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UK Civil Aviation Authority

Minutes of the 595th Meeting held on 22nd October 2025, 11:00, Newcastle Airport & 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); Charmion Pears (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); Nick Lew (Boardroom Apprentice)

Alice Dengler (PA to the NEDs); Graeme Paterson (Corporate Governance & Secretariat Lead)

CAA: Emma Cuddy, Garry Lathey, Semme Limburg, Colin Macleod, Tendai Mutambirwa (Item VI); Stewart Carter, Mathew Cherry (Item VII); Alex Hutchinson, Amy Mathias, Ella Payne, Nic Stevenson, Louise Stone (Item VIII)

Forvis Mazars: Emma Jardine, Sacha Reid

I. Welcomes, Apologies & Conflict of Interest Declarations

1. The Chair welcomed the Board to Newcastle Airport. The importance of the CAA meeting stakeholders from across the UK and hearing their

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perspectives on the issues affecting the aviation sector was emphasised.

2. The Chair also welcomed Charmion Pears to her first meeting as a CAA Non-Executive Director. This appointment would involve the chairing of the Audit & Risk Committee from 28th October. The Board expressed its thanks to Anne Lambert for having chaired the Committee on an interim basis since January 2025.
3. As part of the CAA's Board Effectiveness Review, it was noted that colleagues from Forvis Mazars would be in attendance to observe this, and the December Board meetings,
4. Apologies had been received from AVM Marshall.
5. No conflicts of interest were declared.

II. Approved Minutes of Previous Meetings & Matters Arising

6. *Minutes* - The minutes of the September 2025 Board meeting were noted as having been approved out of committee.
7. *Actions* – The Board noted the updates on the outstanding actions.
8. *Decisions* – The Board formally noted the two decisions that had been taken out of committee since September's meeting.

III. Chair's Report (BRD-2025-068) By Sir Stephen Hillier

9. The Board noted the paper.

IV. Boardroom Apprentice Report (BRD-2025-075) By Nick Lew

10. The Board welcomed the Boardroom Apprentice's reflections on his time with the CAA.

V. CEO Report (BRD-2025-069) By Rob Bishton

11. *Approval* – The Board was asked to approve the updated People Committee Terms of Reference. The document had been endorsed at the Committee's September meeting.
DECISION: The Board approved the updated People Committee Terms of Reference.
12. The Board was updated on recent interactions with Government, including the CAA's attendance at the Regional Investment Summit. It was highlighted that the CAA's regulatory activities had been positively mentioned in a speech by the Chancellor.
13. With the continuing focus on regulators and regulation, the Board was advised that a thorough review of the CAA's business plan had been undertaken at the mid-year point. The CAA was broadly performing well.
14. Noting previous Government announcements regarding a 25% reduction in the administrative cost of regulation, the Board queried how the CAA might meet this challenge, and how it would demonstrate the value that it had helped to deliver.

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15. It was highlighted that planning in SARG had already taken place to consolidate audit activity, rather than run individual ones for each capability area.
16. It was also suggested that details of efficiency included in previous annual reports and accounts could help the CAA better articulate the value that it had already delivered to industry. There would also be a need to ensure that this messaging continued to be presented in the next annual report and accounts.
17. The Board was supportive of a model being developed that could robustly demonstrate the value and efficiencies delivered by the CAA. Where appropriate, the model should be subject to Internal Audit review to ensure its robustness. It was also emphasised that such a model should make collection of data centralised.

ACTION: Tim Johnson to lead work to develop a model for capturing and presenting data on the value and efficiency of the CAA's regulatory activities in response to the Government's announcements on reducing administrative costs of regulation by 25%, with a view to presenting details of this at the January 2026 Board meeting.

VI. SARG Report (BRD-2025-070) By Giancarlo Buono

18. *Introduction* – The Board noted that the continuing government shutdown in the US could affect air traffic controllers who were employed by the FAA.
19. Following the September meeting, the Board was advised that engagement had taken place with DfT, and subsequently FCDO about ensuring information for UK passengers travelling on non-UK registered airlines. This information was now provided on the FCDO's travel advice webpages.
20. Although this was not a direct responsibility for the CAA, it was suggested that further work could be done to make similar information on non-UK carriers available on the CAA website.
21. *Regulatory Safety Management System* – The Board was presented with the Regulatory Safety Management System report. This replaced the format of the report previously presented to the Board on the top aviation safety risks. It was explained that the reporting process was aligned with ICAO methodology and aligned to seven key risk areas. These were the areas where most fatalities took place globally.
22. The report represented an evolution in the reporting of the risks, not a wholesale change to the risks themselves.
23. It was explained that each of the key risk areas had a series of safety performance indicators attached. This allowed for the monitoring of trends, and in instances where data was not received, it would act as a trigger for further investigations.
24. The content of the report had been discussed by the Safety Leadership Group and was in a format consistent with what was shared with the State Safety Board and other regulatory stakeholders.

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25. The Board noted the new report format, but suggested that further consideration be given to the flow of information between the Safety Leadership and the Board as this could help provide additional insight into the way aviation safety risks were managed.

ACTION: Giancarlo Buono to review the information flow between the Safety Leadership Group and the Board, ensuring that clear visibility and presentation of top risks was achieved.

26. *Vertical Space Launch* – Ahead of the first vertical space launch from the UK, the Board was provided with an update on the oversight activities the CAA had undertaken.
27. It was recognised that space launches were high-risk undertakings, with no guarantee that the launch would be successful. However, the oversight work would help ensure that effective mitigations were in place to ensure that a failure would not result in injury or damage to third parties.
28. In discussion, the Board confirmed its assurance with the steps the CAA's Space team had been undertaking in monitoring the parties involved in the planned launch.
29. *Design & Certification (State of Design) Update* – The Board noted that the CAA's capability in this area had now been fully stood up. A significant focus for the team continued to be on ensuring that obligations under bilateral relationships with other countries and regulators were being fully reciprocated.

VII. CMG Update (BRD-2025-071) By Selina Chadha

30. *Regulatory Models Working Paper* – The Board's was asked to delegate authority to the CMG Director and Chief Economist for the publication of the Regulatory Models Working Paper. This paper proposed alternative models for the regulation of expansion at Heathrow Airport.
31. The paper would be published as a 'green' consultation without proposals.
32. The Board was advised that the statement scheduled to be made on 22nd October 2025 by the Secretary of State regarding the Airports National Policy Statement was not expected to affect the publication of the working paper.
33. In discussion, the Board confirmed that it was content to grant the delegation but requested that the paper come back to the Board should any significant changes need to be made.
- DECISION:** The Board delegated sign off of the Working Paper to Selina Chadha (Group Director Consumer and Markets) and Andrew Walker (Chief Economist).
34. *Growth in the CAA Context* - With the increased focus on economic growth and the role of regulators, the Board was advised of a programme of work that would be launched to help embed economic thinking into the CAA's policy development.
35. The first stage of this work was intended to help define what growth meant in the CAA context, so that there was a consistent

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organisational understanding. This was the subject of the accompanying paper.

36. In addition, the paper provided a high-level overview of the direct and indirect impact of the aviation sector on the UK economy and the CAA's role in this. The paper highlighted the importance of developing effective and proportionate regulation, using robust economic analysis.
37. The CAA's intention was to roll out guidance and suitable toolkits for colleagues in policy areas across the organisation to help them ensure economic analysis was a key pillar of their activities.
38. In discussion, the Board welcomed the paper and proposed approach. In developing the work, the Board suggested that it note the role economic regulation plays in growth, and link up with work to map the consumer interest in CAA activities that was already underway.
39. It was also noted that analysis on growth could benefit from support from the academic sector, and also help to inform the CAA's work on innovation.
40. The Board supported the proposed work and requested that a further update be provided in six months' time.

ACTION: Selina Chadha to provide an update on the implementation and roll out of the growth guidance in six months' time.

41. *ATOL Reform* – The Board was advised that the launch of the consultation on ATOL Reform was likely to be delayed.

VIII. 2025/26 Mid-Year Stocktake and 2026/27 Annual Strategic Objectives & Financial Plan (BRD-2025-076 & 072) By Tracey Martin

42. *2025/26 Mid-Year Stocktake* - The Board noted the mid-year stocktake. The current financial position of the organisation was welcomed, including the steps that had been taken to buy-out cost pressures in-year. However, it was noted that some cost challenges remained, including those related to RPAS and CAAi.
43. The Board also noted some challenges that existed in recruiting colleagues to help deliver organisational objectives. It was emphasised that as planning for the new financial year continued, ExCo members would need to ensure that they had credible workforce plans in place.
44. In respect of RPAS, it was highlighted that revenue volumes had fallen. A number of factors were likely responsible for this, but further analysis of the market would be necessary.
45. *2026/27 Annual Strategic Objectives & Financial Plan* – The Board was asked to approve the publication of the CAA's annual Scheme of Charges Consultation.
46. Based on the proposals, some sectors would face higher charges. However, charges for the RPAS and GA sectors would be lower.
47. It was emphasised that as this was a consultation, the final charges may be different. However, full sign-off of the final charging proposals would need to be endorsed by the Board, DfT and Treasury early in 2026.

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48. Work on the consultation document was underway, and a key tenet of the document would be the articulation of the value that the CAA delivered to industry, as well as the efficiencies it had achieved.
49. The Board noted that initial feedback on the proposals had been sought from the Finance and Services Forum, but suggested that steps be taken to ensure the broadest range of stakeholders were aware of the consultation and given the opportunity to respond.

DECISION: The Board approved the publication of the Scheme of Charges consultation.

50. The Board confirmed it was broadly supportive of the candidate set of Annual Strategic Objectives. However, it was suggested that there could be a clearer articulation of the outcomes that each of the objectives was seeking to deliver for the relevant stakeholder group. Noting the earlier discussion on challenges with workforce planning, it was proposed that a further objective be developed with a focus on organisational health, including issues related to recruitment.
51. It was confirmed that these issues would be considered as part of the continued development of the Annual Strategic Objectives. The final set would be presented for Board Approval in February.

IX. Summary Report of the People Committee Meeting Held on 22nd September 2025 (BRD-2025-73) By Manny Lewis

52. The Board noted the summary report.

X. Summary Report of the Audit & Risk Committee Meeting Held on 7th October 2025 (BRD-2025-074) By Anne Lambert

53. The Board noted the summary report.

XI. Draft December Board & Forward Agenda

54. The Board noted the agenda for December's meeting.

XII. Any Other Business

55. On behalf of the Board, the Chair expressed thanks to the stakeholders from across the North East of England who had hosted, and engaged with the Board on its visit.
56. No other business was raised.