







**OVER**  
**373%**

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**RETURN ON  
INVESTMENT**



## Executive Summary (296 words)

We believe that our work on the "Me+You" Health & Safety campaign for the University of Leeds is a worthy winner in this category. It demonstrates that design alone, as part of a comprehensive management drive but with no additional marketing support, can create high-quality, enduring engagement and lasting behavioural change in a low-interest area, and can also result in significant cost savings.

### The challenge:

A poor Health & Safety performance rating became a threat to the University's ability to operate efficiently and compete for staff and students. This rating was impacting the University's international ranking and its long-term vision to become a global top-50 University by 2015. Low interest and personal accountability were identified as fundamental barriers to improvement.

### The solution:

University management recognised the need for a transformation in attitudes and behaviours. Our belief was that another campaign telling people what they already knew would simply not work and what was needed to deliver change was a powerful campaign brand that combined clean, simple design with powerful messaging through multimedia executions. The objective was to make individuals realise that they were each accountable and so we had to reach them on an individual basis, but with very limited resources. The answer lay in intriguing and eye catching design.

The University's Health & Safety record has improved substantially from being well below the national average to one of best practice. This result has now become a source of corporate pride for the University and continues to deliver significant ROI with an ongoing legacy campaign.

### Win, win, win, win:

- **50%** reduction in reportable accident rates from 2007 to 2010;
- **Over 250%** increase in employee's Health & Safety awareness and engagement;
- **373% ROI** – £99,000 saving over three years;
- Health & Safety becomes a highlight of strategic achievement.



**OVER  
250 % INCREASE  
IN EMPLOYEE  
ENGAGEMENT**



## Project Overview

### Outline of Project Brief:

- To create a single, unified Health & Safety brand and campaign that could cut through the inertia of low engagement and change behaviours
- To develop a range of sub-campaigns on specific themes to address specific behaviours, within the framework of the core brand

### Description:

In 2007, having received TWO improvement notices from the Health & Safety Executive, the leadership of the University of Leeds embarked on a major strategic overhaul of Health & Safety procedures. Approximately one in ten staff was reporting an accident at work (Source: Health & Safety Executive Case

Study, hse.gov.uk) and this was damaging the University's operations, reputation and ranking. Therefore, we needed to create a culture of responsibility and accountability, making Health & Safety a priority, fast.

A pioneering agreement between management and the three trades unions representing the workforce was unveiled in January 2008. The next stage was to begin to build awareness through a multimedia campaign that would generate interest and conversation and lead to behaviour change. Personal responsibility and accountability were the aim.

Recognising the importance of positive reinforcement, particularly with the rapid turnover of personnel that is a feature of University life, a key objective was to create an enduring campaign that could evolve to continue to inspire existing stakeholders and engage new ones.

### Target audiences:

Staff (academic, administrative and support), students, prospective students and visitors.

The 7500 staff employed by the University are a highly diverse range of stakeholders. Three main Unions:

- UCU – University and College Union, representing academic staff;
- UNISON – Europe's largest Public Sector Union, roughly 1,000 members at the University;
- Unite – the UK and Ireland's largest Union.

Over 50,000 students, many from an international background.



**50%**  
**REDUCTION IN  
REPORTABLE ACCIDENT  
RATES SINCE 2007-2010**



## Overview of Market

The challenges facing the UK Higher Education sector have been widely reported. With the escalation of tuition fees and increased competition for staff and students, the importance of reputation and of the student experience is increasing.

Universities exist in a global marketplace and the attraction of lucrative international students is essential. Indeed the University of Leeds has identified this as one of their success criteria (ref. University of Leeds' annual report).

High standards in Health & Safety performance is one of the key measurements for international funding and therefore are crucial to the University's standing, success and strategy.

Here at home, staff and students are beginning to recognise the importance of Health & Safety. Commenting on the 2011 Times Higher Education Student Experience Survey, NUS President Aaron Carter commented:

"As tuition fees are once again tripled, students will increase the pressure on their universities to deliver a high standard of academic, social and environmental experience."

The category "Good environment on campus/around University" is given top weighting in the survey, and the Health & Safety record is key. The internal communications Health & Safety campaign created by Appetite for the University of Leeds, along with the comprehensive management drive, has led to consistently improving scores in the Health & Safety category as can be seen in a rise from 14th place in the 2007 survey, before the "campaign", to 8th in the 2011 survey.

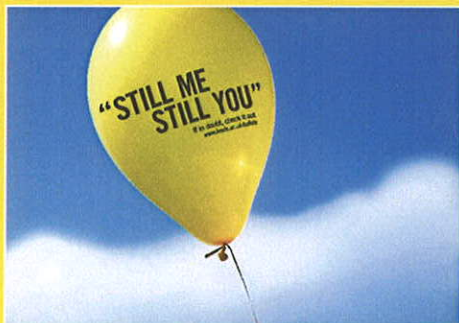
A member of the Russell Group of research-intensive UK Universities, the University of Leeds faces a diverse range of Health & Safety challenges as it has numerous stakeholders in regular contact with hazardous substances and situations. This increases the importance of personal accountability as developing and communicating individual procedures on a large range of areas and a vast geography is both complex and logistically difficult.

As the Health & Safety Executive states in its "Best Practice" case study:

"With jobs ranging from laboratory experiments to office administration, and from fieldwork in the Arctic to serving lunch in the canteen, the university's 7500 staff have a very diverse range of health and safety issues and are spread across 98 acres of campus. The key challenge was raising awareness of Health & Safety issues and getting everyone involved."

**Project Launch Date:**  
September 2008

**Size of Design Budget:**  
£26,641



# 86% OF STAFF HIGHLY ENGAGED



## The Creative Solution (359 words)

Our goal was to transition our audiences from limited accountability to full responsibility, through a four-stage campaign. And because Health & Safety is not exactly the top priority for academic and support staff or students, our recommendation was to create a campaign that would be:

- Intrusive and intriguing to get noticed;
- Based on positive reinforcement – using positive and intrinsic motivation strategy;
- Simple, portable, enduring.

The solution idea was to have a direct conversation with over 58,000 people.

Like any good conversation, this would build as a staged reveal, starting with a bold statement: "Not Me" that challenged low accountability head-on. The appearance of the "Not Me" images in key accident risk

areas as well as on mocked "accident tape" wrapped around key campus features generated intrigue and discussion. These were followed by "Then who?" to create further interest and introduce the issue of taking responsibility. The final stage was to reveal "You know it's you" with the "Me+You" Health & Safety brand signature embodying shared responsibility.

The design relies on strong colours, which were borrowed from the language of hazardous signage.

This was followed up with the creative execution of themes and sub campaigns such as fire safety, manual handling and electrical safety.

In 2009, the University revisited the campaign to reinforce the key messages and behaviours it promoted. So, we continued the conversation with the statement, "Still Me, Still You" to build on the success of the first. Appetite designed a suite of communication materials to

promote the concept of "The Year of Risk Assessment", including a portable, pocket-sized booklet, "The Five Steps to Risk Assessment", that would be more effective than an unwieldy checklist.

Faithful to the principle of generating buzz to maintain engagement, we also included an element of live theatre, when, at 13:13 on Friday 13th February, the senior Health & Safety team abseiled down the iconic Parkinson Building "to emphasise the use of assessing risks and planning rather than trusting to luck." (ref. University press release).

Throughout 2010/11, we have continued to work with the University on developing the campaign, and the "Not Me" collateral is featured in the University's "Publicity Toolkit", for departments and students.

**"YOU KNOW  
IT'S YOU"**

**me+you**  
Health and Safety

**UNIVERSITY OF LEEDS**

**"The creative, innovative and professional approach of Appetite has transformed perceptions of health and safety at our university. We are a large and incredibly diverse organisation of 7,500 staff and over 50,000 students – we needed something which would engage every single person and make them change the way they act – and Appetite delivered this for us."**

— Gary Tideswell, Director of Wellbeing, Safety and Health University of Leeds



## Summary of Results

### 50% REDUCTION IN RIDDOR-REPORTABLE ACCIDENTS\* 2007-10

Steady year on year reduction in RIDDOR reportable incidents per 1000 employees over the campaign's lifecycle, ahead of sector and national average reductions where other campaigns were also underway:

2006-2007 – benchmark (national average 5.4*)	6.4
2007-2008 – (national average 5.2*)	4.4
2008-2009 – (national average 5.0*)	3.6
2009-2010 – (national average 4.7*)	3.1

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\*RIDDOR:

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (Reportable incidents include deaths, major injuries, over 3-day injuries, near misses, Gas incidents).

### KEY PERFORMANCE SUCCESS

Health & Safety Executive (Health & Safety Executive) reportable incidents are included in the Universities Key Performance Indicators (KPIs), reflecting its strategic importance. In the 2009/10 Annual Report, figures show that following an initial leap to 6.4 incidents per 1000 staff in 2007, the figure fell to 4.4 (2007/8), 3.6 (2008/9) and 3.1 (2009/10).

### FROM LOW INTEREST TO HIGH ENGAGEMENT

Prior to this campaign, the university could not generate interest in this area, despite producing a variety of communications materials. Following the campaign, and management drive, 86% of 7500 staff registered to receive the revitalisation DVD – equating to 6450 employees.

The University estimates a previous engagement figure of around 30% – roughly 2250 staff.

The LUU (The Leeds University Student Union), a very challenging and cynical audience, voted our designs and campaign "Best campaign of the year".

### REDUCTION IN LIABILITY / COSTS SAVINGS

**£99,000 savings over three years  
= 373% Return on Investment (ROI):**

The improved risk profile, due to the improvement in Health & Safety, enabled the University to re-negotiate their Employer's Liability and Public Liability Insurances policies in 2009 with a savings of £33,000 / annum – a direct result of the campaign. As the campaign is still ongoing, engagement is kept high and the reportable number of accidents continue to decrease which ensures that the savings in liability insurance still apply. It now totals £99,000 – a return of 373% over 3 years.

The University has not calculated costs incurred as a result of Lost Time Injuries as many in the private sector do, but they estimate that the reduction equates to savings in the hundreds of thousand of pounds.

#### On the agenda as a strategic initiative:

The University of Leeds has now put Health & Safety at the centre of their strategic thinking – as testified by its active reporting on the Leeds annual review and the national awarding of the Vice Chancellor award for Health & Safety, an award that is supported by all the staff unions and the Health & Safety Executive). The Health & Safety Executive also uses the University of Leeds' Health & Safety campaign as a case study for best practice.



## Research Resources and other influencing factors

### Research Resources:

- Internal University of Leeds data
- Health & Safety Executive Statistics
- University of Leeds Annual Report 2008/9, 2009/10
- QS World University Rankings
- Times Higher Education Supplement World University Rankings
- Times High Education Supplement Student Experience Survey

### Other Influencing Factors:

#### No additional marketing campaigns

There have been no additional marketing or communications initiatives to account for the transformation in attitudes and behaviours. The Me+You campaign's inclusion in the University's publicity toolkit, of communication materials free for individuals to use, is proof of the priority given to this central brand.

#### Leadership influence

The University Leadership has emphasised its commitment to Health & Safety, including the development of a new, enlarged central team, new reporting and IT systems, managerial accountability through direct leadership of the Vice Chancellor, staff briefings and a compulsory written commitment from each member of staff. The Me+You campaign is a key part of this drive to embed this commitment culturally, and has evolved to support new initiatives and solutions.

