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UK Civil Aviation Authority

Minutes of the 596th Meeting held on 10th December 2025, 11:30, Westferry House & Teams

Attendees:

Sir Stephen Hillier (Chair); Katherine Corich (Senior Independent Director); Jordan Giddings (Non-Executive Director) (Items I-VIII); Anne Lambert (Non-Executive Director); Manny Lewis (Non-Executive Director); Trisha McAuley (Non-Executive Director); Charmion Pears (Non-Executive Director); AVM Ian Townsend (Ex-Officio 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) (Items I-VII and IX-XIII)

Maria Nash (Head of the Office of Chair and CEO); Graeme Paterson (Corporate Governance & Secretariat Lead)

CAA: Stuart Lewis, Matt Taylor (Item V); Ben Alcott, Matt Margesson (Item VI); Peter Drissell, Kirsty Richardson (Item VII); Andrew Walker (Item VIII); Tendai Mutambirwa, Charlie Reynolds, (Item IX); Iain Libretto, Andy Lowing (Item XI)

Forvis Mazars: Emma Jardine, Sacha Reid (Items I-VII and IX-XIII)

I. Welcomes, Apologies & Conflict of Interest Declarations

1. The Chair welcomed attendees to the final meeting of 2025.

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2. The Chair also welcomed AVM Townsend to his first meeting as a CAA Non-Executive Director, succeeding AVM Suraya Marshall who had moved to a new role within the Ministry of Defence.
3. As part of the CAA's Board Effectiveness Review, it was noted that colleagues from Forvis Mazars would be in attendance to observe the majority of the discussion. However, the review team and Boardroom Apprentice would be recused from the meeting for agenda item eight.
4. No apologies had been received
5. No conflicts of interest were declared. It was noted however, that Manny Lewis would be recused from any discussion on CAA prosecutorial matters, following his appointment to the Board of the Crown Prosecution Service,

II. Approved Minutes of Previous Meetings & Matters Arising

6. *Minutes* - The minutes of the October 2025 Board meeting were noted as having been approved out of committee.
7. *Actions* – The Board noted the updates provided against the actions. It was agreed that actions 285, 291, 294 and 295 could now be closed.

III. Chair's Report (BRD-2025-077) By Sir Stephen Hillier

8. The Board's attention was drawn to the Heathrow Early Costs discussion under agenda item eight, with the importance of this being emphasised.
9. The Board noted the paper.

IV. CEO Report (BRD-2025-078) By Rob Bishton

10. *Approval* – The Board was asked to approve the ASSI Strategy and Business Plan.

DECISION: The Board approved the ASSI Strategy 2025-2028 and Business Plan 2026-2027.

11. *Q3 Performance Review* – An update was provided on the CAA's financial and delivery performance for the year to date. Work was now underway to develop the budget and business plan for the 2026/27 financial year.
12. The Board queried the progress that had been made with the Funding Structure Reform work. It was explained that the project team were working with individual business areas to assess their specific charges and then make changes, rather than apply a single change to the whole suite of charges.
13. *Government Priorities* – The Board was advised that the CAA was performing well against the Government's Priorities, and noted that an update on the CAA's response to the 25% reduction in costs of regulation challenge would be provided at January's meeting.
14. *Strategic Resilience* – The Board welcomed the paper on the steps the CAA was taking to enhance resilience within the sector. It was emphasised that the CAA did not control all the levers related to resilience, as responsibilities were spread across industry and

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government. It was therefore essential that messaging was clear on what the CAA could and could not directly control.

15. It was agreed that updates on work to enhance sector resilience would be provided to the Board at six-monthly intervals.

V. CAA Information Security Annual Review (BRD-2025-080) By Matt Taylor

16. The Board was presented with the first annual review of the CAA's information security posture.

VI. CAAi: CAA Parent Company Review Recommendations and CAAi Strategy (BRD-2025-079) By Tracey Martin

17. The Board noted previous discussions on the future of CAAi. It was recognised that the uncertainty this had created had had an impact on affected colleagues.
18. The accompanying paper contained a series of recommendations for the Board to consider which were considered in turn.
19. The Board approved the recommendation that CAAi should continue to exist on the basis of the value it has and could deliver to the CAA's international influence, impact and financial objectives.
20. The Board noted the actions that had been implemented as part of the turnaround plan to put CAAi on a stronger financial footing.
21. The Board noted the new CAAi Strategy. This had been approved by the CAAi Board on 8th December 2025.
22. The Board requested that further consideration be given to the proposed governance arrangements for CAAi. This should include an assessment of how CAA exercised its oversight of CAAi. It was agreed that this matter could be considered via the Audit & Risk Committee in March, with the intention of coming back to the Board in March as well.
ACTION: Further consideration of governance and oversight arrangements of CAAi to be undertaken, with proposals considered at the Audit & Risk Committee and CAA Board meetings in March 2026.
23. In terms of reporting arrangements, the Board was supportive of receiving updates at 6 monthly intervals via the CEO Report.

VII. Aviation Security Risk-Based Oversight (BRD-2025-081) By Peter Drissell

24. The Board was updated on the current approach to Aviation Security oversight and the potential benefits of utilising Risk-Based Oversight.
25. The Boardroom Apprentice and Board Effectiveness Review team left the meeting.

VIII. CMG Report (BRD-2025-82a & b) By Selina Chadha

26. *BRD-2025-082a* - The update on CMG's activities since the October Board meeting was noted.
27. *BRD-2025-082b* - The Board had been provided with a paper outlining a proposed approach to enable promoters of Heathrow expansion to recover their early costs.

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IX. SARG Report (BRD-2025-083) By Giancarlo Buono

- 28. The Boardroom Apprentice and Board Effectiveness Review team rejoined the meeting.
- 29. *Introduction* - The Board was updated on the recent issuance of an emergency airworthiness directive in respect of the Airbus A320. The Board was advised that prompt action and engagement with industry and EASA had contributed to the limited disruption experienced by passengers.
- 30. *National Aviation Safety Plan* – The Board approved the publication of the 2026-29 UK Main National Aviation Safety Plan.
- 31. *Post-Implementation Review on the Introduction of the CAA's Safety Regulatory Risk Appetite* – The Board noted the work undertaken so far and recognised that further development in this area would continue to take place. When outlining what had been achieved with this work, the Board requested that case studies be provided.
- 32. *Regulatory Capture* – The Board noted the update and agreed that future updates on regulatory capture could be provided by exception via the main SARG report.

X. Summary Report of the People Committee Meeting Held on 5th November 2025 (BRD-2025-084) By Manny Lewis

- 33. The Committee's recent discussion on the establishment and embedding of the Leadership 50 cohort was highlighted to the Board.
- 34. The Board noted the remainder of the paper.

XI. Risk: Periodic Review of the Top Consumer and Public Risks and 'What's on Your Mind from a Risk Perspective?' (BRD-2025-085a & b) By Tracey Martin

- 35. *BRD-2025-085a* – The Board reviewed the current top set of consumer and public risks. These risks were owned by industry, but the CAA had a role in helping industry manage them.
- 36. The Board noted that, overall, the majority of risks had remained stable over the last year, but there had been an increase in several security related risks and the CAA was working with industry and government to reduce these.
- 37. In discussion, the Board considered whether an alternative methodology for assessing some risks might be required. It was suggested that for complex risks with longer-term target dates, the impact should be assessed to see whether the potential impact would increase over the period.
- 38. The Board also queried whether mitigating actions would be sufficient to address some of the risks with proximate and longer-term target dates. It was confirmed that optimism bias with teams was regularly challenged when reviewing risks.

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39. *BRD-2025-085b* – The Board held an open and wide-ranging discussion on potential risks that might impact on the industry and the CAA. The points raised would be considered against risks already captured in the CAA's Enterprise Risk Management Framework. An update on this analysis would be provided at May's Board meeting.

XII. Draft January Board and Forward Agenda

40. The Board noted the draft agenda for January's meeting.

XIII. Any Other Business

41. *Anne Lambert* – On behalf of the Board, the Chair expressed gratitude for the contribution that Anne Lambert had made to the CAA since 2019. The Board wished Anne all the best for the future.
42. *Nick Lew* – The Board thanked Nick Lew for his commitment and contribution to the Board over the course of his Boardroom Apprentice placement and wished Nick all the best for the future.
43. The Chair thanked colleagues for their commitment to all that the CAA had achieved in 2025 and wished all a pleasant and restful Christmas and New Year.