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## **UK Civil Aviation Authority**

**Minutes of the 586th meeting held on Tuesday 22nd October 2024,  
12:45**

### **Aviation House & teams**

#### **Attendees:**

Sir Stephen Hillier (Chair); Katherine Corich (Senior Independent Director); Jane Hanson (Non-Executive Director); Anne Lambert (Non-Executive Director); Manny Lewis (Non-Executive Director);

Rob Bishton (Chief Executive); Selina Chadha (Group Director, Consumers & Markets); Tracey Martin (Chief Financial & Operations Officer)

Jonathan Spence (General Counsel & Company Secretary)

#### **Present:**

Tim Johnson (Director, Communications, Strategy & Policy, and Chief of Staff); Dave King (Independent Safety Advisor); Tendai Mutambirwa (Interim Group Director, Safety & Airspace Regulation)

Briar Mulholland (Head of Office of Chair & CEO, and Deputy Chief of Staff); Graeme Paterson (Corporate Governance & Secretariat Lead)

Mukarram Chaudhry (Item 5); Alex Hutchinson (Item 5); Matt Tuddenham (Item 5); Ben Alcott (Item 6); Germaine Faulkner (Item 6); Rob Foskett (Item 6); Jon Round (Item 7)

#### **Apologies:**

Manny Lewis; AVM Suraya Marshall

##### **i. Apologies & Conflict of Interest Declarations**

1. Apologies had been received from Manny Lewis and AVM Marshall.
2. Board members were thanked for their forbearance following the late change of venue for the meeting.

##### **ii. Board Approved Minutes and Matters Arising**

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3. Minutes – The minutes of the September Board meeting were noted, having been approved out of committee.
4. Actions – The Board noted that the remaining actions would be addressed as part of the October meeting, or in December.

**iii. Chair's Report (BRD-2024-055) By Sir Stephen Hillier**

5. The Board noted the outcome of the Hill Regulation 6 Panel hearing.
6. The Board was advised that engagement with new ministers had so far been limited, but the Government's particular focus on consumer issues, sustainability, airspace and innovation was already clear.

**iv. CEO Report (BRD-2024-056) By Rob Bishton**

7. Approvals – The Board was asked to approve the updated terms of reference for the Audit & Risk Committee, and People & Culture Committee. Each of the terms of reference had been endorsed by its respective Committee.  
Decision: The Board approved the updated Terms of Reference for the two Committees. These would be published online in due course.
8. Presentation of the Report – The Board noted changes to the structure and presentation of the CEO Report. It was requested that future reports clearly signpost the link between different sections and avoid duplication of content.
9. Board Effectiveness – An internally-focused Board effectiveness review was scheduled to be launched in November.
10. The Board suggested that questions be linked to the CAA's Strategic Focus Areas, and that questions seek views on how the Board and wider organisation focused on consumer, sustainability, and innovation matters. It was also recommended that the wording of question 9 be reviewed.
11. Sector Resilience – It was noted that there were some emerging concerns around resilience in 2025. Some of the issues affecting UK airspace were a result of European capacity constraints. However, the Board recognised the need for the CAA to show that lessons had been taken forward from previous periods of disruption.
12. In discussion, the Board considered how airlines and airports could be made to demonstrate the mechanisms they had in place to support consumers when disruption occurred.
13. It was noted that the Independent Panel's Final Report into the NATS (En Route) Plc ("NERL") August 2023 system failure was currently scheduled for publication in November. This would also draw focus on what additional measures had been put in place to assist passengers and the CAA's role in responding to disruptions.

**v. Finance Matters & Priorities (BRD-2024-057a-d) By Tracey Martin**

14. Target Budget for 2025/26 – The Board was updated on the work that had been undertaken in the current financial year, in preparation of the target budget for FY2025/26.
15. The Board was reminded that the CAA was currently in year two of the three-year ALB Review commitment on efficiency. By the end of this, the CAA would have delivered efficiencies which were being reinvested into service improvements, such as the CX&M Programme.

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16. FY2025/26 Funding Proposals: Scheme of Charges – The Board was invited to consider proposals for the Scheme of Charges.
17. Annual Strategic Objectives - It was requested that any views on the proposed Annual Strategic Objectives be provided out of committee. These would then be fed into the planned discussion at December's Board meeting.
18. Funding Structure Reform Update – The Board noted the update, and was advised that further engagement would take place as proposals evolved.

**vi. Implementation of the CX&M Programme (BRD-2024-59) By Ben Alcott**

19. The Board was advised that the CX&M Programme function had been stood up in August. The programme was currently on track. The funding for the programme was a result of efficiencies the CAA had achieved in line with ALB Review recommendations.
20. By the end of the current financial year, it was expected that the design of the high-level licensing customer journey for all licence types would have been completed, along with the development of a design system which would provide a standard look and feel to all CAA digital services, as well as the CAA websites, and launched the alpha testing phase for air traffic control officer licences.
21. An overview was provided of the process by which the application process for each licence type would be developed and rolled out. It was explained that the benefits of service improvements would be identified during the initial discovery phase, and then verified as part of the alpha stage.
22. The Board noted that it would be useful to see the full list of benefits identified and costs of taking forward these benefits for each service within the scope of the programme.
23. Although making improvements to the user experience was a key element of the programme, it was emphasised that regulatory checks and balances would also be a fundamental feature of the enhanced services. Where possible, steps would be taken to use pre-existing data sources from within the CAA and industry in the licensing process to ensure data integrity.
24. The CX&M Programme would also bring significant improvements to the CAA's website, although some of this work had already commenced in response to the ALB Review.
25. The Board noted that one of the biggest challenges within the programme was the need to bring about cultural change within the CAA. It was understood that it may take time to understand what a 'good service' would look like for the CAA as a regulator. The Board recognised however, that the CAA should be able to act as an effective regulator whilst still providing customers with a high-quality service.
26. The Board noted the update and requested that a further one be provided in early 2025 to align with the launch of the beta phase of the new ATS service.

**vii. SARG Report (BRD-2024-058) By Tendai Mutambirwa**

27. *Airspace Regulation* – The Board was updated on the work of the Airspace Regulation team within SARG.
28. The Board was advised of challenges in recruiting airspace designers with the requisite instrument flying procedure (IFP) expertise. It was

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understood that there were under 25 individuals in the UK with this skillset, which both the CAA and industry needed to call upon.

29. It was hoped that the launch of the UK Airspace Design Service would help to stimulate the growth of a talent pool for IFP designers. It was noted that the CAA could not necessarily develop skills in house, as designers needed to have industry exposure and knowledge.

### **viii. CMG Initial Reflections (Verbal Update) By Selina Chadha**

30. The CMG Director updated the Board on some initial observations of the group's work after two months in the role. It was recognised that there would need to be a greater focus on consumer issues, particularly in the context of rising expectations. The focus would be to re-shape the work programme and ensure appropriate resources.
31. Work was also underway to enhance the resilience and succession planning for key roles in the Economic Regulation team. The team had also been asked to consider how economic expertise could be utilised in other parts of the CAA. However, this would be a longer-term ambition.
32. Teams within CMG had also been asked to ensure that soft levers and formal powers were being used in the most effective way to support consumers.

### **ix. Summary Report of the Audit Committee Meeting of 30th September 2024 (BRD-2024-060) By Jane Hanson**

33. The Board noted the summary report.

### **x. Summary Report of the People Committee Meeting of 17th September 2024 (BRD-2024-061) By Manny Lewis**

34. The Board noted the summary report.

### **xi. Draft December Board & Forward Agenda**

35. The Board noted the agendas.

### **xii. Any Other Business**

36. The Board was advised that the CAA had agreed to participate in the Government-wide boardroom apprentice scheme. This would see an individual attend Board meetings as an observer in order to gain a better understanding of the role of a Board member and, potentially, offer a different perspective to the CAA Board.