



UK CIVIL AVIATION AUTHORITY
MINUTES OF THE 575TH BOARD MEETING HELD ON WEDNESDAY 26TH JULY 2023,
11:00, AVIATION HOUSE

Present:

Sir Stephen Hillier	Chair
Rob Bishton	Interim CEO/GDSARG
Marykay Fuller	Senior Independent Director
Jane Hanson	Non-Exec Director
Anne Lambert	Non-Exec Director
Manny Lewis	Non-Exec Director
Paul Smith	Interim CEO/GDCMG
Jonathan Spence	General Counsel & Secretary

Apologies:

Katherine Corich
AVM Edwards

In Attendance:

Peter Drissell	Aviation Security Director		
Tim Johnson	Communications, Strategy & Policy Director		
Dave King	Independent Safety Adviser		
Tracey Martin	Chief Financial Officer		
Tendai Mutambirwa	Head of Safety Operations		
Alison Naylor	People Director		
Sophie O'Sullivan	Head of Future Safety & Innovation		
Emma Brown	Business Manager		
Graeme Paterson	Secretariat		
Ewa Gowers	Item 4	Julie Bryer	Item 8
Rosie Whitbread	Item 5	Mukarram Chaudhry	Item 8
Paula De Gouveia	Item 6	Louise Stone	Item 8
Lucy Joyce	Item 7	Anna Bowles	Item 9
Briar Mulholland	Item 7	Jaqueline Minor	Item 9
Ella Payne	Item 7	Helen Swanbury	Item 9

I. APOLOGIES & CONFLICT OF INTEREST DECLARATIONS

1. Apologies were received from Katherine Corich and AVM Edwards.

II. PREVIOUS MINUTES AND MATTERS ARISING

2. *Minutes* – Subject to a minor amendment, the minutes of the June 2023 Board meeting were approved.
3. *Actions* – The Board noted the actions.

III. CHAIR'S REPORT (2023-48) BY SIR STEPHEN HILLIER

4. The Board was advised of the importance of effectively implementing the ALB Review's recommendations, but it was emphasised that these were one set of a broad range of activities that the CAA needed to undertake and prioritise.
5. An update was provided on a stakeholder event following the publication of the ALB Review. Feedback from this had been positive.

6. A meeting had taken place between the Chair, Interim CEO and Aviation Minister. The Minister's interest in ensuring any disruption over the summer months be minimised was noted, as was interest in future flight work.
7. In discussion, the Board acknowledged the importance of supporting innovators and providing opportunities for them to bring products to market safely. However, it was highlighted that the CAA was, and would need to continue to engage with stakeholders in the existing sector, as these entities represented the substantive part of the aviation industry.
8. The Board noted the paper.

IV. CEO REPORT (2023-49) BY ROB BISHTON & PAUL SMITH

9. *Approvals* – The Board was asked to approve an amended 'Specification in relation to Charges for Air Services'. As it had negotiated a lower price from its supplier, NERL has reduced its charge on aircraft for ADS-B data for flights in the Oceanic 'Tango' area from 1 July 2023 and had asked the CAA to publish an amended charges specification in the London, Edinburgh and Belfast Gazettes. This would replace the Civil Aviation Authority (Navigation Services Charges) Specification 2023 of 23 December 2022.

DECISION: The Board approved the amended charges.

10. It was advised that an enduring delegation for the CAA to make these changes without seeking further Board input may be sought. The Board noted this and suggested that a further review of issues that required its approval be undertaken to confirm whether further delegations could be put in place on a case-by-case basis.

ACTION: Jonathan Spence and Secretariat to identify issues where decisions were currently reserved for the Board, and determine whether these matters could routinely be delegated.

11. *Airport Accessibility* – The CAA had published its report on accessibility at UK airports. The Board noted the significant improvements that had been made over the past 12 months.
12. *Wizz Air* – An announcement would be made on 27th July regarding the undertakings against Wizz Air for its handling of consumer refunds. Cases as far back as March 2022 would be automatically reviewed. Consumers with cases going back up to six years would be able to request a review of their claims. The CAA would review a sample of the cases to ensure these had been handled correctly.
13. *Mediterranean Fires* – CAA colleagues had provided support to the government response to fires in the Greek islands, primarily Rhodes. The Board noted that in such circumstances, the CAA's role was to support, rather than lead. The Board noted the response shown by airlines in terms of the operation of repatriation flights, and flexibility for those with bookings to travel.
14. *H7 Update*- The appeal hearings against the H7 Price Control had concluded. It was anticipated that a draft decision would be announced before the end of the summer.
15. *Aviation Council* – An update was provided on the discussions at the recent Aviation Council meeting. It was noted that a paper on the development of a single design entity for airspace change had been considered. Further work on this would take place over the coming months.
16. *Mission Assurance* – Following the June meeting, a note had been provided on whether the CAA should undertake a more explicit 'mission assurance' role for space activities. This had determined that such a role would not improve the existing processes.
17. *Supporting Information* – It was noted that a number of activities across the CAA were affected by resourcing constraints. The Board sought assurance that these constraints were not impacting on safety critical functions.

18. In discussion, the Board was advised that there were recruitment and capacity challenges in some areas. This could lead to impacts on service levels; however, trade-offs and prioritisation decisions were being taken to manage this. Steps were being taken to improve the effectiveness of campaigns for roles with required skillsets. This had resulted in several offers being made to airworthiness surveyors, and those working in design and certification areas. This would help improve the resilience of the organisation and ensure service levels were maintained.
19. The Board noted the verbal update provided, but requested that a more detailed overview of the mitigations that were in place to manage resourcing constraints be provided at the next meeting.

ACTION: Rob Bishton, Tendai Mutambirwa and Sophie O'Sullivan to prepare an update on mitigations for managing resourcing constraints for presentation at the next Board meeting.

20. The Board noted the paper.

V. SARG REPORT (2023-50) BY ROB BISHTON

21. The Board noted the top safety risks.
22. With the UK having left EASA, the Board was provided with an update on the reconfiguration of systems and information within SARG to meet the requirements of the ICAO safety frameworks. An overview was also provided of the governance structures that were, or would, be put in place.
23. The reconfiguration would also help the CAA support innovators as they entered the aviation system.
24. *Space Licensing Activities* – The Board was reminded of the scope of the CAA's responsibilities regarding space regulation. The Board also noted the CAA's primary duty was safety.
25. As space regulation had become embedded within the CAA, its risks now formed part of the RSMS. It was also noted that space activity would often involve input from colleagues across the organisation.
26. The CAA had well-established processes for issuing satellite licences, and had already issued licences for the Virgin Orbit/Spaceport Cornwall launch earlier in 2023. It was anticipated that a decision would need to be made on a vertical launch application in the coming months.
27. The Board was advised that the CAA aimed to have positive working relationships with licence applicants. There had also been a shift in emphasis from seeing the process as a licensing one, to a regulatory one in the round. This was to reflect the fact that engagement and oversight of applicants did not stop once a licence had been granted.
28. The Board noted the paper.

VI. OUTCOMES FROM THE ICAO AUDIT (2023-51) BY BEN ALCOTT

29. The Board was reminded that the UK had been subject to an ICAO Focused Safety Audit, and a State Safety Programme Implementation Assessment. In respect of the Safety Audit, the UK had achieved a score of 96% which was a strong result. The Corrective Action Plan to address audit findings had been signed-off by DfT and sent to ICAO for approval.
30. For the State Safety Programme Implementation Assessment, the UK was only the third state to have undertaken this process, and had scored very positively.
31. Work was ongoing to track progress against the actions and to develop an effective system that would ensure that the UK remained compliant with ICAO standards. This would involve close working with DfT, Air Accident Investigation Branch and the military.
32. The Board was advised that there was scope within the State Safety Programme Implementation Assessment results for the UK not to agree with the suggested

improvements, therefore the plans contained a list of actions that were befitting of the UKs system and principles.

33. The Board noted the significant amount of work that had been put into supporting the ICAO work, and the very positive outcome of the audit. The Board also recognised the importance of continuing to improve even further what was already a high-performing system.
34. The Board noted the paper.

VII. ALB REVIEW IMPLEMENTATION PLAN (2023-52) BY TIM JOHNSON

35. The Board noted the work undertaken to embed the ALB Review recommendations into the CAA's business plan.
36. Further to the June discussion, the Board was provided with the high-level implementation plan, with timescales and action owners. Although input would be required from multiple teams across the CAA, actions had been assigned single owners.
37. It was noted that some of the actions would be owned by, or rely heavily on the input of government, including the development of the revised Framework Agreement. Noting that some areas were outside the CAA's direct control, the Board emphasised the importance of effective engagement with government, primarily DfT.
38. Although ambitious, it was believed that the plan was deliverable, with progress against some actions already underway (e.g., website improvements and development of a Consumer Strategy).
39. Reporting on progress to DfT Ministers would take place on a monthly basis, with the aim that this would move to quarterly reporting before the end of 2023.
40. The Board noted that some of the recommendations from the Review were broad, and further consideration would be needed to determine the most effective way of delivering against them, and ensuring it was clear when the recommendation had been closed off. This was noted as being particularly the case for the external engagement recommendation.
41. The Board also noted the importance of ensuring the Review recommendations that related to the CAA website and Customer Experience & Modernisation Programme were linked up.
42. The Board queried the level of resourcing required to support the delivery of the actions. It was confirmed that resource requirements for individual pieces of work had been identified and assessed as a tolerable impact.
43. In discussion, the Board noted that getting to the stage where actions could be closed was important, however, there would still be resourcing needed to embed and continually deliver against actions.
44. The Board noted the work undertaken so far, but emphasised the importance of delivering against what were likely the most complex recommendations, which were those relating to the efficiency and Customer Experience & Modernisation recommendations.

DECISION: In response to the questions raised in the accompanying paper, the Board approved: the implementation plan; Tim Johnson as Programme Sponsor to provide monthly reporting to DfT; and Tracey Martin's objectives as Chief Financial Officer.

45. The Board noted the paper.

VIII. FINANCE UPDATE (EFFICIENCIES UPDATE & CHARGING CONSULTATION APPROACH AND FUNDING STRUCTURE REFORM) (2023-53) BY TRACEY MARTIN

46. The Board was advised that work was ongoing to obtain a clearer picture of the CAA's performance against its financial forecasts. It was anticipated this work would be done by the end of August.

47. The Board noted the importance of instilling a culture of efficiency within the CAA to ensure that savings could be maintained over the longer term.
48. Work to review the structure of the Scheme of Charges had commenced, with an initial discovery phase being launched. This would identify the scale of the task and the resources required. A business case would be put forward for approval later in the year.
49. The Board noted the paper.

IX. CAA CONSUMER STRATEGY (2023-54) BY PAUL SMITH

50. The Board was advised that the development of the Consumer Strategy had evolved from a PIE discussion earlier in 2023. This had also intersected with a recommendation from the ALB Review for the CAA to have its own strategy in place by the end of September 2023. The strategy built on consumer focussed work that the CAA already undertook.
51. The Board noted the paper.

X. SUMMARY REPORT FROM THE AUDIT COMMITTEE (2023-55) BY JANE HANSON

52. The Board noted the update of the Audit Committee's meeting of 13th June. A verbal update on this meeting had been provided at the June Board.
53. Noting the Committee's discussions on risk appetite statements, it was queried when the Board would be given the opportunity to consider them. The Board was advised of the intent to provide an update before the end of 2023.
54. The Board noted the paper.

XI. DRAFT SEPTEMBER BOARD & FORWARD AGENDA

55. The Board noted the agendas.