

# Independent Review of NATS (En Route) Plc's Flight Planning System Failure on 28 August 2023

## *Update on panel members and panel biographies*

CAP 2607A

28 November 2023

On 6 October 2023 the CAA published the Terms of Reference for the Independent Review of NATS (En Route) Plc's Flight Planning System Failure on 28 August 2023 and announced Jeff Halliwell as the chair of the independent review.<sup>1</sup> On 16 November 2023, the review panel published a call for inputs which also confirmed the appointment of Sarah Chambers and Phil Cropper to the review panel.<sup>2</sup>

This document provides a further update to stakeholders to inform them that the CAA has appointed Mark Foulsham as a fourth member of the review panel. Mark brings with him particular expertise on the governance of complex IT systems and his expertise is complementary to that of the other panel members.

Between them, the review panel has a broad understanding of governance, consumer and economic issues along with expertise on the operation and functioning of air traffic management systems and other IT systems more generally. Therefore, the complete set of panel members for this independent review are:

- Jeff Halliwell (Chair of the review panel);
- Sarah Chambers;
- Phil Cropper; and
- Mark Foulsham.

A short biography of the four panel members is provided below.

### Jeffrey Halliwell



Jeff's executive experience is in Chief Executive Officer roles with consumer-facing businesses such as Fox's Biscuits/Northern Foods, First Milk and Bernard Matthews. His background is in international marketing and commercial roles with blue-chip businesses such as Mars and Colgate. He also ran a private equity backed tech business.

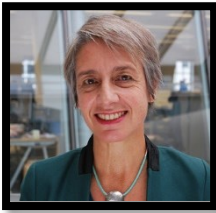
Jeff now has a varied chair and non-executive portfolio across private, public, and third sector organisations, particularly supporting organisations with a social purpose. Among other previous roles, he has been Chair of Cafedirect plc and Airport Coordination Ltd, and a non-executive director of Working Links Ltd and Natures Menu pet food. He has served as a trustee of Shaw Trust and Homestart Leicester, and as a non-executive director in a number of NHS organisations. He is a former Chair of watchdog Transport Focus and of the Customer Challenge Board in respect of Heathrow Airport Ltd.. He is currently Chair of the Coal Authority, Deputy Chair of the Sea Fish Industry Authority, and a non-executive director of Widgeo, a small educational software company.

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<sup>1</sup> <https://www.caa.co.uk/newsroom/news/regulator-s-independent-review-to-consider-wider-impact-of-nats-technical-issue/>

<sup>2</sup> The [Call for Inputs](#) is available from the [NATS August 2023 system failure review webpage](#).

## Sarah Chambers



Sarah is an expert in regulation, consumer and competition policy and advocacy, with experience as Chief Executive of the postal services regulator and wide-ranging experience as a senior civil servant.

She currently chairs the Legal Services Consumer Panel and is an Electoral Commissioner. She is also a member of the Determinations Panel of the Pensions Regulator, the Consumer Expert Panel of the Office of Rail & Road, and the Judicial Appointments Commission, and has a number of other advisory and trustee roles. She is a former member of the CAA Consumer Panel and of the Competition & Markets Authority Panel.

## Phil Cropper



Phil completed twenty years in operational ATC with NATS before joining the UK CAA in January 2000 as an ATS Inspector. In July 2003 he was appointed to the post of AAA (Airspace, Air Traffic Management & Aerodromes) Northern Regional Manager, the post he left in January 2019. After some project work for CAAi in the role of Senior ATM adviser, Phil is now semi-retired.

Phil has a degree in aeronautical engineering from the University of Manchester.

## Mark Foulsham



Mark is a highly experienced COO/CIO/CDO, Board Advisor, NED and Transformation Leader. He has a strong track record of driving digital transformation within senior operations, IT and business change delivery roles primarily within the financial services and utilities sectors. Mark originally qualified as a Chartered Civil Engineer working for multinational engineering firm Atkins and subsequently as IT Director within the French group Bouygues and Macquarie Bank. He spent 12 years as CIO at esure Group, including Gocompare, and served three years as Chief Digital Officer for the disability charity Scope. In parallel with that role, he also worked with challenger banks and FinTechs on their digital transformation journeys and authored two books addressing effective data protection. Most recently Mark was COO at Kensington Mortgages overseeing a full spectrum of operational, digital, data and technology-related change programmes and led functions that represented over two-thirds of the organisation's headcount and budget.