

PUBLICATION VERSION



**UK CIVIL AVIATION AUTHORITY
MINUTES OF THE 580TH MEETING HELD ON WEDNESDAY 28TH FEBRUARY 2024,
11:00, AVIATION HOUSE & TEAMS**

Present:

Sir Stephen Hillier	Chair
Rob Bishton	CEO
Katherine Corich	Non-Exec Director
Marykay Fuller	Senior Independent Director
Jane Hanson	Non-Exec Director
AVM Tim Jones (items 7-11 only)	Non-Exec Director
Anne Lambert	Non-Exec Director
Manny Lewis	Non-Exec Director
Tracey Martin	Chief Financial Officer
Paul Smith	Group Director, Consumers & Markets
Jonathan Spence	General Counsel & Secretary

Apologies:

In Attendance:

Dave King	Independent Safety Adviser		
Tim Johnson	Communications, Strategy & Policy Director		
Tendai Mutambirwa	Interim Group Director, Safety & Airspace Regulation		
Emma Brown	Business Manager		
Graeme Paterson	Corporate Governance & Secretariat Lead		
Garry Lathey	Item 5	Andrew Walker	Item 7
Julie Bryer	Item 6	James Wynn-Evans	Item 7
Mukarram Chaudhry	Item 6	Mtinawa Banda	Item 8
Alex Hutchinson	Item 6		

I. APOLOGIES & CONFLICT OF INTEREST DECLARATIONS

1. No apologies had been received.
2. No conflict of interest declarations were made.

II. BOARD APPROVED MINUTES AND MATTERS ARISING

3. *Minutes* – The minutes of the January Board meeting were noted, having been approved out of committee.
4. *Actions* – The Board agreed that actions 251, 252, 253 and 254 could be closed. In respect of action 251, it was confirmed that discussions would continue to take place between Tendai Mutambirwa, Marykay Fuller and Dave King.
5. With actions 253 and 254, it was requested that developments at the Post Office Inquiry continue to be monitored and be reviewed at the Board's strategy-setting session in the spring.

III. CHAIR'S REPORT (BRD-2024-010) BY SIR STEPHEN HILLIER

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6. The Board was advised of the high level of interest that had been expressed in the CAA's two NED vacancies. The deadline for applications had now passed and applications were being assessed.
7. In addition to the recruitment of new NEDs, the process to recruit a new CMG Director was underway. However, interviews had yet to be conducted, so an indicative start date for the successful candidate was unknown.
8. From mid-April, until the CMG appointment was made, the CAA would have two Executive Directors. The Board requested that contingency measures be prepared so that another director could be appointed to act as an Executive Director, should one of the existing Executive Directors become unavailable. It was confirmed that Executive Director appointments could be made by the CEO with the agreement of the Chair and at least one other NED.
ACTION: Rob Bishton to prepare contingency measures for the appointment of a further Executive Director and share these with the Board.
9. The Board noted the paper.

IV. CEO REPORT (BRD-2024-011) BY ROB BISHTON

10. *CMG Recruitment* - The Board was advised of the interim arrangements that would be put into effect in CMG from mid-April, until a new CMG Director was in post.
11. *NATS Independent Review* – The Board noted the draft interim report of the NATS Independent Review Panel. This had been shared with Ministers and publication was anticipated in the coming weeks.
12. *Next Generation Security Scanners* – The Board noted recent media reports regarding possible delays to the implementation of new security scanners ahead of the summer 2024 deadline. The Board was reminded that installation of the scanners was a Government requirement. The CAA would perform a convening role between Government and industry to ensure concerns were raised and any potential impact on passengers minimised.
13. *Airspace* – The Board was advised of increased interest in airspace change proposals, particularly from groups in areas where changes were being consulted upon.
14. *SARG Surveillance & Oversight* – It was noted that some oversight activities in SARG were being reduced, and clarification was sought on whether this would have any impact on safety.
15. It was confirmed that the Airworthiness oversight cycle would be reduced for 18 months. However, this would allow the team to analyse data obtained over several years in order to develop and implement a risk-based oversight system. Once implemented, this would allow for more targeted and efficient oversight to be done.
16. In respect of Air Traffic Management, audit activities would be deferred, but still undertaken within an acceptable time frame. For RPAS oversight, approvals were already issued on an annual basis. During this approval process, relevant safety related materials were subject to review.
17. It was confirmed that the approach to oversight had been discussed with the Safety Leadership Group.
18. The Board noted the paper.

V. SARG REPORT (BRD-2024-012) BY TENDAI MUTAMBIWA

19. *Part 1* - The Board noted Part 1 of the SARG Report.
20. *Part 2 Design & Certification* – The Board was updated on the re-establishment of the CAA's Design & Certification (D&C) capabilities. Prior to the UK's exit from the European Union, these functions had been discharged by EASA.

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21. The Board was advised of D&C's plans to increase head count and were requested to continue their support.
22. The Board queried not only the challenges of recruitment, but also the challenges of retention. It was confirmed that a Market Related Supplement (MRS) was critical for both recruitment and retention. The Board noted this and was advised that implementation was awaiting final approval from the CFO.
23. The Board was advised on how the CAA worked alongside other regulators in the certification and validation of new aircraft and systems.
24. It was the CAA's intention to reestablish a governance board to oversee D&C decisions, and ensure that the correct checks and balances were in place. It was confirmed that decisions made currently were subject to thorough review and scrutiny.
25. The Board queried how much time was spent working on brand new technologies. It was confirmed that most of the D&C function's time was focused on the current and conventional sectors. However, innovative technology projects were also being worked on.
26. In discussion, the Board noted that the opportunities for the development of new technologies in the UK, and the CAA's role in supporting growth and innovation. However, it queried what particular D&C challenges existed.
27. The Board was advised that many companies seeking to bring innovative products to market were new to the aviation sector, and to operating in a regulated environment. It was also highlighted that some innovators had not yet fully designed or built prototypes to test, or be subject to D&C scrutiny. On this basis, it was emphasised that any delays in bringing new products to market were not necessarily due to the regulatory process.
28. It was noted that the final certification of changes to existing conventional aircraft could take several years.
29. The Board noted Part 2 of the SARG Report.

VI. SCHEME OF CHARGES CONSULTATION RESPONSE (BRD-2024-013) BY TRACEY MARTIN

30. The Board was advised that the scheme of charges consultation had closed in January. The CAA had consulted on a general price increase of 5.3% - this reflected the ALB Review recommendation of maintaining price increases at CPI(H)-1% levels.
31. The CAA had also consulted on a further 3% increase to support funding of the Future of Flight programme.
32. The consultation had also included proposals on some other changes that would have a largely immaterial impact on overall revenue, and changes to rounding up rules.

VII. H7 CLOSE OUT (BRD-2024-014) BY PAUL SMITH

33. The Board was advised that there were a small number of issues that needed to be addressed regarding the H7 Price Control.

VIII. ANNUAL HEALTH & SAFETY UPDATE (BRD-2024-016) BY TRACEY MARTIN

34. The Board was updated on the work undertaken by the Health, Safety and Security team to further embed good health and safety practices across the CAA.
35. The Board was advised that a concerted effort had been made to make the reporting of health and safety incidents easier. This had resulted in a significant uptick in reports. It was confirmed that the level of reporting was consistent with similar-sized organisations.
36. The Board noted the number of days lost to stress, and queried what steps were being taken to address this. It was confirmed that discussions with

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colleagues affected by stress would be led by HR. Colleagues would be asked about the potential causes of stress, however, it could sometimes be difficult to identify if it was a result of work-related activity, or due to external factors. It was confirmed that several support mechanisms were in place to support colleagues, including Mental Health First Aiders and the Employee Assistance Programme. It was suggested that further analysis be undertaken to identify what use was made of these services and the impact they were having in supporting colleagues.

37. The Board was advised that when new colleagues joined the organisation, a new-starter checklist needed to be completed. The checklist included sections allowing joiners to flag where reasonable adjustments or additional support might be required.
38. The Board noted the top health and safety risks, particularly related to colleagues travelling for business. The Board emphasised the importance of taking necessary steps to ensure the safety of colleagues, particularly when they were outside of the office.
39. In discussion, the Board noted the work that had been undertaken to enhance health and safety performance and was assured that effective measures and processes were in place.

IX. SUMMARY REPORT OF THE PEOPLE COMMITTEE MEETING HELD ON 7TH FEBRUARY 2024 (BRD-2024-015) BY MANNY LEWIS

40. The Board noted the paper.

X. DRAFT APRIL BOARD & FORWARD AGENDA

41. The draft agenda was noted.
42. The April Board meeting would take place in Wales. Details of the arrangements for this would be shared with Board members in due course.

XI. ANY OTHER BUSINESS

43. No other business was raised.