



PUBLICATION VERSION

## **UK Civil Aviation Authority**

### **Minutes of the 598<sup>th</sup> Meeting held on 25<sup>th</sup> February 2026, 11:00, Westferry House & Teams**

#### **Attendees:**

Sir Stephen Hillier (Chair); Katherine Corich (Senior Independent Director); Jordan Giddings (Non-Executive Director) Manny Lewis (Non-Executive Director); Trisha McAuley (Non-Executive Director); Crispin Orr (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);  
Karen St.Jean-Kufuor (Next Gen NED)

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

Gary Hibberd, Alex Hutchison, Helen Mallison, Ella Payne, Nic Stevenson, Louise Stone (Item V); Sophie O'Sullivan (Item VI); Harry Armstrong, Chris Malbon (Item VII)

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

1. The Chair welcomed attendees to the February 2026 meeting.
2. The Chair also welcomed Karen St.Jean-Kufuor to her first Board meeting as part of the UKRN Next-Gen NED scheme.
3. No apologies had been received.

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4. No conflicts of interest were declared. The Chair reiterated the importance of ensuring that the Register of Interests was kept up to date.

## II. Approved Minutes of Previous Meetings & Matters Arising

5. *Minutes* - The minutes of the January 2026 Board meeting were noted as having been approved out of committee.
6. *Actions* – The Board noted the updates provided against the actions.

## III. Chair's Report (BRD-2026-009) By Sir Stephen Hillier

7. The Board noted the paper.

## IV. CEO Report (BRD-2026-011) By Rob Bishton

8. The Board was advised of the continued focus on the need to end the current financial year strongly.
9. The Board was advised that the Secretary of State's Priorities Letter was well developed and the CAA was positioning itself to be able to deliver on these priorities in the coming financial year.
10. On airspace modernisation, the Board noted the recent progress that had been made.
11. The Board welcomed work to identify the potential implications of global events on the CAA's operations.

## V. Final Budget & Business Plan and Scheme of Charges Approval (BRD-2026-012 & 012A) By Tracey Martin

12. *BRD-2026-012* - The Board was invited to consider the CAA's budget and business plan for 2026/27. The proposals put forward would enable the CAA to deliver against its core remits, the expected Secretary of State Priorities Letter, broader commitments to Government and the Regulatory Action Plan.
13. The process for developing the budget and plan had matured, and it was noted that the coming financial year would be the first for several years without significant cost pressures at the outset.
14. The three-year efficiency commitments made as a result of the ALB Review would end in March 2026. The efficiencies achieved had enabled investment in the CX&M Programme. The CAA would however, continue to monitor its cost base, to ensure it delivered value for charge payers.
15. In discussion, the Board welcomed the thoroughness and diligence applied in the preparation of the budget and plan.  
**DECISION:** The Board approved the CAA's budget and business plan for 2026/27.
16. *BRD-2026-012a* – The Board approved the 2026/27 Scheme of Charges. With the Board's approval obtained, the CAA was required to consult with the Secretary of State for Transport, as well as seeking agreement from HM Treasury.

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17. It was confirmed that the CAA had engaged extensively with both departments in the development of the Scheme of Charges proposals.  
**DECISION:** The Board approved the 2026/27 Scheme of Charges.

## VI. SARG Report (BRD-2026-013) By Giancarlo Buono

18. *Introduction* - The Board was advised that since the last meeting there had been a number of general aviation accidents, including ones with fatalities. It was confirmed that work was underway via the State Safety Board to determine whether a further review of general aviation was required by DfT.
19. In addition to this, discussions had taken place at the Safety Leadership Group to ascertain how the CAA might help improve safety within this community.
20. *Future of Flight* – The Board was provided with an update on the achievements of the Future of Flight programme.
21. From a stakeholder perspective, the CAA convened events with relevant parties and proactively provided updates to organisations within the sector. It was also noted that stakeholders had started providing data back to the CAA which would help inform the effectiveness of the policies that had been put in place as part of the programme.
22. In discussion, the Board recognised that aspects of the Future of Flight programme had attracted a significant amount of external interest.

## VII. Sustainability Strategy Stocktake and Strategy Refresh (BRD-2026-014) By Tim Johnson

23. The Board was updated on the CAA's delivery against its existing sustainability strategy. It was recognised that since its publication in 2022, there had been evolutions in the political, economic and social context in which the CAA operated.
24. In proposing a refreshed strategy, the CAA intended to have a sharper focus in areas where it could add value, whilst also reducing activities in some other areas.
25. The refreshed strategy would be outcome focused, with the aim of reinforcing the CAA's position as a credible and independent party on environmental issues in aviation.
26. In discussion, the Board welcomed the outcome focused nature of the refreshed strategy. The Board also recognised the importance of climate adaptation for the industry.
27. It was recognised that there could be tensions around growth and sustainability, which may end up having an impact on consumers.
28. The Board noted that the CAA's remit on sustainability was tightly defined, it was therefore important that it made the most effective use of the powers that it did have.  
**DECISION:** The Board approved the CAA's refreshed Environmental Sustainability Strategy.

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### **VIII. CMG Report (BRD-2026-015) By Selina Chadha**

29. The Board noted the programmes of work being undertaken within CMG.

### **IX. Summary Report of the People Committee Meeting Held on 17<sup>th</sup> February 2026 (BRD-2026-016) By Manny Lewis**

30. The Board noted the update of the Committee's February meeting.

### **X. BER Recommendations Implementation (BRD-2026-010) by Sir Stephen Hillier Draft February Board and Forward Agenda**

31. The Board reviewed the proposed approach for addressing each of the recommendations arising from the Board Effectiveness Review. It was emphasised that these were recommendations to enhance the Board's operation.

32. In discussion, the Board confirmed its approval of the implementation approach against each of the recommendations.

**DECISION:** The Board approved the approach to implementing the recommendations from the Board Effectiveness Review.

33. A copy of the review report and implementation plan would be provided to the Department for Transport.

### **XI. Draft March Board and Forward Agenda**

34. The Board noted the draft agenda for March's meeting.

### **XII. Any Other Business**

35. No other business was raised.