ANNUAL REPORT

AUTHORITY FOR
TRANSPORT MALTA

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CHAIRMAN'S FOREWORD

2025 was a year of consolidation, reform and deliberate investment. Transport Malta strengthened the foundations on which the country's transport credibility rests, and did so while absorbing sustained growth across every domain it regulates.



Location gives Malta an advantage. It has never given Malta its standing. That standing rests on institutional credibility, built through consistent governance, rigorous oversight and adherence to international standards, and it is what sustains confidence in our ship registry, our ports and our regulatory frameworks.

Four achievements define the year. **The continued automation of the Merchant Shipping Directorate** streamlined the Malta Ship Registry and aligned its services with the expectations of a digital first maritime industry. **Registered tonnage grew**, driven by fleet renewal and organic expansion under the Maltese flag, and Malta retained its position as the **number one superyacht registry worldwide. A dedicated Learning Hub** was established to build capacity and support continuous professional development. **A Compliance and Risk Department** was created, introducing a structured and proactive approach to risk management across the Authority.

The Land Transport Directorate underwent significant transformation, implementing numerous legal notices and regulatory updates while accelerating the move of its services online.

Progress in 2025 was not the result of any single initiative. It came from collective effort across executive leadership, departmental teams and public officers working within a clearer and more robust framework.

The global landscape ahead is shaped by regulatory pressure, environmental expectation and shifting market dynamics. Our focus remains unchanged: to maintain Malta's reputation as a credible, reliable and future ready transport jurisdiction. Transport Malta will continue to ensure that growth is matched by governance, and that innovation is guided by responsibility.

Mr Michael Callus
Chairman



CEO'S FOREWORD

At Transport Malta, our task has never simply been to move people, goods and vessels, it has been to do so with care, foresight and the public's trust firmly at the centre of every decision we make. That principle guided our work across land, sea and air, and it continues to shape the direction we are building toward.

We believe that progress in transport is best measured not only by growth, but by how confidently people move through their day, whether by bus, bicycle, ferry or car, and by how much easier, cleaner and more connected that experience becomes over time. New learning initiatives, closer partnerships with schools, local councils and communities, and a stronger culture of professional development across our directorates reflect our belief that better mobility is built as much through people as through infrastructure and regulation.

Growth across our maritime, aviation and land transport sectors this year was welcome, and it matters because it reflects something deeper: confidence in Malta's institutions, in our regulatory credibility, and in the people who uphold it every day. We see this as an invitation to keep raising the bar, embracing new technology, smarter planning and more sustainable choices, so that the Malta of tomorrow moves more easily than the Malta of today.

None of this progress is the result of any single initiative or individual. It comes from the collective energy of officers, engineers, inspectors and support staff across every directorate, who bring genuine pride to their work and a shared belief in what Transport Malta can achieve. I want to thank each of them, along with the Board and the Ministry, for their continued support of an ambitious and forward-looking agenda.

Looking ahead, our commitment is simple: to keep building a transport system that Malta can be proud of, one that is safe, sustainable and genuinely people-centred, because that is the kind of future worth working toward together.

Kurt Farrugia
Chief Executive Officer



GOVERNANCE AND STRUCTURE

EXECUTIVE AND BOARD

Chief Executive Officer
Mr Kurt Farugia

Board Chairman
Mr Michael Callus

Deputy Chairman
Mr Christian Sammut

Board Secretary
Dr Demi Agius

Board Members:

Ms Celine Pace
Mr Jesmond Abela
Mr Matthew Chetcuti
Ms Mariella Agius
Mr Joe Mizzi
Mr Victor Dimech
Ms Dorianne Abela
Mr Joseph Theuma
Ms Marlene Attard
Mr Joseph Rodgers

DIRECTORATES

Transport Malta is composed of eight directorates supported by the Office of the CEO:

Integrated Transport Strategy
Ports and Yachting
Merchant Shipping
Land Transport
Civil Aviation
Corporate Services
Enforcement
Information and Communication Technology



OFFICE OF THE

CHIEF EXECUTIVE OFFICER

MARKETING AND COMMUNICATIONS

Transport Malta's Marketing and Communications function continued its role in 2025 as the Authority's voice across land, sea and air, translating regulatory and operational milestones into public-facing messages that build trust, encourage safer behaviour and celebrate Malta's transport achievements. The department's work spans road safety campaigns, maritime and boating safety promotion, stakeholder and press relations, and multimedia content supporting Transport Malta's directorates, delivered increasingly through social media alongside traditional broadcast and outdoor formats.

ROAD SAFETY COMMUNICATIONS

The flagship road safety initiative of the year was **Aħsibha Darbtejn – Think Twice**, a campaign that moved beyond conventional slogan-based messaging toward a more experiential, emotionally resonant format. Built around a touring cinema truck that visited towns and villages across Malta, the campaign screened a dramatised short film designed to create a genuine pause for reflection among road users, rather than simply repeating statistics. This was complemented earlier in the year by **"Am I Okay to Drive? Get Home Safe!"**, which combined public education with promotion of modern safety technologies and encouraged shared responsibility among all road users. Seasonal touchpoints, including a Valentine's Day message built around the theme **"STOP in the Name of Love"**, and the annual Back-to-School communications plan, which paired a moratorium on new roadworks near schools with promotion of free personalised Tallinja cards for students, kept safety messaging present at the moments when it mattered most to the public.

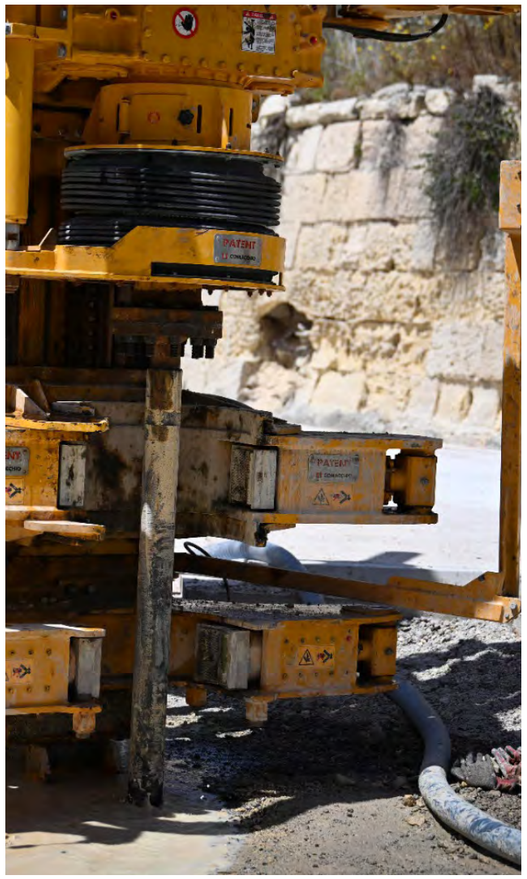
SAFETY AT SEA AND MARITIME PROMOTION

Maritime safety messaging remained a core pillar of the department's calendar, continuing Transport Malta's long-standing **"Be Safe at Sea"** communications, aimed at boaters, swimmers and recreational water users during Malta's busy summer season. This work was reinforced by the Office of the Harbour Master's programme of annual safety campaigns and its coordination of swimmer zones, water safety authorisations and awareness activity around major maritime events, giving the public clear, timely guidance on how to enjoy Malta's waters responsibly. The department also supported the promotion of Malta's flag and yachting credentials on the international stage, with visibility at events such as the Monaco Yacht Show, the Cannes Yachting Festival and the Malta Boat Show, positioning Malta not only as a safe maritime jurisdiction but as a premier destination for yachting and blue economy investment.

COMMUNITY, EDUCATION AND STAKEHOLDER ENGAGEMENT

Beyond seasonal campaigns, the department played a connective role across Transport Malta's wider educational and community outreach, supporting activities such as the Transport Learning Hub's school and youth engagement, teacher resource development, and partnerships with local councils, colleges and civil society organisations. The newly formalised Corporate Social Responsibility identity, carrying the tagline **"They Matter, We Care,"** gave this community-facing work a clearer voice and a consistent presence across Transport Malta's channels for the first time. Recognition platforms such as the National Transport Awards further extended the department's role in celebrating excellence across Malta's wider transport and logistics sector, reinforcing a sense of shared pride and shared standards industry.

Taken together, 2025's marketing output reflects continuity with Transport Malta's established communications calendar, seasonal road safety messages, back-to-school planning, and maritime safety promotion, while introducing more immersive, human-centred storytelling through initiatives like Aħsibha Darbtejn's cinema-truck roadshow. The result is a communications function that is not only informing the public but actively inviting them into Transport Malta's broader mission: a safer, more sustainable and more connected Malta, on the road and at sea alike.



ROAD WORKS PERMITS UNIT

The Unit issues road works permits and acts as consultee on road occupancy permits. Permits are processed through an online platform that runs consultation with Local Councils, utility companies and other authorities before issue. Where traffic is affected by a Local Council occupancy permit, the Unit assesses the request and issues an objection or a clearance with conditions.

Achievements. The Unit began transition to **TMroads**, the platform that replaces the current road permitting system. Announced in **June 2025** and now in final testing, TMroads accepts applications on a GIS base map rather than PDF site plans, giving applicants and administrators far better visibility of temporary traffic management arrangements. Technical work to link TMroads with the Local Council permit system is complete, so that closures requested by councils appear on the same map and are checked automatically for conflict with existing works and diversion routes.

PERMITS PROCESSED IN 2025

Permit Type	Description	Volume
RWP1	Major or new works	2,439
RWP2	Emergency works	545
RWP3	Minor or maintenance works on existing infrastructure	12,404
Road Occupancy Permits	Consultations issued	3,313
Total permits and consultations		**18,701**

Challenges. Bringing every stakeholder onto TMroads remains the immediate task, addressed through meetings and workshops on registration and use. Temporary traffic management across concurrent road works and occupancies, particularly in densely populated areas, remains a standing operational challenge.

Outlook. Continued stakeholder engagement and full integration of the digital permitting system will sharpen coordination and reduce public disruption.

TECHNICAL CONSULTANCY UNIT

The Unit provides specialised technical expertise across traffic engineering, geometric design, junction optimisation and the evaluation of interventions on the local road network in Malta and Gozo. Its assessments cover junction capacity, circulation, sight line compliance, pedestrian facilities, cyclist accommodation and the integration of new layouts into existing geometry.

The Unit works directly with Local Councils on traffic calming, residential circulation, pedestrian priority and signage rationalisation, and contributes to Back to School initiatives through site inspections, conflict point analysis and tailored school zone measures. Additional technical staff recruited during 2025 expanded capacity in traffic engineering, CAD based design and technical review, enabling earlier involvement in project formulation.



2025 WORKLOAD AND OUTCOMES

Activity	Volume	Notes
Applications reviewed	~2,100	Traffic management and transport related requests
Positive outcomes	~60%	Issued after technical assessment and iterative refinement
Planning Authority consultations issued	~500	Permit application referrals
Electric vehicle charging locations assessed	660	Approved sites, technical details prepared for installation
Billboards managed	~300	Across some 50 operators, under S.L. 552.28
School zone projects delivered	~30	With the Education Ministry and enforcement entities

The Unit advanced its work on emerging technologies, assessing site suitability, safety envelopes and accessibility for electric vehicle charging infrastructure in support of AFIR and Malta's NECP objectives. Technical engagement began with the University of Malta on the solar car park project. Scheme reviews were completed along Vjal Kullħadd and within the C SAM initiative.

Challenges. Submission variety continues to widen, from Local Council initiatives to Planning Authority referrals and private sector proposals, each demanding deeper assessment of geometry, circulation and safety than in previous years. Integrating new mobility technologies and coordinating across Project Green, GHRC, Infrastructure Malta and the Works Department, each with differing design approaches, requires the Unit to hold traffic management and safety principles consistent across every project.

TRANSPORT LEARNING HUB

Transport Malta recorded two firsts in 2025: hosting the European Investment Bank's **JASPERS** training programme in Malta, and running its **first hackathon** alongside the Startup Festival.

JASPERS. JASPERS provides project advice and technical training free of charge to authorities and beneficiaries of EU funds, combining European Commission policy expertise with EIB project experience. Malta hosted the two day programme for the first time, bringing together road safety and traffic engineers, circulation planners, transport policy makers, Local Council associations, entrepreneurs, funding specialists and environmental stakeholders. The mix of participants made the point plainly: transport touches everything, so collaboration has to be cross sectoral. The programme is aligned with Malta Vision 2050, whose four pillars, sustainable economic growth, accessible services, resilience and modern education, and sustainable management of land and sea, all run through transport. The three year plan of activities completes when full training module booklets are delivered to stakeholders.

Hackathon. In collaboration with Malta Enterprise and Aġenzija Żgħażagħ, Transport Malta hosted **85 students from 7 public and private schools** as part of the Startup Festival Student Programme. Students were asked to design sustainable transport solutions for a future without weekday car use. **St Ignatius College Handaq Secondary School won**, with San Ġorġ Preca College Secondary School and Knights College as runners up. The hackathon marks the start of a wider move towards knowledge hubs supporting business transformation and reskilling.

Skills and the ALP detailing course. Malta's transport ambitions rest on skills as much as infrastructure. Vehicle, vessel and aircraft detailing is a clear example of an underserved niche: a specialised craft spanning superyachts, commercial vessels, helicopters and aircraft that protects asset value and supports quality tourism. Transport Malta delivered a dedicated course for **more than 50 students** in the Alternative Learning Programme with the Malta Detailing Academy, the first time such industry led training reached this cohort. Over an intensive week, local and international experts covered professional cleaning, restoration and preservation techniques, and opened a career path that connects mobility, craftsmanship and entrepreneurship. Proper maintenance also extends asset life and, in maritime and aviation contexts, supports fuel efficiency. Further specialised programmes and partnerships are planned.

Recovery and Resilience Plan measures. Two RRP linked measures reached full completion in 2025.

Measure	Result
National active mobility campaign	**18 months** to December 2025, targeting all age groups through schools, councils, the public and industry
Event outreach	**~80,000** visitors reached at social events during 2025
Broadcast reach	**160,000** viewers via prime time television advertising
Bicycle racks	Installed across **9 local councils** in the Valletta Region

Partnerships were strengthened with the National Skills Council, the HSBC Foundation, Ekoskola, local and regional councils, colleges, Friends of the Earth, the University of Malta and international research organisations. Campaign material is published at futuremobility@gov.mt.



DEPARTMENT FOR SUSTAINABLE MOBILITY, ITS, RESEARCH AND INNOVATION

Established in **mid 2025**, the Department provides strategic oversight of Intelligent Transport Systems and sustainable mobility, and links both to piloting opportunities supported by EU funding. It also coordinates Transport Malta's ITS portfolio, including the new National Traffic Control Centre and the transposition of the EU ITS Directive and its Delegated Acts. The team grew from three to eight members during the year and remains understaffed against current and projected workload.

FUNDED PROJECTS AND ALLOCATIONS

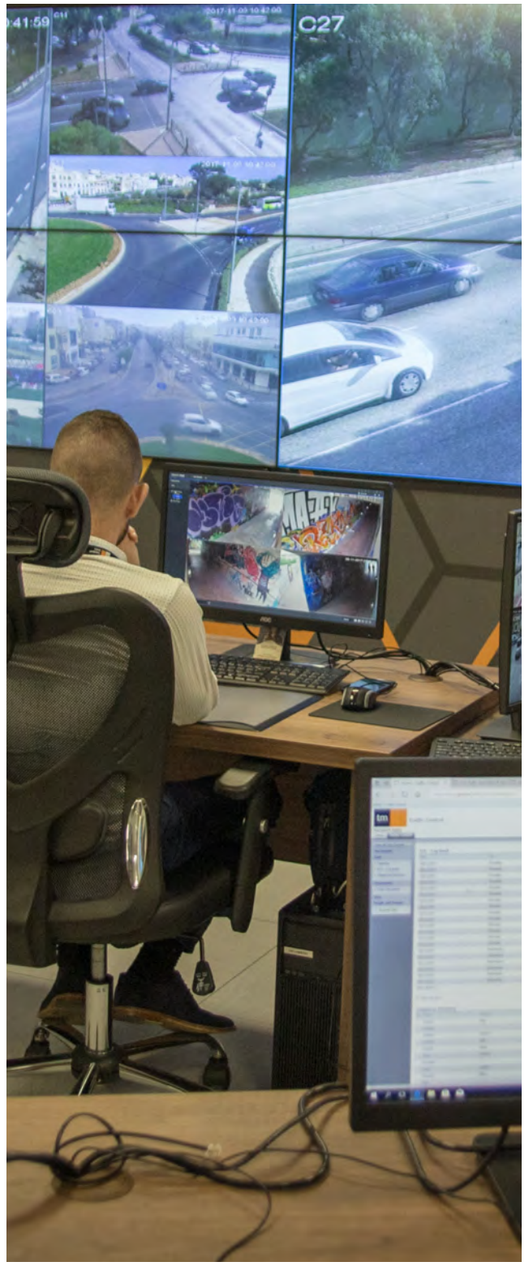
Project	Focus	Transport Malta Budget
NEXTRIDE	Cooperative, connected and automated mobility	Combined **€464,000**
GREENMEDPORTS	First freight route piloted from Malta Freeport	(with NEXTRIDE)
C SAM (ITS component)	Safer active mobility	**€5,533,760**

Three further proposals were submitted under Interreg NEXT MED, the Italia Malta Cooperation Programme and Horizon Europe, and preparatory work began on a major hydrogen proposal.

Delivery in 2025

- **Freight and Logistics Action Plan** advanced in support of the move to a 24 Hour Economy. Following stakeholder consultation on the Reshaping Our Mobility proposal, **evening off peak waste collection and the freight sector** were identified as priority areas for first implementation.
- **ITS governance.** A stock take of the current ITS landscape and a gap analysis report were completed, setting out priority actions for 2026 and beyond.
- **National Traffic Control Centre.** Core hardware infrastructure was installed, preparing the ground for Urban Traffic Control software deployment in 2026.
- **Data Unit.** Set up commenced to establish data governance, integrate signal, detector, CCTV and active mobility counter datasets, and build performance dashboards. Procurement is underway for drones and a mobile traffic control centre.
- **C SAM.** Tenders were launched for bicycle counter totems, cyclist detection warning systems and mobile data capture capability. One tender was awarded and implementation began.
- **National Integrated Transport Plan**. The Department oversees the supporting studies, including a revised Mass Rapid Transport System solution serving short, medium and long term travel needs.

Challenges. Recruiting technical and specialised staff remains the binding constraint on delivery capacity.





INTEGRATED TRANSPORT

STRATEGY DIRECTORATE

The Directorate integrates transport research and infrastructure planning, develops and coordinates transport policy, sets standards, handles EU affairs relating to the trans European transport network, and regulates road safety under the Road Infrastructure Safety Management Directive. It operates through three sections.

Section	Units	Remit
Transport Planning	Local Projects and Administration; Major Projects	Assessment of planning applications, consultation coordination, transport impact assessments, scheme alignment changes
Transport Strategy	Policy and Modelling; TEN–T and Research	Transport data and statistics, demand modelling and forecasting, TEN–T regulatory reporting, EU corridor representation
Road Safety		Safety inspections and audits on the strategic network, road safety education, the Highway Code

ACHIEVEMENTS

The National Transport Master Plan 2030 was published, together with its Strategic Environmental Assessment. Four years of research, modelling, option testing and stakeholder engagement produced a plan setting out **52 strategic objectives and 111 measures** for delivery before 2030, underpinned by scenario analysis and a full socioeconomic and cost benefit appraisal. The Plan is now the country's roadmap and investment plan for transport infrastructure and services.

Malta's first Networkwide Road Safety Assessment concluded in November 2025 across the TEN–T network in Malta and Gozo. The assessment combined five years of historical crash data with proactive video capture in varied driving conditions, analysed through specialist software. It produced national crash risk rating maps and prioritised infrastructure safety investment plans. The GIS datafiles were vetted and approved by DG MOVE, and Malta's risk maps are now publicly viewable on the EU TENtec portal.

The new Malta Road Code launched in July 2025, revising the Highway Code to reflect developments in transport systems and serving as an education tool for new and experienced drivers alike.

An online mock Driving Theory Test was designed and launched for prospective, new and older drivers.

Further achievements during the year:

- Transport Malta responded to **every planning consultation request received in 2025 within the statutory timeframe**, across Planning Applications, Planning Control Applications and Development Notification Orders.
- **A Client Application was developed** and deployed to exchange transport infrastructure data automatically and securely between Transport Malta's TEN–T database and the EU TENtec system, supported by a Connecting Europe Facility technical assistance grant.
- The Directorate joined the Ministry team developing **Malta's ten year Road Safety Strategy to 2035**, with technical assistance from World Bank road safety experts.
- A **guidance Handbook for Safety at Road Works Sites** was prepared and launched.
- Teacher resources for different age groups were designed with the Department of Education, spanning Maltese, English, Maths, Physics and foreign languages.
- Country position papers were presented at the International Transport Forum and the Scandinavian Mediterranean European Transport Corridor.



KEY STATISTICS

TRANSPORT PLANNING SECTION

Activity	Volume
Planning Authority consultation requests handled	~8,700
Of which identified for further transport assessment	3,700
Planning Control consultations on schemed road alignments	121
Development Notification Orders, pre DNO and other requests	116
Major projects requiring Transport Impact Assessments	5
Transport Coordinating Committee meetings held	15

ROAD SAFETY SECTION

Activity	Volume
Sites assessed and designed for safety improvement	~175
Locations under Road Safety Audit with Infrastructure Malta and the Ministry for Gozo	33
Schools receiving road safety sessions	13
Students reached through sessions and cycle training	~1,500

CHALLENGES AND OUTLOOK

Planning application volumes continue to rise against fixed statutory timeframes. Discussions are underway with the Planning Authority on adopting an established digital system to improve internal assessment, consultation and administrative processes.

Tangible further gains in road safety require dedicated administrative infrastructure and targeted funding for mitigation measures, campaigns, capacity building and specialist training. The Directorate's application for Connecting Europe Facility funding for road safety technical assistance was approved by the European Commission. Once the grant agreement is signed, extensive surveys will begin across Malta and Gozo, collecting local KPI data on compliance with traffic regulations, including speeding, helmet wearing and mobile device use, alongside EuroNCAP safety rating classification of the national car fleet.

Malta's Road Safety Strategy to 2035 should be ready for public consultation in **early 2026**.

PORTS AND YACHTING

DIRECTORATE

PORT OPERATIONS

Port calls rose to 14,651 from 12,968, a 13% increase, and the Department processed **24,825 ship notifications** across the year. Decisive steps were taken to strengthen compliance with the European Maritime Single Window environment established by Regulation (EU) 2019/1239.

Indicator	2025	Prior Period
Ship notifications processed	**24,825**	
Arrival notifications	11,716	
Departure notifications	11,693	
Shifting notifications	1,416	
Port calls registered	**14,651**	12,968
Permits issued (works on board, immobilisations, underwater permits, lifeboat drills)	**1,510**	
Conveyances authorised in territorial waters	**3,000+**	

The Port Inspectorate Unit inspected port users, service providers and commercial operators for compliance with safety, pollution prevention and operational obligations, and supervised major events inside Maltese ports and territorial waters including the Malta International Fireworks Festival, the Rolex Middle Sea Race and the March and September Regattas.



VESSEL TRAFFIC SERVICES

VTS delivers continuous surveillance, navigational safety services and traffic management across Maltese territorial waters, operating 24 hours a day in support of port operations, ferry services, commercial shipping, cruise liners and bunkering.

2025 was a milestone year. The national VTS refurbishment programme under Public Tender CT2046/2022 was completed, covering supply, design, procurement, implementation and technical assistance for a new VTS system. The programme delivered:

- A modernised operational ecosystem aligned with international VTS standards
- Improved operational workspaces, raising efficiency, ergonomics and human factor performance
- Stronger national maritime surveillance through integrated system design
- Better interoperability between maritime stakeholders and faster coordinated response

Service continuity, safety performance and regulatory compliance were maintained throughout the transition, during a period of sustained traffic growth.

Challenges. Two structural issues now determine the next phase.

Issue	Position
Radar infrastructure	Systems **over 20 years old** and technologically obsolete, presenting operational risk, maintenance complexity and limited compatibility with modern platforms. Structured replacement planning and capital investment are required.
Staffing	The unit operates at minimum levels against rising ship traffic, expanding ferry operations and greater compliance demand. A **minimum of 5 additional VTS officers** is required for staffing resilience and service continuity.

Infrastructure modernisation must now be matched by radar renewal and human capital expansion. With targeted investment in both, VTS is positioned for scalable growth as a strategic national asset underpinning safety, efficiency and economic continuity.

MARINE OPERATIONS AND INCIDENT RESPONSE UNIT

The Unit handles marine pollution and incident response and is responsible for environmental matters in ports and shipping.

ACHIEVEMENTS.

- **BARRACUDA 2025**, the first bilateral pollution response exercise held outside Maltese waters, was co organised and delivered with the Italian Coast Guard and the Armed Forces of Malta in Pozzallo, Sicily, testing the interoperability of the framework between two Member States. Unit and Directorate personnel deployed alongside a Tug Malta vessel.
- The **final conference of the EU funded IMAROS 2 Project** was hosted in Malta. Led by Norway, the project examined the behaviour of new fuels spilled into the marine environment, with the Unit on the Core Project Team.
- The Unit joined the **TREASURE Project**, led by Italian agency ASEV, focused on improving the marine environment in port waters.
- Refurbishment of the **pollution response shed at Boiler Wharf** commenced, adding office space, a crisis room and a training room.
- Development began on a **Marine Environment Risk Management System**, due in 2026 with ECOPORTS certification to follow.



KEY STATISTICS

Activity	Volume
Incident calls responded to	113
Inspections at port terminals, facilities and marinas	26
Tier one exercises observed	27
CleanSeaNet possible spill reports received	152

Incident calls covered oil spills, minor collisions, vessel fires, hazards to navigation and recreational vessels running aground in adverse weather. The majority of terminal and facility operators inspected were found compliant. CleanSeaNet reports, generated from EMSA satellite imagery, were vetted and investigated with support from the Armed Forces of Malta for on site verification.

Outlook. Most projects and deliverables were completed on time in a demanding year. New recruits who joined at the end of summer add capacity. 2026 will focus on new projects, equipment and service procurement, further studies and compliance of marine terminals and facilities.

INTEGRATED MARITIME POLICY, BLUE ECONOMY AND MARITIME STATISTICS

The Directorate collects maritime data under Directive 2009/42/EC, liaising with ship agents and operators to meet National Statistics Office and Eurostat obligations, and supplying data to third parties for market research and forecasting.

Indicator	2025	2024	Change
Cruise passengers	**999,510**	978,011	**+2.2%**
Cruise liner calls	**421**	396	**+25 vessels**
Vessel arrivals	**14,786**	12,968	**+1,818**
Catamaran and roll on roll off passengers	**268,767**	217,859	**+23.4%**
Trailers handled, Port of Valletta	**101,272**		
Cargo handled, Malta Freeport (tonnes)	**2,867,714**	2,857,339	**+0.4%**

Cruise passengers came predominantly from the **United Kingdom (25%),** followed by the **United States (16%)** and **Italy (14%).**

LEGAL, EU AND INTERNATIONAL AFFAIRS

The Unit provides horizontal legal advice across the Directorate and acts as single point of contact for legal documentation and requests addressed to the Authority.

During the year the Unit drafted and reviewed agreements and legislative instruments, transposed EU and international legislation into national law, and contributed to EU and international dossiers in line with Malta's position. Working with external counsel, it argued court cases within the Directorate's statutory remit. **A number of cases were decided in the Authority's favour, with judgments confirming and upholding key statutory powers.**

PRINCIPAL CHALLENGES

Matter	Position
Two sanctioned vessels anchored in Maltese waters	Abandoned by their operators. The Authority intervened to safeguard crew life and navigational safety, then pursued recovery of expenses in competition with other creditors following release.
Onshore power supply agreements	Conclusion of agreements with vessel operators.
Legislative amendments	Transposition of Regulation (EU) 2019/1239, Delegated Directive (EU) 2025/811 on mandatory insurance for vessels calling at EU waters, and applicable parts of Regulation (EU) 2023/1805 (FuelEU Maritime).

OFFICE OF THE HARBOUR MASTER

The Harbour Master regulates vessel movements across Maltese harbours and territorial waters, ensuring safe entry, departure, berthing and anchorage while preventing congestion and navigational hazards. The office enforces port regulations, national legislation and international conventions, verifies seaworthiness, certification, manning and operational safety, issues notices to mariners and navigational warnings, manages aids to navigation, and coordinates response to adverse weather and emergencies.

It also manages maritime transport systems including ferries and landings, oversees yachting, mooring and berthing facilities, organises swimmer zones and runs annual safety campaigns. Accident, incident and near miss investigation sits within the office, as does marine pollution prevention and oversight of bunkering and waste operations. Training receives sustained focus through approved training centres, auditing and an ongoing revision of syllabi.

Achievements. Key maritime infrastructure was developed with Infrastructure Malta, including modernisation of Vessel Traffic Service stations. Fast ferry routes were promoted and developed to complement the established Malta to Gozo service. **Onshore Power Supply recorded its strongest year to date, with a 2026 forecast set to exceed it.**

AUTHORISED MARITIME ACTIVITIES IN 2025

Activity	Authorisations
Sailing regattas	20
Filming activities	31
Festa fireworks displays	9
Other fireworks displays	7
Swimming events	25
Seabed clean ups	6
Rafting	3
Kayaking and canoeing	2
Beach games	2
Water polo and water games	2

Major events supported included the National Regattas, the Malta International Fireworks Festival, the Malta International Airshow, the Malta Seaplanes Robert's Cup, the Rolex Middle Sea Race and the Euromed Sailing Regatta. For each authorisation the Directorate verified applicant competence, resourcing, personnel, equipment and third party insurance cover, and provided logistics and support where required.

Challenges. Balancing navigational safety against commercial requirement is constant, given limited space and rising vessel traffic. Emissions legislation remains the single greatest current challenge, with the introduction of alternative fuels to Malta the central task.

SHORE TO SHIP

The unit regulates and coordinates shore to ship services within the Grand Harbour and the Port of Valletta, providing technical and management oversight in support of commercial shipping, cruise liner activity and maritime tourism.

Four Purchase Power Agreements were signed in 2025, beginning with Carnival Corporation plc and followed by MSC, Viking Cruises and Crystal Cruises. These agreements underpin commitment between all parties and strengthened the operator licensing framework, ensuring authorised service providers meet updated safety, competency and operational standards.

Indicator	2025
Energy consumption	4,000,000 kWh
Vessel calls	107
Commissioning vessels	19
Prospective 2026 calls	200

Further achievements during the year:

- Increased maritime activity was supported through peak cruise season without major service disruption, with coordination between vessel agents, the terminal and internal operations units measurably improved.
- Enhanced monitoring and reporting procedures were introduced, giving better oversight of service frequency, safety compliance and operational performance.
- The **DTF series event** was organised in partnership with EOPSA, the European Onshore Power Supply Association, bringing together maritime and offshore services stakeholders and reinforcing Malta's position as a strategic maritime hub.
- Full compliance was achieved across all authorised operators by year end, with **no major safety or technical incidents** reported in relation to licensed operations.

Challenges. Infrastructure and construction work, principally at Deep Water Quay and Pinto 4 and 5, constrains capacity during peak season when multiple large vessels berth simultaneously. Workforce procurement and skills availability placed pressure on the team while closing the five year Service Level Agreement for the Operations and Management tender. Global maritime market fluctuation and energy trading continue to affect operational planning. The unit responded through improved coordination, contingency planning, stakeholder communication and a draft Cabinet memorandum.

COMMERCIAL VESSELS UNIT

The Unit certifies and oversees commercial vessels and their operators under the Commercial Vessels Regulations and the relevant Code of Practice, covering activity for hire or reward within Malta's ports, internal waters and territorial waters to 12 nautical miles. Working with Government Appointed Surveyors, it ensures vessels meet safety and operational standards and are properly manned.

The Unit processed a significant volume of vessel and operator certifications, renewals and manning documents during 2025, maintaining service standards through timely processing and effective case management. **Commercial maritime activity within Maltese territorial waters increased year on year,** reflecting growing investment in the sector.

Challenges. Limited technical expertise remains the central constraint. That expertise is critical to keeping the Commercial Vessels Regulations and the Code of Practice aligned with evolving international standards, and to resolving technical matters with owners and operators. Ensuring new applicants understand their regulatory responsibilities, and maintaining accurate records across a growing register, drove work on process improvement, data correction and greater use of technology.



TRAINING AND CERTIFICATION UNIT

The Unit regulates and administers Nautical Licences, Commercial Vessels Regulations Certificates of Competency and endorsements, including examination syllabi, written, oral and practical examinations, and validation of results, under the Small Ships Regulations (S.L. 499.52) and the Commercial Vessels Regulations (S.L. 499.23). It also recognises and monitors authorised Training Institutes, approves tutors and syllabi, and audits theoretical and practical training delivery.

Over 3,300 local maritime certifications and licences were issued in 2025, covering commercial and nautical licences across new applications, renewals, reissues, endorsements and equivalencies.

Achievements.

- Full compliance with TCU Notice 01-2023 was secured for General Purpose Hand personnel, validating all Certificates of Competency and endorsements and maintaining accurate sea service records.
- A regulatory gap on the validity of ancillary certificates was closed through **Port Notice No. 7**, improving clarity and continuity in vessel operations.
- Promotion of government online services and the introduction of QR codes in renewal notices delivered an **86% increase in online applications** for new, renewed and reissued Nautical Licences compared with 2024, the year the service launched.

Challenges. Awareness among seafarers less familiar with digital platforms still needs raising, and consistent understanding of new and updated regulations across all Training Institutes requires continuous monitoring, audit and communication.

SMALL SHIPS REGISTER

The Register administers craft and vessels under 24 metres employed solely within territorial waters.

Transaction	Volume
Renewals	8,717
Transfers of ownership	1,481
Non voluntary closures	1,300
New registrations	602
Engine changes or installations	403
Transfers of engines	348
Re registrations	197
Deletions or terminations	171
Engine removals	75
Certificate reprints	63

Challenges. Rising transaction volumes, complex ownership and engine change cases, legacy record management and data accuracy across historic registrations were addressed through process optimisation, improved record management and strengthened compliance controls.



MARITIME ENFORCEMENT DEPARTMENT

The Department ensures safety, security and compliance across Malta's territorial waters through inspections, enforcement of maritime regulations and collaboration with national and international stakeholders.

Activity	2025
Inspections conducted	1,098
Contraventions identified	228
Warnings issued	131

The Department provided security for large scale events in Maltese waters, resolved mooring disputes to maintain orderly port operations, and enforced vessel registration and licensing regulations.



OFFICE OF THE PORT SECURITY OFFICER

Malta's maritime security environment in 2025 was shaped by geopolitical tension, cyber and hybrid threats, illicit trafficking and irregular migration.

Achievements.

- **The Malta CISE Node was installed with EMSA,** placing Malta on the European CISE Community Network.
- Stakeholder mechanisms were maintained through the Maritime Security Committee to keep Maltese ports secure, compliant and resilient.
- Restructuring of the Port Security Officer remit within the Directorate began, following European Commission and EMSA recommendations, working towards a Command and Control Centre led by the Directorate within the Competent Authority.

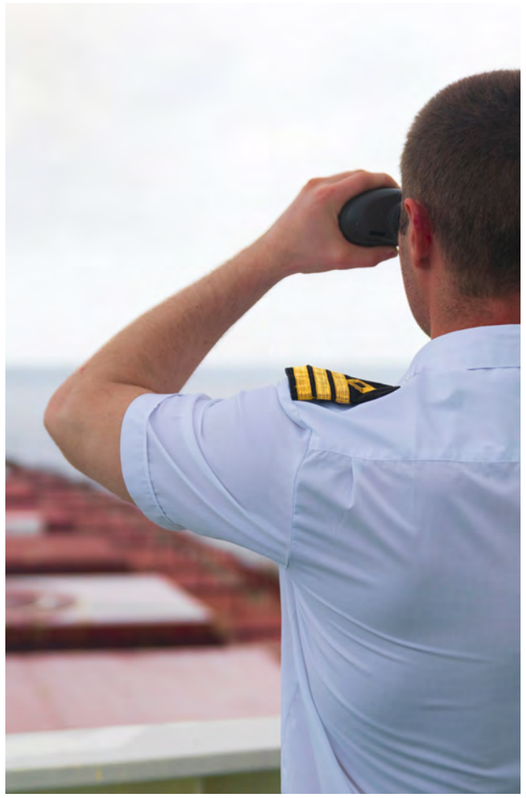
KEY STATISTICS

Activity	2025
ISPS security drills overseen	35
Major port security exercises	20
Port Facility Security follow up inspections and directed visits	23

The Office hosted the **2025 National Maritime Security Inspection by the European Commission and EMSA,** which highlighted consolidated improvements and prompted further constructive actions now under implementation. Recognised Security Organisations were monitored and audited for compliance, and an approved **five year national maritime security cycle plan for 2025 to 2030** was created.

Challenges and planned mitigations. Ten structural challenges were identified, each with practical mitigations planned for the 2026 to 2030 cycle.

Challenge	Planned Mitigation
Fragmented governance across multiple authorities	Establish a Whole Port Security Governance Board with a single chair, a permanent joint secretariat, a RACI accountability matrix and a single Whole Port Security Plan sitting above individual ISPS facility plans
Seasonal staffing constraints	A surge staffing model with a prevetted reserve pool, standardised training and vetting, and risk based rostering
Mixed use port infrastructure	Zoning and time based separation, harmonised port wide credentialing, and berth holder controls at marinas
Ageing infrastructure and tight geometry	High impact retrofits including anti ram barriers, lighting, fencing and controlled vehicle entry, plus modular screening capacity for peaks
Surveillance and domain awareness gaps	A single Common Operating Picture integrating AIS, radar, CCTV, thermal imaging and access control alarms, with layered surface, air and underwater detection
Cybersecurity and operational technology exposure	Strict IT and OT segmentation, baseline supplier controls through port wide contract clauses, and regular ransomware and OT disruption drills
ISPS compliance against whole port reality	Treat ISPS as the minimum, extend controls to public waterfront edges, service roads, marinas and anchorage approaches, under one Port Security Coordinator
Migration and search and rescue landings	Predesignated contingency berths and processing zones, a dual track model allowing humanitarian response without halting commercial operations, and joint standard operating procedures
Security against throughput	Appointment systems for trucks, a pilot on electronic gates for vetted workers, published KPIs balancing security and flow, and co funded upgrades with terminals and cruise lines
Geopolitical spillover and grey zone risk	Intelligence led targeting, counter insider threat controls including two person rules for critical areas, and expanded joint exercises



PORT FACILITY SECURITY OFFICE

The Office implements and oversees maritime security at **Flagstone Wharf and Boiler Wharf**, ensuring compliance with the ISPS Code, national regulations and applicable international conventions. It is led by the Port Facility Security Officer, supported by two deputies, managing **sixteen Port Operator Security personnel** on a rotational shift system covering access control, perimeter patrols, restricted area monitoring, credential verification, escorting, cargo security oversight and incident reporting.

ACHIEVEMENTS.

- The **annual ISPS compliance audit was completed with no major nonconformities**, reflecting improved documentation control, better drill performance and stronger procedural adherence.
- Port Facility Security Assessments and Plans were fully reviewed and updated against emerging threat indicators and revised regulatory guidance.
- Vehicle and personnel screening protocols were refined, cutting processing times without weakening security.
- A revised rotation model optimised manpower allocation between the two wharves during peak vessel traffic.
- Live exercises and tabletop simulations covered unauthorised access, contraband detection and elevated MARSEC readiness, with measurable improvement in response times, communication clarity and interagency coordination.
- CCTV coverage improved and incident reporting was digitised, strengthening situational awareness and audit traceability.
- **Zero major security breaches and no operational shutdowns linked to security deficiencies were recorded during 2025.**

Activity	Annual Volume
Security patrols	~1,730
Port entries screened and checked	~37,800
Main Gate traffic randomly checked	50%

Challenges. Sustaining ISPS compliance under intensified audit expectations, modernising security technology without disrupting operations, and managing manpower across rotational shifts will define 2026. Staff competency, fatigue mitigation and retention remain critical, and emerging cyber risk requires closer coordination with IT and national authorities.

PORTS COMMERCIAL

Ports Commercial facilitates maritime trade within ports and coastal areas and implements the Authority's commercial plan, maximising revenue from port related operations and services. It operates through four units: Administration and Projects; Concessions and Contract Management; Commercial Development and Asset Management; and Commercial Vessels and Berthing.

Achievement. The **commercial berthing area at Sliema Ferries was fully reorganised** during 2025. Berthing spaces were restructured and berth numbers reassigned to each operator and vessel, improving utilisation, creating additional berthing spaces and generating additional revenue.

FERRY PATRONAGE

Service	Baseline	2025	Growth
Harbour Ferry	912,099 (2019)	1,787,244	+96%
Malta to Gozo Fast Ferry	364,701 (2021)	1,240,714	+240%

Free harbour ferry travel for Tallinja cardholders has significantly reduced road congestion and increased waterborne travel. New routes are planned from Sliema to Buġibba continuing to Gozo, and from Marsascala to Valletta.

Challenges. Ports operate in a highly regulated environment that limits commercial flexibility, and the Authority must generate revenue and attract private investment while serving national trade, security, employment and environmental goals. Limited land and port area for expansion and ageing quays constrain growth opportunities. Constant monitoring of concessions and contracts is demanding where public service obligations are involved, as with Gozo Channel and ferry services. The G**rand Harbour Revival Project**, covering regeneration of the inner Grand Harbour foreshore, Deep Water Quay and the Marsa former power station area, requires close liaison with government and private entities while safeguarding the Authority's commercial interests.

YACHTING AND MOORING DEPARTMENT

The Moorings and Berthing Unit administers moorings and berthing areas in Malta, excluding Gozo and Comino. It handles temporary mooring permit applications and berthing requests, maintains waiting lists and records, and manages the operational reorganisation of mooring bays.

The Mellieħa and Għadira Bay Reorganisation was the operational milestone of 2025. The project delivered clearer zoning, improved spacing and stronger control measures, with the primary goal of establishing proper fairways. Scattered mooring blocks were removed and new blocks installed to updated GPS coordinates supplied by the engaged architect, producing an organised and auditable mooring area. Water sports operational moorings were segregated and a buffer zone introduced between the mooring area and swimmer zones. **Approximately 75% of moorings at Għadira were regularised** following the exercise.

Challenges. Staffing capacity limits the speed and scale at which the Department can handle application processing, record management, inspections, stakeholder coordination and bay management projects concurrently. Late information flow on activities affecting mooring management compresses timelines, and is being addressed through strengthened information sharing with internal and external stakeholders.

Outlook. 2026 projects include parts of Marsascala, Buġibba Gillieru and Birżebbuġa San Ġorġ.



MERCHANT SHIPPING

DIRECTORATE

The Directorate regulates and administers all matters relating to merchant shipping and marine pollution prevention under the Merchant Shipping Act, including ship and yacht registration under the Malta flag and their technical performance on safety and pollution prevention. It also regulates the employment and certification of seafarers, licenses shipping organisations, administers maritime radio communication services for Maltese ships, and represents Malta in international shipping fora. Five departments deliver this remit through a unified approach.

Context. 2025 brought further disruption to global shipping. The Red Sea crisis, the conflict in Ukraine and persistent tension across the Middle East continued to pose security risks and disrupt trade flows, while sanctions, rising operating costs and new carbon emission regulation reshaped the transport landscape. The Directorate responded with strategic, regulatory and operational adaptation.

REGISTRY PERFORMANCE

Indicator	2025
Vessels registered	960
Gross tonnage registered	7,911,992
Vessels cancelled from registry	496
Gross tonnage cancelled	6,083,499
Ships on register at 31 December 2025	10,456
Total gross tonnage at 31 December 2025	91.39 million
Growth in registered gross tonnage	**+1.66%**
Superyachts over 24 metres under the Malta flag	**1,316+**
Growth in superyacht registrations	**+8.8%**

Malta remains the largest ship register in Europe and the number one superyacht registry worldwide.

FLEET AGE PROFILE

Measure	Years
Average age of vessels registered during 2025	10.41
Average age of vessels of 100 gross tonnage and over registered during 2025	9.60
Average age at deletion from registry	18.26
Average age at deletion, 100 gross tonnage and over	17.33
Average age of registered fleet, 100 gross tonnage and over, at 31 December 2025	15.00

These figures reflect a deliberate policy of quality shipping. Ships with a poor detention, safety or pollution record do not operate under the Malta flag. Growth is pursued through quality, not at its expense.

DIGITALISATION OF THE MALTA SHIP REGISTER

Deployment continued throughout 2025, building on funding secured between 2018 and 2021 under Regulation (EU) 2021/240 establishing a Technical Support Instrument, and further funding under the Recovery and Resilience Facility from October 2021.

Workstream	2025 Position
Ship Registry Archives	Scanning and digitisation continued. Vessel files dating to the register's inception are now digitally available for search and use by Directorate personnel.
Data and Document Management System	Developed through co creation workshops, completed and launched. All staff trained; departments migrated to the live environment.
Change management training	Four modules delivered to all team members, covering data governance and process optimisation to instil a digital first mindset.
Vessel Management System	Contracted in 2025. The platform will handle registry, technical compliance and billing for the Malta flagged fleet. Currently at design stage, expected to be available within two years.

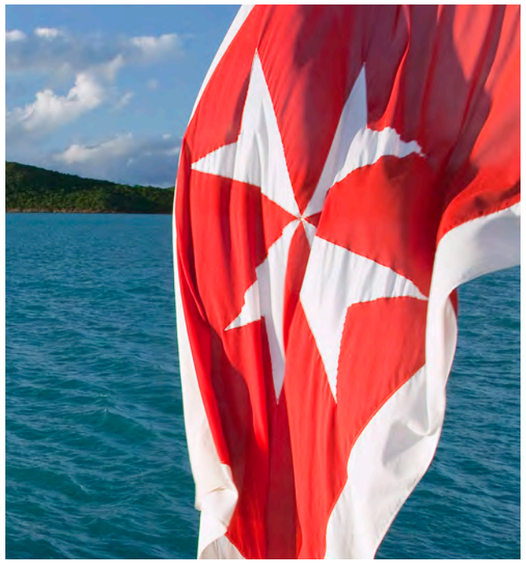
Simplified processes and electronic solutions will raise efficiency, reduce workload, eliminate gaps that give rise to human error, and provide stronger control, security, accessibility and accountability at every stage. The programme supports the EU's digitalisation policy and Malta's National Digital Strategy.

NATIONAL SKILLS STRATEGY FOR THE MARITIME SECTOR

The Directorate embarked on **Shaping Malta's Future through a National Skills Strategy and Targeted Maritime Sector Measures**, feeding directly into the National Maritime Strategy being compiled by the Ministry for Transport, Infrastructure and Public Works.

The sector must expand into biotechnology, renewable energy, offshore activity and digitalisation to remain sustainable and competitive against European and global decarbonisation commitments. It is largely composed of SMEs that struggle to access the skills required, with an ageing workforce and no economies of scale.

Working with the National Skills Council, supported by the OECD and financed by DG REFORM through the Technical Support Instrument, the Directorate initiated **Malta's first National Skills Strategy** with a specific maritime focus. Begun in September 2024, the project is nearing completion, with an **Action Plan for reforming Malta's maritime skills provision due for launch in 2026.**



FLAG STATE CONTROL

Indicator	2025
Inspections carried out	1,381
Gross tonnage inspected	61,838,864
Countries in which inspections were conducted	74
Preregistration inspections	56
Provisional Paris MoU detention rate for Maltese ships	**2.69%**

The Directorate conducts random and risk based inspections of Maltese ships worldwide through its own global network of inspectors, additional to the statutory surveys carried out by classification societies, and at Transport Malta's expense. Ships were detained until brought up to standard. Trading ships aged 15 years and over require a successful preregistration inspection; those of 10 years and over must complete a similar inspection within one month of provisional registration.

The provisional detention rate of **2.69%** reaffirms Malta's place on the Paris Memorandum white list.

PORT STATE CONTROL

Indicator	2025
Foreign flagged ships inspected	195
Share of foreign merchant ships entering Maltese ports	over 23%
Detention orders issued	10

Malta is an active member of the Paris MoU and a founding member of the Mediterranean MoU. The New Inspection Regime rewards quality shipping with a lighter inspection burden while concentrating deeper and more frequent inspection on high risk ships.

CERTIFICATION OF SEAFARERS

By the end of December 2025 the Directorate had processed **over 410,754 applications** for endorsements recognising certificates of competency issued by foreign administrations, of which **24,772 were processed during the year.**

APPROVED TRAINING CAPACITY

Category	Number
Approved maritime training providers	25
Approved STCW courses delivered	194
Approved non STCW courses	28
Shipping companies approved for in house delivery	4
In house approved STCW courses	33
Training providers renewed during 2025	2
New courses approved during 2025	4
Courses re approved during 2025	36

Examinations. The Directorate organised **17 examination sessions for 363 candidates** leading to Certificates of Competency as Master Mariner, Chief Mate, Officer in Charge of a Navigational Watch, and GMDSS General and Restricted Operator.

CERTIFICATES OF COMPETENCY ISSUED

Certificate	New	Revalidations
Officer in Charge of an Engineering Watch		6
Officer in Charge of a Navigational Watch	15	4
Chief Mate	8	4
Master Mariner	7	30
Officer in Charge of a Navigational Watch, Yachts under 3000 GT	32	5
Master Yachts under 500 GT / Chief Mate Yachts under 3000 GT	34	4
Master Yachts 3000 GT	22	4
GMDSS General Operator	41	21
GMDSS Restricted Operator		3

OTHER CERTIFICATES AND DOCUMENTS ISSUED

Document	Volume
Seaman Record Books	4,390
Basic Safety Training Certificates	1,377
Personal Survival Craft and Rescue Boat Certificates	894
Ship Security Officer, Designated Security Officer and Security Awareness Training	689
Attestation letters	598
Advanced Fire Fighting Certificates	377
Basic and Advanced Oil, Chemical and Gas Tanker Certificates	335
Medical Care and Medical First Aid	188
Yachting Record Books	154
Certificates for Ships subject to the IGF Code	106
VHF Short Range Certificates	98
Recreational Skipper	82
Master of Yachts under 200 GT	67
Deck and Engine Ratings	50
Polar Waters Certificates	45
Able Seafarer Certificates	15
Efficient Deck Hand Certificates	14
Accredited Engine Course	12
Seaman Cards	2

INTERNATIONAL RELATIONS AND PARTICIPATION

Malta was re elected to the IMO Council for the 2026 and 2027 term during the 34th session of the IMO General Assembly in November 2025, marking its **15th consecutive term** in Category C. Directorate officials participated in practically all IMO fora, including the Assembly, the Council and the Legal, Marine Environment Protection, Maritime Safety and Technical Cooperation Committees.

In June, Malta hosted the **36th Graduation Ceremony of the IMO International Maritime Law Institute**, at which **62 students** were awarded degrees in international maritime law and legislation.

The Directorate maintained close cooperation with the Malta International Shipowners Association, the Malta Maritime Forum, the Malta Maritime Law Association, the Malta Chamber of Commerce and its Yachting Section, the Super Yacht Industry Network and the Malta Chamber of SMEs.

Industry engagement. The Directorate took part in the **Monaco Yacht Show** from 24 to 27 September, and, with Yachting Malta, in the **48th Cannes Yachting Festival** and the **second Malta Boat Show**.

Quality certification. Following certification by the Malta Competition and Consumer Affairs Authority under **ISO 9001:2015**, the Directorate passed a surveillance audit in January 2025 and confirmed its certification.





EUROPEAN UNION AFFAIRS

The Directorate analysed EU legislative proposals and policy documents and drafted recommended policy directions for Malta across EU fora. Work during 2025 focused on the maritime safety package, principally the Regulation on the European Maritime Safety Agency, and on EU coordination of Member State positions for IMO Committees, notably on the reduction of greenhouse gas emissions from international shipping.

By the end of 2025 the EU had adopted nineteen packages of sanctions in response to Russia's invasion of Ukraine, many bearing directly on shipping. The Directorate worked with the Sanctions Monitoring Board on the discussions leading to their adoption and on guiding Malta flagged vessels through the applicable regime.

Officials also participated in the European Sustainable Shipping Forum, EMSA training sessions and workshops, and the Maritime Directors meeting.

LEGISLATIVE DEVELOPMENT

Instrument	Date	Effect
Merchant Shipping (Amendment) Act, 2025 (Act No. I of 2025)	**4 February 2025**	Makes the Malta Ship Register more competitive against other registers, fine tunes existing provisions and resolves conflicts between the Act and subsidiary legislation
Merchant Shipping (Maritime Labour Convention) (Amendment) Rules, 2025	**4 February 2025**	Transposes the 2022 amendments to the Maritime Labour Convention: social connectivity and internet access on board, free nutritious food and drinking water, and appropriately sized personal protective equipment for all seafarers
Merchant Shipping Fees (Amendment) Regulations, 2025	**3 October 2025**	Introduces fees applicable to the registration of a finance charter instrument

The Directorate intensified its oversight programme on Recognized Organisations and Appointed Government Surveyors acting on behalf of Malta, conducting audits in offices worldwide and participating in remote audits carried out by the European Commission.

Greenhouse gas regulation. In April 2025, **MEPC 83 approved in principle the draft legal text of the IMO Net Zero Framework**, in the form of amendments to MARPOL Annex VI, establishing a global greenhouse gas fuel intensity standard and an economic mechanism to complement the existing EEXI, CII, SEEMP and DCS measures. In October, the second extraordinary session of the MEPC adjourned adoption for one year, with technical work continuing through intersessional working groups. Negotiations are expected to reach a critical point in **April 2026.**

NOTICES ISSUED

Twenty seven notices were issued during 2025: seventeen Merchant Shipping Notices, six Technical Notices and four Information Notices.

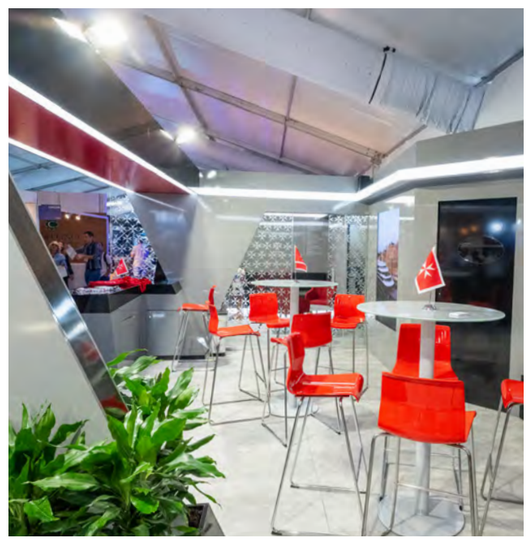
Category	Subjects Covered
Merchant Shipping Notices (17)	STCW Code Table A/VI/1–4 PSSR training; 18th and 19th Russia sanctions packages and EU sanctions updates; mandatory IMO reporting for containers lost at sea; automated external defibrillators on board; Port State Control concentrated inspection campaign on Ballast Water Management; navigation in high security tension areas; revision of the Commercial Yacht Code; electronic certificates issued by the Malta Ship Registry; Mediterranean Sulphur Emissions Control Area; promulgation of the Maritime Labour Convention Amendment Rules 2025; SABA Bank area to be avoided; seaworthiness ascertainment guidelines; minimum basic wage; Maritime Labour Convention implementation guidelines; Directorate contact details
Technical Notices (6)	Fire protection systems, appliances and compressed gas cylinders; launch tests of rescue boats and lifeboats; liferafts with extended servicing intervals; escape arrangements from lower machinery spaces; exhaust gas cleaning system malfunction reporting; fuel oil sampling guidelines for MARPOL Annex VI and SOLAS Chapter II–2
Information Notices (4)	Securing and safe handling of steel plates; counterfeit pilot ladders; national and public holidays; Directorate hours of operation

CAPACITY AND OUTLOOK

Capacity building remains continuous, augmented by specialisation, training, new systems and further digitalisation. The Directorate's training programme spans diploma, graduate and postgraduate courses in Malta and abroad, alongside short courses, seminars, workshops and familiarisation visits, funded by the Authority and through European Commission schemes.

The decline in human resources has become acute, with staff leaving for the private sector and recruitment failing to match replacement needs against an expanding regulatory framework, a larger client base and higher volumes.

2025 was a year of solid growth. Fleet growth, higher new registrations and rising tonnage reflect the confidence shipowners place in Malta, while targeted inspections and improved compliance monitoring sustained the Registry's standing in international rankings and safety indicators.





LAND TRANSPORT
DIRECTORATE

ROAD TRANSPORT LICENSING UNIT

The Unit implemented the Motor Vehicle Roadworthiness Test Regulations (S.L. 65.15) in full, including requirements under EU Directive 2014/45. It supported the sector on test equipment upgrades, **approved three new VRT stations**, and oversaw initial and refresher training courses for testers delivered by approved providers.

Quality control on VRT stations. Risk based assessment produced firm enforcement outcomes.

Action	Outcome
Operator sanction	**€22,000 fine and licence revoked,** appeal pending
Tester sanction	Appeal lost on a 2023 case, **licence revoked for one year**

Quality control measure	Volume
Post test checks on high risk vehicles	498
Unannounced inspections at VRT stations	11
Test photographs verified for correct procedure, date and time	11,165

OTHER VEHICLE INSPECTIONS IN 2025

Inspection Type	Number
Foreign country vehicles (Customs)	7,532
Foreign country vehicles (Paola)	2,036
Electric bikes and electric scooters	874
Modifications to vehicles	572
Motoring schools' vehicles	332
Foreign country engine inspections	328
Reported vehicles	7
Total	**11,681**



DRIVER AND VEHICLE LICENSING UNIT: DRIVING SECTION

Transaction	2025
Driving practical tests booked	23,912
Renewed driving licences	21,110
Changes to driving licences	20,039
Learner permits issued	17,862
New driving licences issued	6,606
Code 111 inclusions	2,339
International driving permits	2,282
Withdrawn driving licences	2,267
Licences exchanged	1,183
Seat belt exemptions	233

LICENCE REVOCATIONS

Category	Number	Consequence
Full licence, first revocation	2,532	
Second revocation	701	Permanent loss; practical test must be retaken
Probationary licence holders	367	
Third or fourth revocation	254	Repeated serious infringements
Total revoked	3,854	

A further **2,267 licences** were withdrawn or voluntarily surrendered, covering deceased holders, voluntary surrender and withdrawals under court ruling.

Achievements. In **October 2025** the Section launched an online facility allowing customers to renew expired category C and D entitlements without visiting the Authority's offices. A further feature enabling online booking of practical tests by preferred time slot is in development for launch next year. Notifications covering medical requirements and revocations are in early development.

DRIVER TRAINING AND TESTING UNIT

Activity	2025
Practical driving tests conducted	21,107
CPC periodic training applications processed	2,249
CPC initial practical demonstration tests	1,268
Light passenger transport vehicle driver certifications	1,091
Assisted theory tests	561
Driving and instructional ability tests for prospective instructors	86
Taxi driving tests	12

Achievements. Rising demand had produced a backlog across all categories, with Category B applicants waiting almost six months for a test date. The Authority **engaged and trained nine new driving examiners**, cutting the Category B wait to **approximately five weeks**. From **9 June 2025**, candidates were able to process their driving licence at the Floriana office rather than travelling to Ħal Lija or Paola.

Challenges. Waiting times for Category A motorcycles, Category C trucks and Category D buses remain under pressure. A plan to increase test volumes in these categories is being implemented, and resource allocation will be digitalised alongside next year's online booking platform.

OPERATIONS UNIT

The Unit oversees all sections of the Directorate except Public Transport, streamlining procedures to reduce bureaucracy for employees and customers alike.

Achievements in 2025:

- Coordinated and implemented the **Ta' Liesse Traffic Management Project**
- Led the **Y plate reform**, with legislative amendments and continuing legal work culminating in a major reform launch in February 2026
- Collected **over €2.5 million in Y plate fines**, to be allocated as CSR funds
- Amended regulations and engaged stakeholders across the passenger transport vehicle sector
- Managed traffic for Bulebel and coordinated works on selected Vjal Kulħadd roads with Infrastructure Malta
- Regenerated poles and signage for trailers
- Completed a system wide update of Y plate processing software and began implementing LES infringement software from **October 2025**

Challenges ahead: Y plate and passenger transport vehicle reform, the CPC framework, new service providers for tags, the light passenger transport vehicle tag audit and print regeneration, and the residential parking scheme.

SCHEDULED PUBLIC TRANSPORT

The Unit monitors compliance with the Concession Agreement between Transport Malta and the bus operator, applies sanctions where obligations are not met, and develops the service and route network.

Bus patronage reached record levels in 2025.

Indicator	2025	Change on 2024
Passenger trips	82.825 million	+9.3%
Average daily passengers	227,000	
Trips under Free Public Transport	**67.8 million**	**+8%**
Network improvements implemented	**42**	
New Park and Ride services	**5** (from two new locations)	
Buses replaced with new vehicles	**100**	
Route reliability	**99%**	
Service punctuality	**83.3%**	

Inspections. PT Officers carried out **32,057 unique on the ground inspections: 21,129** relating to safety and buses, **nearly 9,000** on drivers and other operator employees, and the remainder on infrastructure.

2026 priorities. The entire scheduled transport fleet in Gozo will be replaced with **electrically powered buses**. A further route network upgrade will be undertaken, **over 1,600 bus stop flag stickers** will be replaced, and part of the on the ground inspection process will be automated. Work will begin on the new Concession Agreement due to take effect in 2030, alongside improved interoperability with ferries and other scheduled services.



LAND TRANSPORT REGISTRY

The Registry stores and manages documents relating to every vehicle ever registered in Malta, alongside other document sets.

DRIVER AND VEHICLE LICENSING UNIT: VEHICLES

Administration fees collected reached €5,672,801, a 10% increase on 2024 (€5,147,997), reflecting a significant rise in transaction volumes across the section.

Achievements. Regularisation of vehicles with licence arrears was introduced. New electronic forms were launched, including the VEH39 declaration for lost vehicle licences, registration certificates and plates. Access to EUCARIS, the EU vehicle information platform, was updated with the Actual Vehicle Information feature. Generic registration numbers for the White Taxi fleet were changed from TY to XW.

Challenges. New online services need a more strategic approach to marketing. Raising public awareness of these services is essential to realise their efficiency and service delivery benefits.

Indicator	Volume
Vehicle files held	over 900,000
Documents incoming from other units for logging	180,000
Vehicle file movements requested by other units	11,800
LTD files requested by other units	550

Achievements. The processing and filing backlog was reduced through the year. The previously undocumented LTD file set was organised, and the same process began for the files held in the dead room. Initial steps were taken towards digitalising Registry documents.

Challenges. Staff quantity and capability remain the key constraint, partially addressed in 2025 through reorganisation and stronger controls. The Registry's performance directly affects the efficiency, reliability and accuracy of vehicle registration and licensing, and carries significant data protection and security implications.



SUSTAINABILITY, DIGITALISATION AND INTERNATIONAL AFFAIRS UNIT

The Unit covers sustainable mobility grant schemes and data analysis, digitalisation of internal IT systems, electronic forms, the website and Servizz.gov, and international affairs across EU and international land transport dossiers. From mid 2025 it also issues identification tags for passenger transport drivers.

Indicator	2025
Total grants approved	over 5,200
Total disbursed	€29.5 million
Electric vehicle grant scheme forms processed	7,200
Electric vehicle grants approved	3,685
Other grants approved	1,580
Different schemes managed	10
Passenger transport driver tags issued	2,058
International meetings attended in person	6

Achievements. New bicycle schemes were launched during the year. In house software applications were enhanced, particularly for grants management, and a tender was launched for new identification tag printing services. The Unit was active in the eFTI4All project at EU level and began local implementation of eFTI. **Digitalisation of ECMT licences within the International Transport Forum, a project led since 2017 by the Unit's Director, was formally concluded, with the new digital solution going live on 1 January 2026.** The Unit hosted two international events in Malta: the ITF Road Transport Group and an eFTI4All consortium meeting. It also supported Ministry work on the new Driving Licence Directive and ongoing files on vehicle registration, roadworthiness testing and roadside inspections.

Challenges. Human resources on the digital side remain thin, with in house application development and data analysis knowledge concentrated in the Unit's Director without backup. Vetting capacity for grant schemes, including the new driving licence surrender scheme, is constraining delivery.

The Unit grew from two people at the end of 2024 to six at the end of 2025, and now offers adequate support to the Directorate's operational units across its full scope.

AIR TRANSPORT REGULATION UNIT

The Unit shapes Malta's aviation policy and represents its interests across ICAO, ECAC, EUROCONTROL and EU fora, advocating proportionate policies that support competitiveness without imposing undue cost on operators and consumers.

ICAO Assembly. Malta participated in the 42nd Session of the ICAO Assembly in Montreal from 23 September to 3 October 2025, with the Unit supporting the Director General for Civil Aviation throughout. The Assembly addressed safety, security, climate change mitigation, sustainability, economic regulation and capacity building, and gave Malta valuable bilateral engagement with other Contracting States. In the lead up, the Unit contributed to ECAC working groups, strategic objectives and Assembly position papers.

USOAP audit. The Unit prepared for the **ICAO Universal Safety Oversight Audit Programme audit conducted in October 2025,** consolidating all information required for the LEG and ORG protocol questions, reviewing regulatory and organisational documentation, and drafting amendments to manuals and internal procedures to maintain alignment with ICAO Standards and Recommended Practices.

Air connectivity. The Unit continued to revise and implement Air Services Agreements, processing airline designations, traffic rights applications and operational authorisations. While intra EU services remain fundamental, expanding links beyond Europe depends on bilateral agreements with third countries where EU level arrangements are absent. Work continued during 2025 on extending Malta's agreement network in support of its position as an international aviation and business hub.

Environment. The Unit supported implementation of ICAO's Carbon Offsetting and Reduction Scheme for International Aviation and contributed to discussions on pathways to the Long Term Aspirational Goal of net zero CO2 emissions from international aviation by 2050, supporting approaches that balance global ambition with differentiated responsibilities.

ReFuelEU Aviation. Malta administered 13 aircraft operators falling within the scope of the Regulation during the reporting cycle. The Unit reviewed reports in detail, requested clarification where required and accepted submissions once outstanding issues were resolved. All reports were submitted through the EASA Sustainability platform. The Unit assessed options for national auditing, monitoring and verification procedures covering operators, fuel suppliers and airports.

Economic oversight and statistics. The Unit supported the National Supervisory Authority in monitoring cost efficiency, service provision and regulatory compliance under the Single European Sky, and continued to collate and transmit aviation statistics to ICAO under the Chicago Convention.

PPR AUTHORISATIONS, JANUARY TO DECEMBER 2025

Outcome	Number
Authorised	**3,748**
Rejected	20
Revoked	16
Total processed	**3,784**

Operation Type	Authorised
Commercial	**2,723**
Private	**775**
Cargo	**250**
Total	**3,748**

Medavia moved to an alternative system from November 2025, adding **104 authorisations in November and December. Cumulative authorisations across all systems and handlers totalled 3,852.** PPR requests are actively reviewed against Article 3d of EU Regulation 833/2014, alongside checks requested by the Immigration Police and other state entities.

Malta's position in the Mediterranean makes it a gateway to Europe, North Africa and the Middle East, and a preferred base for aviation business. **Malta scored 95 out of 100 on the Cape Town Convention Compliance Index, placing it in the "Very High" category** and confirming its standing as a leading jurisdiction for aviation finance and leasing.

The jurisdiction offers extensive double taxation agreements, competitive aircraft depreciation policies, flexible registration options, fractional ownership recognition, Cape Town Convention compliance securing lender rights, a skilled multilingual workforce, responsive business oriented services, strong safety and security protocols, and the stability of an EASA member state with leading maritime and financial services sectors. The Directorate certifies operators and issues Air Operator Certificates under EASA regulations. The Aircraft Registration Act of 2010 and its 2016 amendments protect the rights of owners and lenders.

INITIAL CERTIFICATION AND BUSINESS DEVELOPMENT UNIT

The Unit handles preliminary enquiries from prospective operators and manages the pre application and application phases of initial Air Operator Certificate processes, promoting an integrated approach between flight operations and airworthiness before newly certified operators pass to continuous oversight.

Activity	2025	2026 Target
Preliminary meetings	21	30
Pre application meetings	10	15
AOCs issued	5	12

AOCs issued in 2025: Fly Play Europe Ltd (MT–85), Fly Solutions Ltd (MT–86), LEAF Lease and Fly Ltd (MT–87), Fly2Sky Malta Ltd (MT–88) and QE Europe Ltd (MT–89).

The 2026 programme targets **12 certifications**, comprising nine business jet operators, one helicopter operator, one airliner and one ACMI operator.



SAFETY AND COMPLIANCE UNIT

The Unit liaises with the inspectorate units across the Directorate to ensure every safety concern is shared, discussed, mitigated and monitored through its life cycle, and publishes safety promotional material and reports for the local industry.

Occurrence reporting. Under Regulation (EU) 376/2014, operators and aviation professionals are required to report occurrences, with the sole objective of preventing accidents and incidents rather than attributing blame or liability. Reports classified as Mandatory Occurrence Reports are scored using the European Risk Classification Scheme and followed up to confirm that causal factors, root cause analysis and mitigation measures have been identified by the operator. The most common event category does not necessarily carry the highest safety risk.

State safety documentation. The State Safety Programme is the master document for all safety activities performed by the State. The Unit published the **Malta Civil Aviation Safety Report**, the annual review of Maltese civil aviation safety data, and prepares and conducts the Directorate's internal audit programme.

AIR NAVIGATION SERVICES AND AERODROMES UNIT

The Unit conducted occurrence investigations, audits and inspections on Malta Air Traffic Services, Malta International Airport and the provider of meteorological services for the Malta Flight Information Region, and hosted an EASA standardisation team visit.

Technical milestones.

- **Controller Pilot Data Link Communications reached maturity,** complementing voice radio communication between controllers and pilots.
- **Free Route Airspace was expanded to FL195,** reducing emissions by improving aircraft efficiency.
- **A new VOR DME navigation beacon was installed in Gozo**, providing navigation redundancy. While Malta's FIR has been relatively unaffected by GNSS disruption, the new system adds a further layer of security for aircraft in the region.

The Unit remained active in EASA and Eurocontrol groups and committees, shaping policy and supporting air traffic management initiatives across Europe, and maintains the Local Single Sky Implementation document setting out collective progress against the European ATM Master Plan.

On the aerodrome side, safety oversight covered signage and aircraft taxi schemes during airport development, hazards from structures capable of causing dangerous sun reflection, security issues arising from new developments, and continued tree height control and enforcement around the airport.



PERSONNEL LICENSING UNIT

The Unit licenses, validates, examines and oversees aviation personnel and approved training organisations

Indicator	2025
Pilot licences managed	2,103
Newly issued licences	309
Pilot validations processed	175
National Pilot Licences	9
Sailplane licences	1
Theoretical examinations administered	3,764
Airline Transport Pilot Licence examinations	2,459
Private Pilot Licence, Aeroplane	1,182
Private Pilot Licence, Helicopter	123
Cabin crew attestations issued in 2025	622
Cumulative cabin crew attestations to date	5,474
Language proficiency tests facilitated	over 4,000
Audits and inspections conducted	over 270
Non compliances identified	over 70
Flight Simulation Training Devices under oversight	16

ORGANISATIONS UNDER OVERSIGHT: 31 ENTITIES

Entity Type	Number
Approved Training Organisations	12
Cabin Crew Training Organisations	6
Foreign Examination Centres	5
Language Testing Bodies	4
Flight Simulation Training Device Operators	2
ATCO Training Organisation	1
Aero Medical Centre	1

Safety promotion. Safety awareness posters were published on the Transport Malta website, and the Unit began publishing cabin crew safety and training material. The Aeromedical Section launched a health promotion initiative encouraging aviation professionals to manage their health actively and maintain fitness to operate safely, supported by posters published online.

AIRWORTHINESS INSPECTORATE UNIT

The Unit is staffed by **27 personnel** and was audited as part of the ICAO USOAP audit of Malta in October 2025 and by the FAA in April 2025 in respect of FAA approved Repair Stations located in Malta.

The Malta Aircraft Register reached 939 aircraft at the end of 2025. A record **92 aircraft were deregistered** during the year

AIRCRAFT REGISTERED DURING 2025, BY TYPE

Aircraft Type	Number
Airliner	69
Large business jet	17
Small business jet	10
Light aircraft	9
Medium sized business jet	7
Helicopter	7
Total	119

CERTIFICATION ACTIVITY

Certificate	Issued
Airworthiness Review Certificates issued or renewed	232
Noise Certificates	161
Certificates of Airworthiness	120
EASA Permits to Fly	50
Export Conformity Statements	19
National Permits to Fly	9
Mode S addresses issued	128
406MHz ELT codes issued	123

The Inspectorate conducted **more than 390 desktop reviews** of manuals, Aircraft Maintenance Programmes, procedures, Minimum Equipment Lists and documentation for approval or acceptance. Audits follow the continuous biannual or risk based oversight plan for every approved organisation, supplemented by audits triggered by organisational change.

Aircraft Continuing Airworthiness Monitoring. ACAM is a mandatory sampling programme under Regulation (EU) 1321/2013 Annex I Part–M, covering certification inspections, physical inspections during maintenance, airworthiness reviews, technical record reviews and ramp inspections. Inspections rose in 2025, **increasing sampling of the total aircraft fleet by 4% against 2024.**



SAFETY ASSESSMENT OF FOREIGN AND COMMUNITY AIRCRAFT

Indicator	2025
SAFA and SACA inspections	82
Alcohol tests on flight and cabin crew	14

Ramp inspections increased again on previous years. **All 14 alcohol tests returned negative results.**

ORGANISATION APPROVALS

Organisation	Type	Approval Number	Date of Issue
Orion Aviation Ltd	CAMO	MT.CAMO.0107	15 January 2025
European SAO Ltd	CAMO	MT.CAMO.0108	16 October 2025
Spectrum Technics Ltd	Part-145	MT.145.0026	21 March 2025

Eleven Part-145 approval variations were issued during 2025. One Part-147 organisation surrendered its approval.

AIRCRAFT MAINTENANCE LICENCES

Licence Category	Number
Part-66 variations	167
Category A1 initial issue	53 (50 including B1.1 or B1.3)
Category B1.1	50
Part-66 renewals	39
Category B2	10
Category A3	3
Category B1.3	3
Category B1.2	Nil

Sixty five new Part-66 aircraft maintenance licences were issued, bringing the **total valid at the end of 2025 to 678. Thirty Part-66 module examination sessions** at B1.1 and B2 level were held with MCAST.

Challenges. Phasing in Part-IS requirements for the Authority and for Part-CAMO and Part-145 organisations under the Directorate's responsibility, together with the associated training, is the principal task ahead.

FLIGHT OPERATIONS INSPECTORATE UNIT

The ICAO USOAP audit was the major event of 2025, with numerous inspectors working full time on preparation through much of the year. **The audit returned an implementation rate of 87% for the Operations domain, a satisfactory outcome.**

Five new Air Operator Certificates were issued in 2025, in line with the average of previous years, bringing the total number of operators under the Inspectorate's oversight to **54**.

Audit or Inspection Type	Number
Raised findings	849
Training inspections, flight crew	38
Flight inspections	30
Principal place of business	8
Outstation base	8
Training inspections, cabin crew	7
Cabin inspections	6

Oversight activity remained consistent with the preceding year. Cooperation with the Personnel Licensing Unit on FSTD certification is fully established. Alongside operators certified in Malta, the Inspectorate continued oversight on behalf of EASA for two major airlines with extensive European networks, and sustained safety promotion through periodic Operations Advisory Notices.

DRONES

2025 delivered the first EASA authorisation for a pyrodrone swarm show. A fourth Light UAS Certificate was issued to HighEye Ltd, and annual audits and flight inspections were conducted for the three existing LUC holders: Swissdrones Ltd, Dronamics Europe Airlines Ltd and SkyeBase International Ltd. The unit also issued UAS operator registrations and remote pilot licences across the A1, A2 and A3 categories.



CORPORATE SERVICES

DIRECTORATE

OPERATIONS UNIT

The Unit is the operational engine of the Authority, providing logistical, administrative and cross directorate support, and acting as the coordination hub that turns strategic direction into delivery. Its mandate spans operational logistics and internal coordination, facilities and infrastructure oversight, fleet and asset management, operational risk and business continuity, and process optimisation.

Achievements in 2025:

- Led implementation of the Oracle ERP system, live from April 2025, including Order Management integration
- Contributed to the revision of the Malta Road Code and amendments to S.L. 499.57, launched in July 2025
- Coordinated Authority wide digitisation, covering the new website gap analysis, online forms and document scanning, monitoring of VERA and DLS procurement, and support for TRL, iRoads and TM Alert
- Developed Authority wide operational dashboards and KPIs, strengthening transparency and evidence based decision making
- Advanced the business process engineering framework to standardise operating procedures across the Authority
- Formed a Destruction Board to improve asset governance and compliance
- Implemented a Street Responsibility GIS layer, improving operational clarity and accountability
- Initiated Customer Care transformation on a service based model with CRM integration
- Closed a cost benefit analysis on office expansion options, prepared detailed expansion reports for the Gozo offices, and negotiated potential expansion of offices, warehouses and storage
- Continued the Maritime House Refurbishment Project, targeted for completion in Q3 2026
- Initiated the Port Workers Project at design and procurement phase and relaunched the Boiler Wharf Shed Project
- Played a central role in the Comino reorganisation (summer 2025), the mooring areas reorganisation and Flagstone Wharf Project Phase 1
- Initiated new internal capability sections covering Corporate Office Architect, Quantity Surveying and Quality Assurance
- Coordinated implementation of the national Reshaping Our Mobility measures and oversaw monitoring of transport budget measures

The Unit provided strategic support to multiple directorates on projects valued in the millions of euro, alongside operational assessments requiring hundreds of hours of resource commitment.

Challenges. Property restructuring and expansion, closure of current projects, cost reduction alongside improved efficiency, better customer care and service delivery, and continued support for digital transformation.

COMPLIANCE AND RISK MANAGEMENT UNIT

The Unit was formally established in mid 2025, a key step in strengthening governance, regulatory compliance and risk management across the Authority. It assesses and monitors adherence to laws, regulations, policies and internal controls across every directorate, unit and section, and guides the identification, assessment, management and reporting of risks to strategic and operational objectives.

Compliance is delivered through **Compliance Reviews**, which give assurance on the effectiveness of controls and issue recommendations, and **Verifications of Facts**, triggered by reported incidents to establish facts, assess compliance and determine whether further action is required.

Output	2025
Recommendations reported	188
Verification of Facts reports completed	16
Advice provided	22
Compliance reports completed	7

Achievements. A comprehensive Compliance and Risk Management Framework was developed and formalised, including a **Charter** defining the mandate, authority and independence of the function, an **Internal Controls Assessment Methodology and a Risk Rating Methodology**. Standard operating procedures were developed for Compliance Reviews and Verifications of Facts, covering planning, execution, reporting and follow up. Extensive engagement with directorates built understanding of their functions, processes and regulatory obligations, and groundwork was laid for an **Authority wide Risk Register.**

Challenges. A formal compliance and risk function represents a cultural shift. Building awareness that compliance supports operations rather than burdening them remains an ongoing process, as does defining roles, responsibilities and expectations consistently across all directorates.



CUSTOMER CARE UNIT

The Unit operates the complaints and queries process required under the Authority for Transport in Malta Act (Act XV of 2009), Directive IV and applicable Maltese legislation. It covers the main reception at Lija, the Land Transport hall at Lija and the Port Workers reception at Marsa, and intervenes at the Ports and Yachting and Merchant Shipping halls when critical situations arise.

CUSTOMER VISITS TO LIJA

Year	Customers Served
2021	3,651
2022	11,191
2023	12,714
2024	**26,913**
2025	Slight decrease

The 2025 decrease follows the move of Land Transport services online and the provision of certain services by authorised third parties such as insurance agencies.

Achievements. Operating with **just two Customer Care Officers**, the Unit sustained a high quality of service, confirmed by the **Mystery Shopping Exercise conducted by the Office of the Prime Minister**. Rising visitor numbers, which spike around regulatory changes and grant schemes, prompted work on suitable waiting areas and on alternative service channels.

Outlook. The team has worked with top management on a reengineering project to develop a holistic customer relations structure for Transport Malta, with the customer at its centre.

HUMAN RESOURCES AND MAINTENANCE DEPARTMENT

Indicator	2025
Training programmes delivered	over 40
Workforce participating in training and development	over 70%
Employees on telework or flexible arrangements	approximately 30%
HR policies reviewed or updated	18
Employee wellbeing initiatives conducted	10

Achievements. Recruitment and talent acquisition were streamlined, reducing time to hire and improving candidate quality across multiple directorates including hard to fill technical and specialist roles. Updated collective agreement provisions were implemented, giving consistency in salary structures, allowances and career progression. Internal mobility remained a priority through internal calls, promotions and acting appointments.

Training expanded into leadership development, regulatory compliance, customer service and digital skills. Collaboration with external partners strengthened wellbeing initiatives, particularly on mental health awareness, early intervention and access to support.

A dedicated Health and Safety Manager was employed during 2025, a significant step in reinforcing the Authority's safety culture. The role has focused on strengthening processes, raising awareness of statutory obligations and embedding safety at every level. A structured Authority wide approach will be implemented in 2026.

Telework and flexible working were further embedded in policy, supporting employees with caring responsibilities while maintaining productivity and accountability. Organigrams and workforce requirements were reviewed with directorates to keep structures aligned with operational demand.

Challenges. Recruitment in specialised and technical roles remains competitive against labour market constraints. Workforce capacity pressures persist in high demand operational areas, requiring careful planning and prioritisation while maintaining equitable workload distribution and service quality. Sustaining employee wellbeing in a demanding regulatory and enforcement environment continues to require investment in mental health support and occupational safety.

2026 priorities. Enhanced induction and onboarding programmes, particularly for frontline enforcement and outdoor staff, and continued expansion of welfare measures aligned with occupational health and safety considerations.



CORPORATE SOCIAL RESPONSIBILITY

A dedicated CSR Office was formally established in 2025, giving focus, coordination and visibility to work the Authority has supported for several years. A CSR identity was introduced, including the tagline **"They Matter, We Care".**

Philanthropic support was extended to nationally recognised social and welfare causes. The Office coordinated internal awareness and educational initiatives on wellbeing, inclusion and social responsibility, and maintained a presence in selected community aligned initiatives through awareness raising and employee engagement.

Challenges. CSR within a public authority requires balancing social contribution with regulatory responsibility, ensuring transparency in decision making, and maintaining a clear distinction between strategic CSR activity and internal engagement. Aligning diverse initiatives under one coherent framework required careful coordination.

Outlook. 2026 will emphasise deepening impact rather than expanding activity, focusing on stronger philanthropic alignment, better awareness based initiatives and transparent communication.

PROCUREMENT DEPARTMENT

The Department manages every procurement process for the Authority and advises all eight directorates on procurement matters, in line with public procurement regulations and internal governance frameworks. Each request is checked individually for compliance and against monetary approval thresholds.

Procurement Activity	Number	Notes
Requests processed through Oracle ERP	4,900	
Items approved by the Tendering Committee	616	Across **22 meetings**; all procurement and purchase requests exceeding €10,000 excluding VAT
Quotations issued	474	88 through EPPS, 386 by email
Direct orders	146	
Tenders issued	70	**13 awarded (19%)**
DPS specific contracts	22	Architectural services and line markings
Audit Committee items	17	Items exceeding €250,000 excluding VAT
Negotiated procedures	15	**6 concluded (40%)**
Preliminary Market Consultations	9	

Achievements. The Authority replaced its internal automated procurement system with **Oracle ERP, migrating in April 2025.** The Department played an active role throughout, delivering hands on training to other users and validating procurement requests to minimise error during transition. It recommended and supported the development of dedicated online learning videos as an ongoing reference for staff raising requests, and organised workshops to accelerate the learning curve. **The system was fully operational by year end with all raised issues resolved.**

Challenges. A team of **nine staff** managed a high volume of requests across directorates spanning air, land and sea transport as well as corporate services. Procurement at Transport Malta does not follow a single approach, and each distinct call requires specific processing. Urgencies and shifts in strategy demanded flexibility and rapid response.

2026 priorities. Further process optimisation and reporting, continued training and development on procurement matters, and support for the Authority's sustainability initiatives.



PROPERTY UNIT

The Unit plans and monitors corporate services delivery, covering motor fleet management for owned and leased vehicles, structural maintenance, cleaning and hygiene, meeting and conference facilities, insurance liaison following vehicle incidents, asset management, resource deployment on departmental projects, departmental reporting for internal and parliamentary purposes, and support on tender drafting including conditions, specifications and bills of quantities.

Achievements. Civil, finishing and mechanical and electrical works were drafted with an engaged architect and engineer for both projects at the **Port Operations Centre, Marsa.** Initial preparations and internal consultancy were completed for the proposed **Floriana project for the Driving, Testing and Training Unit**, improving the venue as both offices and storage. The tender for **civil works at Maritime House** was awarded and works commenced.

Challenges. Awarded works are contracted to fixed timeframes, but delays caused by third parties or unforeseen obstacles cannot always be prevented.



ENFORCEMENT
DIRECTORATE

TRAFFIC CONTROL CENTRE: OPERATIONS

The Traffic Management and Enforcement Unit ensures the safe, efficient and orderly movement of people and goods across the road network, combining traffic flow management, traffic law enforcement, incident response, road safety education and coordination with emergency and transport agencies.

The Traffic Control Centre is the hub for real time monitoring and decision making, using CCTV surveillance, communication systems and data analytics platforms to monitor conditions, identify incidents and manage traffic. Through the TCC, officers respond to accidents, obstructions, road damage, weather events and special events by deploying to the scene, issuing TM Alerts to road users, coordinating diversions and reporting emergencies to other departments.

Achievements. Clearer information sharing, regular cross team meetings and unified priorities reduced delays, improved compliance and enabled faster, more consistent decisions. Traffic signal timings were optimised along major corridors to improve peak period travel times, and proactive traffic management plans were implemented for public events and emergencies. Enhanced rapid incident clearance strategies reduced response and recovery times.

The Enforcement Department increased roadside inspections and improved officer efficiency at congestion hotspots. **A Special Enforcement Unit and an enforcement portal were created,** strengthening monitoring, reporting and enforcement. Radio communication was strengthened through timely traffic updates and stakeholder engagement, and **a new motorcycle added to the Motorcycle Unit in Q2 2025** extended incident response coverage and cut response times.

SUPPORT PROVIDED TO OTHER AGENCIES IN 2025

Requesting Body	Requests	Nature of Support
Mater Dei Hospital Emergency Services	364	Full and partial road closures to create safe working environments, clearance of obstructing vehicles, unobstructed ambulance access
Civil Protection Department	228	Traffic control at emergency scenes, secure access routes, road closures protecting first responders
Malta Police Force	216	Traffic management at accident scenes, temporary closures, securing incident areas during investigations and magisterial inquiries
Malta Public Transport	126	Route deviations, vehicle obstructions, breakdowns, passenger safety
Cleansing Department	24	Road cleaning and worker protection
Enemalta plc	22	Urgent repairs and generator deployment, principally in summer

Escort and Deployment Activity	Volume
High priority medical escorts	38
Emergency escorts for fire appliances	14
Water carriers and fire appliances escorted during two major CPD operations	446
Major multi agency emergency operations	4
Spot checks conducted by SEU and ORU units	133

Roads were reopened only after being cleared and declared safe by the Police or a Magistrate. Spot checks reviewed insurance policies, road licensing and vehicle roadworthiness.

Challenges. Persistent congestion during peak hours and in high density commercial areas is compounded by limited road capacity, ongoing infrastructure works and unplanned roadside activity, including local council permits issued without consultation with Transport Malta. Noncompliance with traffic law, including speeding, signal violations, distracted driving and illegal parking, continues to drive collisions and disruption, and consistent enforcement across a wide network with limited manpower remains difficult.

The TCC faces technical constraints. Integrating legacy systems with modern intelligent transport technology requires continuous upgrade and maintenance. Equipment downtime, communication deficiencies and data accuracy concerns affect response times: the radio location system is at times inaccurate, impeding officer guidance and identification of the nearest patrol, and **strategic CCTV cameras have been lost at certain locations for months, some remaining non operational for years.** Rising traffic volumes demand stronger analytical capability and skilled personnel.

Recommendation. A unified data platform has been recommended to improve information sharing within the Department, alongside continued public awareness initiatives, educational campaigns and media engagement.

TRAFFIC CONTROL CENTRE: TECHNICAL

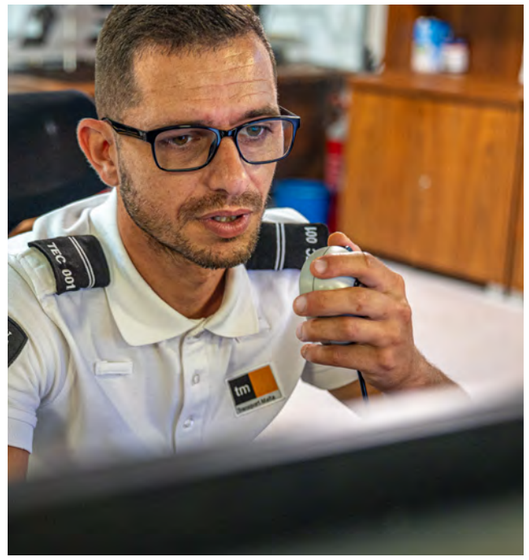
The Control Room is the central hub for monitoring, managing and coordinating critical operations, running around the clock to maintain the availability of systems, networks and equipment while providing real time situational awareness. It manages CCTV surveillance, network infrastructure, alarm systems and automated control tools, supported by software for monitoring, analytics and predictive maintenance.

TECHNICAL ACHIEVEMENTS IN 2025

Improvement	Result
Automation enhancements	Automated alerts and workflow triggers for system anomalies **cut response times to technical incidents by 35%**
Network optimisation	Bandwidth and connectivity optimised across all systems, delivering a **25% improvement in data transmission speed** and reduced downtime
System upgrades	Monitoring and control systems upgraded with advanced software, improving real time data visualisation and reliability
New tools	Predictive maintenance modules and analytics dashboards integrated, enabling early detection of potential failures

Redundant server configurations and backup power solutions were introduced to maintain operations during outages and system faults. CCTV and other monitoring platforms were upgraded, improving accuracy, coverage and recording. Technical procedures for troubleshooting and maintenance were standardised. Targeted training covered advanced control room software, cybersecurity protocols and emergency response systems. **The Control Room was commended for high system uptime, seamless monitoring operations and proactive technical management.**

Challenges. Seven areas are under active management: system reliability against ageing hardware and software glitches, addressed through redundancy, automated failover and predictive maintenance; cybersecurity, through real time network monitoring, firewall optimisation, malware detection and operator training; data management, through analytics platforms and dashboards that filter growing operational data volumes into actionable insight; system integration and interoperability during upgrades; response times to technical incidents, through automated alerting and scenario based drills; skills development against rapid technological change; and infrastructure limitations including bandwidth constraints and power fluctuation, addressed through network optimisation and backup power.



SPECIAL ENFORCEMENT UNIT

The Special Enforcement Unit was established in January 2025 with eight sworn officers.

Activity	2025
Fines issued	10,654
Vehicles inspected	9,829
Vehicles towed for noncompliance	343

The Unit concentrated early in the year on spot checks and street level abuses. Road safety infringements were readily identifiable in the opening months; by the latter part of the year, conditions on the road had improved measurably. **The clearest achievement of the Unit's first year was that visible improvement in road safety.**

MOTORCYCLE UNIT

The Motorcycle Unit was rebuilt during the final quarter of 2025 and returned to full operational strength.

Activity	2025
Fines issued	563
Accidents attended	256
Reports assisted	213
Escorts provided	49
Vehicles towed	40

OPERATIONAL RESPONSE UNIT: SPOT CHECKS

The Unit conducts regular day and night inspections across vehicle categories.

Vehicle Category	Checks Applied
Private vehicles	Seat belt use by driver and passengers, valid licence for the category driven, valid vehicle licence and insurance, roadworthy tyres, lawful window tinting
Commercial vehicles (Y plates)	All private vehicle checks plus valid driver tag, passenger numbers within permitted limits, insurance covering the driver, fully equipped first aid kit, valid fire extinguisher, warning triangle
Foreign plated vehicles	All private vehicle checks plus verification of driver nationality and documentation; Maltese nationals and foreign nationals holding Maltese documents require a 30 day Transport Malta permit
GV plates	No rear passenger seats permitted; contravention issued and vehicle referred to the Vehicle Inspection Unit where found
Trailers	Third plate matching the towing vehicle registration, registered with Transport Malta, with clearly visible rear lighting

Any vehicle found with unacceptable tyres, broken lights, illegal window tinting where the driver refuses removal, excessive smoke emissions or any condition contrary to Maltese legislation receives a contravention and is referred to the Vehicle Inspection Unit.

Period	Activity
January to June 2025	**27 spot checks** conducted; **1,346 vehicles** checked; **99 vehicles** towed
July to December 2025, by shift	Shift C **62 towed**; Shift D **50 towed**; Shift B **14 towed**; Shift A **6 towed**

Achievement. From July 2025, responsibility for all inspections carried out by every ORU shift was consolidated under a single executive, delivering full oversight and a complete record of activity.

Challenges. Where a vehicle is found without a road licence, drivers frequently pay online after being stopped, obliging the officer to release them once the procedure is complete. Foreign nationals rarely carry the passport or arrival documentation required to establish length of stay.



OPERATIONAL RESPONSE UNIT: CLAMPING

The Department enforces clamping regulations in designated areas. **From June 2025, clamping responsibilities were formally separated from spot checks** and assigned to a dedicated team, having previously been carried out collectively by all operational staff.

Clamping is enforced principally on foreign registered vehicles and trailers in breach of regulations, in areas where official signage is installed and where trailers are prohibited from parking. Each clamping is recorded in the logbook with photographic evidence, and an official sticker bearing a reference number, contact details and the **€180 fine** is affixed to the windscreen. Trailers in clamping zones are subject to the same fine under Legal Notice S.L. 65.13. Foreign registered vehicles parked lawfully but unused in the same location are photographed and logged, and towed on the instructions of the Authority if they remain in position after seven months.

CLAMPING ACTIVITY 2025

Period	Vehicles Clamped	Vehicles Towed	Fines Collected
January to May (consolidated)	**253**	21	**€45,540**
June	13		€2,340
July	23	2	€4,140
August	33	6	€5,940
September	18		€3,240
October	34	1	€6,120
November	26	1	€4,680
December	8	3	€1,440
Total	**408**	**34**	**€73,440**

Figures for January to May are consolidated, reflecting collective recording before the June restructuring.

Achievements. The restructuring gave clearer role allocation, improved oversight and more focused execution. A dedicated officer was assigned to compile clamping statistics for each operational group, recording location, vehicle type, towing outcome and whether fines were settled. This systematic record keeping improved transparency and enabled monitoring of compliance trends and enforcement effectiveness. Procedures for foreign registered vehicles and trailers were strengthened, with photographic evidence and logbook entries improving traceability.

Challenges. Staff scheduling during extended operations was resolved through a staggered start proposal, with one group commencing at 05:00 and another at 06:00; agreement was reached following discussion and escalation, and operational continuity during prolonged incidents has improved. Enforcement actions leading to court charges bring confrontation risk, occasionally requiring police assistance to ensure staff safety. Sourcing clamps with the correct specifications, minimising vehicle damage while remaining effective, was resolved with management support. Limited availability of operational vehicles remains a constraint, with a procurement proposal under active consideration.

VEHICLE INSPECTION UNIT

The Unit regulates the condition and operation of vehicles on public roads through inspection and enforcement, contributing directly to accident prevention, fair competition within the transport sector and the efficiency of the road transport system. It comprises **six Enforcement Officers, two Senior Officers and two Executives.**

Specialised work covers roadside inspections, the weighing of heavy duty vehicles and their cargo, and ADR inspections relating to the transport of dangerous goods. Weighing matters because overloading affects vehicle stability, braking efficiency and road infrastructure. ADR inspections verify documentation, vehicle equipment and driver training.

THE UNIT INSPECTED AND STOPPED 8,351 VEHICLES ACROSS 280 OPERATIONAL DAYS.

Vehicle Category	Inspected
N2 medium goods vehicles	3,224
N1 and M1 light goods vehicles and passenger cars in commercial use	1,832
N3 heavy goods vehicles	1,658
O4 trailers	286

Specialised Activity	Volume
Weighing operations	1,208
ADR dangerous goods inspections	133
Tachograph inspections	10

Challenges. Heavy rain affects operations, and language barriers complicate communication with international drivers.

VALLETTA UNIT

The Unit monitors vehicle access to pedestrian areas and manages traffic within Valletta. It comprises **10 Enforcement Officers, 3 Senior Officers and an Executive,** deployed across three shifts.

Duties are structured across the day: traffic management at Pjazza Kastilja on the morning shift, patrolling of pedestrian areas throughout the day, and traffic management around the Independence Monument and War Monument roundabout on the afternoon shift. The Unit escorts vehicles arriving for events and activities in Valletta, handles credentials twice monthly, and covers Cabinet parking in Triq Merkanti on Tuesdays and parliamentary activity on Mondays, Tuesdays and Wednesdays.

Achievement. The Unit was restructured during the year, with four Enforcement Officers rotated and replaced and three Senior Officers appointed, followed by a sustained training and organisation effort.

A persistent congestion problem on the Independence Monument exit from Valletta was resolved through a revised deployment of **five officers rather than three**: one operating the traffic lights by remote, one managing traffic at the lights during phase changes, one directing traffic at the end of Triq l Assedju il Kbir, and two closing the Triq Sant Anton direction and the line exit in step with the light changes. **The arrangement clears Valletta of vehicles by 17:00.**

Challenges. Pedestrian areas are unmonitored during the 13:15 to 14:00 shift change, and on Mondays and Thursdays when they open for deliveries between 14:30 and 16:30.

EVENTS

Transport Malta issued 890 No Objection permits during 2025, with only two objections, both resolved once organisers followed the Authority's guidance. The Authority participated in **30 major events,** most managed solely by Transport Malta personnel, an approach that proved highly effective in maintaining full control over traffic management.

Indicator	2025
No Objection permits issued	890
Objections raised	2
Major events supported	30
Officer deployment per event	22 to 28
Events rejected for manpower shortage	Zero

Venues included Ta' Qali, the Floriana Granaries and other national sites. Coordination meetings were held with all stakeholders before every major event, and where requests exceeded available personnel, Transport Malta worked with organisers to redesign traffic plans rather than decline. **Many organisers specifically requested Transport Malta officers to manage traffic arrangements,** reflecting trust in the team's professionalism and reliability.

RECOMMENDATIONS FOR 2026.

Area	Recommendation
Administration	Introduce an online booking system to replace JotForm; maintain current payment terms, as **98% of clients honour payments on time**; ensure timely invoicing with prompt reminders to finance
Human resources	Create a dedicated pool of Executives, Senior Officers and Officers for large scale events
Equipment	Purchase two portable electronic signage units for events and emergencies, and a small fully equipped mobile control room vehicle





INFORMATION AND COMMUNICATION TECHNOLOGY

DIRECTORATE

The Directorate keeps every Transport Malta site digitally connected, secure and operational, from Paola and Gozo to radar stations and ports. It has evolved from traditional IT support into an enabler of digital transformation, and operates through four units: the Office of the CIO and Administration, ICT Business Solutions, ICT Operations, and GIS and Policy Coordination.

Core responsibilities span infrastructure and service maintenance across all sites, systems development and project management, cybersecurity and data protection, end user support, and specialised systems support covering street cameras for traffic management, the Maritime Control Centre, Vessel Traffic Services, radar stations and GIS for roadworks and spatial data.

SYSTEMS DEVELOPMENT AND MODERNISATION

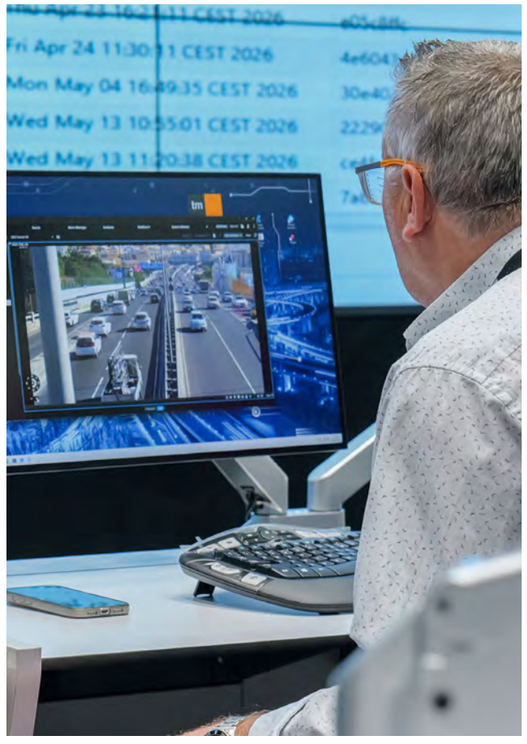
The Directorate managed core platforms including **VERA 1, eREG, EUCARIS, DLS, Online Permits and SSR**, coordinating enhancements against evolving operational requirements, and supported major enterprise initiatives including **Oracle ERP, the Merchant Shipping digitalisation project, the Civil Aviation online register and the Intelligent Transport Management System.**

During the year the Directorate advanced the **VERA2 modernisation programme**, drafting detailed requirements and liaising with internal and external stakeholders; initiated the requirements definition phase for **DLS**; oversaw the rollout of **eForms**; and led new technology initiatives including Azure related developments and SSR enhancements.

INFRASTRUCTURE

The Directorate led or supported implementation of the **Intelligent Transport Management System, the Traffic Control Centre, the Digital Roads Infrastructure projects and the Maritime Control Centre.** It spearheaded connectivity upgrades across sites including cameras and other operational assets, and led improvements to hosting and disaster recovery environments. It also supported infrastructure development for Vessel Traffic Services, the Roads and Coastal Unit setup and the quality management system for small ships.

Two Preliminary Market Consultations were issued to initiate tenders for new servers and firewalls, strengthening core infrastructure and security. Certain legacy components were identified as requiring significant modernisation or full replacement.



GIS AND SPATIAL INTELLIGENCE

Development of the TM Roads System continued in collaboration with TRL, refining geospatial data integration, improving permit tracking and mapping, and enabling better coordination of roadworks through accurate real time spatial information. **TM Alert** was enhanced using GIS to improve visualisation and communication of road closures, traffic disruptions and infrastructure works to internal stakeholders and the public.

SUPPORT AND SERVICE DELIVERY

Indicator	2025
Service Desk incidents handled	3,783
Requests for Service raised	2,561
HR SOP requests received	533
New user setups	241
Amendments	243
User deletions	49
Desktops replaced	82
Laptops replaced	79
Requests supported outside office hours	56

SECURITY AND GOVERNANCE

The Directorate enhanced cybersecurity awareness across the Authority, conducted cybersecurity testing with MITA, and implemented auditing software for the Public Transport section, Ports Security and the Land Transport Testing and Training section. Significant progress was made on **NIS2 compliance**, alongside policy and procedure updates and the testing of AI technologies.

Challenges. The Directorate balanced high volumes of daily support against the delivery of major modernisation projects, while maintaining connectivity, secure infrastructure and system availability across dispersed operations. Legacy systems in urgent need of upgrade or replacement were identified. Emerging technologies including AI and cloud services required careful evaluation, and managing multiple simultaneous projects tested resource allocation, prioritisation and risk management.

In a multi site authority such as Transport Malta, ICT is not merely supportive. It is foundational. Through GIS and data analytics, the Directorate equips decision makers to plan effectively, allocate resources and address emerging challenges.

Prepared for the Board of Transport Malta. Contributions from the Marketing and Communications Department were outstanding at the time of consolidation.

