

News story: Government sets out next steps for Heathrow expansion

In the House of Commons last night, MPs voted in favour of the Airports National Policy Statement (NPS) by 415 votes to 119.

Construction on a third runway at Heathrow could start within 3 years following the historic vote in Parliament yesterday.

Transport Secretary Chris Grayling today (26 June 2018) [formally designated](#) the [Airports NPS](#), paving the way for Heathrow to now submit a formal planning application.

It triggers the next step in a process that could see building work start in 2021 and the runway operational by 2026.

Transport Secretary Chris Grayling said:

This marks a critical step towards ensuring future generations have the international connections we need, as well as strengthening the links between all parts of the UK and our global hub.

I have always been clear that this issue goes beyond party politics, and this result demonstrates the clear desire to get on with delivering this vital scheme.

There is still much to be done, including defending this decision against the potential legal challenges, but we are absolutely committed to working closely with local communities and ensuring Heathrow stick to their promises on addressing the local and environmental impacts of expansion.

Following today's designation of the NPS, the next stage of the process will see Heathrow bring forward detailed proposals for planning consent, which would be submitted to the Planning Inspectorate. As part of this, Heathrow will need to carry out further consultation with local communities on the finer details of their scheme design and the associated compensation and mitigation packages.

Alongside this Heathrow will continue to develop plans for the necessary airspace changes around the airport, including new flightpaths. These will also be subject to consultation with local communities, ahead of being submitted to the Civil Aviation Authority for approval.

Heathrow will also keep the Secretary of State and Parliament apprised of progress, in particular on how it will meet its commitments to the environment, communities, domestic connectivity and delivering a scheme in a

timely manner that is cost efficient.

[News story: BowTie: a visual tool to keep an overview of risk management practices](#)

BowTie finds its roots in the chemical industry course notes for a lecture on hazard analysis given at the University of Queensland in 1979. The exact origin is unclear but the mainstream use started in the aftermath of the Piper Alpha disaster with Royal Dutch/Shell adopting the methodology as the company standard for analysing and managing risk. It is widely regarded as a suitable visual tool to keep an overview of risk management practices, rather than replacing existing processes or systems.

[RA 1205](#) provides a regulatory framework for an Air System Safety Case (ASSC) for each platform and identifies that it is not a single document, but a living body of evidence. Thus, ASSC based auditing techniques can be both complex and time consuming. BowTie can be employed to simplify this and improve the communication of risk by acting as an overarching document that collates all the documentary evidence of an ASSC together, meaning that it can then be interrogated to source auditable data that underpins the Safety Statement. With the publication of [RA 1210 Issue 4](#), Operating Duty Holders (ODH's) have been given more latitude in the way in which they choose to record and document risk within their area of responsibility allowing the scope to incorporate and develop good practice. For several years, the majority of ODH's have been developing risk management systems that embrace the BowTie risk assessment methodology as it is believed that, when used correctly, it can provide an easier to interpret and more holistic view of overall risk exposure.

Of the 6 ODH's that cover UK military flying, 5 have made a commitment to using BowTie within their respective Air Safety Management System (with the 6th now developing a capability). Early adopters have been working on its implementation for several years and are continuing to make significant developments in the way BowTie is utilised and how the software is implemented. There has been a significant investment in the translation of current risks from the traditional risk register into the BowTie format, and training key personnel in a revised way of working. The MAA has intentionally remained at arm's length, in order to encourage the development of good practice by the user community, whilst keeping a Regulator's oversight to ensure that the work implemented remained within the bounds of RA 1210.

Up until 2017 all ODH's maintained suitable Platform Risk Register's to meet the intent of the MAA Regulatory Publications, but in early 2017 Air Officer

Commanding (AOC) 2 Gp made the decision to move completely from risk registers to using BowTie as the sole method of recording and presenting risks and risk management. The decision was made once the Gp's SMEs were content that the BowTies were sufficiently developed to ensure no degradation in the risk picture presented.

AuditXP. Crown Copyright. Photo: via MOD.

The BowTie user group has made progress in agreeing a common approach to BowTie creation and produced a pan ODH level BowTie Standard Operating Procedures complete with a description of what a BowTie consists of and the taxonomy that is to be used. This has aided with configuration control and allows for easier analysis across all areas as the picture will look the same. This document continues to evolve as more functionality is included within the BowTies. The choice was made to use the standard taxonomy for BowTie to allow for shared learning from industry and to reduce training cost for personnel involved in the development. Therefore, risk terminology was changed to fit with the barrier (vice mitigation) based risk management model. Rather than dealing with the traditional risk based approach each BowTie deals with a hazardous situation and loss of control and can cover multiple risks.

These elements can then be embellished with additional information to allow for easy viewing of barrier effectiveness, owner, manager and importantly the evidence that underpins that assessment. The inclusion of Air Safety Information Management System data will allow for interrogation of the BowTies to further refine the effectiveness assessment of barriers and will generate a huge amount of quantitative data for analysis by Front Line Command and the MAA alike. There is no automatic process that updates the effectiveness rating and human interpretation is required before a change is made. Additionally, a currently unused but being explored capability is the generation of questionnaires allowing for targeting questioning of personnel to understand how a barrier is functioning.

IncidentXP data close up. Crown Copyright. Photo: via MOD.

BowTies are never truly complete as they are subject to continual review and as such are a living document. As the existing documents are further developed more of the existing functionality with the software will be utilised and additional tools will be delivered to increase the synergy between occurrence reporting and the risk management process. As to where we go next, there is significant interest from the Defence Equipment and Support (DE&S) community to communicate hazards in the correct language for the ODH risk assessment model, without the need for translation. The DE&S Airworthiness Team via the ASPIRE project, is investigating the viability of transitioning DE&S to BowTie methodology. All ODH's have been consulted and have agreed that the project is a step towards fully integrating the risk management process.

There is still more work to be done to ensure that the taxonomy used is acceptable by both the equipment and operating stakeholders. Along with this, many of the user groups are starting to use BowTie for functional safety with

a clear interest in its ease of interpretation.

This year will see the reinvigoration of the legacy BowTie User Group (BUG). Previously this was a large meeting with representation from a wide cross section of stakeholders attending, each having particular issues to raise. To improve upon the quality of the information exchanged, the BUG will be rebranded the BowTie User Forum and will have comprise of a periodic symposium that will include topical discussion and Q&A sessions and the creation of a dedicated BowTie SharePoint portal with a discussion board and wiki pages. It is within the dedicated BowTie SharePoint portal that the most current and up to date information regarding BowTie and its development will be found. Training availability will be advertised with links to application forms in addition to how to get a software or BowTieServer licence. Introductory training is provided currently through the MAA Air Safety Risk Analysis & Management Practitioners (MASRAMP) course held at Centre of Air Safety Training (CoAST) and there is a desire to include a bespoke BowTie training course for more advanced users as part of the Safety Training for Error Prevention (STEP) contract.

Speech: Minister Baldwin speech on UK-Africa relations

Thank you, and thank you all for being here today, to consider the future of British and African partnerships.

I look around the room and I see that some of you can probably remember how you felt when you were eighteen years old. Some of us struggle – but some of you could still remember that feeling.

And I think that what is absolutely the most exciting thing about Africa is the way in which the median age is 15, the average age about 18 – and it's that excitement and optimism and energy that I find so fascinating and exciting in terms of the work that I do with African countries.

So far in this role I've had the pleasure of visiting seven African countries and I've been really struck in each place that I have visited with the passion, the energy, and the extraordinarily entrepreneurial spirit of everyone that I've come across in Africa.

It really is a continent absolutely crammed with possibility.

And for the UK, Africa matters.

This is why – in my role as Minister for Africa in both the Department for International Development and the Foreign Office – I am truly championing a whole-of-Government approach to stepping up our partnership with African

countries.

This means bringing together the UK's development and humanitarian expertise, our world-class diplomacy, our political analysis, our trade experts, our health specialists, our education experts and our military and security excellence.

We are really extending our reach across Africa. So far this year the UK has opened new posts in Lesotho and eSwatini, Mauritania and Chad, and there will be more to come. The vision is that at the end of this process we will have more offices across Africa than any other European country.

That comprehensive and integrated package that we have offers real advantage to the young people of Africa on the issues that they think are most important for their future.

We are listening to them and will be driven by what they most want and need from us. Across the continent we will work together to further the aspirations and ambitions of the countries I am privileged to work with every day.

I don't really need to emphasise to this audience the scale of the opportunity, but by 2050 the population of Africa is expected to reach 2.5 billion people. That is both a great opportunity and a great challenge.

Nigeria alone needs to create about 6,000 new jobs every single day until 2030 just to keep up with the growth in its population.

Because without jobs and opportunities, the optimistic and eager 18 year olds I meet today could become the frustrated, hopeless and angry young people of tomorrow.

So the UK must step up its support now, to work with African countries to build opportunities for the growing numbers of young people entering the job market every year.

Creating jobs for millions of young people is vital to ensuring the stability and economic prosperity of the continent.

Reliable jobs represent a 'win' for our African partners' economic futures and a 'win' for the UK by supporting all-important trade relationships.

Trade can support the creation of millions of jobs and stimulate the trillions of pounds of investment needed to help countries ultimately move on from a dependence on aid.

This is why – working with the International Trade Centre – we launched the SheTrades Commonwealth programme, an ambitious venture to boost the role of women in international trade, in Kenya, Ghana and Nigeria.

And it is why we will be funding a programme to help countries implement the World Trade Organisation's landmark Trade Facilitation Agreement – which is expected to boost global trade by up to \$1 trillion.

This power of trade is also why the Department for International Development has funded the TradeMark East Africa programme, which has significantly reduced the time it takes to clear and transport cargo through Mombasa port and beyond, encouraging trade in and out of Kenya.

You might also know that the Government just announced the first ever Her Majesty's Trade Commissioner for Africa. Another sign of our long-term commitment to trade.

But there is also a lack of public and private investment in many African countries. We want to leverage British expertise to help change that. For example using our financial industries and the City of London to foster deeper capital markets and strengthen links between the Bank of England and other central banks.

At the Commonwealth Summit the Development Secretary announced a package of new initiatives to deepen the partnership between the Department for International Development, the City of London and African nations.

It included the launch of a learning partnership between the Bank of England and central banks in Sierra Leone, Ghana and South Africa, as well as support for developing countries to access global capital markets in their own currencies.

The UK's Development Finance Institution CDC is forging paths for other investors by concentrating its efforts in the poorest and most fragile countries in Africa and South Asia. Between 2014 and 2016 companies backed by CDC created over 3 million new direct and indirect jobs, and paid taxes to national governments worth over \$9 billion.

There needs to be a huge increase in private sector funding if the UN Global Goals are to be met by 2030. Which is why we're providing new capital to CDC to help trigger even more job creation and growth in the poorest countries and to mobilise the private sector to rise to the challenge of investing in new markets.

And it's why we're emphasising the value to Global Britain of the UK being a meeting point for the world's global investment opportunities and the world's global investors.

There are several other ways I want to highlight this morning in terms of our work with our friends in Africa.

We know that another important way to support African partners to make the most of the demographic dividend by supporting women and men to choose when they have children.

We know that 37 million women across Africa want to have access to family planning options.

And we know about the wider societal benefits of empowering women to take control of their life and health choices.

For over 20 years, DFID has been a world-leader in supporting women and men to access family planning. Our support planned through until 2022 is helping to save the lives of over 6000 women by preventing maternal deaths. And it reaches almost 20 million women with voluntary contraceptive choices.

But now we are going further – building on that expertise to move the conversation on from being ‘just’ a health discussion. Family planning should feature on the finance agenda, on the infrastructure agenda and on investment agendas. This is why the UK is delivering a step change in our support for access to voluntary family planning, doing more to empower women to take control of their lives and their health choices.

And we’re also empowering girls and women to take control of their future through our commitment to girls’ education.

At the recent G7 Summit, the Prime Minister announced that over the next eight years DFID’s Girls Education Challenge will help more than 1.5 million girls transition from primary school through to high school, reducing their chances of early motherhood and increasing their ability to get good jobs.

For every extra year a girl stays in school, her future wages rise by 12 per cent.

This is why we have given such strong support to the campaign to secure 12 years of quality education for everyone, including all girls.

This work on education and family planning goes hand in hand to make sure we are giving today’s girls the opportunities and skills they need to play a vital role in their countries’ progress.

The UK is also building partnerships which tackle shared threats and support Africa’s desire to lead in resolving its own problems.

Whether that’s British military teams training African troop contributors to the important AMISOM mission in Somalia, or the national crime agency working with its African counterparts to shut down illegal smuggling routes.

Britain has been – and will remain – a steadfast partner for Africa’s peace, security and stability.

We will continue to do this because it is absolutely in our national interest to do so – terrorism, illegal immigration and modern slavery do not respect borders.

When communities are safe and when the rules-based international order is respected – that’s when economies can prosper, and everyone can become better off. That is why we also work closely with African partners on the UN Security Council, the Organisation for the Prevention of Chemical Weapons, which is meeting today, and – of course – the Commonwealth.

And there does seem to be an increasing interest from African countries which already represent 19 of the 53 countries in the Commonwealth – we were delighted this year to welcome back The Gambia for example.

I am really optimistic about Africa and about harnessing that huge energy and potential – a young and vibrant population which can really make a difference to the global economy.

The young people I have spoken to in Sierra Leone or Zimbabwe, Angola or Cote d'Ivoire, have given me a clear message. They do not want us to give them ready-made solutions. They have plenty of ideas of their own. But they do see ways in which the UK can help. I am determined that the UK listens to them.

It is now time for a bigger, deeper, more mature partnership.

As the Prime Minister said at the G20 summit – we want long-term partnerships which support Africa's own aspirations and help it take control of its own future growth and find solutions to its own problems.

Global Britain is open, inclusive and outward facing, committed to playing a leading role on the world stage. Leaving the European Union does not mean stepping away from our global responsibilities – quite the opposite.

And this is why we are stepping up our partnerships across Africa, our commitment to the long-term success of African nations and our support to the future hopes of millions of young people.

News story: V&A Reappointment of Caroline Silver and Mark Sebba

Caroline Silver

Caroline Silver is Non-Executive Chairman of FTSE-250 consumer products group, PZ Cussons plc, a role that she has held since January 2017. She is also a Non-Executive Director of BUPA, the global healthcare company, where she serves on the audit and risk committees. In her executive capacity, Caroline is a Senior Managing Director at Moelis & Company, a leading global independent investment bank. She has been in the investment banking industry for over 30 years, holding senior positions at Morgan Grenfell/Deutsche Bank, Morgan Stanley, Bank of America Merrill Lynch, and for the last eight years at Moelis. She started her career as a Chartered Accountant with PricewaterhouseCoopers.

Mark Sebba

Mark Sebba has been Chief Executive of The Net-a-Porter Group since 2003. The group, which has operations in Europe, the US and Asia, comprises Net-a-Porter.com, the world's leading fashion website and publisher of PORTER Magazine. He has been chair of the V&A Enterprises Board since 2013 and was an independent Non-Executive Director of LMS Capital between 2010 and 2013.

He was non-executive Chairman of the Adjutant General's Audit Committee from 2003 to 2008. He is a chartered accountant and worked as an investment banker in London and New York for some twenty years before moving into early stage media and new technology businesses. Since 1993, he has been a Trustee of the JCA Charitable Foundation.

These roles are not remunerated. These appointments have been made in accordance with the [Cabinet Office's Governance Code on Public Appointments](#). The appointments process is regulated by the Commissioner for Public Appointments. Under the Code, any significant political activity undertaken by an appointee in the last five years must be declared. This is defined as including holding office, public speaking, making a recordable donation, or candidature for election. Caroline and Mark have declared no such political activity.

News story: Government puts disabled passengers first by backing innovative projects to improve train journeys

- seven schemes supporting those travelling with disabilities receive funding
- innovative projects include help for passengers using sign language
- Transport Accessibility Minister Nusrat Ghani welcomes initiatives which will help make railways accessible to everyone

A series of innovative, high-tech schemes, including an augmented reality project to support people who use sign language on train journeys, will be developed after winning a government-funded competition.

The app, Signly, will use the latest software to give people who are deaf or hard of hearing access to essential written travel and safety notices by delivering signed content directly to their smart phone or tablet.

Signly will be developed as part of the Department for Transport's commitment to improving journeys for disabled rail passengers. It is one of 7 projects announced today (26 June 2018) which will receive funding to make their ideas a reality.

Other projects to receive start-up funding include Nodality – a website that is set to give disabled passengers and carers all the information they need to understand how accessible a station is.

Nusrat Ghani, Transport Accessibility Minister, said:

I am determined to make sure that our railways are accessible to everyone, and that we remove any barriers faced by people with a disability.

Everyone deserves the right to travel independently and with confidence. I am delighted that these innovative projects have been picked to improve people's journeys, and look forward to seeing how they benefit passengers in the years to come.

The list of projects to receive a share of £600,000 funding is:

- Accessibility Evaluation Survey for Stations (ACCESS): a tool to help those responsible for station accessibility to identify problems and prioritise improvements
- Less Visible Impairments (LVIS): a study to be carried out into increasing frontline staff's understanding about the difficulties faced by passengers with hidden disabilities, such as dementia
- Rail4All: an app to help station staff prioritise requests from disabled passengers and notify the user that their request for support has been received
- Accessible Journey Pocket Assistant: a journey planner giving passengers bespoke guidance for every step of their trip
- Nodality (navigating transport interchange): a website that provides disabled passengers, and carers with all the information they need to understand how accessible a specific station is
- Signly: an app that improves communication and passenger experience for people who use sign language
- Aubin: an app designed to improve rail journeys for people with autism by using stress related preferences, rather than time or cost, to help the user reach their destination

The innovation competition was run by RSSB, the Rail Safety and Standards Board, as part of the Department for Transport's work to improve accessibility for all passengers, across all modes of transport. The government's Inclusive Transport Strategy will be published later this year.

The aim of the competition was to find creative solutions to challenges faced by passengers with disabilities on the railways, and especially for those with less visible impairments.

Mark Applin, Co-founder of Signly, said:

The Signly team are delighted the RSSB have seen the possibilities to improve passenger experience for Deaf passengers who use British Sign Language.

The grant funding affords the opportunity to meet Deaf passengers and rail employees and develop simple tools that can make a difference day in, day out.

Mark Phillips, Chief Executive of RSSB, said:

I am delighted that the Rail Accessibility Competition run by RSSB has inspired these exciting, innovative projects.

These ideas will help achieve our aim of improving overall access to the railways for disabled people and contribute to a better, safer railway. We thank everybody who submitted proposals to the competition and look forward to supporting the winning projects.

Matt Garner from Ethos Farms (Nodality) said:

We are delighted to have won this prestigious competition and look forward to delivering an innovative and transformational product that will assist disabled customers in their end to end rail journey.

The competition launched in September 2017 as part of DfT's work to accelerate innovation across the rail industry.