PUBLICATION VERSION

UK Civil Aviation Authority

Minutes of the 600th Meeting held on 13th May 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); 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) (except agenda item VII)

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

Matthew Cherry, Freya Whiteman, Jenny Willott (Items V-VI); Rob Toal (Item VII); Harry Armstrong, Dr Ruth Mallors-Ray (Item VIII); Ray Forster (Item IX); Ben Alcott, Rob Foskett, Sophie Jones, Jenna Matthews (Item X); Iain Libretto, Andy Lowing (Items XI and XII)

HAL: Ross Baker, Thomas Woldbye (Item VII)

I. Welcomes, Apologies & Conflict of Interest Declarations

1. The Chair welcomed attendees to the 600th meeting of the Authority.

2. Apologies had been received from Selina Chadha.
3. No conflicts of interest were declared.

II. Approved Minutes of Previous Meetings & Matters Arising

4. *Minutes* - The minutes of the March 2026 Board meeting were noted as having been approved out of committee. A typo had been identified and would be corrected.
5. *Actions* – The Board noted the updates on the actions.

III. Chair's Report (BRD-2026-025) By Sir Stephen Hillier

6. The Board noted the paper.

IV. CEO Report (BRD-2026-026) By Rob Bishton

7. The Board noted the continued focus of ExCo to deliver the CAA's business plan and deliver against the Secretary of State's Priorities Letter for the 2026/27 financial year.
8. It was recognised that the operating context continued to be complex.
9. The Board also noted ongoing focus on the Customer Experience and Modernisation Programme (CX&M). Updates on this would be provided later in the meeting and in June.
10. A new Aviation Bill would be included in the King's Speech. This would offer improved consumer rights and enhance the ability of the CAA to pass safety rules. To secure inclusion of the Bill in the King's Speech had involved close working with DfT colleagues.
11. The Board noted the update on airspace modernisation, in particular the crucial role this would play in supporting the expansion of Heathrow, delivery of the Future of Flight programme and supporting space launches from the UK.

V. CMG Report (BRD-2026-027) By Tim Johnson

12. The Board noted the paper.

VI. Consumer Interest Survey Follow-Up (BRD-2026-028) By Tim Johnson

13. The Board supported the recommendations set out in the Panel's paper and ExCo's actions to embed the consumer interest across the CAA. The Board noted that this was an important piece of work, and while there is more to do it was encouraging that there was growing recognition of the consumer interest across the CAA, which included but extended beyond Consumer Protection.
14. Regarding the Panel's ask for a strategic steer to define and clarify the consumer interest across the CAA at Board and ExCo level, the Panel Chair raised the CMG Group Director's suggestion for each ExCo member to set out how the consumer interest be considered within respective remits of ExCo members. This should reflect relevant legal duties and functions as well as best practice, and practical examples where possible as well as associated benefits and risks.

15. The Board queried whether there might be merit in reviewing the definition of the consumer interest as set out in the Consumer Strategy to reflect the latest context, including the Panel's recommendations and the growth agenda. The Panel Chair noted that while an overarching definition and vision of the consumer interest would be useful, this should be supplemented with input from ExCo's respective remits as noted above. Taken together, this could provide the parameters of a CAA-wide consumer interest framework that was overseen and implemented by the proposed coordination function. In turn, this could provide greater clarity, transparency and assurance to the Board on how the consumer interest was being considered across the CAA in a proportionate way that added value to colleagues' work. The CAA Chair added that it would be important to be clear on how this work would benefit consumers and how its effectiveness would be measured.
16. The Board noted the importance of ensuring the CAA's work on the consumer interest and growth were joined up. The Board also noted there should be a focus on improving the ways in which the Consumer and Environmental Sustainability Panels were used across the CAA, including their roles around ExCo/Board papers and the need for colleagues to engage with the Panels earlier and reflect their input.

ACTION: Further consideration to be given to how to effectively operationalise the recommendations set out in the Panel's paper and ExCo's actions, reflecting the discussion at the Board, including as part of a new coordination function, the development of a new consumer interest framework and reviewing the definition of the consumer interest as set out in the Consumer Strategy.

17. Karen St.Jean-Kufuor was recused from the meeting

VII. Heathrow Stakeholder Session By Heathrow Airport Limited

VIII. Sustainability Panel Chair (Verbal Update) By Dr Ruth Mallors-Ray

18. Karen St.Jean-Kufuor rejoined the meeting.
19. The Board was provided with reflections of Dr Ruth Mallors-Ray as her time as chair of the Sustainability Panel came to an end.
20. The Board thanked Dr Mallors-Ray for her extensive contribution to establishing and leading the panel and wished her well for the future.

IX. SARG Report (BRD-2026-029) By Giancarlo Buono

21. The Board was advised that since the last meeting there had been one GA fatality in the UK. There had been no fatalities in the commercial sector. However, there had been a serious ground incident involving a fall from an A330.
22. The Board noted the update from the March SLG meeting and the quarterly review of the regulatory safety management system.
23. The SLG meetings would typically involve more detailed and technical discussions of safety-related matters. However, the Board was assured

that where necessary, pertinent issues for Board awareness and consideration would be highlighted.

24. The Board also noted ambitions to make a greater use of data and information sources in compiling the CAA's analysis and intelligence picture.

X. CX&M Programme Update – ROCC Demonstration (BRD-2026-030) By Ben Alcott

25. The Board was provided with a demonstration of the process by which customers could apply for a Radio Operator's Certificate of Competency (ROCC) which had gone live. This represented the first full end-to-end service released as part of the Customer Experience and Modernisation Programme (CX&M).
26. The Board welcomed the improvements in processing times and maintaining integrity of data. Although the demonstration focused on the ROCC licensing journey, elements of the process would be utilised for other licence types.
27. A fuller update on the CX&M Programme would be provided at June's meeting.

XI. Periodic Review of Top Strategic and Business Risks (BRD-2026-031) By Tracey Martin

28. The Board was provided with an overview of the CAA's top strategic and business risks. These had previously been reviewed by ExCo and the Audit and Risk Assurance Committee (ARAC). It was also noted that the ARAC would be undertaking a series of risk deep dives on specific topics over the financial year.
29. The Board welcomed the risk review and was assured that the risks management system was working effectively. However, it was important that risks were regularly reviewed and challenged. The Board also emphasised the need to consider the aggregation of risks, as reviewing individual risks might not provide a true reflection of the challenges facing the organisation.

XII. Follow-Up to December Board Risk Discussion (BRD-2026-032) By Tracey Martin

30. The Board was assured by the work undertaken to review risks raised as part of the December discussion, including circumstances where a decision had been taken not to include an item on the risk register.
31. Additional risks on cyber and AI had been added to the risk register following the December meeting. It was also noted that broader discussions on these issues would take place at the Audit & Risk Assurance Committee and Board over the next month.

XIII. Summary Report of the People Committee Meeting held on 5th May 2026 (BRD-2026-033) By Manny Lewis

32. The Board noted the paper.

XIV. Draft Board and Forward Agenda

33. The Board noted the draft agendas for forthcoming meetings.

XV. Any Other Business

34. No other business was raised.