



UK CIVIL AVIATION AUTHORITY
MINUTES OF THE 576TH MEETING HELD ON WEDNESDAY 13TH SEPTEMBER 2023,
11:00, WESTFERRY HOUSE & TEAMS

Present:

Sir Stephen Hillier	Chair
Rob Bishton	Interim CEO/GDSARG
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
Paul Smith	Interim CEO/GDCMG
Jonathan Spence	General Counsel & Secretary

Apologies:

AVM Edwards

In Attendance:

Peter Drissell	Aviation Security Director		
Tim Johnson	Communications, Strategy & Policy Director		
Dave King	Independent Safety Adviser		
Tendai Mutambirwa	Head of Safety Operations		
Alison Naylor	People Director		
Sophie O'Sullivan	Head of Future Safety & Innovation		
Emma Brown	Business Manager		
Graeme Paterson	Secretariat		
Colin Macleod	Item 6	Stewart Carter	Item 8
Rosie Whitbread	Item 6	Matt Claydon	Item 8
Chris Page	Item 7	Andrew Walker	Item 8
Nic Stevenson	Item 7	Iain Libretto	Item 9

I. APOLOGIES & CONFLICT OF INTEREST DECLARATIONS

1. Apologies had been received from AVM Edwards.
2. Tracey Martin was formally welcomed as permanent Chief Financial Officer, and member of the CAA Board.

II. PREVIOUS MINUTES AND MATTERS ARISING

3. *Minutes* - The minutes of the July 2023 Board meeting were approved. Publication would take place in due course.
4. *Actions* - A verbal update was provided in regard to action 244 (*Mission Assurance on Space Launches*). It was emphasised that in discussions with stakeholders and applicants that the CAA's primary purpose when fulfilling its space regulatory duties, was safety. The relevant teams would continue to be diligent in ensuring this position was articulated publicly. The action was closed.

III. CHAIR'S REPORT (2023-56) BY SIR STEPHEN HILLIER

5. The Chair noted that the CAA had been in the public eye over what had been a busy summer. There would now be an opportunity to reflect on any learnings for the organisation from the different events.

IV. CEO REPORT (2023-57) BY ROB BISHTON & PAUL SMITH

6. *Approvals* – The Board was asked to approve the CAA’s new Modern Slavery Statement. It was confirmed that in preparing the statement, the CAA had not identified any specific areas of concern. The Board noted that airlines had a critical role to play in tackling people trafficking, with many training their staff to identify potential victims. On this basis, the Board suggested that the CAA’s own statement should reflect the work airlines do.

DECISION: The Modern Slavery Statement was approved, subject to the inclusion of a section on the role that airlines may have to play in identifying the victims of people trafficking and modern slavery.

7. *For Information – Air Traffic Control Disruption* – The Board was updated on the issues that affected air traffic services over the August Bank Holiday weekend.
8. The CAA had received a report from NATS which had identified the cause of the issue, and a mitigation plan which was being reviewed by SARG colleagues.
9. An independent panel would be convened by the CAA to review what had happened in respect of the cause of the incident, the impact on consumers and the wider aviation system, and the lessons that could be learned. Prior to finalising the terms of reference for the panel there would be consultation with the DfT and consideration of suggestions other stakeholders had made for the scope of the review. It was anticipated that the panel would be stood up by the end of September.
10. The Board was briefed on the CAA’s own response to the disruption. Colleagues from SARG, CMG and Communications had all been stood up to respond in line with the CAA’s crisis protocols. Whilst no shortcomings had been identified to date, it was confirmed that this response would be reviewed to see if or where enhancements could be made.
11. The Board noted the update on the disruption and the impact this had on consumers. It was satisfied that no safety implications had arisen, but the Board emphasised the importance of the independent review and that lessons learned activities be undertaken in a timely manner.
12. *H7* – The Board noted the provisional decisions made by the CMA in respect of the Heathrow Price Control. The findings had largely supported the CAA’s position. The CMA did however, accept appeals in three areas, although these were relatively minor issues.
13. It was anticipated that the CAA would need to review these issues, and if it did so, there may be a need for further Board discussions. It was also highlighted that a review of the existing price control processes would commence later in 2023.
14. The Board noted that the CMA’s findings represented a positive outcome in respect of the work undertaken by CAA colleagues and the assurance processes that had been put in place.
15. *Customer Experience & Modernisation Business Case* – The Board noted that it would be discussing these business cases in future meetings. It was requested that as part of this, details be provided on the product methodology, assurance processes and resourcing that would be used.

V. **SARG REPORT - CAA HEALTH (2023-58) BY ROB BISHTON**

16. *Part 1* – The Board noted with sadness that there had been nine fatalities in the GA sector over the summer months. It was queried whether any patterns had been identified between the accidents or whether any connections were likely with regulatory changes made in previous years.
17. *Part 2* – With the UK having left EASA, the Board was updated on work to implement the ICAO Critical Elements framework to manage the CAA’s Safety

Oversight System. The implementation of this framework would also support the CAA's wider ambition of introducing the three lines of defence risk model.

18. The implementation of the ICAO framework had resulted in some changes in the way certain activities were done, and the language and terminology used. It was recognised that this was a departure from previous practice, and that steps were being taken in SARG to ensure a common understanding of new terminology.

19. As the system was embedded, it was anticipated that it would start to provide a clearer picture of areas within SARG and broader safety system which were working well, and where further focus and mitigations were required. This included identifying areas where additional resources may be required. It was requested that a briefing on current system improvements and an analysis of current resourcing challenges be provided at an upcoming Safety Leadership Group.

ACTION: Rob Bishton, Tendai Mutambirwa and Sophie O'Sullivan to prepare the requested information for discussion at the Safety Leadership Group.

20. The Board noted the update and recognised that the progress of implementation and reporting against the ICAO framework would mature over time. It was also noted that further updates on this work would be provided at the Safety Leadership Group as well as at future Board meetings.

VI. SPACE REGULATION (2023-59) BY TIM JOHNSON

21. *The Board held a discussion on space regulation activities.*

VII. CAA STRATEGY REFRESH (2023-61) BY TIM JOHNSON

22. The Board had agreed in April that the CAA's Strategy should be updated. The first stage would be to refresh the existing one, ahead of a more substantive update once a new CEO was in post.

23. The proposed refresh aimed to remove references to Covid and reflect feedback from the ALB Review. There was also an ambition to move away from making wholesale changes on a five-yearly cycle. Instead, elements of the strategy could be updated on an annual basis to reflect the CAA's operating environment.

24. The content of the strategic focus area elements was being developed with senior colleagues, and would eventually be shared with the wider organisation.

25. In discussion, the Board was supportive of the refresh and having an annual review cycle for the strategy. It was recommended that the fifth strategic focus area be refined to ensure that it was sufficiently focused. The Board also suggested that metrics be devised to help demonstrate the effectiveness of the strategy.

26. Noting concerns arising from the Colleague Engagement Survey about the organisation's vision, the Board queried whether more engaging language could be included within the document, and that more be done by ExCo and senior leaders to demonstrate to colleagues how their own contributions were linked to, and supported the CAA's work.

27. Subject to addressing these points, the Board approved the approach, ahead of a further discussion on approving the updated document later in 2023.

VIII. NERL NR23 FINAL DECISION (2023-65) BY PAUL SMITH

28. *The Board considered matters related to the NR23 Final Decision.*

IX. PERIODIC REVIEW OF THE TOP CONSUMER AND PUBLIC, STRATEGIC AND BUSINESS RISKS (2023-63) BY TIM JOHNSON

29. The Board was advised that the CAA's Risk Framework was being applied by the organisation, risks were being raised and actions taken in response to them. There were some areas for further development and improvement, and these were being reviewed as part of the three lines of defence work.
30. In considering broader risks it was queried whether the full impact of leaving the EASA system had been considered, in terms of capacity and the effect this could have on the CAA and UK aviation. It was agreed that further work would be needed to better understand this issue, and the most effective way to respond to it.
ACTION: Tim Johnson to lead to work on better understanding and presenting the risks in the round, to include the impacts of leaving EASA, and the effect it could have on the CAA and sector's ability to respond.
31. It was noted that the risks related to implementation of the ALB Review's recommendations would be incorporated into the risk management system, and that the Customer Experience and Modernisation programme would have its own risk and issues log as a change programme following approval of the business case.

X. DRAFT OCTOBER BOARD & FORWARD AGENDA

32. The Board noted the draft agenda for October, acknowledging that there were a number of substantive discussion items.
33. The Board was also reminded that the October meeting would take place in Belfast.

XI. ANY OTHER BUSINESS

34. The Board was advised of discussions with DfT about giving the department additional visibility of Board proceedings. This was being considered further in the drafting of the Framework Document.
35. No other business was raised.