

Health and Safety Executive Board					
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THE SHATTERED LIVES CAMPAIGN 2008/09: EVALUATION OF PHASE 1 AND LAUNCH OF PHASE 2					

Purpose of this paper

1. As promised in MISC/08/16, this paper provides information for the HSE Board summarising the full evaluation of Phase 1 of the Shattered Lives Advertising Campaign and outlining our plans for Phase 2 to be launched on 9 February 2009.

Background

2. In August 2007, the then HSE Board decided to fund a major advertising campaign to address the risks of slips, trips and falls from height in workplaces across Great Britain. The key interim findings of the evaluation of the impact of Phase 1 by GfK NOP and additional evidence such as the Media Evaluation Report and website popularity all pointed to the effective impact of the campaign. This included encouraging evidence of positive changes in attitude and behaviour. The SMT therefore decided that we should build on the momentum of Phase 1 during 2008/09¹.
3. Phase 1 comprised of a 6-week press (national and regional), radio and online advertising campaign using highly realistic people shattering on impact as a result of their slip, trip or fall. The adverts reflected workplace scenarios for five target sectors – those with a prevalence of such injuries: Food & Drink Manufacturing; Food Retail: Catering & Hospitality; Building and Plant Maintenance; and Construction. The adverts directed people to the ‘Shattered Lives’ webpage where they could learn more about the circumstances of the accident and its consequences, and access guidance to help prevent such accidents and download posters.
4. The regional delivery was led by GNN and supported by HSE’s Press Office through the photocall, ‘the Porcelain Princess’ and a series of template articles. HSE sector leads promoted the campaign through their stakeholder networks in parallel with a direct mailing of materials.
5. GfK NOP was appointed to carry out an independent quantitative and qualitative evaluation of the impact of Phase 1. The key interim results of the pre and post campaign stages of their work was reported in MISC/08/16. The results of the third, follow up stage of research are now available and the three sets of results can be considered together for the first time. The Executive Summary outlining GfK NOP’s methodology and key findings has been extracted and reproduced at **Annex A** of this paper. The full report (168 pages) is available on request, and will be published on the HSE website.

¹ HSE Business Plan 2008/09 refers

Argument

6. The results reaffirm evidence from other sources that the campaign was positively received. Shattered image/title was highly relevant, impactful and memorable²; with 46% of those surveyed spontaneously recalling an advert about slips, trips or falls from height immediately after the campaign, falling to 37% at the follow up stage six months later. This, alongside the accolades of the advertising industry³ itself illustrate that the image was powerfully different. And, importantly the adverts attracted over 800,000 visitors to the campaign website. More generally, as reported in MISC/08/16, Echo's Media Evaluation Report identified 191 articles relating to the campaign published between January and May 2008 of which 96% were viewed as favourable, with none unfavourable (4% neutral).
7. The follow-up work suggests, that six months after the end of Phase 1 - perhaps inevitably, levels of awareness of the risks had fallen back to around their pre-campaign levels. If judged in isolation this is a disappointing result, but a common response to 'one off' campaigns.
8. All the evidence therefore suggests that the campaign met its objectives in raising awareness about the risks of slips, trips, and falls from height, and the post-campaign survey showed that as a result of the campaign 15% had taken action. This rose to 21% six months later.
9. This is encouraging, and provides a springboard to reinforce Phase 1 messages on awareness, but place greater emphasis on taking action to address the risks. Phase 2 adverts will take account of criticisms that businesses need more on what they should do and will carry a clearer "call to action". Moreover, when specifically asked, those surveyed through the follow-up work supported a second phase to the campaign: *"It [another stage of the Shattered Lives campaign] would just refresh people's memory because, as I say, it is something that needs ongoing...it's not something you can do once and say 'oh, we've done that, we've done a campaign about health and safety that's it' 'cos it isn't. It's a constant, absolutely."*
10. Given our extensive experience of running safety campaigns and anticipating these results, the Shattered Lives Project Board chaired by Vivienne Carlton agreed that the way to build on the momentum generated by Phase 1 was for Phase 2 to focus on promoting action in the workplace. The Phase 2 press adverts at **Annex B** while carrying the same powerful image have a much stronger call to action. They direct readers to two new e-tools: STEP and WAIT.
11. Painstakingly developed with HSL over the last two years, STEP (Slips and Trips eLearning Package) exploits a variety of techniques including quizzes, videos, animations, case studies and interactive sequences to identify the risks of slips and trips at work and offers practical guidance to tackle them. It will apply to virtually all premises and can be used by anyone as it contains three levels of information: introductory, intermediate, and advanced. It comprises of a general course and

² When asked what they remembered about the advert, the highest percentages related to: "Someone tripping/falling" 18% post-campaign rising to 22% at the follow up stage, and "Broken shattered person/head" 16% post-campaign, falling to 9% at the follow up stage.

³ Awarded 'Campaign of the day' by the Newspaper Marketing Agency and the Fresh Awards for Best Newspaper Campaign and Best Use of Photography.

four specific courses targeted at sectors with a prevalence of slips and trips: Food Manufacturing, Catering & Hospitality, Education and Health Services i.e. building on our work in the first two sectors targeted through Phase 1, and complementing the work undertaken by the Public Services Sector in Education, and the Health Services.

12. Although less ambitious in scope, WAIT (Work at height Access equipment Information Tool) is a practical tool for those who occasionally need to work at height. It is especially designed for the self-employed and SMEs, helping them to build on the outcome of their risk assessment, and to comply with Regulation 7⁴ of the Work at Height Regulations 2005.
13. While the strength of Phase 1 was in raising awareness, the focus of Phase 2 is a call to action: “hse.gov.uk/shatteredlives stop accidents at work shattering lives. Go online and try our simple e-tool”. The press adverts (**Annex B**) prominently carry this call to action, pushing the reader to our redesigned Campaign webpage where they click directly to STEP or WAIT. The early focus of Phase 2 will be STEP (potentially, the more marketable and attractive of the e-tools), with WAIT following later. The press adverts will consist of adaptations of Phase 1 adverts relating to the original five target sectors, and three new adverts (one for the health service and two for education). These images will be available as downloadable posters.
14. Phase 2 will launch on 9 February and last six weeks, with press adverts in the national and regional press, and in specialist journals. Again, there will be a regional focus, with support from our Press Office, with a new photocal, “Shattered Masks”, briefing, and template articles. The press adverts will focus predominantly on slips and trips early in the campaign, moving to fall from height towards the end in support of WAIT. This will also complement the Construction Intensive Inspection Initiative planned for March which will target falls from height and good housekeeping in refurbishment work.
15. The new e-tools will also be publicised through flyers, and postcards. Around 600,000 copies of the STEP demonstration/Eco disk⁵ will be distributed through specialist journals covering the target sectors enabling potential customers to sample it. STEP will also be available as a DVD at cost price (£5:00 +VAT) for those who prefer it to working online. The (now) seven targeted sectors will publicise the campaign through existing networks such as CONIAC, the Cleaning Industry Forum, the Food & Drink Manufacturing Health and Safety Forum etc, and at public events/exhibitions such as the Moving & Handling People Conference, the British Safety Council Conference and the IOSH Conference and Expo. Three TV Filler (30-40 seconds) films have been distributed to TV companies. Each dramatises a slip (commercial kitchen), trip (retail shop) or fall (Construction) and provides the Infoline contact number to find out more.
16. As with Phase 1, we are making extensive efforts to publicise Phase 2 to HSE staff e.g. Intranet News, articles in Express, and e-express. In particular, we have targeted FOD staff through FOD Briefing and they have been sent samples of the

⁴ Selection of work equipment for work at height

⁵ The Eco disk costs 20p to produce, is 100% flexible and recyclable. Its carbon footprint is 50% lower than a normal DVD, and half it's weight.

flyer, postcard and STEP Eco disk to help them publicise the campaign on inspection visits and respond to any enquiries from dutyholders about the campaign. Similarly, we have alerted Local Authority Inspectors about Phase 2 through LA News, the LACORs' website, and through our Partnership Managers.

17. A short submission has been sent to Lord McKenzie, for information.

Financial/Resource Implications

18. Paper MISC/08/16 reported that Shattered Lives Campaign (Phase 1) cost £3.1m (£3m communications spend and £ 105k of staff effort in Policy Group and CDS). This expenditure was affordable within allocated budgets. Phase 2 of the campaign will cost £1.5m communications spend (increased from the original £700k allocation as savings were transferred in from elsewhere from the Communication budget), plus £85.4k of staff costs accounted for under Policy Group and CDS budget allocations. Additionally, the total project costs incurred in 2007/08 and 2008/09 for STEP and WAIT are £365k and £80k respectively.

Next Steps

19. In accordance with the current planning procedures for 2009/10, we are considering the continued longevity of the 'Shattered Lives' brand, and how it might evolve. One idea is 'reminder' press adverts between campaigns to maintain and sustain interest. New guidance will be accessible through STEP as it becomes available e.g. the forthcoming floor selection matrix.

Paper clearance

20. This paper was produced by John Holland and Frank Dolan, and was cleared by Jane Willis and Sally Sykes, and prior to circulation.

SHATTERED LIVES CAMPAIGN 2008

Extract from Full Evaluation Document

Executive Summary

Introduction

The evaluation was designed to demonstrate the full impact of the Shattered Lives Campaign by measuring levels of awareness of slips, trips and falls amongst relevant employers and managers, as well as highlighting any action taken as a result of the campaign. Consequently, the research involved both quantitative and qualitative approaches and was broken down into three stages: pre-campaign, post-campaign and follow-up. These are described below.

A) Pre-Campaign

Before the campaign took place, a 15 minute telephone survey was conducted with direct line managers in the five industries that the campaign was aimed at, namely building and plant maintenance - site or facilities managers; food and drink manufacture - production works or shift managers; catering (restaurants, bars, canteens or contract caterers) - production works or shift managers; food retail (the sale of food products and tobacco) - managers of shops or a retail managers or facilities managers; and construction - foremen or site or facilities managers. Sample for these sectors was obtained from Experian. Simultaneously a 10 minute telephone survey of people who work in those five sectors was carried out. These workers were found through standard random digit dial (RDD) sample supplied by UK Changes. Interviewing ceased before the campaign began.

B) Post-Campaign

Shortly after the campaign ended a second survey of 20 minutes was carried out with direct line managers to test awareness. The survey used new sample so there was no longitudinal element to the consultation. There was no corresponding residential survey of workers at this time.

Accompanying this quantitative survey, qualitative research was carried out immediately after the campaign. The sample again consisted of line managers (at different levels of seniority, depending on the particular organisation). Ten focus groups were carried out across England, Scotland and Wales to assess reactions to the campaign in greater detail, exploring how respondents had been made aware of it and the impact it had had in a variety of different workplaces. The focus groups also examined the extent to which managers and employers had already taken action as a result of the campaign and to determine the different types of action taken.

C) Follow-up

Six months after the campaign was over another 15 minute survey of direct line managers was undertaken as well as a second 10 minute survey of those who work in the five key industries. The focus of this survey was on action taken as a result of the campaign in each workplace surveyed.

Simultaneously, qualitative depth interviews were carried out amongst respondents to the post-campaign survey who said (at that stage) that they had taken action or were considering taking action as a result of the campaign. These qualitative interviews enabled us to generate additional data on the type of action taken. They were conducted

in each respondent's workplace, which allowed researchers to examine documents and other physical evidence, demonstrating the action taken. Therefore, the interviews did not rely entirely on self-reporting but on direct observation as well.

Industry Survey

Health and Safety at Work:

- For most issues there was greater recognition of hazards in the workplace immediately post-campaign than before but this dropped back 6 months later.
- Respondents were consistently very confident that they knew what to do to prevent accidents caused by slips, trips and falls.
- There was no change in respondents' views about what more they could do to prevent these accidents across the three waves of research.

Spontaneous Awareness:

- Spontaneous awareness of advertising and publicity rose significantly immediately after the campaign but fell to pre campaign levels six months later.
- Workers in construction were more aware than other workers
- Post campaign, far more people had seen some advertising/publicity in a range of sources including HSE website, trade magazines, on the radio and in local/national press compared with pre campaign.
- Workers could remember a picture of a 'broken shattered person/head' immediately after the campaign.
- Using a shattered body/person made the advert/publicity memorable

Prompted Recall:

- Overall, recognition of adverts and publicity was seen by over six in ten – and remained static across sectors. Recognition of the verbal description of adverts fell from 37% immediately after the campaign (asked of only those who were unable to access the internet) to 27% 6 months later.
- The 'I loved my job' radio mix was heard by the highest proportion of workers – a quarter.
- Posters/press ads were viewed positively. They were seen as striking and eye-catching and their message – that slips, trips and falls shatters lives – was clear.

- It was felt that real case studies of injured people talking about what happened to them and their families would make the message even stronger.
- While the ads' basic message was clear, a clear 'call to action' was lacking. There was a high degree of uncertainty around what action managers were supposed to take.

Overall Impacts:

- It was often unclear what action managers were expected to take having seen the ads or visited the website.
- A small number of people went on to seek further information or advice and 6 months later the proportion went up significantly, but it was still small.
- Similarly the proportion taking action rose 6 months after the campaign to a fifth of those who remembered the ads.
- A range of actions were taken. The following table shows actions taken by respondents to the qualitative research.

Type of action taken	Detailed actions identified
Call HSE helpline	<ul style="list-style-type: none"> • Direct mail pack ordered • Request for further information • Campaign posters ordered for display in workplace
Visit website	<ul style="list-style-type: none"> • Out of interest (without expectation) • To find additional information (e.g. about working with different floor finishes and risk assessment procedures) • To find training materials (specifically on ladder safety)
Awareness-raising	<ul style="list-style-type: none"> • Conversations and meetings with workers addressing slips, trips and falls • Posters displayed in workplace • Stickers displayed in lavatories • Posters photocopied and placed in workers' packs
Training	<ul style="list-style-type: none"> • Training carried out using Shattered Lives website materials (specifically on ladder safety)
Implementation of standard procedures /	<ul style="list-style-type: none"> • Prompted to order new dry mops by print campaign

practices	<ul style="list-style-type: none"> • Encouraged to carry out risk assessment by website information
Introduction of new procedures / practices	<ul style="list-style-type: none"> • Introduction of new scheme for incentivising near-miss reporting prompted by print ads • New floor finishes used as a result of information obtained from website

- Quantitative findings show that the vast majority of respondents took no action as they felt they were already doing enough.
- It was widely felt that more could be done through the Shattered Lives website to provide training materials and information to employers and managers.

Attitudes to Accidents:

- The vast majority felt that they had a good understanding of the measures that they can take to reduce risks and agreed that they take risks such as slipping and tripping and falling from height seriously.
- After the campaign, fewer workers felt that there will always be some accidents in the workplace no matter what is done.

Workers Survey

This was conducted pre and six months post campaign.
Health and Safety at Work:

- Most safety issues were of less concern post campaign than pre.
- Significant falls in concern about slips and trips was found in the Food retail sector and Construction and also in companies with up to 49 employees.
- Most respondents were confident pre and post campaign that they and their managers knew what to do to reduce slip, trip and fall accidents.

Actions Taken:

- There was a small but significant rise in the proportion of respondents who said they had been asked to do something different over the last 6 months to reduce the risks of slips and trips.
- Things they were asked to do which had not appeared pre campaign included meetings, using different working at height equipment, having new ladder use guidelines, improved risk assessments and having a new policy to follow.

Attitudes to Accidents:

- Disagreement with the statement that 'It's my company's responsibility to ensure people don't slip or trip over things or fall from height in the workplace, not mine', increased slightly six months after the campaign, otherwise agreement with statements about accidents remained static.



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