



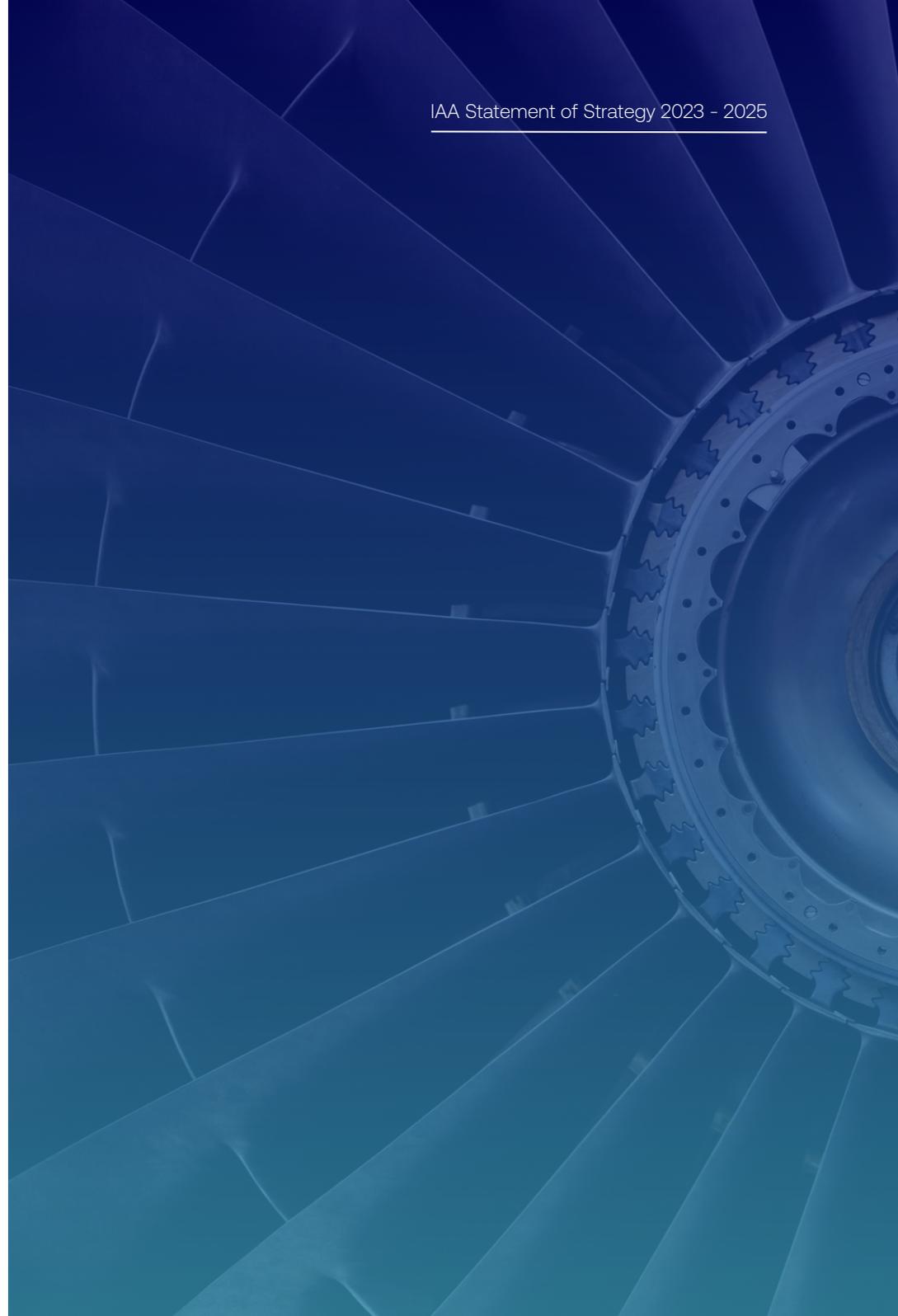
ÚDARÁS EITLÍOCHTA NA hÉIREANN  
IRISH AVIATION AUTHORITY

IRISH AVIATION AUTHORITY  
**STATEMENT  
OF STRATEGY**

**2023 - 2025**

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# FOREWORD



The IAA must maintain the trust of the general public in civil aviation by regulating to ensure the safety and security of all flights, and providing a robust level of consumer protection and economic regulation.

Aviation is vital to the Irish economy, whether it is connecting people or moving cargo into and out of Ireland. We, the IAA, must maintain the trust of the general public in civil aviation by regulating to ensure the safety and security of all flights, and providing a robust level of consumer protection and economic regulation.

In this context, the IAA is committed to meeting the highest standards in all areas within its remit. We regulate in an efficient, clear, responsive, and consistent manner. We deliver on the expectations for aviation regulators as set out in legislation – in terms of effectiveness, independence, and competency.

Ireland also benefits from the global aviation industry, not just entities we regulate in Ireland. It is important that we promote the highest safety and best practices globally to ensure aviation continues to facilitate the global movement of goods and people.

## National Aviation Policy

The government sets the general policy for the aviation sector. This requires ongoing support and investment by the IAA in delivering these policies.

The government has undertaken a regulatory reform programme that includes the establishment of a single civil aviation regulatory authority. The IAA is committed to delivering this reform with a seamless transition to the new independent and resilient institutional structure.

## Stakeholder Expectations

IAA stakeholders include everyone from the general public, passengers, aviation enthusiasts, aviation professionals and industry.

Stakeholders must be confident that we will deliver on tasks that we are assigned. We can do this by demonstrating that we operate best regulatory practices, are responsive in our actions, transparent in our decision making and fully accountable (demonstrated through good corporate governance).

Aviation Stakeholders must be confident that we are committed to the facilitation of the aviation industry and will promote the socio-economic benefits which the aviation sector brings to Ireland.

Aircraft leasing is important for Ireland and forms a key component of the aviation cluster within Ireland. The IAA has a role to play in supporting this industry by supporting the facilitation of aircraft leasing globally through simplified cross-border transfers, implementation of the Cape Town convention and facilitating the storage and transition of aircraft using the Irish aircraft register.

## Innovation and Emerging Technologies

Civil aviation as we know it continues to evolve. Innovations such as artificial intelligence and autonomous operations, advanced materials and new power sources offer opportunities for research and development in Ireland. Unmanned aircraft system (drone) technology will be crucial for the competitiveness of the industry as a whole. The EU drone sector, within 20 years, is expected to directly employ over 100,000 people and be worth >€10bn annually. The IAA will continue to facilitate and support the sector, in particular R&D.

Companies that embrace digitalisation may gain better access to new markets, increase innovation and improve competitiveness. Digital transformation requires a company-wide change driven by digital technologies & integration of transformation processes into the business; supported by changes in culture, leadership, skills & processes. For the IAA, it will be an opportunity for continued evolution to benefit all our stakeholders and see the significant modernisation of many aspects of our services, leading to opportunities for efficiencies and enhanced services in years to come.

## Environment

We must play our part in ensuring that Ireland meets its 2050 environmental targets & that aviation plays its role. The IAA will promote and enable improvements in the development of sustainable aviation fuels, more efficient aircraft and engine designs, and more efficient aircraft operations at aerodromes and in Irish airspace.



**Declan Fitzpatrick**

Chief Executive Officer  
Irish Aviation Authority

# CHAPTER 1

## ABOUT US





## Who we are

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



## Our Mission - What we do

The IAA is the single 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 Values



## Safety defines us

We are the industry experts and the authority in our field.



## The passenger is central

We protect the interests of passengers in everything we do.



## We champion excellence

Individually and collectively, we ensure that our practices and performance are of the highest standard in global aviation, and consistently implemented.



## Our value is in our people

Our professionalism and commitment are at the heart of everything we do.



## Clear and responsive

We are accessible. We meet and surpass our public service commitments and strive to provide clarity and promote understanding in all aspects of regulation.



## Collaborative

We promote teamwork within the Authority, and work with stakeholders and clients to find solutions.



## We promote sustainable and responsible practices

Aiming to promote the development of aviation in a sustainable and responsible way, meeting the imperative to protect our shared environment.

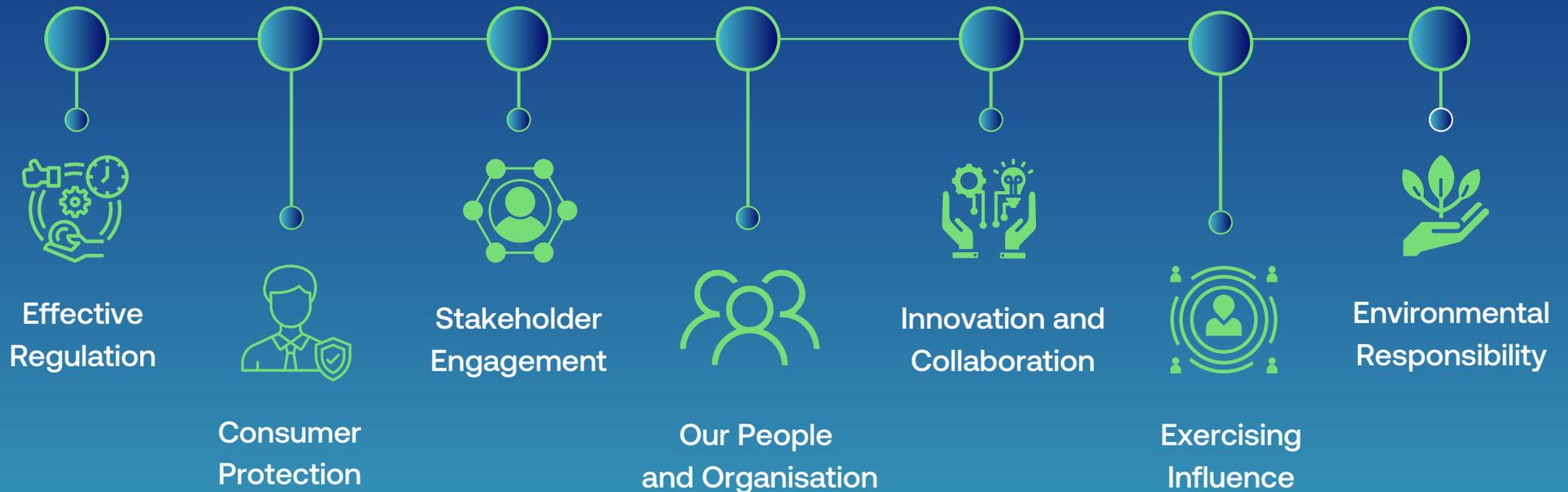
# CHAPTER 2

## KEY OBJECTIVES



# Key Objectives

In delivering on our mission and aligned with our core values, we will ensure the best use of our available resources by focusing on the key objectives and related strategies:





## 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 Strategy

- Implement the State Safety Programme for Ireland, with an effective State Plan for Aviation Safety detailing the key safety priorities.
- Improve risk management, Just Culture and performance monitoring processes in conjunction with stakeholders.
- Integrate security considerations that may impact safety into our oversight system.
- Update change management processes and greater supports for regulated entities.
- Develop new competencies in areas of data analytics, cyber security, UAS operations & certification.
- Integrate SMS/SeMS competencies & risk-based oversight in all domains.
- Improve safety and security promotion capabilities.
- Improve safety promotion approach through stakeholder engagement.
- Deliver Airport charges regulation which is in the best interest of users of Dublin Airport.
- Develop Performance schemes for ATM/ANS Service Providers under the single sky regulations which meet the needs of airspace users.
- Promote competition and facilitate new entry with airport slot regulation.
- Deliver effective oversight of the travel trade, ground-handlers and airlines.

- Develop and implement fit-for-purpose charging arrangements.

### Outcomes

- Updated State Safety Programme published.
- Enhanced safety management and change management processes in new IAA.
- New competencies developed to address evolving requirements.
- Enhanced stakeholder collaboration processes implemented.
- Status of implementation of regulations and oversight in line with statutory requirements and committed timelines.



## Consumer Protection

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

### Our Strategy

- Involve consumers in our regulatory decision-making processes.
- Strengthen the voice of the Passenger Advisory Group in relevant regulatory decisions.
- Drive an increase consumer and industry engagement in consumer protection.
- Ensure that consumer rights are upheld.
- Develop a new consumer communications strategy.
- Strengthen protection of Consumer Rights through the development of a customer charter.

### Outcomes

- New Customer Charter developed.
- New consumer communications strategy developed.
- Enhanced engagement with Passenger Advisory Group and consumers.
- Customer rights upheld under Air Passenger Rights (APR) and Persons with Reduced Mobility (PRM) legislation.



## Stakeholder Engagement

We aim to enhance our engagement with our Industry Customers, Licence Holders & Aviation Stakeholders.

### Our Strategy

- Broader participation in our regulatory processes via appropriate consultation processes, stakeholder forums and regulatory workshops.
- Develop a customer/stakeholder charter.
- Provide clear information on processes, including compliance requirements.
- Facilitate inputs from those impacted by regulatory burden.
- Provide clear, relevant and timely information to those impacted by regulatory actions.
- Provide updates to stakeholder on sectoral developments.
- Develop and maintain effective arrangements to communicate with industry customers, licence holders & stakeholders.

### Outcomes

- Customer/Stakeholder Charter developed.
- Stakeholder forum established and meetings convened.
- Enhanced consultation and communications processes implemented to the satisfaction of stakeholders.



## Our People and Organisation

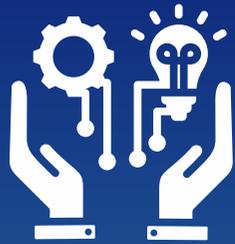
We aim to enable and support our People to be the best they can be and provide the organisation necessary to deliver on our responsibilities to the highest standards

### Our Strategy

- Put our people at the centre of our organisation to deliver a quality service to customers.
- Promote excellence in everything we do.
- Successful integrate IAA and previous CAR staff within a positive organisational culture.
- Implement HR policies based on principles of equality and respect for diversity.
- Manage factors affecting employee wellbeing.
- Deliver a work-life balance policy, including remote-working opportunities.
- Deliver a training/development plan for all our people.
- Development of a new internal communications strategy, which aims to develop a strong integrated working culture in the 'new IAA'.
- Create a new brand identity and values for the organisation and staff to live by.

### Outcomes

- New IAA organisation implemented, with associated HR policies and new IAA brand identity.
- Training and development plan implemented for all staff in new IAA.
- Internal communication strategy updated to address new IAA.
- Staff survey conducted to ascertain the effectiveness of implementation of new organisation.



## 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 Strategy

#### Use digitalisation to transform our business model

- Develop processes to deliver the full potential of the digitalisation platform.
- Deliver improved safety and business-performance intelligence for consumer's benefit.
- Use 'new intelligence' business and regulatory data to optimise regulatory oversight.
- Develop commercial opportunities for use of our digital solution by other regulators.
- Transform all licence and application processes to a digital system enabling staff and customers work through a mobile, online platform.
- Fully integrate software solutions operated within the organisation for greater internal and external collaboration.

#### Position the IAA as a best-in-class aviation regulator to the benefit of the Irish Civil aviation system

- Work collaboratively with other national and international regulators to develop and share best practices.

- Offer international access to IAA training courses and examination facilities.
- Further develop co-operation with EASA and engagement in EASA partnership contract work.

#### Develop a tailored approach to facilitate aircraft leasing transactions

- Provide focused services for the registration, storage and cross border transfer of aircraft.
- Ensure regulatory support for maintenance check flights and other support flights under EASA regulation.

#### Regulate and support the development of unmanned aviation in Ireland

- Deliver IAA Roadmap for unmanned aviation, building operational capacity and innovation.
- Support industry innovation and champion progress at European and Global levels.
- Ensure the extensive Irish operational experience is appropriately considered at European and Global level, particularly during rule making activity.

## Outcomes

- Digital applications available and in use across all domains in civil aviation, with commercial opportunities associated with digital applications materialised.
- Evidence of successful collaboration with other States and EASA.
- Increased external participation in IAA training courses on offer.
- Increased activities under EASA partnership contract.
- Increased support provided to leasing industry as evidenced by increased activity for IAA in this sector.
- IAA Roadmap for Unmanned Aviation developed, with implementation of Roadmap in line with major milestones.



## Exercising Influence

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

### Our Strategy

- Participate in ICAO and EC/EASA working groups to help develop future standards and regulations in response to aviation safety priorities and industry needs.
- Support the introduction of a global Electronic Pilot Licence and encourage the development of other electronic licences and certificates in aviation.
- Promote new training approaches for licensed pilots and engineers.
- Support growth of crew support programmes for aviation personnel and encourage exchange of information in EU on their implementation.
- Develop best practice for economic regulation (guidelines and policy) for airport charges and single sky regulation.
- Simplify cross-border transfer of aircraft & electronic records of aircraft through pro-active engagement in European and global policy making activity.

### Outcomes

- Effective participation in ICAO/EC/EASA working groups supporting rulemaking and policy development.
- Status of implementation of key regulatory and policy development projects in line with major milestones.



## Environmental Responsibility

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

### Our Strategy

- Place environmental considerations in the regulatory decision-making framework where appropriate.
- Support development of environmentally friendly aviation initiatives.
- Meet or exceed 2019 Climate Action Plan targets.
- Develop and implement an IAA environment action plan.
- Support aviation sector drive to net zero carbon by 2050.
- Input, as appropriate, to Irish, EU and global environmental policy development.

### Outcomes

- IAA Environmental Team established.
- IAA Environmental Action Plan developed.
- Enhanced level of engagement with ICAO, EC/EASA and industry on climate action.

# CHAPTER 3

## PERFORMANCE MONITORING



# Performance Monitoring

## Why we monitor performance

Performance monitoring is a key pillar of good corporate governance and in the safety management processes implemented by the IAA as part of the State Safety Programme. The primary function of performance monitoring is to provide assurance that the objectives we have set are being met, and this may be accomplished through development of performance indicators.

As part of our State Safety Programme responsibilities, we measure and monitor safety performance at different levels of the civil aviation system, including at organisational, sector and total system levels. This also extends to how the IAA itself is performing.

## How we report on Statement of Strategy Performance

The performance indicators that support the IAA strategic objectives are monitored at IAA, sector and total system levels and contain a range of disparate metrics and status updates. Much of this information is reported on an annual basis via the following documents:

- The IAA Annual Report, and Final Accounts and Final Annual Report CAR (financial).
- The IAA Annual Safety Performance Statement (technical).
- The IAA Annual Safety Performance Review (safety statistics).
- The State Plan for Aviation Safety (status updates).



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