

**CIVIL AVIATION AUTHORITY  
MINUTES OF THE 569<sup>th</sup> BOARD MEETING HELD ON  
WEDNESDAY 7 DECEMBER 2022, 11:00, WESTFERRY HOUSE**



**Present:**

Sir Stephen Hillier	Chair
Richard Moriarty	CEO
Rob Bishton	GDSARG
Katherine Corich	NED
Marykay Fuller	SID
Jane Hanson	NED
Anne Lambert	NED
Manny Lewis	NED
Paul Smith	GDCMG
Jonathan Spence	Secretary & General Counsel
Chris Tingle	COO

**Apologies:**

AVM Simon Edwards

**In Attendance:**

Ben Alcott	International Director
Peter Drissell	Aviation Security Director
Tim Johnson	Policy Director
Dave King	Independent Safety Adviser to the Board
Alex Kaufman	Communications Director
Alison Naylor	People Director

Philip Clarke	Business Manager
Graeme Paterson	Secretariat

Glenn Bradley	Item 6	Helen Swanbury	Item 9
Eva Wilkinson	Item 6	Amanda Thomas	Item 9
Peter Hammond	Item 7	Alex Hutchinson	Item 10
Kerry Simmons	Item 7	Chris Page	Item 10
Rob Toal	Item 8	Louise Stone	Item 10
Andrew Walker	Item 8	Frederic Laugere	Item 11
James Wynn-Evans	Item 8	Maria Rueda	Item 11

**I. APOLOGIES & DECLARATIONS OF INTEREST**

1. Apologies were received from AVM Edwards.
2. No conflicts of interest were declared in relation to the items on the agenda.

**II. MINUTES AND MATTERS ARISING**

3. *Minutes* - The minutes of the October Board, and November Extraordinary Board meeting were approved.
4. *Actions* – The actions were noted. In relation to action 221, it was confirmed that a meeting had been arranged for January for the Independent Safety Adviser and two NEDs to review the safety management system.

### III. CHAIR'S REPORT (78-2022) BY SIR STEPHEN HILLIER

5. The Chair emphasised the importance of the Shoreham Inquest to the families of those who died, and for colleagues. The CAA would need to be ready to respond to the Inquest's conclusion, and Coronial determination.
6. It was confirmed that both the Chair and CEO had offered to meet with families in early 2023 to update them on the CAA's response to the determination.
7. Noting the changes at ExCo level, the Chair reminded the Board of its need to be visible to, and communicate with colleagues. An update was provided on the proposed timescales for the appointment of an interim, and full time CEO.
8. The Board was advised that introductory meetings had taken place with the new Secretary of State, and Aviation Minister.
9. The Board noted the paper.

### IV. CEO'S REPORT (79-2022) BY RICHARD MORIARTY

10. *Approvals* – The Board was asked to endorse the ASSI Business Plan for 2023/24. The Board was reminded that the directions establishing ASSI required the Business Plan to be approved by the CAA, once it had been prepared by ASSI's own Board.

**DECISION:** The CAA Board endorsed the ASSI Business Plan.

11. *Information - Border Force Industrial Action* – The Board was updated on discussions the CAA had held with airlines, airports and DfT to consider the potential impact of strike action by Border Force officers. The Board noted that the CAA would provide guidance on passengers' rights during any disruption.
12. *ICAO Audit* - The Board was provided with an update on the recently concluded ICAO State Safety Implementation Assessment (SSIA), and the Safety Audit.
13. *Space* – The Board was advised that the CAA was close to finalising and issuing of licences required for the Virgin Orbit operation from Spaceport Cornwall.
14. *Reward Strategy* – An update was provided on the next steps of the implementation of the Reward Strategy. The Board was advised that a Consultation Response report had been published internally, and a clarification was provided over the composition of the job-grading panels.
15. *Wizz Air UK* – The CAA had received a series of complaints from consumers who had not received refunds from Wizz Air. It was confirmed that senior level engagement had already taken place with the company, and further meetings were planned to highlight the CAA's concerns.
16. *Accessibility for Consumers* – It was confirmed that the CAA's annual report on airport accessibility performance would be published in due course.
17. The Board noted the paper.

### V. FINANCE REPORT FOR THE 7 MONTHS TO 31 OCTOBER 2022 (91-2022) BY CHRIS TINGLE

18. An update was provided on the CAA's financial position.
19. The Board was advised that the Scheme of Charges consultation had been published and some responses had already been received.
20. The Board noted the paper.

### VI. SARG MONTHLY REPORT (80-2022) BY ROB BISHTON

21. The Board welcomed Glenn Bradley and Eva Wilkinson to the meeting.
22. *Top Prioritised Aviation Safety Risks* – The Board noted the risks.

23. *Special Safety Presentation on Flight Crew Fatigue* – The Board was provided with an overview of the CAA’s mechanisms for monitoring, and if necessary, acting on issues related to fatigue. It was noted that crew fatigue issues had received increased publicity during the industry’s recovery from Covid.
24. The CAA had adopted an integrated approach to oversight and management of fatigue, recognising that it formed part of a broader issue of crew wellbeing. Work was ongoing with industry and other NAAs to develop greater awareness and guidance on managing fatigue.
25. Noting the intention to introduce performance-based oversight for all AOCs, the Board queried whether the proposed timescales were ambitious enough. It was advised that the timescales were based on a number of factors. This included the need to deliver other priorities within SARG. It was also explained that operators could spend significant time and money on developing their flight time management systems, so practical considerations would be assessed and opportunities to bring-forward delivery dates explored.
26. The Board noted the presentation, and requested that the issue of fatigue be considered as part of a broader forward-looking update on the industry’s preparations for spring and summer 2023.

**ACTION:** Rob Bishton and Glenn Bradley to return to the Board with a further update on flight-crew fatigue, as part of a broader update on industry preparations for the peak season.
27. The Board noted the paper.

**VII. FUTURE ESTATE OPTIONS (81-2022) BY CHRIS TINGLE**

28. The Board welcomed Peter Hammond and Kerry Simmons to the meeting.
29. Initial feedback was sought from the Board on the development of the CAA’s estate, with a particular focus on Aviation House.
30. The Board noted the paper.

**VIII. THE NEXT STEPS FOR THE H7 REVIEW (90-2022) BY PAUL SMITH**

31. The Board welcomed Rob Toal, Andrew Walker and James Wynn-Evans to the meeting.
32. The Board considered options for setting the final price control for Heathrow Airport. In addition, the Board also considered a holding price cap.
33. The Board noted the paper.

**IX. SIX-MONTH REVIEW OF THE INDEPENDENT REVIEW PANEL (85-2022) BY BEN ALCOTT**

34. The Board welcomed Helen Swanbury and Amanda Thomas to the meeting.
35. The Board was reminded of the background to the establishment of the panel. It was one of several mechanisms that stakeholders could use if they believed that the CAA had not followed its processes correctly.
36. The panel had not reviewed any complaints within its first six months. The review of the panel had identified some improvements that could be made to guidance on the panel’s remit, and this was being taken forward.
37. A twelve-month review of the panel by Internal Audit was planned.
38. Although the panel had not been used, the Board was of the opinion that the mechanism for considering complaints across the CAA as a whole had improved.
39. The Board noted the paper.

**X. EFFICIENCIES UPDATE (86-2022) BY CHRIS TINGLE**

- 40. The Board welcomed Alex Hutchinson, Chris Page and Louise Stone to the meeting.
- 41. The Board was appraised of discussions with the ALB Review team over proposals for making savings.
- 42. The Board noted the paper.

**XI. TWELVE-MONTH REVIEW OF THE NEW OPERATING MODEL FOR INNOVATION ADVISORY SERVICES (87-2022) BY BEN ALCOTT**

- 43. The Board welcomed Frederic Laugere and Maria Rueda to the meeting.
- 44. As outlined in the accompanying paper, it was noted that the advisory services model had been well received by industry and created a more structured process for engaging with innovators. It was recognised this was an emerging area and processes would evolve as they matured.
- 45. The Board queried whether the processes helped the CAA avoid regulatory capture. In response, it was advised that comprehensive documentation was kept to ensure that individuals providing the advisory services were not then involved in granting regulatory approval. It was however acknowledged, that due to the size of the teams involved, that regulatory capture remained a small, but managed risk.
- 46. The Board also queried whether the service was delivering what was expected. In response, it was highlighted that there had been good levels of industry engagement. It was also noted that by engaging with innovators, the CAA's own knowledge of new technology had increased.
- 47. The Board queried why large and well-established entities had benefited from free advisory services. It was noted that some of the new technologies from these companies would not necessarily have a route to market without further development and that the current criteria for free services were related to the links to CAA 'challenges' rather than affordability. It was suggested that the provision of free advice could be dependent on the social value or purpose of the organisation requesting it, noting that CAAi was itself a social enterprise. It was agreed that this would be explored.
- 48. The Board noted the paper.

**XII. SUMMARY REPORT FROM THE AUDIT COMMITTEE (88-2022) BY JANE HANSON CBE**

- 49. The Board noted the paper.

**XIII. SUMMARY REPORT FROM THE PEOPLE COMMITTEE (89-2022) BY MANNY LEWIS**

- 50. The Board noted the paper.

**XIV. DRAFT JANUARY BOARD AGENDA AND FORWARD AGENDA**

- 51. The Board noted the draft January Board agenda.
- 52. An update was provided on the proposed Board visits in 2023 to Southampton Airport and to Scotland.

**XV. ANY OTHER BUSINESS**

53. The Chair requested that NEDs start to give some consideration to the Board's priorities for 2023/24, in advance of further Board discussion.

54. No other business was raised.

**Date and Time of Next Meeting:**

**Wednesday 18 January, 11:00 hours, Westferry House**