UK Civil Aviation Authority

Minutes of the 594th Meeting held on 10th September 2025, 11:00, Aviation 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); Trisha McAuley (Non-Executive Director)

Rob Bishton (Chief Executive); Giancarlo Buono (Group Director, Safety & Airspace Regulation); Selina Chadha (Group Director, Consumers & Markets)

Jonathan Spence (General Counsel & Company Secretary)

Present:

Tim Johnson (Director, Communications, Strategy & Policy, and Chief of Staff); Nick Lew (Boardroom Apprentice) (Items I-VI, VIII & X-XIII)

Maria Nash (Head of Office of Chair & CEO, and Deputy Chief of Staff); Graeme Paterson (Corporate Governance & Secretariat Lead)

CAA: Nic Stevenson (Item VIII); Abigail Brown, Caroline Chalk, John Dobbe, Charlie Reynolds (Item X); Glenn Bradley, Tendai Mutambirwa (Item XI)

Heathrow Reimagined (Item VII): Holly Boyd-Boland (VP Corporate Development, Virgin Atlantic), Carlton Brown (Chief Financial Officer, Arora Group), Neil Cottrell (Chair, Heathrow AOC), Sean Doyle (Chair & CEO, British Airways), Luis Gallego (CEO, IAG), Jonathan Sullivan (Chief Corporate Development Officer, IAG), Willie Walsh (DG, IATA), Shai Weiss (CEO, Virgin Atlantic), Nigel Wicking (CEO, Heathrow AOC)

Heathrow Airport Limited (Item IX): Ross Baker (Chief Customer Officer), Thomas Woldbye (CEO)

I. Welcomes, Apologies & Conflict of Interest Declarations

1. The Chair welcomed attendees to the meeting
2. Apologies had been received from AVM Marshall and Tracey Martin.
3. The Board noted that Trisha McAuley had been appointed Chair of the Air Travel Trust.
4. No conflicts of interest were declared.

II. Approved Minutes of Previous Meetings & Matters Arising

5. *Minutes* - The minutes of the July 2025 Board meeting were noted as having been approved out of committee.
6. *Actions* – The Board noted the updates on the outstanding actions.

III. Chair's Report (BRD-2025-061) By Sir Stephen Hillier

7. The Board was reminded of the government's focus on regulators and cost to business of regulation; and Heathrow expansion and airspace modernisation as being central to economic growth. These were all issues that would require the Board's particularly close attention over the coming months.
8. In respect of Heathrow, the Chair emphasised the importance of the stakeholder engagement sessions that would take place later in the meeting.

IV. Board Effectiveness Review – Follow-up on Recommendation Implementation & Look Ahead to External Review (BRD-2025-062) By Sir Stephen Hillier

9. The Board noted the paper.

V. CEO Report (BRD-2025-063) By Rob Bishton

10. *Approval* – The Board was asked to approve the updated Modern Slavery Statement for publication. This had previously been reviewed by ExCo.

    DECISION: The Board approved the publication of the Modern Slavery Statement.
11. The Board noted the CAA's ongoing delivery against government priorities. A further discussion on priorities due for delivery in December 2025 would take place at October's meeting.
12. It was noted that a standalone ExCo PIE discussion on airspace had been scheduled for 16th September, with material in the CEO Report forming the basis of the session.
13. An update on strategic resilience in the aviation sector was provided. Although there had been some high-profile disruption events in the

year, it was noted that network performance in the UK had generally been good. It was also likely that passenger numbers in 2025 would surpass the levels previously seen in 2019.

14. The Board noted that lessons had been drawn from events such as the NATS system failure in August 2023 to ensure greater resilience and responsiveness to crises.
15. In discussion, the Board queried whether the roles and responsibilities of different organisations in the event of severe disruption had now been fully codified. There was concern that the CAA's convening role could see it drawn into matters it was not directly responsible for.
16. It was agreed that an outline would be prepared for the Board, detailing the roles of the CAA, airlines, airports and air navigation service providers in a range of crisis scenarios and the existing authorisations and accountabilities that existed.
17. The Board noted the success of the two recognition events that had taken place covering the 22/23 and 23/24 financial years.

VI. CMG Update (BRD-2025-064) By Selina Chadha

18. The Board noted that a consultation had been launched in August concerning the ability of promotors of Heathrow expansion to recover their early costs.
19. It was anticipated that a decision on this issue would need to be made before the next Board meeting. Therefore, it was likely that a request for a decision would be circulated to Board members out of committee.

VII. Heathrow Stakeholder Engagement By Heathrow Reimagined

20. The Board was provided with a presentation by representatives of Heathrow Reimagined.

VIII. Delivering on Our Enabling Aerospace Mission (BRD-2025-065) By Tim Johnson

21. A further update on the proposed programme of would be included as part of the wider Priorities and Planning paper scheduled for discussion in October.

IX. Heathrow Stakeholder Engagement By Heathrow Airport Limited

22. The Board was provided with a presentation by representatives of Heathrow Airport Limited.

X. CAA Feedback Channel Insights (BRD-2025-066) By Tim Johnson & Jonathan Spence

23. The Board was advised that this was the second time that a paper had been prepared, drawing insights from the CAA's Internal Confidential Reporting, External Whistleblowing and Complaints and

Correspondence mechanisms. The genesis for this combined approach had been the Post Office Horizon inquiry.

24. Based on the level and nature of feedback received, it was not believed that there were systemic issues within the CAA that needed to be addressed.
25. In respect of Internal Confidential Reporting, it was highlighted that the levels of reporting were consistent with an organisation the size of the CAA.
26. Steps were being taken to better incorporate External Whistleblowing Reports into safety oversight activities. However, it was noted that where reports were anonymous, it could limit the CAA's ability to take appropriate follow-up action. Consideration would be given as to how the CAA could support those making reports to feel comfortable in disclosing their names.
27. In recent years, processes had been put in place to ensure that complaints were more effectively managed, including the management of those that were rude or vexatious. These processes ensured that any complaints related to safety were effectively assessed.
28. In discussion, the Board confirmed that it was assured by the processes in place to manage reports, and the levels of reports that were received. In preparing future papers, the Board asked that consideration be given to mapping any linkages between reports and correspondence received, and cases which resulted in regulatory hearings.

XI. SARG Report (BRD-2025-067) By Giancarlo Buono

29. The Board was provided with a brief update on two accidents that had occurred over the summer: the crash at Southend Airport involving a King Air aircraft, and the crash involving a Robinson R44 helicopter on the Isle of Wight.
30. The Board was also given an update on the CAA's work in respect of ensuring safety of aircraft in a complex geopolitical environment. It was emphasised that DfT had ultimate responsibility for aviation security. However, the CAA was engaged with the department and UK airlines to ensure that safety and security advice was being factored into airline risk assessments.

XII. Draft October Board & Forward Agenda

31. The Board noted the agenda for October's meeting and the planned stakeholder engagement.

XIII. Any Other Business

32. The Board noted that a request for an out of committee approval would be circulated following the meeting.