

AGRICULTURE INDUSTRY ADVISORY COMMITTEE (AIAC)
AGRICULTURE 'INSIGHT' PROJECT
Summary from workshop held on Wednesday 23 April 2008

| Chair | Representing |
|-------------------------------|---|
| Elizabeth Gibby | Health & Safety Executive (HSE) |
| Members | |
| Andrew Clark | National Farmers Union (NFU) |
| Pat Stanley | National Farmers Union (NFU) |
| Chris Kaufman | Unite the Union - TGWU Section |
| Ivan Monckton | Unite the Union - TGWU Section |
| Ian Beeby | Unite the Union - TGWU Section |
| James Brown | Arboriculture and Forestry Advisory Group (AFAG) |
| David Knowles | Institution of Safety and Health (IOSH) Rural Industries Specialist Group |
| Chris McCann | ASDA |
| Advisors/spokespersons | |
| Roger Nourish | HSE |
| Chris Molde | HSE |
| Bernardine Cooney | HSE |
| Nick Sangha | HSE (Secretariat) |
| Sam Bradbrook | HSL (Facilitator) |
| Guest | |
| Judith Donovan | HSE: Non Executive Director |
| Charlie Clutterbuck | Unite the Union - TGWU Section |
| Keith Hawken | For Roger Lane-Nott - Agriculture Engineers Association (AEA) |
| Michael Britten | For Marcus Themans, National Farmers Union (NFU) |

Item 1. WELCOME AND INTRODUCTORY PRESENTATION ON 'INSIGHT'

- 1.1 Dr Elizabeth Gibby welcomed members to the workshop and gave a short presentation on the outcomes from the 'Insight in Agriculture' work which HSE had commissioned from Oxford Strategic Marketing. The project's aims were to evaluate the current agriculture strategy and to develop a future strategy, informed by an 'Insight' of the industry to reduce the number of fatalities and accidents in agriculture.
- 1.2 The final report included a number of strategic conclusions as well as suggestions as to the segments of the industry to target, the factors and barriers to HSE's ability to influence and outline marketing plans and partnership strategies.

Item 2. WORKSHOP AIMS AND OBJECTIVES

- 2.1 Dr Sam Bradbrook outlined the aims and objectives of the day. The main aim of the workshop was to capture all of the ideas put forward by AIAC members and to help assist in the development of a revised strategy for agriculture.

The objectives of the workshop were outlined as follows:

- (1) To share the outcomes of the “Insight” project on segmentation and the development of a marketing strategy and discuss the way forward.
- (2) To seek members views on the barriers identified and how to overcome them.
- (3) To explore how to segment the target group, and how to prioritise these.
- (4) To explore the scope for building new partnerships.
- (5) To capture ideas to assist Judith Donovan (Non Executive Director and Champion for Agriculture) in developing a revised strategy for agriculture for consideration by the HSE Board.

2.2 Delegates were then split into 3 syndicate groups to brainstorm the following 3 exercises:

- Session 1: identifying barriers - looking at the barriers identified and how to prioritise them.
- Session 2: segmentation - introduction to segmentation, add to findings and priorities suggestions put forward.
- Session 3: influence maps - looking at influence maps and how to build new partnerships.

2.3 The transcripts from the workshop are listed in Annex A, B & C.

Item 3. Session 1: identifying barriers

- 3.1 The first exercise was to look at the barriers identified and how to prioritise them. Oxford Strategic Marketing had identified: a number of barriers in farming which were fundamental to explaining why farming deaths and injuries are not falling; and had suggested a number which were unlikely to be able to be influenced by HSE.
- 3.2 Additional barriers were identified by the groups (see Annex A). The spokespersons concluded that the groups broadly agreed with the barriers identified but had reservations about some of the supporting hypotheses provided in the ‘comments’ boxes.

Item 4. Session 2: segmentation

- 4.1 The second exercise was an introduction to segmentation.
- 4.2 Each group was provided with cards illustrating the segments identified by Oxford Strategic Marketing. The groups were offered the opportunity of adding to the findings and making suggestions as to the appropriate prioritisation (see Annex B).
- 4.3 It was apparent that there were significant divergences of opinion as to where each of the segments should appear in the hazards/ability to influence matrix. There was no consensus on the three key segments: lone 65+ farmers; teenaged children & self employed using old machinery.

Item 5. Session 3: influence maps

- 5.1 The final exercise was to look at Oxford Strategic Marketing’s influence map and identify other stakeholders with whom HSE could build new partnerships. Additional stakeholders together with supporting comments were provided by each of the groups (see Annex C).
- 5.2 Whilst the groups adopted different approaches to the task they generally agreed with Oxford Strategic Marketing’s findings; adding some additional controlling and supportive

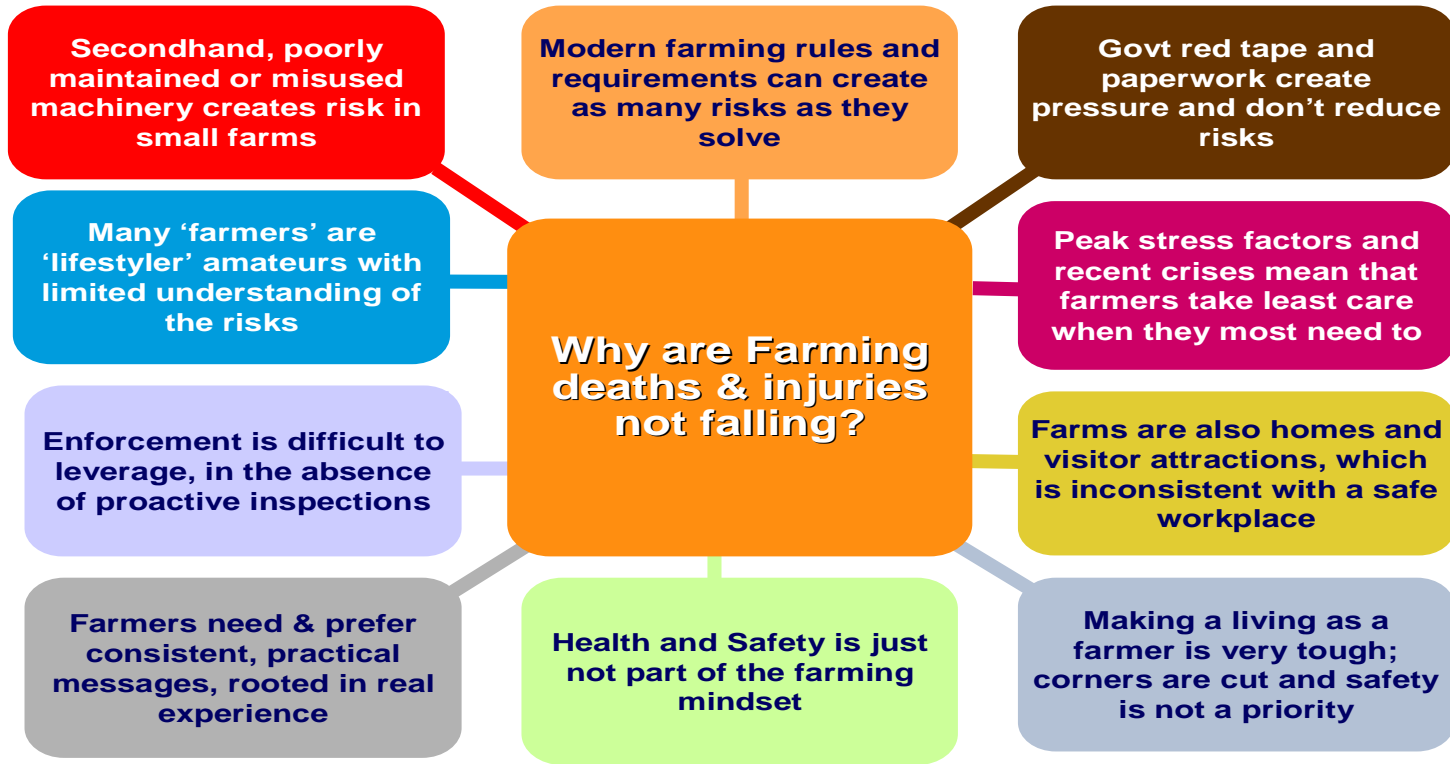
influences. However, one of the groups had reservations about the process; concluding that the map should have been developed around the key segments. Comments, concerns and caveats are listed in Annex D.

Item 6. WASH-UP AND NEXT STEPS

- 6.1 In addition to the concerns noted in para. 5.2, members generally felt that their contribution to each of the exercise had been made on the basis of perceptions i.e. subjective analysis. The case was outlined for an assessment based on actual risk i.e. fatal/major accident trends or incidence rates over a 10 year period. This it was argued would better equip HSE to undertake segmentation and marketing.
- 6.2 Members were advised that Judith Donovan will present a revised strategy for agriculture for consideration by the HSE Board in May.

Session 1: identifying barriers - looking at the barriers identified and how to priorities them.

2 Many of the barriers identified are fundamental to farming, and are unlikely to be able to be influenced by HSE.



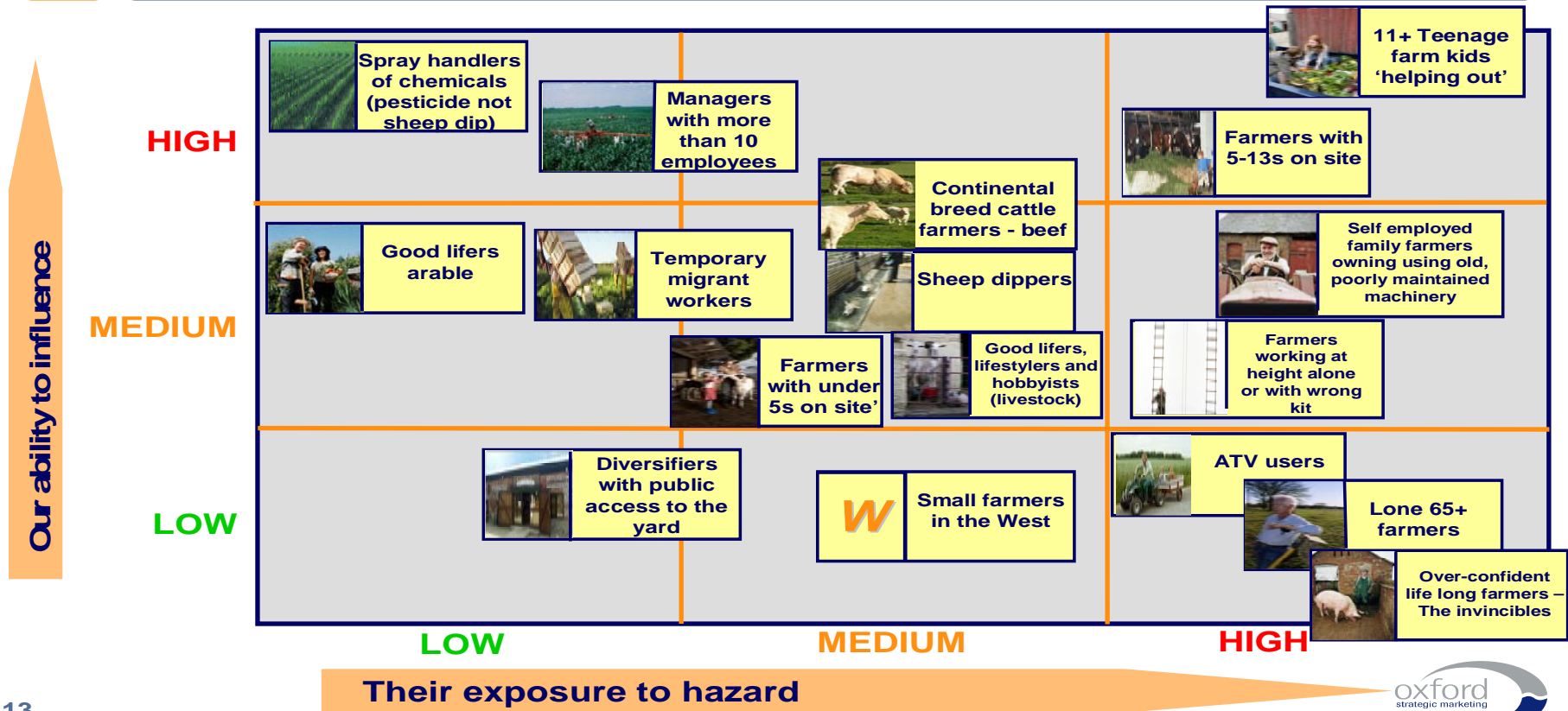
| Group | Comments | Additional barriers |
|-------|--|--|
| A | <p>(1) Modern farming rules and requirements can create as many risks as they solve.</p> <ul style="list-style-type: none"> ○ Hazard filled environment ○ steep slopes; weather; chemicals; machinery; big fall from heights; | Contractors Hazard filled environment |
| | (2) Enforcement is difficult to leverage, in the absence of proactive inspection. | |
| | (3) Government red tape and paperwork create pressure and don't reduce risks – should be under the title 'bureaucracy' | |
| | <p>Modern farming rules and requirements can create as many risks as they solve.</p> <ul style="list-style-type: none"> ○ Slight over statement – professionalism should mean you minimise exposure to liabilities. Group would put even more emphasis on the need for training. ○ Government red tape etc should read 'bureaucracy' | |
| | <p>Peak stress factors and recent crises mean that farmers take least care when they most need to</p> <ul style="list-style-type: none"> ○ Its particularly the short term stresses that are the problem. Urgent work needs to be done quickly ie corner cutting | |
| | <p>Farms are also homes and visitor attractions, which is inconsistent with a safe workplace</p> <ul style="list-style-type: none"> ○ Agreed unique to agriculture | |
| | <p>Making a living as a farmer is very tough; corners are cut and safety is not a priority – agreed</p> <ul style="list-style-type: none"> ○ Agreed especially DIY culture ○ Statement on migrant issue also links into peak stress | |
| | <p>Health and safety is not part of the farming mindset</p> <ul style="list-style-type: none"> ○ Agree but don't agree the detailed points 'farmers believe themselves to be separate from all other industries so HSE has nothing to teach them. ○ Don't agree 'HSE are scary people and farmers feel threatened by regulatory interventions' (that's why SHADS are popular – not threatening). No amount of bureaucracy will help – it's the ways its implemented. | |
| | Farmers need & prefer consistent, practical messages, rooted in real experience - agree | |
| | Enforcement is difficult to leverage, in the absence of proactive inspection – strongly agree | |
| | <p>Many 'farmers' are 'lifestyler' amateurs with limited understanding of the risks – strongly agree</p> <ul style="list-style-type: none"> ○ Indeed they are not really farmers at all. They represent a separate segment altogether and need special treatment | |
| | <p>Secondhand, poorly maintained or misused machinery creates risk in small farms.</p> <ul style="list-style-type: none"> ○ Not sure this is true | |
| | Agreed with barriers identified, more emphasis should be on training. Contractors and hazard filled environment (ie weather) are another segment that should be included. | |

| Group | Comments | Additional barriers |
|----------|--|---------------------|
| B | (1) Peak stress factors and recent crises mean that farmers take least care when they most need to - High. (2) Enforcement is difficult to leverage, in the absence of proactive inspection – High (3) Farmers need & prefer consistent, practical messages, rooted in real experience – High (4) Making a living as a farmer is very tough; corners are cut and safety is not a priority - High | |
| | (5) Secondhand, poorly maintained or misused machinery creates risk in small farms – Medium (6) Many ‘farmers’ are ‘lifestyler’ amateurs with limited understanding of the risks - Medium. (7) Health and safety is not part of the farming mindset- Medium | |
| | (8) Modern farming rules and requirements can create as many risks as they solve – Low (9) Government red tape and paperwork create pressure and don’t reduce risks – bureaucracy- Low (10) Farms are also homes and visitor attractions, which is inconsistent with a safe workplace – Low. | |
| | <ul style="list-style-type: none"> o Farms are homes – statement flawed and inconsistent. This is not necessary true – statement incorrect o Enforcement and advice – yes o Peak stress – yes o Second hand machinery – yes for hobby farmers (amateur end of market); yes for hired KIT (poorly maintained by hire Co’s, professional farmers better. o Government red tape Yes and No – will not influence farm deaths o Practical education (SHAD) plan work: work methods; risk assessment o Health & Safety not part of mindset – varies by nature of task o Rules & Regs yes – modern farming – testing of animals etc o Work at Height – not planning o Making a living – relevant o Transport – vehicle? o Farmers need consistency and practical messages– yes o Amateur – are they farmers? Gives real farmers bad name - YES | |
| C | (1) Secondhand, poorly maintained or misused machinery creates risk in small farms – High (2) Enforcement is difficult to leverage, in the absence of proactive inspection – High (3) Farmers need & prefer consistent, practical messages, rooted in real experience – High (3) Farms are also homes and visitor attractions, which is inconsistent with a safe workplace – High (4)) Health and safety is not part of the farming mindset- High | |
| | (5) Government red tape and paperwork create pressure and don’t reduce risks – bureaucracy- Medium. | |
| | (6) Modern farming rules and requirements can create as many risks as they solve – Low (7) Many ‘farmers’ are ‘lifestyler’ amateurs with limited understanding of the risks - Low | |
| | <ul style="list-style-type: none"> o Red tape – mixed views o Lifestyle amateurs – Low/Bogus - Not major factor in figures o Health & Safety – Key Barrier – Particularly Point 4 | |

| Group | Comments | Additional barriers |
|-------|---|---------------------|
| | <ul style="list-style-type: none"> ○ Low – changes in technology ○ Temp & migrant workers - would use even if not Penny Pinching <p>Others</p> <ul style="list-style-type: none"> ○ Health & Safety not important – low consideration ○ Research shows that need advice + enforcement to have an impact ○ Partners / stakeholders – not all take seriously | |
| | | |

Session 2: segmentation - introduction to segmentation, add to findings and priorities suggestions put forward

7 Prioritisation is based on the segments' exposure to hazard and HSE's ability to reach and influence – thus identifying where real change is both needed and a realistic prospect.



| Group | Prioritising key segments | Additional segments |
|----------|---|-------------------------------------|
| A | Our ability to influence High - Their exposure to risk Low o sheep dippers | Contractors – Low to medium risk |
| | Our ability to influence High - Their exposure to Medium o Temporary migrant workers | |
| | Our ability to influence High - Their exposure to risk High o Employers with more than 10 employees (medium to high risk) o Sprayers & handlers of chemical (pesticides) o Working at height alone or with wrong kit | |
| | Our ability to influence Medium - Their exposure to risk Low o Diversifiers with public access to the yard | |
| | Our ability to influence Medium - Their exposure to risk Medium o Good lifers arable o Farmers with 5 -13's on site o Teenager farm kids 'helping out' o Farmers with under 10's on site (medium to high) | Fast tractors |
| | Our ability to influence Medium - Their exposure to risk High o Good lifers, lifestylers and hobbyists (livestock) o Continental breed beef cattle farmers o ATV users | Students and temporary workers |
| | Our ability to influence Low - Their exposure to risk Low o Lone 65+ farmers (low to medium risk) | Rodent Catchers |
| | Our ability to influence Low - Their exposure to risk Medium o Over confident life long farmers | |
| | Our ability to influence Low - Their exposure to risk High o Small farmers o Self employed family farmers using old, poorly maintained machinery | |
| | Lone 65+ farmers; teenaged children & Self employed using old machinery | |
| | Ability to influence small farmers low – risk high. 65+ ability to influence high but risk low. | |
| B | Our ability to influence High - Their exposure to risk Low o Employers with more than 10 employees | |
| | Our ability to influence High - Their exposure to Medium o Sprayers & handlers of chemical (pesticides) o Farmers with under 10's on site | |

| Group | Prioritising key segments | Additional segments |
|----------|---|----------------------------------|
| | Our ability to influence High - Their exposure to risk High <ul style="list-style-type: none"> ○ ATV users ○ Working at height alone or with wrong kit ○ Temporary migrant workers ○ Continental breed beef cattle farmers | |
| | Our ability to influence Medium - Their exposure to risk Low <ul style="list-style-type: none"> ○ sheep dippers ○ Diversifiers with public access to the yard | |
| | Our ability to influence Medium - Their exposure to risk Medium <ul style="list-style-type: none"> ○ Over confident life long farmers | |
| | Our ability to influence Medium - Their exposure to risk High <ul style="list-style-type: none"> ○ Farmers with 5 -13's on site ○ Teenager farm kids 'helping out' | |
| | Our ability to influence Low - Their exposure to risk Low | Horticulture covered by sprayers |
| | Our ability to influence Low - Their exposure to risk Medium <ul style="list-style-type: none"> ○ Lone 65+ farmers | |
| | Our ability to influence Low - Their exposure to risk High <ul style="list-style-type: none"> ○ Good lifers arable ○ Good lifers, lifestylers and hobbyists (livestock) ○ Small farmers (in West) ○ Self employed family farmers using old, poorly maintained machinery | Breeding horses |
| | High risk – small farmers including hobby farmers and self employed & horse breeders High exposure migrant workers | |
| C | Our ability to influence High - Their exposure to risk Low <ul style="list-style-type: none"> ○ Good lifers arable | |
| | Our ability to influence High - Their exposure to Medium <ul style="list-style-type: none"> ○ Diversifiers with public access to the yard ○ Good lifers, lifestylers and hobbyists (livestock) | |
| | Our ability to influence High - Their exposure to risk High | |
| | Our ability to influence Medium - Their exposure to risk Low <ul style="list-style-type: none"> ○ Sprayers & handlers of chemical (pesticides) ○ Employers with more than 10 employees | |
| | Our ability to influence Medium - Their exposure to risk Medium | Contractors |

| Group | Prioritising key segments | Additional segments |
|-------|--|--------------------------------------|
| | <ul style="list-style-type: none"> ○ Temporary migrant workers ○ sheep dippers ○ Continental breed beef cattle farmers | |
| | <p>Our ability to influence Medium - Their exposure to risk High</p> <ul style="list-style-type: none"> ○ ATV users ○ Working at height alone or with wrong kit | Medium sized farms with <5 employees |
| | Our ability to influence Low - Their exposure to risk Low | Farmers aged 25-60 |
| | <p>Our ability to influence Low - Their exposure to risk Medium</p> <ul style="list-style-type: none"> ○ Farmers with under 10's on site ○ Farmers with 5 -13's on site (risk medium to high) | |
| | <p>Our ability to influence Low - Their exposure to risk High</p> <ul style="list-style-type: none"> ○ Lone 65+ farmers ○ *Teenager farm kids 'helping out' ○ ** Over confident life long farmers ○ Small farmers (in West) ○ Self employed family farmers using old, poorly maintained machinery | Self employed farmers |
| | High risk: lone 65+ farmers, self employed & teenagers but ability to influence low. | |

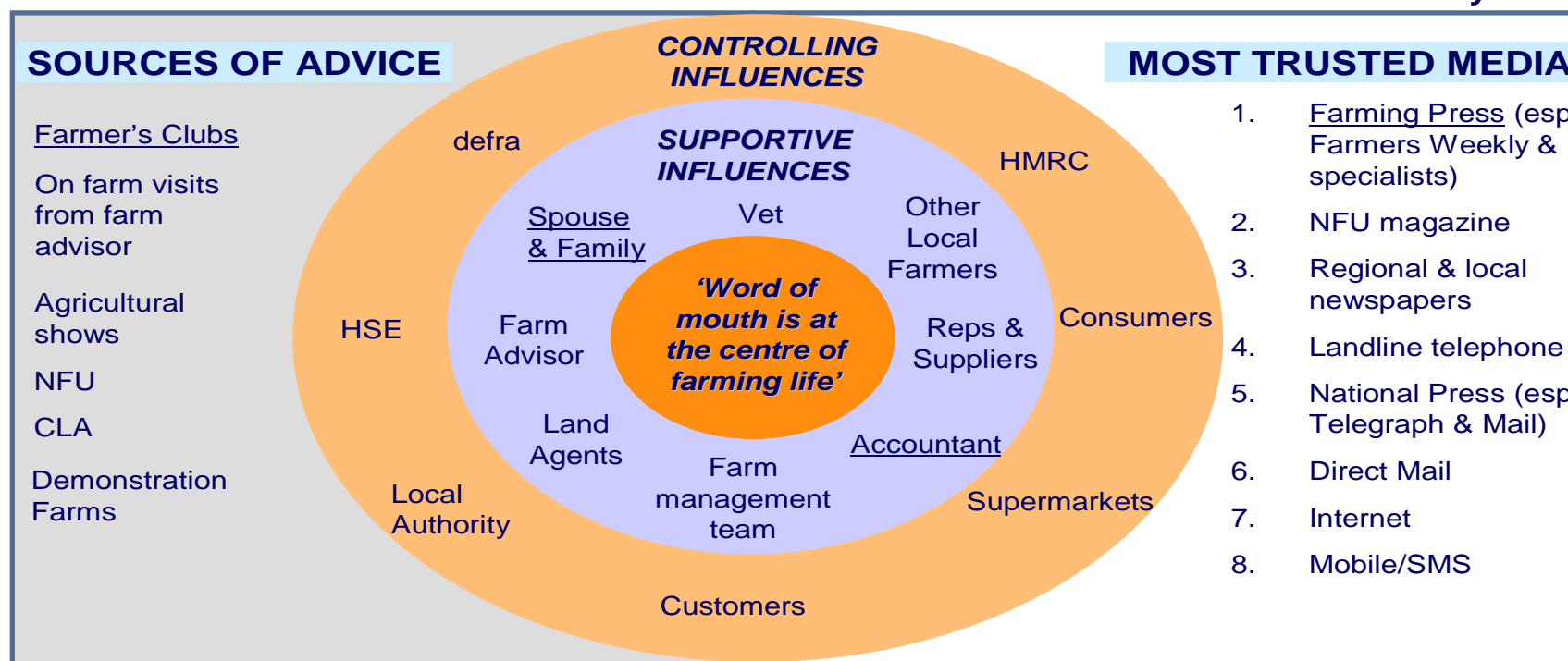
Session 3: influence maps - looking at influence maps and how to build new partnerships

**Influence Map for Farmers:
LOCAL, PERSONAL AND RELEVANT**

HSE AGRICULTURE
INSIGHTS



The farmer's ideal is 'summarised information that is communicated verbally'



Underlined are the 'most influential' sources



| Group | Comments | Additional barriers |
|----------|--|-----------------------------|
| A | Lone 65 farmers <ul style="list-style-type: none"> ○ Controlling influences – HSE ○ Supportive influences – neighboring farmers; spouses family; their personal experience ○ Media – word of mouth | Landbased colleges |
| | Teenage children <ul style="list-style-type: none"> ○ Controlling influences - persons in charge of their health & safety, team leader, manager, parents. ○ Supportive influences – Schools, peer groups, media, internet, magazines, t.v. | |
| B | Supportive Influences <ul style="list-style-type: none"> ○ Vets – Defra plan linked to * vets by vets checking against it ○ Training – Health & Safety part of management structure ○ Wage structure | |
| | Controlling Influences <ul style="list-style-type: none"> ○ Defra – need to work on them to improve Health & Safety plan ○ Supermarkets ○ Scottish Government – grant subsidies; include H & S in plan | |
| | Sources of Advice <ul style="list-style-type: none"> ○ Young farmers * subject to training ○ Scottish NFU (missing) ○ Trade Unions ○ landworker | Scottish NFU missing T.V |
| | Most trusted media <ul style="list-style-type: none"> ○ Young farmer's magazines | |
| C | Controlling influences <ul style="list-style-type: none"> ○ Environment agency; insurance companies; & Police (farm vehicles). Professional bodies (Unions & GLA) Supportive Influences <ul style="list-style-type: none"> ○ Ag colleges Sources of Advice <ul style="list-style-type: none"> ○ Media; direct mail; internet & mobile phone | T.V media missing |
| | | |

Group A

- 1 Caveats: Need first to identify the chosen key segment ie Lone 65+ farmers; teenaged children & self employed using old machinery. Agreed to focus upon (given limited resource) then we can identify relevant influencers.
- 2 Contributions today have been made on basis of perceptions ie subjective analysis. Concerned about this – we need the assessment to be based on the actual risk ie fatal/major accident or incidence rates - objective analysis over a 10 year period. Then do segmentation and marketing.

CONCERNS/ISSUES

- 1 Process driven by lack of funds and HSE board.
- 2 Decision on perception versus subjective analysis of risks and stats
- 3 Some gap in process should be targeting high risk fatality and injury segments
- 4 Fear – done because of lack of resources – are we going for easy targets? OK if get to the ‘meat’ quickly after
- 5 Segmentation – attractive – change behaviors – good market technique
- 6 Difficulty – understanding data want to see evidence base
- 7 Marketing messages: farmers get lots of messages could you combine Health & safety messages with others? – a missed opportunity
- 8 Supermarkets – part of ‘red tape’ but interested in easy fixes – not known – interested to understand ‘bureaucracy’ comes from supermarkets?
- 9 Data & strategies may be flawed – lot of work still to be done on RIDDOR
- 10 Valuable exercise – worry this experience is counter to what done, wouldn’t like this to be the end but the start.
- 11 Valuable work done in past ie programme, 10 point strategy. Need some reassurance that this would not ignore past work.
- 12 Members have contributed to study but concern this may be taking us on another path.