

Seeing the Whole Risk

Connecting people, systems and decisions to see risk from every angle

DATE	6 October 2026
VENUE	Hotel La Tour
ADDRESS	400 Marlborough Gate, Milton Keynes MK9 3FP
PROGRAMME	09:00-16:35

Morning programme

08:15-09:00 Registration, refreshments and networking

09:00-09:15 **Welcome: Seeing the Whole Risk**
PHSC opens the conference by exploring why safety, quality, security, wellbeing and operational performance cannot be fully understood when managed in isolation.

09:15-09:45 **Opening keynote: What Organisations Miss When Risks Are Managed in Isolation**
Rosie Russell
A strategic look at the warning signs, dependencies and cumulative risks that can sit between teams, reporting structures and leadership responsibilities.

09:45-10:25 **The Person Behind the Decision: From Opportunistic Theft to Organised Crime: The Changing Face of Shop Theft**
Nathan Wilson
Exploring how shop theft is shifting from opportunistic incidents to more organised criminal activity. Examining the changing risks this creates for retailers and security teams.

10:25-10:50 Refreshment and networking break

10:50-11:25 **Under Pressure: Why the Context of Work Matters as Much as the Rules**
Tim Marsh
Why capable people sometimes act outside established processes, and how workload, competing priorities, leadership signals and working conditions shape behaviour.

11:25-11:50 **Client case study: Joining the Dots - How Better Risk Insight Changed a Business Decision**
Richard True
A candid client case study showing how separate pieces of risk information were connected and used to change an important business decision.

11:50-12:30 **Panel debate: Are We Managing Risks Individually While They Fail Collectively?**
A cross-disciplinary panel debate examining ownership, risk reporting, organisational blind spots and what leaders need to see.

Afternoon programme

12:30-13:30	Lunch and networking	
Parallel Sessions: One		13:30-14:45
Human Factors in Practice: Looking Beyond Individual Behaviour An interactive workshop that looks beyond individual actions to the conditions, systems and leadership influences surrounding behaviour.		
14:45-15:05	Refreshment and networking break	
Parallel Sessions: Two		15:05-16:20
Aquatic Safety: Connecting Competence, Supervision and Operational Control A specialist session examining how competence, supervision, procedures, facilities and leadership assurance work together to control aquatic risk. From Management System to Boardroom: Using ISO 31000 to Strengthen Risk Decisions A practical ISO 31000 workshop on translating assurance information into strategic risk insight that boards can understand and use. Supporting Colleagues in Crisis: Expert Round Table An expert-led discussion exploring workplace suicide prevention, organisational readiness and practical approaches to supporting colleagues in crisis. (Informed by BS 30480:2025)		
16:20-16:35	Seeing the Whole Risk: Closing reflections and practical commitments A concise close drawing together the day's connections and inviting delegates to identify one practical action to take back to their organisation.	
16:35	Scheduled programme close	