

ÚDARÁS EITLÍOCHTA NA hÉIREANN
IRISH AVIATION AUTHORITY

IRISH AVIATION AUTHORITY

Statement of Strategy 2026 - 2028

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FOREWORD



Aviation connectivity continues to be a vital enabler for the economic growth and prosperity of Ireland, increasingly connecting Ireland to the rest of the world. It also provides an excellent opportunity for technological innovation in Ireland with the growth in innovative air mobility and the drive to make aviation more sustainable.

Declan Fitzpatrick
CEO
Irish Aviation Authority

At the IAA, it is our role to maintain the trust and value placed by the general public on the safety and security of civil aviation by appropriately implementing the applicable ICAO Standards, EU and national regulations, conducting appropriate oversight of our aviation industry through certification, licensing and continuous oversight inspection of their operations, as well as providing a robust level of consumer protection and economic regulation.

Other State authorities and agencies, including the Aircraft Noise Competent Authority, Local Authorities, Environmental Protection Agency, Health Authorities, address other issues that may be impacted by aviation activities.

We are pleased to present our Statement of Strategy for the period 2026-2028.

This strategy is fully aligned with the Programme for Government and the Department of Transport's mission to deliver an accessible, efficient, safe and sustainable air transport system that supports communities, households and businesses. It aligns with the Department of Transport Statement of Strategy 2026-2028, including alignment with the National Aviation Policy to increase the connectivity of Ireland to the World. We are also committed to implementing the actions for IAA as outlined in the National Policy Framework for Unmanned Aviation Systems.

Ireland also benefits from the global aviation industry based abroad, not just entities we regulate in Ireland. We promote the highest safety and security standards and best practices globally to ensure aviation continues to facilitate the global movement of Irish goods and people.

Civil aviation stakeholders include everyone from the general public to passengers, aviation enthusiasts, amateur aviators, aviation professionals, aviation industry and government bodies and agencies (see Stakeholder Chart in Appendix 1). We strive to ensure that stakeholders remain confident we will deliver the best regulatory practices and act with integrity and impartiality in all regulatory matters.

We are very pleased with the progress we made in many areas of our Strategy 2023-2025, which was largely driven by the institutional change that established the new IAA with effect from 1st May 2023. A review of the outcomes and effectiveness of our previous strategy is provided in Appendix 2 to this document.

Civil aviation continues to evolve, and innovations such as artificial intelligence, autonomous operations, advanced materials and new power sources offer new opportunities for Irish industry. We will continue to facilitate and support innovation in aviation, through regulatory support of R&D projects and help fledging industries to establish related design, production and/or operational bases in Ireland.

This document outlines our strategic priorities and the actions we will take to achieve our mission of ensuring we regulate to the highest professional standards to ensure a safe, secure, sustainable and consumer-focused aviation environment. In a rapidly evolving regulatory landscape, we will remain agile and responsive to the needs of our stakeholders

This strategy has been developed through extensive consultation with stakeholders and staff and reflects our commitment to transparency, accountability, and excellence in regulatory practice.

Our strategy addresses six strategic priorities:

- Enhancing regulatory performance in safety and security;
- Enhancing regulatory performance in economic and commercial regulation and consumer protection;
- Promoting sustainability;
- Supporting stakeholders;
- Supporting innovation and growth;
- Building Organisational Capability.



SECTION 1
Introduction



IAA - Who we are

The IAA is the civil aviation regulator for Ireland.
We are responsible for the regulation of safety, security, and consumer interests. Our responsibilities are set out in the framework of applicable global, European, and national legislation/regulation.

Our Vision – Where we want to be

To be a global regulatory leader in safe, secure, sustainable and innovative civil aviation, enhancing national and international connectivity and supporting economic growth, while ensuring the protection of the public.

Our Mission - What we do

The Irish Aviation Authority regulates to the highest professional standards to ensure a safe, secure, sustainable and consumer-focused civil aviation environment. We support world-class performance and innovation in Irish and global aviation.

Our Values



Safety First

We uphold the highest standards of civil aviation safety and security in everything we do for the benefit of aircraft passengers and aviation personnel, and in the public interest.



Consumer-Focused

We protect the rights of consumers, ensuring a safe, secure and efficient civil aviation experience.



Sustainability

We support the development of aviation in a sustainable manner that meets the present demands while safeguarding the needs of the future.



Integrity & Accountability

We act with transparency, fairness, and responsibility in all our decisions and actions.



Professionalism

We maintain the highest levels of expertise, ethics, responsiveness, efficiency and conduct in our work, and we recognise our true strength is in our people.



Collaboration

We work closely with stakeholders to promote trust, alignment, and shared success.



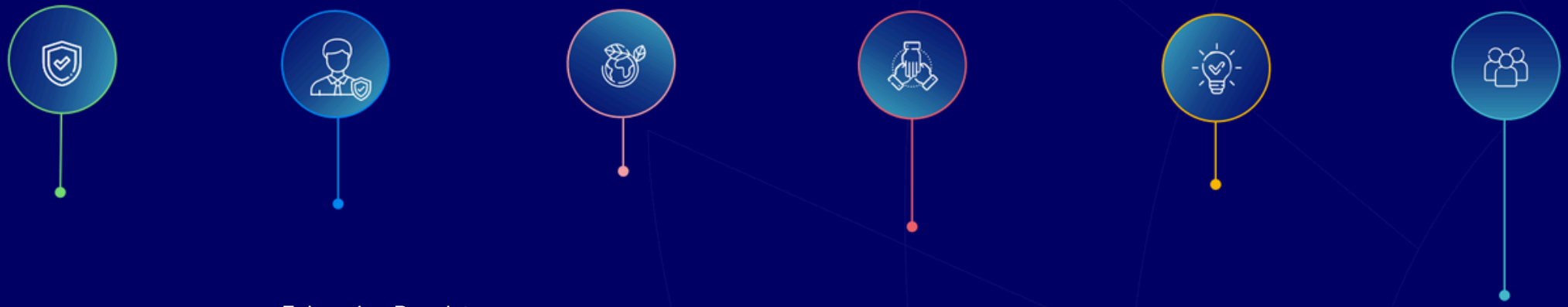
Respect & Inclusion

We value diverse perspectives and foster an inclusive, respectful workplace and stakeholder environment.

SECTION 2
Strategic Priorities

Strategic Priorities

In delivering on our mission and aligned with our core values, we will ensure the best use of our available resources by focusing on six strategic priorities and related strategies, objectives and actions.



Enhancing Regulatory Performance in Safety and Security

We will continue to refine and strengthen our regulatory framework and the efficiency and responsiveness of our regulatory performance.

The safety and security of persons on-board aircraft or persons otherwise impacted by civil aviation activities is at the forefront of our concerns.

Enhancing Regulatory Performance in Economic and Commercial Regulation and Consumer Protection

We will deliver effective and efficient economic and commercial regulation.

Ensuring the protection of consumers is at the heart of our mission, we will enhance our efforts to safeguard consumer interests and promote fair treatment.

Promoting Sustainability

We will meet relevant targets for our own operations. We will ensure appropriate oversight of civil aviation climate impacts and industry adaptation preparedness.

We will take account of sustainability in our decision making, where appropriate.

Supporting Stakeholders

We will support stakeholder interests during the development of international standards and regulations and will support stakeholders in the implementation of regulatory requirements using a balanced and collaborative approach.

Supporting Innovation and Growth

We will continue to be an innovative regulator and will support innovation within the civil aviation industry while ensuring that growth is sustainable and optimises the benefits to stakeholders.

Building Organisational Capability

We are committed to investing in our people and systems to enhance our capability to deliver on our strategic objectives.

Our organisation will reflect our fundamental commitment to respect diversity and inclusion.

Strategic Priority: Enhancing regulatory performance in safety and security

Strategy	Objectives	Actions
Continuously improve the EU and National regulatory framework to ensure it protects the interests of the public and aligns with international obligations and best practices in a fair and proportionate manner.	A regulatory framework that keeps pace with technological developments. Less prescriptive and more performance-based regulations implemented. Simplified rules for small and medium entities using a risk-based approach. EASA Rules simplification project supported. Regulations that promote competition. Improved access to tailored regulatory guidance for regulated entities and the public.	Working with ICAO Groups, ECAC, EC, EASA Advisory Bodies and Technical Boards to ensure the EU Regulatory Framework: • Keeps pace with technological and operational advances; • Is fair and proportionate; • Is evidence based; • Is supported by impact assessment; • Provides optimum flexibility; • Is simplified where possible; • Is supported by related guidance that is tailored to meet the needs of different sectors. Working with Irish Stakeholders to ensure the national regulatory framework meets the same objectives. Implementing government policy, including the actions for IAA as outlined in the National Policy Framework for Unmanned Aviation Systems.

Strategic Priority: Enhancing regulatory performance in safety and security

Strategy	Objectives	Actions
Provide robust and efficient regulatory oversight that provides assurance that compliance with regulatory requirements is being met and that focuses on areas of greatest concern.	Effective Risk-Based Oversight planning implemented in all relevant regulatory divisions. Reduced turnaround times for regulatory responses.	Enhanced tools for data-based decision making to support risk-based oversight planning. Leveraging our digital strategy to provide efficiency gains through enhanced business processes and increased transparency to stakeholders on interactions (e.g. applications, certification, change management processes). Providing greater efficiency in oversight planning (e.g. cross functional oversight for multiple certificate holders). Provide greater efficiency in enforcement actions, including the implementation of fixed charge notices for specified offences.

Strategic Priority: Enhancing regulatory performance in economic and commercial regulation and consumer protection

Strategy	Objectives	Actions
Ensure efficient and high-quality civil aviation infrastructure and services in Ireland that promote competition and deliver choice, value and connectivity for passengers.	Efficient and optimised airport charges which maximise the value being provided by Dublin Airport, as part of a regulatory price control decision which generates optimal incentives. Enable the delivery of high-quality infrastructure which is in the interests of users, and which delivers capacity and service improvements. New air carriers entering the market. New routes established. Increased competition on existing routes. High performance by Dublin Airport across key services provided to passengers and airlines.	When setting capacity and overseeing the allocation of capacity we will ensure we are facilitating new entrants and new routes as far as possible. When assessing capacity infrastructure at Dublin Airport, we will ensure it increases the scope for market entry and growth. When assessing annual charges at Dublin Airport we will ensure they are non-discriminatory. We will deliver Airport charges regulation which is in the best interest of users of Dublin Airport, including the assessment of capital investment plans to ensure it is in the interest of users and at an appropriate cost. Monitoring and reporting on performance quality. Implement a StageGate process to ensure continued assessment of capital projects as they develop.

Strategic Priority: Enhancing regulatory performance in economic and commercial regulation and consumer protection

Strategy	Objectives	Actions
Ensure efficient air navigation services, which deliver a high level of capacity, low delay, and excellent airspace efficiency.	Performance by Irish ANSPs which meets or exceeds the targets we set for them. Improvements in how European level targets are set and measured. Enhanced incentives to promote delivery.	Approval by the EC of the Irish performance scheme for ATM/ANS Service Providers under the single sky regulations for RP4. Work with the ANSPs to ensure delivery of performance which matches or exceeds targets. Work with Single Sky Committee and the NSA Coordination Board on the implementation of Single Sky Regulation 2+, including development of enhanced performance indicators, in particular for Environment, in RP5.
Ensure we deliver a high-quality service, in a timely manner, to our commercial and personnel licence holders and that we deliver effective economic regulatory oversight including effective insolvency protection for consumers of travel agents and tour operators.	Turnaround times for licence holders consistent with our commitments and KPIs. Robust financial monitoring with fair and proportionate remedies. Insolvency scheme which is effectively funded.	Robust decision making. Risk based monitoring and reporting in commercial licensing. Add innovations to our processes, procedures and outputs (for example, how we conduct financial monitoring, issuing of digital licensing). Work with the Department of Transport to develop and implement revisions to the travel trade insolvency scheme so that it is effectively funded with fair risk allocation.

Strategic Priority: Enhancing regulatory performance in economic and commercial regulation and consumer protection

Strategy	Objectives	Actions
Support consumers by increasing public awareness of air passenger rights and ensuring airlines deliver on air passenger rights.	High level of awareness of rights among the public. Accurate communications of rights by airlines at times of disruptions. Customers of travel trade know their rights. Passengers with reduced mobility or disabilities know what to expect when travelling by air. Passengers supported during disruptions. Airlines efficiently and effectively dealing with passenger claims after a disruption. Ensure that airlines and airports are compliant to uphold EU Air Passenger Rights.	Development and implementation of our consumer communications strategy. Ensuring that communications by industry comply with the relevant regulations. Monitoring compliance with EU Air Passenger Rights Regulations and undertaking compliance case investigations under our remit. Taking enforcement action where needed.

Strategic Priority: Enhancing regulatory performance in economic and commercial regulation and consumer protection

Strategy	Objectives	Actions
Increase access to air transport for passengers with disabilities or reduced mobility.	Improved facilitation of the movement of passengers requiring assistance when travelling. All aspects of the journey are accessible, in compliance with the European Accessibility Act. High quality services provided by Airport Authorities to those needing assistance. Overall increased confidence in ability to travel among those with disabilities or those needing assistance.	Monitoring compliance with EU Persons with Reduced Mobility Regulation and undertaking compliance case investigations under our remit. Implement a case handling process for the European Accessibility Act. Ensure compliance by airlines and airport in relation to the provision of assistance. Ensure all complaints we receive are dealt with efficiently and effectively and remedies are put in place by the airlines or airports.

Strategic Priority: Promoting Sustainability

Strategy	Objectives	Actions
Meet and exceed our organisational environmental responsibilities.	IAA Sustainability Management Plan to 2028 implemented within the context of the Climate Action Framework and UN sustainable development goals. Environmental, Social and Governance (ESG) reporting framework established, within the context of the Climate Action Framework and UN sustainable development goals. Strengthen governance on our environmental performance.	Obtain improved BER rating through office refurbishment project 2025/2026. Meet our ESG reporting obligations on sustainability as set out in the NewERA Climate Action Plan and adopt the UN sustainable development goals. Establish a certified Environmental Management System (ISO 14001) that builds on our existing ISO 9001 quality system, ensuring continuous improvement and accountability.
Provide regulatory support and guidance to regulated entities to reduce sector's environmental impact, in support of the 'Fit for 55' package and the Single European Sky.	Perform the functions assigned in relation to the ReFuelEU regulation (ref: Regulation 2023/2405 and S.I. No. 396 of 2025). Performance by Irish ANSPs which meets or exceeds environmental targets and KPIs in RP4. Climate resilience integrated into aviation sector planning as part of National Adaptation Framework, supporting the objective to deliver the transport climate change sectoral adaptation plan and within the context of the Climate Action Framework.	Implement ReFuelEU regulation as competent authority for aircraft and airport operators, and coordinate with other competent authorities, regulators, the European Commission and EASA. Strengthen oversight of regulated entities including environmental performance monitoring in collaboration with other regulatory bodies. Develop a new stakeholder forum to increase awareness of climate risk on operational resilience and ensure cross-sector approach on adaptation as part of Sectoral Adaptation Plan. Support of industry led initiatives to address environmental issues.

Strategic Priority: Promoting Sustainability

Strategy	Objectives	Actions
Our regulatory decisions will consider and take account of sustainability where appropriate.	Decisions which have considered sustainability resulting in improvements in environment performance, of for example regulated entities. Better informed decisions that recognise environmental KPIs must be considered alongside other KPIs, where relevant.	Our newly established sustainability division will support other divisions to ensure that we maximise our influence on improving environment performance across relevant sectors.
Develop new sustainability engagement and communication programme that unifies our existing and emerging sustainability initiatives.	New engagement and communication programme in place. Sustainability ambition clarified and communicated. Sustainability training for IAA staff and relevant stakeholders. Provide expert guidance to support industry in dealing with complex sustainability challenges.	Develop and implement a sustainability plan, leverage existing and new relationships, write a new training programme and create a sustainability communications network across industry. Provide a new engagement and communication programme that will: a) Clarify and communicate our sustainability ambition, role and responsibilities, and alignment with the UN Sustainable Development Goals through existing channels including our website, annual report and social media. b) Engage IAA staff and stakeholders through targeted sustainability training and awareness initiatives, to create a shared understanding of sustainability risks, responsibilities and opportunities. c) Position the IAA as a thought leader by creating a dedicated space for dialogue on complex sustainability challenges and by showcasing innovation and best practice across the Irish aviation sector.

Strategic Priority: Promoting Sustainability

Strategy	Objectives	Actions
Develop a work programme that embeds environmental excellence into the core of aviation oversight and innovation, in support of the ICAO balanced approach and long-term aspirational goal.	The transition to cleaner fuels and technologies supported in line with climate action plan commitments. Implementation of operational initiatives to reduce environmental impact supported. Improved transparency, awareness and understanding of environmental performance in civil aviation in Ireland.	Support initiatives, such as hydrogen and SAF production, electric/hydrogen/zero emission propulsion and infrastructure, contrail avoidance, research & development, structured partnerships, specialised programmes, etc., to reduce aviation's environmental impact. Monitor emerging best practice in technology and operations and how they can be applied in Ireland, such as RECAT (wake turbulence recategorisation), TBS (Time-Based Separation) and CCO/CDO (continuous climb/descent operations). Review and publish environmental performance information of relevant regulated entities.

Strategic Priority: Supporting Stakeholders

Strategy	Objectives	Actions
Promote a culture of transparency and collaboration with regulated entities and other stakeholders.	Stakeholder consultation forums or initiatives established in all relevant domains. Improved information sharing processes in place.	Expand consultation outreach (e.g. cargo operators, regional interest groups, business aviation). Provide timely information to stakeholders and the public, as appropriate. Facilitate the provision of a safe space for sharing information with and between regulated entities and other stakeholders. Continue to support European Data4Safety project at Steering and Technical board level, providing EU wide safety data to members. Ensure legal provisions on confidentiality and protection of individuals are respected in sharing information. Provide a balanced approach in cases of opposing views arising from different stakeholders. Collaborate with other sectoral regulators in Ireland to implement government policy (e.g. implementation of the National Aviation Policy for UAS) and collaborate with other aviation regulators globally.

Strategic Priority: Supporting Stakeholders

Strategy	Objectives	Actions
Provide clear, user-friendly, timely and accessible consultations and information to the public and stakeholders.	Effective public consultation processes in place. Effective communications channels and content established to meet the needs of consumers.	Ensure all communications with the public comply with accessibility requirements. Provide timely responses and information to stakeholders. Improve consultation outreach through use of our digital platforms, website and social media channels. Engage with Stakeholders to identify the most appropriate means of communicating with them. Collaborate with industry on communications where appropriate, for example, in Air Passenger Rights during a disruption.
Represent the interests of the State, Irish regulated entities and Irish citizens in the development of international policies and civil aviation standards	We are represented at relevant international fora to effectively represent Irish interests.	Engage regularly with Stakeholders to identify current priorities. Provide a balanced approach in supporting the interests of regulated entities, where this does not conflict with the interests of the State. Identify and participate in relevant international forums to protect Irish interests. Report back to stakeholders on the result of the international engagement. Promote a national and EU/Global response to significant matters impacting Irish industry and the public (e.g. skills shortage).

Strategic Priority: Supporting Stakeholders

Strategy	Objectives	Actions
Ensure level playing field for Irish regulated entities in the development and implementation of the EU and National civil aviation regulatory framework and associated guidance.	Enhanced processes to ensure stakeholders concerns are addressed in advance of the adoption of new/amended regulations and guidance. Enhanced processes to ensure level playing field is maintained in the implementation and oversight of new or amended regulations.	Engage with Stakeholders to highlight and explain notice of proposed amendments (NPA), or equivalent, and help identify areas of concern. Engage with Irish stakeholders to inform our position on proposed new regulations or amendments. Provide a balanced approach in cases of opposing views from different stakeholders. Engage with stakeholders in the implementation of published regulations and interpretation of related guidance to address any concerns that Irish stakeholders may have (for example, in relation to level playing field).
Provide continued support to the Irish aviation leasing industry.	Continued growth of the aviation leasing industry in Ireland.	Enhanced support provided to leasing industry through our aircraft registration and certification digital platform and associated enhanced business processes. Continued support of leasing through simplified cross-border transfers, implementation of the Cape Town convention and facilitating the storage and transition of aircraft using the Irish aircraft register. Working to support the EASA digitalisation in aviation project, including the implementation by EASA of a digitised application process for aircraft Supplemental Type Certificates.

Strategic Priority: Supporting Innovation and Growth

Strategy	Objectives	Actions
Maintain Ireland's rich heritage in civil aviation innovation by providing regulatory support to industry led research and development projects.	Ireland is recognised as a centre of excellence for innovation, research and development in civil aviation.	Support R&D projects, to include regulatory sandbox, in areas such as innovative air mobility, sustainable aviation (e.g. green innovation), use of artificial intelligence and others as may emerge. Support initiatives to create centres of excellence for innovation in civil aviation in Ireland, particularly in regional areas/airports.
Supporting innovative industries by providing clear regulatory pathways to obtain necessary approvals to establish operations in Ireland.	Increased level of innovative civil aviation industries established in Ireland.	Support provided to innovative industries in Ireland to help navigate the regulatory journey for aircraft operations, and/or aviation related design and production, and/or aircraft maintenance. Support the implementation of the National Policy Framework for Unmanned Aviation Systems. Implement measures to address regulatory skills shortages in the oversight of new and emerging technologies. Support industry initiatives to address skills shortages in respect of new and emerging technologies. Support the development of structured partnerships with industry, universities and research centres to create specialised training programmes in emerging technologies in aviation sustainability and AI.

Strategic Priority: Supporting Innovation and Growth

Strategy	Objectives	Actions
Supporting growth of general aviation in Ireland.	Continued growth of general aviation activities in Ireland.	Provide regulatory support and encouragement to general aviation activities in Ireland. Implement digital processes that benefit GA (e.g. GA pilot licencing). Support GA seminars and workshops. Enhance safety promotion for GA. Continue to support the General Aviation Safety Council of Ireland.
Supporting growth in the availability of future aviation professionals in Ireland.	Continued growth in the availability of aviation professionals trained in Ireland.	Provide regulatory support and guidance to aviation training schools and technical institutions engaged in training of future aviation professionals, including pilots, engineers, air traffic controllers and managers. Support government initiatives to increase aviation apprenticeships. Support events aimed at encouraging interest in aviation among secondary school students. Provide internships for aviation students.

Strategic Priority: Building Organisational Capability

Strategy	Objectives	Actions
Provide for the ongoing personal and professional development of staff to meet evolving business needs.	Sufficient competent staff available to meet business needs.	Develop a competency framework across all regulatory divisions. Implement and enhance our training platform to include training programmes and plans for staff and add e Learning capability. Provide training to staff to enhance the technical and soft skills as necessary to deliver our strategy. Promote greater collaboration across functional areas to facilitate sharing of best practices and provide broader career opportunities for staff.
	Culture of wellbeing, respect, diversity and inclusion in the workplace.	Continue our Employee Wellbeing Programme that focuses on Physical Health and Nutrition, Mental Health, Connecting and Teambuilding, Social Responsibility, and Learning and Development. Continuously review our commitment to equality, diversity and inclusion in our organisation through evidence-based assessments and corporate reporting. Investigate reports of harassment and discrimination in the workplace and take appropriate action to fully address transgressions. Provide appropriate training and guidance for staff as appropriate to ensure lessons are learned and to improve organisational culture.

Strategic Priority: Building Organisational Capability

Strategy	Objectives	Actions
Enhance processes to support timely and data-based decision making in the performance of regulatory functions.	Data and Analytics Strategy implemented to facilitate the collection and analysis of key business and operational data to support regulatory decision making.	Implement our Data and Analytics Strategy including: • Identification of data requirements and gap analysis; • Development of data architecture; • Provision of data metrics, including Balanced Scorecard. Use advanced data capabilities to maximise evidence-based support to regulatory decisions in respect of rulemaking, risk management, performance monitoring, change management and regulatory oversight.
Implement business strategies to deliver efficient ways of working.	Streamlined and digitalised internal business processes implemented. Digital solutions implemented and in use in regulatory processes.	Implement our digital strategy and related business processes.
Leveraging of enhanced capabilities and efficiency gains to provide additional sources of revenue.	Suite of training and consultancy services developed to support regulators and regulated entities.	Develop and promote the IAA International (IAAI) training and consultancy brand. Increase service offering for IAAI to meet evolving needs and provide enhanced opportunities for professional development of our staff in this regard.

Strategic Priority: Building Organisational Capability

Strategy	Objectives	Actions
Provide Value for Money in the delivery of regulatory services.	Delivery of our rolling Corporate Plan financial forecasts. Clear audit report in financial statements each year.	Implement enhanced Management Reporting Framework. Continuous improvement in financial processes including annual budget processes and procurement processes. Robust implementation of financial policies.
Implement best practice in Corporate Governance.	Full compliance with Code of Practice and applicable laws. Policies and procedures fulfil the needs of our organisation and staff.	Adhere to Code of Practice for the Governance of State Bodies. Ensure proactive review of all policies and procedures to fulfil the evolving needs of our organisation and staff.

SECTION 3

Section 3: Performance Monitoring



PERFORMANCE MONITORING

How we will monitor performance of our strategy

We will monitor the performance of our strategy to ensure it is on track and achieving its goals. To do that we will clearly define our performance goals and regularly monitor our progress against these goals. We will use quantitative and qualitative measures that align with our strategy and implement systems to continuously track performance metrics, including for example dashboards, reports, and regular reviews. We will engage with staff and stakeholders to ensure the timely implementation of our strategy, and address any challenges faced. Based on our measured performance we will make necessary adjustments to our strategy to ensure it remains up to date, relevant and effective.

Our performance monitoring framework

We will develop metrics to include leading indicators (predictive measures) and lagging indicators (outcome measures) to monitor the performance of our strategy including the implementation of a Balanced Scorecard (BSC) strategic planning and management tool. The four perspectives of our balanced scorecard include:
Financial:

- Cost efficiency
- Budget performance
- Profitability
- Resilience

Business Process: Digitalisation, process efficiency and productivity, procurement efficiency, oversight efficiency.
Growth and innovation: Workforce planning, learning and development, staff competence, innovation.
Stakeholder: Turnaround times, international performance measures, stakeholder engagement, stakeholder satisfaction.
In addition, we will monitor Safety Key Performance Indicators as specified in the State Plan for Aviation Safety (www.iaa.ie/safety) and sustainability key performance indicators, for example, as specified in RP4, and others to be developed.

Reporting of results

Performance is monitored on an ongoing basis at all levels in the Authority through relevant dashboard and reports. The measurement framework facilitates drill-up and drill down through the data to suit the differing needs of front-line staff, divisional managers, senior management team and IAA board. Through our data and analytics strategy, we are developing the necessary data architecture to integrate the different data streams needed to support our balanced scorecard approach.
High level public reporting on our performance against our strategy is provided via:
· The IAA Annual Report
· The IAA Annual Safety Performance Statement
· The IAA Annual Safety Performance Review

Appendix: 1
Stakeholders Map

Our Stakeholders



Appendix: 2

Statement of Strategy 2023-2025

Review of outcomes and effectiveness

Statement of Strategy 2023-2025

The Statement of Strategy 2023 – 2025 was constructed around the following seven key objectives.



Effective Regulation

We aim to deliver effective safety, security, economic and consumer protection regulation in line with Global Standards and European Regulations and best practice.

Our Objectives

The objectives of our strategy are to implement and continuously improve safety management, change management and regulatory oversight processes and associated staff competencies in aviation safety and aviation security domains. We are doing this by implementing best international practices in safety management, including interfaces between aviation safety and aviation security. We are also transitioning to a risk-based oversight approach in all domains over the coming years and improving stakeholder engagement to support regulated entities and help improve safety culture.

In economic regulation we are implementing price control arrangements and performance schemes in the best interest of airport and air space users. We are promoting competition and choice in airport slot regulation, and we will deliver effective economic oversight of travel trade, ground handlers and air carriers.

Our Achievements

We made considerable progress in implementing our strategy in this strategic area during 2023-2025. The key strategies in the safety and security domains are managed and reported in the State Plan for Aviation Safety www.iaa.ie/safety. We implemented advanced processes and tools to improve our safety management processes and to help us migrate to a risk-based oversight methodology in many domains. We formalised our Training and Consultancy unit under the IAA International brand and developed key training modules on advanced safety management that benefits IAA internal staff and external regulated entities. We also introduced eLearning modules for cross domain common topics that can be consumed on-demand to suit individual training plans and we implemented a new Training Records Management System. We were pleased to note that our progress in this regard was validated by EASA during a standardisation visit in October 2024 that focused specifically in this area.

Our strategy in this regard was very well supported by the progress made in advancing our digitalisation programme and our stakeholder consultation as reported below.

Civil aviation continues to grow and evolve with new and novel technological and operational developments, and the regulatory framework and related oversight activities must evolve accordingly. The next version of our strategy for 2026-2028 will continue to address the needs of the regulator and regulated entities in keeping pace with technological advances.

In economic regulation we delivered a performance plan for the regulation of Irish ANSPs under the single European sky reference period 4 (RP4) performance regulation. This plan is still being assessed by the European Commission. On Airport charges we commenced the process for setting the maximum level of Airport Charges at Dublin Airport for a four plus years period commencing on 1 January 2027. This is a muti-stage two year process. We also continue to promote competition and facilitate new entry with Dublin Airport slot regulation, setting capacity for each coordination season which sought to maximize the use of the available infrastructure subject to applicable constraints. We also defended the IAA's decisions on capacity which are the subject of six judicial reviews, and defended our position in the reference to the CJEU (both processes are ongoing). In licensing, we delivered a robust licensing scheme for personnel and commercial entities.

Consumer Protection

We aim to enhance aircraft passenger experience in respect of Consumer Protection, Value and Choice.

Our Objectives

Our objectives are to implement and continuously improve consumer experience and ensure the consumer is at the forefront of the aviation industry. We do this by ensuring consumers are involved in the IAA regulatory decision-making process by strengthening the voice of the Passenger Advisory Group in relevant regulatory decisions.

Our Achievements

We published a customer charter which sets out our commitments to our customers. We developed an enhanced consumer communications strategy, running a number of campaigns to raise awareness of rights and responding to specific events. We implemented the new competent authority role under the European Accessibility Act further enhancing our role in ensuring travel by air is accessible to all.

We ensured customer rights were upheld and respected. We will continue to strenghten the protection of consumer rights.

Stakeholder Engagement

We aim to enhance our engagement with our Industry Customers, Licence Holder and Aviation Stakeholders.

Our Objectives

Our objectives are to improve our consultation and stakeholder engagement processes to better support regulated entities, and other stakeholders, in respect of the continuously evolving regulatory framework and emerging aviation risks. Through enhanced engagement we hope to provide better opportunities for stakeholders to contribute to the ongoing developments of the regulatory framework. We do this through a combination of organisational, sector and system-wide stakeholder engagement processes.

Our strategy in this regard was very well supported by the progress made in advancing our digitalisation programme and our stakeholder consultation as reported below.

Civil aviation continues to grow and evolve with new and novel technological and operational developments, and the regulatory framework and related oversight activities must evolve accordingly. The next version of our strategy for 2026-2028 will continue to address the needs of the regulator and regulated entities in keeping pace with technological advances.

Our Achievements

We have focused on improving our engagement with aviation stakeholders in the last three years and are thankful for the engagement of many stakeholders in helping us in this regard. We are pleased that in the standing up of the new IAA organisation we have managed to maintain and enhance our ability to engage with our stakeholders.

We established the Aviation Stakeholder Forum which provides for system wide consultation on matters of safety and security with all regulated entities in the State. We also run sector specific consultation groups and established a cross-domain National Runway Safety Team. We conducted annual reviews of safety and security with senior management of the main Irish regulated organisations.

We have published our customer and licence holder charters, and established a passenger advisory group. We have also enhanced our capability to communicate with Stakeholders through updated IAA website, use of social media (LinkedIn and X) and via messaging system in new Digital Platform (MySRS). We also improved our public consultation processes through a dedicated channel on the IAA website.

We plan to make further progress in this regard in our Strategy for 2026-2028 to improve existing processes and to further extend our outreach.

Our People and Organisation

We aim to enable and support our People to be the best they can be and provide the organisation necessary to deliver on our responsibilities to the highest standards.

Our Objectives

As a regulatory body, our main asset is our staff. Our objective is to recruit and maintain sufficient and competent staff to fulfil our aviation safety, security and economic regulatory functions and to promote excellence in everything we do, under a newly branded IAA. To do this we provide an organisation structure, culture, policies, procedures, tools and appropriate training of staff, in conjunction with a recruitment policy that will continue to attract experienced professionals.

Our Achievements

We stood up the new IAA organisation, and we integrated our staff from two separate organisations together with minimal impact to our regulatory functions. We owe a huge debt of gratitude to all staff involved for their co-operation and support and the goodwill they displayed in this regard.

Through detailed workforce planning we ensured that sufficient resources are now in place for the new IAA. We worked with staff throughout, including use of staff surveys, and bult up the new organisation that ensured the needs of all staff were considered. We also commenced a major refurbishment of our headquarters in 2025 that will complete in 2027.

We implemented a new training records management system with associated training and development plans for staff based on related competency framework. The establishment of IAA International Training and Consultancy unit has helped greatly in addressing the competency requirements for new and existing staff across all domains.

We have commenced our digital strategy that will not only benefit our stakeholders but will also provide digitised processes that will improve efficiencies and provide better ways of working for staff.

Our Strategy for the next three years will be to deliver on our digital strategy to provide enhanced data-based decision making and support improved efficiencies across the authority.

Innovation and Collaboration

We aim to be an innovative regulator that is ready to support and collaborate with industry on the introduction of new products and services.

Our Objectives

We are implementing a major digitalisation project in IAA that is transforming the way we do business and greatly improving the experience of regulated entities in many areas. The new digital platform is supported by an internal digital strategy that will enhance internal processes through new working methods and better access to business intelligence. Users' experience are being enhanced through a range of methods from totally digital transactions in some cases, to enhanced application and tracking processes and improved response times.

We are committed to supporting aviation development in Ireland and our digital platform will help improve our support to the Irish regulated entities and the leasing industry. We are also very supportive of emerging business opportunities in the unmanned and manned innovative air mobility domain and provide Irish organisations and person with necessary regulatory support in this area, as well as supporting research and development projects in Ireland.

We continue to collaborate with other regulatory bodies in Ireland and abroad to protect Irish interests in the developing aviation standards and regulatory framework and also harness our knowledge and experience to provide training to Irish and international interests.

Our Achievements

Our customer facing digital platform (MySRS) has been successfully implemented across a number of domains including aviation security, aerodromes, unmanned aviation systems, licensing, airworthiness and in general the feedback from users has been very positive. Our strategy for the next three years is to deliver the remaining modules and implement product improvements to address specific issues with the platform.

We have made good progress in implementing our ambitious digital strategy where we intend to provide efficiency gains across all domains in the IAA through better ways of working. The digital strategy is key to our plans to implement of Balanced Scorecard strategic planning and management tool which has already been developed as part of the strategy 2023-2025 for some perspectives (eg Finance and HR), and will be further developed, completed and enhanced, as part of the strategy for the next three years.

We have developed PowerBI based tools needed in the technical domains to support performance monitoring and risk-based oversight planning during this period. We strongly support the EASA Data4Safety project at steering board and technical board levels, that will provide access to pan-EU safety data that will greatly enhance safety management processes for both authorities and regulated entities. We will continue to improve and enhance this capability as part of the next three-year strategy.

As part of our Strategy 2023-2025 we committed to supporting innovation in the State and we have been very active in this regard in respect of unmanned aircraft and innovative air mobility (eg electric aircraft, evtol) as well as supporting the green agenda (eg SAF, re-fuel EU). We have also supported the Department of Transport in developing the National Framework Policy for UAS and our strategy for 2026-2028 will focus on implementing this policy. Our Strategy for 2026-2028 will continue to support innovation in civil aviation.

Exercising influence

We aim to support and influence Aviation Regulation and policy development at European and Global Levels.

Our Objectives

As aviation is an international business, we must ensure that we meet international standards to facilitate international travel. We are committed to continuously engaging with international bodies and working groups of the International Civil Aviation Organisation for international standards development, and European Union to support the development of the EU aviation policy and development of the EU regulatory framework.

Our Achievements

This is a very important strategic area that benefits the state, the IAA and regulated entities. We have invested IAA resources to actively participate in international advisory boards, working groups, technical panels, task forces and expert networks under the auspices of ICAO, European Commission, EASA and Ireland. This engagement provides the opportunity for us to protect Irish aviation interests in the development of emerging standards and regulations and also to learn from work in progress to better prepare IAA and Irish regulated entities for forthcoming changes in the regulatory framework. The key elements of the regulatory framework that were developed in conjunction with European partners during the last three years included unmanned aircraft systems, innovative air mobility, cybersecurity, including information security, ground handling and sustainable aviation (eg ReFuel EU, SAF), with IAA providing a leading role in some related working groups and task forces.

We are strongly promoting the digitalisation agenda in Europe and worldwide, and strongly support EU projects in this regard, including EASA Digitalisation in Aviation, EU Data4Safety, as well as working with ICAO/EU to facilitate the international acceptance of digital certificates and approvals.

We will continue to support this activity as part of our strategy for 2026-2028 and in addition we intend to enhance our processes for engaging with regulated entities and other Irish stakeholders to better support us in this regard.

Environmental Responsibilities

We aim to meet or exceed our environmental responsibilities and to consider environmental factors in regulatory decision making.

Our Objectives

We are committed to meeting or exceeding our own obligations in respect of the 2049 Climate Action Plan and are ready to provide regulatory support to environmentally friendly aviation initiatives under development in support of future aviation and/or involving Irish stakeholders.

Our Achievements

We have made good progress in developing our Sustainable Aviation Strategy. We established our Environmental Team and published our Environmental Action Plan and Report. We also enhanced our level of engagement with ICAO, EC/EU/EASA and industry on climate action and supported initiatives on Sustainable Aviation Fuels in Ireland.

We stood up a new IAA division for Aviation Sustainability, and developed an implementation plan for the IAA's new competent authority role under the ReFuelEU regulations. This division also supports industry in achieving environmental objectives, including supporting new innovations and technologies.

Our strategy for 2026-2028 greatly expands on our ambitions in this area that will set new standards for aviation sustainability regulation and performance in the State.


IAA
ÚDARÁS EITLÍOCHTA NA hÉIREANN
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