

[REDACTED]
[REDACTED]

13 October 2016
Reference: F0002925

Dear [REDACTED]

I am writing in respect of your recent request of 20 September 2016, for the release of information held by the Civil Aviation Authority (CAA). Your request has been considered in line with the provisions of the Freedom of Information Act 2000 (FOIA).

Our response:

1. **Corporate Finance 2016-2017**
 - a. **Annual Report 2015-16 (May not be available as yet but should be towards the end of June)**

The CAA annual report 2015-2016 is available on the CAA website:
<http://publicapps.caa.co.uk/docs/33/CAP%201421%20ARA%20web72%20JUL16.pdf>
 - b. **Financial Strategy 2016 Update/Version**

The CAA financial strategy is available in our Annual Report and Accounts 2015-2016. Please use the link provided in point a above.
 - c. **Corporate Business Plan 2016 Update/Version**

This information is available on the CAA website:
<http://www.caa.co.uk/Our-work/Corporate-reports/Strategic-Plan/Our-five-year-strategic-plan/>
 - d. **Budget Book/Strategy 2016 Update/Version**

The CAA do not hold a budget book.
2. **Information Technology 2016-2017**
 - a. **ICT Strategy 2016 Update/Version**

We currently do not hold a 2016 ICT strategy; however we do have plans to define an updated ICT strategy for 2017.
 - b. **ICT Business/Departmental Plan 2016 Update/Version**
 - Deliver required IT Services across the CAA, ensuring services meet key measures, and that the services are efficient and effective

- Deliver a range of Infrastructure Improvement Projects, including Storage Area Network Upgrade, Disaster Recovery as a Service. Define Office 365 Roadmap and progress Transition.
- Implement target IT Organisation Design to reflect the needs of the transformed organisation.
- Agree and implement approach to IT Desktop Support and Hardware Maintenance service provision.
- Agree and implement approach to IT Application Support and Development Service provision.
- Develop and agree IT Strategy which builds on Target Operating Model/Enterprise Architecture and Strategic Plan and ensures alignment with Transformation Programme and other strategic initiatives.

c. ICT Organogram

Please refer to attachment 1.

3. Estates and Facilities Management 2016-2017

a. Estates and Facilities Management Strategy 2016 Update/Version

- Develop solution to accommodate CAA in 2020 following the end of lease of CAA House on 24th December 2019
- Review the accommodation needs and locations of regional and satellite offices
- Establish the requirements to perform the management of the property portfolio and the facilities management services safely, and to a professional standard

b. Estates and Facilities Business/Departmental Plan 2016 Update/Version

- CAA 2020 Accommodation Project:
 - Data and information gathering
 - Define London centric work activities
 - Establish a People work stream and activities
 - Establish a ISD work stream and activities
 - Preparedness of Aviation House work stream
 - Find a replacement London office
 - Develop options
 - Model the costs and risks
 - Make recommendations and present to ExCo / Board
- Review requirements for Regional Offices and locations
- Review requirements for CAA's subsidiary company's satellite offices and locations

c. Estates and Facilities Management Organogram

Please refer to attachment 2.

4. Waste and Environmental Services 2016-2017

a. Waste Management Strategy 2016 Update/Version

b. Waste and Environmental Services Business/Departmental Plan 2016 Update/Version

c. Waste and Environmental Services Organogram

In response to question 4, the CAA do not have a waste and environmental services department, therefore the information requested is not held. However, we do have a 'Greening the CAA' committee. Below are the strategic targets for the Greening activities:



ENERGY

To achieve a 15% reduction in energy use over 2011/12 levels.
Achievement to date: 7% reduction.



WASTE and RECYCLING

To achieve a minimum office recycling rate of 70% and a 10% reduction in office waste production.
Achievement to date: 83% office recycling rate.



PROCUREMENT

Attain Level 1 of the 'Sustainable Procurement in Government: Flexible Framework' (now replaced by 'Government Buying Standards') and to embed sustainable procurement principles in PPI requirements.



WATER

To reduce water consumption across the CAA estate to less than 6.5m3 per FTE.
Achievement to date: Aviation House 5.75m3 per FTE, CAAH & OKS 7.69m3 per FTE, an average therefore of 6.72m3 per FTE.



TRAVEL

To achieve a 10% reduction in CO2, generated from business travel.
Achievement to date: 14% CO2 reduction from car travel, but an additional 150t of CO2 in air travel.

If you are not satisfied with how we have dealt with your request in the first instance you should approach the CAA in writing at:-

Caroline Chalk
Head of External Information Services
Civil Aviation Authority
Aviation House
Gatwick Airport South
Gatwick
RH6 0YR

caroline.chalk@caa.co.uk

The CAA has a formal internal review process for dealing with appeals or complaints in connection with Freedom of Information requests. The key steps in this process are set in the attachment.

Should you remain dissatisfied with the outcome you have a right under Section 50 of the FOIA to appeal against the decision by contacting the Information Commissioner at:-

Information Commissioner's Office
FOI/EIR Complaints Resolution
Wycliffe House
Water Lane
Wilmslow
SK9 5AF
<https://ico.org.uk/concerns/>

If you wish to request further information from the CAA, please use the form on the CAA website at <http://publicapps.caa.co.uk/modalapplication.aspx?appid=24>.

Yours sincerely

Rihanne Stephen
Information Rights Officer

CAA INTERNAL REVIEW & COMPLAINTS PROCEDURE

- The original case to which the appeal or complaint relates is identified and the case file is made available;
- The appeal or complaint is allocated to an Appeal Manager, the appeal is acknowledged and the details of the Appeal Manager are provided to the applicant;
- The Appeal Manager reviews the case to understand the nature of the appeal or complaint, reviews the actions and decisions taken in connection with the original case and takes account of any new information that may have been received. This will typically require contact with those persons involved in the original case and consultation with the CAA Legal Department;
- The Appeal Manager concludes the review and, after consultation with those involved with the case, and with the CAA Legal Department, agrees on the course of action to be taken;
- The Appeal Manager prepares the necessary response and collates any information to be provided to the applicant;
- The response and any necessary information is sent to the applicant, together with information about further rights of appeal to the Information Commissioners Office, including full contact details.

ICT top-level structure 2016





