

# The Institute of Risk Management

## Scottish Central & Southern Region Group

Meeting: Safety Risk – Performance Management

Date: Thursday 26<sup>th</sup> November 2009

Venue: Scottish Water, Livingston

Time: 1pm

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### Attending:

Graham Offord	Offrisk (Chair)	Gordon Dakers	BNY Mellon
David Lundie	Scottish Water	Morag Heneghan	Scottish Water
Carol McGhee	NHS Lanarkshire	John Glover	Glover Associates
Graham Rae	Offrisk	Paul French	CSFRS
Gavin Ward	Scottish Water	Kay Drummond	Strathclyde Police
Norman Sinclair	Marsh Risk Consulting	Ian Hogg	Scottish Water
Iain MacDonald	Scottish Water	David Love	Mott Macdonald
Alan Dawson	Offrisk	George Berrich	Edinburgh Continuity
Dennis Webster	Fire Isk Ltd	Robert McElroy	Scottish Water
Mark Bourke	Heath Lambert	Mark Mackinlay	Scottish Water
Stan Honeyman	Halcrow	Brian McGrath	Scottish Water

### Minute:

1. Welcome by Graham Offord and thanks to Brian McGrath of Scottish Water for arranging the venue, their kind hospitality and lunch.
2. Introduction from Graham regarding the topic for the meeting
3. Brian McGrath delivered a 10 minute presentation on his role as Corporate Risk Manager for Scottish Water within a regulated industry. He provided an overview of his role of establishing Corp Risk Mgmt, which sits within their 'Finance and Regulation' Directorate
  - Risk was separated into the following areas: Reputational; Financial; Operational; and External
  - Ongoing monitoring at various stages of: identification; assessment; evaluation; and determination
  - Need to gain acceptance, across the business, for the concept of risk appetite (the fence) and risk tolerance (the cliff edge), with different levels for different departments, e.g. Health & Safety vs. Innovation functions.
  - Everything was based on a 'Live' Risk Register, using Corp and Summary information
4. David Lundie from Scottish Water Contracting introduced the meeting to his work in tackling not just Safety Risk, but embedding a risk & performance & compliance culture through management systems' in the following areas: Quality; Environment; and Safety & Health.
  - Scottish Water Contracting have accreditation with ISO 9001, ISO 14001, and BS OHSAS 18001 plus the integrated BMS (Business Management System) PAS 99 IMS
  - David has been determined to see a coming together of risk and performance, taking a holistic approach, and recognising that Scottish Water Contracting was formed from three very different cultures & management systems. Getting the ISO badge may be useful, but it is not the end in itself.

- David with his colleague, Robert McElroy then went on to demonstrate their integrated management system where points have been allocated to two sides of the risk / performance equation – he calls these Enablers and Results in QUENSH (Quality, Environmental and Safety & Health). Enablers comprise control measures, lead & lag indicators and inputs/outputs, while Results are outcomes/impact/consequence.
    - Management Systems are ‘how a business operates’
    - The Business Plan/Tactical Plan should be addressing risk, and therefore becomes itself a control measure (e.g. action plans should mitigate risk whilst achieving objectives).
    - Monthly meetings are part of the system / structure. If meetings/communication is important and we are not holding them, doesn't this represent a risk?
  - He demonstrated some interesting uses of an integrated scoring / weighting system to engage the business by allocating a band of attainable points – but only if substantiated by the evidence – for example closing out audit report recommendations/actions.
  - The same framework exists for all their different risks, trying to avoid common language (avoiding jargon). They use a ‘standard risk matrix’ which is quantifiable, but there will always be a degree of subjectivity.
5. IRM Policy and Rules of Operation for Regional Groups (consultation document, Oct 09). Gordon Dakers gave the Group an overview of some of the main points. Regional Groups should be established “in order to promote local discussion and sharing of knowledge”. Some debate took place regarding the various points referenced: blind copy of emails; the use of our distribution matrix; organisation of the group and terms of reference; the ability to gain CPD points by attending and presenting; the need to maintain and furnish a register of attendees to the IRM; and the concept of limiting non-member attendance to 3 meetings before being required to join or no longer attend.
- Graham and Gordon agreed to take some specific issues back to the IRM as a result of the meeting.
6. There being limited time given the scale and depth of the presentation – the opportunity for a round table discussion was waived, however it is agreed that there is much benefit to be had from this arrangement and we should include it as a regular feature next year together with the 10min introductions.
- With a view to utilising our distribution matrix, Gordon suggested that ‘breakout groups’ could be a way for people from the same sectors or specialist subjects to network *within* the meeting.
7. Members’ attention is drawn to the change in arrangements regarding the Autumn IRM Risk Forum. Next year the event has been rescheduled for Spring, 19 – 21 April at Keele University, where past conferences have been held successfully. It is worth considering developing one of the key themes from that conference for our September meeting. Details of the new Global Risk Management Professional Development Forum are attached to this minute.
8. New dates for meetings in 2010 were proposed and agreed:

Date	Topic	Time	Venue	Host
Tuesday 16 <sup>th</sup> February	Safety Risk – carry over from November 2009  Sector Breakout session – opportunity for professionals to meet with colleagues and discuss	1300	Scottish Ambulance Service  tba	Sarah Kilday

	current issues			
Wednesday 19 <sup>th</sup> May	Tripartite meeting with Scottish Continuity and BCI Scottish Forum covering Terrorism and current precautions for business	1300	Edinburgh Continuity (proposed) Tba	George Berrich
Thursday 9 <sup>th</sup> September	Topic allied to the Spring Conference at Keele	1300	Tba	
Wednesday 17 <sup>th</sup> November	Fire Risk – Safety & Protection?			

## Developing Yourself as a Risk Management Professional

*The IRM's annual conference is getting a major facelift for 2010. Carolyn Williams explains what's in store.*

One of the key features of a professional is a commitment, possibly even felt as a moral obligation, to keep your knowledge and skills up to date. One of the roles of institutes such as the IRM is to provide the profession with frequent and varied opportunities to do just that.

The annual conference of the Institute of Management has been a key date in the management calendar for approaching two and is open to IRM members and non-alike. Most recently going under the name Forum, the event seeks to position itself as educational event for risk management professionals. Drawing on its extensive qualified members, together with its and professional contacts, the IRM each together a conference programme that is



Risk risk decades members of the Risk the leading network of academic year pulls both

academically rigorous and also strongly practical. This formula has succeeded in regularly attracting over 300 delegates from around the world, representing all sectors of the economy. Attendees also tell us that the event provides them with a valuable networking opportunity where they can make new contacts within the profession, discuss matters of interest, compare notes on problems and pick up practical ideas to take back to work.

All events must change from time to time to reflect what's going in the wider world and IRM has decided to put a number of changes into place for the 2010 conference. Each year we get feedback both from those attending the conference, and also those that didn't, and we are attempting to address various suggestions that have been put to us to make the event even more effective in meeting the educational and development needs of risk professionals.



**IRM Conference  
Dates:  
19-21 April 2010  
Keele University**

### New Spring Date

Our first big change is to bring the conference forward from the Autumn to the Spring. The dates for 2010 will be Tuesday 20<sup>th</sup> and Wednesday 21<sup>st</sup> April 2010 and the conference will be held at the University of Keele. There will also be a welcome evening and some pre-conference events on Monday 19<sup>th</sup> April.

The reason for making this change is that our previous slot in the middle of September was becoming crowded with an increasing number of events of interest to risk managers and also was problematically close to the summer holidays. There is no ideal date (or venue) that suits everyone of course, but we thought that a move to the Spring would offer a new opportunity to attend for many of our

members.

We are pleased to return for this event to the UK Midlands and to Keele University where we have held a number of successful conferences in the past. For those not familiar with the venue, it is a campus style university located close to the town of Stoke on Trent, easily accessible from all parts of the UK and from Birmingham and Manchester Airports. IRM chooses to hold its conferences at university venues as we find it in keeping with the relaxed educational atmosphere of the event. Those who cannot bear to stay in student accommodation (albeit en suite and high quality to cater for the students of today) are welcome to use alternative accommodation at nearby hotels.

## More for Students

The new April date has also allowed us to integrate Day One of the conference with the revision workshops that we usually run for the Institute's Diploma and Certificate students around that time. Students will attend their own revision sessions through the day but will join the main conference programme for keynote sessions and networking breaks. We hope that this will add considerably to the value of the event for our students. Students will be able to attend Day One of the conference for the same price as they would have been charged to attend the revision workshops but will be able to upgrade their stay at the conference, if they wish, to include Day Two as well.

## Workshop Programme



Delegates tell us that the varied workshop programme is one of the major features that attracts them to the conference, allowing them to tailor the event to their own interests. For 2010 we intend to offer workshops delivered by our own special interest groups, by recently qualified fellows presenting on their dissertations, from academic guests and also from any member of the Institute who would like to propose an interesting workshop topic. All these groups will be invited to produce workshop proposals directly by the IRM but if anyone would like to register a particular interest in delivering a workshop

please contact the IRM office. We also aim to raise the level of involvement in the event by members of our active special interest and regional groups by running a special conference for group organisers on the day before the conference starts.

## Upgraded Professional Development Exhibition

IRM has always steered away from attaching a major commercial exhibition to our conference as we did not want to detract from the relaxed, educational atmosphere of the event. We have however success with a small educational exhibition area which we are planning to expand for 2010. The theme of the exhibition will be Professional Development for Risk Management and we are interested in hearing from companies that provide relevant training, recruitment, information or other products relevant to risk managers who might be interested in exhibition space.



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## Unique Networking Opportunities

Our feedback tells us that delegates place a high value on the opportunity offered by the conference to cultivate their networks of relevant and high quality contacts. The conference therefore will continue to offer plenty of opportunities over meal and refreshment breaks to catch up with your old contacts and make some new ones. There will be no formal awards dinner at the conference in 2010 but we will instead be organising some social events to allow delegates to relax and take a break from the brainwork.

## What next?

Online booking for the 2010 conference will open in February 2010 and all IRM members and students will be sent details directly. More details of the full programme will also be included in the March edition of Risk Management Professional and also on [www.rmprofessional.com](http://www.rmprofessional.com). Anyone wanting to find out more or to pre-register their interest in attending, running a workshop or buying exhibition space can do so by contacting [riskforum@theirrm.org](mailto:riskforum@theirrm.org)

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