



ÚDARÁS EITLÍOCHTA NA hÉIREANN  
IRISH AVIATION AUTHORITY

# **Statement of Strategy**

## **2026 – 2028**

## **Consultation**



## Consultation Note

The Irish Aviation Authority (IAA) invites stakeholders and members of the public to a consultation on the IAA Statement of Strategy for the period 2026–2028. As part of this process, we are inviting feedback from stakeholders and the wider public to help shape our strategic direction over the coming years. We welcome your views and encourage you to participate by completing the specific [online consultation form](#). The deadline for submissions is 5pm on Friday 5th September 2025.



The purpose of this form is to consult on the details of the IAA Statement of Strategy for reference period 2026-2028. Stakeholders and interested persons are invited to review details of the Strategy proposed by IAA and to assess whether our strategy aligns with your expectations (using a Likert scale). Please select "Neutral" if you have no opinion on any specific question. We would also welcome any comments you have and offer you the opportunity to suggest changes at the detailed level.

If you experience any difficulties using the Microsoft Forms platform, please contact us at [consultation@iaa.ie](mailto:consultation@iaa.ie) This email address should not be used for submissions.

Thank you for taking time to provide your views on our Statement of Strategy.

## Foreword

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

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

This is fully aligned with the Programme for Government and the Department of Transport's mission to deliver an accessible, efficient, safe and sustainable air transport system that supports communities, households and businesses, and further aligns with the National Aviation Policy to increase the connectivity of Ireland to the World.

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

Civil aviation stakeholders include everyone from the general public to passengers, aviation enthusiasts, amateur aviators, aviation professionals and industry. We strive to ensure that stakeholders remain confident we

will deliver the best safety, security and economic regulatory practices and act with integrity and impartiality in all regulatory matters.

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

We are pleased to present our Statement of Strategy for the period 2026-2028. This document outlines our strategic priorities and the actions we will take to achieve our mission of ensuring we regulate to the highest professional standards to ensure a safe, secure, sustainable and consumer-focused aviation environment.

In a rapidly evolving regulatory landscape, we will remain agile and responsive to the needs of our stakeholders. This strategy has been developed through extensive consultation with stakeholders and staff and reflects our commitment to transparency, accountability, and excellence in regulatory practice.

Our strategy addresses six strategic priorities:

- Enhancing Regulatory Performance
- Protecting the public
- Promoting Sustainability
- Supporting stakeholders
- Supporting Innovation and Growth
- Building Organisational Capability

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## Section 1: Introduction

### **IAA - Who we are**

We are the single civil aviation regulator for Ireland, responsible for the safety, security and economic regulation of aviation, including consumer interests.

Our responsibilities are set out in the framework of applicable global, European and national legislation/regulation.

### **Our Vision – Where we want to be**

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

### **Our Mission - What we do**

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

## Our Core Values

### **Safety First**

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

### **Consumer-Focused**

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

### **Sustainability**

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

### **Integrity & Accountability**

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

### **Professionalism**

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

### **Collaboration**

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

### **Respect & Inclusion**

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

## Section 2: Strategic Priorities

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

Our strategic priorities for the coming years are:

**Enhancing Regulatory Performance:** We will continue to refine and strengthen our regulatory framework and the efficiency and responsiveness of our regulatory performance.

**Protecting the Public:** Ensuring the protection of consumers remains at the heart of our mission. We will enhance our efforts to safeguard consumer interests and promote fair treatment. The safety of persons on-board aircraft or persons otherwise impacted by civil aviation activities is at the forefront of our concerns.

**Promoting Sustainability:** We will meet relevant targets for our own operations and ensure appropriate oversight over civil aviation climate impacts and industry adaptation preparedness, and we will embed sustainability in our day to day and strategic decision making.

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

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

**Building Organisational Capability:** We are committed to investing in our people and systems to enhance our capability to deliver on our strategic objectives. Our organisation will reflect our fundamental commitment to respect diversity and inclusion.

## Strategic Priority 1: Enhancing regulatory performance in safety and security

Our overall objective is to deliver effective and efficient safety and security regulation in line with Global and European best practice to ensure safety and security of persons on-board aircraft or persons otherwise impacted by civil aviation activities.

Strategy	Objectives	Actions
Continuously improve the EU and National regulatory framework to ensure it protects the interests of the public and aligns with international obligations and best practices in a fair and proportionate manner.	<p>A regulatory framework that keeps pace with technological developments.</p> <p>Less prescriptive and more performance-based regulations implemented.</p> <p>Simplified rules for small and medium entities using a risk-based approach.</p> <p>Regulations that promote competition.</p> <p>Improved access to tailored regulatory guidance for regulated entities and the public.</p>	<p>Working with ICAO Groups, ECAC, EC, EASA Advisory Bodies and Technical Boards to ensure the EU Regulatory Framework</p> <ul style="list-style-type: none"> <li>• keeps pace with technological and operational advances</li> <li>• is fair and proportionate</li> <li>• is evidence based</li> <li>• is supported by impact assessment</li> <li>• provides optimum flexibility</li> <li>• is simplified where possible</li> <li>• is supported by related guidance that is tailored to meet the needs of different sectors.</li> </ul> <p>Working with Irish Stakeholders to ensure the national regulatory framework meets the same objectives.</p>
Provide robust and efficient regulatory oversight that provides assurance that compliance with regulatory requirements is being met and that focuses on areas of greatest concern.	<p>Effective Risk-Based Oversight planning implemented in all relevant regulatory divisions.</p> <p>Reduced turnaround times for regulatory responses.</p>	<p>Enhanced tools for data-based decision making to support risk-based oversight planning.</p> <p>Leveraging our digital strategy to provide efficiency gains through enhanced business processes and increased transparency to stakeholders on interactions (e.g. applications).</p>

		<p>Providing greater efficiency in oversight planning (e.g. cross functional oversight for multiple certificate holders).</p> <p>Provide greater efficiency in enforcement actions, including the implementation of fixed charge notices for specified offences.</p>
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## Strategic Priority 2: Enhancing regulatory performance in economic and commercial regulation and consumer protection

Our overall objective is to deliver effective and efficient economic and commercial regulation and consumer protection to protect passengers, and airport and airspace users.

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

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

	<p>Customers of travel trade know their rights.</p> <p>Passengers with reduced mobility or disabilities know what to expect when travelling by air.</p> <p>Passengers supported during disruptions.</p> <p>Airlines efficiently and effectively dealing with passenger claims after a disruption.</p> <p>When passengers need us to intervene, we do so effectively and ensure rights are upheld.</p>	<p>Ensuring that communications by industry comply with the relevant regulations.</p> <p>Taking enforcement action where needed.</p>
Increase access to air transport for passengers with disabilities or reduced mobility.	<p>Improved facilitation of the movement of passengers requiring assistance when travelling.</p> <p>All aspects of the journey are accessible, in compliance with the European Accessibility Act.</p> <p>High quality services provided by Airport Authorities to those needing assistance.</p> <p>Overall increased confidence in ability to travel among those with disabilities or those needing assistance.</p>	<p>Implement a case handling process for the European Accessibility Act.</p> <p>Ensure compliance by airlines and airport in relation to the provision of assistance.</p> <p>Ensure all complaints we receive are dealt with efficiently and effectively and remedies are put in place by the airlines or airports.</p>

## Strategic Priority 3: Promoting Sustainability

Our overall objective is to set a new standard for sustainability regulation and performance.

Strategy	Objectives	Actions
Meet and exceed our organisational environmental responsibilities.	IAA Sustainability Management Plan to 2028 implemented.  Environmental, Social and Governance (ESG) reporting framework established.	Obtain improved BER rating through office refurbishment project 2025/2026.  Meet our ESG reporting obligations on sustainability.
Provide regulatory support and guidance to regulated entities to meet their environmental responsibilities.	Support industry in implementing technology driven sustainable aviation initiatives.  Support implementation of aircraft operational initiatives that help reduce carbon emissions.	Support industry in implementing sustainable aviation initiatives, such as EU wide ECO label, Hydrogen and SAF production, electric/hydrogen propulsion, carbon neutral business aviation.  Support operational initiatives to reduce carbon emissions such as RECAT (Wake Turbulence Recategorization), TBS (Time-Based Separation) and CDA (Continuous Descent Arrivals).  Support of industry led initiatives to address environmental issues.
Our regulatory decisions will consider and take account of sustainability where appropriate.	Decisions which have considered sustainability resulting in improvements in environment performance, or for example regulated entities.	Our newly established sustainability division will support other divisions to ensure that we maximise our impact on improved environment performance.

<p>Develop new sustainability engagement and communication programme that unifies our existing and emerging sustainability initiatives.</p>	<p>New engagement and communication programme in place.</p> <p>Sustainability ambition clarified and communicated.</p> <p>Sustainability training for IAA staff and industry.</p> <p>Provide expert guidance to support industry in dealing with complex sustainability challenges.</p>	<p>Develop and implement a sustainability plan, leverage existing and new relationships, write a new training programme and create a sustainability communications network across industry.</p> <p>Provide a new engagement and communication programme that will:</p> <ul style="list-style-type: none"> <li>a) Clarify and communicate our sustainability ambition and alignment with the UN Sustainable Development Goals through existing channels including our website, annual report and social media.</li> <li>b) Empower IAA staff and industry stakeholders through targeted sustainability training and awareness initiatives, to create a shared understanding of sustainability risks, responsibilities and opportunities.</li> <li>c) Position the IAA as a thought leader by creating a dedicated space for dialogue on complex sustainability challenges and by showcasing innovation and best practice across the Irish aviation sector.</li> </ul>
<p>Develop a work programme that embeds environmental excellence into the core of aviation oversight and innovation.</p>	<p>The transition to cleaner fuels and technologies supported.</p> <p>Strengthened environmental oversight of airports, aircraft operators and ANSPs.</p>	<p>Implement a work programme that will:</p> <ul style="list-style-type: none"> <li>a) Establish a certified Environmental Management System (ISO 14001) that builds on our existing ISO 9001 quality system, ensuring continuous improvement and accountability.</li> </ul>

	<p>Establish a certified Environmental Management System (ISO 14001).</p> <p>Climate resilience integrated into aviation sector planning.</p> <p>Cross-industry collaboration fostered.</p>	<p>b) Assess options to promote transparency and incentivise improved environmental performance of aircraft operators.</p> <p>c) Strengthen environmental oversight of airports, aircraft operators and ANSPs through a new dialogue that integrates environmental performance into operational excellence, including, local air quality and climate (CO2 and non-CO2).</p> <p>d) Integrate climate resilience into aviation sector planning, ensuring preparedness for climate-related risks.</p> <p>e) Foster cross-industry collaboration by supporting cutting-edge research into sustainable aviation technologies and operational practices in Ireland.</p>
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## Strategic Priority 4: Supporting Stakeholders

Our overall objective is to collaborate with and support stakeholders.

Strategy	Objectives	Actions
Promote a culture of transparency and collaboration with regulated entities and other stakeholders.	<p>Stakeholder consultation forums or initiatives established in all relevant domains.</p> <p>Improved information sharing processes in place.</p>	<p>Expand consultation outreach (e.g. cargo operators, regional interest groups).</p> <p>Provide timely information to stakeholders and the public, as appropriate.</p> <p>Facilitate the provision of a safe space for sharing information with and between regulated entities and other stakeholders.</p> <p>Ensure legal provisions on confidentiality and protection of individuals are respected in sharing information.</p> <p>Provide a balanced approach in cases of opposing views arising from different stakeholders.</p> <p>Collaborate with other sectoral regulators in Ireland and other aviation regulators globally.</p>
Provide clear, user-friendly, timely and accessible consultations and information to the public and stakeholders.	<p>Effective public consultation processes in place.</p> <p>Effective communications channels and content established to meet the needs of consumers.</p>	<p>Ensure all communications with the public comply with accessibility requirements.</p> <p>Provide timely responses and information to stakeholders.</p> <p>Improve consultation outreach through use of our digital platforms, website and social media channels.</p>

		<p>Engage with Stakeholders to identify the most appropriate means of communicating with them.</p> <p>Collaborate with industry on communications where appropriate, for example, in Air Passenger Rights during a disruption.</p>
Represent the interests of Irish regulated entities and Irish citizens in the development of international policies and civil aviation standards	We are represented at relevant international fora to effectively represent Irish interests.	<p>Engage regularly with Stakeholders to identify current priorities.</p> <p>Identify and participate in relevant international forums to protect Irish interests.</p> <p>Report back to stakeholders on the result of the international engagement.</p> <p>Promote a national and EU/Global response to significant matters impacting Irish industry and consumers (e.g. skills shortage).</p>
Ensure level playing field for Irish regulated entities in the development and implementation of the EU and National civil aviation regulatory framework and associated guidance.	<p>Enhanced processes to ensure stakeholders concerns are addressed in advance of the adoption of new/amended regulations and guidance.</p> <p>Enhanced processes to ensure level playing field is maintained in the</p>	<p>Engage with Stakeholders to highlight and explain notice of proposed amendments (NPA), or equivalent, and help identify areas of concern.</p> <p>Engage with Irish stakeholders to inform our position on proposed new regulations or amendments.</p> <p>Provide a balanced approach in cases of opposing views from different stakeholders.</p>



	implementation and oversight of new or amended regulations	Engage with stakeholders in the implementation of published regulations and interpretation of related guidance to address any concerns that Irish stakeholders may have (for example, in relation to level playing field).
Provide continued support to the Irish aviation leasing industry.	Continued growth of the aviation leasing industry in Ireland.	<p>Enhanced support provided to leasing industry through our aircraft registration and certification digital platform and associated enhanced business processes.</p> <p>Continued support of leasing through simplified cross-border transfers, implementation of the Cape Town convention and facilitating the storage and transition of aircraft using the Irish aircraft register.</p> <p>Working to support the EASA digitalisation in aviation project, including the implementation by EASA of a digitised application process for aircraft supplemental type certificate designs.</p>

## Strategic Priority 5: Supporting Innovation and Growth

Our overall objective is to support innovation in civil aviation as an enabler of growth in the aviation industry.

Strategy	Objectives	Actions
Maintain Ireland's rich heritage in civil aviation innovation by providing regulatory support to industry led research and development projects	Ireland is recognised as a centre of excellence for innovation, research and development in civil aviation.	Support R&D projects, to include regulatory sandbox, in areas such as innovative air mobility, sustainable aviation, use of artificial intelligence and others as may emerge.  Support initiatives to create centres of excellence for innovation in civil aviation in Ireland.
Supporting innovative industries by providing clear regulatory pathways to obtain necessary approvals to establish operations in Ireland	Increased level of innovative civil aviation industries established in Ireland.	Support provided to innovative industries in Ireland to help navigate the regulatory journey for aircraft operations, and/or aviation related design and production, and/or aircraft maintenance.  Implement measures to address regulatory skills shortages in the oversight of new and emerging technologies.  Support industry initiatives to address skills shortages in respect of new and emerging technologies.
Supporting the growth of future aviation professionals and general aviation in Ireland.	Continued growth in the availability of aviation professionals trained in Ireland.	Provide regulatory support and encouragement to general aviation activities in Ireland.

	Continued growth of general aviation activities in Ireland.	<p>Provide regulatory support and guidance to aviation training schools and technical institutions engaged in training of future aviation professionals, including pilots, engineers, air traffic controllers and managers.</p> <p>Support government initiatives to increase aviation apprenticeships.</p> <p>Support events aimed at encouraging interest in aviation among secondary school students.</p> <p>Provide internships for aviation students.</p>
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## Strategic Priority 6: Building Organisational Capability

Our overall objective is to invest in our organisation and staff to continuously innovate and improve our competencies and efficiencies in the delivery of regulatory functions.

Strategy	Objectives	Actions
Provide for the ongoing personal and professional development of staff to meet evolving business needs.	Sufficient competent staff available to meet business needs.	<p>Develop a competency framework across all regulatory divisions.</p> <p>Implement and enhance our training platform to include training programmes and plans for staff and add e-Learning capability.</p>
Enhance processes to support timely and data-based decision making in the performance of regulatory functions.	Data and Analytics Strategy implemented to facilitate the collection and analysis of key business and operational data to support regulatory decision making.	<p>Implement our Data and Analytics Strategy including:</p> <ul style="list-style-type: none"> <li>• Identification of data requirements and gap analysis</li> <li>• development of data architecture</li> <li>• provision of data metrics, including Balanced Scorecard.</li> </ul> <p>Use advanced data capabilities to maximise evidence-based support to regulatory decisions in respect of rulemaking, risk management, performance monitoring, change management and regulatory oversight.</p>
Implement business strategies to deliver efficient ways of working	Streamlined and digitalised internal business processes implemented.	Implement our digital strategy and related business processes.

	Digital solutions implemented and in use in regulatory processes.	
Leveraging of enhanced capabilities and efficiency gains to provide additional sources of revenue	Suite of training and consultancy services developed to support regulators and regulated entities	<p>Develop and promote the IAA International (IAAI) training and consultancy brand.</p> <p>Increase service offering for IAAI to meet evolving needs and provide enhanced opportunities for professional development of our staff in this regard.</p>
Provide Value for Money in the delivery of regulatory services.	<p>Delivery of our rolling Corporate Plan financial forecasts.</p> <p>Clear audit report in financial statements each year.</p>	<p>Implement enhanced Management Reporting Framework.</p> <p>Continuous improvement in financial processes including annual budget processes and procurement processes.</p> <p>Robust implementation of financial policies.</p>
Implement best practice in Corporate Governance.	<p>Full compliance with Code of Practice and applicable laws.</p> <p>Policies and procedures fulfil the needs of our organisation and staff.</p>	<p>Adhere to Code of Practice for the Governance of State Bodies.</p> <p>Ensure proactive review of all policies and procedures to fulfil the evolving needs of our organisation and staff.</p>

## Section 3: Performance Monitoring

### How we will monitor performance of our strategy

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

Our performance monitoring framework

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

- **Financial:** Cost efficiency, budget performance, profitability, resilience.
- **Business Process:** Digitalisation, process efficiency and productivity, procurement efficiency, oversight efficiency.
- **Growth and innovation:** Workforce planning, learning and development, staff competence, innovation.
- **Stakeholder:** Turnaround times, international performance measures, stakeholder engagement, stakeholder satisfaction.

In addition, we will monitor **Safety Key Performance Indicators** as specified in the State Plan for Aviation Safety ([www.iaa.ie/safety](http://www.iaa.ie/safety) ).

### Reporting of results

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

High level public reporting on our performance against our strategy is provided via:

- The IAA Annual Report
- The IAA Annual Safety Performance Statement
- The IAA Annual Safety Performance Review