



IRISH AVIATION AUTHORITY

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# ANSP Annual Report of Activities 2020



**The structure of this Annual Report is set out below in accordance with ATM/ANS.OR.D.025 Reporting Requirements**

## **1. Operational Performance**

- Level of performance of services provided
- Performance compared to the performance targets established in the business plan
- Comparing actual performance with performance set out in the annual plan (indicators)
- An explanation for differences with the relevant targets and objectives
- Identification of the measures required to address any gaps between the plans and actual performance

## **2. Other significant activities and developments in particular in the area of safety**

## **3. Information about the formal consultation process with the users of its services**

## **4. Information about the human resources policy**

## **5. Conclusion**

# Operational Performance

## Level of performance of services provided

As an air navigation service provider, the IAA continues to achieve its EC single European sky safety, cost-efficiency, environmental and capacity targets.

## Safety

In the 2020 CANSO/EUROCONTROL global standard of excellence survey measurement, the IAA air navigation service provider (ANSP) achieved a maturity performance placing us in the top tier of the 49 participants for a fourth successive year. A level 'D' performance was achieved, the highest maturity level attainable. This maturity level demonstrates a consistent approach to all SMS objectives. In addition, the IAA ANSP has three recognised Optimised Best Practices (just culture, safety culture and safety performance monitoring) which have been validated by the CANSO best practice moderation review group.

The safety key performance indicator measured as part of the Single European Sky (SES) performance scheme is the annual EASA Effectiveness of Safety Management (EoSM). It is an annual, regulatory assessed and competent authority validated, safety key performance indicator. In the latest report, published in 2020, the IAA ANSP maintained its safety maturity score of 92% compared with the average across all other EU service providers of 84.47%.

The IAA ANSP continually reviews the assessment measurement processes of both survey formats mentioned above in order to identify areas for potential safety management systems enhancements. This approach, and focused activity, supports the IAA's policy of SMS 'Continuous Improvement'.

Aireon ALERT, operated by the IAA from its North Atlantic Communications centre, continued to provide vital life-saving services to the global aviation community and won the CANSO Global ATM Safety Award for 2020.

## Environment

Our environmental performance, as measured by EC horizontal and vertical flight-efficiency metrics, is consistently one of the best in Europe and we are actively engaging with our Borealis partners with a view to further improvements.

## Capacity

In terms of capacity, the IAA reported no en route and negligible terminal air traffic flow management related delays in 2020 and continues to be one of the top performers within the European network.

Departure slot adherence at Cork, Dublin and Shannon airports exceeded 95%, well above the European target of 80%. The significantly reduced air traffic levels experienced in 2020 as a result of the global COVID-19 pandemic (reduction of over 50% of commercial move-

ments compared to 2019) contributed to a general improvement in these metrics across Europe.

## Cost Efficiency

The relevant charging in place in 2020 was consistent with the draft RP3 pre-pandemic plan (developed in 2019) but due to the unanticipated and very significant fall off in traffic levels from March 2020, the unit charges were insufficient to cover the actual costs incurred in 2020. The European Commission was therefore required to revise the cost efficiency targets in 2020, and it addressed these unexpected developments via Implementing Regulation (EU) 2020/1627 which was published in November 2020.

## Performance compared to the performance targets established in the business plan

This is set out in the table below.

## Comparing actual performance with performance set out in the annual plan (indicators)

## An explanation for differences with the relevant targets and objectives

The sudden effects of the pandemic on air travel levels in 2020 is the reason that the cost efficiency targets in place at the time, via Draft RP3 Plans, became redundant in 2020. The targets were revised on a retroactive basis for cost efficiency in 2021.

From an environment perspective, there was considerably less north south traffic as a result

	Target in Plan for 2020	Actual in 2020
<b>Safety</b>		
- Policy and Objectives	C	C
- Risk Management	D	C
- Assurance	C	D
- Promotion	C	C
- Culture	C	D
<b>Environment</b>	<b>1.56%</b>	<b>1.11%</b>
<b>Capacity</b>		
- En Route	0.07	0.0
- Terminal	0.25	0.11
<b>Cost Efficiency</b>	<b>-1.9%</b>	<b>NA</b>



of the pandemic, which had an impact on the horizontal flight efficiency score, though it remained at 1.11%.

From a capacity perspective, the various contingency and business continuity measures which the ANSP implemented to manage the pandemic and maintain service, proved successful to ensure there were no material delays during 2020.

In terms of safety in 2020, as set out above, the IAA continued to achieve an excellent score despite the actual score for safety risk management being C compared to a target of D. During 2020, there were a number of key projects at advanced stages such as the Dublin Tower and the En Route Contingency Centre,

whereas issues related to the pandemic resulted in unavoidable delays that affected this score.

### Identification of the measures required to address any gaps between the plans and actual performance

The Key Performance Areas of Safety, Environment and Capacity did not have any gaps between the plans and actual performance despite the extreme and difficult circumstances resulting from the pandemic in 2020. Key measures were put in place during 2020 to ensure there was enough capacity in place in the event of large numbers of staff contracting the virus, including but not limited

### Revised Targets for 2020

	2020	2021
<b>Safety</b>		
- Policy and Objectives	C	C
- Risk Management	D	D
- Assurance	C	C
- Promotion	C	C
- Culture	C	C
<b>Environment</b>	<b>1.56%</b>	<b>1.13%</b>
<b>Capacity</b>		
- En Route	0.07	0.01
- Terminal	0.25	0.25
<b>Cost Efficiency</b>	<b>104.2%</b>	

to various on-site protective measures and teams operating on a rotational basis with the ability to live and work within the operational centres for a number of periods at a time. These measures put in place during 2020 proved to be successful, ensuring business continuity and ensuring sufficient capacity for all traffic, which included repatriation flights, essential medical and PPE supplies, and elevated levels of cargo traffic.

From a cost efficiency perspective, the pandemic brought a renewed focus to the minimum cost required to ensure an ANSP can keep the skies open, fulfilling its duty of providing a safe, high-quality service 24 hours per day and 7 days per week. As the European Commission decided to put in place retrospective cost efficiency targets for 2020 and

2021 in a combined year to reflect emergency measures, it was not known in 2020 what the eventual cost efficiency target would be, while at the same time the impact of the pandemic at this time was such that income was significantly lower than costs for maintaining service. The targets set out in the original annual and business plans were very quickly outdated due to the rapid and sustained fall off in traffic levels and the impact this had on the unit rate. Nonetheless, IAA ANSP implemented a phased cost containment programme beginning in March 2020. More details of these efforts in 2020, as of January 2021, are contained in a document that was published by the NSA as part of the consultation process with key stakeholders<sup>1</sup>.

1. IAA ANSP Report on Cost Containment in 2020 and 2021: Action taken by IAA ANSP in response to the traffic downturn in 2020 and 2021 [https://www.aviationreg.ie/\\_fileupload/RP3/20210107%20Report%20from%20IAA%20ANSP%20on%20Cost%20Containment%20in%202020%20and%202021.pdf](https://www.aviationreg.ie/_fileupload/RP3/20210107%20Report%20from%20IAA%20ANSP%20on%20Cost%20Containment%20in%202020%20and%202021.pdf)







# Other significant activities and developments in particular in the area of safety

The provision of a safe and efficient air traffic management system is underpinned by effective technology. In 2020, the IAA's technical services managed to progress a number of projects while operating in an extremely challenging COVID-19 environment.

These projects included:

**En route contingency centre:** In December 2020, the IAA opened a new contingency centre for en route operations at Ballygirreen, Co. Clare. The Centre significantly improves the operational resilience of our en route operations by replicating the Shannon air traffic control centre and allowing for a full air traffic control service to be provided within four hours of the Shannon centre becoming unavailable.

**New visual control tower** at Dublin Airport While construction on the new Dublin Control Tower was completed in 2019, the tower was advanced to a state of technical readiness in 2020 with the completion of the technical fit-out, within budget. Full live operations are planned for 2021. The new tower is required to facilitate parallel runway operations at the airport.

**Cyber resilience:** The IAA, as an air traffic management provider, has been designated as an operator of essential service. This means that we must comply with the EU-wide security of network and information systems (NIS Directive) which aims to boost the overall level of cybersecurity. To support this, a programme of works to maximise NIS framework compliance was completed in 2020.

**COOPANS:** The IAA is a member of COOPANS, a consortium of six air navigation service providers - AustroControl (Austria), Croatia Control (Croatia), IAA, LFV (Sweden), Naviair (Denmark) and Nav Portugal (Portugal) – and its industry partner, Thales. COOPANS operates an internationally recognised world-class air traffic management system. In 2020, the replacement of all of the flight data processing hardware was completed and a number of software enhancements were also deployed.

**A new IP (Internet Protocol) network** providing connectivity between all of the IAA's sites and centres and a renovated VHF communications site at Rosslare went operational during the year. The technical services division of the IAA significantly strengthened its competency assessment processes to ensure compliance with the requirements of Regulation (EU) 2017/373 while a wide-ranging mechanical and electrical systems upgrade programme was also completed in 2020.



# Information about the formal consultation process with the users of its services

A clear understanding of our airline customers' needs and expectations from an ATM perspective is important to the IAA ANSP, so that we can tailor our day-to-day operations to best meet them. Our largest customers by revenue, are airlines operating in the highly competitive global commercial aviation industry, particularly in the transatlantic markets. They are predominantly located across Europe, North America and the Middle East and to a lesser extent, in Asia. The table below lists our Top 30 Customers by revenue in 2020.

The IAA is widely recognised as one of the most customer-focused providers of air traffic management services in the industry. Our customer care programme helps us to understand our customers' operational needs and expectations so we can implement the technology and procedures necessary to deliver the excellent service they demand. The customer care programme also supports our customer consultation obligations under European regulation.

The 2020 programme was substantially curtailed by the impact of the COVID-19 pandemic on our customer airlines and by the associated travel restrictions imposed across the world. At the end of 2020, we engaged an independent Brussels-based consultancy to conduct an online survey of our customers' views of our performance during the year. The rate of response to the survey was lower than in previous years but at the end of January 2021, those customers who did respond awarded us an overall customer satisfaction rating of 87.11%. This rating is lower than in recent years, but this is strongly influenced by the difficulties and challenges faced by the airline industry over the course of the COVID-19 pandemic. Each year, we meet with a representative sample of our customers across Europe, North America and the Middle East, the most important markets for the IAA. These airlines cover all the major passenger and freight business models, from Ultra-Low Cost Carriers to Full Service Airlines and are typically responsible for over 80% the ANSP's annual ATM revenues.

2020			2020		
Rank	Customer	%Total	Rank	Customer	%Total
1	British Airways	9.4%	16	Cargolux	1.6%
2	United Airlines	7.2%	17	Emirates	1.6%
3	Ryanair	6.8%	18	Jet2.com	1.4%
4	Aer Lingus	5.9%	19	Swiss	1.2%
5	Delta Air Lines	5.5%	20	Ethiopian Airlines	1.0%
6	Air France	5.2%	21	Kalitta Air	0.9%
7	KLM	4.7%	22	Aerologic	0.9%
8	American Airlines	4.5%	23	Easyjet UK	0.9%
9	Air Canada	4.0%	24	Atlas Air	0.8%
10	Virgin Atlantic	3.6%	25	Omni Air Intl	0.8%
11	Lufthansa	3.4%	26	Lufthansa Cargo	0.8%
12	Qatar Airways	2.6%	27	TUI Airways	0.8%
13	Fedex	2.6%	28	Stobart Air	0.7%
14	UPS	1.9%	29	Eat Leipzig	0.6%
15	Turkish Airlines	1.7%	30	Norwegian Air UK	0.5%

At the end of 2020, we retained Brussels based consultancy, Schuman Associates, to conduct an independent, online survey to measure our customers’ level of satisfaction with the ANSP and to gauge their opinions of how we delivered across a number of key performance areas (KPAs), Safety, Value for Money, Service Delivery, Innovation and Customer Service. Despite the COVID-19 difficulties and the fact that we could not meet with our customers in person, we maintained a very satisfactory overall score for 2020. Headlines from the 2020 independent survey are set out in the figure below.

Airlines in general recognised the IAA’s consistently low user charges, lack of delay, highly efficient airspace, high levels of Customer engagement and our strong dedication to maintaining service standards throughout the pandemic.

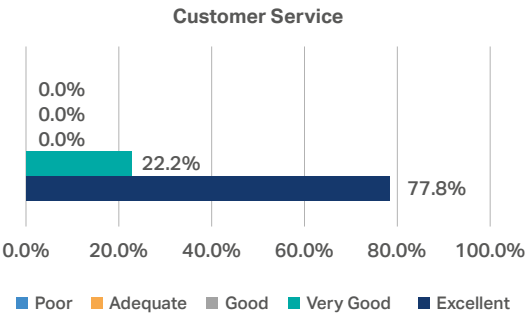
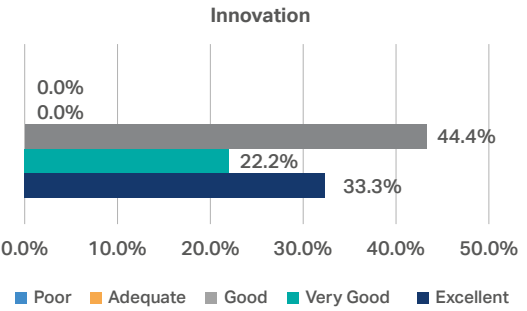
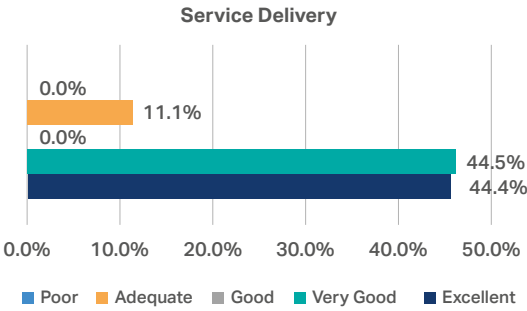
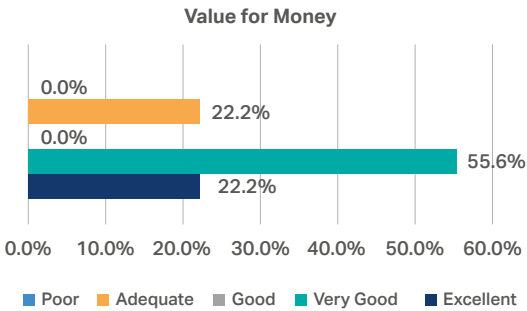
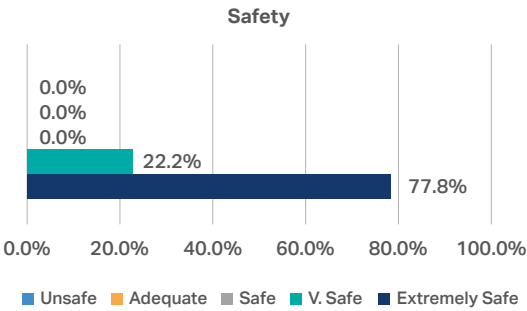
A summary of the feedback from our Customers from the 2020 survey is shown in the figures below.













## Information about the human resources policy

The IAA ANSP aims to conduct HR Business in effective and efficient manner to enable adaptability and flexibility across the Company, while also protecting continuity of service to our customers. Additionally, we aim to provide clear information, leadership and direction to all staff.

## Background

The IAA ANSP is committed to maintaining, in so far as is reasonably practicable, the safety, health and welfare of employees while at work, and doing all that is reasonably practicable to assist employees who are absent from work, due to injury or ill health, to return to work at the earliest possible date. The IAA ANSP will do all that it can in assisting employees to remain at work through an increased focus on rehabilitation, injury prevention, occupational health services, integrated collection of incident data, and increase employee awareness of the operation of the Attendance Management.



The HR Directorate in conjunction with the Communications Team organise regular communication updates to staff and operate **Open Forum Programmes**, where Directors and Senior Management give face-to-face updates to staff in 'town hall' style meetings. Wherever operationally possible, staff are encouraged to attend. These will recommence when Government public health guidelines permit.

We aim to continue developing and applying appropriate policies and procedures to ensure the IAA ANSP staff provide high quality services to its customers while taking into consideration any external reviews and recommendations on the organisational development.

The directorate remains engaged in various partnerships, both internal, including all divisions and directorates within the IAA ANSP, and external, including the DoT and other stakeholders.

Our Managing Performance and Development (MPD) process is an important performance development tool for our staff. MPD provides regular interaction between management and staff and is a proven communication medium for highlighting development opportunities.

## HR Central Services

We aim to be committed to technological solutions in the human resources area and increase in digital services that will facilitate digital transformation, business intelligence and enhanced application integration. The Human Resources Directorate has implemented the Core HR, human resources management system which provides the directorate with a high level of functionality and data availability.

## Compensation and Benefits

The IAA ANSP aims to remain focused on the pension management and other elements of compensation and benefits over the course of this Corporate Plan.

This leading area focuses on two main activities, pensions and collective agreements, as outlined below. With regard to pension management, close working relations with our

pension advisors have been maintained in 2020. We also seek further advice/second opinions as necessary to inform our pension management strategies.

The IAA ANSP, Staff Panel (Forsa and AHCPs) Collective Agreement (2020 – 2024) updates the 2015 Collective Labour Agreement, which remains extant. The Forsa Air Traffic Control Branch (ATC) remain covered by the terms of the 2015 Collective Agreement. The Agreement is a significant enabler to manage and control the payroll cost base of the Company for the duration of RP3. The agreement provides for the establishment of a Performance Verification Board (PVB) in Q1, 2022 to verify that the provisions of the Collective Agreement are being adhered to and delivered. The Agreement provides that there will be no pay or sectoral grade adjustments, apart for incremental movement, for the years 2020 and 2021. The appropriateness or otherwise of commencing implementation of the sectoral adjustments and a general round pay increase will be determined by the PVB having regard to criteria including affordability, compliance with the provisions of the CLA, traffic levels and pension issues.

## Recruitment

High quality, high performing personnel are central to the achievement of the IAA ANSP's Strategic Goals. We aim to recruit high calibre personnel in order to enable the IAA ANSP to discharge our statutory obligations and continue to provide a high-quality service to our customers.

Internal manpower planning meetings between HR and each business area allows us to plan our staff requirements. For the ANSP, these plans are cognisant of agreed staffing numbers under regulatory planning commitments in the SES RP3. At the time of writing, the manpower

planning for RP3 (2020-2024) is ongoing and the required headcount has been identified and included in the Performance Plan.

These meetings in conjunction with our overall business strategy allows us to refine our recruitment requirements and target the skill-sets which the IAA ANSP needs.

The IAA ANSP has in place a Succession Planning Policy which provides a framework for succession planning in order to ensure stability in all aspects of our business activities. The key processes supporting the policy include:

- On the Job Experience
- Mentoring and Coaching
- Training/Upskilling
- Learning and Development Programmes.

This Policy also provides a fair and balanced process of retirement supporting the principle of intergenerational fairness.

## Conclusion

This report has been prepared in accordance with Commission Implementing Regulation (EU) 2017/373 of 1 March 2017 which lays down common requirements for providers of air traffic management/air navigation services and other air traffic management network functions and their oversight. It has been prepared at a time when the annual monitoring Report for European States was unavailable due to 2020 and 2021 being combined into one period to reflect the emergency years associated with the pandemic.

This report has detailed the operational performance of IAA ANSP in 2020 in addition to significant developments that took place in 2020.





