

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

Retail Security and Loss Prevention: Connecting People, Technology and Commercial Risk

A facilitated round table connecting crime, colleague safety, processes, technology, customer experience and commercial loss.

Upholding Safety Standards in Education: Creating Consistent Assurance Across Complex Environments

A practical discussion about maintaining consistent assurance across multiple sites, responsibilities and complex education environments.

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: Suicide Prevention, Organisational Readiness and Resilience

An expert-led introduction to workplace suicide prevention, appropriate intervention and organisational support, 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