

CIVIL AVIATION AUTHORITY
MINUTES OF THE 562nd BOARD MEETING HELD ON
WEDNESDAY 16 MARCH 2022, 11:00, WESTFERRY HOUSE, TEAMS

Present:

Sir Stephen Hillier
Richard Moriarty
Rob Bishton
Katherine Corich
AVM Simon Edwards
Marykay Fuller
Anne Lambert
Manny Lewis
Paul Smith
Jonathan Spence
Chris Tingle

Chair

Apologies:

Garry Copeland
Peter Drissell
Jane Hanson

Secretary & General Counsel

In Attendance:

Ben Alcott
Jane Cosgrove
Tim Johnson
Alex Kaufman

Philip Clarke
Graeme Paterson

Secretariat

Charlie Geffen	Flint Global for item 4
Ed Richards	Flint Global for item 4
Neil Seaford	Flint Global for item 4
Alex Hutchinson	for item 7
Abigail Grenfell	for item 8
Barbara Perata-Smith	for item 8
Nic Stevenson	for item 8
Dr Michael Trudgill	for item 9
Maria Rueda	for item 10

I APOLOGIES AND INTRODUCTIONS

1. Apologies were received from Garry Copeland, Peter Drissell and Jane Hanson.

II CONFLICTS OF INTEREST, PREVIOUS MINUTES AND MATTERS ARISING

2. No conflicts of interest were declared.
3. The minutes of the February 2022 Board meeting were approved.

III CHAIR'S REPORT (DOC 2022-15) BY SIR STEPHEN HILLIER

4. On behalf of the Board, the Chair condemned the aggression shown by Russia in its invasion of Ukraine. The Board also praised the courage and resilience shown by the Ukrainian people.
5. The Chair emphasised that the CAA had and would continue to play its part in supporting the Government's and wider international response to the invasion.
6. It was recognised that in the longer term also, the invasion would likely have a significant impact on global aviation, in areas such ranging from the cost of fuel to global supply chains.
7. The Board noted the report.

IV BOARD EFFECTIVENESS REVIEW & NEXT STEPS (DOC 2022-16) BY FLINT GLOBAL

8. The Board welcomed Charlie Geffen, Ed Richards, and Neil Seaford to the meeting.
9. The Board was reminded that the review had engaged with a wide range of staff, as well as ExCo and Board members.
10. The Review concluded that the Board was well constituted and capable of performing its role.
11. The interviews and questionnaires had identified some potential gaps in the level of specific regulatory skills, or knowledge of emerging regulatory thinking at Board level to support future flight regulations. Consumer rights and sustainability were areas that had been identified as important in Board development.
12. In discussion, it was noted that additional regulatory expertise did not necessarily have to be achieved by appointing a new NED. Instead, development sessions for existing NEDs and further engagement with other regulators, and Government could help to address this potential knowledge gap.
13. In respect of consumer issues, it was believed that although 'consumer' was not a specific agenda item, it was regularly discussed within multiple Board topics such as H7, airport league tables and ATOL protection discussions. There was also a constant focus across the organisation on protecting consumers. It was also noted that the Consumer Panel Chair attended the Board to present the Panel's annual report and engaged regularly with individual Board members.
14. The establishment of the Sustainability Panel, aligned with the Sustainability Strategy would help to give greater prominence to sustainability matters.
15. The Chair had requested feedback from the Board on two recommendations in the review: the content of the SARG report, and on the frequency of Board meetings.
16. In discussion it was explained that the SARG report had evolved over time. The current format was intended to give the Board insight into key risks and topical issues.
17. The Board took note of the work Flint Global had done to understand how safety was reported and assured at Board level in other UK regulated safety regimes such as the Office of Rail and Road and the Office of Nuclear Regulation. Although some commonalities and principles had been identified, it was also noted that the different legal bases of these organisations may lead at times to different approaches in practice.
18. The Board was strongly in favour of continuing to receive safety information each month, noting that safety was the CAA's primary responsibility. It was also noted that the process by which risks were identified for inclusion in the SARG report

- formed part of assurance to the Board that these were being managed appropriately.
19. Noting that the SARG report would be retained, it was agreed that there should be an ongoing discussion to ensure that the content met the required assurance standards and Board members' needs.
- ACTION:** Rob Bishton to continue seeking Board members' views on the content and structure of SARG report.
20. The Chair sought views on reducing the number of Board meetings from the current eleven per year. It was acknowledged that a significant amount of time was spent on preparing papers for each meeting. It was also emphasised that any reduction in meetings would take time to implement and would need to be done in such a way that aligned with particular activities, such as approving the annual report and accounts.
21. In discussion, the Board agreed that moving to eight meetings a year would be appropriate. However, it was emphasised that a reduction in formal meetings did not mean a reduction in time being spent on Board activities in the round, with more opportunities being created for matters such as development sessions and visits to stakeholders.
22. It was also suggested that Board meetings could periodically take place in other parts of the UK, to reinforce that the CAA operated UK-wide. It was noted that consideration was already being given to holding the next Board awayday in Wales and the West Country.
23. It was understood that a reduction in scheduled meetings could give rise to an increase in extraordinary Board meetings if significant issues arose.
- DECISION:** The Board supported the proposal to reduce the number of formal Board meetings from eleven to eight.
- ACTION:** The Chair, CEO and Philip Clarke to consider the logistical issues that would need to be addressed in reducing the number of Board meetings.
24. The Board thanked the Flint Global team for their work on the review.
25. The Board noted the report.

V CHIEF EXECUTIVE'S REPORT (DOC 2022-17) BY RICHARD MORIARTY

26. Although a further discussion would take place in April, the Board was asked to approve the five draft Board Priorities.
- DECISION:** The Board approved the Board Priorities.
27. As advised at previous meetings, discussions had taken place with another regulator regarding use of the Westferry office. An agreement had now been reached with the other regulator to sub-lease desks from the CAA, and delegation was sought from the Board to allow the CEO and COO to sign the sub-lease.
- DECISION:** The Board delegated authority to the CEO and COO to sign the sub-lease allowing for use of desks at Westferry.
28. *Ukraine* – The Board was advised that work was taking place across the organisation in response to the Russian invasion of Ukraine. Steps were also being taken to identify and deal with any remaining touchpoints between the CAA's operations and Russian entities.
29. Depending on the duration of the situation in Ukraine and the resulting pressures on the CAA, it was recognised that some other planned CAA activities for the year might need to be de-prioritised.
30. *Independent Review Panel* – It was anticipated that the new Panel Chair would be announced soon, and the Panel stood up in early May. The Board noted the report in the Library on the CAA's preparations for the new Panel, a process led by Ben Alcott.
31. In establishing the processes for the new Panel, the CAA had also continued to make significant steps in improving its complaint-handling processes.