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UK Civil Aviation Authority

Minutes of the 591st Meeting held on 7th May 2025, 11:00, Westferry House & Teams

Attendees:

Sir Stephen Hillier (Chair); Katherine Corich (Senior Independent Director); Jordan Giddings (Non-Executive Director); Anne Lambert (Non-Executive Director); Manny Lewis (Non-Executive Director); AVM Suraya Marshall (Ex-Officio 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); Graeme Paterson (Corporate Governance & Secretariat Lead)

David Milford (Item V); Jo Martin, Andy Wells (Item VI); Sophie O'Sullivan, Kev Woolsey (Item VIII); Padhraic Kelleher (Items VIII, X-XI); Iain Libretto, Matt Taylor (Item IX); Nic Stevenson (Item X); Ben Alcott, Sarah Hill (Items X & XI)

I. Welcomes, Apologies & Conflict of Interest Declarations

1. The Chair welcomed attendees to the meetings and confirmed that no apologies had been received.
2. Katherine Corich declared an interest as a Non-Executive Director of CAAi in respect of agenda item XI.
3. No other conflicts of interest were declared.

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II. Approved Minutes of Previous Meetings & Matters Arising

4. *Minutes* - The minutes of the April 2025 Board meeting were noted as having been approved out of committee.
5. *Actions* – The Board confirmed that three actions would be closed. Three other actions would remain open.

III. Chair's Report (Verbal Update) By Sir Stephen Hillier

6. The Chair highlighted the government's continued high interest in the work of regulators. From a CAA perspective, it was believed that the organisation was seen as fully engaged and effective. However, it was emphasised that the CAA would need to continue engaging with government and demonstrating effectiveness in discharging both its regulatory and enabling duties.
7. This effectiveness would be viewed through lenses such as the timeliness of regulatory decisions and managing costs to those that were regulated.

IV. CEO Report (BRD-2025-032) By Rob Bishton

8. *Government* – The Board noted the CAA's work in supporting the government's continuing focus on growth and enabling innovation.
9. The outcome of the 2023 ALB Review, and the implementation of its recommendations, provided important evidence of the CAA's capabilities and interfaces with Government. The CAA was also well placed to respond to the challenges of work on Heathrow expansion, which was key to Government growth ambitions.
10. The Board queried to what extent consumer interests were being considered as part of the growth agenda. It was noted that ensuring a positive customer experience at an expanded Heathrow was central to the CAA's plans.
11. Noting the range and importance of activity and engagement with government, the Board requested that it received updates on progress on all relevant workstreams, including their interactions and decision points, at each Board meeting. The Board also noted plans for ExCo to review the CAA's strategy in light of the government's priorities and focus, ahead of a broader Board discussion in the summer.

V. Consumers & Markets Group Report (BRD-2025-033) By Selina Chadha

12. *Power Outage at Heathrow* – The Board noted that the NESO Interim Report on the sub-station fire and subsequent power outage at Heathrow was scheduled to be published on 8th May 2025.
13. On the broader issue of resilience at airports, the Board queried how the CAA could ensure that resilience requirements were met. It was noted that some licence conditions for airports were quite broad, which could present a challenge in ensuring compliance. There were also aspects, such as the actual resilience of power supplies that were outside the CAA's expertise to assess. However, the CAA did, and would, continue to monitor the process by which airports identified risks

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and addressed them; and would consider how the approach might be enhanced.

**VI. Aviation Legislative Reform – Implications for the CAA (BRD-2025-034)
By Tim Johnson**

14. The Board was advised that the CAA was working with DfT to prepare measures for inclusion in a possible Aviation Bill.

VII. SARG Report (BRD-2025-035) By Giancarlo Buono

15. The Board noted the roll-out of the SORA platform had successfully taken place at the end of April.

16. An update was also provided on space launches from the US and the impact these could have on UK airspace.

17. The Board was provided with an update on the work of the RPAS Sector team in Future Safety & Innovation.

VIII. Safety Regulatory Risk Appetite – Stage III (BRD-2025-036) By Giancarlo Buono

18. The Board noted that the accompanying paper was the third in a series of three as the CAA aimed to set its regulatory risk appetite for the safety regulation of new technologies.

IX. Risk Reports (BRD-2025-037a & b) By Tracey Martin

19. *BRD-2025-037a - Periodic Review of Top Strategic & Business Risks* – The Board was presented with the CAA's top strategic and business risks. The material had previously been reviewed by ExCo and the Audit & Risk Committee.

20. *Strategic Risks* – The Board was asked to confirm that it was assured that the CAA was taking all necessary steps to support airspace modernisation. It was recognised that whilst the CAA was heavily involved in this activity, it did not have all the levers to drive the work forward

21. *BRD-2025-037b – Follow-Up to December 2024 Board Risk Discussion* – The Board noted the work that had been undertaken to take forward the risk items proposed at December's discussion. It was intended that a similar broad-base risk discussion would take place in December 2025.

X. International Strategy Stocktake (BRD-2025-039) By Tim Johnson

22. The Board was provided with its periodic update on the CAA's International Strategy and activities. It was recognised that the current geopolitical environment presented challenges and uncertainty to international work. However, the CAA regularly engaged positively with a wide range of global stakeholders.

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XI. Periodic CAA Parent Company Review of CAAi (BRD-2025-040) By Tracey Martin & Tim Johnson

23. The Board was advised that as part of good governance, the CAA would undertake a periodic review of CAA International (CAAi). The planned scope of the review was provided for the Board's consideration, with the output of the work scheduled to be presented in July.

XII. Draft June Board & Forward Agenda

24. The Board noted the draft agenda and plans for stakeholder engagement in June.

XIII. Any Other Business

25. No other business was raised.