised in the Prospective Statement of Comprehensive Revenue and Expense Surplus as a reduction in rental expense over the lease term.

Receivables

Short-term receivables are recorded at the amount due, less an allowance for credit losses. TAIC applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

Property, plant and equipment

Property, plant and equipment consist of the following asset classes: buildings, computer equipment, furniture and office equipment.

Additions

The cost of an item of property, plant, or equipment is recognised as an asset if, and only if, it is probable that the future economic benefits or service potential associated with the item will flow to TAIC and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amounts of the assets. Gains and losses on disposals are included in the Prospective Statement of Comprehensive Revenue and Expense. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that the future economic benefits or service potential associated with the item will flow to TAIC and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis at rates that will write the assets off over their estimated useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Fixed asset type	Useful life (years)	Depreciation rate (%)
Buildings (store)	5–50	2%–20%
Computer equipment	2–10	10%–50%
Furniture and equipment	2.1–14	7%–48%

Intangible assets

Software acquisition and development

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the Prospective Statement of Comprehensive Revenue and Expense.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Asset type	Useful life (years)	Depreciation rate %
Software	2.1–10	10%–48%

Impairment of property, plant and equipment and intangible assets

Non-cash-generating assets

Property, plant and equipment and intangible assets that have finite useful lives are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amounts exceeds its recoverable service amount. The recoverable service amount is the higher of the asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and the availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the Prospective Statement of Comprehensive Revenue and Expense.

Payables

Short-term payables are recorded at their face value.

Employee entitlements

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the period in which employees render the related services are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date and annual leave earned, but not yet taken at balance date.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the year in which an employee provides a related service, such as long service leave, have been calculated based on:

- likely future entitlements accruing to employees based on years of service, year to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Annual leave and vested long service leave are classified as a current liability. Non-vested long service leave expected to be settled within 12 months of balance date is classified as a current liability. All other employee entitlements are classified as non-current liabilities.

Superannuation scheme

Defined contribution scheme

Obligations for contributions to KiwiSaver are accounted for as a defined contribution superannuation scheme and are recognised as an expense in the Prospective Statement of Comprehensive Revenue and Expense as incurred.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in “finance costs”.

Good and services tax

All items in the Prospective Financial Statements are stated exclusive of GST except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the Prospective Statement of Financial Position.

The net GST paid to, or received from, the Inland Revenue, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Prospective Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Taxation

TAIC is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax.

Critical accounting estimates and assumptions

In preparing these Prospective Financial Statements TAIC has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below:

Estimating useful lives and residual values of property, plant and equipment

At each balance date, the useful lives and residual values of TAIC's property, plant and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires a number of factors to be considered such as the physical condition of the assets, expected periods of use of the assets by TAIC, and expected disposal proceeds from the future sales of the assets.

TAIC has not made any significant changes to past assumptions concerning useful lives and residual values.

Critical judgements in applying TAIC's accounting policies

Management has exercised the following critical judgements in applying accounting policies.

Lease classification

Determining whether a lease agreement is a finance or an operating lease requires judgement as to whether the agreement transfers substantially all the risks and rewards of ownership to TAIC. Judgement is required on various aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether or not to include renewal options in the lease term and determining an appropriate discount rate to calculate the present value of the minimum lease payments.

Classification as a finance lease means the asset is recognised in the Prospective Statement of Financial Position as property, plant and equipment, whereas for an operating lease no such asset is recognised.

TAIC has exercised its judgement on the appropriate classification of equipment leases and has determined it has no finance leases.

Actual results

Actual financial results achieved for the period covered are likely to vary from the information presented, and the variations may be material.

Prospective financial statements
Ngā tauākī pūtea āmua

Note: in the tables below, actual figures for the year ended 30 June 2025 are from the audited financial statements in the 2024/25 annual report.
Figures exclude GST unless specified

TRANSPORT ACCIDENT INVESTIGATION COMMISSION

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

For the year ending 30 June	Actual 2025 $000	Forecast 2026 $000	Budget 2027 $000
Revenue			
Funding from the Crown	8,725	8,949	9,180
Interest revenue	159	102	90
Other revenue	56	65	53
Total Revenue	8,940	9,116	9,323
Expenditure			
Audit Fees	28	28	28
Commissioners' fees	320	274	321
Depreciation and amortisation expense	167	226	229
Lease, rentals and outgoings	722	822	866
Personnel costs	5,343	5,858	6,084
Other expenses	1,991	1,908	1,795
Total Expenditure	8,571	9,116	9,323
Net Surplus/(Deficit)	369	-	-
Other Comprehensive revenue and expense	-	-	-
Total Comprehensive revenue and expense	369	-	-

PROSPECTIVE STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE

For the year ending 30 June	Actual 2025 $000	Forecast 2026 $000	Budget 2027 $000
Current assets			
Cash and cash equivalents	3,707	3,650	3,635
Receivables	-	3	3
Prepayments	150	145	146
Total current assets	3,857	3,798	3,784
Non-current assets			
Property, plant and equipment	1,024	899	793
Intangible assets	39	152	114
Total non-current assets	1,063	1,051	907
Total assets	4,920	4,849	4,691
Current liabilities			
Payables and deferred revenue	396	390	390
Employee entitlements	523	459	350
Lease incentive	33	49	49
Total current liabilities	952	898	789
Non-current liabilities			
Employee entitlements	42	40	40
Lease incentive	272	257	208
Total non-current liabilities	314	297	248
Total liabilities	1,266	1,195	1,037
Net assets	3,654	3,654	3,654
Equity			
General funds	3,654	3,654	3,654
Total equity	3,654	3,654	3,654

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE

For the year ending 30 June	Actual 2025 $000	Forecast 2026 $000	Budget 2027 $000
Balance on 1 July	3,285	3,654	3,654
Total comprehensive revenue and expense for the year	369	-	-
Balance on 30 June	3,654	3,654	3,654

PROSPECTIVE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE

For the year ending 30 June	Actual 2025 $000	Forecast 2026 $000	Budget 2027 $000
Cash flows from operating activities			
Receipts from the Crown	8,725	8,949	9,180
Interest received	159	102	90
Receipts from other revenue	56	63	53
Payments to suppliers	(3,158)	(3,015)	(3,061)
Payments to employees	(5,293)	(5,924)	(6,192)
Net cash flows from operating activities	489	175	70
Cash flows from investing activities			
Purchase of property, plant and equipment	(72)	(83)	(85)
Purchase of intangible assets	(38)	(151)	-
Sale of property, plant and equipment	2	2	-
Net cash flows from investing activities	(108)	(232)	(85)
Cash Flows from Financing Activities			
Capital Contribution from the Crown	-	-	-
Net Cash Flows from Financing Activities	-	-	-
Net (decrease)/increase in cash and cash equivalents	381	(57)	(15)
Cash and cash equivalents at the beginning of the year	3,326	3,707	3,650
Cash and cash equivalents at the end of the year	3,707	3,650	3,635

PROSPECTIVE CAPITAL EXPENDITURE FOR THE YEAR ENDED 30 JUNE

For the year ending 30 June	Actual 2025 $000	Forecast 2026 $000	Budget 2027 $000
Asset programme			
Depreciation and amortisation expense	**167**	**226**	**246**
Buildings	7	18	18
Website	38	151	-
Computer equipment	62	63	57
Investigation, furniture and fittings, office equipment	3	2	10
Total acquisition cost	**110**	**234**	**85**

Statement of significant underlying assumptions
Tauākī mō ngā whakapae hira e noho tūāpapa ana

The following assumptions have been applied in preparing the financial statements for TAIC.

Personnel costs

For 2026/27, salary forecast increases are 3%.

Other operating costs

The budget for staff training costs in 2026/27 is at similar levels to 2024/25.

Revenue

Crown revenue has increased in 2026/27 from 2025/26. The increase is due to cost pressure funding received in Budget 2023.

Investigations

Assumption for 2026/27's investigation costs is they will be similar to 2025/26.

Commissioners' fees

In 2026/27, the budget for commissioner numbers is four. The budget allows for additional meeting days that are not always utilised.

Lease, rentals and outgoings

Lease costs include the rental for office premises for TAIC at 10 Brandon Street.

The rental agreement for 10 Brandon Street includes a $400,000 lease incentive from the landlord. This is recognised as a liability and is releasing over the life of the lease to reduce rental expenditure. This is a contribution by the landlord for fit out work completed by TAIC.

TAIC continues to lease a storage facility at Bell Road in Seaview.

Statement of Performance Expectations 2026/27

Transport Accident Investigation Commission
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