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ANNUAL  
REPORT  
Commission for Aviation Regulation

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## Foreword



**Cathy Mannion**  
Commissioner

Traffic at Dublin Airport continued to grow faster than previously expected. Passenger numbers in 2016 reached a record 28 million, growing 12% from 2015, which was itself a record year.

Against the background of strong growth, we issued a consultation paper proposing to allow Dublin Airport recover the allowed costs of the North Runway when it becomes operational. This will replace the current trigger. A decision is due in early 2017.

In addition we put in place a flexible mechanism that allows Dublin Airport, in consultation with users, to put forward additional projects that are required to deal with constraints resulting from the unexpected growth in passenger numbers.

In 2015, the Minister announced a review of the airport charges regulatory regime in its National Aviation Policy. During the year, the Department published a consultation paper on the airport charges regulatory regime in Ireland and a decision is expected early in 2017.

The Commission continues to issue and monitor licences for airlines, groundhandlers, tour operators and travel agents. In 2016, there was no significant increase in the total number of licences issued.

One of our functions is to operate a scheme that compensates qualifying customers if a tour operator or travel agent goes out of business. In July 2016, Lowcostholidays Spain SL collapsed and we immediately put in place arrangements to deal with claims. By the end of the year we completed our work, having dealt with 3,871 eligible claims. Most of these holiday packages included accommodation that had been paid for by the customer but where the hotel did not receive the funds from Lowcostholidays.

We processed 5,199 queries and complaints from passengers. This was a 7% increase on 2015. About 81% of contacts were for information on passenger rights or complaints that do not fall within our remit.

As in earlier years, the Commission hosted a passenger rights information stand at the Holiday World Fair and 50+ Expo in the RDS. In addition we hosted meetings with travel agents and tour operators in Dublin, Cork and Sligo.

In 2017, the Commission will implement any changes required when the Department concludes its review of airport charges regulation. We will work with Dublin Airport and airlines to increase the level of consultation and explore ways to increase the focus on passengers in decision making. We also plan to review customer protection arrangements where a travel agent or tour operator becomes insolvent and the requirements of a new Package Travel Directive that needs to be in place by 2018. (see appendix)

# 2

About the  
Commission for  
Aviation Regulation



# About the Commission for Aviation Regulation

The Commission is Ireland's independent economic aviation regulator and was established on the 27th February 2001. The Commission's responsibilities are outlined below.

## Airport Charges and Slot Regulation

- Sets a price cap limiting the total revenues per passenger that the daa can collect from airport charges at Dublin Airport
- Ensures compliance with the European Airport Charges Directive
- Approves the charges airports levy on airlines to fund services for passengers with reduced mobility
- Approves fees charged by the airport authorities at Dublin, Cork and Shannon airports for access to installations needed to provide groundhandling services
- Designates the scheduling status of Irish airports under the Slot Allocation Regulations, appointing a schedules facilitator or co-ordinator where necessary. Designates the capacity parameters for coordinated airports



## Licensing and Approvals

- Licenses Irish-based air carriers transporting passengers, mail or cargo for remuneration and/or hire
- Licenses travel agents and tour operators selling overseas travel
- Administers a bonding scheme for travel agents and tour operators and processes claims if a travel agent or tour operator goes out of business
- Investigates instances of alleged illegal trading and prosecutes where necessary
- Grants approvals to companies engaged in groundhandling activities at Dublin, Cork and Shannon airports

## Air Passenger Rights

- Investigates complaints about flight cancellations, delays of at least two hours and instances of denied boarding or downgrading for all flights due to depart from Irish airports and for flights arriving into Irish airports from non-EU countries (if operated by EU-licensed carriers).
- Investigates complaints relating to the assistance received by passengers with reduced mobility when making a reservation, travelling through an airport within Ireland or boarding a flight leaving from an Irish airport.

## Executive Team



Cathy Mannion

**Cathy Mannion** was appointed Commissioner on 7th December 2015. She had previously held the position of Director in the Commission for Energy Regulation with a variety of responsibilities over the years.

**David Hodnett** is the Commission's Director of Legal and Deputy Commissioner. A solicitor, he joined the Commission in 2003. He is responsible for Legal Affairs, Air Carrier Licensing, Groundhandling Approval and Air Passenger Rights.



David Hodnett



Adrian Corcoran

**Adrian Corcoran** is the Director of Economic Regulation. He is responsible for the economic regulation of Dublin Airport, slot coordination and the approval of fees relating to access to installations and passengers with reduced mobility. He was appointed to this role in December 2014 after previously working as an Economist at the Commission. He holds a PhD in Economics.

**Brian Higgins** is a Fellow of the Chartered Institute for Personnel and Development and joined the Commission in July 2016 as Director of Administration following a HR and Operational career in Manufacturing, Finance and Aviation. He is responsible for HR, Administration, Corporate Governance, Facilities and IT Management.



Brian Higgins



Josephine O'Reilly

**Josephine O'Reilly** is a member of the Association of Chartered Certified Accountants in Ireland. She joined the Commission in April 2001 and is Director of Finance. She also provides advice and support to the airline licensing, groundhandling and travel trade areas in respect of the financial performance of their licensed entities.

## Key Statistics



We license  
14 Irish-based  
Air Carriers



In 2016 we handled 5,199  
queries from the public on air  
passenger rights and obtained  
€327,503 for passengers  
affected by flight  
disruptions



We set a cap on charges  
at Dublin Airport. In 2017  
the provisional charge will be  
€9.86 per passenger



In 2016 we investigated  
18 submissions regarding the  
rights of persons with  
reduced mobility



We license  
and bond 290  
travel firms



There are 45  
Groundhandling  
approvals  
in issue

# 3

## Airport Charges and Slot Regulation



# Airport Charges and Slot Regulation

Traffic at Dublin Airport continued to grow faster than previously expected. Passenger numbers in 2016 reached a record 28 million, growing 12% from 2015, which was also a record year. This has had knock-on effects, which resulted in two work streams for the Commission in 2016; an Interim Review of the 2014 Determination regarding excessive pre-funding of the North Runway, and the development of a process to provide increased flexibility in capital expenditure allowances.

In addition, in 2016 the Commission participated in the Thessaloniki Forum of European Airport Charges Regulators. The Commission chaired a working group, which published guidelines intended to lead to better implementation of the EU Airport Charges Directive.

## Review of Airport Charges

The Department of Transport, Tourism and Sport is conducting a review of the regulation of airport charges in Ireland and, in July 2016, it published a report prepared by Indecon on the regulatory regime.

This report recommended that the current regulatory regime continues with a number of improvements including: increased flexibility, limiting the scope of Ministerial Directions, improving consultation, increasing passenger engagement and reforming the appeals process.

In September 2016, the Commission submitted its response welcoming these suggestions and looks forward to working with the Department on the implementation of any changes which may result from this review.

## Interim Review of 2014 Determination

In December 2015, the Commission indicated it would review the trigger for remunerating costs relating to the North Runway. The original trigger was set to add 59c to the price cap if passenger numbers at Dublin Airport reached 25 million over a twelve month period. Passenger growth was far

higher than predicted and the trigger was hit in 2015 before the airport was ready to start building the runway. This would have resulted in the airport starting to recover costs before construction had commenced.

The Commission decided to review this element of the Determination with a view to realigning the timing of the trigger to better fit the timing for delivery of the project.

In January 2017, we published our draft decision setting out three triggers, with the bulk of the costs being recovered once the North Runway is operational. A final decision will be published in April 2017.

## Increased Flexibility in Capital Expenditure

In August 2016, the Commission published a consultation paper setting out a process to allow Dublin Airport apply for a supplementary capital expenditure allowance within a determination period. The purpose of this process is to bring improved flexibility to the regulatory framework, allowing Dublin Airport respond more effectively to changed or unexpected circumstances within a determination period. The decision setting out the finalised process was published in December 2016.

As part of this process Dublin Airport will demonstrate that there has been a significant change in circumstances and will consult extensively with users, providing detailed information on the project(s). We will then assess the necessity and cost efficiency of the proposal(s) as part of the approval process.

## Compliance with the 2014 Determination

In November 2016, the Commission confirmed that Dublin Airport complied with the 2015 price cap of €10.26 per passenger. This price cap was adjusted for inflation and for one quality of service breach which occurred in 2015. The provisional price cap for 2017 is €9.86 per passenger.

## Airport Charges and Slot Regulation

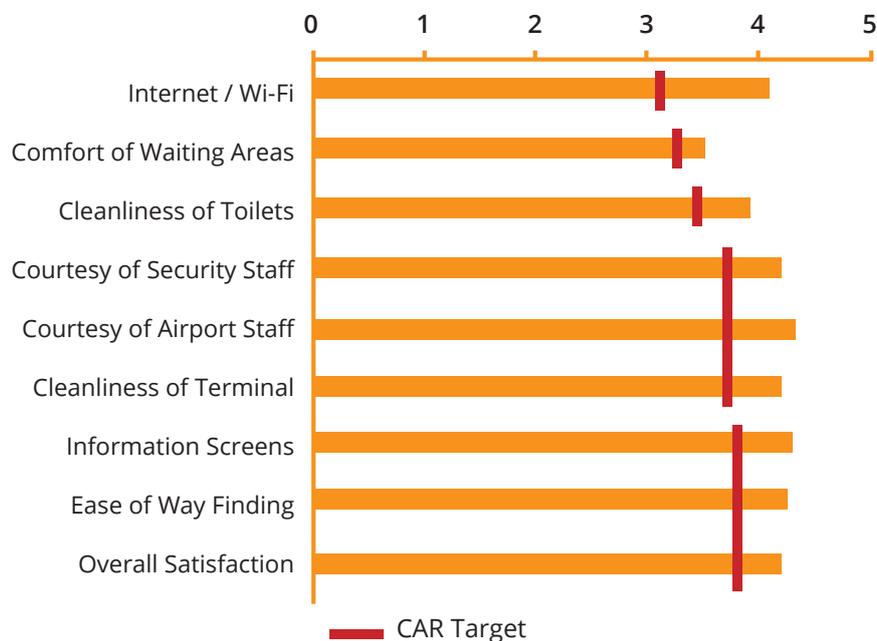
**Table 1: 2017 Provisional Price Cap**

Base Price	€9.45
CPI Adjustment	-€0.07
Under-collection from 2015	+€0.48
<b>Provisional 2017 Price Cap</b>	<b>€9.86</b>

Source: 2014 Determination, CAR Calculations

The price cap is reduced if any of the quality of service targets are not met. There are twelve quality of service measures; nine of these are subjective passenger survey measures, two relate to the availability of the baggage handling systems and the final one sets a maximum security queue time of 30 minutes. Dublin Airport scored higher than the minimum targets set by this Commission in all of the nine passenger survey measures and also met the baggage handling targets in 2016.

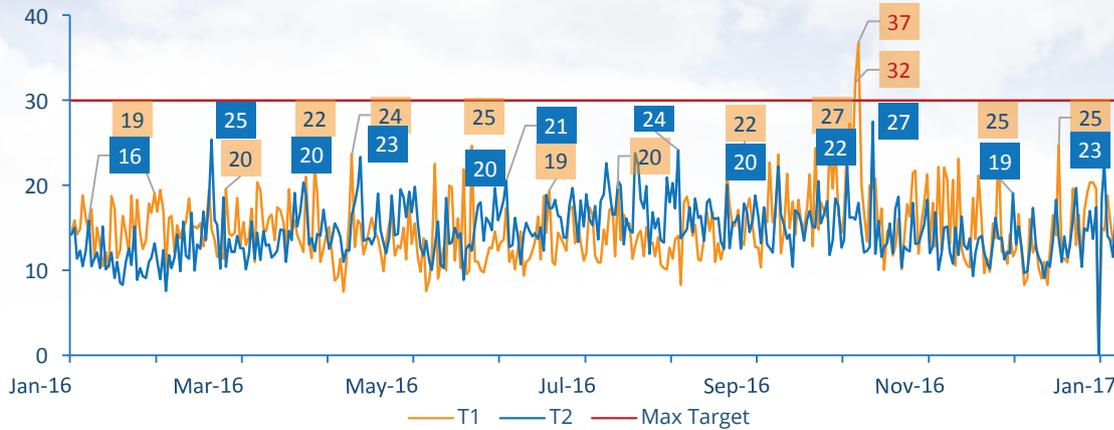
**Figure 1: Dublin Airport has exceeded each passenger survey target in 2016**



On most days in 2016, security queues at Dublin Airport were well below our 30 minute limit. However, the limit was breached twice, on 1 and 2 October in Terminal 1. This will result in reduced revenue for Dublin Airport of approximately €225,000 due to the resulting reduction in the 2016 price cap.

## Airport Charges and Slot Regulation

**Figure 2: Two security queue time breaches in 2016**



Source: Bliptrack data reported by Dublin Airport

### Airport Charges Directive

In December 2016, the Thessaloniki Forum of European Airport Charges Regulators published two papers to assist in the implementation of the Airport Charges Directive (2009/12/EC). One was in relation to the Weighted Average Cost of Capital (WACC) and a second set out the consultation and transparency guidelines for airport consultations on airport charges.<sup>1</sup> Both papers were written by a working group of the Forum which was chaired by the Commission. The Commission will take an active role in the new working group of the Thessaloniki Forum which will examine market power assessments at EU airports.

The Commission, which is the Irish Independent Supervisory Authority, observed the 2016 consultation on airport charges held by Dublin Airport. In 2017, the Commission will hold a public consultation to assess the need for local guidelines that further enhance transparency and lead to an increased level of consultation on airport charges at Dublin Airport.

### Slot Coordination

The Commission is responsible for designating Irish airports as slot facilitated (IATA level 2) or slot coordinated (IATA level 3) airports depending upon the level of congestion, and for appointing a slot facilitator/coordinator as appropriate. Dublin Airport is designated as a coordinated airport and airlines seeking to operate at Dublin Airport must be granted a confirmed slot by the coordinator, currently Airport Coordination Limited (ACL). Dublin Airport has seen significant growth in demand in the last number of years. Figure 3 shows demand for a sample day across four summer seasons.

<sup>1</sup> [http://www.aviationreg.ie/\\_fileupload/ACD/Thessaloniki%20Forum%20WACC%20Dec%202016.pdf](http://www.aviationreg.ie/_fileupload/ACD/Thessaloniki%20Forum%20WACC%20Dec%202016.pdf)  
[http://www.aviationreg.ie/\\_fileupload/ACD/Thessaloniki%20Forum%20Consultation%20Dec%202016.pdf](http://www.aviationreg.ie/_fileupload/ACD/Thessaloniki%20Forum%20Consultation%20Dec%202016.pdf)

# Airport Charges and Slot Regulation

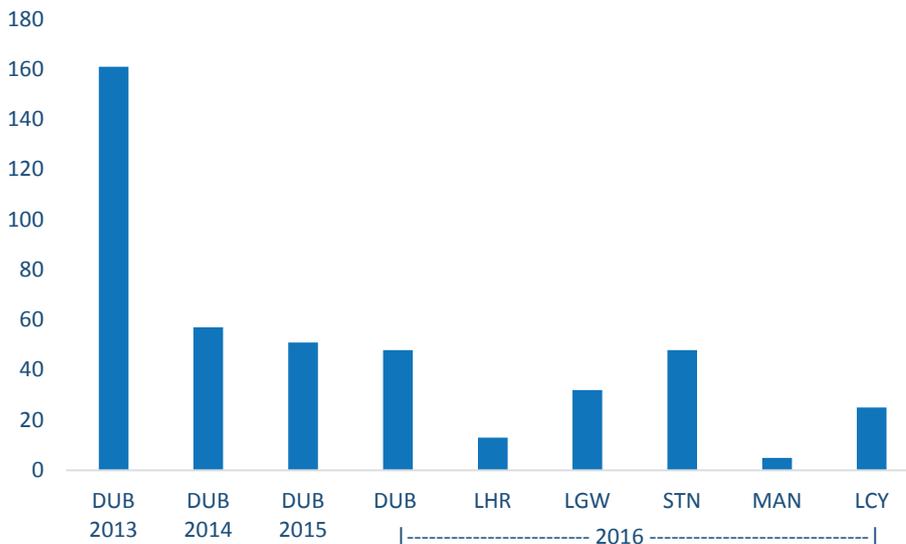
**Figure 3: Continued strong growth in demand at Dublin Airport**



The Commission is the body charged with declaring parameters for the purposes of slot coordination<sup>2</sup> and the Dublin Airport Coordination Committee (comprising Dublin Airport, the IAA and a range of airline representatives) acts in an advisory role. At a September 2016 meeting of the Coordination Committee, a proposal to increase the declared runway capacity for summer 2017 was discussed but was not endorsed by the Committee. Following a review, the Commission published the capacity parameters for the Summer 2017 season with no changes. We will be reviewing the nature of airport constraints in 2017 and the process for declaring capacity.

The Commission operates a slot sanction scheme<sup>3</sup> and in 2016 fines ranging between €1,000 and €3,000 for operating without a slot and operating off slot were imposed. Slot abuse at Dublin has decreased since the sanction scheme was introduced in December 2013 (see Figure 4). The level of operations without a slot at Dublin was equivalent to Stanstead but remains higher than Heathrow, Gatwick and Manchester.

**Figure 4: Fall in operations without a slot at Dublin since 2013**



<sup>2</sup> [http://www.aviationreg.ie/\\_fileupload/SLOTS\\_LEG\\_2\\_EEC\\_793\\_2004.pdf](http://www.aviationreg.ie/_fileupload/SLOTS_LEG_2_EEC_793_2004.pdf)

<sup>3</sup> [http://www.aviationreg.ie/\\_fileupload/en\\_si\\_2013\\_0460.pdf](http://www.aviationreg.ie/_fileupload/en_si_2013_0460.pdf)

# Airport Charges and Slot Regulation

## Access to Installations Fees

Access to Installations fees are charged by airports for access to equipment or infrastructure needed to provide groundhandling services.

The Commission received three applications for fee approvals in late 2015 and, following a consultation period in January 2016, approved a fee for the rental of baggage hall desks at Dublin Airport.

In April 2016, the Commission approved fees for CUPPS (Common User Passenger Processing System) equipment at Dublin and Cork Airports.

## Looking Forward

In addition to our regular functions related to reviewing the implementation of current airport charges and slot coordination, the Commission will hold public consultations with interested parties to develop policy that follows regulatory best practice regarding consultation and transparency in setting airport charges, as well as passenger representation and stakeholder engagement. This policy development is part of our preparation for the 2019 Determination of maximum level of airport charges at Dublin Airport.

# 4

Air Carrier Licensing  
and Groundhandler  
Approvals



# Air Carrier Licensing and Groundhandler Approvals

## Air Carrier Licensing

At the end of 2016, 14 Irish-based air carriers were licensed by the Commission to engage in commercial air transport operations. During the year, the Commission issued one new operating licence. In addition, an existing Category B licence holder resubmitted its operating licence for approval, in order to allow it to operate aircraft over the threshold applied by that Category in line with the requirements of the legislation, and to allow it to change to a Category A operating licence. Approval was granted in this case. An up-to-date list of operating licence holders is available on the Commission's website.

**Table 2: Number of Licences and Approvals, 2016**

	Air Carriers	Groundhandlers	
		Self-handlers	Third Party
Licence holders, 1 Jan 2016	13	11	40
<i>New licences/approvals</i>	1	0	1
<i>Licences revoked/surrendered</i>	0	2	5
Licence holders, 31 Dec 2016	14	9	36

During the year, all licence holders were subject to regular monitoring to ensure compliance with the relevant licensing legislation concerning financial fitness, insurance cover and ownership and control. We continued to closely monitor the financial situation of air carriers, particularly those in a weaker financial position, through the submission of frequent financial data and regular meetings.

To provide a readily identifiable means of confirming that an operator is licensed, small aircraft and helicopter operators were issued with licence discs to display in each of their registered aircraft, as listed on their Air Operators Certificate issued by the Irish Aviation Authority.

## Air Carrier Licence Disc



# Air Carrier Licensing and Groundhandler Approvals

We received three requests in 2016 from an existing licence holder for approval to wet lease aircraft registered outside the European Union. Approval was granted in respect of each of these requests.

Licences are subject to a review two years after they are first granted. In 2016, one such review took place. There was no change to the relevant licence.

We also received five submissions during 2016 (three were received in December 2016) from Irish air carriers made under Article 8 (5) of the Licensing Regulation, which requires the Commission to be notified in advance of any substantial changes in the scale of their activities,<sup>4</sup> in advance of any intended mergers/acquisitions or where there is a change in ownership. In addition to the air carrier setting out the precise changes in detail, the Commission may require the submission of a revised business plan or other information. At the end of 2016, three of these submissions were still under consideration with further details awaited from the relevant air carriers.

A new application form for airline licensing was introduced during 2016. The fillable PDF form is fast, easy and convenient to use. It allows for the attachment of documents and can be opened, filled in and saved to the applicant's computer before submitting. As part of the process to introduce a new application form, the Commission also updated its guidance material on applying for an operating licence<sup>5</sup>.

The Commission once again attended a workshop hosted by the UK Civil Aviation Authority in 2016 for aviation licensing regulators. A key aim of the workshop was to promote a level playing field in the application of operating licence requirements within the European Union and to help give the industry confidence that such requirements are being fairly and consistently applied. The meeting was attended by the European Commission and representatives from a number of other Member States. It is intended that this Group will engage further on topics of interest related to air carrier licensing in the future.

In the context of the European Commission's 'Aviation Strategy for Europe', published in December 2015, draft interpretative guidelines on ownership and control of EU carriers were circulated to Member States during 2016 and a targeted consultation was launched. The guidelines are meant to bring more legal certainty for investors and airlines in relation to how the European Commission interprets the ownership and control rules. A final version is expected to be published in early 2017.

In November 2016, as provided for in the Action Plan of the Aviation Strategy, the European Commission also published a Roadmap for the evaluation of Regulation (EC) No 1008/2008 on common rules for the operation of air services in the Community. An extensive consultation process is expected in the second quarter of 2017 and the Commission will monitor the process and contribute as appropriate.



<sup>4</sup> The relevant changes can include the operation of a new air service to a continent or world region not previously served, changes in the number of aircraft operated or their type or any other change in the scale of its activities.

<sup>5</sup> <http://www.aviationreg.ie/airline-licensing-the-commissions-role/apply-for-a-licence.141.html>

# Air Carrier Licensing and Groundhandler Approvals

## Groundhandling Approvals

At the end of 2016, there were nine approved self-handlers (i.e. where an airline chooses to provide groundhandling services for itself) and 36 approved suppliers of groundhandling services or third party handlers (i.e. a company engaged to provide groundhandling services, be it an airline or a dedicated groundhandling company). Of the approved self-handlers, three are also approved to provide groundhandling services to third parties. A full list of approval holders is kept up to date on the Commission's website. Figure 5 presents an analysis of the numbers of approved self-handlers and suppliers of groundhandling services by airport.

**Figure 5: Approved handlers by type and Airport 2016**



During March 2016, one third party handling approval expired following failure by the holder to supply all information in a timely manner. The company made a fresh application to the Commission and was issued a new third party handling approval in April 2016.

Two self-handling approval holders voluntarily surrendered their approvals during the year. In one case, the relevant airline no longer had any activities in Ireland. In the other case, the relevant airline took a decision to transfer all groundhandling activities to an Irish registered subsidiary company. In addition, three third party handling approvals were voluntarily surrendered as the relevant companies transferred contracts to other existing approval holders.



# Air Carrier Licensing and Groundhandler Approvals

During the year, the Commission examined and approved four applications from existing third party approval holders to extend operations to other airport locations or to engage in additional activities.

Approvals are issued for a period of five years. The Commission renewed eight approvals in 2016 following successful completion of the renewal process.

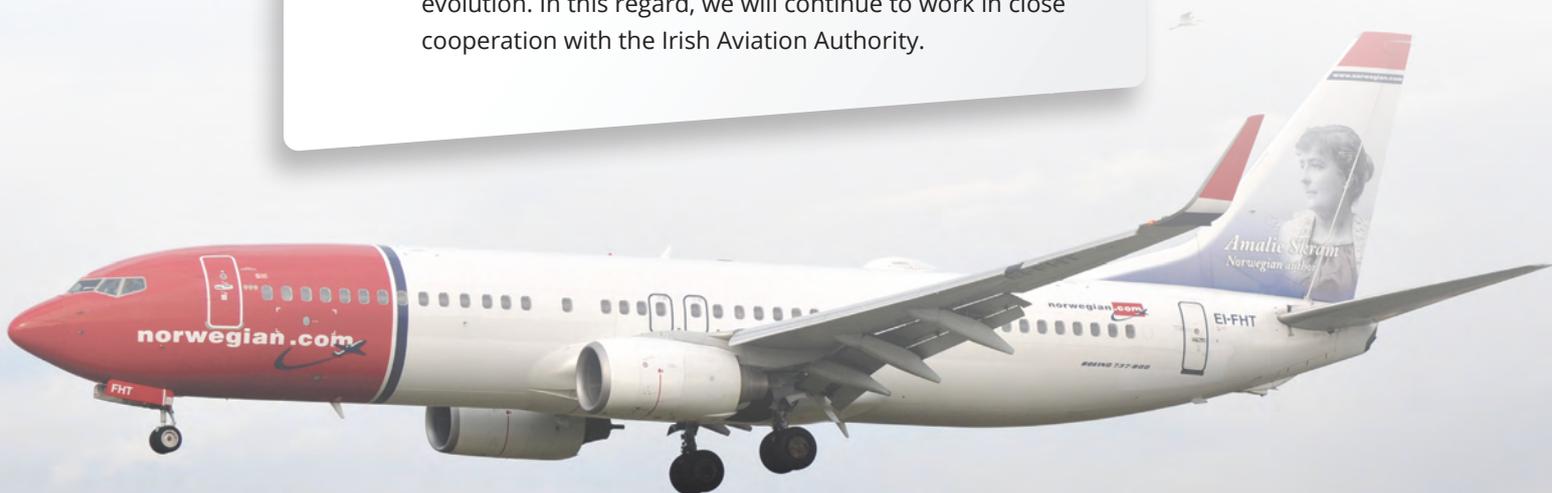
The Commission continued with informal visits to existing groundhandling approval holders to promote a better understanding of routine compliance requirements. In addition, we visited airports to meet the relevant personnel responsible for managing groundhandling operations and discussed any issues arising.

At EU level, the European Commission's Aviation Strategy included a proposal for a revision of the European Safety Regulation No 216/2008. The text of the proposed Regulation was published at the end of 2015 and includes requirements for the safe provision of groundhandling services. The Commission arranged meetings at Dublin, Shannon and Cork Airports during 2016 to discuss these proposals with groundhandling approval holders and airport authorities. The Irish Aviation Authority and the Department of Transport, Tourism and Sport also attended and provided updates on EU proposals. We will continue to work with other agencies and the airport authorities in relation to the new proposals and will keep the industry informed.

The European Commission's Aviation Strategy also provides for an evaluation of the current Groundhandling Directive after which a decision will be taken on whether it needs to be reviewed. We will continue to monitor any developments in this regard.

## Looking Forward

In the coming year, the Commission will continue to administer our licence and approvals regime. We anticipate meeting with air carriers and groundhandlers to discuss continued compliance with licence and financial reporting obligations and in relation to business plan evolution. In this regard, we will continue to work in close cooperation with the Irish Aviation Authority.



# 5

Travel Trade  
Licensing



Naisc Eitilte  
Flight Connections



Bailiú Bagáiste agus Sl  
Baggage Reclaim and



# Travel Trade Licensing

## Travel Trade Licensing

In 2016, 290 travel firms were licensed. Although there were a number of firms that withdrew from the sector, 20 licences were issued to new applicants resulting in a net increase in the total number of licences issued. Under existing legislation, tour operators and travel agents are required to put in place arrangements to provide the travelling public with a certain level of protection in the event that they cease trading. There are two options in this regard, which are outlined below.

Firms licensed by the Commission are required to put in place a bond which can be drawn down if the licence holder ceases trading, leaving customers stranded abroad or travel contracts un-fulfilled before the due date of travel. The Commission uses the bond to pay for repatriations and refunds. Bonds are set at 4% of projected licensable turnover for travel agents and at 10% for tour operators. The values in Table 5.1 relate to turnover that is covered by the scheme.

If the level of compensation required exceeds the value of the bond, the Commission will draw on the Travellers' Protection Fund. This fund has been in existence since 1984. From 1984 to 1987, tour operators made contributions to top up the fund. The fund has not been added to since that time.

**Table 3: Licensable Turnover and Bonding of Travel Industry**

Licensed Entities	2016 (€m)		2015 (€m)	
	Bond	PLTO	Bond	PLTO
Tour Operator (10% rate)	19	188	18	179
Travel Agent (4% rate)	41	1033	42	1053
<b>Totals</b>	<b>60</b>	<b>1221</b>	<b>60</b>	<b>1232</b>

As an alternative to providing bonds, firms established in other European countries can put in place other arrangements to provide customer protection. To date, no firms have used this regime.

Bookings made with an unlicensed entity are not protected by the bonding scheme operated by the Commission.

## Company Collapses

In July 2016, Lowcostholidays Spain SL went into administration. This company sold holidays in many countries and over 100,000 customers internationally were affected by this collapse. In Ireland, the Commission provided compensation of €3.34 million to 3,871 eligible claimants. The scheme closed at the end of the year. The level of compensation exceeded the level of the bond provided by Lowcostholidays Spain SL. This meant the Commission had to draw down funds from the Travellers' Protection Fund to provide the necessary level of compensation.

## Travel Trade Licensing

This has had a significant impact on the amount remaining in the Travellers' Protection Fund and in 2017 the Commission will assess the adequacy of the present consumer protection scheme to see if it continues to meet the objective of ensuring consumers are protected in the event of future collapses.

### Monitoring Compliance

In 2016 the Commission commenced or continued investigations into eight complaints received concerning possible unlicensed trading. We also carried out a number of visits to companies suspected of unlicensed trading.

In addition, we visited 17 tour operators and travel agents to ensure compliance with licence conditions, with a small number receiving follow up visits. These visits also provide us with a better understanding of the organisations licensed and provide an informal opportunity for information exchange.

In January and February 2016 the Commission hosted meetings in Dublin, Cork and Sligo for travel agents and tour operators.

### Licensing System

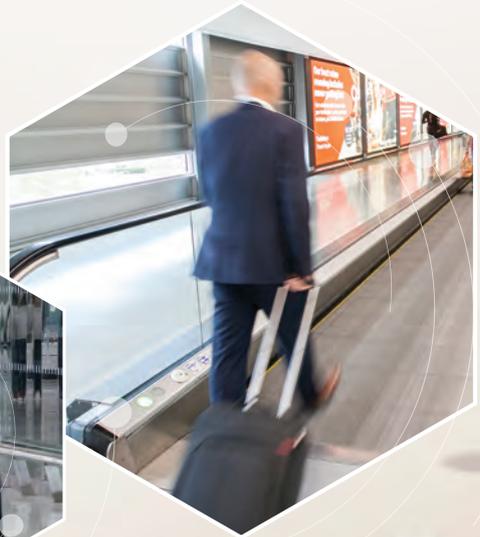
Later in 2016, we reverted to a fillable PDF process for licence applications to allow us carry out upgrades to our online system. We adopted an approach similar to that used for airline licence applications.

### Looking Forward

In the first half of next year, we will assess the adequacy of the current consumer protection scheme which involves travel agents and tour operators providing bonds, and the Travellers' Protection Fund. We will determine if this scheme continues to meet the objective of ensuring consumers are protected in the event of future collapses. We will also consider the extent to which this scheme meets the requirements of a new EU Package Travel Directive which needs to be applied from July 2018.

# 6

## Air Passenger Rights



# Air Passenger Rights

## Queries and Complaints

In 2016 the Commission received a total of 5,199 queries and complaints from the public. This figure is a 7% increase on the number of queries received in 2015. Just over 81% (4,237) related to requests for information on passenger rights, the complaint procedure and matters that we do not have the authority to deal with. These included baggage complaints, safety issues and pricing queries. Where possible, we referred the passenger to the appropriate agency to deal with their query or complaint.

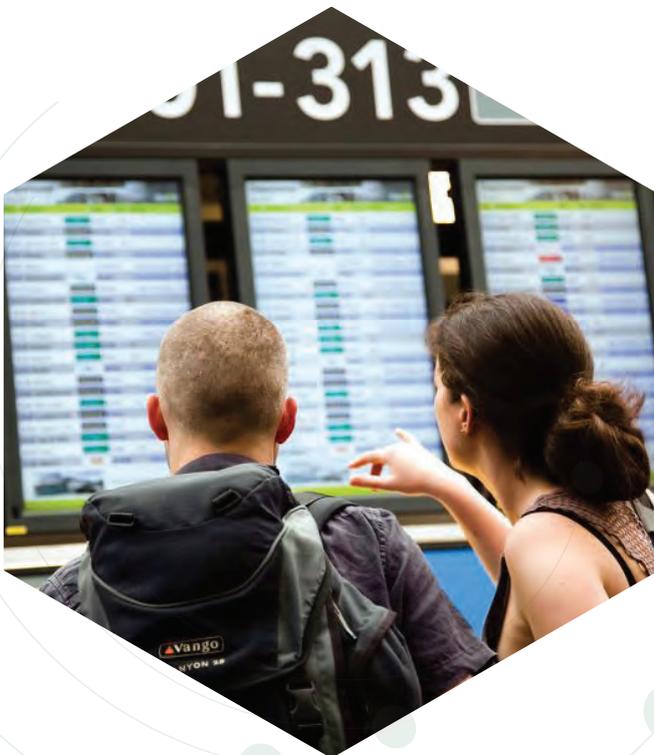
Another 944 submissions related to cancellations, delays, denied boarding and downgrades. This represents a drop of 7% on 2015 numbers. We received a small number of queries (18) about the rights of disabled persons and persons with reduced mobility when travelling by air.

## Cancellations, Delays, Denied Boarding and Downgrades

The Commission is responsible for dealing with complaints from passengers leaving from an Irish airport or arriving at an Irish airport from non-EU countries (where the flight is operated by an EU airline). This means that some passengers who wish to lodge a complaint about a flight leaving from an EU country and landing in Ireland contact the Commission in error.

In 2016 there were 98 such passengers and we provided them with the information necessary to contact our equivalent in another EU country for assistance in completing and forwarding the complaint form. For the third year running we have seen a fall in these types of queries.

The remaining 846 complaints were subject to a full investigation by the Commission. By the end of the year we closed 769 complaints and have 77 that are still under investigation or awaiting attention. A breakdown of the outcomes in the 769 cases is presented in Figure 6<sup>6</sup>.



<sup>6</sup> A complaint may have more than one outcome i.e. the passenger may have received a refund of his/her expenses but the air carrier may also have successfully demonstrated the existence of extraordinary circumstances.

## Air Passenger Rights

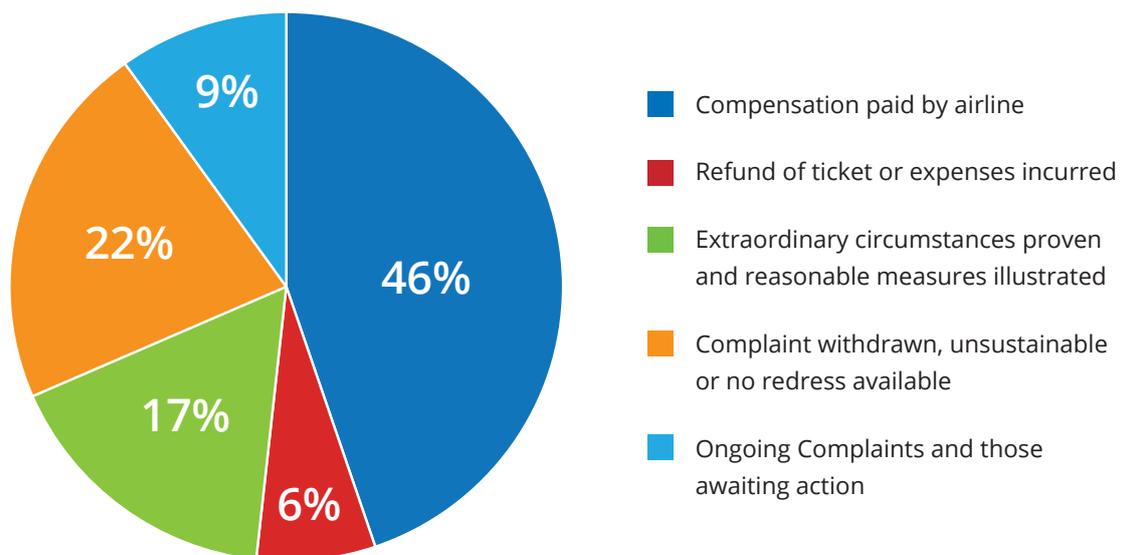
**Table 4: Air Passenger Complaints by Type & Investigating Body**

Type of Complaint	For investigation by the Commission	For investigation by other NEB	Total	
Cancellation	314	28	342	36%
Long delay	482	63	545	58%
Denied boarding	43	3	46	5%
Downgrading	4	0	4	0%
Other	3	4	7	1%
<b>Total</b>	<b>846</b>	<b>98</b>	<b>944</b>	<b>100%</b>

In 168 cases the complaint was not upheld, was withdrawn by the passenger or related to an infringement for which there was no redress available to the passenger. In another 130 cases, extraordinary circumstances were found to apply and it was considered that reasonable measures were taken by the airline to avoid the flight disruption such that no compensation was deemed payable to affected passengers. In 348 cases, compensation was paid to the passenger and in 54 cases the customer received a refund of the cost of their ticket or expenses.

Passengers affected by flight disruptions received €327,503 in 2016: €311,350 in compensation and €16,153 in refunds and reimbursements.

**Figure 6: Outcomes of Air Passenger Complaints in 2016**



# Air Passenger Rights

## Persons with Reduced Mobility

During 2016 the Commission received 18 submissions regarding the rights of persons with reduced mobility. Of these, there were nine valid complaints which required investigation. The issues raised were varied and included:

- The assistance received at the airport of departure, transit or arrival
- Refusal to accept reservations from a passenger with reduced mobility
- The manner in which mobility equipment is returned to passengers i.e. properly reassembled and reconnected, or not.

One of these complaints was for a regulator in another country whilst the remaining eight complaints fell within the remit of the Commission and were investigated. All but one of the eight complaints have been completed. No infringements of Regulation (EC) No 1107/2006 were noted during the course of the completed investigations



## Other Work

The Commission also completed eight airport inspections during 2016<sup>7</sup>. The purpose of these inspections was:

- To monitor the provision of assistance to persons with reduced mobility by airport management bodies in accordance with Regulation 1107/ 2006
- To ensure that air carriers were displaying the text prescribed by Regulation (EC) No 261/2004 at their check-in desks and kiosks and also providing correct information to passengers affected by long flight delays, cancellations and instances of denied boarding.

<sup>7</sup> The airports inspected were Dublin, Cork, Donegal, Kerry, Knock and Shannon. Dublin Airport was inspected three times.

## Air Passenger Rights

Work on the recast of Regulation (EC) No 261/2004 ground to a halt in 2016 largely due to political issues concerning Gibraltar. The recent Brexit vote has further complicated matters such that it is now unlikely that the recast will proceed in the short to medium term. As a result, the European Commission, in conjunction with the various regulators, prepared and published a new set of Interpretative Guidelines intended to marry the case-law which has been handed down in relation to Regulation 261 with the legislation itself. The Commission actively participated in this process.

In the context of promoting consumer awareness, the Commission hosted an information stand at the annual Holiday World Fair in Dublin in January 2016. We also participated in the 50+ Expo which was held in Dublin in October 2016 with the same objective. Additionally, we have run several targeted media campaigns as a means of increasing public awareness of the rights and entitlements prescribed under both Regulations.

During 2016 the Commission also presented at the Technical Assistance and Information Exchange Instrument workshop in the field of airports and air passenger rights in Skopje, Macedonia on the subject of implementation and enforcement of Regulation 1107. The event was very successful and it is likely that further undertakings of this type will take place.

In September 2016 the Commission hosted a delegation from the Malaysian Aviation Commission to discuss passenger rights generally but with a particular focus on the rights afforded to passengers affected by flight disruptions.

At national level the Commission actively participated in the bi-annual Facilitation Committee Meetings and we also participated in the Accessibility Consultative Committee, which aims to improve accessibility across the entire transport sector in Ireland.

### Looking Forward

We will continue to work closely with passengers, airlines and airports to ensure that air passenger rights are upheld and will carry out a number of inspections at Irish airports next year to monitor compliance with the underlying regulations.

7

Administrative



## Administrative

### Human Resources

The Commission employed an average of 16 full-time equivalent staff in 2016. (see appendix) Staff members are paid at rates that compare directly with Public Service posts and all of these rates have been sanctioned by the Department of Public Expenditure and Reform. Flexibility in our organisation structure and job roles has been and will continue to be the cornerstone of our service delivery.

### Superannuation Schemes

All full-time staff members were obliged to join the Commission's pension scheme. The scheme was established under the Aviation Regulation Act 2001. All new employees from 1st January 2013 must now join the Single Public Service Pension Scheme unless otherwise permitted to join the Commission's scheme. The schemes were formally approved by the Minister for Transport, Tourism and Sport with the consent of the Minister for Public Expenditure and Reform in June 2015.

### Health and Safety

In continuance of a proactive approach to Health and Safety, we continue to encourage all staff to become involved in promoting safe practices at work and have completed training programmes in all aspects of fire safety and first aid (including AED use) and will continue to do so in the future. We operate a health screening programme and also provide flu vaccination on an annual basis.

### Outsourcing and Procurement

As in previous years, the Commission continues to outsource non-core administrative functions relating to Internal Audit, Disaster Recovery, Media Relations, IT and Payroll and will continue to do so as long as it remains both cost-effective and efficient. In addition to this we pursue best value practices in all aspects of our procurement utilising OGP services, e tendering and competitive pricing as appropriate.

### Official Languages Act, 2003

The Commission for Aviation Regulation is listed as a public body in the First Schedule of the Official Languages Act, 2003. In August 2016, the Commission's first Language Scheme was approved by the Minister for Arts, Heritage, Regional, Rural and Gaeltacht Affairs. This Scheme is valid for three years and contains several commitments to increase the number of services the Commission provides in Irish. Following approval of the Scheme, implementation of the commitments outlined in the Scheme were commenced in accordance with the agreed timeline.

## Administrative

### Transparency

The Commission carries out its functions as transparently as possible. All documents relating to consultations are published on our website (a list for 2016 is included in the appendix to this report). Since March 2012, the Commission has published quarterly notes on our website detailing its purchase orders for amounts in excess of €20,000. The Commission received two Freedom of Information requests in 2016. No Data Protection requests were received during the year.

### Litigation

In October 2016, the High Court gave judgment in legal proceedings between the Commission and AIB, holding the bank did not have to pay out on a

bond it guaranteed in circumstances where it had already paid out on a later bond for the same travel agent. Arising from that judgment, the Commission discontinued proceedings that it had commenced in similar circumstances against a UK insurance company.

### Corporate Governance

The Commission is committed to maintaining the highest standards of corporate governance. Where applicable for an organisation of its size, the Commission complies with the Code of Practice for the Governance of State Bodies. The Commissioner, as Accountable person, is responsible to the Minister for Transport, Tourism and Sport for good corporate governance.



## Administrative

**Table 5: Summary of Corporate Governance**

<b>Commission Code of Conduct</b>	There is a Code of Conduct for Commission employees.
<b>Investment appraisal</b>	The Commission did not incur any capital expenditure in 2015 coming within the scope of the activities envisaged in the Department's 2005 Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector.
<b>Remuneration of senior management and directors' fees</b>	The Human Resources section of this chapter sets out information on this area. The payment of director fees does not apply.
<b>Reporting arrangements</b>	The Commission prepares reports to the Minister for Transport, Tourism and Sport as required. The Commission has a fully developed accounting system, providing detailed monthly management and financial reports to senior management. We adopt International Reporting Standards for our reporting. We calculate our accounts on the accrual accounting system, except where specified in the notes to the financial statements. These statements are audited by the Comptroller and Auditor General. The Commission has taken measures to comply with the obligation to keep proper books of account. These are kept at its sole office.
<b>Strategic and corporate planning</b>	The Commission's functions and responsibilities are set out in the Aviation Act 2001, the State Airports Act 2004, the Aviation Act 2006 and the State Airports (Shannon Group) Act, 2014 together with various Statutory Instruments. The Commission reports annually to the Minister for Transport, Tourism and Sport on the manner in which these functions have been discharged in the previous year. The Commission will be consulting in early 2017 on a Strategic Plan for the period 2017-2019.
<b>Travel Policy</b>	The Commission complies with Government travel policy requirements.
<b>Disclosure of interests</b>	The Commissioner, CAR staff, and all consultants and advisers as required comply with the relevant disclosure requirements arising under section 18 of the Ethics in Public Office Act 1995 and sections 17-18 of the Aviation Regulation Act, 2001.
<b>Risk Management</b>	The Commission maintains a risk register which is regularly reviewed by the senior management and works with the audit committee to manage risks.

### Looking Forward

In addition to our day-to-day operational functions, we will be actively reviewing systems and processes in order to evaluate their fitness for purpose in pursuit of greater efficiency and improved customer service. The continued requirement for flexibility in organisation structure and job roles will be key, together with enhancing skills, knowledge and expertise in order to meet the challenges ahead.

# 8

## Financial Information



## Financial Information

2016 was a very busy year for the Commission and this is reflected in the Draft Financial Statements, as presented here.

Expenditure in 2016 showed an increase of 20% compared to 2015; this also mostly relates to staff and legal costs. Full time equivalent staff numbers increased to 16 in the year from a very low level of 14 in 2015. Also, the Commissioner post was filled in December 2015, so 2016 reflects a full year's cost for this post. Legal costs reflect final estimated costs for two legal cases whereby the Commission was striving to recover Bond amounts for the benefit of the Travellers' Protection Fund but was unsuccessful.

The Statement of Financial Position shows a decrease of circa €1.6m in travel trade cash bonds in the year. This is due to changes in the turnover profile of the entities opting for cash bonds and changes in the number of entities choosing this form of bond; there were 126 cash bond accounts as at 31 December 2016 compared to 120 at the end of 2015.

There was an increase in the net liability for the retirement benefit scheme from €608,973 as at 31 December 2015 to €935,283 as at 31 December 2016. The scheme's liabilities increased from 2015 to 2016 due to service during 2016 being taken into account. There was a further actuarial increase in the liabilities as at 31 December 2016 due to post-FEMPI salary increases being taken into account for some of the members and to a strengthening of the assumptions in relation to the benefits for deferred members. Furthermore, the investment gain on the scheme assets was less than the rate of interest on the assets assumed and this gave rise to an actuarial loss in respect of the asset values between 31 December 2015 and 31 December 2016.

An important feature of the pension scheme is that it has satisfied the minimum funding standard required by the Pensions Authority since the scheme was established and continues to do so. This was confirmed by a formal assessment carried out by the Scheme Actuary as at 31 March 2016.

# Financial Information

## Statement of Internal Financial Control

The Commissioner for Aviation Regulation has overall responsibility for the Commission for Aviation Regulation's system of internal financial control and for monitoring its effectiveness. This system is designed to provide reasonable, but not absolute, assurance against material misstatement or loss.

In order to discharge this responsibility in a manner that ensures compliance with legislation and regulations, the Commissioner has established an organisational structure with clear operating and reporting procedures, lines of responsibility, authorisation limits, segregation of duties and delegated authority.

The Commission has an internal audit function that is outsourced. The work of internal audit is informed by analysis of the risks to which the Commission is exposed, and annual internal audit plans are based on this analysis. The Commission also has an Audit Committee which operates under a written charter approved by the Commissioner and which consists of three external members. All internal audit reports are presented to the Audit Committee. The internal auditor provides the Commission with an opinion on the adequacy and effectiveness of the system of internal financial control.

The Commissioner has confirmed, in the Draft Financial Statements for the year to 31 December 2016, that the Commission conducted a review of the effectiveness of the system of internal financial control.

## Internal Audit

The Commission's contract with D'Arcy Lynch Partners Ltd ended on 18 June 2016. BDO Ireland are the Commission's new internal auditors and their contract runs to 15 August 2019. The internal auditor operates under the guidance of an external Audit Committee. In 2016, the internal auditors performed two audits:

- IT Review (performed by DLP)
- Statement of Internal Financial Control Review (performed by BDO)

## Audit Committee

The Audit Committee met four times during 2016. At each meeting the Committee was updated by the Commissioner on the Commission's activities, ongoing work and key issues. Key management staff attended meetings from time to time as required and where appropriate. The independent internal auditors also attended meetings on a regular basis to update the Committee on the audit plan and related audit reports. The Audit Committee's annual report for 2016 did not raise any issues with the Commission's system of internal control.

## Prompt Payment of Accounts

The Commission acknowledges its responsibility for ensuring compliance, in all material respects, with the provisions of the European Communities (Late Payments in Commercial Transactions) Regulations, 2002. Procedures have been put in place to identify the dates upon which invoices fall due for payment and to ensure that payments are made by these dates. Such procedures provide reasonable assurance against material non-compliance with the Regulations. The payment policy is to comply with the requirements of the Regulations.

# Financial Information

## Procurement

The Commission's procurement procedures comply with national and, where applicable, EU guidelines and directives. The value of the majority of the contracts is such that national guidelines tend to apply. The CAR has a procurement plan, which sets out the areas in which it expects to tender for services.

## Disposal of Assets and access to assets by third parties

The Commission has no assets of the scale and value envisaged under the guidelines (€150,000). No significant asset disposals took place during 2016.

## Investment Appraisal

The Commission did not incur any significant capital expenditure in 2016 coming within the scope of the activities envisaged in the Department's 2005 Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector.

## Tax Compliance

The Commission is liable to pay PAYE, VAT and PSWT. The CAR has submitted all relevant tax returns for 2016 and is fully tax compliant.

## Levy

Under Section 23 of the Aviation Regulation Act 2001, the Commission may make regulations that impose a levy to meet properly-incurred expenses in discharging its functions. The levy is payable by such classes of undertakings as may be specified by the Commission.

On 7 December 2016, the Commission made S.I. 592 of 2016 imposing the Levy for 2017. The Commission expects to receive revenues of €2.7m from the levy in 2017.

Levy income fluctuates in line with expected expenditure needs and cashflow requirements. Licence Fee income has remained fairly static over the year. Other Income is comprised of interest income and income from the Travellers' Protection Fund. The former moves in line with deposits and interest rates each year. The latter relates to instances where the Commission incurs expenditure in the administration of the Travellers' Protection Fund and recoups these costs from the fund. In 2016, the Commission dealt with the collapse of Lowcostholidays Spain SL and charged the costs of administering this to the Fund.

Levy	2016	2015	% Change
Levy	€2,224,642	€1,968,651	13%
License Fees	€178,063	€188,060	(5%)
Other Income	€70,871	€20,606	244%
<b>Total</b>	<b>€2,473,576</b>	<b>€2,177,317</b>	<b>14%</b>

# Financial Information

## Financial Statements

In February 2016, the draft financial statements for 2015 were submitted to the Comptroller and Auditor General for audit. On 5 July 2016, on completion of the audit, they were submitted to the Minister for Transport, Tourism and Sport. They were laid before the Houses of the Oireachtas on 14 December 2016 and are available on the Commission's website.

Draft financial statements for the year ended 31 December 2016 have been prepared and were submitted for audit to the Comptroller and Auditor General on 28 February 2017. An extract from these draft statements is provided below. The statement of accounting policies and the notes to the accounts, which are not presented below but will be part of the final published accounts, form an integral part of the financial statements.

### Draft Statement of Income & Expenditure for the year ended 31 December 2016

	2016 € '000	2015 € '000 (as restated)
<b>Income</b>		
Levy Income	2,225	1,969
Licence Fees	178	188
Other	71	21
Gross Income	2,474	2,177
Transfer (to)/from Capital Account	5	(19)
Net Income	2,478	2,158
<b>Expenditure</b>		
Staff Costs	1,170	969
Pension Costs	183	168
Consultancy	35	6
Legal Fees	300	92
Rent	280	280
Schedules Facilitation	331	320
Operating Expenses	502	505
	<b>2,801</b>	<b>2,339</b>
<b>Operating (Deficit)</b>	<b>(322)</b>	<b>(181)</b>

# Financial Information

Draft Statement of Comprehensive Income for the year ended 31 December 2016

	2016 € '000	2015 € '000 (as restated)
Operating (Deficit)	(322)	(181)
Net Interest on pension scheme liabilities	(13)	(15)
Experience gains/(losses) arising on retirement benefit scheme liabilities	(175)	(42)
Actuarial gains (losses) on scheme assets	(74)	282
Changes in assumptions underlying the present value of the retirement benefit scheme liabilities	-	-
Transfers in for prior service	-	-
Actuarial gain/(loss)	(262)	310
<b>Total Recognised Gains/(Losses) relating to the Financial Year</b>	<b>(585)</b>	<b>129</b>

Draft Statement of Financial Position as at 31 December 2016

	2016 € '000	2015 € '000 (as restated)
<b>Property Plant and Equipment</b>		
Property, Plant and Equipment	15	20
<b>Current Assets</b>		
Cash and Cash Equivalents	20,892	22,531
Long Term Deposits	516	514
Receivables and Prepayments	310	263
	<b>21,718</b>	<b>23,308</b>
<b>Creditors (Amounts falling due within one year)</b>		
Payables and Accruals	(399)	(169)
Cash Bond Accounts	(19,190)	(20,751)
	<b>(19,589)</b>	<b>(20,920)</b>
<b>Net Current Assets</b>	<b>2,129</b>	<b>2,387</b>
<b>Total Assets less Current Liabilities</b>	<b>2,144</b>	<b>2,407</b>
Net Retirement Benefit Liability	(935)	(609)
<b>Net Assets including Retirement Benefit Liability</b>	<b>1,209</b>	<b>1,798</b>
<b>Representing</b>		
Income & Expenditure Account	1,968	2,291
Capital Account	15	20
Retirement Benefit Reserve	(775)	(512)
	<b>1,209</b>	<b>1,798</b>

## Financial Information

Draft Statement of Changes in Reserves and Capital Account  
as at 31 December 2016

	Income & Expenditure Account	Capital Account	Retirement Benefit Reserve	Total
<b>Balance as at 1 January 2015</b>	<b>2,472</b>	<b>1</b>	<b>(738)</b>	<b>1,735</b>
Operating Deficit	(181)	-	-	(181)
Movement during the year	-	19	-	19
Actuarial Gain	-	-	225	225
<b>Balance as at 31 December 2015</b>	<b>2,291</b>	<b>20</b>	<b>(512)</b>	<b>1,798</b>
<b>Balance as at 1 January 2016</b>	<b>2,291</b>	<b>20</b>	<b>(512)</b>	<b>1,798</b>
Operating Deficit	(322)	-	-	(322)
Movement during the year	-	(5)	-	(5)
Actuarial Gain	-	-	(262)	(262)
<b>Balance as at 31 December 2016</b>	<b>1,968</b>	<b>15</b>	<b>(775)</b>	<b>1,209</b>

# Financial Information

## Draft Statement of Cashflows for year ended 31 December 2016

	2016 € '000	2015 € '000 (as restated)
<b>Net cash flows from operating activities</b>		
Surplus/(Deficit) on Income and Expenditure	(322)	(181)
Difference between Retirement Benefit Cost and Employer Contribution	64	65
Depreciation	5	4
Bank Interest received net of bank charges paid	-	(9)
Amortisation of capital asset	(5)	(4)
Decrease/(Increase) in Receivables	(57)	(4)
Decrease/(Increase) in Prepayments	9	5
Increase in Payables	36	5
(Decrease)/Increase in Accruals	193	(113)
(Decrease)/Increase in Provisions	-	-
<b>Net Cash (Outflow) From Operating Activities</b>	<b>(77)</b>	<b>(232)</b>
<b>Cash flows from Financing Activities</b>		
Bank Interest	2	10
Bank Charges Paid	(3)	(3)
<b>Net Cash Flows from Financing Activities</b>	<b>(1)</b>	<b>7</b>
<b>Cash flows from Investing activities</b>		
Increase in Cash Bond Accounts & TPF	(1,561)	7,872
<b>Net cash flows from Investing activities</b>	<b>(1,561)</b>	<b>7,872</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>(1,639)</b>	<b>7,647</b>
Cash and cash equivalents at 1 January	22,531	14,883
Cash and cash equivalents at 31 December	20,892	22,531

Numbers rounded independently, may not sum to total.

# 9

## Appendix



# Appendix

## Commission Papers Published in 2016

CP1/2016	Decision on Baggage Hall Desk Fee Dublin Airport
CP2/2016	Fee Approval on CUPPS fee Dublin Airport
CP3/2016	Fee Approval on CUPPS fee Cork Airport
CP4/2016	Consultation on the Scope of the Interim Review of the Regulatory Treatment of the Northern Runway
CP5/2016	Consultation on Process for Consideration of a Supplementary Capex Allowance
CP6/2016	Decision on the Scope of the Interim Review of the 2014 Determination Relating to the North Runway
CP7/2016	Decision on Process for Consideration of a Supplementary Capex Allowance
	Submission to the Public Consultation on the Review of Airport Charges Regulation in Ireland
	Declaration of slot coordination parameters at Dublin Airport for Summer 2017 season
	Consultation and Transparency
	Weighted Average Cost of Capital (WACC)
	Quality of Service Monitoring, Q4 2015, Q1 Q2 Q3 2016
CN1/2016	Travel Trade Licensing Arrangements for Spring 2016
CN2/2016	Application by daa for ATI Fee approval – Dublin Airport – CUPPS
CN2/2016	Travel Trade Licensing Arrangements for Autumn 2016
CN3/2016	Application by daa for ATI Fee approval – Cork Airport – CUPPS
CN3/2016	Statement of provisional 2017 Price Cap and compliance with 2015 Price Cap

# Appendix

## Key Performance Indicators

Performance Indicator	2016	2015
<b>Travel Trade Licensing (note 1)</b>		
Licence applicants notified of missing documents within a week	8%	39%
Licence applicants receiving a decision in principle within a month	43%	70%
Licences issued within two weeks of all documents being received	86%	84%
Number of licensees' premises visited	17	27
<b>Travel Trade Claims and Repatriations (note 2)</b>		
Number of claims received following collapses	4,174	222
Number of claims processed within two months	2,573	58
Number of claims processed within four months	4,174	86
Number of claims processed within six months	4,174	86
Administration costs as a percentage of total claims costs	7%	2%
Number of passengers repatriated	0	0
Passengers awaiting repatriation after scheduled return date	n/a	n/a
Passengers awaiting repatriation for more than a week	n/a	n/a
<b>Consumer Protection</b>		
Preliminary reviews of complaints completed within a week	94%	81%
Complaints referred to another NEB within a month of receipt	64%	88%
Investigations completed within three months of receipt	86%	77%
Investigations completed within seven months of receipt	99%	98%
Number of airport inspections	8	8
<b>Costs</b>		
Annual change in CAR costs	+20%	-13%

# Appendix

1. As noted in our 2015 Annual Report, there are significant year on year differences in these figures. This is indicative of the timing of applications and resources available to deal with these applications at the same time. Our consultation paper on indicators used to measure performance has been deferred to 2017 given a number of unanticipated events that occurred in 2016.

# Appendix

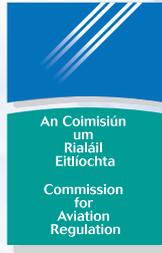
## Commission for Aviation Regulation 2017 Work Plan

TASK	OBJECTIVE	COMPLETION DATE
<b>Participate in DTTAS' Review of Economic Regulation of Irish Airports</b>	Assist in the development and implementation of changes to the system of economic regulation.	Dictated by Department's Process
<b>Interim Reviews of the 2014 Determination of airport charges</b>	Decision on North runway trigger. Supplementary Capex interim review.	Q2 Timeline dictated by Dublin Airport, expected Q3.
<b>2014 Determination Compliance</b>	Ensure 2016 price cap compliance (April), publish statement of price cap (November) and quarterly quality of Service reports.	Ongoing
<b>2019 Determination of airport charges</b>	Review processes and prepare documentations.	Ongoing
<b>Participate in Thessaloniki Forum on Airport Charges</b>	Assist in developing guidelines on Market Power Assessments and participate in evaluation of the Airport Charges Directive.	Ongoing
<b>Review bonding of the travel trade industry including the travellers protection fund</b>	Ensure measures continue to meet the objective of providing security to the travelling public.	Q4
<b>EU Package Travel Directive</b>	Assist in identifying impact of Directive (2015/2302/EU) for CAR and provide recommendations to DTTAS.	Q4
<b>Levy for funding CAR</b>	Calculate 2018 Levy and issue of invoices.	2018 Levy agreed by Q4
<b>Annual Financial Statements</b>	Complete annual CAR and Travellers' Protection Fund Accounts.	Q2
<b>Effective Engagement with Stakeholders</b>	Ensure effective engagement with passengers, airports, air carriers, groundhandlers, the travel trade industry, relevant government departments and other stakeholders.	Q2
<b>Website Development</b>	Scope project.	Q2
<b>Category A and B Air Carriers - financial analysis</b>	Ensure licence holders continue to meet the financial requirements through monitoring.	Ongoing
<b>Financial analysis of Groundhandlers</b>	Monitor compliance with financial requirements.	Ongoing
<b>Renewal of Groundhandling Approvals</b>	Processing of Groundhandling Renewals- 5 Approvals due to expire in 2017.	December 2017

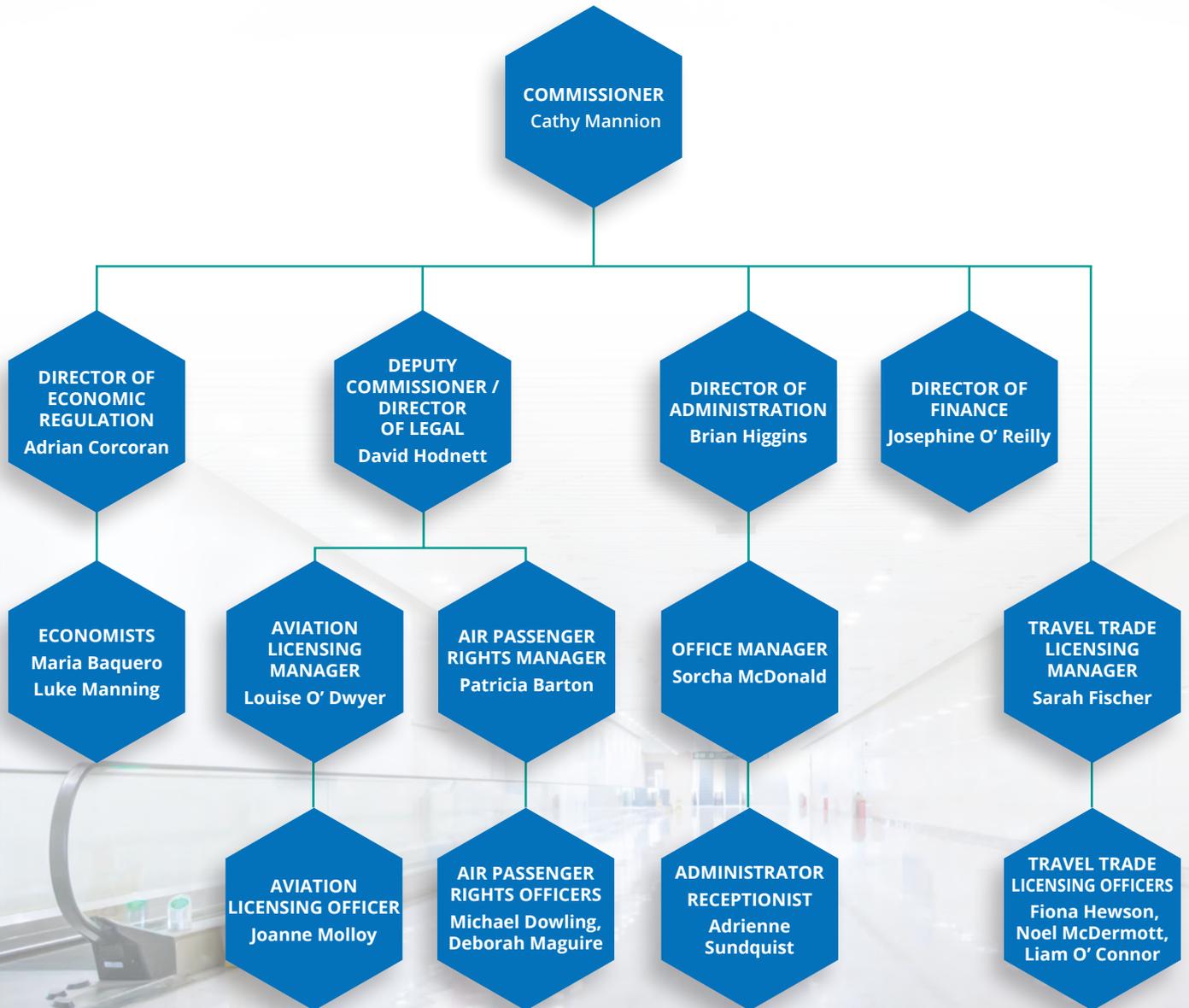
# Appendix

## Commission for Aviation Regulation 2017 Work Plan *(continued)*

TASK	OBJECTIVE	COMPLETION DATE
<b>Review systems and processes for airline licensing and groundhandling</b>	Benchmark against other agencies to ensure best international practice and explore opportunities to further coordinate licensing processes with the IAA.	Ongoing
<b>License Travel Agents and Tour Operators</b>	Issue licences to successful tour operators and travel agents.	May and November
<b>Review processes for issuing and monitoring travel trade licences</b>	Ensure processes are effective and efficient.	Q3
<b>Travel Trade Licensing Key Performance Indicators</b>	Consult on KPIs and implement.	Q2
<b>Air passenger rights disputes resolution process</b>	Review existing processes for best practice. Investigate opportunities to reduce volume of queries that fall outside our remit. Develop and implement plan to increase passenger awareness.	Q4
<b>Air passenger rights disputes resolution process</b>	Review existing processes for best practice. Investigate opportunities to reduce volume of queries that fall outside our remit. Develop and implement plan to increase passenger awareness. Inspections of airports to monitor compliance with EC Regulations 261/2004 and 1107/2006.	Q2-Q3 Q2-Q3 Q2 Ongoing



## Commission for Aviation Regulation Organisation Chart





An Coimisiún  
um  
Rialáil  
Eitlíochta

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for  
Aviation  
Regulation



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