Health and Safety Executive

Scoping study determining the potential of engaging stakeholders in the food supply chain to support and influence farmers to promote health and safety

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Research Report

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Scoping study determining the potential of engaging stakeholders in the food supply chain to support and influence farmers to promote health and safety

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The incidence rate of fatal and major injuries in agriculture is amongst the highest of any industry and the prevalence of work related ill health is the highest of any sector. This represents a significant cost to the agriculture industry each year, as well as causing suffering to individuals and their families. Reducing the incidence of these events will thus form part of the strategy for building a sustainable, modern farming sector. The HSE wishes to work in partnership with farmers and others in the food chain to achieve lasting improvement in work-related health and safety standards.

Current HSE policy assumes that the HSE can influence farmers' risk taking behaviour through the supply chain. This research informs the initiation stage of a project proposal examining potential synergies for improvement of health and safety management through the food supply chain.

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HSE Books

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1.1 Introduction

1.1.1 Background

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Current HSE policy assumes that the HSE can influence farmers' risk taking behaviour through the supply chain. This research informs the initiation stage of a project proposal examining potential synergies for improvement of health and safety management through the food supply chain.

1.1.2 Objectives

The objective of the work is to identify and assess the potential for, and willingness of, stakeholders in the food supply chain to influence, and create incentives for, effective health and safety risk management behaviours amongst farmers.

The three key objectives of the research are:

1. Identifying key stakeholders in the food supply chain
2. Obtaining robust data about their capacity to positively influence farmers; in particular self employed and family farms
3. Assessing farmers' attitudes and response to stakeholder pressure.

1.1.3 Methodology

The study has been conducted through:

- Quantitative telephone interviews with farmers
- Face to face interviews with farmers
- Qualitative telephone interviews with stakeholders.

1.2 Key results

1.2.1 Identifying key stakeholders in the food supply chain

Wholesalers/co-operatives, manufacturers and to a lesser extent supermarkets are the key stakeholders in the food supply chain in terms of their opportunity to influence farmers.

Merchants and wholesalers, single stage manufacturers and high value product processing manufacturers are key in terms of influencing farmers to promote health and safety as they have personal relationships with farmers, they currently visit farms and see first hand how they are managed and they have commercial interest in the reliability of farms for continuity of supply.

On the whole the more removed the stakeholder from the farmer, the less the potential the stakeholder recognises for influencing farmers in terms of health and safety management behaviours. This is true of supermarkets that have very little personal contact with farmers relying on their suppliers to interact with the farmers; they have little commercial incentive to assist farmers as they have a portfolio of suppliers they use.

1.2.2 Stakeholders' capacity to positively influence farmers

Just under a quarter (24%) of farmers already talk to their customers about health and safety issues. Issues covered in these communications are typically ethical trading, employment law (working hours and wages), health and safety, staff welfare and treatment of casual staff.

Although 14% would not welcome this discussion, around 10% of farmers whose customers do not currently talk to them about health and safety and management behaviours would welcome this input. 66% of farms do not currently talk to their customers about health and safety and would not want to.

1.2.3 Farmers attitudes and response to stakeholder pressure

There are more opportunities for talking to farmers about management and production than health and safety:

- More farmers welcome customers talking to them about management and production issues than health and safety
- There are more current communication channels between customers and farmers talking about management and production issues than health and safety issues
- More farmers who do not currently talk to their customers about management and production issues want to (20% of all farms) compared to the number who do not currently talk to their customers about health and safety issues (10% of all farms).

There is scope for influencing farmers through their customers but the HSE needs to think more broadly than just talking about health and safety management if the messages are going to have the widest impact.

2 Introduction

2.1 Background

The incidence rate of fatal and major injuries in agriculture is amongst the highest of any industry and the prevalence of work related ill health is the highest of any sector. This represents a significant cost to the agriculture industry each year, as well as causing suffering to individuals and their families. Reducing the incidence of these events will thus form part of the strategy for building a sustainable, modern farming sector. The HSE wishes to work in partnership with farmers and others in the food chain to achieve lasting improvement in work-related health and safety standards. In order to achieve this it is imperative that the HSE identify who the key players are and conducts a thorough assessment of their potential impact.

Current HSE policy assumes that the HSE can influence farmers' risk taking behaviour through the supply chain and the preliminary outcomes of a stakeholder conference held in January 2004 supports this approach. However, the mechanisms by which this can be achieved are not clear. This research informs the initiation stage of a project proposal examining potential synergies for improvement of health and safety management through the food supply chain.

2.2 Objectives

The objective of the work is to identify and assess the potential for, and willingness of, stakeholders in the food supply chain to influence, and create incentives for, effective health and safety risk management behaviours amongst farmers.

The three key objectives of the research are :

1. Identifying key stakeholders in the food supply chain
2. Obtaining robust data about their capacity to positively influence farmers; in particular self employed and family farms
3. Assessing farmers' attitudes and response to stakeholder pressure.

3 Methodology

3.1 Data collection

The study has been conducted through:

- Quantitative telephone interviews with farmers
- Face to face interviews with farmers
- Qualitative telephone interviews with stakeholders.

Data collection took place between 7th February and 11th March 2005; the questionnaires and discussion guides used to conduct the research are shown in the Appendix.

3.2 Quantitative study of farmers

3.2.1 Sampling

We conducted 201 interviews with respondents drawn at random from a commercial database of farmers.

The HSE is particularly interested in the views of self employed and family farms. However, if we had randomly sampled from a database of farmers it is likely that only 10% of the farms that we spoke to would have employed more than five full-time permanent employees. We therefore used size quotas to ensure we spoke to a representative sample of medium and large farms.

The following sample was therefore achieved:

Size of farm (by number of employees)	Number of completed interviews
Small (0 - 4 employees)	126
Medium (5 – 49 employees)	57
Large (50+ employees)	18
Total	**201**

Table 3-1: Quantitative interviews with farmers sample size and structure

3.2.2 Weighting the data

Because the sample has been stratified the raw results do not reflect the UK farming population as a whole. We therefore weighted the data to reflect the total number of farming businesses in the UK on the database. To do this each response was weighted by a factor calculated as:

$$\frac{\text{Number of farms in the segment of the universe}}{\text{Number in the sample}}$$

The table below shows the weighting factor for each group:

Respondent segment	Number of farms (Universe) a	Sample B	Weighting factor a/b
Small (< 4 employees)	29,658	126	253.38
Medium (5 – 49 employees)	3,393	57	59.5
Large (50+ employees)	207	18	11.5

Table 3-2: Weighting factors

3.2.3 Limitations

As we have weighted the data by employee size, the largest weighting factor has been applied to the segment of small farms (farms with up to 4 employees). Therefore when we look at the results of the survey as a whole, we are really only looking at the results for small farms. We have therefore analysed the results by size where possible in order to look at the results for medium and large sized farms.

3.3 Face to face interviews with farmers

Ten face to face interviews were conducted with farmers who had taken part in the telephone survey. The farms were selected to represent a range of sizes, sectors and willingness to communicate with stakeholders on management and production issues and health and safety issues.

3.4 Qualitative study of stakeholders

50 telephone interviews were carried out with stakeholders. In order to understand how the food supply chain works we have conducted paired interviews where possible e.g. where we have spoken to a supermarket, we have then approached one of their suppliers.

Using this approach the following sample of stakeholders was achieved:

Stakeholder type		Number of interviews
Supermarkets		6
Suppliers/wholesalers		6
Manufacturers*	Single stage production	7
	Multiple stage production	11
	High value product processing	7
	Commodity product processing	7
Advice providers and assurance schemes		6
	TOTAL	**50**

3.4.1 *Glossary of manufacturer terms

The following explain the different categories of stakeholder used throughout the report:

Single stage production
There are predominantly two types of 'single stage production' manufacturers:

- Manufacturer of single product goods that are supplied to other manufacturers as components in their products e.g. provision of cut potatoes for ready meals
- Manufacturer of single product branded goods that are supplied direct to supermarkets or other retails outlets e.g. crisps

These manufacturers usually source their products directly from farmers.

Multiple stage production
Manufacturers who have multiple stages in their product production; manufacturers of ready meals are a good example of this. Most of this group source their component products from single stage production manufacturers; although some large scale food manufacturing sites may contain both single and multiple stage production manufacturers. These manufacturers usually produce branded products.

High value product processing

Manufacturers that process high value products i.e. products of limited supply. These manufacturers have direct relationships with farmers and rely on particular farmers to supply these products. Abattoirs would fall into this group. These manufacturers do not usually produce branded products.

Commodity product processing

Manufacturers of commodity products; products with a high turnover and high availability. These manufacturers have direct relationship with farmers but multiple farms from which they can source their products. Millers and milk processors would be examples of this type of manufacturer. These manufacturers do not usually produce branded products.

4 Results

4.1 Identifying key stakeholders in the food supply chain

The first objective of the research is to identify key stakeholders in the food supply chain. For the purposes of this research we have defined these stakeholders as any organisation having involvement in the food supply chain; whether that be organisations directly involved in the supply chain such as manufacturers and supermarkets or organisations that support the supply chain such as Trade or Manufacturer Associations.

Key stakeholders in the food supply chain are those with the opportunity and motivation to influence, and create incentives for, effective health and safety management behaviours amongst farmers.

Desk top research identified four groups of key stakeholders:

- **Direct customers.** Organisations that farmers sell their produce or stock to directly. Direct customers can influence farmers by:
  - Offering support and advice to farmers e.g. some direct customers offer technical, agronomy and regulatory support to their customers
  - Requiring that farms meet certain standards in order for the customers to buy from them
- **Indirect customers.** Organisations that farmers sell their produce or stock to indirectly i.e. who are the customers of farmer's direct customers. Indirect customers can influence farmers by:
  - Requiring that farms meet certain standards in order for the farm to be part of the food supply chain
- **Assurance schemes.** The farming industry is heavily monitored and controlled by assurance schemes. Membership of assurance schemes is a possible method for influencing farmers' health and safety management behaviours.
- **Providers of support and information.** Farmers seek advice, support and information from various sources whether formal or informal. Current providers of support and information could be providers of support and information on health and safety management issues.

To identify key stakeholders in the food supply chain we asked all farm respondents:

a) Who their direct customers were and where they sold to manufacturers, wholesalers/co-operatives or direct to/at market, who their indirect customers were
b) Whether they were part of a farm assurance scheme
c) Whether and who they ever ask for advice, support or information in running their farm.

4.1.1 Direct customers

To identify farmers' direct customers, all farm respondents were asked whether they sell their produce direct to:

- Manufacturers
- Supermarkets
- Other retailers (i.e. any retailer other than supermarkets)
- Hotels or restaurants
- Other farmers
- Consumers
- Wholesalers or co-operatives.

Respondents selected one or more organisations as appropriate.

The graph below shows the direct customers of farms by farm size:

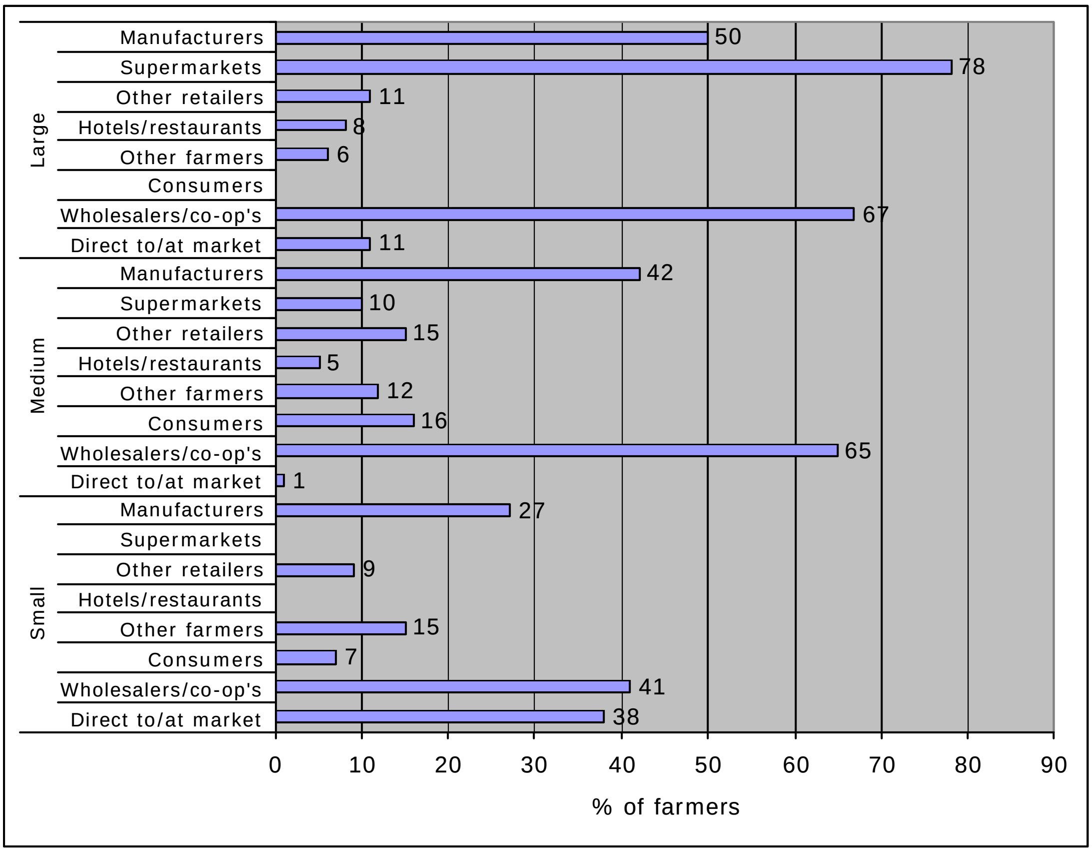


Figure 1: Direct customers (n=201)

Small farms sell to wholesalers/co-operatives, to manufacturers, direct to/at markets and a minority to other farms. Medium farms predominantly sell to wholesalers/co-operatives and manufacturers. Larger farms sell direct to supermarkets, wholesalers/co-operatives and manufacturers.

This graph shows that there are differences in customer by farm size:

- 78% of large farms sell direct to supermarkets. Whereas only 10% of medium sized farms and no small sized farms sell direct to supermarkets
- 38% of small farms sell their produce direct to or at market.

However, there are similarities in direct customer across all farms by size:

- A good proportion of all sized farms sell direct to wholesalers and co-operatives (67% of large, 65% of medium and 41% of small farms)
- A slightly smaller but still large proportion all sized farms sell direct to manufacturers (50% of large, 42% of medium and 27% of small farms).

It should perhaps be noted that manufacturers includes the whole range of organisations involved in food manufacture. Therefore, intermediate food processors such as millers and abattoirs as well as manufacturers of ready meals and pies have been classified as manufacturers.

We do not have data on which types of manufacturer farms are selling to however, we do know which types of farms are selling direct to manufacturers which provides us with an indication of manufacturer type:

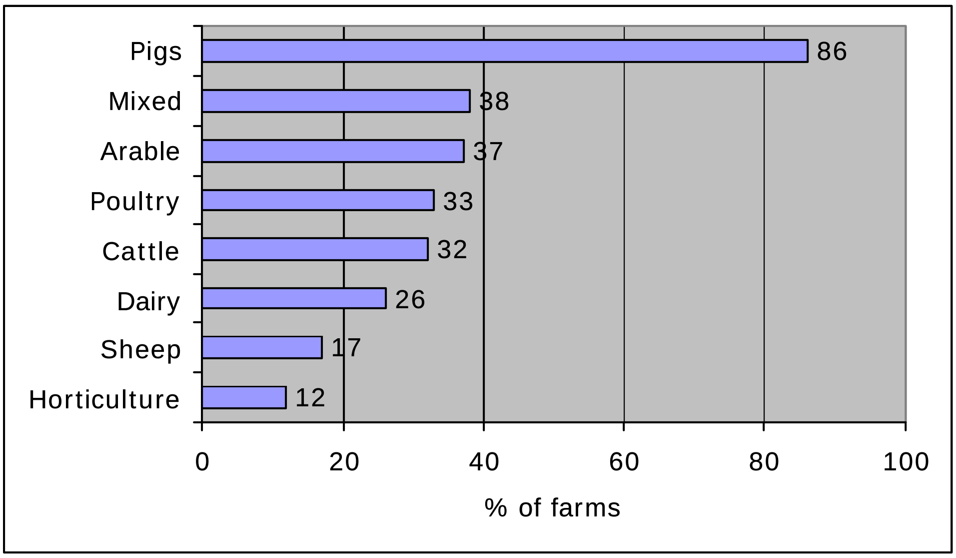


Figure 2: Percent of each farm type that sells direct to manufacturers (n=201)

4.1.2 Indirect customers

In order to identify farmer's indirect customers, where farms sold direct to manufacturers, wholesalers or co-operatives or direct to/at market they were asked where their product was sold onto from there i.e. who are the customers of your customers?

Where farmers sold to manufacturers, wholesalers/co-operatives and direct to/at market they were asked whether the manufacturer that they sell their product or stock to sells onto:

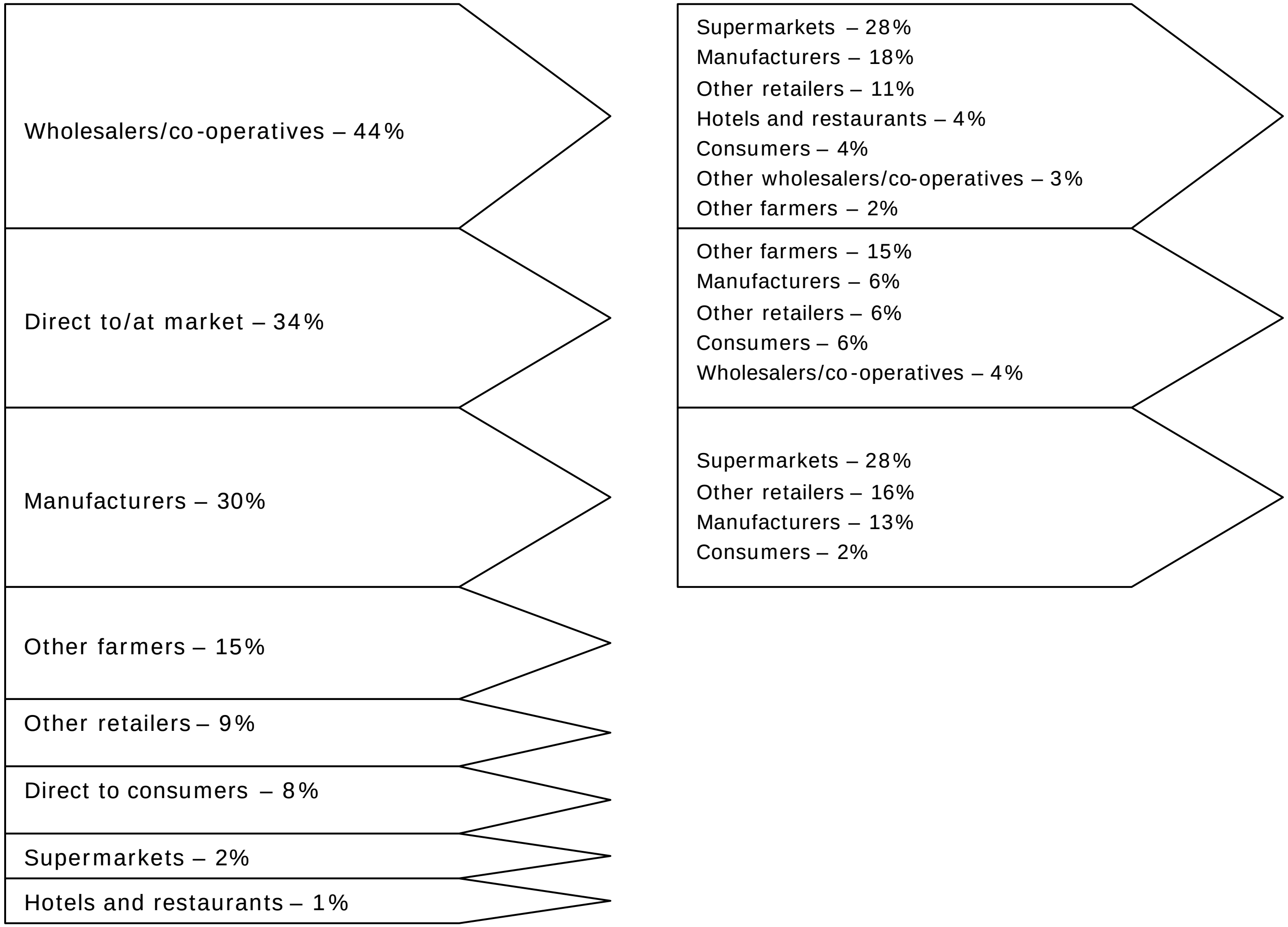
- Manufacturers
- Supermarkets
- Other retailers
- Hotels or restaurants
- Other farmers
- Consumers
- Wholesalers and co-operatives

Respondents selected one or more organisations as appropriate.

- 65% of large farms, 76% of medium and 55% of small farms know where their manufacturer who they sell their product or stock to sells onto
- 84% of large farms, 82% of medium and 75% of small know where the wholesalers or co-operatives who they sell their product or stock, to sells onto
- 80% of medium farms and 73% of small know where the wholesalers or c-operatives who they sell their product or stock to sells this onto. Only two farm respondents from large farms sold direct to/at markets. One knew his indirect customers through the market, one didn't.

Both direct and indirect customers for all sized farms are shown in the diagram overleaf:

Figure 3: Diagram of the food supply chain - showing percent of farms who sell direct to each customer and the percent of farms who sell indirectly to each customer through wholesalers/co-operatives, direct to/at market and manufacturers



We get a different picture of who the key stakeholders are in the food supply chain by combining both direct and indirect customers compared to just considering direct customers:

- Supermarkets are a more significant presence in the food supply chain when looking at both direct and indirect customers but they do not have a direct relationship with small farms
- The largest organisations that farmers sell to directly are manufacturers and wholesalers/co-operatives – these organisations may have more of a direct interest in the reliability and performance of the farmer than the supermarkets and therefore be more motivated to influence farmers in their health and safety management behaviours
- A considerable number of small firms avoid (or are unaware of) the supermarket and manufacturer route altogether and so could not be influenced this way.

4.1.3 Stakeholder perspective

The data from the study of farmers suggest that wholesalers/co-operatives, manufacturers and supermarkets are the key stakeholders in the food supply chain in terms of their opportunity to influence farmers.

The data from the stakeholder survey seems to confirm this. From the stakeholder perspective, the more removed the stakeholder from the farmer, the less the potential the stakeholder recognises for influencing farmers in terms of health and safety management behaviours.

Stakeholders who have day to day commercial interactions with farmers recognise many more opportunities for influencing/helping farmers in terms of their health and safety. These stakeholders are:

- Merchants and wholesalers
- Single stage product manufacturers
- High value product processing manufacturers.

Characteristics of these stakeholder groups are:

- They have personal relationships with farmers
- Representatives from these organisations often visit farms themselves
- They have commercial interest in the reliability of their relationship with farmers for continuity of supply. These groups depend on the farmer being able to supply them in the short term.

The following stakeholders saw few opportunities for influencing/helping farmers in terms of their health and safety:

- Supermarkets
- Multiple stage product manufacturers
- Commodity product processing manufacturers.

Characteristics of these stakeholder groups are:

- They do not have personal relationships with farmers; but expect their suppliers to do so
- Representatives from these organisations do not visit farms themselves. These organisations audit their suppliers who they expect to do the same.
- They do not have commercial interest in the longevity of their relationship with farmers for continuity of supply:
    - Continuity of supply from farmers is the responsibility of their supplier
    - The products or stock they require is widely available.

When asked whether they would be prepared to influence farmers in terms of their health and safety management behaviours there were a range of results.

Merchants / wholesalers:

- Already provide technical and agronomy support to farmers and advisors, therefore:
    - Already perceive themselves to be supporting farmers
    - Farmers already turn to them for advice. One merchant has an interactive website providing support to farmers.
- Frequently visit farms and therefore can provide support in this way.
- Are keen to help farmers:
    - As part of building long term relationships with them, thereby ensuring continuity of supply
    - To make farms more sustainable, thereby lowering the commercial risk to the merchants/wholesaler's business
    - As suppliers are becoming increasingly accountable to their customers for what they are selling.

Single stage production manufacturers:

- Think being part of a good supply chain is good for the image and positioning of the business
- Think it is currently "fashionable" to be seen to be thinking about health and safety
- Consider supporting farmers with their health and safety issues to be part of their 'duty of care' to help suppliers.

High value product processing manufacturers:

- Think it would be cost effective to help farmers as most farmers pass the cost of health and safety problems on to their customers
- Would improve the 'robustness' of the product if it was from a good supply chain as they are keen for their products to be seen as clean and safe.

Supermarkets:

- Do not have personal contact with farmers and are at the end of what can be very complex supply chains (and thereby are far removed from the farmer)
- Already feel that they are lending support to farmers through their interactions with government bodies such as the HSE and Defra
- Rely on their suppliers to source from approved farms e.g. farm assured farms
- Feel that it would be very difficult to influence farmers because farmers do not like interference.

Commodity product processing manufacturers:

- Feel that there would not be any benefits to helping farmers in their health and safety management behaviours
- Do not want to put added pressure on their farmers or they might go elsewhere
- Do not think they are big enough to have any impact
- Think health and safety is the government's responsibility but one commented that if the health and safety of one of their suppliers dropped below the government's standards they would have to take a commercial decision about whether to help them or not
- Expressed a fear of added bureaucracy with no benefits.

Multiple stage product manufacturers:

- Feel that they are 'too far down the chain' to be able to have any sort of positive influence on farmers
- Do not want to put added pressure on their suppliers to influence farmers, of their suppliers might go elsewhere
- Do not think they are big enough to have any impact compared to the supermarkets
- Think health and safety is the government's responsibility
- Think good health and safety in their supply chain would be good for their reputation but only if their customers demanded it
- Think it would help to improve the image of UK food if there was more interest in the health and safety of farmers
- Expressed a fear of added bureaucracy with no benefits.

From the stakeholder perspective the best people to influence farmers are those that rely on farmers in the short term in order to supply their own customers. For example, a poultry supplier may rely on a farm being able to supply a certain number of chickens in a specific period of time. If a poultry farmer was not able to meet the demands of the poultry supplier, then the supplier would not be able to supply his customer; predominantly supermarkets. In the long term, the poultry supplier could find a new farmer but in the meantime, the supermarket could have moved to a different poultry supplier.

4.1.4 Assurance schemes

Membership of assurance schemes is a possible method of influencing farmer's health and safety management behaviours. We asked farmers whether or not they were a member of one or more assurance schemes, the results are shown in the following graph:

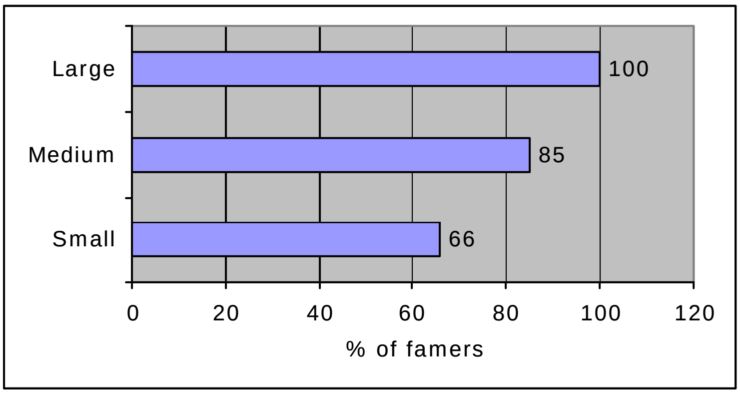


Figure 4: Membership of assurance schemes (n=201)

69% of all farms are members of an assurance scheme. Assurance schemes therefore represent an opportunity for communicating with farms.

In the stakeholder survey, we interviewed two assurance schemes about their potential to support and influence farmers to promote health and safety. Although a very small sample it is worth noting here that the assurance schemes agreed in principle so long as the supermarkets wanted to influence farmers in this way.

43% of farms who are not part of an assurance scheme sell direct to/at market which suggests that the HSE may have difficulty reaching these farms.

4.1.5 Providers of support and information

Farmers were asked about sources of support and advice they use in running their business; whether they ever ask anyone for advice, support or information in running their farm.

89% of large farms, 79% of medium and 60% of small sized farms seek advice, support or information in running their farm as is shown in the graph below:

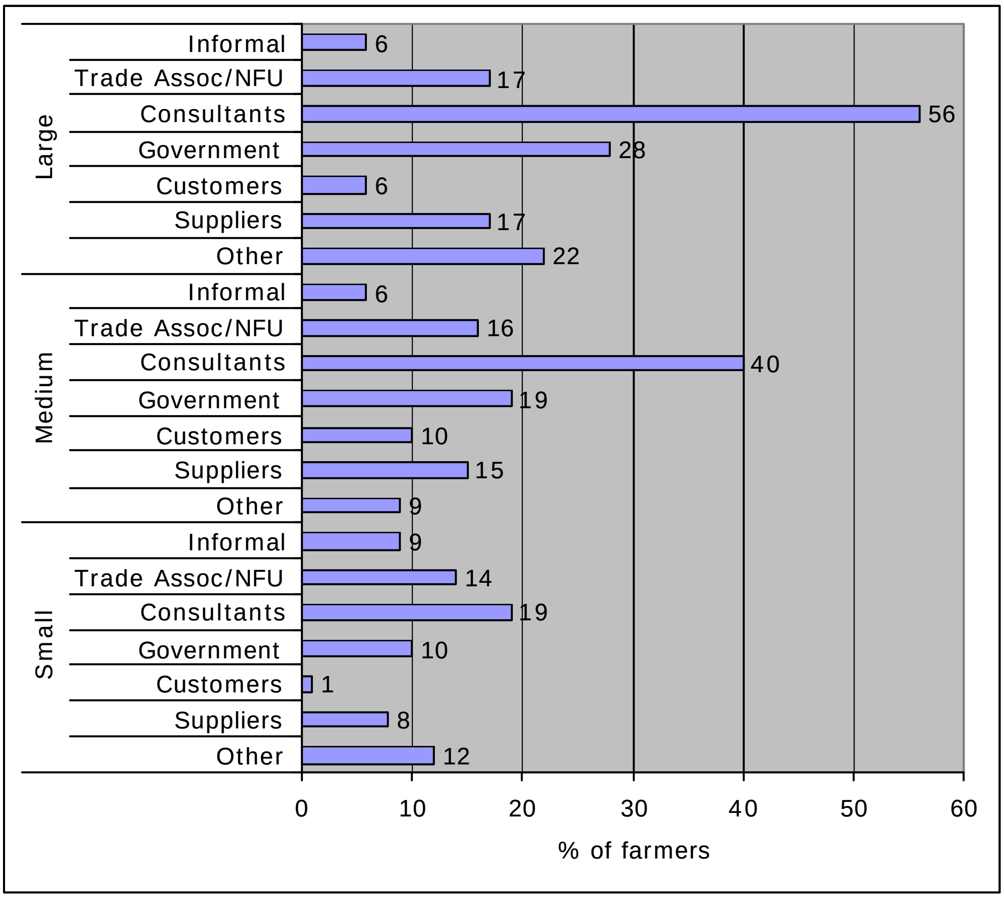


Figure 5: Providers of advice, support and information (n=147)

Looking at providers of advice, support and information by farm size:

- The use of consultants increases as the farm size increases (19% of small, 40% of medium farms and 56% of large farms use consultants)
- Similarly, the use of government as an advice provider increases as the farm size increases (10% of small farms, 19% of medium and 28% of large farms).

Looking at the use of advice, support and information amongst small farms (as the majority of farms are this size):

- 14% use manufacturer or trade associations as a source of information (12% use the NFU; 2% other manufacturer/trade associations)
- 8% use their suppliers (predominantly suppliers of animal feed and machinery).

4.2 Stakeholders capacity to positively influence farmers

The second objective of the research was to obtain robust data about stakeholders' capacity to positively influence farmers; in particular self employed and family farms. Capacity has been defined as the availability of communication channels, skills and resources.

We therefore asked farms whether:

a) They ever talk to direct customers about management or production issues
b) Other than their direct customers did they ever talk to anyone else about management or production issues (as a check - all farms were prompted to see if supermarkets ever talked to them about management or production issues where this was not mentioned previously)
c) Customers ever talk to them about the health and safety and well-being of themselves or their employees.

Where there were communication channels in these areas we asked respondents to describe the nature of the communications and whether they felt that the proposed communications were appropriate and welcome.

Using this data we have identified farms that:

- Communicate through these channels i.e. talk to their customers about management or production issues, talk to organisations other than their direct customers about management and production issues or talk to their direct customers about health and safety and welcome the communications. In the discussion charts that follow, these farms have been classified as 'do and welcome'.
- Communicate through these channels and do not welcome the communications. In the discussion and charts that follow, these farms have been classified as 'do and do not welcome'
- Do not communicate through these channels but would welcome the communication. These farms have been classified as 'do not and would welcome'
- Do not communicate through these channels and would not welcome the communications. These farms have been classified as 'do not and would not welcome'.

This analysis has been used to identify:

1. Where communication channels between stakeholders and farmers already exist
2. Where there are potential communication channels between stakeholders and farmers.

Farms were first asked whether they ever talked to direct customers about management or production issues and whether they felt that such communications were appropriate and welcome.

The results are shown in the charts below:

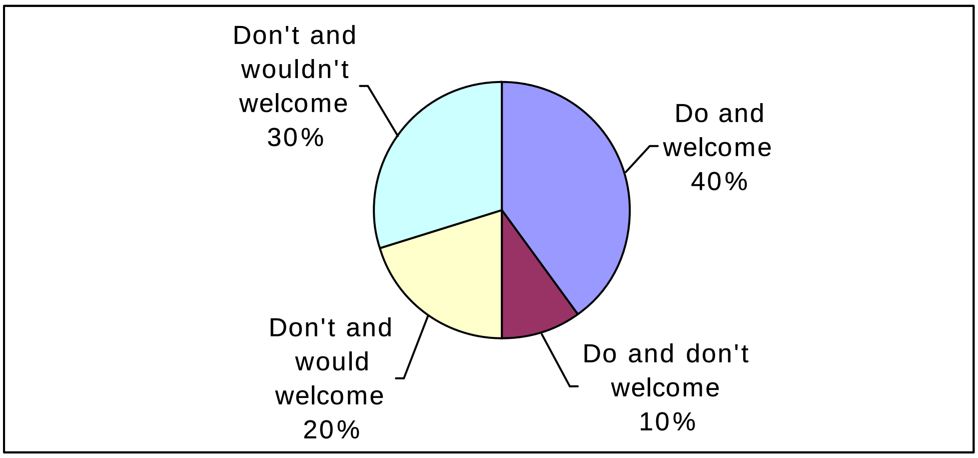


Figure 6: Communications with direct customers about management and production issues (n=201)

50% of farmers talk to their customers about management and production issues. Subjects that farmers discuss include:

- Regulations
- Product quality
- Traceability
- Likely future requirements
- Proof of farm assurance
- Animal welfare
- Difficulties/problems with meeting orders.

40% of farmers who do not currently communicate with their customers about management and production issues would like to do so.

Only a fifth of those who talked to their customers about management and production issues did not welcome this interaction with their customers (10% of all farmers).

Interestingly, eight farms mentioned issues surrounding the health and safety of employees.[1] These respondents said that they talked to their customers about:

- Ethical trading
- The health and safety of employees
- Facilities on offer to staff

[1] It is worth noting that at this point in the interview, although the respondent was aware that the interview was being conducted on behalf of the HSE, the respondent had not yet been asked any questions about health and safety.

Supermarkets were the direct customer of five of these farms and manufacturers the direct customer of three of them.

Secondly, farm respondents were asked whether they ever talked to organisations other than their direct customers about management or production issues and whether they felt that such communications were appropriate and welcome. The results are shown below:

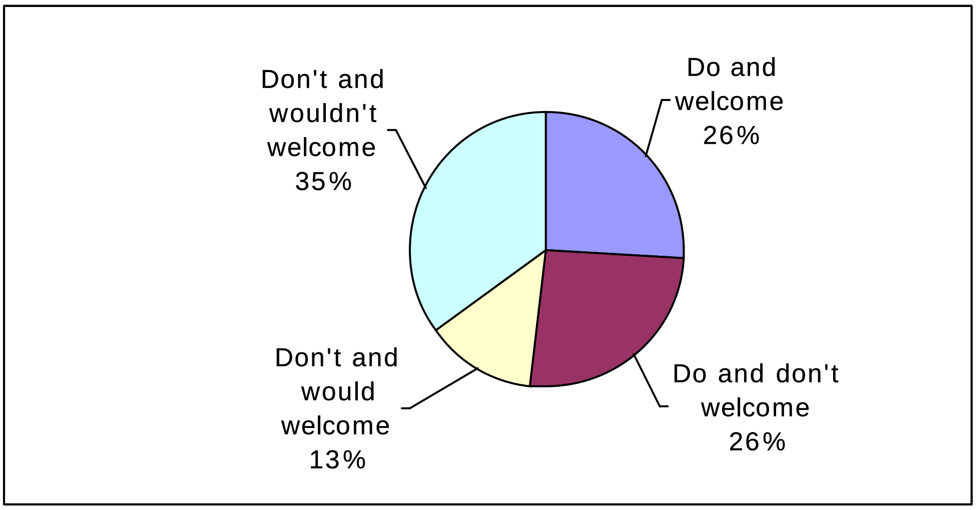


Figure 7: Communications with organisations other than direct customers about management and production issues (n=201)

52% of farmers talk to organisations or individuals other than their direct customers about management and production issues. Around a third of this communication is with advisors or consultants. Around 10% of this communication is with government organisations and a similar proportion with other farms and with supermarkets. Around a third of the communication is with other organisations and individuals such as assurance schemes, agricultural colleges, bank managers and family.

The conversations that farmers have with these individuals and organisations is specific to that organisation e.g. a vet would be called in to advise on animal welfare and farms would talk to their bank manager about the finance of their organisation.

It is clear that where farmers have requested the communication (e.g. has asked a consultant to look at their crops) they welcome the input. Where the communication is not requested (e.g. interventions by government agencies and organisations) it is not welcomed.

A quarter of farms who do not currently talk to organisations or individuals other than their direct customers would like to do so. There does not appear to be many distinctive characteristics of this group of farmers:

- They are all small farms
- Similar proportions of this group currently use advice as with the farming populations as a whole
- A third of this group also fall into the group of farmers who do not currently talk to their direct customers about management and production issues but would like to.

Lastly, farm respondents were asked whether they currently communicate with their direct customers about health and safety issues and whether they do or would welcome this communication. The responses are shown in the chart below:

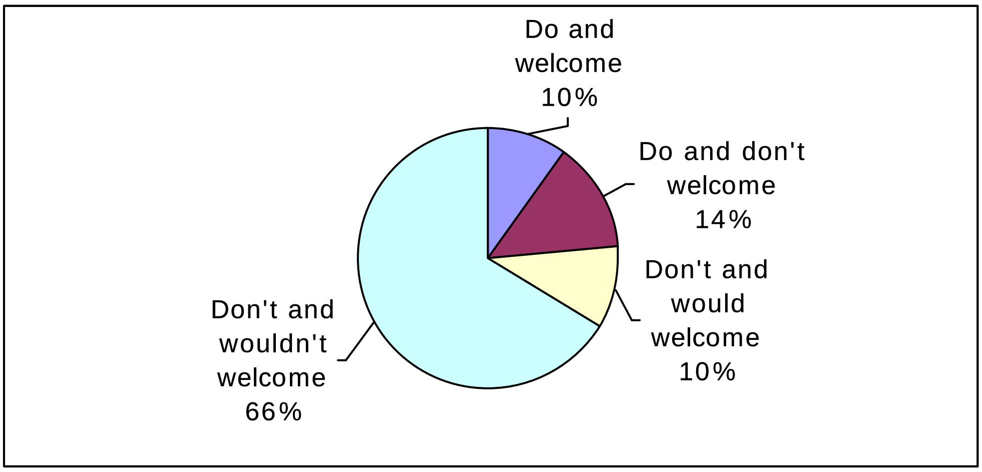


Figure 8: Communications with customers about health and safety issues: number of farms (n=201)

Just under a quarter (24%) of farmers already talk to their customers about health and safety issues. Issues covered in these communications are typically:

- Ethical trading
- Employment law – working hours/wages
- Health and safety
- Staff welfare
- Treatment of casual staff.

Although 14% do not welcome this discussion, around 10% of farmers whose customers do not currently talk to them about health and safety and management behaviours would welcome this input.

It is interesting to look at the segments by the number of employees in each segment (i.e. the proportion of the total number of permanent farming employees in the UK that are employed by farms with different attitudes to communicating with customers about health and safety):

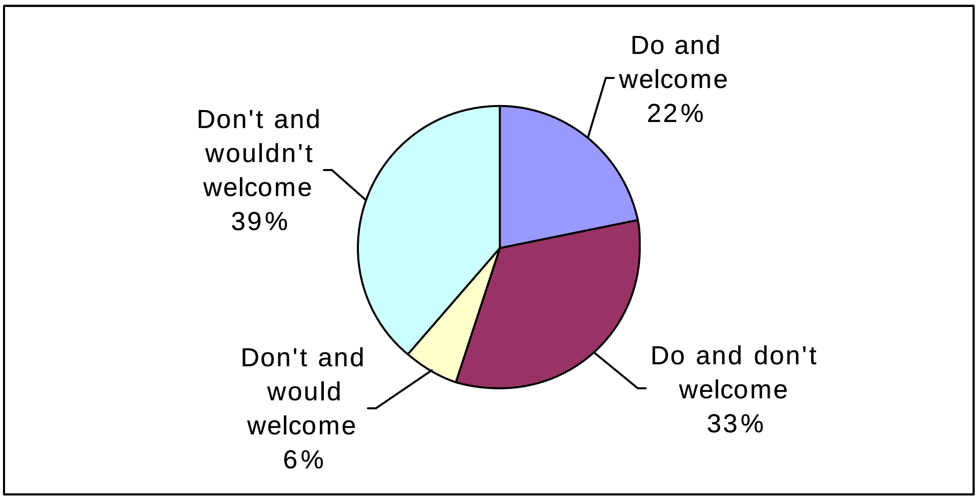


Figure 9: Communications with customers about health and safety issues: proportion of permanent employees (n=201)

When looking at the number of permanent farming employees in the UK, over half (55%) are employed by farmers who already talk to their customers about health and safety issues. Only 39% of permanent farming employees in the UK are employed by farms that do not currently talk to their customers about health and safety and would not welcome this input.

The following sections look at the characteristics of farms and farmers in the segments of more interest to the HSE i.e. those that currently talk to customers about health and safety and those that would like to.

4.2.1 Do talk to customers about health and safety and welcome input

- Half of the large sized farms are in this group. However, as large farms (farms with over 50 employees) only make up 1% of the farming population as a whole, the proportion of large farms in this group does not represent many farms in terms of numbers. It does however; represent a large number of employees. The 50 percent of large farms in this segment have on average 112 permanent employees (representing 11,672 farming permanent employees in the UK as a whole[2]) and the 8% of small farms in this group have an average of 3 permanent employees (representing 1,686 employees across the farming population as a whole).

[2] This figure is calculated from the question (PEMP) asking how many permanent staff does the business employ. The figure therefore includes both full and part time permanent staff but not any additional staff that the farm may take on during busy periods.

- 63% of farmers who have been farming for less than five years are in this group (although the results to our survey suggest that less than 1% of all farmers in the UK have been farming for less than five years[3]). As we asked respondents how long they had personally been farming rather than how long the business has been established we could be picking up differences between different generations of farmer rather than different ages of farm.

- There is nothing distinctive about this group in terms of type of farm.

- There is evidence that this group are more commercially astute than the farming population as a whole:
  - 78% of this group are members of assurance schemes (which is greater that the number of farms in assurance schemes in the farming population as a whole; 69%)
  - 70% of this group have formal contracts with their customers (compared to 30% of the farming population as a whole).

- This group are also better at managing their health and safety than the farming population as a whole:
  - 75% have done a formal risk assessment (compared to 37% of the farming population as a whole)
  - 85% have got help in carrying out that risk assessment (compared to 70% of the farming population as a whole).

- In terms of customers 45% of farms that sell to supermarkets are in this group.

- 48% of the group sell to wholesalers and co-operatives and 23% sell to manufacturers.

4.2.2 Do talk to customers about health and safety and do not welcome input

This group is fairly similar to the group who welcome input from their customer in terms of size of farm and customer profile.

- 39% of large farms are in this group, 17% of medium and 13% of small.

- In terms of customers, 35% of farms that sell to supermarkets are in this group

- 46% of the group sell to wholesalers and co-operatives and 36% sell to manufacturers

Where this group are different from the group who welcome input (above) is in terms of their farm management.

[3] Our survey appears to slightly underestimate the number of new farms in the UK. According to the SBS Annual survey of Small Business Opinions 2003 (www.sbs.gov.uk) 6% of agricultural business (SIC codes 0111 – 0202) were established in the five years prior to the survey.

- 39% of this group have formal contracts with their customers (compared to 70% of those that do talk to their customers and welcome the input).

- 41% have carried out a formal risk assessment (compared to 75% of those that do talk to their customers and welcome the input).

- However, similar numbers of this group are members of assurance schemes compared to those do talk to their direct customers about health and safety and welcome the communications.

This suggests that this group of farmers do the things they have to do to remain in business (e.g. join assurance schemes) but are reluctant to do things that may appear to be optional (e.g. carry out formal risk assessments)

4.2.3 Do not talk to customers about health and safety and would welcome input

- No large farms are in this group; it is almost wholly small farms.

- Interestingly, this group appear to be less commercially astute than the farming population as a whole:
  - 47% of this group are members of assurance schemes
  - 33% of this group have formal contracts with their customers.

- There are opportunities to help this group in terms of their risk assessment:
  - 38% have carried out a formal risk assessment (compared to 37% of the farming population as a whole), 32% have done an informal risk assessment and 30% have not carried out any sort of risk assessment.

- Interestingly, this group are big advice users:
  - 74% of this group seek advice, support and guidance in running their business (compared to 63% of the farming businesses as a whole).

- In terms of customers:
  - 57% of the group sell to wholesalers and co-operatives
  - 23% sell direct to/at market but have other customers as well.

4.2.4 Communications with customers

All farming respondents were asked questions about the nature of their relationship with their biggest customer:

"Do you know the job title of the person that you generally deal with in your (main) customer's organisation? What is their job title?" (n=201)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Yes	55%	58%	61%
No	45%	42%	39%
"In general how often do you communicate with your biggest customer?" (n=201)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Daily	4%	20%	61%
2-3 times a week	8%	17%	11%
Weekly	18%	16%	17%
2 -3 times a month	8%	14%	6%
Monthly	19%	16%	0%
3 or 4 times a year	17%	0%	0%
Once or twice a year	10%	4%	0%
When required	5%	8%	0%
Seasonally	6%	0%	0%
Other	4%	6%	6%
"In general how do you communicate with them?" (n=172)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Face-to-face	34%	8%	0%
Over the telephone	58%	84%	89%
By e-mail	1%	6%	11%
Fax	6%	0%	0%
Letter	1%	2%	0%

Figure 10: Communications with biggest customer (n=201)

Communications between farmers and their main customers are fairly informal:

- 44% of farmers (45% of small farms, 42% of medium and 39% of large) do not know the job title of the person they generally deal with in their main customer's organisation.
- The majority of communication takes place over the phone, although a significant minority of small farms communicate with their main customer face to face.
- 29% of all farmers have formal contracts with their main customer(s), 54% have informal contracts and 13% have a mixture of both formal and informal contracts[4]

[4] The remaining 4% did not know or would not say

However, despite the informal nature of the relationship;

- 94% of farmers agree (either strongly or mainly) their they have a long term relationship with their top customer(s)
- 93% of farmers agree their relationship with their top customer(s) is built on trust.

Overall, almost 100% of farmers think they have a good relationship with their main customer, the main benefits being better prices, customer retention and stability.

4.3 Assessing farmers' attitudes and response to stakeholder pressure

The third objective of the research is to assess farmers' attitude and response to stakeholder pressure. In contrast to previous chapters, this chapter primarily considers the qualitative data provided by farmers and aims to get a better understanding of the reasons why some farmers welcome communications with their customers and why some do not welcome this.

- Firstly, differing attitudes to communications with customers about the health and safety of themselves and their employees are considered.
- Secondly, different attitudes to communications with customers about management and production issues are considered.

4.3.1 Health and safety

As mentioned in the previous chapters just under a quarter (24%) of farmers already talk to their customers about health and safety issues. Issues covered in these communications are typically:

- Ethical trading
- Employment law – working hours/wages
- Health and safety
- Staff welfare
- Treatment of casual staff.

It was clear that the majority of these communications were with the supermarkets, although manufacturers are also talking to farmers about health and safety management.

Thinking about the nature of the conversations that customers have with farmers about health and safety, there is no difference in the content of the conversation between those that welcome the communication and those that do not. However, it appears that the manner in which the subject is raised or presented by the customer to the farmers affects whether or not the input is welcomed.

It appears that where farmers welcome their customers talking to them about health and safety it is for two reasons:

1. They accept that/feel that they need to keep their customer happy in order to continue supplying them. Therefore, if their customer wants to talk to them about health and safety, in the commercial interests of the farm, the farmers will listen:
   - *"...because our future depends on them"*
   - *"...we have to listen to them."*
2. They think that their customers may be able to help them in terms of their health and safety management.
   - *"...it's all about sharing best practice"*
   - *"...they might be able to help us".*

Farmers who would like their customers to talk to them about health and safety would like this for the same reasons:

- If it gave them sort of commercial advantage to talk to their customers about health and safety
- If the customer was able to help them.

The fact that farmers would welcome customers talking to them about health and safety if the customer could help them implies that the farmer wants help. It is unclear from the comments what sort of help farmers would like; whether related to health and safety or something else.

Where farmers do not welcome their customers talking to them about health and safety, the input is perceived as creating more work for the farmer. The following quotes are all from farmers whose customers currently talk to them about health and safety yet this is not welcomed.

- *"Supermarkets do not understand our issues; the amount of bureaucracy we have to deal with from them might increase"*
- *"...we do not want too much pressure"*
- *"...people should accept the audits"*
- *"...we can do it ourselves."*

The underlying theme here is that farmers feel that the communications they have with their customers as regards health and safety have the potential to create extra work for them.

On the whole, those farmers who do not currently talk to their customers regarding health and safety and would not welcome the communication are resolute in not wanting customers to interfere in their business:

- *"It's none of their business"*
- *"It's not in their interest"*
- *"We are doing everything already and do not need any help."*

As discussed in the previous chapter, there are different characteristics of the farms and farmers who welcome their customers talking to them about health and safety as opposed to those who do not. However, from farmers' comments there also appear to be issues surrounding how the subject is presented by customers that help to determine whether the communications are welcome or not.

Where farms see the communications with customers surrounding health and safety as 'keeping the customer happy' and thereby serving the commercial interests of the farm and where they think that they may be able to learn from the customer they welcome the input. Where the communications with the customer around health and safety threaten to increase the farmer's workload, they are not welcomed.

4.3.2 Management and production issues

As the last chapter discussed, there are more opportunities for talking about management and production issues with farmers than health and safety issues. 50% of farmers currently talk to their customers about management and production issues. Subjects that farmers discuss include:

- Regulations
- Product quality
- Traceability
- Likely future requirements
- Proof of farm assurance
- Animal welfare
- Difficulties/problems with meeting orders.

As noted in the previous chapter, there are a small number of farms who mentioned issues surrounding health and safety when asked whether they talked to their customers about management and production issues.

Additionally, 40% of farmers who do not currently communicate with their customers about management and production issues (20% of all farms) would like to do so.

There is no difference in the content of the conversation between those that welcome the communication and those that do not. However, as with communications about health and safety, it appears that the manner in which the subject is raised or presented by the customer to the farmers affects whether or not the input is welcomed.

As with communications with customers regarding health and safety it appears that where farmers welcome their customers talking to them about management and production issues it is for two reasons:

1. It is in the commercial interests of the farm to listen to the customer:
    - *"It is vital to satisfy the customer"*
    - *"The customer has a right to know what's going on"*
    - *"We are answerable to the customer."*
2. They think that their customers may be able to help them in terms of their management and production issues:
    - *"...if they can help."*

Farmers who would like their customers to talk to them about management and production issues would like this if their customer could help them, again with the implication that they would like help:

- *"If they can help us."*
- *"If I have the time."*

The responses as to why farmers do not and would not welcome talking to their customers about management and production issues are a more extreme view of the reasons why farmers do not welcome and would not welcome their customers talking to them about health and safety. Farmers do not want their customers' interference in their business:

- *"I know best"*
- *"It is not their areas of expertise"*
- *"It is my business and I do not need any help"*
- *"It is none of their business"*
- *"We are good enough already"*

Where farms see the communications with customers surrounding management and production issues as 'ensuring customer satisfaction' and thereby serving the commercial interests of the farm they welcome the input. Where the farmer feels that the customer may be able to help them, again the input is welcomed. However, communications between the customer and the farmer are not welcomed where they are seen as interference.

5 Profile

This chapter outlines the profile of farms by farm size; looking at both farm type and health and safety activity. Responses are shown by farm size as small farms are different to medium and large size farms – which would be virtually weighted out of the research if all farms were considered together.

5.1.1 Type of Farm

All respondents were asked how long they had personally been farming; responses were banded as is shown in the table below:

Length of time farming	Small (< 4 employees)	Medium (5 – 10 years)	Large (50+ employees)
Less than five years	0.3%	4%	0%
5 – 10 years	4%	4%	17%
11 – 20 years	21%	27%	28%
Over twenty years	75%	65%	55%

Table 5-1: How long has the respondent been farming by size of farm (n=201)

The majority of farmers have been in the business for some time, with very few farmers having worked for less than five years as a farmer. However, there is an interesting relationship between size of farm and length of time the respondent has been farming as we spoke to a higher proportion of owner/managers that have been farming for less than twenty years in medium and large farms than in small farms.

We asked what sort of farm they ran; responses were then coded into one or more of the following options:

- Arable crops
- Cattle
- Sheep
- Pigs
- Poultry
- Eggs
- Dairy
- Mixed
- Horticulture
- Other.

Responses are shown in the chart below:

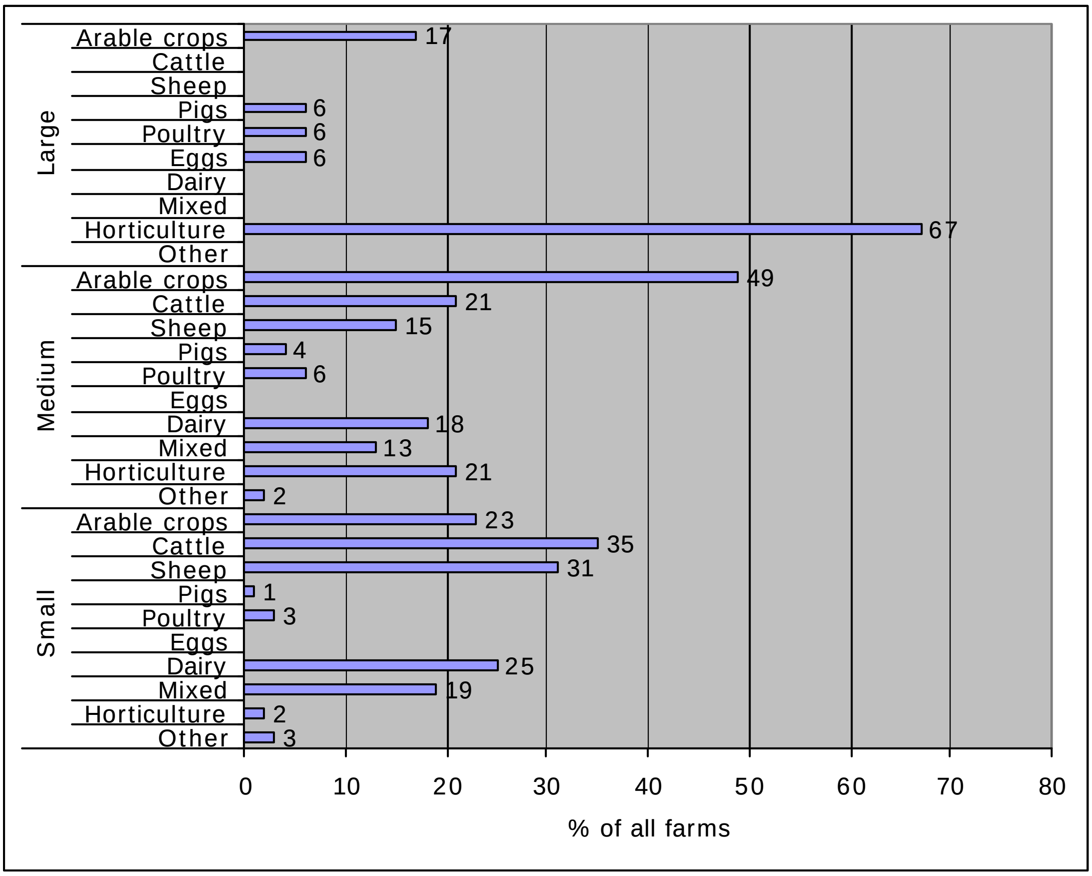


Table 5-2: Profile of farm type by size of farm (n=201)

As can be seen, the data included a good mix of farms types by different farm sizes.[5]

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[5] It appears that there are a large proportion of large horticultural businesses in the dataset, however, we only spoke to 18 large businesses overall, the majority of whom were horticultural.

Throughout data collection it became apparent that some farming businesses were part of larger businesses. We therefore added a question partway through fieldwork to investigate this further. We asked whether the business did anything else apart from farming. Where the answer was yes, we asked what else the business did. The results are shown below:

"Does your business do anything else apart from farming?" (n=90)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Yes	8%	19%	46%
No	92%	81%	54%

Table 3: Whether the business does anything else apart from farming by farm type

The nature of the business was either:

- Value added processing (typically packing the produce)
- Rearing horses
- Research
- Farming contractors
- Holiday cottages.

Whether or not the farm is part of a larger business may have implications for how health and safety is managed within the farming business.

All respondents were asked whether they took on more staff at their busiest time. The responses are shown in the table below:

"At your busiest time do you take on more staff?" (n=201)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Yes	45%	70%	55%
No	55%	30%	45%
"For how long are these additional staff employed?" (n=111)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Less than a week	40%	5%	0%
A week	10%	8%	10%
2-3 weeks	12%	9%	0%
A month	14%	9%	0%
1-3 months	20%	42%	29%
Six months	0%	10%	10%
Other	1%	17%	39%
Do not know	2%	0%	10%
"Do you employ these staff directly or through an agency?" (n=111)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Employed directly	90%	69%	30%
Employed through a agency	8%	16%	30%
A mixture of both direct employment and agency use	0%	16%	40%
Use a gangmaster	3%	0%	0%
"Do these additional staff have UK nationality" (n=111)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
UK Nationality	93%	59%	10%
Other	7%	41%	90%

Table 5-4: Use of additional staff by size of farm (for n see table)

Around 50% of farms take on more staff when they busy; employing them for anything between a few days to six months.

The majority of this employment is undertaken directly by the farmer who will then be responsible for the health and safety of that employee. Interestingly, there is a lot of very short term employment (one week or less); although not covered by this research, it would be interesting to find out how far farmers invest in health and safety training for people employed for such a short time.

Anecdotally, there are also language issues in terms of training employees from outside the UK.

5.1.2 Health and safety practices

In order to understand current health and safety management behaviours amongst farmers, all farmers were asked questions about any risk assessments they may or may not have undertaken. The questions asked and the responses are shown in the table below:

"Have you assessed the health and safety risks to staff from the activities in your workplace?" (n=201)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Yes	77%	97%	100%
No	23%	3%	0%
"Was this a formal, documented (on paper or computer) risk assessment or an informal assessment?" (n=172)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Formal	39%	94%	94%
Informal	61%	6%	6%
"Who carried out the risk assessment?" (n=172)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Yourself/other owner/partner	68%	20%	55%
Health and safety officer	11%	8%	17%
Other employee	2%	12%	17%
Consultant	9%	46%	6%
NFU	2%	8%	6%
Other	9%	6%	0%
"Did you receive any external advice or help is assessing your workplace risks" (n=172)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
HSE	17%	7%	22%
Insurance company or broker	2%	2%	0%
Health and safety consultant	11%	10%	11%
Other consultant	9%	14%	22%
NFU	6%	37%	28%
Other	23%	19%	17%
No help received	32%	12%	0%

"Have you made any investment, including training, in the last three years to improve health and safety in your workplace?" (n=172)			
	Small (< 4 employees)	Medium (5-49 employees)	Large (50+ employees)
Yes	57%	92%	94%
No	43%	8%	6%

Table 5-5: Health and safety practices by size of farm (for n see table)

The majority of medium and large farms have assessed the health and safety risks to staff from the activities in their workplace. Around a quarter of small farms (which is actually around a quarter of all farms) have not assessed the health and safety risks to staff from activities in their workplace.

Whereas the risk assessment is undertaken formally on medium and large farms;

- 61% of small farms undertake informal risk assessments
- In 68% of cases it is the farmers themselves who undertakes this assessment
- A third of the risk assessments done on small farms are done without any assistance.

There are clearly opportunities for:

- Encouraging those farms that do not undertake any form of risk assessment to do so
- Encouraging those farms that currently undertake informal risk assessment to undertake more formal assessments
- Persuading those farmers who undertake risk assessments without any help, to seek some sort of support in their risk assessment activities.

5.1.3 Attitudes to health and safety

Although not quantitatively measured in the study, it became apparent during the research that farmers had differing attitudes to health and safety and well-being:

Concerned with welfare and well-being and/or accidents
When talking about health and safety some farmers referred solely to accidents and some to welfare and well-being as well.

An issue for other farms and not own farm
A number of farmers referred to health and safety issues in the third person as something that was the concern of 'other' farms and not their own farm.

About responsibility to the consumer
Some farmers passed the issue of health and safety even further away from them and on to the consumer. When asked about health and safety issues, these respondents talked about food being safe for the consumer e.g. free of certain pesticides.

Relevant to employees and not owner/managers
The research was conducted with owner/managers of farms. When talking about health and safety, respondents talked about the health and safety of their employees and very rarely about the health, safety and well-being of themselves.

Aligned with ethical trading and/or the environment/green issues
For a number of respondents, health, safety and well-being was aligned with ethical trading, environment and 'green' issues. For these respondents health, safety and well-being was thus pigeon holed as one of those 'new' things something that was 'good to have' but not a necessity.

Clearly, when talking to farmers about health and safety these differing attitudes should be borne in mind, particularly the attitude that health and safety is relevant for employees and not owner/managers. If the owner/manager was personally affected by an accident or stress there are potentially large consequences for the farming business yet many farm owner/managers do not appear to be aware of the issues surrounding their own health and safety.

6 Conclusions and Recommendations

6.1 Identifying key stakeholders in the food supply chain

The data from the study of farmers suggests that wholesalers/co-operatives, manufacturers and to a lesser extent supermarkets are the key stakeholders in the food supply chain in terms of their opportunity to influence farmers.

The data from the stakeholder survey seems to confirm this. From the stakeholder perspective, the more removed the stakeholder from the farmer, the less the potential the stakeholder recognises for influencing farmers in terms of health and safety management behaviours.

Therefore, key stakeholders in the supply chain are:

- Merchants and wholesalers
- Single stage manufacturers
- High value product processing manufacturers.

The characteristics of this group of stakeholders that make them key in terms of influencing farmers to promote health and safety are:

- They have personal relationships with farmers
- Representatives from these organisations often visit farms themselves and therefore get first hand experience of how the farm is managed
- They have commercial interest in the reliability of farms for continuity of supply. These organisations are at the centre of a supply chain and let down their customers if the farmer fails to supply them.

Although supermarkets are a strong presence in the food supply chain as they are at the top of many food supply chains, there are less opportunities for them to influence farmers:

- They have very little personal contact with farmers relying on their suppliers to interact with the farmers
- Have little commercial incentive to assist farmers as they have a portfolio of suppliers they use; if a supplier fails to deliver because a farm lets them down, then the supermarket will just source from another supplier.

Additionally, there is a significant minority of very small farms, who avoid (or are unaware of) the wholesaler/co-operative, manufacturer or supermarket route altogether. These farms sell direct to/at market. In terms of identifying these farms, 99% have less than five employees and fifty percent of cattle farms and fifty percent of sheep farms take their stock to sell at market.

If the HSE are particularly keen to influence self employed and family farms in terms of their health and safety management behaviours, the following should be bome in mind:

- Supermarkets do not have a direct relationship with small farms. Therefore it may be difficult to find incentives for supermarkets influencing small farms as it is organisations further down the chains that carry the costs of farmers letting them down; a supermarket can just source another supplier.
- The supply chain from small farm to supermarket can be very long and complex with a number of consequences:
    - Starting with supermarkets, the messages may take a long time to reach farmers and therefore have a positive effect on their health and safety management behaviours
    - Messages might be diluted if they are passed down a long supply chain; the longer the supply chains the more chance the messages will be lost or diluted as more people are involved.
- However, supermarkets are very influential in the food supply chain and this power could be used to influence intermediaries in the supply chain to support farmers. Supermarkets could be used to achieve culture change through providing incentives to, or creating pressures on, intermediaries to support farmers.
- Organisations that deal with farmers directly have a commercial incentive to help them. These organisations are at the centre of a supply chain and let down their customers if the farmer fails to supply them.
- A number of organisations with direct contact with farmers already have the infrastructure in place to influence farmers in their health and safety behaviour:
    - They are already seen as a source of support and advice by farmers on issues such as regulatory requirements
    - They currently visit farms as part of their communications with them
- It may be difficult to influence farms that sell direct to/at market through their customers; particularly when:
    - All trade is carried out through this route
    - The farmer doesn't know who is buying his produce at market i.e. who is his customer
    - The farmers is selling to other farmers at market
    - The produce is being bought at market for export

We therefore recommend that:

- Along with current efforts to engage supermarkets in this work, the HSE works to engage organisations that have a direct relationship with farmers
- The HSE looks at alternative methods of influencing farms that sell direct to/at market. Although 67% of farmers who sell direct to/at market know who buys that product at market, the interactions between the farmers and the buyer at market are ad-hoc and informal.

6.2 Stakeholders capacity to positively influence farmers

Just under a quarter (24%) of farmers already talk to their customers about health and safety issues. Issues covered in these communications are typically:

- Ethical trading
- Employment law – working hours/wages
- Health and safety
- Staff welfare
- Treatment of casual staff.

Although 14% would not welcome this discussion, around 10% of farmers whose customers do not currently talk to them about health and safety and management behaviours would welcome this input.

66% of farms do not currently talk to their customers about health and safety and would not want to.

From the HSE's point of view it is very positive that there are some customers who are currently making efforts to talk to farmers about health and safety and that some farmers welcome this. It is also positive that other farmers are open to receiving support in their health and safety practices from their customers.

We recommend the HSE:

- Support the efforts of customers who are currently talking to farmers about health and safety – talk to them about what help they need in these efforts and how the HSE could support this. Talking to some of the key manufacturing organisations such as the Food and Drink Federation and talking to individual supermarkets will help to identify these customers, as this research identified manufacturers and supermarkets as the customers that talk to farmers about health and safety.
- Use the efforts of customers who are already talking to their customers about health and safety as examples for the rest of the industry. This is probably where the HSE can have most impact, particularly in driving the supermarkets to conform.

In terms of targeting farmers we recommend that:

- The HSE concentrate on the small and medium sized farms as most large farms are already talking to their customers about their health and safety management practices
- Concentrate on wholesalers and co-operatives to support and influence farmers to promote health and safety as 57% of those that would welcome the input from their customers, sell to these groups. Some of the larger co-operatives in particular may be open to passing on literature from the HSE to their members, promoting HSE advisors to their members or hosting health and safety seminars or focus groups.

6.3 Farmers attitudes and response to stakeholder pressure

The research has identified that there are more opportunities for talking to farmers about management and production than health and safety:

- More farmers welcome customers talking to them about management and production issues than health and safety
- There are more current communication channels between customers and farmers talking about management and production issues than health and safety issues
- More farmers who do not currently talk to their customers about management and production issues want to (20% of all farms) compared to the number who do not currently talk to their customers about health and safety issues (10% of all farms).

In encouraging farmers to talk to their customers about health and safety (whether this is held as called a conversation about management and production issues or not), there are two key drivers for farmers:

- Commercial interests. Importantly, this is not the benefit of having better health and safety practices on their farm (fewer risks etc.) but the commercial benefit served by having a conversation with the customer that the customer wants to have. Farmers see the conversations as part of their attempts to ensure customer satisfaction and that the customer will return to them.
- Customers might be able to help. Farmers are willing to listen to their customers if the customer might be able to help them.

This suggests that there is scope for influencing farmers through their customers but that the HSE needs to think more broadly than just talking about health and safety management if the messages are going to have the widest impact.

Additionally, the conversations will have to be initiated by the customer as farms will only talk to their customers about health and safety issues if the customer wants to have the conversation or the customer offers help.

We therefore recommend that conversations about health and safety are presented as conversations about management and production issues not health and safety as farms will be more receptive to this. This could be done in various ways:

- Just simply not mention the words 'health and safety'. The words themselves are loaded with all sorts of implications for farmers:
  - Punitive action
  - Irrelevance (we do not have accidents here).

  The words 'management and production issues' are far more neutral.
- Incorporating health and safety into existing channels of communication between farmers and their customers on management and production issues such as:
  - Supplier events
  - Visits to farms
  - Supplier newsletters/web sites.

- Hosting joint presentations with other organisations such as Defra, so that the focus of the event or communication is not health and safety.
- The HSE looks at ways in which direct customers could *offer* help to farms - sharing best practice examples when visiting farms for example. HSE Health and Safety advisors and Advisors from NFU Mutual's Risk Management Services currently do this on a more formal basis; offering practical advice to farmers about their health and safety management practices on-site. Are there opportunities for:
    - Such advisors visiting key stakeholder organisations and advising individuals in these organisations who visit farms about common health and safety issues and how to address them with farmers?
    - Such advisors being seconded to key stakeholders where they can then work with their suppliers?
    - If the advisors were introduced by the customer or accompanied the customer when visiting the farm farmers may be more receptive to the visit?

7 Appendix

7.1 Questionnaire for farmers

1: **QUEST**

Questionnaire information
Project name: H&S in agriculture... 1
Written by: MM 2
Questionnaire status: final... 3
Approved by: Bruno porter.. 4
Date of approval: 7/2/05... 5

2: **VERS**

Extract raw data prior to the change. Increase Version number (Code) with subsequent amendments of the questionnaire. Fill in Questionnaire log. Zip project run on previous version and save it in the "Out of the way" folder.

Version number

=> *
if 1 > 0

20th January..01

3: **CHECK**

Project manager to fill in while checking data

Checking status of the interview

=> *
if 1 > 0

Data OK.. 1
Correction 2
Clarification.. 3
Rejected.. 4

4: **DATA1**

Size of business
0-4 1
5-49.. 2
50+ 3

5: **F8**

Respondent's contact details (phone number, company name, respondent's name)
.... 1

6: **PHONE**

Phone number

7: **CONAM**

Business name
$P

8: **TITLE**

<Title>
$P

9: **NAME1**

First name <NAME1>
$P

10: **NAME2**

Surname <NAME2>
$P

11: **INTRO**

Hello, my name is $I. I'm calling from Databuild. We are an independent research consultancy and we've been commissioned by the Health and Safety Executive to help identify new ways in which the HSE could work with farmers to reduce accidents and consequently farming costs. Is now a convenient time to talk? Possible issues: The data that is provided to the client will be anonymous. The survey will last about 15 minutes. All respondents are chosen at random from a commercial directory.

Continue	01	
Busy signal	BS	=> /END
Definite appointment	AP	=> /CB
General appointment	GP	=> /CB
Left message	LM	=> /CB
No answer	NA	=> /END
General call back	LT	=> /END
Refused personally	RF	=> /END
Not allowed to speak to respondent	GK	=> /END
Number unobtainable	NU	=> /END
Quota full	QF	=> /END
Quote full - recontact	QR	=> /END
Not SME	LG	=> /END
No longer in business	DD	=> /END
Call back after the end of field work period	VA	=> /END
Duplicate	DU	=> /END
Unable to conduct the interview in English	UE	=> /END
Need further information	NI	=> /END
Less than five employees	OQ	=> /END
No farming on site	FA	=> /END

12: **CHK**

Can I just check, are you involved in running the farm?

Yes	1
No	2

13: **INT01**

Close the interview

Thank you

=> +1
if CHK = 1

Did not qualify...NQ => /CB

14: **REC**

ALL RESPONSES WILL BE TREATED IN COMPLETE CONFIDENCE AND CALLS MAY BE RECORDED FOR TRAINING PURPOSES

15: **G1**

PROFILE QUESTIONS

=> +1
if CHK = 1

16: **PEST**

Enter 99 for do not know

How long have you personally been farming? (answer in years)

$E 0 99

17: **PTYPE**

Tick all that apply

What sort of farm do you run?

Arable crops...01
Industrial crops...02
Cattle...03
Sheep...04
Pigs..05
Poultry..06
Eggs...07
Dairy...08
Mixed..09
Horticulture..10
Other, please specify..11 O

18: **POTH**

Does your business do anything else apart from farming?

Yes, please specify..1 O
No..2
Do not know - question not asked...3

19: **PACRE**

Enter 99 for do not know or not appropriate e.g. eggs only

How large is your farm? NOTE: Answer in acres Include both owned and rented land

$E 0 50000000

20: **PEMP1**

Enter 999 for do not know

How many permanent staff does the farming business employ? (include full time and part time staff - but only in the farming business; enter split in verbatim box)
$E 0 1000

21: **PEMP**

codes for quotas

=> *
if IF ((PEMP1 >= 50 & NOT PEMP1==999), 3,IF ((PEMP1>=4 & PEMP1<50),2, IF ((PEMP1<04),1, IF ((PEMP1==999),4))))

0-4 .... 1 => PEM
4-49... 2 => PEM
50+ .... 3 => PEM
Do not know.. 4 => PEM

22: **PTHA**

Thank you very much for your time but I'm afraid that we are currently focusing on businesses with five or more e mployees.

=> PEM
if PEMP = 1 OR PEMP = 2 OR PEMP = 3 OR PEMP = 4

23: **PEM**

If whole business is not farming - enter 999 for do not know

How many staff does the whole business employ?
$E 0 1000

=> PEMP2
if POTH = 2

24: **PEMP2**

At your busiest time on the farm, do you take on more staff?
Yes 1
No... 2 => PSEL1

25: **PMP2A**

Enter 999 for do not know

At your busiest time, how many staff do you take on?
$E 0 1000

26: **PMP2B**

For how long are these additional staff employed?
Less than a week 1
A week.. 2
2-3 weeks 3
A month.. 4
1-3 months 5
Other, please specify .... 6 O
Do not know.. 7

27: **PMP3C**

Do you employ these additional staff directly or through an agency?

Employed directly.. 1
Employed through an agency 2
A mixture of direct employment and agency use..................... 3
Use a gangmaster.. 4

28: **PFOR**

Do these additional staff have UK nationality?

UK nationality 1
Other nationality, where are they from? .... 2 O

29: **PSEL1**

Prompted - tick all that apply

Thinking about who your direct customers are. Do you sell your produce direct:

rotation -> 7 ....
to manufacturers.. 1
to supermarkets... 2
to other retailers.. 3
to hotels or restaurants.. 4
to other farmers... 5
to consumers 6
to wholesalers or co-operatives 7
Anywhere else, please specify .... 8 O

30: **P11**

Enter 999 for do not know

What percentage of your produce or stock do you sell to manufacturers?

$E 0 999

=> +1 if NOT PSEL1 = 1

31: **P12**

Enter 999 for do not know

What percentage of your produce or stock do you sell to supermarkets?

$E 0 999

=> +1 if NOT PSEL1 = 2

32: **P13**

Enter 999 for do not know

What percentage of your produce or stock do you sell direct to other retailers? (i.e. not supermarkets)

$E 0 999

=> +1 if NOT PSEL1 = 3

33: **P14**

Enter 999 for do not know

What percentage of your produce or stock do you sell direct to hotels or restaurants?

$E 0 999

=> +1
if NOT PSEL1 = 4

34: **P15**

Enter 999 for do not know

What percentage of your produce or stock do you sell direct to other farmers?

$E 0 999

=> +1
if NOT PSEL1 = 5

35: **P16**

Enter 999 for do not know

What percentage of your produce or stock do you sell direct to consumers?

$E 0 999

=> +1
if NOT PSEL1 = 6

36: **P17**

Enter 999 for do not know

What percentage of your produce or stock do you sell direct to wholesalers or co-operatives?

$E 0 999

=> +1
if NOT PSEL1 = 7

37: **P18**

Enter 999 for do not know

What percentage of your produce or stock do you sell direct to other sources?

$E 0 999

=> +1
if NOT PSEL1 = 8

38: **PMAN1**

If sell direct to manufacturers

Do you know where the manufacturer that you sell your product or stock to sells onto?

=> PWHL1
if NOT PSEL1 = 1

to other manufacturers... 1
to supermarkets.. 2
to other retailers 3
to hotels or restaurants 4
to other farmers 5
to consumers 6
to wholesalers or co-operatives 7
Anywhere else, please specify .... 8 O

39: **PWHL1**

If sell direct to co-operatives or manufacturers

Do you know where the wholesaler or co-operative that you sell your product to or stock sells onto?

=> PSE2A
if NOT PSEL1 = 7

to manufacturers.. 1
to supermarkets.. 2
to other retailers 3
to hotels or restaurants 4
to other farmers 5
to consumers 6
to other wholesalers or co-operatives 7
Anywhere else, please specify 8

40: **PSE2A**

Do you sell produce or stock at your local market?

Yes 1
No.. 2 => PWHO1

41: **PSE2B**

If sell at local markets - tick all that apply

Which customers do you sell to at your local agricultural market...

=> PWHO1
if PSE2A = 2

manufacturers... 1
supermarkets.. 2
other retailers 3
hotels or restaurants 4
other farmers.. 5
consumers 6
wholesalers or co-operatives 7
Anywhere else, please specify .... 8 O
Do not know.. 9

42: **PWHO1**

If farmer selects customers

How do you decide who to sell your produce or stock to?

Answer given .... 1 O

43: **PACT1**

Thinking about how your animals or produce get to these customers, do you do any processing such as washing vegetables or dairy activities?

Carry out on-farm processing, please describe........................ 1 O

Do not carry our any on-farm processing............................... 2

44: **PACT2**

Who transports the produce or animals to the customers?

Own transport... 1

Customer transports... 2

Haulage contractor.. 3

Other, please specify.. 4 O

45: **PFAR1**

Do you buy produce or stock from other farmers?

Yes 1

No... 2 => PSCHE

46: **PFAR2**

Where buy from other farms

What do you buy from other farmers?

Gave answer, please describe.. 1 O

Did not describe 2

47: **PSCHE**

Are you part of any product assurance schemes? e.g. the little red tractor

Yes, which ones.. 1 O

No... 2

48: **G2**

CUSTOMER RELATIONSHIPS

=> +1 if CHK = 1

49: **CNO**

Thinking about the number of customers that you deal with, roughly how many direct customers do you have?

One... 1 => CRELB

Two .... 2 => CRELB

Three or more, please specify.. 3 O

Do not know.. 4

50: **CRSEL**

Enter 999 for do not know

Thinking about your top three customers, what proportion of the value of your sales is accounted for by your top three customers?

Know proportion.. 1

Do not know proportion.. 2 => CRELA

51: **CPERC**

Proportion of sales accounted for by top three customers

$E 1 100

52: **CRELA**

Thinking further about your relationship with your top three customers. Do you have formal or informal contracts with these customers?

Formal contracts 1

Informal contracts... 2

A mixture of both formal and informal................................... 3

Do not know.. 4

53: **CR1A**

Thinking about the relationships that you have with these customers. Would you agree or disagree that...is that strongly agree/disagree?

	Strongly agree	*Agree*	*Neither agree nor disagree*	*Disagree*	*Strongly disagree*	*Do not know*
You have long term relationships with your top three customers (>1 yr)	•	•	•	•	•	•
Your top three customer relationships are built on trust?	•	•	•	•	•	•
It is important for you to find new customers in existing markets?	•	•	•	•	•	•
It is important for you to find new markets for your products or stock	•	•	•	•	•	•

57: **CRELB**

Do you have formal or informal contracts with your (main) customer?

=> G3
if CNO = 3 OR CNO = 4

Formal contracts 1

Informal contracts... 2

A mixture of both formal and informal................................... 3

Do not know.. 4

58: **CR1B**

Thinking about the relationships that you have with your (main) customer. Would you agree or disagree that...is that strongly agree/disagree?						
	Strongly agree	*Agree*	*Neither agree nor disagree*	*Disagree*	*Strongly disagree*	*Do not know*
You have a long term relationship with your (main) customer (>1 yr)	•	•	•	•	•	•
Your relationship with your (main) customer is built on trust?	•	•	•	•	•	•
It is important for you to find new customers in existing markets?	•	•	•	•	•	•
It is important for you to find new markets for your products or stock	•	•	•	•	•	•

62: **G3**

COMMUNICATIONS WITH CUSTOMERS

=> +1
if CHK = 1

63: **CWHO**

Record verbatim and categorise

Thinking now about your biggest customer. Who is your biggest customer? (To be defined as the customer to whom they make most of their sales)

=> CDEAL
if CNO = 1

élimination -> 8 ....
selon NOT PSEL1 ....
manufacturer 1
supermarkets.. 2
other retailers 3
hotels or restaurants 4
other farmers.. 5
consumers 6
wholesalers or co-operatives 7
Anyone else, please specify 8

64: **CPROP**

Enter 999 for do not know

What proportion of your sales is accounted for by this customer?
$E 0 999

65: **CDEAL**

Do you know the the job title of the person that you generally deal with in your (main) customers organisation? What is their job title?

Yes, please specify .... 1 O
No.. 2

66: **CFREQ**

In general, how often do you communicate with your biggest customer?

Daily 1
2-3 times a week 2
Weekly.. 3
2-3 times a month 4
Monthly... 5
Other, please specify .... 6 O

67: **CHOW**

Tick the most common method

In general, how do you communicate with them?

Face-to-face 1
Over the telephone.. 2
By e-mail 3
Fax 4
Letter.. 5
Other, please specify .... 6 O

68: **CNAT**

Would you agree or disagree that you have a good relationship with your biggest customer? Is that strongly agree/disagree?

Strongly agree 1
Agree.. 2
Neither agree nor disagree 3
Disagree 4
Strongly disagree 5
Do not know... 6

69: **CGBEN**

If have a good relationship

Why is it good for your business to have a good relationship with your biggest customer?

=> CBIMP if NOT CNAT <= 2

Answer given .... 1 O

70: **CBIMP**

If have a poor relationship

How could the relationship be improved?

=> CSUP1 if CNAT = 1 OR CNAT = 2 OR CNAT = 3 OR CNAT = 6

Answer given .... 1 O
Do not know... 2

71: **CBBEN**

What would be the benefits of an improved relationship between you and the customer?

Answer given .... 1 O
Do not know... 2

72: **CSUP1**

Do direct customers talk to you about management or production issues?

élimination -> 8 ....
selon NOT PSEL1 ....
to manufacturers 1
to supermarkets 2
to other retailers 3
to hotels or restaurants 4
to other farmers 5
to consumers 6
to wholesalers or co-operatives 7
Anywhere else, please specify .... 8 O
No.. 9 => CSU2A

73: **CSUP2**

What aspects of farm management or production do your customers talk to you about?

Answer, please describe .... 1 O

74: **CSU2A**

Do you think it is appropriate for customers to talk to you about farm management or production issues?

Yes, why?... 1
No, why not?... 2 => CINF1

75: **CUS2B**

Do you or would you welcome customers talking to you about farm management and production issues?

Yes, why?... 1
No, why not?... 2

76: **CINF1**

Do not prompt - record verbatim and categorise

Other than your direct customers does anyone else talk to you about farm management or production issues? Who?

manufacturer 01
supermarkets..02
other retailers 03
hotels or restaurants 04
other farmers..05
consumers 06
wholesalers or co-operatives 07
government 08
Anyone else, please specify 09
No...10 => CSUPC

77: **CINF2**

What do they talk to you about?

Answer given .... 1 O

78: **CSUPC**

If supermarkets were not mentioned previously

Can I just check, do supermarkets ever talk to you about farm management or production issues?

=> CIN3A
if CINF1 = 02 AND OR CSUP1 = 2

Yes 1

No.. 2 => CIN3A

79: **CSUPW**

What do the supermarkets talk to you about?

Answer given .... 1 O

80: **CIN3A**

Do you think it is appropriate for organisations other than your direct customers to talk to you about farm management or production issues?

Yes, why?... 1

No, why not?... 2 => G4

81: **CIN3B**

Do you or would you welcome organisations other than your direct customers talking to you about farm management or production issues?

Yes, why?... 1

No, why not?... 2

82: **G4**

HEALTH AND SAFETY

=> +1
if CHK = 1

83: **HCOM1**

Do your customers ever talk to you about the health and safety and well-being of you or your employees?

Yes, please give details .... 1 O

No.. 2

84: **HCOM2**

Does anyone else ever talk to you about the health and safety and well-being of you or your employees?

Yes, who and what do they say?... 1 O

No.. 2

85: **HSCUT**

Thinking about how you manage the health and safety and well-being of you and your employees. Would it be appropriate for your customers to influence how you manage health and safety issues in your workplace?

Yes, why?.. 1 O
No, why not?... 2 O => HSHO1
Do not know... 3 => HSHO1

86: **HSCUY**

Would you welcome your customers influence in how you manage health and safety issues in your workplace?

Yes, why?.. 1 O
No, why not?... 2 O
Do not know... 3

87: **HSHO1**

Could your customers change the way they do business with you to help you to manage health and safety issues more effectively? (e.g. change health and safety standards)

=> +2
if NOT HSCUT = 1 AND HSCUY = 1

Yes, how?.. 1
No, why not?... 2

88: **HSHO2**

Could your customers offer you any support or guidance to help you to manage health and safety issues more effectively? (e.g. training)

Yes, what support?... 1
No, why not?... 2

89: **HCDO1**

Thinking more generally about the health and safety and well-being of you and your employees. Do you ever feel under pressure to do things that compromise the health and safety of you or your employees?

Yes, please describe .... 1 O
No... 2

90: **HCDO2**

Do you ever feel under pressure to take risks to get the job done more quickly?

Yes, please describe .... 1 O
No... 2

91: **HIMP**

What would be the impact on your business if you or an employee fell ill or had an accident?

Answer given .... 1 O

92: **HSRA**

Have you assessed the health and safety risks to staff from the activities in your workplace?

Yes 1
No... 2 => HSINV

93: **HSFOR**

Was this a formal, documented (on paper or computer) risk assessment or an informal assessment?

Formal.. 1
Informal.. 2

94: **HSWHO**

Who carried out the risk assessment?

Yourself/other owner/partner.. 1
Health and safety officer.. 2
Other employee 3
A consultant.. 4
Other, please specify .... 5 O

95: **HSCON**

Did you receive any external advice or help in assessing your workplace risks? Who from?

Health and Safety Executive.. 1
Insurance company or broker.. 2
Health and safety consultant 3
Other consultant 4
NFU 5
Other, please specify .... 6 O
No help received 7

96: **HSWHE**

Enter year - 1900 for do not know

When did you last review your risk assessment?

97: **HSINV**

Have you made any investment, including training, in the last three years to improve health and safety in your workplace? What have you invested in?

Yes .... 1 O
No.. 2

98: **G5**

SOURCES OF ADVICE AND SUPPORT

=> +1 if NOT CHK = 1

99: **IWHE2**

Record verbatim and classify

Finally, I'd like to ask you about sources of support and advice you use in running your business. Do you ever ask anyone for advice, support or information in running your farm? Who do you ask for advice, support or information?

Own research (e.g. internet, press, magazines)....................01
Other farmers 02
Family and friends...03
Local farming groups...04
National Farmers Union...05
Other manufacturer or trade associations 06
Banks...07
Consultants..08
Government...09
Customers...10
Suppliers...11
Business Link 12
Other, please specify...13
No-one...14

100: **IW1A**

What advice, support or information do you look for through your own research?

=> +1
if NOT IWHE2 = 01

Answer given .... 1 O

101: **IW2A**

What advice, support or information do you look for from other farmers?

=> +1
if NOT IWHE2 = 02

Answer given .... 1 O

102: **IW3A**

What advice, support or information do you look for from family and friends?

=> +1
if NOT IWHE2 = 03

Answer given .... 1 O

103: **IW4A**

What advice, support or information do you look for from local farming groups?

=> +1
if NOT IWHE2 = 04

Answer given .... 1 O

104: **IW5A**

What advice, support or information do you look for from the National Farmers Union?

=> +1
if NOT IWHE2 = 05

Answer given 1

105: **IW6A**

What advice, support or information do you look for from Manufacturer or Trade Associations?

=> +1
if NOT IWHE2 = 06

Answer given .... 1 O

106: **IW7A**

What advice, support or information do you look for from your bank?

=> +1
if NOT IWHE2 = 07

Answer given .... 1 O

107: **IW8A**

What advice, support or information do you look for from consultants?

=> +1
if NOT IWHE2 = 08

Answer given .... 1 O

108: **IW9A**

What advice, support or information do you look for from the government?

=> +1
if NOT IWHE2 = 09

Answer given .... 1 O

109: **IW10A**

What advice, support or information do you look for from customers?

=> +1
if NOT IWHE2 = 10

Answer given .... 1 O

110: **IWH11**

What advice, support or information do you look for from suppliers?

=> +1
if NOT IWHE2 = 11

Answer given .... 1 O

111: **IWH12**

What advice, support or information do you look for from Business Link?

=> +1
if NOT IWHE2 = 12

Answer given 1

112: **IWH13**

What advice, support or information do you look for from other sources?

=> +1
if NOT IWHE2 = 13

Answer given 1

113: **IWHO1**

Prompt - select one

Thinking about how you like to receive advice and information. Which of the following methods do you prefer for receiving support, advice and information?

Face to face 1
Telephone 2
Internet 3
Literature 4
At events 5
E-mail 6
Agricultural shows 7
None .... 8 X

114: **COM**

Thank you ever so much for your time do you have any other comments on any of the issues we have discussed?

Yes .... 1 O
No 2

115: **CLAR1**

If, when I have had chance to reflect on our conversation, I have any other questions or need to clarify anything, may I call you again?

Yes 1
No 2

116: **F2F**

Finally we are looking for farmers who are willing to help us further in this research through taking part in face to face interviews. These interviews would explore in more detail ways in which the HSE could work with farmers to reduce accidents and consequently farming costs. Can we contact you again when we need to do this?

Yes 1
No 2

117: **TIME**

=> *
if $T

118: **INT99**

Completed interview...99 => /END

119: **INT**

Interrupt call back..	01		=> /CB
Interrupt do not call back	02		=> /END
(INTRO) Busy signal..	BS	N	
(INTRO) Definite appointment	AP	N	
(INTRO) General appointment	GP	N	
(INTRO) Left message..	LM	N	
(INTRO) No answer..	NA	N	
(INTRO) General call back	LT	N	
(INTRO) Refused personally	RF	N	
(INTRO) Not allowed to speak to respondent	GK	N	
(INTRO) Number unobtainable	NU	N	
(INTRO) Quota full	QF	N	
(INTRO) Quote full - recontact	QR	N	
(INTRO) Not SME	LG	N	
(INTRO) No longer in business...	DD	N	
(INTRO) Call back after the end of field work period	VA	N	
(INTRO) Duplicate	DU	N	
(INTRO) Unable to conduct the interview in English	UE	N	
(INTRO) Not in the UK..	UK	N	
(INT01) Did not qualify..	NQ	N	
(INT99) Completed interview...	99	N	
(INTRO) Need further information..	NI	N	
(INTRO) Less than five employees	OQ	N	
(INTRO) No farming on site	FA	N	

120: **CB**

$CH

121: **F6**

Interviewer's comments

7.2 Discussion guide for face to face interviews with farmers

7.2.1 Introduction

- Introduce yourself and Databuild
- Objectives of work for HSE: assessing the potential for using the food supply chain to encourage good health and safety management practices amongst farmers
    - 200 telephone interviews with farmers
    - 50 telephone interviews with stakeholders – including supermarkets and manufacturers
    - 10 facer to face interviews with farmers to confirm some of our conclusions/thoughts from the telephone surveys
- Objectives for face to face interview:
    - Explore some of the things you mentioned in the telephone survey
    - Understand whether and how you would like your different customers to talk to you about health and safety (health and safety in broad sense – includes well-being of farmers and employees)
- All confidential

7.2.2 Profile Questions

The HSE want to know whether and how they can use the food supply chain to talk to farmers about health and safety. Can we talk about your supply chain?

- Confirm food supply chain(s) from interview – draw it out i.e. what do you produce, how much, who do you sell to?
    - If more than customer: What proportion of your produce goes to each customer?
    - If more than one each chain: What proportion of your turnover is generated by each chain? How many staff are involved in product?
- If they sell to a manufacturer, processor or suppliers - where does the product go from there? How do you know this? Why do not you know?
- How did you choose which customers to sell your product to? (e.g. price, location)
- How do you know:
    - How much stock/produce is required?
    - What quality to produce to?
    - When stock/produce is required?
- Are you part of any farm assurance schemes? Which ones?

7.2.3 Customer Relationships

- Explore relationships with each customer:
    - Formal or informal i.e. is there a contract?
    - Longstanding or recent?
    - Subject to change or will be a customer for the foreseeable future?

- Explore communications with each customer:
    - What do your customers talk to you about?
    - Is the communication one way or two way?
    - Is the communications between two people or between different people in the farm and different people in the customer's organisation?
- What happens if you have a problem meeting your customer's requirements e.g. in terms of quality, quantity or date:
    - Does this ever happen?
    - Who do you tell?
    - What are the consequences?
- Does anyone else in the supply chain ever talk to you:
    - What do they talk to you about?
    - Is the communication one way or two way?
    - Is the communications between two people or between different people in the farm and different people in the customer's organisation?
- Do you customers ever come and visit you?
    - Why?
    - How often?
- Does anyone else come and visit you?
    - Who?
    - Why?
    - How often?

7.2.4 Health and Safety

Thinking now about how you manage health and safety on the farm.

- How do you keep up to date with current legislation on health and safety/what you have to do to comply?
- Do you get any help in managing health and safety on you farm?
    - What sort of help?
    - From whom?
- Would you like any (more) help in managing health and safety?
    - What sort of help?
    - From whom?
- Do you get any support from the HSE?
- Do you think you are typical in the way you manage health and safety?
- I know health and safety is a necessary cost, but how costly is it for your business?
    - In terms of compliance
    - When people are ill/ have accidents
- * Do you think your customers (test direct and indirect) have a role to play in how you manage health and safety on your farm:
    - Filling knowledge gaps
    - Ensuing compliance
    - Promoting best practice
    - Covering costs
    - Making allowances for illnesses/accidents?

  Why/why not?
- Any other comments?

7.3.4 Communications with farmers

8. How often do you communicate with farmers?
9. How do you communicate with farmers – Face-to-face? E-mail? Telephone? Etc.?
10. Do you ever visit farmers that supply to you/that you have business relationships with?
    a. Why?
    b. How frequently?
11. Do you have contact with other farmers in the supply chain other than those that supply to you directly/or that you have a direct business relationship with?
    a. Who do you have contact with?
    b. What form does this contact take?

7.3.5 Support and information to the supply chain

12. What support and information do you currently supply to farmers?
13. What form does this take? (training, events, literature, end of phone support)
14. (If provide support) Why do you provide support and information to farmers: TEST:
    a. At request of farmers?
    b. Driven by the needs of customers?
    c. Driven by the needs of other members of the food supply chain?
    d. Reaction to what competitors are doing?
    e. To ensure regulation compliance?
15. (If not) Why do not you provide support and information to farmers?

7.3.6 Supporting the supply chain with regards to health and safety

16. Would it be *possible* for you to exert any influence on farmers to help them to improve their health and safety performance?
17. Would you be *prepared to* exert any influence on your farm suppliers to help them to improve their health and safety performance?
18. Would there be any benefits to you of helping farmers to improve their health and safety performance?
19. (If yes) What would those benefits be?
20. (If not) Why not?

7.3 Discussion guide for stakeholders

7.3.1 Introduction

Hello my name is _______________. I'm calling from Databuild. We are an independent research consultancy and we've been commissioned by the Health and Safety Executive to explore current issues in farming to help identify new ways to both reduce accidents and (consequently) farming costs. Is now a convenient time to talk?

Points to note:

- The interview will take 15-20 minutes
- All responses are confidential

7.3.2 Profile

1. Job title of respondent
2. When business was established
3. Number of employees
4. What does the business do/produce
5. How does the business fit into the supply chain model do they:
    a. Market the produce?
    b. Distribute the produce?
    c. Retail the produce?
    d. Provide support and advice to the supply chain?
    e. Regulate the supply chain?
6. With whom in the supply chain do they have relationships:
    a. Government
    b. Supermarkets
    c. Other retailers
    d. Hotels or restaurants
    e. Manufacturers
    f. Providers of support or advice
    g. Farmers
    h. Other suppliers/stakeholders

7.3.3 Relationship with farmers

From now on I would like to focus on your relationship with farmers.

7. What sort of business/supplier relationship do you have with farmers:
   TEST:
    a. Long term or short term?
    b. Formal or informal? Do you have contracts with each farmer?
    c. Personal or impersonal? Do you personal contact with each farmer?

7.3.4 Communications with farmers

8. How often do you communicate with farmers?
9. How do you communicate with farmers – Face-to-face? E-mail? Telephone? Etc.?
10. Do you ever visit farmers that supply to you/that you have business relationships with?
    a. Why?
    b. How frequently?
11. Do you have contact with other farmers in the supply chain other than those that supply to you directly/or that you have a direct business relationship with?
    a. Who do you have contact with?
    b. What form does this contact take?

7.3.5 Support and information to the supply chain

12. What support and information do you currently supply to farmers?
13. What form does this take? (training, events, literature, end of phone support)
14. (If provide support) Why do you provide support and information to farmers: TEST:
    a. At request of farmers?
    b. Driven by the needs of customers?
    c. Driven by the needs of other members of the food supply chain?
    d. Reaction to what competitors are doing?
    e. To ensure regulation compliance?
15. (If not) Why do not you provide support and information to farmers?

7.3.6 Supporting the supply chain with regards to health and safety

16. Would it be *possible* for you to exert any influence on farmers to help them to improve their health and safety performance?
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18. Would there be any benefits to you of helping farmers to improve their health and safety performance?
19. (If yes) What would those benefits be?
20. (If not) Why not?

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Executive

Scoping study determining the potential of engaging stakeholders in the food supply chain to support and influence farmers to promote health and safety

The incidence rate of fatal and major injuries in agriculture is amongst the highest of any industry and the prevalence of work related ill health is the highest of any sector. This represents a significant cost to the agriculture industry each year, as well as causing suffering to individuals and their families. Reducing the incidence of these events will thus form part of the strategy for building a sustainable, modern farming sector. The HSE wishes to work in partnership with farmers and others in the food chain to achieve lasting improvement in work-related health and safety standards.

Current HSE policy assumes that the HSE can influence farmers' risk taking behaviour through the supply chain. This research informs the initiation stage of a project proposal examining potential synergies for improvement of health and safety management through the food supply chain.

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