



PUBLICATION VERSION

## **UK Civil Aviation Authority**

### **Minutes of the 588<sup>th</sup> Meeting held on 22<sup>nd</sup> January 2025, 11:00, Aviation House & Teams**

#### **Attendees:**

Sir Stephen Hillier (Chair); Katherine Corich (Senior Independent Director); Anne Lambert (Non-Executive Director); Manny Lewis (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); Graeme Paterson (Corporate Governance & Secretariat Lead)

Rt Hon. Jenny Willott (CAA Consumer Panel Chair), Anna Bowles, Helen Swanbury, Freya Whiteman (Item V); Harry Armstrong, Abigail Grenfell, Chris Malbon (Item VI); Tendai Mutambirwa, Sophie O'Sullivan (Item VII)

#### **I. Welcomes, Apologies & Conflict of Interest Declarations**

1. The Board welcomed Giancarlo Buono to his first meeting as Group Director, Safety & Airspace Regulation. The Board also welcomed Boardroom Apprentice, Nick Lew to the meeting.
2. Apologies had been received from AVM Marshall.
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 December 2024 Board meeting were noted as having been approved out of committee.
5. *Actions* – The Board endorsed the proposal to close three actions, and noted the remaining five which would be addressed over the next few months.

### III. Chair's Report (BRD-2025-001) By Sir Stephen Hillier

6. The Chair highlighted that the papers for discussion touched on areas where the CAA had recently been engaged with Government, particularly around consumer and new technologies. It was also highlighted that these activities were linked to future budget discussions.
7. Despite the importance of these activities, the Board was reminded that the CAA must remain relentless in its focus on aviation safety. These accountabilities having been emphasised by the loss of life in accidents in Kazakhstan and South Korea at the end of 2024.

### IV. CEO Report (BRD-2025-002) By Rob Bishton

8. *Approval* – The Board was asked to approve the updated Internal Confidential Reporting Policy. This had been reviewed and endorsed by ExCo and the Audit & Risk Committee. The policy was approved.  
**DECISION:** The Board approved the CAA's updated Internal Confidential Reporting Policy.
9. *Internal Matters* - The Board was advised that period since late December had been extremely busy for the CAA, but it was well equipped to respond now that the full complement of Executive Directors were in post.
10. *External Matters* – The Board was advised of the letter from the Prime Minister in late December for information on how the CAA as a regulator could support growth. This had been sent to all relevant regulators. The CAA response to the PM's letter had been provided at the end of the Board pack. The CEO had also attended a roundtable discussion with the affected regulators and the Chancellor.
11. Ahead of the Board's February discussion on the budget and business plan, it was requested that work be done to demonstrate where the CAA was scaling up, or prioritising the work outlined in the response to the PM's letter. As part of this it would also be necessary to show where activities might be de-prioritised.
12. The Board recognised that certain areas of work would be contingent on funding from Government which was still subject to the spending review. Therefore, the CAA's plan should retain some flexibility in case funding was not available, or was of a lower amount.  
**ACTION:** Tracey Martin and Tim Johnson to lead on this work ahead of February's Board.

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**V. Consumers & Markets Group Report By Selina Chadha**

13. *(BRD-2025-010) CMG Introductory Paper* – The Board noted the paper.
14. *(BRD-2025-009) UK Aviation Consumer Survey* – The Board noted the survey results as additional context on the experiences of consumers. The Board welcomed the 84% passenger satisfaction rate. The Board did, however, recognise that the 16% of passengers not satisfied still represented a large number of people, the impact that disruption could have on peoples' holidays, and the impact of disruption not necessarily being consistent across the UK.
15. *(BRD-2025-004) Strengthening our approach to protecting consumers and the Consumer Strategy Update* – the Board was reminded that at the December 2024 meeting, it was advised of the CAA's intention to push forward with further consumer-focused activities. The accompanying paper set out the proposed areas of focus. However, it was noted that delivery of these would be contingent on additional funding being forthcoming via the proposed Scheme of Charges.

**VI. Environmental Sustainability Strategy Delivery Review (BRD-2025-008)****By Tim Johnson**

16. The Board was advised that the sustainability strategy delivery review would be one of two dedicated sustainability items at the Board in 2025. The aim of the item was to update the Board on the sustainability strategy's focus and what had been achieved, and the intention to refresh it later in the year.
17. Although the CAA could, and did, regularly engage with the sector, some of the UK's sustainability policies and initiatives were within the Government's control. In terms of Government, it was noted that the Jet-Zero Taskforce had been re-established. Some airlines had also made representations to Government on the role that airspace modernisation could play in improving their sustainability performance.
18. It was noted that the costs of Sustainable Aviation Fuel (SAF) were still high, and infrastructure for production had still not matured; these combined were having an impact on uptake, although the Government's SAF mandate, effective January 2025, was intended to help mitigate this. Despite potential challenges with SAF, it was noted that its use was further advanced than other alternative fuel sources, such as hydrogen.
19. The Board noted the significant work that had been achieved in delivering the strategy, and welcomed the intention to refresh it later in 2025.

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### **VII. SARG Report (BRD-2025-006) By Giancarlo Buono**

20. *Part 1* – The Board noted the top aviation safety risks. As agreed previously, the risk scores themselves were updated on a quarterly basis, with the last update taking place in December.
21. *Part 2* – The Board was advised that the CAA had been successful in delivering Strategic Outcome 1 of the Future of Flight Programme. This meant that there had been successful demonstrations of RPAS beyond visual line of sight operations in unsegregated airspace.
22. Utilising lessons from this work, it was now intended that regulatory pathways would be established to help not only industry, but CAA colleagues as well.
23. The Board welcomed the development of new pathways as a means of supporting industry, recognising that it was still a relatively fragile sector. It was also confirmed that introduction of the pathways would coincide with the end of major organisational design changes in Future Safety & Innovation.
24. The Board also noted positive engagement with Government, particularly the Regulatory Innovation Office in respect of this activity.

### **VIII. Summary Report of 14th January 2025 Audit & Risk Committee Meeting (BRD-2025-007) By Anne Lambert**

25. Following the resignation of Jane Hanson, Anne Lambert had been appointed as the interim Chair of the Audit & Risk Committee.
26. The Board noted the paper.

### **IX. Draft February Board & Forward Agenda**

27. The Board noted the draft agenda.

### **X. Any Other Business**

28. No other business was raised.