

11 February 2014
FOIA reference: F0001784

Dear XXXX

I am writing in respect of your recent request of 14 January 2014, for the release of information held by the Civil Aviation Authority (CAA).

Your request:

- 1. Please provide details concerning the need for and the scope, size and speed of the present or imminent reorganisation of the CAA Flight Ops Department.*
- 2. Please also include numbers of posts that have been lost or subsumed, along with a list of assessed risks and identified implications impinging upon the depth of oversight, safety and/or efficiency of the CAA associated with this process.*
- 3. I would imagine there was a comprehensive briefing document that was prepared for Head of the Flight Ops Department, and which was probably circulated to other Heads of Department and the higher-level executive members of the CAA, which may go some way to answering this FOI in one fell swoop".*

Our response:

In assessing your request in line with the provisions of the Freedom of Information Act 2000 (FOIA), we are pleased to be able to provide the information below.

1. The reorganisation of the CAA's Flight Operation department was part of a wider reorganisation of the Safety and Airspace Regulation Group (SARG), the reasons for which are set out in the attached document.
2. One Flight Operations Inspector (Helicopters) was lost as a result of the SARG re-organisation with no impact to the business.
3. There were a number of briefing documents sent out to all SARG staff throughout the SARG re-organisation which occurred from the start of the re-organisation July 2013 through to completion at the end of December 2013, these communications were not specific to the Flight Operations department. However, the key information requested is included within the answers to the above questions.

Civil Aviation Authority

If you are not satisfied with how we have dealt with your request in the first instance you should approach the CAA in writing at:-

Mark Stevens
External Response Manager
Civil Aviation Authority
Aviation House
Gatwick Airport South
West Sussex
RH6 0YR

mark.stevens@caa.co.uk

The CAA has a formal internal review process for dealing with appeals or complaints in connection with Freedom of Information requests. The key steps in this process are set in the attachment.

Should you remain dissatisfied with the outcome you have a right under Section 50 of the Freedom of Information Act to appeal against the decision by contacting the Information Commissioner at:-

Information Commissioner's Office
FOI/EIR Complaints Resolution
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
www.ico.gov.uk/complaints.aspx

Should you wish to make further Freedom of Information requests, please use the e-form at <http://www.caa.co.uk/foi>.

Yours sincerely

Rick Chatfield
Information Rights and Enquiries Officer

CAA INTERNAL REVIEW & COMPLAINTS PROCEDURE

- The original case to which the appeal or complaint relates is identified and the case file is made available;
- The appeal or complaint is allocated to an Appeal Manager, the appeal is acknowledged and the details of the Appeal Manager are provided to the applicant;
- The Appeal Manager reviews the case to understand the nature of the appeal or complaint, reviews the actions and decisions taken in connection with the original case and takes account of any new information that may have been received. This will typically require contact with those persons involved in the original case and consultation with the CAA Legal Department;
- The Appeal Manager concludes the review and, after consultation with those involved with the case, and with the CAA Legal Department, agrees on the course of action to be taken;
- The Appeal Manager prepares the necessary response and collates any information to be provided to the applicant;
- The response and any necessary information is sent to the applicant, together with information about further rights of appeal to the Information Commissioners Office, including full contact details.

Dear colleagues

In April, Andrew Haines let you know that we would be merging the activities of SRG and DAP to form a new group. Following sign off at the Board last week, I'm now in a position to share more information about the high-level structure, our approach and the next steps.

Why are we doing this?

First of all, I'd like to recap on why we're doing this.

As Andrew mentioned, this type of merger has been considered for a number of years and formed part of Sir Joseph Pilling's strategic review of the CAA in 2008. The Performance and Process Improvement (PPI) programme has also identified opportunities for us to work more effectively by joining up similar activities to provide a more consistent approach across the CAA. And, there are real safety benefits from bringing together our safety and airspace management activities into one function, without compromising our safety regulation, liaison with the military, or our airspace policy approval roles.

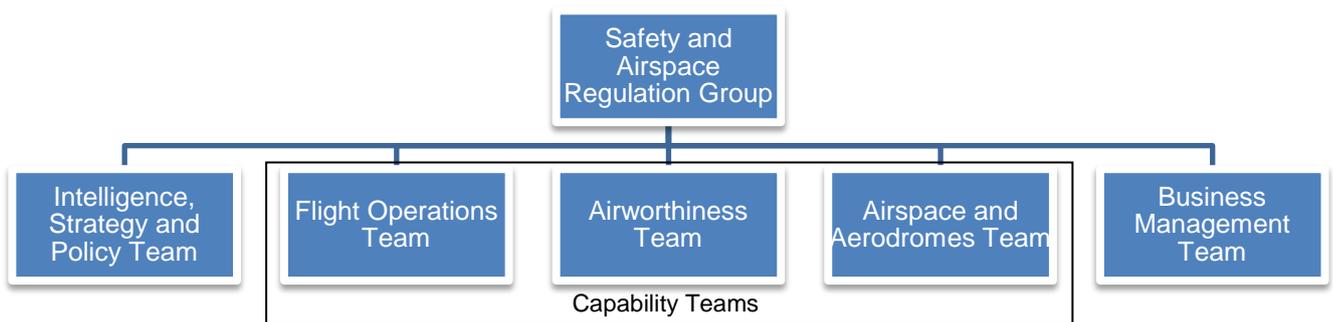
What is the new structure?

Since the announcement, I've been working with the SRG and DAP Leadership Teams, ExCo and the Board to develop our future structure. To ensure an effective and well-managed transition to the new organisation, we are adopting a phased approach. Our first phase takes effect from Monday 1 July with further phases happening through August to the end of 2013.

The new group will be called the **Safety and Airspace Regulation Group (SARG)** and will be structured into five teams. The diagram below shows the new structure along with a description for each team.

The rationale for the selection of this particular structure is that we want to:

- Use intelligence and risk to inform strategy and policy
- Have a joined up strategic and policy approach
- Put people of like capabilities together in bigger resource pools to help with flexible resourcing and improved career development
- Simplify the structure and reduce hierarchy
- Keep an outcome and business delivery focus that helps us use a programme and project approach across capability teams to deliver on our commitments



Safety and Airspace Regulation Group		
Ensure effective safety and airspace planning, regulation, and outcomes for UK airspace users and the public		
Intelligence, Strategy and Policy Team	Capability Teams (Flight Operations, Airworthiness, Airspace and Aerodromes)	Business Management Team
Acquire and apply all relevant aviation intelligence needed to: <ul style="list-style-type: none"> • Determine CAA Safety and Airspace Strategy and influence internationally as appropriate 	Ensure aviation risks and demands are identified and managed to achieve preferred safety and airspace outcomes by: <ul style="list-style-type: none"> • Providing effective, risk-based and 	Acquire and apply all necessary business information needed to: <ul style="list-style-type: none"> • Determine SARG's business development strategy • Provide assurance and support on

<ul style="list-style-type: none"> • Determine UK policy and guidance on safety and airspace including cooperation with MOD under the Joint and Integrated approach • Prioritise, and confirm effectiveness of SARG Capability Team safety and airspace actions 	<p>proportionate oversight</p> <ul style="list-style-type: none"> • Engaging in “Leading Beyond Authority” activities together with partners including industry globally, CAAi, the Government, EASA, ICAO, other States • Leading and supporting programmes aimed at achieving organisation, sector and industry wide improvements • Ensuring effective airspace planning, utilisation and regulation 	<p>the delivery of programmes and projects</p> <ul style="list-style-type: none"> • Plan resource, finance and infrastructure needed to sustain and develop SARG • Secure efficient, effective, consistent and compliant SARG operational practices • Support development and maintenance of skills and capabilities across SARG
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How has the structure been developed?

To ensure the most effective structure, and that we have the best structure to deliver key programmes such as Enhancing Safety Performance (ESP), State Safety Programme (SSP) and Future Airspace Strategy (FAS), we’ve used the following principles to guide our decisions:

- To be outcome focused and demonstrate clearly the value the CAA adds in its regulation
- To continue to conduct our legislative duties to a high standard and as efficiently as possible
- To continue our focus on performance-based oversight, ensuring that we match our resources to the risks
- To design a total system approach to our work so our regulation is joined up and focused on the right risks
- To develop new skills for the future whilst maintaining our reputation for technical excellence
- To ensure our organisation structure supports us in focusing on the most important things, and focusing our resources and time on those
- To have in place effective arrangements for interacting and collaborating with others – both inside and outside of the CAA

What’s happening next?

During July, we will be appointing the leads for each of the five teams using a selection process, and we will identify the next level of the structure for each team. We will be able to communicate these decisions to you in August. We have asked Amanda Downing, a colleague from RPG, to act as Project Manager to ensure a well-managed and effective transition.

As Andrew mentioned, the merging of our two groups will not mean an automatic or imposed relocation of DAP colleagues to Aviation House or vice versa. However, it may mean that some colleagues will move location if it suits both the business needs and the individual.

Gretchen has been a huge support in helping define the new structure and will continue to support the transition over the next couple of months. She’ll also concentrate on a number of strategic safety projects including Airborne Conflict, Human Factors and data flows. She’ll be located on the second floor of Aviation House alongside the current AATSD team.

I appreciate that you will have questions during this period of transition and I am committed to talking to you about key decisions in a timely manner. In the meantime, during July, there are plenty of opportunities to talk with myself and other senior leaders through face-to-face briefings, CEO Forums, ExCo Breakfasts and other opportunities. I’m also looking forward to meeting with as many of you as possible, so I’ll be arranging a series of face-to-face sessions during August.

I am committed to the success of the Safety and Airspace Regulation Group and am looking forward to working with all of you to make it a success.

Mark Swan

Group Director, Safety and Airspace Regulation Group