

Summary Report

Formative research to support the ongoing development of the HGBWW and GHH campaigns

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1. Background and Objectives

The Helping Great Britain Work Well (HGBWW) HSE communications campaign is about ensuring a broader ownership of health and safety. Founded in a basic premise – by acting together in a supportive environment, complemented by effective regulation and risk management, the system can be greater than the sum of its parts. The objectives of the campaign are to:

- Engage employers, workers and their representatives to secure buy-in and commitment to prevent injury, death and ill-health;
- Help build a safer, healthier and more prosperous Great Britain;
- Enable businesses to be more productive and grow;
- Improve HSE brand awareness and reputation, and ensure HSE becomes the single trusted brand for the H&S system.

The HSE Go Home Healthy (GHH) communications campaign aims to raise awareness of specific health issues, focussing on Occupational Lung Disease (OLD), work related stress and Muscular Skeletal Disorders (MSDs). See Appendix 1 and 2 for further detail.

The research was undertaken in two phases to ensure that maximum insight could be provided to support the ongoing development of the HGBWW and GHH campaigns and take forward effective practice in the future.

The first phase sought to understand the campaign design by:

- Understanding and refining the underpinning assumptions and rationale in the design of the campaigns and their intended outcomes and impacts.
- Speaking with key HSE staff members and stakeholders involved in the design and delivery of the campaigns.
- Identifying where there may be opportunities for further improvements and refinements.

The second phase aimed to provide insight into small employer and worker experiences by:

- Undertaking interviews with small employers (including the self-employed) and workers to understand their awareness of the campaigns and how they experience them.
- Identifying how, if at all, further adjustments can be made to the campaigns to optimise the experience for these groups.
- Understanding how effective practice can be further built on in future campaigns.

2. Research Methodology

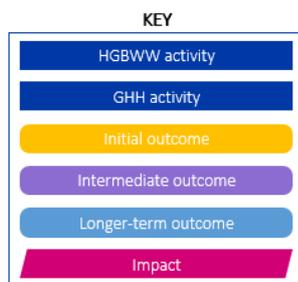
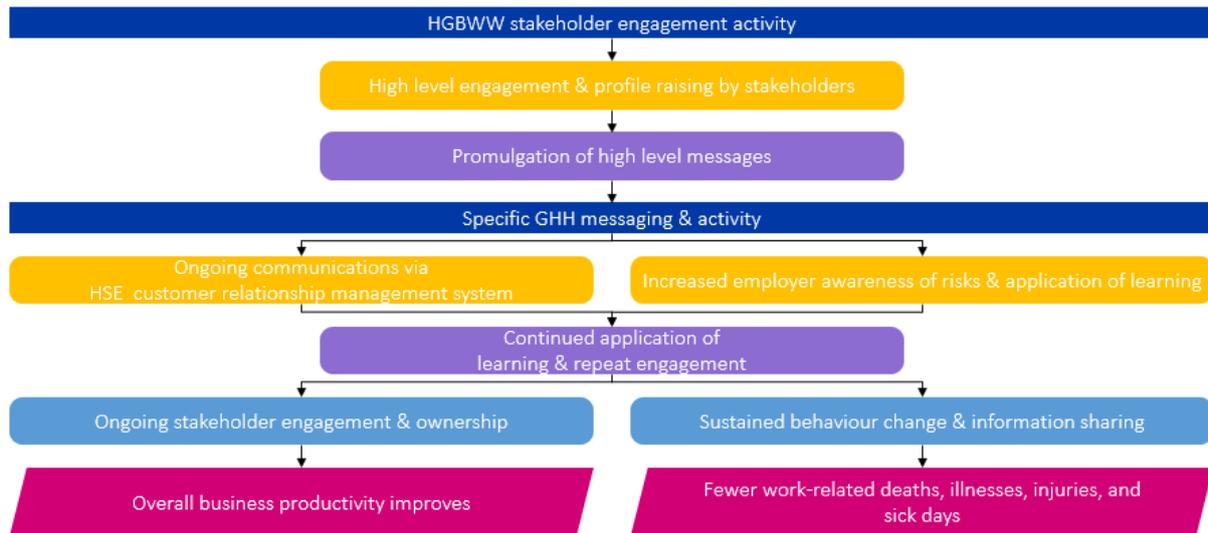
Phase one of the research was conducted in February-May 2019. It involved desk research, analysis of existing survey data, and in-depth interviews with HSE staff and delivery partners.

Phase two of the research was conducted in June-November 2019. It involved in-depth interviews with 19 small business employers (including micros and small employers up to 49 staff), six self-employed individuals, nine employees, and three stakeholders.

3. Main Findings

Developing a theory of change

In order to explore the design and the delivery of the campaigns, a detailed theory of change was developed. This provided an overview of how the campaigns were implemented; showing the anticipated outcomes in the short, medium or longer term that were expected to achieve its overall goals. The figure overleaf below provides a high-level version of this theory of change.



Through discussions with HSE staff and wider stakeholders, a number of considerations were identified when interpreting the theory of change for how the campaigns work and achieve their aims and objectives:

- Activities in both HGBWW and GHH support each other and should both be considered as separate entities;
- Activities are assumed to lead to certain outcomes and ultimate impacts;
- A key area of activity is the ongoing support of HSE to share and repeat key messages and ensure ongoing engagement from employers and workers;
- Campaigns do not sit in a void and supporting factors and barriers must be considered, included related campaigns from other organisations and the target audiences' perceived need to focus on other priorities;
- Timescales for the points at which outcomes can be expected are not clear, making understanding of appropriate evaluation points challenging.

Phase 1 findings

At phase one, HSE staff and delivery partners were supportive of the aims and objectives of the campaigns and thought that design and implementation had been successful. However, some areas for further development were highlighted to enhance the campaigns' ability to meet objectives for smaller employers using the current model and levels of funding:

- Observations were made about the design process and context, specifically whether the campaign design and success were constrained by resource, and more could be done to target smaller employers.
- The campaigns were seen as part of a whole-HSE 'system strategy'. However, this led to some confusion as to ownership of the campaigns and lack of clarity as to what activity was contributing to the campaigns.
- Use of indirect delivery and engagement through delivery partners meant some questions and areas for refinement remained, specifically:
 - How can engagement be achieved with those not already in contact with delivery partners and HSE?
 - How will 'ownership' be created and sustained?
 - How can further health and safety information be identified and targeted at specific audiences?
- Capturing evidence on the impact of the campaigns is a key challenge and concern.

Phase one also identified the following areas where further insight was needed at Phase two to support the ongoing development of the campaigns, to:

- understand the extent to which the theory of change works/does not work in practice for smaller employers, and see where adjustments can be made to assumptions and how these are addressed by the campaigns,
- explore the extent to which smaller employers are being engaged and how this might be improved,

- understand what further information/messaging is needed for smaller employers, and
- explore how additional or alternative use of resources might be used to improve campaign delivery.

As part of the scoping stage, a range of formal and informal insight and audience perceptions was reviewed and concluded broadly that there were low levels of awareness of HSE and its campaigns among employers and workers, particularly those from small business employers.

A majority of employers reported not seeing any H&S advertising or campaigns in the previous 12 months, although awareness of both H&S and HSE advertising/campaigns, including HGBWW and GHH, did increase significantly by business size, with digital channels the most commonly mentioned sources. As with employers, a majority of workers reported not seeing any H&S advertising or campaigns in the previous 12 months, although awareness was higher among those in more senior H&S roles. Awareness of HGBWW and GHH among workers varied significantly by sector, with higher awareness in the construction sector and lower awareness in the manufacturing sector.

Phase 2 findings

Awareness of HGBWW and GHH among employers and workers was limited with only one employer (out of 19 interviewed) being able to speak of either with confidence, others referred to the stimulus material provided to share views on the campaigns. Please refer to appendix 1 for these materials.

All employers, workers, and stakeholders interviewed had some knowledge of HSE and its purpose, but this was also limited and more focused on their enforcement role. Employers and workers typically believed that limited interaction with HSE is a positive due to a perception HSE is an 'enforcer' that will only 'appear' when something has gone wrong.

Employers and workers had a high recognition of the importance of H&S and a high level of confidence in their existing H&S practices. As such they did not recognise the need to engage with the campaign unless specific queries or issues emerged.

Prompted exploration of HSE branding found existing cues/colours (HSE red) made apparent sense as a 'warning' symbol in the context of H&S; however, this may not be helpful in promoting recognition of HSE as a source of support rather than as an enforcer.

4. Opportunities

Lower levels of awareness of the campaigns among the smaller employers interviewed and their workers indicates there is potential to target and refine the current HGBWW and GHH campaigns for these groups. If HSE's role is to be a combination of supporter, enforcer and guide this could be communicated to stakeholders, employers and workers in a way that they see the benefits to be derived from further engagement with HSE.

Appendix 1: Campaign Materials for HGBWW and GHH

<p>HSE inspectors are visiting farms in your area.</p> <p>Are you prepared?</p>  <p>HSE Helping Great Britain work well #HelpGBworkwell</p>	<p>SME fact for health & safety:</p> <p>Most small businesses are unsure about, and need help with, health and safety.</p> <p>Helping Great Britain work well #HelpGBworkwell</p>	<p>SME fact for health & safety:</p> <p>HSE's <i>Health and safety made simple</i> book/website covers everything on working safety and without risks.</p> <p>Helping Great Britain work well #HelpGBworkwell</p>
<p>SME fact for health & safety:</p> <p>Everyone who works for you needs to know how to work safely and without risks to health.</p> <p>Helping Great Britain work well #HelpGBworkwell</p>	<p>SME fact for health & safety:</p> <p>If an employee is injured or becomes ill because of the work they do, they can claim compensation from you.</p> <p>Helping Great Britain work well #HelpGBworkwell</p>	<p>If you employ anyone, you must display the health and safety law poster, or provide each worker with a copy of the equivalent pocket card.</p> <p>Helping Great Britain work well #HelpGBworkwell</p>

GO HOME HEALTHY

They never, ever said about respirable crystalline silica. You must protect yourself and be aware of the regulations, you are protecting your own life and that of other people around you.

TERRY MCGOUGH
FORMER STONEMASON DIAGNOSED WITH SILICOSIS AGED 51

JOIN THE CONVERSATION AT #WORKRIGHT



GO HOME HEALTHY

The grandchildren know that grandad can't run, he can't play football.

CHRISTINE MCGOUGH
TERRY, CHRISTINE'S HUSBAND WAS DIAGNOSED WITH SILICOSIS AGED 51

JOIN THE CONVERSATION AT #WORKRIGHT



GO HOME HEALTHY

I'm given this bombshell of terminal lung disease, where does that leave me?

TERRY MCGOUGH
FORMER STONEMASON DIAGNOSED WITH SILICOSIS AGED 51

JOIN THE CONVERSATION AT #WORKRIGHT



GO HOME HEALTHY

The more we found out about it (*respirable crystalline silica*) and how it could have been prevented, I started to feel angry, angry at his employers for not putting the health and safety regulations in place.

CHRISTINE MCGOUGH
TERRY, CHRISTINE'S HUSBAND WAS DIAGNOSED WITH SILICOSIS AGED 51

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GO HOME HEALTHY

9 MILLION
WORKING DAYS ARE LOST EACH YEAR BECAUSE OF MUSCULOSKELETAL DISORDERS

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IMAGE FOR ILLUSTRATION PURPOSES ONLY



GO HOME HEALTHY

12 MILLION
WORKING DAYS WERE LOST LAST YEAR BECAUSE OF WORK-RELATED STRESS

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IMAGE FOR ILLUSTRATION PURPOSES ONLY



GO HOME HEALTHY

12 000
WORKERS DIE EACH YEAR FROM WORK-RELATED LUNG DISEASE

JOIN THE CONVERSATION AT #WORKRIGHT

IMAGE FOR ILLUSTRATION PURPOSES ONLY



Appendix 2: Campaign Background

The HGBWW strategy was launched on the 29th February 2016. A multi-channel campaign using social media, online, print, broadcast and trade media was used to publicise associated events. Most of the HGBWW content was promoted through existing HSE channels, including:

- [Facebook](#)
- [Twitter](#) (search for #HelpGBWorkWell)
- [LinkedIn](#)
- [Pinterest](#)

The national GHH campaign was launched in September 2017 to promote HSE's commitment to tackling ill health and its health and work programme. Both campaigns are 'always on' and at the time of publication are ongoing. They are aimed at all employers in Great Britain. Key campaign activities include encouraging businesses to make a commitment to HGBWW, demonstrating how they will improve health and safety in their organisations, and recruiting them to an online customer relationship marketing (CRM) scheme. The CRM provides access to a tailored offer from HSE, and campaign partners, including free newsletters, articles, blogs, tailored health and safety products and opportunities to access special events.