International Institute of Risk and Safety Management
North West Branch Meeting
16th September 2016

Minutes

1. Apologies
   Apologies were received from Dave Thurston and Steve Nelson

2. Welcome
   The Chair welcomed the guest speakers to the event.

3. Minutes of Last Meeting
   The minutes were accepted as a true and accurate record.

4. Guest Presentation 1: Critical elements needed to maximise improvements in a Safety Culture improvement programme, Matthew Strong MEng, RyderMarsh

5. Guest Presentation 2: Update and Feedback session with IIRSM’s Director of Membership and Communications

6. Treasurers Report
   The Treasurer was not able to attend. There were no specific concerns raised.

7. Any Other Business
   There was a discussion on the relationship between the IIRSM and other safety groups nationally and in the area. The IIRSM is particularly keen to develop partnerships with other groups at both a national and regional level.

   This could take the form of access, access at reduced rates, or a variety of other forms. It could include access to events, meetings, conferences, and training.

   This item warranted further discussion and it was agreed that this should be tabled at the next meeting. In the meantime, Edward committed to make contact with other regional groups.

8. Date of Next Meeting
   17 November 2016, 18:45 at the Birchwood Community and Tennis Centre
Meeting Notes: Ryder Marsh OCAID (Organisational Culture and Individual Development).

Imagine a Plant Manager who makes a statement like this: ‘If I ever find out who did something wrong’ … He did not want to address it. People have a funny idea of how to demonstrate safety – people became nervous about raising issues.

History tells us that accidents/incidents have been reduced by a combination of engineering (hardware) and systems (software), but accidents still happen. To get to zero, managers need to understand what happens and that means focussing on people instead of compliance. Academics say 90% of accidents are human failure (Heinrich) and that 99% of human failure is due to prevailing conditions. Behaviour is a function of the person and the environment (Lewin, 1936).

To understand culture, we need to understand languages, beliefs, rituals, and artefacts – their differences and similarities.

- Language, for example in creating compliance cultures. How to ask questions.
- Artefacts - things like the tools used, the design of welfare spaces,
- Rituals – the processes and systems – the way we do things
- Beliefs – It takes trauma to make beliefs change quickly – normally negative, sometimes positive.

Some models have already started to explore this e.g. the Bradley Curve – Dependant, independent, inter-dependence, but that is widely criticised. Even the Parker & Hudson Model can be criticised for the assertion that there is a direct and straight, forwards journey to zero accidents.


At the same time, there has been a greater focus on ‘wellbeing’:

- 133 dead through injury,
- 515 driving for work,
- 6,233 suicides,
- 13,000 work related health deaths.

Perception of biggest risk does not always reflect true risk.

Organisations still rely on a blame focus which prevents organisations from getting to the truth, and on compliance, processes and systems, even though people don’t remember or even read everything. It becomes about leadership when the perspective is extended beyond the organisation to include ‘self’ and ‘others’. The role of the leader – Leadership – creating an environment for people to succeed.

There has been a move to the field of psychology to improve safety performance, featuring concepts like ‘Learned helplessness’ – Workers learn not to say anything, nothing gets done. Under those circumstances, should, could, or would someone raise a concern, and ‘What is in it for me’ – What will happen if I do things differently? Isn’t it better to work the way we do now?

There has also been a greater understanding of the role and importance of leadership training, empowering and providing leaders with the right knowledge and questions to ask. There has also been a drive to increase employee engagement to improve organisational performance. The route to improved accident and incident rates is more likely to come from the fields of leadership, motivation and engagement, than from traditional compliance led safety strategies.
Clare Fleming, Director of Membership and Communications, IIRSM

Thanks for the invitation. The IIRSM is keen to investing more time and effort in the UK Branch Meeting infrastructure. They have a number of projects currently under way to achieve:

- A globally recognised and respected brand.
- Products and services members want and need
- Engaging with members
- Look at the Institute, it’s structure and governance, and a
- Focus on development

Part of this work includes a review of the member journey, communications, and the development of Professional Qualifications.

IIRSM are reaching out to members on issues that concern them – what should IIRSM membership mean, what is valued, and how can organisations be better educated on risk management.

Some of the ideas currently being considered are special interest groups, access to training from other institutes at reduced rates, partnerships with other bodies, use of technology, including streamed events and webinars, and increased links with other groups.

The IIRSM has already signed a Memorandum of Understanding with the APS.

Clare is new in the role and has new staff. She needs our support.