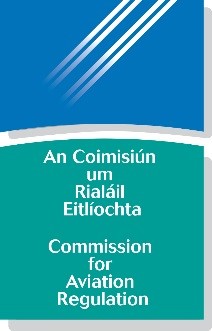
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New IAA – Draft Strategy Statement

September – for Consultation

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# Section 1: Purpose, Mission and Values

## Our Purpose

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.

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| Comment: |
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| Suggested Changes (if any) |
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## Our Mission

* To serve the public interest through delivering on our responsibilities for safe and secure aviation
* To support the Irish aviation industry at home and abroad
* To support recovery of the sector from the COVID-19 pandemic
* To support innovation and environmental initiatives in the sector
* To protect and promote consumer welfare and choice

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| Suggested Changes (if any) |
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## Our Values

* We regulate to enable industry to operate and develop
* Safety and security are our highest priorities
* We operate in the public interest
* We strive to be the best we can be
* We are approachable and responsive
* We value our people and take care of them
* We communicate clearly and consistently
* We strive to be a good corporate citizen
* We will be self-funding through charges which are fair and transparent

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| Suggested Changes (if any) |
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## Principles of Regulatory Approach

In regulating aviation, we will be:

* Professional
* Independent
* Evidence-based
* Outcome-focused
* Effective
* Proportionate
* Efficient
* Transparent

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| Suggested Changes (if any) |
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# Section 2: Strategic Focus Areas

1. Delivering effective safety, security and economic regulation
2. Innovation
3. Our Industry Customers & Stakeholders
4. Consumer Protection, Value and Choice
5. Our People & Organisation
6. Influencing Aviation Regulation at European and Global Level
7. Our Environmental Responsibility

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| Suggested Changes (if any) |
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# Section 3: Strategic Aims

## Delivering effective safety, security and economic regulation

* Provide best practice regulation
* Drive continuous safety and security improvement
* Implement charging arrangements for the new regulator

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| Suggested Changes (if any) |
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## Innovation

* Use digitalisation to transform our business model
* Position the IAA as a best-in-class aviation regulator to the benefit of Ireland
* Develop a tailored approach to facilitate aircraft leasing transactions
* Support the development of unmanned aviation in Ireland

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| Suggested Changes (if any) |
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## Our Industry Customers & Stakeholders

* Increase participation in our regulatory processes
* Provide clear, relevant and timely information to the industry

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| Suggested Changes (if any) |
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## Consumer Protection, Value and Choice

* Involve consumers in our regulatory decision-making processes
* Ensure that consumer rights are upheld

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| Suggested Changes (if any) |
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## Our People & Organisation

* Delivering for the organisation through our people
* Supporting our people in delivering for the organisation

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| Suggested Changes (if any) |
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## Influencing Aviation Regulation at European and Global Level

* Encourage global implementation of SMS & Risk-Based Oversight techniques
* Simplify cross-border transfer of aircraft & electronic records of aircraft
* Input to development of aviation regulatory policy
* Focus on improving outcomes for aviation industry, personnel, and consumers

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| Suggested Changes (if any) |
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## Our Environmental Responsibility

* Meet or exceed 2019 Climate Action Plan targets
* Support aviation sector drive to net zero by 2050
* Consider relevant environmental factors when making regulatory decisions
* Support development of the drone industry

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| Suggested Changes (if any) |
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# Section 4: Deliverables

## Delivering effective safety, security and economic regulation

* Provide best practice regulation
  + Effective implementation of safety and security oversight
  + Implement robust regulatory change management ensuring processes are updated and regulated entities supported
  + Develop new competencies in areas of data analytics, cyber security, UAS operations & certification
  + Integrate SMS competencies & risk-based oversight in all domains
  + Improve safety and security promotion capabilities
  + Airport charges regulation meets the needs of current and future users
  + Performance schemes for ATM/ANS Service Providers under the single sky regulations meet the needs of airspace users
  + Promote competition and facilitate new entry with slot regulation
  + Deliver effective oversight of the travel trade, ground-handlers and airlines
* Drive continuous safety and security improvement
  + Improve risk management, Just Culture and performance monitoring processes
  + Integrate security considerations that may impact safety into our oversight system
  + Improve safety promotion approach
* Implement charging arrangements for the new regulator
* Develop and implement fit-for-purpose charging arrangements

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| Suggested Changes (if any) |
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## Innovation

* Use digitalisation to transform our business model
* Deliver project to time and budget
* Ensure our work processes deliver the full potential of the digitalisation platform
* Deliver improved safety and business-performance intelligence
* Use intelligence to optimise national and international 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
* Enable IAA staff to carry out duties anywhere in the world
* Implement a paperless office
* Fully integrate software solutions operated within the organisation
* Position the IAA as a best-in-class aviation regulator to the benefit of Ireland
  + Develop relationships with other national and international regulators
  + Develop opportunities for international access to IAA regulator security services
  + Further develop co-operation with EASA and engagement in EASA partnership contract work
  + Develop IAA capability to offer training and exam services internationally
* Develop a tailored approach to facilitate aircraft leasing transactions
  + Provide focussed 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
* Support the development of unmanned aviation in Ireland
  + Deliver IAA Roadmap for unmanned aviation, building operational capacity and innovation

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| Suggested Changes (if any) |
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## Our Industry Customers & Stakeholders

* Increase participation in our regulatory processes
* Review and improve our regulatory processes, as necessary
* Provide clear information on processes, including compliance requirements
* Establish stakeholder forums to inform decision making
* Set out a charter for licence holders
* Establish forums for sharing best practice (e.g. peer support)
* Provide clear, relevant and timely information to the industry
* Keep up to date on sectoral developments
* Use effective arrangements to communicate with customers & stakeholders

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## Consumer Protection, Value and Choice

* Involve consumers in our regulatory decision-making processes
* Strengthen the voice of the Passenger Advisory Group in relevant regulatory decisions
* Explore options to increase consumer and industry engagement in consumer protection
* Ensure that consumer rights are upheld
* Implement effective communications strategy
* Strengthen protection of Consumer Rights
* Establish relevant consumer-facing processes in the organisation

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| Suggested Changes (if any) |
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## Our People & Organisation

* Delivering for the organisation through our people
* Promote excellence in everything we do
* Ensure our functions are properly resourced and managed
* Deliver successful integration of CAR and SRD with a positive organisational culture
* Supporting our people in delivering for the organisation
* Manage factors affecting employee wellbeing
* Deliver a work-life balance policy, including remote-working opportunities
* Deliver a training/development plan for all our people
* Clear internal communications

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| Suggested Changes (if any) |
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## Influencing Aviation Regulation at European and Global Level

* Encourage global implementation of SMS & Risk-Based Oversight techniques
* Engage on the development of legislation, guidelines and policy
* Simplify cross-border transfer of aircraft & electronic records of aircraft
* Engage on the development of legislation, guidelines and policy
* Input to development of aviation regulatory policy
  + Contribute to national and international aviation policy development
* Focus on improving outcomes for aviation industry, personnel, and consumers
* Support the introduction of a global Electronic Pilot Licence
* Promote new training approaches for licensed pilots and engineers
* Ensure consumers are provided with adequate levels of protection including PRM

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| Suggested Changes (if any) |
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## Our Environmental Responsibility

* Meet or exceed 2019 Climate Action Plan targets
  + Develop and implement an IAA climate action plan
  + Establish a Green Team
  + Publish performance metrics
* Support aviation sector drive to net zero by 2050
  + Provide assistance to the sector
  + Input, as appropriate, to Environmental Policy development
* Consider relevant environmental factors when making regulatory decisions
  + Place environmental considerations in the regulatory decision-making framework where appropriate

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| Suggested Changes (if any) |
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