

December 2016

# Networks news

For **IOSH** volunteers  
by **IOSH** volunteers

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# Welcome

## Twelve months of success for *Networks news*



**As President, I have the privilege of representing members across the globe, and I find that a very humbling position to be in.**

As a team, Karen McDonnell, our Immediate Past President, and Craig Foyle, our President Elect, supported by our Vice-Presidents, have been visiting many of your network events focusing on a variety of topics including the very successful *No Time to Lose* campaign. We have planned to ensure that at least one of us will get to each network, so you have the opportunity to let us know what you think.

This year will be pivotal as IOSH launches its new strategy to shape our future. Together with our Board of Trustees and the Executive Director

team, our message is of one voice. We all have different functions but we continue to be one IOSH, making sure that workplace safety and health is in every thought and action that we, as practitioners, apply.

None of this would happen without you, the volunteers. I have had the privilege to recognise some of you with President's Distinguished Service Awards, but I know from first-hand experience that every volunteer is a worthy candidate to be recognised. Like me, you will spend time away from your loved ones or be given time from your employer and it has to be remembered that we all need to thank them for that opportunity to serve our members within our networks.

*Networks news* is now one year old.

It has shown some great examples of the efforts our volunteers put in around the globe in network after network. In this edition, for example, you can read how they put on 'mock' events (p9) and how members are taught soft skills (see below). Many have contributed already to this fantastic newsletter, but please keep letting your networks officers know and keep the contributions coming in.

Relish your *Networks news*!

**Graham Parker**

IOSH President and Chair, Thames Valley Branch

Get in touch:

 [newsletter@iosh.co.uk](mailto:newsletter@iosh.co.uk)

## Soft skills supremos

### My development

IOSH's Essex Branch is one of several which run sessions on soft skills to ensure members are equipped with more than just technical knowledge. Vice-Chair Glynn Gibson explains what it involves and why they do it.

Safety and health professionals, like people in other lines of work, need more than simply technical knowledge to be able to do their job effectively.

While members of the Essex Branch and other IOSH members may well have excellent technical qualifications on their CVs, employers will need them to have other strings to their bow.

It was with that in mind that our branch decided it would run soft skills sessions whereby members could develop these skills.

The sessions began in 2014 and have proved to be very popular. They are organised to fit around our branch meetings and timed to allow as many members as possible to attend.

We often get between 20 and 25 members attending. Some come to

many sessions, others choose carefully depending on what skills they feel they need.

The sessions are very varied but they are all relevant to safety and health professionals at different levels of their organisations.

Members need many and varying skills, from basic communication with their peers to being able to communicate on the front line and then up to the CEO. This communication may be training or indeed dealing with a conflict situation. It could also be communicating with external people, for example the media.

There are other skills as well which we have been able to help with, for example putting PowerPoint presentations together, decision

processes, working in a team and written communications. We have also had CV writing sessions and next year we will have HR professionals delivering topics such as mentoring and development skills.

What we feel the sessions do is add value to our members. Our events last throughout the day, so those who cannot attend daytime sessions because of work commitments can still attend in the evening.

IOSH CPD identifies "Transferable Management Skills" and indeed IOSH Blueprint identifies "Engagement and Influence". With this in mind we believe that it is important to develop a safety and health professional's soft skills as well as their technical skills.

Delegates at the event saw several demonstrations



# Hazardous industries with a bang

– an introduction to process hazards

IOSH's Hazardous Industries Group held an event to highlight process safety, which included several demonstrations involving fires and explosions. Group Chair Josh Rice explains why and how they did it.

After coming up with the idea for holding an event where we have demonstrations of blowing things up, all we needed was a rational explanation to hold it. After surveying 2,500 members we had the answer: process safety.

One of the issues with process safety hazards involving flammable substances and dusts is that the injury and impact seems remote and intangible with layers of design and working instruction preventing the hazard being realised. Few in this industry sector understand or have experienced what a fire involving 5kg of flammable gas looks, sounds and feels like.

With this lack of personal experience, the value of those layers of design and working instruction can create a culture where the integrity of process such as risk assessment, permit systems, safety culture and emergency response become degraded.

Through practical demonstrations, our event was designed to provide knowledge and practical experience of process hazards and the behaviour

of flammable substances and dusts, thereby bolstering the risk assessment, permit systems, safety culture and emergency response process our members help to create and maintain in industry.

There are only two locations in the UK where these sorts of demonstrations can be undertaken, one being the Health and Safety Laboratory in Buxton, Derbyshire. As part of the HSE, the laboratory can provide a unique insight into workplace health and safety – and ensured we did not harm any of our members in the process of demonstrating the process hazards.

We designed a range of technical lectures covering the physical properties of flammable materials, ignition sources, limits of flammability and fire geometry. These were supported by demonstrations that included drum bursting, pool fires, hydraulic fluids fires, vapour ignitions, a demonstration of self-heating materials, and the finale: a large-scale dust explosion.

Despite slow initial uptake of the event, we ended up with a full event

of 50 attendees.

More surprising, and probably a reflection of the need for this type of training and demonstration within the hazardous

industries sector, about half of the attendees were non-*IOSH* members.

As with any *IOSH* group, we work to provide our members with information and learning opportunities, and for us this focuses on issues ranging from hazard assessment, process safety and human error reduction to contingency planning and disaster management. Holding this event has not only enabled us to deliver this for those who attended, but the video material – which we organised with *IOSH*'s media team – will also enable us to take this learning to many others through presentations and videos to be made available through our various channels.



# The Big Interview



The Board of Trustees is responsible for overseeing the management of IOSH affairs. *Networks news* speaks to its Chair, Dr Bill Gunnyeon

**Q** You became BoT Chair earlier this year – what are the main tasks you’ve faced?

**A** It was a huge privilege to be appointed Chair, as IOSH was an organisation I had worked with over the years and had always had huge admiration for. There has been much to learn and gain an understanding of as quickly as possible, and three immediate priorities. The first was to appoint a new Chief Executive and I was delighted that, after a robust recruitment process, Bev Messinger was appointed to the role. I am looking forward very much to working with her as we take IOSH to the next stage of its development. The second priority was to fill existing Trustee vacancies on the Board and to recruit new Member Trustees to replace those who would

leave the Board in November. Finally, and just as importantly, was the need to get a process under way for developing our new five-year strategy ready for implementation in April 2017. So there’s been plenty to keep me occupied!

**Q** What can you tell *Networks news* about the new five-year strategy, and how have IOSH members and volunteers played their part in shaping it?

**A** IOSH is a great organisation which has gone through a period of growth over recent years and is now poised for the next stage in its development. This is an exciting time and the new strategy provides a huge opportunity to further grow and develop IOSH and to increase its influence and impact. As part of its development, a comprehensive consultation was undertaken with stakeholders, staff and members. Indeed, the response from members was greatly encouraging and all the evidence gathered was analysed and used to inform a workshop in July which included representatives of Council and the Presidential team as well as staff and Trustees.

**Q** What has been your experience of volunteering throughout your career and how has it been beneficial to you?

**A** Volunteering has been a key feature throughout much of my career. This has included a spell as Treasurer and then Chair of the Association of Local Authority Medical

Advisers and eight years on the Board of the Faculty of Occupational Medicine, including three years as Registrar and three years as Faculty President. Helping to develop my own profession and shape the future has been one of the most satisfying aspects of my career. Although fitting volunteering in with full-time work is not without its challenges, it’s great to look back and feel that in some small way you may just have helped to make a difference.

**Q** Finally, what is your tolerance for risk?

**A** In undertaking anything it is important to assess the risks and balance the risks associated with taking action against the consequences of not doing anything. Without some element of risk nothing would ever change, improve and move forwards. Throughout my career, I have seen opportunities to help take organisations forward or to develop proposals which have the potential to make a positive difference. The secret has been to identify the risks and plan for mitigating and managing those risks from the outset so that you’re not taken by surprise at a later stage. Not every risk of course can be anticipated at the outset and you need to be constantly alert to emerging risks and prepared to address those quickly and effectively. So I think I take a balanced view of risk – I’m neither risk-averse nor foolhardy but accept that an element of risk is an inevitable part of changing things for the better.



# The Communications and Media team

The Communications and Media Team is part of IOSH's Marketing Department. It works across three main areas: PR and campaigns, editorial and digital communications.

## Tim Walsh

Head of Communications and Media



"The Communications and Media Team works closely with IOSH experts, including our Networks spokespeople, to run campaigns, engage with journalists

on breaking news and write features for print and online media. With the support of our branches and groups, our *No Time to Lose* campaign is raising awareness of occupational cancer around the world, and scores of organisations have pledged their support.

Our Networks have been vital in supporting IOSH as it looks to promote the many and various benefits of safety and health. Most of our work with print, broadcast and online media involves our branches and groups, who are able to give journalists expert comment and analysis on the issues in their sector or part of the world. Our media and campaigns activity is very much a team effort and the work of our committees is integral to its success."

## Virman Man

Managing Editor



"IOSH has a small editorial team – two people, in fact – who are responsible for overseeing standards in our written communications.

Our day-to-day work includes writing, editing and redrafting texts for all kinds of print and display materials. We've done this for most, if not all, IOSH branches or groups at some stage.

We're an integral part of ensuring that IOSH's communications look consistent and come across as authoritative, credible and persuasive. It's about setting the voice and tone, rather than just getting everything to adhere to our house style.

Your work generally comes to us through your Networks Officer, so you won't see us around very much, and we don't get much chance to talk to you directly, but we're always there to help when we can."

## Shaun Gibbons

e-Editor



"Working in the e-Communications team, I have responsibility for the social media and bulk email outputs, including the weekly

*Connect* and *Connect Diary* e-newsletters.

*Connect* is designed to give members a 'heads-up' about forthcoming branch and group events, as well as the latest news from the Institution – including updates with the latest jobs, CPD and IPD notices.

In any single issue of *Connect*, there can be more than 200 links or items to include and edit. We want to make sure that information is as accurate and up-to-date as possible, so please make sure that we know if there are any late changes to your events.

As well as the weekly e-newsletter, we also send e-shots to promote larger Network events, announcements and communications around member benefits, as well as monitoring and managing the Institution's social media channels – Twitter, Facebook, LinkedIn and the blog. If you would like to know more about how social media or e-communications can help your Network, I, my manager or the e-Communications assistant Lorna Wotton will be happy to help."

To get in touch with us, email

 [media@iosh.co.uk](mailto:media@iosh.co.uk)

# Why risk is acceptable

The common man on the Clapham omnibus. This is a phrase that has been at the centre of our training, our logic and our thought process for many decades. In fact, the term – which is used to refer to a hypothetical reasonable person – was introduced and first recorded into English law in 1903.

The phrase is used to decide whether a party has acted as a reasonable person. However, I like to think pragmatically and I hope to show you why.

The reasonable person standard is by no means independent in its scope. Contrary to popular perception, however, it is intentionally different from that of the 'average person', who is not necessarily guaranteed to always be reasonable.

The reasonable person will weigh all of the following factors before acting:

- the foreseeable risk of harm his actions create versus his actions;
- the extent of the risk created;
- the likelihood such risk will actually cause harm;
- consider alternatives of lesser risk, and the costs of those alternatives.

Taking such actions requires the reasonable person to be appropriately informed, capable, aware of the law, fair-minded and able to communicate all of that reasonableness.

When we talk about communication, we often speak of understanding – so why do we often get it so wrong?

At conference in his year as President, Tim Briggs talked about inspiring leadership. He quite rightly said that it's not always CEOs who lead. Rather, the common man can lead because discussion leads to involvement at many levels and quite often the solution will come from the

shop floor. As leaders within our OSH environments, we have to facilitate that discussion and encourage the involvement at many levels.

Therefore, listening has to be the other skillset that we undertake. How often have we been told that the new initiative will not work, and then switch off? If we took the time to listen, then we would hear beyond the 'will not work' and actually hear the solution that has been added to the end of the original observation.

That's why my year as IOSH President is based on a pragmatic approach with clear, honest communication that manages acceptable risk.

Dealing with our communications in a sensible and realistic way that is based on practical rather than theoretical considerations has to be the way forward.

Let me give you an example of this. You have been sitting in the airport lounge for the past two hours, your flight has been called and once you're boarded and settling yourself in with your book or paper, the crew starts the safety announcement.

How many will keep their heads down and continue to read a newspaper or book, because they have heard it hundreds of times and the 'I know it' attitude kicks in? We know that the core elements of the flight safety message have to be given, but

who said that message has to switch most passengers off. Many flight crews have used humour and music to project the message while still keeping that core element.

Communication does not have to be boring; it has to be honest.

Likewise, when we talk about managing risk, what we should be talking about is risk acceptance. In John Holden's presidential year, he spoke about 'Be the Best'.

John said: "Heroes are not just very good at what they do, they're people with an extra-special quality; people who reach out and touch you in some magical way. Somehow, they manage to grab and inspire you."

A hero who demonstrates what acceptable risk means is a leader who understands the hazards and associated risks and manages them to an acceptable level.

I have a hero and his name is Alan Kempster. Alan is from Australia and was just a normal guy going about his normal life. In 1990, while riding his motorbike, he was in a hit-and-run incident involving a drunk driver. In that accident he lost both his right arm and right leg and was instantly thrown into a world of disability.

You would think that as a result of that accident Alan would have quite a miserable life. In fact it was the start of a brand new chapter where he

leads from the front. To me, Alan is the prime example of managing and leading with acceptable risk. He now races superbikes and wins against able-bodied persons. He controls the already highly hazardous environment

of racing and adapts to the level that he knows as his limitations.

So where am I coming from with these two very different messages?

To me, it's simple: risk is acceptable. As leaders, we have to champion

the message but we do that with a pragmatic approach using clear, honest communication. If we are honest and give a clear account of our approach, then our audience can clearly see the benefit.



#### **About Graham**

**During Graham's 20-year career in occupational safety and health, he specialised in logistics at chemist giant Boots, aviation at Aviation Defence International, facilities management at Yell, before joining one of the country's largest commercial real estate organisations, Mapeley Estates, as Head of Health and Safety.**

Graham has represented IOSH at many levels, including as branch executive

of the South Coast Branch until 2005, when he moved to the Thames Valley Branch, of which he is currently Chair.

In 2011, Graham was elected to Council. He had previously been on the Networks Conference Members Advisory Panel for three years and chaired the judging panel of the 'IOSH NFTS Awards', which won the inaugural President's Alliance Award.

Graham continues to represent IOSH on the ROSPA Sir George Earle Awards Panel while also serving on the IOSH

Nominations Committee and is an IOSH representative for Safety Group UK's Management Committee.

Graham has also been a member of the IOSH Communications MAP and a Judge on the Excellence in Communications Awards.

All this activity culminated in him being elected as Vice-President of IOSH in 2013 and more recently as President Elect of IOSH in November 2015, leading to him becoming President last month.

## Recruiting new committee members



Fiona



Reece

Fiona Riley, Chair of the Education Group, and Reece Cherry, Vice-Chair of the East Anglia Branch, discuss how they recruited new committee members

**Fiona says:** Regularly recruiting new members to a committee is important. New members bring in fresh ideas and extra enthusiasm.

However, it is equally important that those new members are the right ones. Our most recent recruitment drive for the Education Group committee began with the sending of a committee mailer message.

We had a good level of interest and we then used the IOSH Networks shortlisting form to draw up a final list of candidates, who we then invited to come and give a presentation.

It was important for us that the committee had representation from all areas of education, so that was a key consideration during the presentations. Additionally it is also important to have membership representation from all membership grades, to ensure our projects are fit-for-purpose for group members. Following this we made the appointments and we are happy that we do now have a good representation; not just of schools but of training organisations, apprenticeship-related organisations, academies and both further and higher education institutions. We also have an international ambassador who can liaise with non-UK members.

Since the committee was finalised we have also recruited additional people to shadow those in post. In this way if one person doesn't have the resources to do something, it is picked up by the person who is shadowing them.

One of the key things in recruiting is ensuring you have an action plan, identifying what you want to achieve and how you will go about it. This has worked very well for us.

### **Reece says: Exec team – what we get out of volunteering with IOSH**

We realised that in order to attract people, we needed to share with them the benefits we receive as professional individuals, and the benefits our respective companies receive in allowing us to participate in company time.

With this, committee members wrote a piece each and uploaded it to the East Anglia branch website.

### **Linkedin campaign**

Using modern social media, we advertised the vacancies to join the committee, and did so in a positive and engaging way. We used language such as "Do you want to make a difference..." and presented it as the great opportunity to have an input.

### **Engaging with our members at the meetings**

We also stood up at the branch meetings and explained to our members what skills we have learned by volunteering our time, and how we are able to have a positive impact on the branch overall.

This generally led to people coming to speak to the committee individually where they were able to talk openly about whether they would benefit from applying to volunteer with the committee.

The discussions we had were open and honest, and we explained what the commitment "really was" to ensure the right people get involved. It's not about having volunteers, it's about having the right volunteers who are as passionate about the branch as the existing committee members are!

### **Committee roles**

Each of the committee members have a role. This means we spread the workload and utilise all the skills we have. Although we may have fewer committee members now than we did previously, we are still as productive and everyone "adds value".



# Ensuring success through mock events

Sue Manthorpe, committee member of the Health and Social Care Group, and Mark James, vice-chair of the Staffordshire Branch, talk about the benefits of two recent mock events they've been involved in

**Sue Manthorpe,**  
**Health and Social Care Group**



Regulation and compliance is an important part an individual's role in health and social care. There has been an increasing number of prosecutions within the sector which highlighted the lack of understanding around key areas of compliance, such as risk assessment and the need to follow policy and procedures correctly. Our mock trial was used to highlight these issues and show how to meet best practice.

Delegates observed how a defendant may respond in court and went on to act as the jury in this case.

The day closed with a discussion of the verdict and its implications, including how the resulting fines could be paid by the defendants. Delegates then had an opportunity to question the legal team about the process, the witness statements and how a defendant may respond in court.

It is essential to work to a specific topic as in our scenario, which was slips trips and falls. This meant we could target particular companies to attend or sponsor the event. It also meant that the legal team could use previous experience on similar cases to come up with the scenario for the trial.

The support and engagement of colleagues and the committee is essential, as is early engagement with the IOSH Networks and Events coordinators as this ensures the event will be managed from the start and that the budget will be agreed on early. It is also important to use all available IOSH communication channels. Another key point is to check what other events may be planned around the date of your event as this can have a significant impact on attendance and engagement.

**Mark James**  
**Vice-Chair, Staffordshire Branch**



When planning our events programme for this year, we came up with the idea of hosting a mock peer review interview. Feedback from our members revealed that they found the process daunting, while some knew little about it.

One of our committee members, Darren Bedson, is a peer review panel chair for real and he had the idea for a mock interview, to help dispel a few myths around the process. I took on the role of the peer review interview candidate, while other members of the branch committee made up the interview panel.

Around 60 members attended the event, with some having travelled from

other parts of the UK to take part. They watched a 45-minute mock interview, followed by a Q&A session.

Members were encouraged to look out for mistakes in the interview answers, as they were analysed at the end to see what went well and what could have been improved. The skills learned were also transferable to other interview scenarios, such as for a new job.

As well as being a successful event, the project also demonstrated the value of technology and the benefits of closer working partnerships between committee volunteers and the staff at IOSH.

Through effective collaboration with IOSH's Marketing, IS, Membership and Networks teams, the branch was able to utilise members' expertise and assistance to produce pre-event marketing material: an AudioBoom recording; regular communications via committee mailer; development of the question set for the interview; and collaboration with neighbouring branches to communicate the message out to the wider membership.

Effective communication was key, and volunteers and staff alike worked very well together to deliver this project. The culmination of our activities was a shortlisted entry to IOSH's Excellence in Communication Award 2016.

To hear a recorded extract of our event, visit <http://bit.ly/2g800c2>

# Helping our peers in all corners of the world

Mentoring was the key theme of the last edition of *Networks news*. It inspired past IOSH volunteer Philomena Lewis-Farrell, who now lives in New Zealand, to write about her own experiences of mentoring OSH professionals.



Since first becoming involved in IOSH, I have striven to put myself forward to assist fellow OSH professionals, whether studying for their initial qualifications or participating in ongoing CPD. Prior to leaving Ireland in 2011, I had held a number of voluntary roles with IOSH, including Treasurer of the Ireland Branch's Healthcare Section and Chair of its Fire Risk Management Section.

Mentoring has always been of interest to me. I have assisted mentees on their journeys and I am happy to say that many of them are now Chartered members of IOSH. Mentoring is also quite sociable and can lead to lengthy debates as opinions can differ. This I find to be exhilarating and refreshing and keeps me on my toes.

Since moving to New Zealand, I have looked to assist people on their journey to attain Chartered membership of IOSH, and Certified Member status of the NZ Institute of Safety Management (NZISM). Most of my mentoring to date has been informal but I am fortunate to be the National Mentoring Manager for NZISM, and have taken the lead with the National Mentoring Programme for the last number of years. We are in the process of finalising the plans for roll-out of a service early in the New Year.

I am pleased that IOSH has embraced mentoring again in a formal manner. Many members are isolated – whether by working away from home or even overseas – and will benefit greatly from having a person to speak with. By having this mentoring service and

by providing a volunteer mentor who can perhaps Skype you, or use Viber, Facebook Messenger or WhatsApp for free, it will assist in reducing the stress that is involved in the grading journey for up-and-coming safety professionals.

I hope to continue to be involved through IOSH with mentoring here in New Zealand, and association with the many IOSH members who live in the Southern Hemisphere. We all have the capability of helping others on the professional grading ladder. The information that has been developed is there for one and all to learn, and IOSH is always delighted when volunteers offer to assist. Encourage your committee members to undertake the training and if more people are involved, this will no doubt result in more junior aspiring OSH professionals reaching their goals sooner.

As a CMIOSH myself, I hope to have some time to get my portfolio together for my grading to Fellow – something that I have put on the back burner for many years as I have had no time due to volunteering!

### And what are Phil's views on this edition's theme?

In my opinion risk acceptance is part of a good risk management strategy. Quite often an identified risk cannot be eliminated immediately due to costs and/or time, but you are aware of it. Therefore, you accept the risk and focus on managing it during this period.

What do you do well in your committee? Let us know by emailing [newsletter@iosh.co.uk](mailto:newsletter@iosh.co.uk)

## DATES FOR THE DIARY

- LATE JANUARY – NO TIME TO LOSE ASBESTOS PHASE LAUNCH. CHECK [WWW.NOTIMETOLOSE.ORG.UK](http://WWW.NOTIMETOLOSE.ORG.UK) FOR UPDATES.
- IT'S NEARLY TIME TO START THINKING ABOUT BRANCH AGMS, BE READY!
- SEND IN THOUGHTS ON PUBLIC CONSULTATION ON THE ENHANCEMENT OF THE SOCIAL LEGISLATION IN ROAD TRANSPORT BY SUNDAY 11 DECEMBER.

# What is your tolerance of risk?

At the 2016 Networks Conference, delegates were asked this question. Here are the responses:

"Think best described by Donald Rumsfeld  
 'There are known, knowns' – risk understood  
 'There are known unknowns' – think we understand  
 'There are unknown unknowns' – gut feel  
 All experience and environment and exposure-based."

**Mark James**  
 Vice-Chair and Comms Coordinator, Staffordshire Branch

"I can tolerate quite high risk if controlled and understood"

**John Boyle**  
 Chair, Food and Drink Industries Group

"Can be quite high if calculated risk."

**Neil Catton**  
 Networks Committee

"Tolerance! Depends who you are! Those subjected to risk or those who are observers only."

**C W Chu**  
 Vice-Chair, Hong Kong Branch

"Risk tolerance is a balance of many things. Mental and physical tolerance, provision of appropriate safe systems of work to minimise injury, adrenaline, personal achievement. 'Climb Everest with oxygen.'"

**Richard Limb**  
 Chair, Sports Grounds and Events Group

"Tolerance of risk is very dependent on environment / situation / work / home you are in."

**Joanne Price**  
 Committee Member, Consultancy Group

"My tolerance of risk depends on the sacrifices and rewards."

**Keith Hole**  
 Committee Member, Construction Group

"We often hear the message that health and safety is a matter of common sense, but in a part of the world that is a melting pot of different nationalities and cultures, the varying education, skills and experiences have a significant impact on the risks that people are willing to tolerate. This raises the importance of having clear, consistent and realistic standards for risk management."

**Rob Cooling**  
 Vice-Chair, UAE Branch

In the spotlight

# Committee resilience

**How branch and group committees can become more resilient to change was discussed during IOSH's Networks Conference in November. The session was led by Simon Hatson, Chair of IOSH's Offshore Group and East Anglia Branch, who highlighted two scenarios he had faced since taking on the roles. Committee members then had the chance to debate what they'd do in the same situation.**

## Building a stronger committee

The first scenario centred on Simon's experiences upon taking over as Chair of the East Anglia Branch. Five committee members, with a combined service of over 50 years, had all stepped down at the same time.

Attendees were asked to explore how they'd prevent a similar situation from occurring. Their suggestions included:

- shadow roles – have two Vice-Chairs, for example, to help with continuity
- log volunteering hours so you can assess committee workload, and ensure everyone is contributing
- co-opt non-IOSH members for a period of time to get extra support

- plan ahead – Keith Hole, a committee member of the IOSH Construction Group, said they have a five-to-ten-year plan so that it can deliver for its members as changes happen.

The second scenario focused on Simon's Offshore Group role. Industry-wide redundancies had resulted in the "sudden loss" of committee members and prevented some members from attending the group's events.

Ideas tabled at the workshop were:

- use technology to allow members who missed out to listen again to presentations and discussions via the branch and group microsites
- build bridges – groups could hold events in different areas by collaborating with branch networks
- move around – Branches could try not having a fixed venue for meetings
- encourage people to take a sabbatical if commitments change, with others stepping in.

## Simon's solutions

"First and foremost we engaged with our IOSH Networks Officer – they are

absolutely key to any success that a committee has," Simon said.

Other measures taken include:

- recruitment campaigns – "We are proactively doing it at all of our branch meetings and are not waiting until the AGM," Simon said. "If someone is interested in getting involved then you have the option to co-opt and look to formalise it at the AGM. That's worked for us."
- very clear assigning of tasks, and on the agenda. "This ensures everyone contributes to committee meetings and knows what they are doing."
- having a buddy system on new tasks helps with succession planning.
- using IOSH's staff – "We asked IOSH events staff to come down and speak about the events planning process, so our new committee members knew how to prepare for our annual seminar correctly."

Simon concluded: "What we've done is not earth-shatteringly new, or particularly innovative, but it is working. It is still work in progress but we are starting to see people getting involved."

