

UK CAA Customer Account Management Strategy 2026



Executive Summary	2
Current Challenges	4
Customer Account Management	5
Strategic Objectives	6
How Are We Going To Achieve This?	8
Plan of Action	9
Success Factors	10
Measures of Success	10
Conclusion	11

1.0 Executive Summary

Customer Account Management (CAM) is a strategic initiative designed to strengthen relationships with customers, improve service consistency, and enable industry growth. By developing a coordinated and transparent approach to customer engagement, with a function aimed at owning and managing key customer account relationships, the CAA aims to deliver enhanced value while maintaining regulatory excellence and adherence to public sector principles.

This strategy outlines how CAM will address current service challenges, improve organisational visibility, and create a scalable model that supports both customers and the wider aviation sector.

Current Model: At present, services are provided through multiple capability teams, ensuring strong technical expertise but resulting in variability in delivery timelines, coordination, and reduced transparency. Requests are typically managed as single transactions, limiting the ability to anticipate future operator needs or align resources proactively.

This, combined with a complex stakeholder landscape and the absence of a single accountable relationship owner, can create inefficiencies, inconsistent customer experiences, and challenges for operators in preparing for regulatory change.

To address these challenges, the CAA is introducing a Customer Account Management (CAM) approach. The primary objective is:

To maximise value through strengthened relationships by delivering a consistent, efficient and transparent service.

The CAM model is designed to achieve five key strategic outcomes:

- > Enhanced transparency, through a single, comprehensive view of each operator's approvals, active requests, risk profile, and future pipeline.
- > Support for growth, by aligning regulatory engagement with customer ambitions and anticipating future requirements.
- > Improved coordination and efficiency, reducing duplication and delays through stronger cross-team coordination, account ownership and by simplifying interactions with the regulator.
- > Consistent service delivery, ensuring predictable, fair, and clearly communicated processes that enable consistent regulatory decision-making.
- > Stronger customer advocacy, enabling operators to better understand and prepare for regulatory change.

The first year will focus on building a strong foundation for Customer Account Management by piloting new ways of working with a select group of operators, gathering requirements, and developing the necessary expertise with scalability in mind.

After this, the approach will be expanded to a wider customer base through a structured rollout, targeting where it can deliver the most value.

Overall, the CAM approach represents a strategic shift toward a more proactive, transparent, and customer-focused regulatory model, with an overall relationship owner at its centre.



2.0 Current Challenges (Pre-Customer Account Management)

The current CAA model to deliver services, while achieving all our obligations as a regulator, presents several opportunities to increase value to operators:

2.1 Service Delivery

- > **Service Variations:** Within the CAA, operator requests are supported by a collaborative approach rather than a single overseeing entity. Dedicated specialist teams contribute their expertise at different stages of the process, ensuring that each aspect is handled by the most appropriate area before progressing to the next. While this team-based model allows for a thorough and knowledgeable service, it can occasionally lead to variations in delivery timelines and approaches.
- > **Informal Coordination:** As operator requests move through different specialist teams, each group naturally focuses on its own area of expertise. This can mean that overall coordination evolves as the application progresses, with responsibility passing between teams at each stage. While this ensures expert input throughout, it can sometimes affect transparency, clarity, and overall efficiency. Enhancing end-to-end coordination across teams would help provide a seamless experience and help reduce delivery timelines.

2.2 Ability to Respond:

- > **Tactical Working:** Operator requests are often seen as a single request. While they form part of the overall picture of an operator, each application is often treated in isolation. This ensures that every application must reach the same necessary standards. However tactical working

leaves little room for strategic planning and understanding what an operator may want to do in the future, which means little opportunity for the CAA to prepare the necessary expertise for the upcoming request, especially if the request is unique.

2.3 Service Experience:

- > **Limited Transparency:** As coordination evolves throughout the lifespan of the request, it can become unclear at what stage a request is at, who is responsible for the next steps and when it may be completed. Enhancing both visibility and communication of the end-to-end process will help provide greater clarity and transparency.
- > **Operational Immaturity:** With no single function responsible for managing the overall relationship with an operator, there is little ability for an operator to anticipate regulatory change or understand the expectation on how to fulfil new requirements. This limits the capability of an operator to prepare for, and deliver, a smooth implementation of any new requirements.
- > **Complexity of Stakeholder Landscape:** Customers interact with multiple functions, including: Flight Operations Inspectors, Policy Specialists, Airworthiness Surveyors, Shared Service Centre and Senior Leadership. This complexity, while enabling exposure to experts, contributes to the potential for confusion and inefficiency.

3.0 Customer Account Management A New Approach

The core philosophy of CAA Customer Account Management is:

- > Understanding the customer needs
- > Having a solution-focused attitude
- > Providing consistent delivery of exceptional service

Providing targeted enablement, support, and delivery to organisations will contribute to strengthening the wider UK aviation ecosystem as a whole.

Our core objective is:
To maximise value through strengthened relationships by delivering a consistent, efficient and transparent service

The CAM team will be central to coordinating services across team boundaries, smoothing out inconsistencies and will be the accountable relationship owner for each operator.



4.0 Strategic Objectives

What We're Aiming For

In order to bring about value to our customers we want to:

4.1 Create a Transparent Picture

We want to create a single, clear view of each customer, including:

- > Approvals, Certificates, Permissions and Exemptions currently held
- > Active requests and applications, where they are, who they are with & next steps
- > Regulatory performance profile
- > Future operator activity pipeline – what will they need from the CAA next?

This ensures both customers, and the CAA Board, can understand the full “CAA picture” of an operator at any time and be able to anticipate how the picture may change based on future requirements.

4.2 Make It Easier to Grow

We want to support industry and organisational growth by:

- > Understanding customer-specific challenges
- > Aligning regulatory support with customer ambition
- > Anticipating change

This will give our customers the best chance to adapt to changes without disruption, offer services quickly and effectively benefiting both the travelling public and aviation economy.

4.3 Improve Coordination and Efficiency

By listening to what our customers need from us we will:

- > Strengthen cross-team collaboration and coordination
- > Align all customer touchpoints
- > Reduce duplication and delays

We want to minimise operator time and effort interacting with the regulator. Currently there is no individual/function managing the end-to-end coordination of a customer's request and no one to be accountable for key account relationships. We will aim to change that.

4.4 Deliver Consistent Service

We want to make exceptional service predictable by:

- > Standardising coordination across teams
- > Reducing variability in the customer experience
- > Ensuring fairness and transparency
- > Being clear on requirements

Being predictable makes it easier to plan ahead and each customer should know what service they're going to get each and every time and we want it to be nothing less than excellent.

Outcomes should be cost effective and timely, and while a decision may not always be favourable to a customer, they should be fully understood by the customer.

4.5 Strengthen Customer Advocacy

Thinking about the position and challenges of our customers we will:

- > Advocate for the “voice of the customer”
- > Support customer-facing initiatives
- > Improve our customer's ability to be ready for regulatory change

We'll do this by utilising the CAA's customer experience principles in line with the Customer Experience & Modernisation Strategy and CAA Service Standards. We'll also work in support of the Government Design Principles.



5.0 How Are We Going To Achieve This?

5.1 Customer-Centric Structure

The CAM model introduces a coordinated framework connecting:

- > Customers (AOC, ATO, CAMO, P145, etc.)
- > Regulatory services (applications, variations, technical requests)
- > Internal stakeholders (inspectors, surveyors, policy, legal, administration)

A dedicated team will be created to focus solely on the set up, implementation, delivery and continuous improvement of the Customer Account Management function. They will be able to lead on, or support, all requests be it standard, non-standard or completely unique.

5.2 Integrated Service Approach

The CAM model will:

- > Provide a coordinated customer interface
- > Integrate safety intelligence and operational data
- > Enable better planning and resource allocation

All of which will form a profile and picture of a customer that can be visible to both CAA teams and the customer themselves.

5.3 Learning From Others

We will work with those who have done this before and are doing it well. Learning from others who have established renowned CAM frameworks within a regulated, safety environment we will work closely to learn from:

- > The offshore energy industry
- > Engine manufacturers and Aircraft Manufacturers
- > Other National Aviation Authorities

The process will mean we can understand the operating conditions and working practices that are conducive to producing good quality decisions and judgements.

6.0 Plan of Action Implementation Roadmap

The first 12 months will be focussed on establishing a working, effective foundation on which service excellence can be achieved. The CAA will be working closely with a limited number of customers to create new ways of working, gather explicit requirements and recruit the necessary expertise. This foundation will be built with the ability to scale as required.

After the first year, we aim to expand the Customer Account Management approach to the majority of CAA customers where it can bring value, through a structured enrolment plan.

Phase	Timeline	Key Actions
Strategy Set	October 2026	CAM Strategy Published
Customer Discovery	November 2026	Engage with first customers
Target Operating Model	December 2026	Finalise V1 of the TOM
Process Development	January 2027	Establish core processes
Proof of Value	March 2027	Demonstrate measurable benefit
Refinement	April 2027	12-month review, implement improvements
Expansion Planning	July 2027	Initiate enrolment strategy

7.0 Success Factors

The CAM model will succeed by utilising the following;

7.1 Internal Alignment

- > Cross-functional collaboration
- > Clear ownership and accountability

7.2 Customer Engagement

- > Continuous feedback loops
- > Strong relationship management

7.3 Continuous Improvement

- > Iterative process refinement
- > Data-driven decision making

7.4 Cultural Shift

- > Moving from reactive to proactive service delivery
- > Adoption of customer-centric mindset

7.5 Industry Resilience

- > Preparing for the future
- > Understanding customers strategic aims

8.0 Measures of Success

Including but not limited to:

- > Reduction in customer escalations
- > Improved processing times
- > Increased customer satisfaction scores
- > Enhanced visibility of customer pipelines
- > Improved internal coordination metrics

9.0 Conclusion

The Customer Account Management strategy represents a step-change in how the CAA engages with its customers by improving visibility, coordination, and service consistency. At its core the CAM function aims to fulfil the CAA's strategic objectives, specifically to enable aerospace to innovate and grow.





UK Civil Aviation
Authority

