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UK Civil Aviation Authority

Minutes of the 593rd Meeting held on 23rd July 2025, 11:00, Westferry House & Teams

Attendees:

Sir Stephen Hillier (Chair); Katherine Corich (Senior Independent Director); Jordan Giddings (Non-Executive Director) (Items I-VIII); Anne Lambert (Non-Executive Director); Manny Lewis (Non-Executive Director); AVM Suraya Marshall (Non-Executive Director); Trisha McAuley (Non-Executive Director)

Rob Bishton (Chief Executive); Giancarlo Buono (Group Director, Safety & Airspace Regulation); 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); Nick Lew (Boardroom Apprentice)

Briar Mulholland (Head of Office of Chair & CEO, and Deputy Chief of Staff); Maria Nash (GA Strategic Stakeholder Manager); Graeme Paterson (Corporate Governance & Secretariat Lead)

Amy Mathias, Nic Stevenson (Items V-VII); Louise Stone (Item VI); Ruth Mallors-Ray, Harry Armstrong, Bronwyn Fraser, Abigail Grenfell, Chris Malbon (Item VIII); Iain Libretto (Item X); Stuart Algar, Tendai Mutambirwa (Item XI)

I. Welcomes, Apologies & Conflict of Interest Declarations

1. The Chair welcomed attendees to the meeting
2. No apologies had been received.
3. No conflicts of interest were declared.

II. Approved Minutes of Previous Meetings & Matters Arising

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4. *Minutes* - The minutes of the June 2025 Board meeting were noted as having been approved out of committee.
5. *Actions* – The Board noted the update provided against action 285, but requested that this remain open and further details on progress continue to be provided in the CEO Report.
6. On action 286, the Board noted the ongoing work to identify areas of the organisation which could impact upon consumers. It was also requested the papers for the Board more clearly articulate the engagement teams have had with the Consumer and Sustainability Panels.
7. The Board noted the remaining actions and confirmed these could now be closed.

III. Chair's Report (BRD-2025-050) By Sir Stephen Hillier

8. The Board noted the report.

IV. CEO Report (BRD-2025-051) By Rob Bishton

9. *Approvals* – The Board was asked to approve the updated Corporate Governance Statement for publication. This had previously been reviewed by both ExCo and the Audit & Risk Committee.
DECISION: The Board approved the publication of the Corporate Governance Statement.
10. *ARA* - The Board was advised that the CAA's Annual Report & Accounts had been laid in Parliament on 21st July.

V. Government Priorities: Delivery & Alignment Review – July 2025 (BRD-2025-052) By Rob Bishton & Tim Johnson

11. The Board noted the CAA's continuing work to deliver the Government's priorities.
12. The Board also noted that the CAA's Growth Report had recently been laid in Parliament. A copy of which would be provided to the Board.

VI. Approach to Developing a Medium-Term Financial Plan (BRD-2025-053) By Tracey Martin

13. The Board noted the ongoing work to plan the budget for the 26/27 financial year, central to this was the proposed move to a three-year planning cycle.
14. The Board was supportive of the move to a three-year plan. It would also be essential that the value the CAA sought to provide to industry customers was clearly articulated and evidenced.
15. The Board welcomed the work undertaken so far on the plan, and the principles discussed regarding grant funding. As work progressed, the Board stressed the need to ensure that the CAA's value proposition was clear and that engagement with the sector was effective.

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VII. Delivering on Our Enabling Aerospace Mission (BRD-2025-060) By Tim Johnson

16. The Board was advised that this was intended to be the first of two discussions regarding the CAA's overall strategy and how it was delivering against the mission to enable aerospace.
17. In discussion, the Board indicated its broad support for the CAA's existing strategy and strategic focus areas. However, it was acknowledged that more could be done to demonstrate its enabling functions and activities.
18. The Board welcomed the discussion, and suggested that the focus of the September conversation be on how the CAA could deliver a safe, and less complex regulatory approach across the whole aviation ecosystem.

VIII. Sustainability (BRD-2025-056a &b) By Tim Johnson

19. *Sustainability Panel* - The Board was updated on the Panel's current programme of work, including the preparation of information papers for the CAA's senior leadership. The Board also noted how Panel members were currently working with different business areas across the organisation.
20. The Panel Chair highlighted the Panel's work on setting out issues around the current production and use of sustainable aviation fuel (SAF), and concerns around the whole life impact of its use.
21. The Board thanked the Panel Chair for the update and suggested that Board Members take up the opportunity to engage with the Panel and its members directly.
22. *CAA Sustainability Strategy Delivery Review* - The Board was reminded that the CAA's current Sustainability Strategy had been published in 2022. Feedback from the Board was sought on refining the strategy's scope, noting that there was a broad range of things the CAA could do, but that it did not hold all of the policy levers.

IX. CMG Report (BRD-2025-058) By Selina Chadha

23. The Board noted the update on activities within CMG.
24. The Board was also advised that recommendations for the CAA arising from DfT's Task and Finish Group on accessibility had already been factored into CMG's workplan.

X. Corporate Risk Appetite Statements (BRD-2025-054) By Tracey Martin

25. As part of the CAA's Enterprise Risk Management Framework improvement project, a set of corporate risk appetite sub-statements had been prepared. These followed on from a set of statements that had been approved in 2024.
26. In discussion, it was confirmed that publication of the statements and accompanying guidance would be phased, so as not to overwhelm

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colleagues. The statements themselves would also be simplified for the benefit of those who were not risk specialists.

27. The Board suggested that the wording within the Change Management statement be recalibrated and considered by ExCo and the Audit & Risk Committee, before being provided to the Board again. The Board also requested that it be provided with sight of the simplified statements that would be provided to colleagues.

ACTION: Tracey Martin to review the sub-statements in line with the Board's request, including the provision of simplified statements. It was confirmed that Board could review the statements out of committee, once they had been endorsed by ExCo and the Audit & Risk Committee.

XI. SARG Report (BRD-2025-055) By Giancarlo Buono

28. The Board noted that work to move to a new safety risk management tool was close to being finalised.
29. The Board was updated on changes to the way in which the Airworthiness function carried out its oversight functions. This had seen a move towards the use of performance- and risk-based oversight approaches for entities with mature safety management systems.
30. This change in approach meant that an effective level of oversight could be maintained based on current resourcing levels, as well as allowing capacity for resource to be flexed when needed.
31. The shift in approach also meant that the costs of oversight could be reduced when compared with the previous compliance-based inspection model.

XII. Draft September Board & Forward Agenda

32. The Board noted the agenda for September's meeting.

XIII. Any Other Business

33. *CAA Publications* – The Board asked that steps be taken to make high-profile documents more prominent on the CAA website.
- ACTION:** Tim Johnson to work with the Communications team to consider how publications could be made more prominent.
34. *Dave King* – On behalf of the Board, the Chair thanked Dave King for his contribution to the CAA as the Independent Safety Advisor, and wished him well for the future.