

CIVIL AVIATION AUTHORITY
MINUTES OF THE 550th BOARD MEETING HELD ON
WEDNESDAY 10 FEBRUARY 2021, 11:00, on Microsoft Teams

Present:

Sir Stephen Hillier

Richard Moriarty

Rob Bishton

Katherine Corich

Marykay Fuller

AVM Ian Gale

David King

Anne Lambert

Paul Smith

Kate Staples

Chris Tingle

Graham Ward

Chair

Secretary and General Counsel

Apologies:

None

In Attendance:

Ben Alcott

Jane Cosgrove

Peter Drissell

Tim Johnson

Jonathan Nicholson as Interim Communications Director

Philip Clarke

Barbara Perata-Smith Minute-taker

Jon Round for item 6 and 7

Sophie O'Sullivan for item 6

Michael Cox for item 7

Peter Gardiner for item 7

Rob Olney for item 7

Mark Vincent for item 7

Stuart Wain for item 7

Frederic Laugere for item 8

Maria Rueda	for item 8
David Tait	for item 8
Ella Payne	for item 9
Ewa Gowers	for item 10
Nic Stevenson	for item 10
Joel Grundy, Q5	for item 10
Chris Parson, Q5	for item 10

I. APOLOGIES AND INTRODUCTIONS

1. No apologies were received.

II. CONFLICTS OF INTEREST, PREVIOUS MINUTES AND MATTERS ARISING

2. The minutes of the 20 January 2021 meeting were approved with some minor amendments and would be published online in due course.
3. It was agreed that RPAS would be adopted as the standard terminology to describe uncrewed aerial systems.
4. The Board discussed the option to anonymise members' names in the minutes, as per the Cabinet Office's practice, and agreed that this change would be applicable from next month.
5. The matters arising from previous meetings were noted.

III. CHAIR'S REPORT (DOC 2021-11) BY SIR STEPHEN HILLIER

6. The Chair summarised a number of headline points for discussion.
 - The risks highlighted at the last meeting had now increased. These had been caused by the implementation of tighter restrictions which had adversely affected the industry by delaying recovery and lowering the baseline from which the recovery would begin.
 - A recent meeting between the Chair and the President of the ICAO Council had indicated that the relationship between the UK CAA and ICAO is positive. The conversation had touched upon many topics, including sustainability and the potential role of ICAO at COP26 in the autumn.
 - The briefing on ICAO's Council Aviation Recovery Taskforce (CART) had been rescheduled to the ExCo Policy and Innovation Exchange session on 6 May.
 - Work exploring how the Board could engage with external stakeholders more effectively was under way.

- Today's meeting had a number of important papers that would explore the user-pays principle to provide advisory innovation services, the Board's strategic priorities and an emerging Target Operating Model (TOM).
7. The Board noted the update.

IV. CHIEF EXECUTIVE REPORT (DOC 2021-12) BY RICHARD MORIARTY

Live issues

8. Recovery: the Government had recently announced imminent tighter border control measures which had adversely affected industry's outlook on the recovery. Additionally, the risk of poor business from the anticipated summer season had increased for both stakeholders and CAA, as the former continued to require bespoke advice and support from our teams.
9. CAA had been given enhanced responsibility for ensuring airlines would comply with extended Passenger Locator Forms and mandatory quarantine requirements. Questions were raised on the extent to which we could accept additional tasks of this nature when colleagues were already under pressure. The concern was noted and the issue would be kept under review, with regular updates provided to the Board.
10. Teams had been tasked with carrying out some scenario planning with industry to map out the challenges of the recovery and put both parties in the best place to deal with the issues. The Board welcomed this action as it would offer useful insights into the risks consequent on pent up demand and put both CAA and companies in the best place to deal with them.
11. EU exit: while disruption immediately following the UK's exit from the EU had been limited in the aviation sector, there had been a few issues. These were in relation to first, the UK-EU nature of the Trade Agreement and the CAA leaving EASA at the same time, which had meant our regulatory charges had to be increased slightly, and second, to trainee pilots from particular UK-based training schools on the matter of the recognition of pilot licences, training and exams following the EU exit.
12. The CEO provided a summary of his meeting with Patrick Ky, EASA's Director, which saw positive support of reaching mutual recognition.
13. On slots, it was explained that the legal responsibility rested with government, but that the success of the negotiations was reliant on both parties – airports and airlines - being coordinated and on the dynamics between new entrants and incumbent owners being balanced. This would be pertinent should the expansion

of Heathrow Airport recommence, as it would require consideration on the advantages of diverging from EU regulations.

14. Space: the programme has been proceeding well, despite a minor logistical challenge on the transfer of resource from the UK Space Agency, which was being addressed. The programme had political impetus and we should demonstrate our ambition to meet the Government's expectations and to be an agile and responsive organisation.

Internal issues

15. The Senior Leadership team had recently focused greatly on wellbeing across the CAA, discussing the heat maps that had been produced to show the results of the wellbeing survey at team level. The figures showed that, overall, colleagues recognised that CAA cared for their welfare and appreciated the initiatives in place to support them. This raised the question that we should explore how our role needed to further evolve to adapt to the post-Covid era, where the boundaries of the professional and personal were more blurred.
16. The HR team had been focusing on helping managers to identify and support individuals that they felt might be struggling, for example those colleagues who seemed quieter than the rest. A question was raised to understand whether managers were equipped with the right skills to have conversations with those individuals at risk and assurance was provided that there were clear escalation processes in place to put colleagues in touch with professional services if the managers thought that was necessary. Furthermore, some 50 or so colleagues are trained as Mental Health First Aiders and are able to have difficult or upsetting conversations, with further training of this kind to be rolled out imminently.
17. The figures in the wellbeing heat map, however, were not meant to be read as a league table, but as a visual representation of a positive narrative. A more comprehensive set of data was due to be presented at the Board for discussion in the next few months, covering issues such as reasons for leaving and the extent to which the CAA is attracting, retaining and supporting colleagues from black and ethnic minority backgrounds.
18. A Colleague Experience Survey was due to be launched on 17 February and would be useful to identify a baseline from which to work, particularly in relation to diversity and inclusions. The HR team was also in the process of setting up a network of colleagues that had volunteered to share their own experiences of the pandemic, to help others.
19. The Chair praised the efforts of the team to speed up the recruitment process and to produce the analytics informing valuable conversations. He mentioned the new