

**CIVIL AVIATION AUTHORITY
MINUTES OF THE 570th BOARD MEETING HELD ON
WEDNESDAY 18 JANUARY 2023, 11:00, WESTFERRY HOUSE**



Present:

Sir Stephen Hillier	Chair
Richard Moriarty	CEO
Rob Bishton	GDSARG
Katherine Corich	NED
AVM Simon Edwards	NED (items 1 – 7)
Marykay Fuller	SID
Jane Hanson	NED
Anne Lambert	NED
Manny Lewis	NED
Paul Smith	GDCMG
Jonathan Spence	Secretary & General Counsel
Chris Tingle	COO

Apologies:

Alison Naylor

In Attendance:

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

Emma Brown	Business Manager
Philip Clarke	Observer
Graeme Paterson	Secretariat

Rick Newson	Item 5	Ella Payne	Item 8
Julie Bryer	Items 6, 7 & 8	Matt Taylor	Item 8
Alex Hutchinson	Items 6, 7 & 8	Iain Libretto	Item 9
Louise Stone	Items 6, 7 & 8	Mtinawa Banda	Item 10
Chris Page	Items 7 & 8	Rubeena Gulzar	Item 11
Nic Stevenson	Items 7, 8 & 9		

I. APOLOGIES & DECLARATIONS OF INTEREST

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

II. MINUTES AND MATTERS ARISING

3. *Minutes* – Subject to some minor amendments, the minutes of the December 2022 Board meeting were approved.
4. *Actions* – The Board requested that actions 203 and 213 be reviewed, and in the case of 213, recast. In reference to action 221, it was confirmed that a meeting had been arranged. However, it was requested that the action be reopened until the meeting had occurred and any further actions agreed upon.

III. CHAIR'S REPORT (2023-01) BY SIR STEPHEN HILLIER

5. The Chair advised the Board that the recruitment process for a new CEO would be launched shortly. An update on the interim CEO arrangements was also provided.
6. Noting the upcoming departures of several ExCo members, the Board was reminded of its role in ensuring the stability of the organisation.
7. Finally, the Board was advised of the importance of reaching an agreed position on the Efficiency Strategy, so that this could be relayed to the ALB review team in February.
8. The Board noted the paper.

IV. CEO'S REPORT (2023-02) BY RICHARD MORIARTY

9. *Register of Interests* – The Board was reminded that any changes to the register of interests should be provided to the Secretariat.
10. *EU Exit* – With the end of the transition period, the CAA had succeeded in issuing permits and licences to engineers and pilots who had applied within the advertised timelines and no adverse operational impacts had been identified. It was noted that there had been a high volume of residual applications between Christmas and New Year, and the additional resource allocated for this task would still be needed over the coming months.
11. The Board acknowledged the excellent work undertaken by multiple teams across the organisation in ensuring that the necessary licences were in place before the end of 2022.
12. *Space* – The Board noted an update on spaceflight activity that had been circulated prior to the meeting, including the Virgin Orbit launch from Spaceport Cornwall. It was also confirmed that an internal lessons learnt on the licensing process would be undertaken and this would be shared with the Board in due course. It was also noted that the CAA was keen for a wider lessons identified process to take place.
13. *Shoreham Inquest* – The Board noted the conclusion of the Coroner's Inquest. It was confirmed that steps were being taken for the Chair and CEO to meet the families of the victims of the tragedy. It was also confirmed, that although there were no findings against the CAA from the Coroner, the organisation would still look to understand whether further improvements to processes could be made.
14. *ATOL Reform* – The Department for Transport had provided input on the next consultation document, which would be published shortly.
15. *Controlled Substance at Heathrow* – Further to media reports, the Board was provided with an update on the depleted uranium that had been detected by Border Force at Heathrow. The material had been in a consignment of scrap metal, the rest of which had now been released.
16. A threat briefing would be added to the agenda for a future meeting.
17. *ECCAIRS2* – It was advised that the existing ECCAIRS system would continue to operate until ECCAIRS2 was launched. The CAA was currently awaiting updates from EASA as to when this might happen. The Board was advised that the CAA's capability in this area was not impacted by the delay to ECCAIRS2.
18. The Board noted the paper.

V. SARG MONTHLY REPORT (2023-04) BY ROB BISHTON

19. The Board welcomed Rick Newson to the meeting.

20. *Monthly Report & Annexes* - The Board was updated on steps to improve the resilience of the CAA's medical function.
21. The Board was also provided with an update on some of the challenges being faced by several smaller licensed aerodromes due to the economic impact of Covid and difficulties recruiting some skilled personnel, and a fatal accident involving a ground handler at Prestwick.
22. It was with sadness that the Board was advised of the death of CAA colleague, Andy Spencer.
23. In response to the recent fatal accident in Nepal, the CAA was considering what further support could be offered to Nepalese authorities.
24. The Board noted the paper.

VI. FINANCE REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2022 (2023-03) BY CHRIS TINGLE

25. The Board welcomed Julie Bryer, Alex Hutchinson and Louise Stone to the meeting.
26. The Board noted the update on the CAA's financial position.
27. *Scheme of Charges* – The Board was advised that more than 850 responses had been received for the Scheme of Charges consultation. Nearly 790 of these had come from drone and model aircraft operators.
28. A substantive update on the consultation would be provided to the Board in February. Noting the feedback from drone and model aircraft operators, it was requested that a lessons learnt summary be produced and shared with the ALB review team.

ACTION: Chris Tingle and Tim Johnson to prepare and supply a short lessons learnt document on the preparation of the Scheme of Charges proposals.

29. The Board noted the paper.

VII. CAA EFFICIENCY STRATEGY (2023-05) BY CHRIS TINGLE AND TIM JOHNSON

30. The Board welcomed Chris Page and Nic Stevenson to the meeting.
31. Ahead of a meeting with the ALB review team in February, the Board was advised of the need to arrive at an agreed position for the efficiency strategy.
32. Although the scope of the ALB review was over three years, the need to look beyond this, with work such as the estates strategy, should be factored into the development of the efficiency strategy.

ACTION: Richard Moriarty, Chris Tingle and Tim Johnson to prepare updated paper based on the Board's discussion for consideration at the February Board meeting. [Note: this has been added to the existing action on efficiencies and performance.]

33. The Board noted the paper.

VIII. BOARD PRIORITIES FOR 2023/24 AND BEYOND (2023-06) BY RICHARD MORIARTY

34. The Board welcomed Ella Payne and Matt Taylor to the meeting.
35. Feedback from the Board was sought on the draft priorities. The aim was for the priorities to be specific and targeted. An overview was also provided of some potential priorities that had been considered by ExCo, but not put forward to the Board.

36. In discussion, the Board was broadly supportive of having a Customer Experience, Future Aviation and People Strategy priorities.
37. Queries were raised over whether both a Core Regulatory and UK Regulatory Framework priority were needed, noting the core regulatory work was central to everything the organisation did. Referring to the UK Regulatory Framework priority, it was questioned whether this was necessary as many aviation standards operated on a global basis.
38. The Board was supportive of a priority that reflected the need for stability and effective governance due to ExCo changes, and of one to reflect the outcome of the ALB review. Consideration should also be given to a sustainability related priority which focused more broadly than just on new technology.
39. It was noted that the CAA had not yet received the Secretary of State's priorities letter for FY23/24, so the final version of the Board priorities would need to reflect this, and possibly, ALB review recommendations.
40. An update on the priorities, incorporating Board feedback would be included in the February CEO Report and approval sought in April.
41. The Board noted the paper.

IX. PERIODIC REVIEW OF TOP STRATEGIC & BUSINESS RISKS (2023-07) BY TIM JOHNSON

42. The Board welcomed Iain Libretto to the meeting.
43. *Overview* - The Board was appraised of progress in reducing some significant risks over the past few months, particularly those related to the ICAO Audit and EU Exit.
44. Progress had also been made in target date reduction. This had been achieved for four of nine risks due to be reduced by the end of December 2022. The remaining five had not been reduced due to external factors, which had emphasised the importance of considering external issues when setting target dates.
45. The Board was also updated on the process by which ExCo reviewed and challenged risks. At the last review, a number of additional risks had been added, including ones related to the outcome of the ALB review and senior management transition.
46. Having reviewed the ALB review risk, the Board requested that the wording regarding efficiency targets and any additional governance arrangements needed to be more specific. In addition, the scoring of the senior management transition risk was queried. The Board noted there were additional mitigations that could be applied and suggested that the number of risk owners be reduced.
ACTION: ExCo to liaise with Iain Libretto to refine to the wording of the ALB risk, and review the scoring of the senior management transition risk.
47. *Strategic Risks* – The Board queried what further steps the CAA could take to mitigate cyber regulation and security risks for industry. The Board was advised that the CAA's capabilities and engagement in the area had increased, and industry was gradually gaining a better understanding of its own risks.
48. The Board noted the paper.

X. ANNUAL HEALTH & SAFETY REPORT (2023-08) BY CHRIS TINGLE

49. The Board welcomed Mtinawa Banda to the meeting.

50. The Board was advised of the key focus areas for the Health & Safety team over the past year, including, supporting the organisation as it recovered from Covid and implemented hybrid-working; training of new first aiders and fire wardens, and improving the accessibility of CAA offices.
51. In response to a Board query, it was confirmed that the CAA met the minimum requirements of the Equality Act 2010, but enhancements to the offices were being taken forward.
52. A new online reporting system for incidents had been launched. This had resulted in an increase in reporting, but it was noted that the number of accidents had gone down over the course of the year, both were welcome developments.
53. The Board noted the paper.

XI. DIVERSITY & INCLUSION STRATEGY UPDATE (2023-09) BY JANE COSGROVE

54. The Board welcomed Rubeena Gulzar to the meeting.
55. Although there had been resource limitations within HR, the Board was advised that work had continued to implement the D&I Strategy.
56. Good progress had been made in creating an inclusive culture and delivering the respect agenda. Data from the colleague experience survey had indicated positive scores on respect, and on senior managers promoting D&I. It was acknowledged that there were groups within the organisation with low scores, and work would be taken forward to better understand and address this.
57. The Board acknowledged the progress that had been made, but emphasised that momentum would need to be maintained to ensure the strategy's aims were delivered.
58. The Board noted the paper.

XII. PEOPLE STRATEGY 2021-2024 PROPOSED YEAR 3 DELIVERABLES (2023-10) BY JANE COSGROVE

59. The Board was advised that the proposed deliverables had been discussed extensively with ExCo, the SLT and People Committee.
60. It was acknowledged that there was some concern around colleague engagement with the Reward Strategy, particularly around pay and grading. However, it was emphasised that the review panels were being thorough in reviewing appeals from colleagues who were dissatisfied with their outcomes from the Reward Strategy.
61. It was also noted that the introduction of capability-based pay progression was a positive development.
62. The Board endorsed the People Strategy year 3 deliverables, and requested that the People Committee continue to monitor progress against delivery.
63. The Board noted the paper.

XIII. DRAFT FEBRUARY BOARD AGENDA AND FORWARD AGENDA

64. The Board noted the draft February Board agenda. The itinerary for the visit to Southampton Airport would be circulated after the meeting.

XIV. ANY OTHER BUSINESS

65. *Paper Categorisation* – The Board queried whether the pie charts used to categorise meeting papers gave a fair reflection of the time spent discussing

certain topics, particularly those related to consumer issues. In discussion it was acknowledged the pie charts had a use, but further consideration should be given as to how topics were categorised.

66. *ExCo Departures* – The Board thanked Jane Cosgrove and Alex Kaufman for their contribution to the CAA, and wished them every success for the future.

Date and Time of Next Meeting:

Wednesday 22 February, Southampton Airport