

## PUBLICATION VERSION



**UK CIVIL AVIATION AUTHORITY**  
**MINUTES OF THE 582<sup>ND</sup> MEETING HELD ON WEDNESDAY 15<sup>TH</sup> MAY 2024, 11:00**  
**WESTFERRY 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
Anne Lambert	Non-Exec Director
Manny Lewis	Non-Exec Director
Tracey Martin	Chief Financial Officer
Jonathan Spence	General Counsel & Secretary

**Apologies:**

AVM Tim Jones

**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		
Laura Madden	Head of Corporate Governance		
Sarah Chambers	Item 4	Andrew Walker	Item 6
Phil Cropper	Item 4	Harry Armstrong	Items 7 & 8
Mark Foulsham	Item 4	Bronwyn Fraser	Items 7 & 8
Jeff Halliwell	Item 4	Ruth Mallors-Ray	Items 7 & 8
Rob Toal	Item 4	Stuart Algar	Items 9 & 10

**I. APOLOGIES & CONFLICT OF INTEREST DECLARATIONS**

1. Apologies had been received from AVM Jones.

**II. BOARD APPROVED MINUTES AND MATTERS ARISING**

2. *Minutes* – The minutes of the April Board meeting were noted, having been approved out of committee.
3. *Actions* – The Board was provided with an overview of Action 257 regarding the Customer Experience & Modernisation Programme. A substantive progress update would be shared at the October 2024 Board meeting.

**III. CHAIR'S REPORT (BRD-2024-026) BY SIR STEPHEN HILLIER**

4. The Board was advised that there would be a delay to the appointment of two new NEDs. The Board had discussed the implications of having a reduced number of NEDs at the February 2024 meeting.
5. The Board noted that the delay to appointments would have an impact on governance resilience within the CAA.

**IV. NATS PANEL UPDATE**

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6. The Board was provided with an update from the Panel chair on the emerging recommendations from the independent review of the NATS incident on 28 August 2023. It was anticipated that the final report would be completed and passed to the CAA by the end of May.

**V. CEO REPORT (BRD-2024-027) BY ROB BISHTON**

7. *Approval - Modern Slavery Statement* – The Board approved the publication of the CAA’s Modern Slavery Statement.  
**DECISION:** The Board approved the CAA’s Modern Slavery Statement 2024-2025.
8. *CAA Annual Address* – The Board noted that the inaugural CAA Annual Address had recently taken place. It was anticipated that this event would become a regular AGM-style event with senior stakeholders.
9. *Border Disruption* - The Board noted the recent disruption at airports due to issues with border control systems. In periods of disruption, the Board emphasised the importance of consumers having clarity over which organisations were responsible for assisting and communicating with them.
10. *Rwanda* - The Board was advised that the CAA had received a letter from a United Nations Special Rapporteur regarding the operation of flights to Rwanda.
11. *CAA Pay Offer* – The Board was advised of the CAA’s latest position regarding its pay offer to colleagues.
12. *CAA Resilience* – It was queried whether the CAA had sufficient resources to address the demands that were being placed on it, particularly in relation to core safety regulation activities.
13. It was confirmed that the CAA had continued to build its capacity over the last year. It was also reviewing how it could undertake certain activities more efficiently, therefore allowing greater focus to be paid to new or higher risk matters.

**VI. REVIEW OF APPROACH TO SETTING PRICE CONTROLS FOR HAL & NERL (BRD-2024-029) BY TIM JOHNSON**

14. The Board was advised that the CAA had sought views from stakeholders following the conclusion of the H7 and NR23 Price Controls. The feedback from this consultation was in the process of being reviewed.
15. The Board noted the emerging findings, and the work that the CAA intended to undertake. It was also suggested that when the update on the consultation was published, that it included a steer to stakeholders to actively consider issues that they could do better, including joint working on key issues. The Board emphasised the advantages of a more cooperative approach between parties.
16. In terms of the timeline for the H8 and NR28 Price Controls, the Board recognised the demands this could place on affected colleagues. The CAA should commit to publishing a credible, but risk-adjusted timetable for delivery. It was noted that an ExCo review of resourcing for doing the Price Controls in parallel was underway.
17. The Board was also reminded that depending on the outcome of the NATS Review, the CAA retained the ability to review the NR23 Price Control decision.

**VII. UPDATE ON CAA SUSTAINABILITY ACTIVITY (BRD-2024-030) BY TIM JOHNSON**

18. The Board noted the progress that had been made on embedding sustainability related matters across the CAA, however, it was recognised that this remained a work in progress and that more could be done.

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**VIII. ANNUAL UPDATE OF THE CAA SUSTAINABILITY PANEL (BRD-2024-031) BY TIM JOHNSON**

19. The CAA Sustainability Panel Chair reminded the Board of the Panel's role and remit. With the Panel having been in place for two years, it was recognised by the Panel that the CAA had made good progress on delivering sustainability improvements. However, it was suggested that the CAA could do more to demonstrate its ambitions and what it had achieved to both internal and external audiences. This should include highlighting the world-class expertise that CAA colleagues had on environmental issues.
20. The Board acknowledged that additional steps could be taken to ensure that its sustainability ambitions were more clearly articulated to colleagues at all levels.
21. The Panel had also queried whether sustainability matters should form a more intrinsic part of the CAA's decision-making processes.
22. The Panel Chair suggested that the CAA should engage further with UK Research and Innovation and the Research Councils to use its influencing role to drive the research agenda and ensure that research and funding capabilities could be better utilised to benefit the wider sector.
23. The Panel also suggested that the CAA could make greater use of the data it already received from entities within the aviation industry. In addition to this, it should seek to encourage additional sharing of data and make data open where possible, particularly on the environmental impacts of aviation.
24. In terms of aviation system-wide efforts to address environmental and sustainability matters, the Panel had raised concerns that some initiatives were focused on single issues, rather than seeking to tackle broader challenges, and encouraged the Board to lead the CAA in using systems thinking.
25. The Panel also noted that the full lifecycle environmental impacts of Sustainable Aviation Fuel were not yet fully analysed. There were concerns that processes purported to be sustainable were in fact baking in greater fossil fuel use. The Board noted that the impact of this would be useful to understand.
26. In addition to this, the Board was also supportive of efforts to better understand the environmental impacts that the whole lifecycle of aircraft could have. This would be particularly important as greater use was made of composite materials in airframe construction.
27. The Board thanked the Panel for its ongoing work and the support that it had provided to the CAA.
28. The Board was advised that a refresh to the CAA's Sustainability Strategy was planned for the autumn. This would seek to address the points raised by the Panel in relation to clarity of internal and external messaging, links to the overarching CAA Strategy, decision-making, and engagement with research bodies.

**IX. SARG REPORT (BRD-2024-028) BY TENDAI MUTAMBIKWA**

29. *Summer Readiness* – The Board was advised that the industry's preparedness for the peak summer months would continue to be monitored.
30. *Space Regulation* – The CAA's Space teams had commenced a three-month integration into the SARG governance and risk frameworks. This was progressing well.
31. *Airworthiness* – The Board was provided with an update of the work undertaken by the CAA's Airworthiness function.
32. The Board was advised that there had been a notable turnover of staff in recent years, in part due to the age-profile of colleagues in these roles. However, recruitment activity was underway to expand the capabilities of the team,

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particularly as additional approvals now needed to be granted following the UK's exit from EASA.

33. As new colleagues were brought onboard, the decision had been taken to reduce elements of oversight activity. This approach had been the subject of prior Board discussions, where it had been emphasised that this reduction in oversight activity was consistent with the principles of performance-based oversight and would not have an adverse impact on safety.
34. The reduction in activity also freed capacity in the teams to map out future oversight work and consider how safety data from entities could be more effectively used as part of the oversight process.

**X. SARG ENGAGEMENT & OVERSIGHT (BRD-2024-033) BY TENDAI MUTAMBIWA**

35. The Board noted the update.

**XI. SUMMARY REPORT OF THE PEOPLE COMMITTEE MEETING HELD ON 8<sup>TH</sup> MAY 2024 (BRD-2024-032) BY MANNY LEWIS**

36. The Board noted the paper.

**XII. DRAFT JUNE BOARD & FORWARD AGENDA**

37. The draft agenda was noted.

**XIII. ANY OTHER BUSINESS**

38. No other business was raised.