



**Category:** Internal Communications Campaign

**Company:** Amey

**Entry title:** Environmental Services Safety Week

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**Brief and objectives:**

Amey's Environmental Services teams deliver waste collection, street cleansing and grounds maintenance services in local communities, on live highways and using specialist machinery/vehicles across the UK.

We wanted a refreshed focus on health and safety to:

- Raise awareness and knowledge on key risks
- Reduce injuries and lost time due to incidents
- Increase close call reporting – allowing issues to be addressed before they become potential incidents
- Engage and involve employees

A week-long Safety Week campaign was developed, incorporating a range of tactics, to meet these objectives. Measurement was based on behaviour change indicated through Health & Safety (H&S) statistics.

**Rationale behind campaign, including research and planning:**

Following a number of serious incidents in 2016, Amey wanted to reinforce safety messages and engage employees in understanding the hazards they face and how to address/avoid them – thereby reducing incidents and injuries.

Amey also places an emphasis on close call reporting - employees are encouraged to report anything which could become a potential hazard. We aim to increase close call statistics, as this shows employee awareness of hazards and allows the company to address and rectify an issue before it becomes an incident.

Prior to the campaign Amey's Communications Team and our Glasgow-based HSEQ Director conducted research into the frontline audiences which showed:

- Teams working differing shift patterns
- A large proportion of frontline employees not online (out of 3,092 ES employees, 78% don't have an email address)
- Employees spending much of their day away from an office base (either in vehicles or community locations).

These findings enabled development of an approach and tactics to specifically reach the frontline audiences.

Research findings also provided statistics on recurring or common causes of injury and incidents across the Amey teams, allowing identification of topics for inclusion in Safety Week.

### **Strategy and tactics, including creativity and innovation:**

Our strategic approach was to run a dedicated Safety Week communications campaign, taking account of:

- Audience – face-to-face tactics to engage and involve a 78% offline employee population
- Timeframe – an intense week-long campaign, addressing focused awareness and limited employee availability
- Key message – each day focused on a key safety topic identified via research
- Graphical and visual content – simplifying messages and engaging those with literacy or language constraints

We were aware frontline employees were more likely to be engaged if messages are delivered locally, through local management teams – rather than from a corporate position. We therefore planned a programme which could be rolled out and delivered locally and was flexible to shift patterns.

Tactics:

- Video – delivered in face-to-face briefings
- Posters – display in depots/vans
- Manager briefings
- Worksheets
- Launch of new advice book

Creative and collateral elements were designed in-house, with development and incorporation of consistent imagery and a 'Behave Safe' logo for easy identification.

### **Implementation of tactics:**

The following activities were implemented:

Pre-Safety Week (March 2017) – preparation and advance awareness:

- Posters at depots
- Message from Managing Director
- Briefing notes to managers
- Yammer – raising internal awareness among manager

Safety Week (w/c 3 April 2017):

Monday: Lessons Learned video, featured Amey employees, sharing their own safety best practices. By showcasing peers, we aimed to engage employees to consider how they could adapt any ideas/learning to their own areas. The video was delivered by local managers, who organised safety stand downs at the start/end of a shift.

Tuesday: Focus on common causes on injury. A new manual handling advice poster was displayed in depots and face-to-face briefings held with teams.

Wednesday: Launch of Amey's Yellow Book –providing guidance on dealing with risks. For immediate use, it also had longevity/continued used through training and employee inductions. A depot poster promoted the book.

Thursday: All frontline employees received a spot-the-hazard worksheet, allowing discussion of hazards and how they could avoid or address them. Again, this will be used in future training/inductions.

Friday: A poster and final face-to-face briefing focused on everyone's safety responsibilities, linking to Amey's wider Our Safety Culture. All posters were designed for continued use/awareness beyond Safety Week.

Post Safety Week: We continued to discuss Safety Week via cross-Amey internal channels, including our HUB employee magazine and Yammer, allowing continued awareness across the business.

**Demonstrate how the campaign links to the wider communications strategy:**

Safety Week forms part of a wider 2017 H&S programme, aiming for Target Zero (reducing accidents and injuries to zero). Other elements include training videos and advice-based campaigns (ie sun safety), utilising research findings from Safety Week, specifically audience and tactical requirements. Target Zero is also reinforced on employee uniforms and is a key Amey company objective, on which managers are measured as part of their annual reviews.

**Measurement and evaluation, including evidence of real engagement or behavioural change:**

The campaign reached all Environmental Services accounts and was measured through behaviour change as evidenced through H&S statistics. Measurement is ongoing but early results show improvement:

No reportable incidents (RIDDORS) throughout May.

Overall reduction in reported accidents:

- 14% reduction in manual handling incidents from 27% in April to 13% in May
- Consistent reduction in 'no lost time injuries' dropping from 20 to 16
- Drop in Employee Injury Rate to 9.46

Direct feedback from a cross sample of employees across our Scottish Grounds Maintenance account (see supplementary document), demonstrated the success in objectives/format for Safety Week: "Rather than a dry series of dull one-sided lectures, each day offered an opportunity for us all to participate and discuss safety issues in the workplace. By being inclusive, the chats reinforced the idea that safety is everybody's responsibility."

**Budget and cost effectiveness:**

Production and delivery of the campaign video and collateral by the Amey's in-house Communications Team totaled £3879.03.

Collateral reached 23 accounts and over 3,000 employees, giving a per head figure of £1.29 – in Amey's view, a small price to pay for safety!

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