

**CIVIL AVIATION AUTHORITY  
MINUTES OF THE 573<sup>rd</sup> BOARD MEETING HELD ON  
WEDNESDAY 17 MAY 2023, 10:30, GLASGOW AIRPORT**



**Present:**

Sir Stephen Hillier	Chair
Rob Bishton	Joint CEO/GDSARG
Katherine Corich	NED
Marykay Fuller	SID
Jane Hanson	NED
Anne Lambert	NED
Manny Lewis	NED
Paul Smith	Joint CEO/GDCMG
Jonathan Spence	General Counsel and Secretary

**Apologies:**

AVM Simon Edwards

**In Attendance:**

Ben Alcott	Professional Services Group Director
Julie Bryer	Head of Finance & Corporate Services
Peter Drissell	Aviation Security Director
Tim Johnson	Policy Director
Dave King	Independent Safety Adviser to the Board
Alison Naylor	People Director

Emma Brown	Business Manager
Graeme Paterson	Secretariat

Stewart Carter	Item 4
Jacqueline Greenwood	Item 4
Andrew Walker	Item 4

**I. APOLOGIES & DECLARATIONS OF INTEREST**

1. Apologies had been received from AVM Edwards.
2. It was noted that Rob Bishton would join the meeting late due to an appearance before the Science, Innovation and Technology Select Committee.
3. Tim Johnson declared a potential interest in respect of the matter being discussed under agenda item four.

**II. MINUTES AND MATTERS ARISING**

4. *Minutes* – The Minutes of the April 2023 Board were approved.
5. *Actions* – The Board noted that Action 220 (Retained EU Legislation Bill) had been closed. It was confirmed that a small number of aviation related regulations would be repealed, and that these would not have an adverse impact on safety or security matters.
6. *Action 221* – The Board was advised that in the assessment of the Independent Safety Adviser, the regulatory safety management system (RSMS) was operating effectively. Further engagement was planned with SARG colleagues as the RSMS evolved.

7. *Action 225* – The Board requested that the action be reframed, and a further update be provided on the CAA’s flexible working policy, noting this was linked to future estate work and the CAA’s offer as an employer. An update would be provided as part of the CEO Report in June.

### **III. CHAIR’S REPORT (2023-31) BY SIR STEPHEN HILLIER**

8. The Chair welcomed the Board to Scotland, and reiterated the importance of the Board being able to engage with stakeholders across the UK.
9. Noting the delay to the recruitment process for appointing a new CEO, direction was sought from the Board on whether certain activities should be taken forward during the period that the interim CEO arrangements were in place.
10. The Board was advised that a new CEO would ideally be given the opportunity to shape areas of work. However, there was an urgency in ensuring that the implementation of ALB Review recommendations, as well as some other work was taken forward as soon as possible.
11. The Board confirmed that it would be content for priority work to be taken forward during the interim arrangements.
12. The Chair confirmed that this approach would be explained to candidates as the recruitment process advanced.
13. The Board noted the paper.

### **IV. NERL NR23 PRICE REVIEW – PROVISIONAL DECISION (2023-36) BY PAUL SMITH**

14. The Board welcomed Stewart Carter, Jacqueline Greenwood and Andrew Walker to the meeting.
15. The Board discussed the CAA’s Provisional Decision in respect of the NR23 Price Review.
16. The Board noted the paper.

### **V. INDEPENDENT REVIEW OF THE CAA: FINAL REPORT & NEXT STEPS (2023-35 BY TIM JOHNSON**

17. The Board discussed the forthcoming publication of the ALB Review’s final report.
18. The Board noted the paper.

### **VI. AVSEC PERFORMANCE REVIEW & BRIEFING BY PETER DRISSELL**

19. Rob Bishton joined the meeting.
20. The Board discussed the update on AvSec’s activities.
21. Work to translate EU aviation security legislation into UK law was progressing well, with a statutory instrument going through Parliament every three months. The aim of this activity was to ensure the UK had continuity in clear security regulation.
22. The Board noted the paper.

### **VII. CEO REPORT (2023-32) BY ROB BISHTON & PAUL SMITH**

23. *Approvals – Internal Confidential Reporting Policy* – The Board approved updates to the CAA’s internal confidential reporting policy. In rolling out the policy to colleagues, the Board asked that information on the reporting process be made clearer and more easily accessible.

**DECISION:** The Board approved the updated internal confidential reporting policy.

24. *Register of Interests* – The Board reviewed the Register of Interests and confirmed that no further updates were required at this time.
25. *Organisational Morale* – An update was provided by the Joint-Interim CEOs on the engagement that had taken place with colleagues across the organisation. Thanks were expressed to a number of colleagues who had helped the CEOs since the interim arrangements were put into effect.
26. *Customer Experience & Modernisation Programme* – The Board was updated on progress on this activity since the February Board meeting. It was confirmed that the individual workstreams and governance framework for the programme were being devised. As part of this activity, the Board requested that the time and cost of using internal resources be factored in.
27. In discussion, the Board also noted the importance of ensuring a cultural change took place, so that there was a stronger focus across the organisation of the experience customers had when they interacted with the CAA.
28. The Board noted the work that had been undertaken so far, but highlighted that this was a complex programme. Assurance was sought on the process that ExCo followed to ensure progress was being made. It was confirmed that ExCo reviewed the change management portfolio via the Project & Prioritisation Board (PPB). A copy of this would be shared as part of the CEO Report in June.

**ACTION:** Rob Bishton & Paul Smith to provide a copy of PPB reporting documentation as part of the June CEO Report.

29. *Finance Update* – The Board noted the CAA's current financial position, and was advised that the audit for the year-end accounts was underway.
30. In response to a Board query, it was confirmed that CAAi's statutory accounts would be filed at Companies House.
31. *Pay Negotiations* – An update was provided on the CAA's discussions with the trade unions regarding pay.
32. The Board noted the paper.

#### VIII. **SARG REPORT (2023-33) BY ROB BISHTON**

33. The Board was updated on work within SARG to ensure different, and evolving elements of the aviation system were being drawn together. It was noted that changes to SARG's leadership team would help to facilitate this.
34. The Board was also advised that discussions had taken place with innovators in recent months regarding the way in which the CAA could work with and support emerging technology companies.
35. An update was provided on two incidents where aircraft separation issues had arisen. One of these had involved a UK-registered aircraft in another country's airspace. The CAA was seeking further information on the circumstances of the event from the operator concerned.
36. A new safety risk had been identified in respect of offshore helicopters operating in proximity to offshore windfarms. The CAA was engaging with industry to consider what steps could be taken to mitigate risks in this area.
37. Clarity was sought regarding the status of triaged mandatory occurrence reports.

**ACTION:** Ben Alcott to provide an update on the status of mandatory occurrence reports.

38. The Board noted the paper.

**IX. SUMMARY REPORT OF THE 3<sup>RD</sup> APRIL 2023 AUDIT COMMITTEE MEETING (2023-37) BY JANE HANSON**

39. The work undertaken by Finance colleagues to finalise accounts at year-end was noted.
40. The Board queried whether the implementation of the three lines of defence framework would take two years to achieve. It was advised that full implementation could take two years, but plans to put the framework in place would be devised within about six months and measures would be implemented incrementally.
41. The Board noted the paper.

**X. DRAFT JUNE BOARD & FORWARD AGENDA BY TIM JOHNSON**

42. The Board noted the June Board agenda.

**XI. ANY OTHER BUSINESS**

43. *Update on People Committee Meeting* – The Board was provided with a verbal update on the discussions that took place at the 10<sup>th</sup> May People Committee meeting. A summary report would be provided at the June Board.
44. *Scotland Board Visit* – On behalf of the Board, the Chair thanked colleagues from across the CAA for their work planning the Board’s visit to Scotland. Thanks were also expressed to Kevin Stewart MSP (Scottish Transport Minister), Transport Scotland, Edinburgh Airport, Glasgow Airport, Bristow Helicopters, Skyrora, Loganair for their time in engaging with the Board. The Board also acknowledged the support provided by AGS Group and Glasgow Airport for their assistance in hosting the formal Board meeting,

**Date and Time of Next Meeting:  
Wednesday 21 June, Westferry House**