

Strategy Statement | 2010-2012



Our vision:

A national culture where
all commit to safe and
healthy workplaces and
the safe and sustainable
management of
chemicals



Contents

Foreword by the Minister for Labour Affairs	2
1. Introduction	3
2. Safety and Health in Ireland	5
2.1 The Economy and Safety and Health	8
3. Our Strategy	9
3.1 Executive Summary	10
3.2 Vision	11
3.3 Beneficial Outcomes	11
3.4 Organisation Mission	11
3.5 Organisational Values	11
4. Strategic Goals and Strategies	12
4.1 Overall Approach	12
4.2 Overall Goals	14
5. Strategies to Support Delivery of our Key Goals	15
5.1 Goal: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare	15
5.2 Goal: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public-sector, commercial and not-for-profit organisations	17
5.3 Goal: To support the Minister for Enterprise, Trade & Employment in the initiation and development of appropriate legislation and policies ...	21
5.4 Goal: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare	22
5.5 Goal: To promote the safe and sustainable management of chemicals	24
5.6 Goal: To ensure the Authority is effective in delivering on its goals and achieves value for money	26
6. Cross-Cutting Themes	28
7. Implementation	31
8. Structure	32
Appendix 1: Legislative Remit of the Authority	33
Appendix 2: Review of Effectiveness of Previous Strategy	38

Published in March 2010 by the Health and Safety Authority, The Metropolitan Building, James Joyce St., Dublin 1.
©All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the Health and Safety Authority.

» Foreword by the Minister for Labour Affairs

Since the Health and Safety Authority was established in 1989, there has been a sea-change in relation to occupational safety and health in Ireland. 2009 saw the lowest number of fatalities arising from workplace accidents on record. Recent EU surveys have shown a marked increase in awareness of occupational safety and health in the general population. Our recorded workplace accident level continues to be one of the lowest in the EU. However, we must not forget the profound impact that each fatality and each accident has.

In short, we have made great gains but the challenge now, in the midst of an economic downturn, is to both maintain those gains and to continue to build on them. That is the challenge that the Authority's new strategy has to address. And, it has to address that challenge at a time of unprecedented fiscal pressures whose effects are likely to be felt during the lifetime of the current strategy. That means that the Authority will have to make the most efficient use of the resources available to it and to develop effective working relationships with key stakeholders if it is to deliver on the strategy.

With the enactment of the Chemicals Act 2008, the Authority's remit has expanded. It is now responsible, along with a number of other public bodies, for overseeing the implementation of the EU's new framework for regulating chemicals, REACH. Implementation of REACH is a major challenge but will also give rise to economic opportunities, as the chemicals industry moves to develop new processes and products in response.

Ultimately, this strategy statement is about one thing, a better quality of life for every person in the workforce. I endorse it and will support it insofar as lies within my power.



Dara Calleary, TD
Minister for Labour Affairs

» 1. Introduction

This is the second strategy statement prepared by the Authority under the Safety, Health and Welfare at Work Act 2005. It is also the first strategy we have prepared since the enactment of the Chemicals Act 2008, which significantly changed the remit of the Authority.

In this strategy we aim to build on the strong progress made under our previous strategy statement of 2007-2009. We believe there is further scope to substantially and sustainably improve workplace safety, health and welfare, to ensure the safe and sustainable use of chemicals and to become a role model for safety and health in Europe.

This strategy complements the Policy Perspective developed by the Minister for Labour Affairs at the Department of Enterprise, Trade & Employment. It also reflects the EU strategy on safety and health. The EU has been a primary driver of a coordinated approach to both safety and health and to regulatory reform. Both strands of EU legislative development are reflected in this strategy.

The work of the Authority is aimed at bringing about a permanent change of culture – a culture where the proactive management of workplace safety, health and welfare is viewed by all as contributing strongly to the long-term success of any business or organisation. We believe that if we provide vision and strategic direction we will achieve this change of culture. Evidence shows that businesses which embrace good workplace safety and health practices are more competitive and more productive.

Some of the most successful companies in Ireland are those that place a strong emphasis on employee safety and health. This is critical in our current economic circumstances. Moreover, good workplace safety and health has the potential to improve the overall health and wellbeing of our society.

Our broad approach follows two main strands. First, to lead and gain the commitment of all who can influence safety and health performance; second, to enforce safety and health legislation where compliance is not taken seriously.

Our legislative remit primarily concerns the prevention of personal injury and occupational ill-health at work, in accordance with the provisions of the Safety, Health and Welfare at Work Act 2005, and the safe and sustainable use of chemicals in accordance with the provisions of the Chemicals Act 2008. We will implement existing legislation as appropriate and we will support the Minister for Enterprise, Trade and Employment in the development of new legislation with regard to the benefits and principles of better regulation.

Our role is to promote and to foster best practice in workplaces, but we cannot achieve this alone. We will work with the social partners – employers, employees and their representative bodies, the self-employed and other key organisations – to communicate our message, to achieve our goals and to bring about the best outcomes. Only as an integral part of our working lives will the management of health and safety be

1. Introduction

truly effective. By working together towards this goal and outcome, we can bring about real and sustainable improvements that benefit all.

This strategy has been developed following a thorough consultation process. We are grateful to all who contributed to the strategy and to those who will help to make it effective. The Board of the Authority has guided the process throughout, with particular attention to the scale of the challenge facing businesses in the current economic climate and to the risks facing workers. This strategy is also the result of considerable work by Authority staff and its implementation will be driven by their continued effort and enthusiasm. We look forward to working in partnership with our stakeholders in delivering on the commitments laid out in the following pages.



Jim Lyons
Chairman



Martin O'Halloran
Chief Executive

» 2. Safety and Health in Ireland

Since the establishment of the Authority in 1989, Ireland has made substantial progress in workplace safety and health. In the past ten years, we have contributed to the continuing downward trend in the rate and number of fatal injuries. In the same period, Ireland has been among the three countries with the lowest non-fatal injury rates in the

EU. These reductions were made at a time of rapidly growing employment in high-risk sectors. Despite the decrease in Ireland's fatal injury rate, greater progress must be achieved if Ireland is to match those member states with the lowest fatal injury rates in the EU.

Figure 1: Fatality rate per 100,000 workers in Ireland 2000-2008

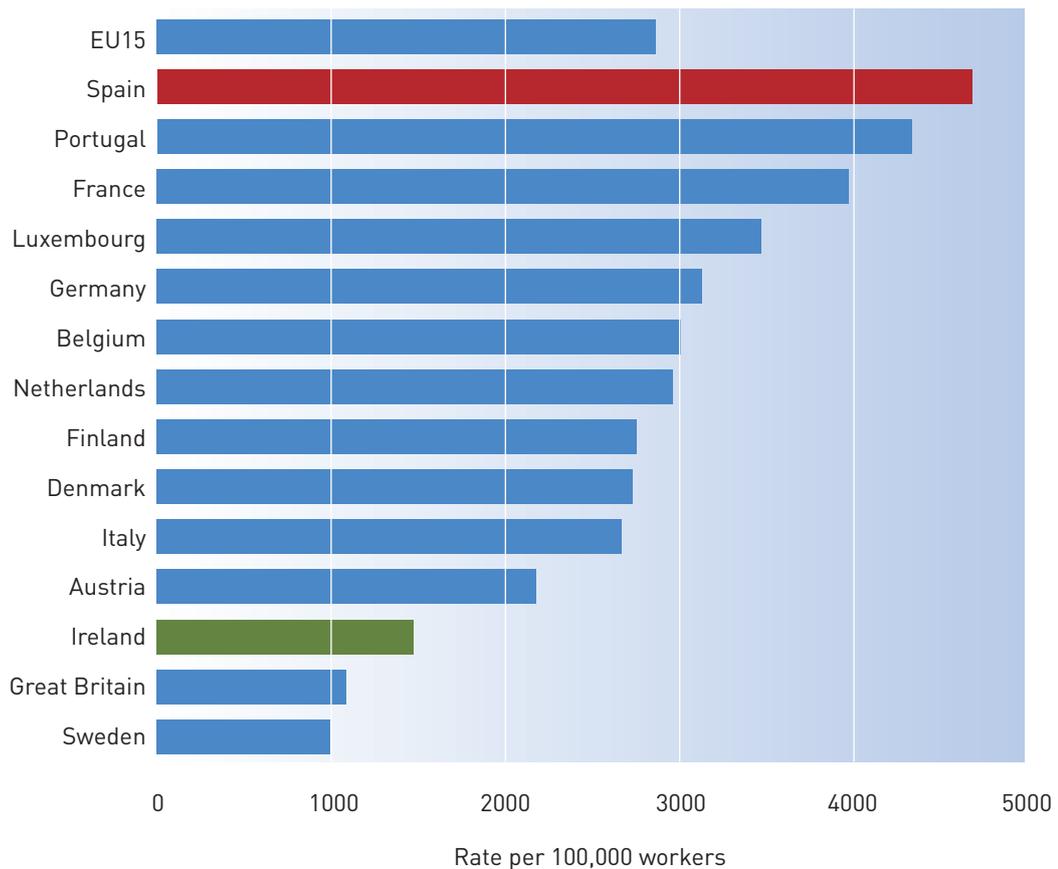


Source: HSA database

The rate of workplace injuries in Ireland is consistently below the EU average and is one of the lowest in Europe. The injury rate in the European Union (15 countries) has fallen from around 4,000 to less than 3,000 injuries per 100,000 workers in the period 2000 to 2007. Ireland's injury rate has remained between approximately 1,000 and 1,500 injuries per 100,000 workers in the same period.

Results from the Labour Force Survey in 2007 support Ireland's ranking – 1.5% of Irish workers reported that they had experienced a workplace injury in the previous year compared to an average 3.2% of workers across all EU27 member states.

Figure 2: Non-fatal (4+day) injury rates in EU 2007 (Eurostat)



*Greek data unavailable for 2007

However, despite improvement, there was also tragedy and suffering. Since 2000 the Authority has received reports of more than 605 workplace fatalities and more than 70,000 accidents that resulted in more than three days' absence from work. These are not only personal tragedies but also major losses for families and communities. In addition to the emotional toll on individuals and their families, there is also the impact

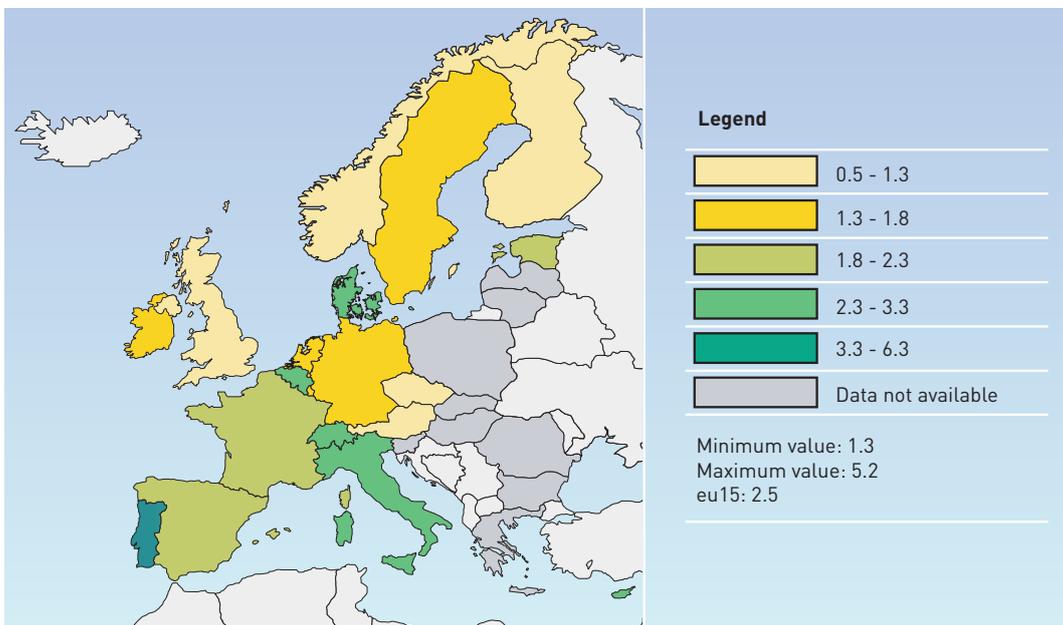
on business, society and the economy. It is estimated that in 2007 alone there were more than 64,000 injuries in Irish workplaces and a further 59,000 work-related illnesses.

Each day an estimated 150 people suffered a significant injury or illness due to their work. Conservative estimates put the cost to the economy of these failures at an annual €3.3 billion.

In Ireland there are on average 7,500 deaths annually due to cancer; 300 of these may be attributable to the workplace. This figure is based on a conservative estimate of 4% of cancers being work-related (Doll and Peto, 1981). Over the period 1994 to 2007, the National Cancer Registry recorded 308 malignant mesotheliomas, the vast majority of which are considered to be directly related to past occupational exposure which may have occurred up to 20 to 40 years previously. The average annual number over this period was 22.

In 2008, the Department of Social and Family Affairs (DSFA) approved over 400 occupational illness claims. The largest number of 206 was for work-related stress, followed by 41 for tendonitis, 34 for anxiety/depression and 33 for eczema/dermatitis. Clearly, a need to improve remains.

Figure 3: Worker fatality rates 2007 (Eurostat)



Rate per 100,000 workers

2. Safety and Health in Ireland

2.1 The Economy and Safety and Health

Economic activity and employment rates have a strong impact on safety and health outcomes. Times of high economic activity and employment growth are often associated with rising rates of injuries and deaths at work. One of the key successes of the Authority in recent years has been that, during the high growth years, fatality rates declined substantially and injury rates remained steady or declined slightly. As expected, there has been a recent reduction in both the number and rate of deaths and injuries, reflecting the reductions in economic activity and employment.

When a recession ends, employment growth is likely to lag behind the growth in economic

activity. It is essential that the Authority is in a position to provide the necessary information, advice and support to employers to ensure that the resumption in economic and employment growth does not lead to increases in deaths and injuries.

A recent opinion poll on occupational safety and health, conducted by the European Agency for Safety and Health at Work, showed that 60% of Irish respondents expected that safety and health conditions at work might deteriorate due to the economic crisis.



» 3. Our Strategy

Our strategy has been prepared with due regard to the legal duties of the Authority; the EU strategy on safety, health and welfare at work; the national and European strategy on chemicals; and international trends and practices. This strategy addresses the compelling evidence that health, psychological and social issues in the workplace are becoming more important factors in our working lives.

In this document we give an overview of our strategy and its key features. We detail our vision and our mission. We specify the outcomes for which we strive and the goals, with their supporting strategies, through which we hope to achieve them. We define the organisational values that underpin our work. All of these arise from our belief that only by motivating and influencing can we achieve sustained changes in behaviour.

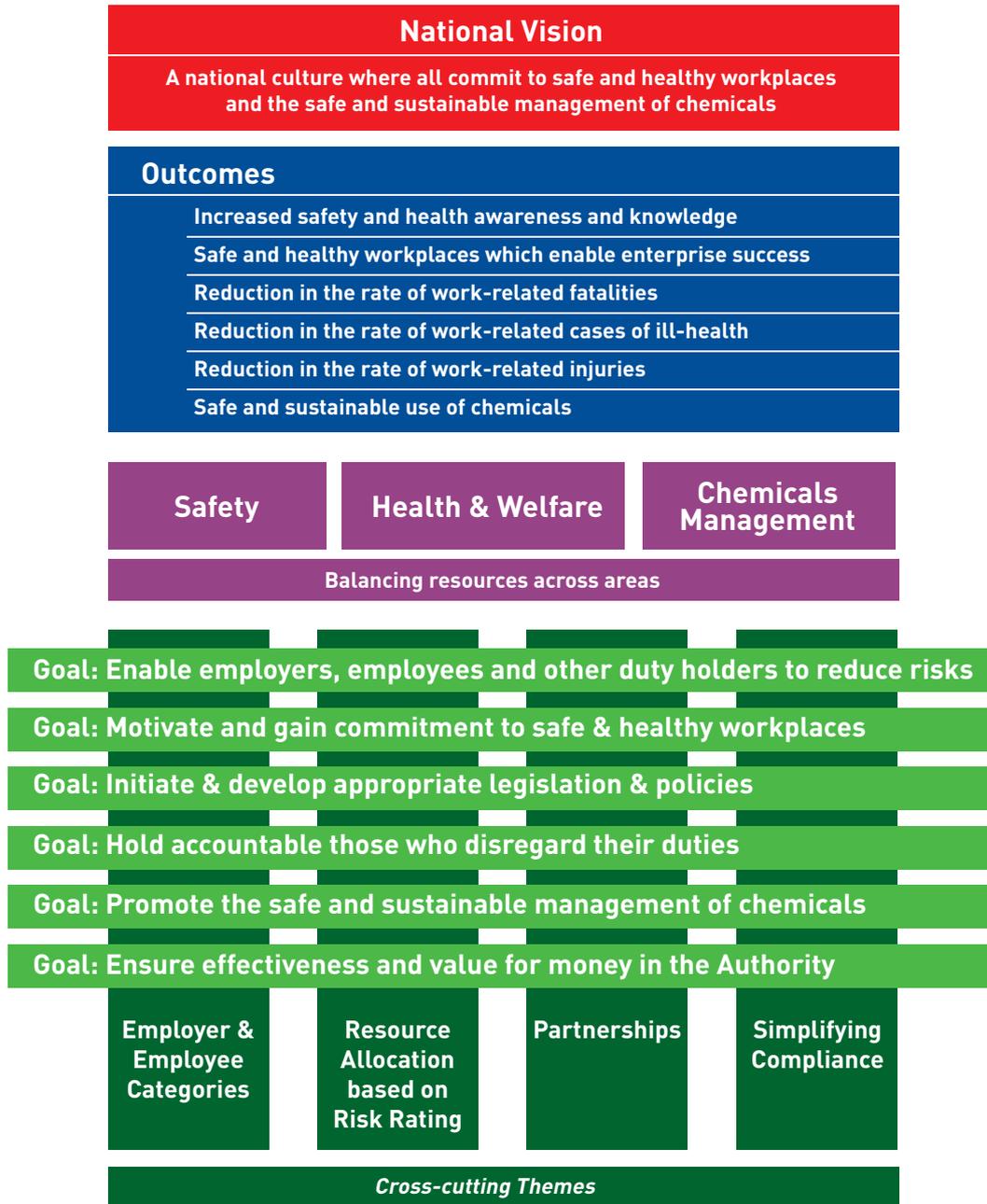
This is a high-level strategy which will be

delivered through annual programmes of work developed by us. The annual programmes will lay out the key activities required to deliver the strategic goals and will be submitted to the Minister for Labour Affairs for approval. Quarterly progress reports on the programme of work will be made to the Minister.

In developing our strategy, we engaged in extensive consultation with our staff and external partners through a series of meetings and via submissions made through our website. We met with employer groups, employee representative organisations, advisory committees, government departments, public-sector bodies and industry groups. The consultation process showed strong support for our approach and our continuing efforts to improve workplace safety, health and welfare.



3.1 Executive Summary



3.2 Vision

The vision of the Health and Safety Authority is:

A national culture where all commit to safe and healthy workplaces and the safe and sustainable management of chemicals.

3.3 Beneficial Outcomes

Achieving our vision will lead to the following beneficial outcomes:

- Increased safety and health awareness and knowledge.
- Safe and healthy workplaces which enable enterprise success.
- Reduction in the rate of work-related fatalities.
- Reduction in the rate of work-related cases of ill-health.
- Reduction in the rate of work-related injuries.
- Safe and sustainable use of chemicals.

This will in turn lead to a number of indirect benefits:

- Improved quality of life through reduction of work-related injuries and ill-health.
- An economic benefit to enterprise through increased productivity and reduced costs (including insurance reductions, absenteeism reduction).

We will monitor occupational safety and health injury and illness statistics to measure progress in meeting our goals. However, these are lagging indicators that have limited value in assessing the success of individual programmes. Injury and illness

rates can be affected by our activities but they are also affected by a range of other factors such as changes in employment rates, sectoral economic activity, technology and even weather-related factors. We will develop, as part of our annual programmes of work, a number of input, output and outcome measures for key programmes to permit ongoing assessment of our effectiveness in meeting our goals.

3.4 Organisation Mission

The mission of the Health and Safety Authority is:

To influence changes in the behaviours of employers and employees so that they can:

- *prevent injury and ill-health arising from work activity, and*
- *protect human health and the environment through the sound management and safe use of chemicals.*

3.5 Organisational Values

In tandem with this strategy, we have also developed a set of organisational values that we believe will assist us in delivering our strategy. Our staff will behave in a manner that demonstrates their commitment to the Authority's values. The following values will underpin all our actions and decisions:

- Commitment to customers.
- Respecting our people.
- Integrity.
- Accountability.
- Quality and continuous improvement.
- Speed, agility and innovation.

» 4. Strategic Goals and Strategies

4.1 Overall Approach

We believe the best approach to achieving behavioural change is through a combination of providing general and specific information/advice and enforcement. A large part of our effort focuses on alerting employers to recognised high-risk areas and encouraging them to put in place the systems and processes that eliminate or minimise risk.

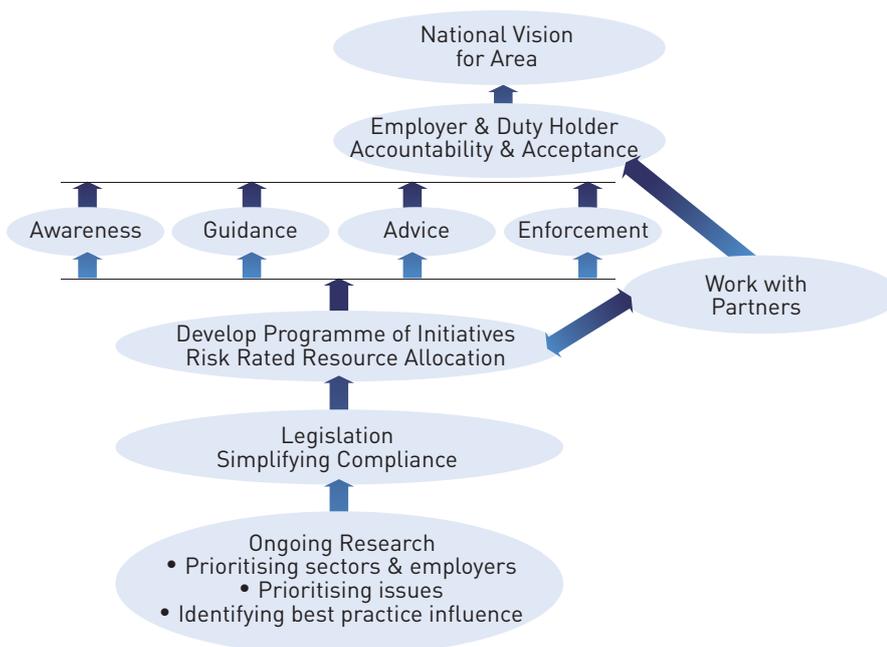
We concentrate our resources on those sectors and activities in which:

- Risks of fatality, injury or ill-health are highest.
- Employer awareness and commitment is weakest.
- We can achieve the best outcome.

In this approach we place more emphasis on those sectors and employers where there is evidence of higher risk and lower general compliance.

We work in a range of partnerships with employer bodies, trade unions, public bodies, health and safety organisations and other regulators to encourage commitment and accountability, and also to make the most of our resources by influencing groups of employers and employees. Depending on our assessment of the needs of particular sectors, we adopt appropriate mixes of raising awareness, informing, guiding, advising, and, if necessary, enforcement, to assist employers to provide safe and healthy workplaces (see *Figure 4 below*).

Figure 4: Our approach to achieving behavioural change



We evaluate the effectiveness of our approach through customer surveys. We also conduct and collate research to ensure that emerging issues are identified and appropriate strategies applied to known hazards in the workplace.

We recognise that in the current economic environment some employers may try to make short-term savings by reducing investment in safety and health. This could lead to increased rates of death and injury and to significant losses in productivity. However, this is likely to be offset by overall reductions in injury rates arising from reduced economic activity. We must plan for the resumption of economic growth. We know that there will be a tendency for renewed growth rates to lead to increased injury rates. This arises from an initial intensification of work activity during the recovery stage, followed by increasing employment of less experienced workers.

We will, therefore, focus our efforts on motivating and assisting employers to maintain and increase their commitment, and, where necessary, use our enforcement powers to protect the safety and health of workers.

The Authority works in three distinct areas:

- Workplace safety.
- Occupational health and welfare.
- Chemicals management.

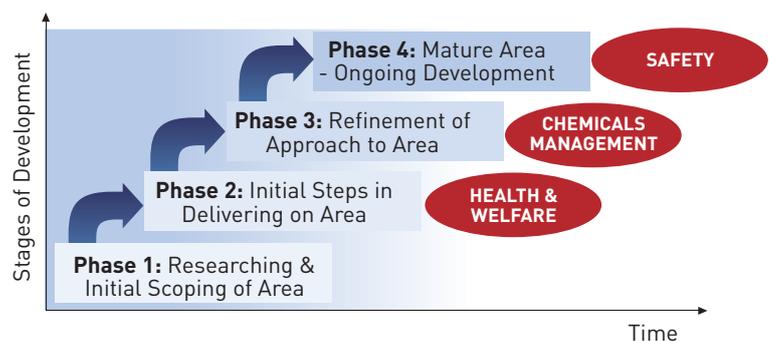
Originally, the core of our work was workplace safety. Our

strategies and processes in this area are well developed. In comparison, our strategies and processes in chemicals management, a relatively new area for us, are less well developed. Occupational health remains the least developed area of our work, in spite of the increasing importance of occupational illness as a cause of workplace absence.

Our strategy aims, among other things, to develop to a higher level both the management of chemicals and that of occupational health. The emphasis on chemicals management is particularly relevant. In 2007, the Government gave effect to the EU REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) Regulation, as well as other pieces of chemical legislation, by way of new primary legislation, the Chemicals Act 2008. The Authority was appointed as Competent Authority for the implementation of REACH and additional resources were assigned by government.

Figure 5 shows the stages of development in the three areas.

Figure 5: Stages of development



4. Strategic Goals and Strategies

4.2 Overall Goals

We have identified six strategic goals that will help us achieve our vision and mission. Over the three-year period of the strategy, we will work with all our stakeholders to make progress in achieving these goals. Our annual programme of work will set out the specific programmes and actions we will put in place to support these goals.

Our goals:

- To enable employers, employees and other duty holders to reduce risks to safety, health and welfare.
- To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises.
- To support the Minister for Enterprise, Trade & Employment in the initiation and development of appropriate legislation and policies.
- To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare.
- To promote the safe and sustainable management of chemicals.
- To ensure the Authority is effective in delivering on its goals and achieves value for money.

» 5. Strategies to Support Delivery of our Key Goals

5.1 Goal: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Our approach here is to support employers, employees and others by providing advice, guidance and information that is tailored to the specific group, readily accessible and easily understood. We will seek to reflect the unique needs of each stakeholder while using the full available range of communication and information tools.

Strategy: Develop and prioritise work programmes

We will deliver this by:

- Ensuring that we have structures and processes in place to enable us to identify new and increasing risks.
- Promoting workplace strategies that contribute to employee health.
- Developing specific measures where there is a direct link between work, absence and employee health.
- Increasing our emphasis in the areas of transport and healthcare.
- Ensuring that prevention in the areas of docks, fire hazards and market surveillance receives adequate attention.
- Developing and implementing programmes of work to address key hazards.

Strategy: Support employers, employees and other duty holders in dealing with and understanding workplace safety, health and welfare

We will deliver this by:

- Promoting and encouraging the implementation of effective safety and health management systems in organisations.
- Ensuring that employers and other duty holders have access to comprehensive and easily understood information and guidance for high-risk sectors and hazards and on the key duties that arise from legislation.
- Presenting information to employers and those in control of workplaces that is accessible, cost-effective and appropriate to their needs.
- Enhancing employer competence in dealing with workplace safety, health and welfare.
- Supporting employers who demonstrate eagerness to implement safety and health practices that prioritise prevention, by developing and publishing case studies.
- Providing special supports for small businesses and the self-employed that will address their safety, health and welfare needs.
- Establishing, in conjunction with others, a series of programmes that can be delivered on site (for example, through e-learning technology) with the purpose of ensuring that employees can demonstrate their understanding of their individual responsibilities.

5. Strategies to Support Delivery of our Key Goals

5.1 Goal

To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy: Encourage and enable employers to address occupational health issues in conjunction with safety

We will deliver this by:

- Developing tools for employers to enable them to identify risks in occupational health and develop appropriate control measures.
- Providing on-site support through special initiatives that aim to reduce instances of occupational illness.
- Identifying significant issues causing occupational illness in each sector, and addressing these together with our key partners.

Strategy: Communicate effectively and appropriately

We will deliver this by:

- Presenting appropriate information so that it is accessible and meets the needs of those we wish to reach.
- Keeping our information clear and concise.
- Regularly seeking feedback on the quality of the information we provide and evaluating its effectiveness.



5.2 Goal: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public-sector, commercial and not-for-profit organisations

This goal targets a number of stakeholders whose work has an impact on safety, health and welfare. They include: employers and their representative bodies, employees and their trade unions, government, taxpayers, students who will be at work in the future, and public, professional and voluntary organisations, including non-governmental organisations (NGOs).

Our desired outcome for this goal is that all the above groups will recognise the benefits to be derived from increased action to improve workplace safety and health, and will therefore proactively engage in this action. In addition to the specific strategies set out below, we will ensure that all our external communication tools are motivating in their content and delivery format.

Strategy: Influence leaders and those that can bring about and support change

We will deliver this by:

- Working with employer bodies, trade unions, other agencies and public bodies that have influence over the safety and health of workers and those affected by work activity.
- Presenting the case for investment in occupational safety, health and welfare, with an emphasis on the beneficial

long-term outcomes for business, society, the State and the economy.

- Conducting research and collating existing research that defines the opportunity for businesses to reduce costs by implementing a good safety, health and welfare management system.
- Renewing our campaign on the theme of directors' responsibilities with the aim of assisting, in particular, those who own and manage small businesses, and providing practical support through tools, briefing sessions and seminars.
- Developing partnerships with other EU member states with similar interests.
- Raising national awareness of outcomes, particularly positive ones and presenting year-end outcomes with a strong emphasis on value for money and impact.
- Benchmarking Ireland's progress, including rates of fatality and injury/illness, with EU countries with similar standards.

Strategy: Use partnerships to enhance our capability to influence employers, employees and others

We will deliver this by:

- Cooperating with other state agencies, including those with an enterprise development or support role, to enable the provision of integrated and effective supports in relation to safety and health.

5. Strategies to Support Delivery of our Key Goals

5.2 Goal

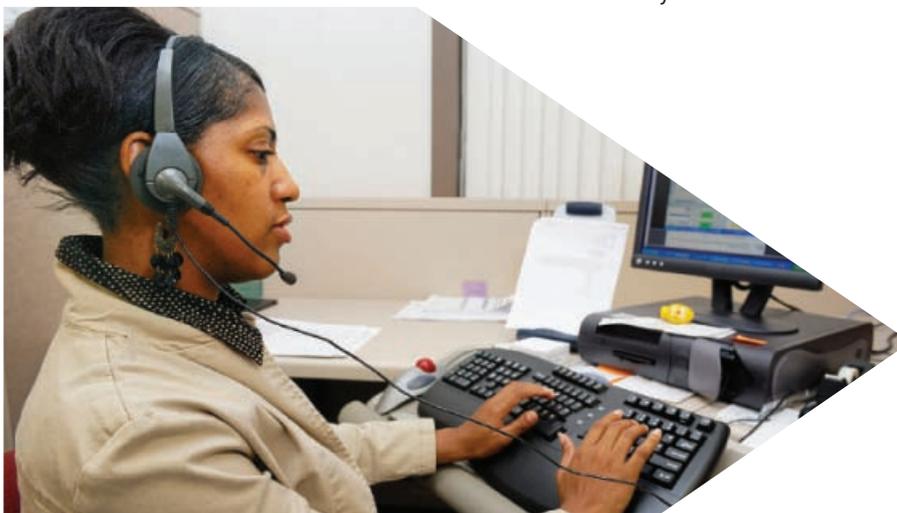
To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public-sector, commercial and not-for-profit organisations

- Continuing to manage key Authority advisory and Board sub-committees in pursuit of continued gains for the relevant sectors and regions.
- Actively participating in partnerships, both established and new, whose work complements our agenda of good safety and health performance.
- Assessing existing partnerships and structures, strengthening those that deliver measurable outcomes and ceasing those whose work is complete.
- Sharing intelligence gathered during our inspection programmes with relevant partnership groups to promote sector-wide responses and to focus on issues specific to each sector.
- Working with employer bodies, trade unions and training providers to ensure that high-quality training is available which ensures real competence in safety and health at workplace level.

Strategy: Place greater emphasis on occupational health

We will deliver this by:

- Promoting our mission for this area: to protect workers' health from any existing and emerging work-related hazards and to encourage workplace practices that promote good health.
- Leading businesses, through effective communication, to understand the contribution of workplace health to the protection of their workers and to the success of their organisation.
- Providing simple tools and support materials for organisations to enable them to address workplace health.
- Undertaking a sustained general awareness campaign on the positive relationship between health and work, and the protection of workers from work-related ill-health.
- Ensuring a good balance in our inspections between health issues and safety issues.



5.2 Goal

To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public-sector, commercial and not-for-profit organisations

Strategy: Target safety and health promotion and information

We will deliver this by:

- Targeting prevention initiatives at sectors with high levels of accidents, ill-health and lost-time incidents.
- Ensuring sustained information and promotion to address the major hazards in safety and health.
- Expanding our work with the education system to achieve wider impact, particularly at third and primary levels; continuing our work to get safety and health on to the mainstream education curriculum at all levels.
- Identifying possible contributions to the safety and health agenda from state-funded and voluntary organisations, together with existing structures that have a workplace safety and health objective (for example, existing safety and health partnerships).

- Reviewing and evaluating, in conjunction with others, the current framework of accredited training courses in the area of safety and health; identifying an appropriate standard for a new accredited voluntary course on the general awareness and practice of occupational safety and health.

Strategy: Encourage employers to implement key preventive initiatives at site level

We will deliver this by:

- Partnering with volunteer organisations to develop special projects which can demonstrate the potential for substantially reducing worker injury or ill-health.
- Encouraging line managers to make tangible progress in their areas towards the outcome of improved worker safety and health thereby contributing to increased productivity.



5. Strategies to Support Delivery of our Key Goals

5.2 Goal

To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public-sector, commercial and not-for-profit organisations

- Giving recognition to successes at enterprise level through highlighting and promoting significant case studies identified during the inspection process.
- Promoting the maintenance of good records to help identify areas for improvement and track progress as a key component of workplace safety and health management systems.
- Engaging with workers, trade unions and employer bodies to encourage worker participation in the provision of safe and healthy workplaces.
- Reinforcing our message of value and care for individual workers.
- Encouraging and promoting worker incentives to participate in and to comply with safety and health provisions, and to prevent accidents and ill-health at their place of work.

Strategy: Involve workers and future workers

We will deliver this by:

- Introducing and sustaining campaigns in support of worker safety, health and well-being, and using these campaigns to remind employees of their responsibilities and to enlist their support for safer workplaces for themselves and their colleagues.
- Strengthening the promotion of our role in the protection of workers and in reducing the overall negative impact to our society of poor safety and health management.
- Encouraging students to become more aware of and better prepared for the practice of good workplace safety and health.
- Continuing to develop efficient tools, using new technologies, to promote workplace safety and health for young people and selecting the appropriate channels for best impact on these age groups.



5.3 Goal: To support the Minister for Enterprise, Trade & Employment in the initiation and development of appropriate legislation and policies

Our strategy is to help the Minister ensure that the body of legislation adequately protects the occupational safety and health of workers and others, and protects people and the environment from the adverse effects of chemicals. We will work to ensure that any administrative demands are reduced to the minimum consistent with securing worker protection.

Strategy: Make legislative proposals to the Minister with the aim of protecting the safety, health and welfare of workers and protecting people and the environment from the adverse effects of chemicals

We will deliver this by:

- Making the protection of workers a priority while keeping new national requirements to the minimum necessary.
- Taking account of the principles of better regulation, including the avoidance of unnecessary demands.
- Working to support the consolidation of existing legislation.
- Reviewing and where necessary proposing the repeal and/or replacement of out-of-date or redundant safety and health legislation.

Strategy: Where there is a case for regulatory intervention, develop legislative proposals for submission to the Minister that are clear, proportionate and effective

We will deliver this by:

- Ensuring effective consultation with affected parties.
- Conducting timely and informed Regulatory Impact Analysis on new legislative proposals and on existing legislative provisions.

Strategy: Actively participate in EU forums to ensure that Ireland's interests are competently represented

We will deliver this by:

- Taking account of the interests of workers and of small and micro employments.
- Assisting the Minister, where appropriate, in representing Irish interests in the drafting of EU legislative proposals.
- Contributing to the development of EU legislative and policy proposals, in particular on REACH and the classification, labelling and packaging of substances and mixtures.
- Assisting the Minister, where required, in the transposition of EU directives.
- Contributing actively to Ireland's compliance with relevant international obligations.

5. Strategies to Support Delivery of our Key Goals

5.4 Goal: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

The Authority will continue to implement targeted annual inspection programmes, since these deliver:

- The clearest indicator of the approach to safety and health and its management on a day-to-day basis in individual workplaces and across sectors.
- Motivation of employers and employees within the workplace.
- Support to employers, employees and their safety representatives in their efforts to improve safety and health standards at work.
- Commitment from employers and employees and support to the other initiatives taken by the Authority to ensure that risks are addressed in ways that are based on prevention and are sustainable in the long term.

The inspection of workplaces gives clear evidence of where employer or sector standards are poor. Where we find that duties are being disregarded, we will ensure that duty holders, including employers and individual managers and employees, are held to account and that the required levels of compliance are achieved.

Compliance with safety and health legislation protects the lives and health of workers and supports success. Ensuring

that companies and individuals are making every effort to be compliant prevents the pursuit of short-term advantage at the expense of workers' safety and health.

Strategy: Implement a risk-based sector and topic focus to ensure that the highest risk areas are prioritised for actions to achieve compliance

We will deliver this by:

- Maintaining nationwide targeted inspection programmes that are appropriate to each sector, to its risks and to the level of activity within the sector.
- Allocating inspection resources to sectors according to known indicators of risk: for example, the absence of safety and health management systems; high accident and injury rates; low levels of compliance; high levels of complaint; the use of hazardous chemicals, and knowledge derived from our inspection programmes.
- Increasing our focus on risks to health and risks arising from chemical use and allocating our resources accordingly.
- Heightening our focus on enforcement in those areas where significant guidance and advice has already been provided but non-compliance continues.
- Engaging with and seeking the support of sector representative bodies where common areas of low compliance are identified.

5.4 Goal

To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

- Clarifying for employers and others the standards we follow in conducting workplace inspections.
- Implementing inspection programmes to assess risks in specific economic sectors.

Strategy: Focus on individual workplaces with low compliance levels within the high-risk sectors

We will deliver this by:

- Cooperating with other national regulators in the assessment of employers' levels of regulatory compliance and in developing consistent approaches to inspection and the targeting of inspections.
- Prioritising our inspection activity towards the sectors and individual employers where the highest levels of non-compliance are expected, based on evidence using indicators such as complaints, accident rates and failure to provide required notifications.
- Prioritising for further inspection those employers with a lower level of compliance.
- Broadening our knowledge base of employers through sectoral and key hazard initiatives, with an increasing focus on risks to health and those arising from chemical use.
- Evaluating compliance based on the presence of adequate control measures and on the consistent application of the

General Principles of Prevention set out in Schedule 3 of the 2005 Act.

- Ensuring that, in sectors where low compliance is identified, our knowledge of the causes informs further preventive actions.
- Actively seeking sources of information on occupational injury, ill-health and chemicals management and use.
- Investigating workplace fatal accidents and priority occupational accidents, including major releases of chemicals in workplaces.

Strategy: Use the optimal enforcement measure to ensure compliance

We will deliver this by:

- Ensuring that our approach to holding duty holders to account, where non-compliance is observed, is proportionate and measured, and taking into account the duty holders' willingness to comply and their commitment to remaining compliant.
- Targeting failure to control well-known safety and health risks.
- Taking enforcement actions against those who are clearly non-compliant.
- Holding directors, managers and workers to account where appropriate.

5. Strategies to Support Delivery of our Key Goals

5.5 Goal: To promote the safe and sustainable management of chemicals

Our overall objective is to achieve the sound management and use of chemicals so that they are produced and used in ways that minimise significant adverse impacts on human health and the environment. Our strategy on chemicals management will include relevant actions from each of the other goals set out in this document.

Since the enactment of the Chemicals Act 2008, we have a much wider remit as regards chemicals. We are now concerned not only with occupational measures, but also, in partnership with others, with aspects of environmental and consumer protection relating to the use of chemicals and the marketing of chemical products at national, EU and international level. Our strategies must reflect this enlargement of our duties.

Strategy: Influence chemicals legislation and develop appropriate policies

We will deliver this by:

- Fulfilling our 'Competent Authority' and co-ordination roles under:
 - the Chemicals Act 2008,
 - the Classification, Packaging and Labelling of Dangerous Substances and Preparations Regulations,
 - the EU Control of Major Accident Hazards (Seveso II) Regulations,
 - the UN Chemical Weapons Convention,
 - the Carriage of Dangerous Goods by Road (ADR) Regulations,
 - the Transportable Pressure Equipment Regulations.
- Representing Ireland and achieving the best outcomes at the relevant European Commission committees and working groups dealing with chemical legislation.



5.5 Goal

To promote the safe and sustainable management of chemicals

- Fulfilling the member-state and individual expert roles required by the committees and working groups of the European Chemicals Agency.
- Providing advice to the Minister, as required, in relation to participation in OECD and UN committees and working groups.
- Demonstrating the economic, health and environmental benefits of compliance with chemicals legislation together with the consequences of non-compliance.
- Integrating chemical safety initiatives at EU and national level with other environmental sustainability initiatives, to ensure that potential economic benefits are realised.

Strategy: Adopt a risk-based approach

We will deliver this by:

- Identifying the areas of highest risk in the use of chemicals and target these for follow-up actions.
- Cooperating with other national bodies in targeting, for specific follow-up, those chemicals that are known to be harmful to human health and to persist in the environment.

Strategy: Motivate and gain commitment to best practice in chemical safety

We will deliver this by:

- Developing an awareness programme to inform business, employees and consumers on the correct management, handling and use of chemicals.
- Aiming promotional material on chemicals at relevant sectors and users.
- Providing leadership on relevant chemicals issues at the national level; building partnerships among our national and European colleagues, aimed at protecting human health and the environment while balancing this with the need for competitiveness and innovation.

Strategy: Enable employers, employees and others to manage and use chemicals in a sustainable and safe manner

We will deliver this by:

- Working in partnership with other agencies and public bodies to ensure efficiency and effectiveness in the use of resources, and consistency of approach.
- Establishing a chemical partnership group (employers, employees, consumers, NGOs and government agencies) to identify and promote sustainable management and use of chemicals in Ireland.
- Developing, in partnership, education and research programmes on sustainable chemical use and the safe management and handling of chemicals.
- Providing technical and scientific advice on emerging chemical technologies and initiatives, at the national and EU level.
- Providing technical and scientific advice on land-use planning for new major accident hazards sites and for new developments in the vicinity of existing sites.

5. Strategies to Support Delivery of our Key Goals

5.6 Goal: To ensure the Authority is effective in delivering on its goals and achieves value for money

We will ensure that all our programmes achieve the best possible value for money and are as effective and efficient as possible. To ensure this, we will concentrate on the following areas:

Strategy: Ensure efficiency and effectiveness in the delivery of our goals

We will deliver this by:

- Evaluating the effectiveness of key programmes and reporting on the associated inputs, outputs and outcomes.
- Concentrating resources on those areas where the returns, relative to expenditure, are of greatest value.
- Working to minimise the effect of any expenditure reductions on programmes and productivity and to achieve an adequate balance of resources necessary to implement our goals.
- Ensuring that all our activities, including inspections and prevention, are targeted and based on risk assessment and that we evaluate their effectiveness.
- Refining our targeted approach to inspection to ensure that the non-compliant are quickly identified and action is taken to ensure compliance.
- Cooperating in the development of

efficient and effective shared services with other government departments and state agencies.

- Implementing government policies, including those in the area of e-government, the Smart Economy and public-sector reform.
- Exploring the possibility of alliances with other enforcement agencies, where this will enhance our efficiency and effectiveness.

Strategy: Deliver a high level of customer service to our external and internal customers

We will achieve this by:

- Regularly seeking feedback from our customers and basing our service delivery on their needs.
- Reviewing our processes and streamlining them to make them more accessible to our customers.
- Consulting on proposed strategy or regulatory developments.
- Periodically publishing performance results and satisfaction levels.
- Working with our staff and their representative organisations to ensure maximum efficiencies in the delivery of our services in accordance with our values.
- Ensuring effective cross-divisional cooperation and team working within the Authority.

5.6 Goal

To ensure the Authority is effective in delivering on its goals and achieves value for money

- Maintaining the competence of our staff through continuous development so that they deliver high levels of service.
- Ensuring that inspections are carried out in accordance with the EU Senior Labour Inspectors Committee 'Principles of Inspection' and that our inspectorate is periodically assessed against these principles.

Strategy: Apply best practice throughout the organisation to ensure that it delivers a consistently high level of service

We will deliver this by:

- Providing a positive, safe and healthy working environment for all our staff.
- Developing our business processes so that we deliver high levels of service.
- Demonstrating excellence in human resources processes and retaining the Excellence Through People award at gold level.
- Maintaining our Customer Contact Association (CCA) accreditation for our Workplace Contact Unit.
- Ensuring that our management information systems are secure, robust and effective.
- Maintaining and developing best-practice policies and procedures in the areas of inspection, accessibility to services, human resources, information and communications technology, and finance.
- Complying with the Code of Corporate Governance for State-Sponsored Bodies and the Authority's Code of Standards and Behaviour.



» 6. Cross-Cutting Themes

Our goals are not isolated, but interconnected. They reflect an integrated approach which ensures that, during the lifetime of our strategy, their outcomes achieve the maximum benefit.

Each goal contains strategies that will be tailored to ensure the desired outcomes are achieved and to take account of their interdependence. To reinforce this integrated approach for all our goals, we have identified a number of cross-cutting themes. Each strategy will be implemented taking account of these themes.

The key cross-cutting themes we identified are:

- Employer/Employee Categories.
- Risk-Rated Resource Allocation.
- Partnerships.
- Simplifying Compliance.

1. Employer/Employee Categories

We recognise that our approaches must take account of prevailing circumstances. This is all the more necessary in a time of recession when, for example, the principal objective for many small organisations is simply to survive. Implementing our agenda should complement the work of the organisation. It will ensure that workers' safety and health is protected and at the same time that business is not impeded by accidents and unplanned downtime.

In implementing our goals, we will consider the circumstances, the related risk profiles and the costs and the benefits for the various categories of **employer**.

The following are the main employer categories that will be considered in the implementation of all our goals:

- Small and micro businesses.
- Self-employed/sole traders.
- Farmers.
- Multinational companies.
- Medium to large Irish companies.
- Public-sector organisations.

Similarly, there are also categories of **employees** whose needs, involvement and risk profiles vary. These will also be considered in the implementation of our goals. They include:

- Part-time workers.
- Shift workers (including night workers).
- New entrants to the workforce (different risk perspective).
- Workers in safety-critical roles.
- Migrant workers.
- Workers with temporary safety and health needs (for example, pregnant women, breastfeeding mothers).
- Workers with disabilities.
- Older workers (for example, in farming).

2. Risk-Rated Resource Allocation

The Authority has finite resources, and, given the nature of its functions and its areas of responsibility, it has a wide range of choices to make on how and where it allocates these resources. It is important, therefore, that

our approach to resource allocation is consistent across the organisation and is designed to maximise the positive outcomes from the best possible resource allocation. We have identified these outcomes as: increased safety and health awareness and knowledge; safe and healthy workplaces; reduced fatalities, injuries and ill-health; and the safe and sustainable use of chemicals.

Risk assessment is an essential means of directing regulatory resources so that they have maximum impact on outcomes. Applying a risk-rated allocation of resources enables us to take account of a range of factors, such as: sectors known to have significant hazards; hazards that are common throughout sectors; issues that are less well understood; the size of the undertaking; incomplete knowledge of new hazards; lack of understanding; and the approach of employers. On the basis of this information we can direct our resources to where they can do the most good.

3. Partnerships

Since its establishment, the Authority has recognised the advantage of engaging with external parties to maximise our influence on employers and to heighten awareness of safety and health issues. The nature of that engagement varies from informal contact at the one end to statutory relationships at the other.

Overall, we have found such alliances to be beneficial and to give us extra leverage. We will continue to establish the type of alliances that help the Authority to deliver its strategic plan.

We will continue to work in partnership with those organisations – including social partners, employers and trade unions – who assist us in reaching employers and workers and who are our partners in a range of initiatives, as well as a source of valuable input in the formulation of policy.

We will work to ensure the most effective allocation of resources and will seek to develop cooperative and efficient working arrangements with other organisations by:

- Developing and maintaining agreements in our respective areas of responsibility. These agreements will specify measurable actions and outcomes.
- Working closely with other organisations where there are shared goals; in particular, with those who enforce or promote safety and health in working conditions or the environment and those who have a remit for enterprise support. This will include key organisations with responsibility for:
 - Transport of goods
 - Fishing
 - Driving for work
 - Radiological protection
 - Chemical safety
 - Environmental protection
 - Energy
 - Working conditions
 - Law enforcement
 - Farming
 - Education
 - Public-sector safety
 - Healthcare

6. Cross-Cutting Themes

We are also open to collaborating with private-sector organisations that have an interest in promoting good safety and health practices.

4. Simplifying Compliance

We recognise the need for, and the advantages of, simplifying compliance for our customers. This applies across all our goals and in all our tasks and responsibilities. Our overall approach is to provide employers and others with the necessary tools to help them meet their obligations themselves. This should ensure improved compliance with the requirements of the legislation and also ensure that any compliance cost is reduced to a minimum.

To do this, we will develop legislative proposals that are clear, proportionate and effective. Before legislation is developed, we will analyse and take account of its potential impact on stakeholders. We will also ensure that our guidance, advice and tools are easily accessible to all our customers, are user-friendly, meet their needs and are cost-effective. We will explore new possibilities for communicating, with the emphasis on ease of access and reduced cost (for example, Internet communications). Finally, we will maximise the benefits of our inspections to employers by adopting a risk-based approach to the choice of places of work for inspection and by cooperating with other inspection agencies.



» 7. Implementation

Implementing our strategy in a time of economic uncertainty and reduced resources will be a strong challenge to the Authority. We will need to be flexible and responsive to changing circumstances.

The Authority will:

- Prepare annual programmes of work, for the approval of the Minister, to implement this strategy and identify the inputs, outputs and desired outcomes of these programmes.
- Develop a number of sectoral or functional specific strategies that are aligned to this overall strategy statement.
- Report regularly to the Minister on our progress in implementing the programmes of work and strategy.

- Report on our programmes and strategy each year in our annual report.

The EU Strategy on Safety and Health 2007 – 2012 has set ambitious targets for reductions of 25% in the rates of fatal and non-fatal injury. Ireland will probably achieve its targets in relation to workplace fatalities. However, the rate of non-fatal injury in Ireland remained stable during the lifetime of our previous strategy and it is unlikely that a 25% reduction can be achieved during the lifetime of this strategy. The Authority has set a target that Irish employers reduce the rate of injury by at least 5% by the end of 2012.

In evaluating its performance in delivering the strategy, the Authority will place emphasis on the following desired outcomes:

Outcome	Performance indicator
Reduction in the rate of work-related fatalities	10% reduction in the average rate of fatalities over the three-year period of the strategy
Reduction in the rate of work-related non-fatal injuries	5% reduction in the injury rate, with a particular emphasis on achieving reductions in the areas of manual handling and slips, trips and falls
Reduction in the rate of work-related cases of ill-health	Increased prevention and promotion activities by employers to address occupational health issues Improved data on occupational ill-health
Safe and sustainable use of chemicals	Increased awareness by employers concerning the use of chemicals and increased preparation of chemical risk assessments as part of the workplace safety and health management system/safety statement Increased rate of download of chemicals information from the web
Increased safety and health awareness and knowledge	The number of participants in safety and health awareness or training activities in the education sector Inclusion of safety and health in retraining or upskilling courses
Safe and healthy workplaces which enable success	Improved preparation and enterprise implementation of safety statements/codes of practice Reductions in the costs of workplace injuries and ill-health Repeal of unnecessary or redundant health and safety legislation

>> 8. Structure

The Board of the Authority

The Board determines the policy and strategic objectives for the Authority and exercises general oversight of the work programmes and processes of the Authority. It comprises a chairperson and 11 members appointed by the Minister for Labour Affairs. The Minister appoints members nominated by organisations representative of the social partners and other interests associated with occupational safety and health, including employees and employers.

The Staff of the Authority

The Chief Executive Officer manages and controls the implementation of strategy in line with the Authority's statutory responsibilities and policy set out by the Board. The organisation is structured into four divisions, each being managed by an Assistant Chief Executive, as set out below:



Martin O'Halloran
Chief Executive

Workplace
Compliance and
Advice Division



Brian Higginson
Assistant Chief
Executive

Chemicals Policy and
Services Division



Sharon McGuinness
Assistant Chief
Executive

Prevention Services
Division



Mary Dorgan
Assistant Chief
Executive

Corporate Services
Division



Robert Roe
Assistant Chief
Executive

» Appendix 1: Legislative Remit of the Authority

List of the Principal Occupational Safety and Health and Dangerous Substances Legislation administered and enforced, in whole or part, by the Health and Safety Authority:

Part 1: Acts	
No. and Year	Title
No. 13 of 2008	Chemicals Act 2008 <i>[Came into operation on 15 July 2008 concerning administrative and enforcement-related support provisions in respect of the requirements of various European Community Regulations, including the Rotterdam Regulation, the Detergents Regulation and the REACH Regulation.]</i>
No. 10 of 2005	Safety, Health and Welfare at Work Act 2005 <i>[Came into operation on 1 September 2005, except the provisions of section 4(2), other than as that subsection applies to the repeal of the Safety, Health and Welfare at Work Act 1989.]</i>
No. 43 of 1998	Carriage of Dangerous Goods by Road Act 1998 (as amended by the Road Transport Act 1999 – No. 15 of 1999)
No. 28 of 1997	Chemical Weapons Act 1997
No. 20 of 1997	Organisation of Working Time Act 1997 (certain provisions only) <i>[Inter alia, amended Section 52 of the Dangerous Substances Act 1972 (as previously amended by Section 58 (j) of the Safety, Health and Welfare at Work Act 1989) and Section 39 of the Safety, Health and Welfare (Offshore Installations) Act 1987.]</i>
No. 18 of 1987	Safety, Health and Welfare (Offshore Installations) Act 1987 (as amended by the Energy (Miscellaneous Provisions) Act 1995 (No. 35 of 1995) <i>[Section 39 amended under Section 41 of the Organisation of Working Time Act 1997. Act partly repealed by the Safety, Health and Welfare at Work Act 1989 and through S.I. No. 357 of 1995.]</i>
No. 9 of 1980	Safety in Industry Act 1980 <i>[Amended the Factories Act 1955.]</i>

	<p><i>Act partly repealed by the Safety, Health and Welfare at Work Act 1989 and through S.I. No. 237 of 1989, S.I. No. 357 of 1995 and 2001 and S.I. No. 300 of 2007.</i></p> <p><i>The repealed provisions include, in section 2, the definitions of “prohibition notice, safety committee, safety delegate and safety representative” and paragraphs (a) and (b) of the definition of “specified premises”, Sections 9 to 16, 19, 22, 23, 26, 28, 29, 34 to 39, 41, 42 (2) and (3), 44, 45, 49, 50, 53 and 55.</i></p> <p><i>From 1 November 2007, Sections 28 and 29 repealed through the Safety, Health and Welfare at Work Act 2005 (Repeals)(Commencement) Order 2007 (S.I. No. 300 of 2007) and replaced by certain provisions of Chapter 2 (Use of Work Equipment) of Part 2 of S.I. No. 299 of 2007.]</i></p>
No. 10 of 1972	<p>Dangerous Substances Act 1972</p> <p><i>[Section 52 amended under Section 41 of the Organisation of Working Time Act 1997.</i></p> <p><i>Act partly repealed by the Safety, Health and Welfare at Work Act, 1989 and through S.I. No. 103 of 1990 and S.I. No. 357 of 1995.]</i></p>
No. 21 of 1979	<p>Dangerous Substances (Amendment) Act 1979</p> <p><i>[Section 2 repealed]</i></p>
No. 7 of 1965	<p>Mines and Quarries Act 1965</p> <p><i>[Partly repealed by the Safety, Health and Welfare at Work Act 1989 and through S.I. No. 237 of 1989 and S.I. No. 357 of 1995.</i></p> <p><i>The Safety, Health and Welfare at Work Act 2005 (Quarries) (Repeals and Revocations) (Commencement) Order 2008 (S.I. No. 29 of 2008) activated the repeal of the Mines and Quarries Act 1965 (No. 7 of 1965) in so far as that Act relates to quarries (including Sections 23 to 29, 91 to 97 and 133(2) and (3)) and revoked all Regulations, Orders and Rules made under that Act as they relate to quarries, from 1 May 2008 when those provisions were replaced by the Safety, Health and Welfare at Work (Quarries) Regulations 2008 (S.I. No. 28 of 2008).]</i></p>

No. 10 of 1955	Factories Act 1955 <i>[Amended by the Safety in Industry Act 1980.</i> <i>Partly repealed by the Safety, Health and Welfare at Work Act 1989 and through S.I. No. 237 of 1989, S.I. No. 357 of 1995, S.I. No. 138 of 2001 and S.I. No. 300 of 2007.</i> <i>The repealed provisions include Sections 10 to 14, 17 to 19, 24, 25, 27, 28, 30, 33 to 35, 36 (5) (as inserted by section 25 of the Safety in Industry Act, 1980), 37, 44, 45 (as amended by sections 7 and 22 of the Safety in Industry Act 1980), 46, 47 (as amended by section 22 of the Safety in Industry Act 1980), 48 (as substituted by section 23 of the Safety in Industry Act 1980), 49, 52, 53 (2) and (3), 54, 55, 56, 57, 59 (3), 60 to 61, 64 to 66, 67 (2), 68 to 72 to 75, 78, 81, 83 to 85, 86 (1) (b), (d), (f), (g), (i), (k) and (l), 90 to 95, 98, 107, 110 to 116, 119 to 122, 124, 125 and 127.]</i>
1890 c.35	Boiler Explosions Act 1890
1882 c.22	Boiler Explosions Act 1882
Part 2: Over 74 sets of Regulations made under the above Acts, including -	
S.I. No. and Year	Title
S.I. No. 28 of 2008	Safety, Health and Welfare at Work (Quarries) Regulations 2008
S.I. No. 299 of 2007 & No. 732 of 2007	Safety, Health and Welfare at Work (General Application) S.I. Regulations 2007 as amended by the Safety, Health and Welfare at Work (General Application)(Amendment) Regulations 2007
S.I. No. 504 of 2006, S.I. No. 130 of 2008 & No. 423 of 2008	Safety, Health and Welfare at Work (Construction) Regulations 2006 as amended by the Safety, Health and Welfare at Work S.I. (Construction) (Amendment) Regulations 2008 and Safety, Health and Welfare at Work (Construction) (Amendment) (No. 2) Regulations 2008
S.I. No. 386 of 2006	Safety, Health and Welfare at Work (Exposure to Asbestos) Regulations 2006

S.I. No. 619 of 2001	Safety, Health and Welfare at Work (Chemical Agents) Regulations 2001
S.I. No. 218 of 2001	Safety, Health and Welfare at Work (Confined Spaces) Regulations 2001
S.I. No. 078 of 2001	Safety, Health and Welfare at Work (Carcinogens) Regulations 2001
S.I. No. 146 of 1994 & 248 of 1998	Safety, Health and Welfare at Work (Biological Agents) S.I. No. Regulations 1994 as amended by the Safety, Health and Welfare at Work (Biological Agents) (Amendment) Regulations 1998
S.I. No. 44 of 1993	Safety, Health and Welfare at Work (General Application) Regulations 1993 [S.I. No. 44 of 1993]. <i>[From 1 November 2007, all provisions (except Part X and the Twelfth Schedule relating to the notification of accidents and dangerous occurrences) are revoked and replaced by various provisions of S.I. No. 299 of 2007.]</i>
Part 3: Regulations Made Under the European Communities Act 1972 Transposing European Community Directives	
S.I. No. and Year	Title
S.I. No. 289 of 2007	European Communities (Carriage of Dangerous Goods by Road)(ADR Miscellaneous Provisions) Regulations 2007 <i>[These Regulations, which revoked and replaced S.I. No. 406 of 2006) came into operation on 13 June 2007 and supplement the Carriage of Dangerous Goods by Road Regulations 2007 (S.I. No. 288 of 2007).]</i>
S.I. No. 76 of 2007	European Communities (Classification, Packaging and Labelling of Dangerous Preparations) (Amendment) Regulations 2007 <i>[Amended S.I. No. 62 of 2004 from 1 March 2007.]</i>
S.I. No. 74 of 2006	European Communities (Control of Major Accident Hazards Involving Dangerous Substances) Regulations 2006 <i>[Came into operation on 15 February 2006 and revoked and replaced S.I. No. 476 of 2000 and S.I. No. 402 of 2003.]</i>

S.I. No. 25 of 2006	European Communities (Classification, Packaging, Labelling and Notification of Dangerous Substances) (Amendment) Regulations 2006 <i>[Came into operation on 25 January 2006 and amended S.I. No. 116 of 2003.]</i>
S.I. No. 374 of 2004	European Communities (Transportable Pressure Equipment) Regulations 2004
S.I. No. 62 of 2004	European Communities (Classification, Packaging and Labelling of Dangerous Preparations) Regulations 2004 <i>[Revoked and replaced S.I. No. 272 of 1995 and S.I. No. 354 of 1998. Amended by S.I. No. 76 of 2007 from 1 March 2007. From 15 July 2008 amended by S.I. No. 271 of 2008.]</i>
S.I. No. 116 of 2003	European Communities (Classification, Packaging, Labelling and Notification of Dangerous Substances) Regulations 2003 <i>[Revoked S.I. No. 393 of 2000. Amended by S.I. No. 25 of 2006 and, from 15 July 2008, amended by S.I. No. 272 of 2008.]</i>
S.I. No. 518 of 2001	European Communities (Machinery) Regulations 2001 <i>[To be revoked and replaced from 29 December 2009. See S.I. No. 407 of 2008.]</i>
S.I. No. 400 of 1999	European Communities (Pressure Equipment) Regulations 1999
S. I. No. 83 of 1999	European Communities (Equipment and Protective Systems Intended for Use in Potentially Explosive Atmospheres) Regulations 1999
S.I. No. 246 of 1998 & S.I. No. 406 of 2008	European Communities (Lifts) Regulations 1998 <i>[Amended by the European Communities (Lifts) (Amendment) Regulations 2008]</i>
S.I. No. 272 of 1993	European Communities (Personal Protective Equipment) Regulations 1993
S.I. No. 101 of 1992 & S.I. No. 150 of 1995	European Communities (Appliances Burning Gaseous Fuels) Regulations 1992 as amended by the European Communities (Appliances Burning Gaseous Fuels)(Amendment) Regulations 1995

» Appendix 2: Review of Effectiveness of Previous Strategy

The Strategy Statement 2007-2009 was the first strategy prepared in accordance with section 43 of the Safety, Health and Welfare at Work Act 2005. It came into force in 2007 and had a three year term to December 2009.

The strategy set out a vision and mission for the Authority. During the term of the strategy there were significant organisational and environmental changes including a change of Board, the appointment of a new CEO, significant developments in the European approach to occupational safety and health and major changes in the workplace, workforce and economy. In addition, the Authority was given responsibility for the implementation of REACH, the new EU chemicals strategy, in Ireland and recruited extra staff to meet its new obligations. Over the term of the strategy the fatal injury rate in Ireland continued its downward trend.

A recent Pan-European opinion poll on occupational safety and health, conducted by the European Agency for Safety and Health at Work, showed that 83% of respondents thought that over the past five years health and safety at work in Ireland had got better or much better. This was the highest level of improvement recorded in the EU27.

The strategy contained six main goals. Those goals and the progress made in achieving them are summarised below:

Goal 1: *Raise the level of general awareness of occupational safety, health and welfare in the workplace among employers, employees and society in general*

The “brand” of the Authority remained strong over the course of the strategy and was reinforced through successful high impact media campaigns in relation to the responsibilities of directors and on farm safety. A particular success was the high awareness created in relation to REACH, an entirely new area for the Authority and for Irish industry.

Despite being relatively small both in total numbers of staff and compared to similar EU bodies, the consistently high media profile and awareness raising activities greatly assisted the Authority in getting commitment by employers and employees. Through a wide range of seminars and conferences held during the term of the strategy, the safety and health message reached thousands of people. The continued success of the Authority in helping to reduce deaths and injuries will to a great extent be influenced by the continued creation and sustenance of the existing high levels of awareness of the Authority and of safety and health.

Goal 2: *Target the workers and managers of the future by fostering a culture of safety through early and continued interventions in the education and training systems*

This was a new and challenging goal. It was challenging in two aspects; the long lead-time required to achieve change in education and training provision and the significant time lags between the intervention and the outcome.

A clearly defined programme was put in place based on partnership with the key

players in the education sector. Good progress was made during the lifetime of the strategy and this will form the basis of future programmes. Over the period of the strategy, 40,000 students at primary and post-primary levels took part in health and safety programmes as part of our education strategy (including Choose Safety programme and Junior Achievement). The Authority also sponsored the Primary Science Fair at the BT Young Scientist Exhibition and has participated in the Science and Technology in Action and Spirit of Enterprise case studies which are offered to all post-primary schools.

While good progress has been made, continued and further investment in this area will be required to achieve real and sustainable outcomes.

Goal 3: *Make relevant specific information and guidance easily available to those who manage and promote workplace safety in all sectors and assist them to achieve their targets*

This goal reflected a key function of the Authority as set out in section 34 of the Safety, Health and Welfare at Work Act 2005. There was an effective strategy in place to deliver on the goal and significant progress was achieved. In particular, comprehensive and timely information was made available in relation to the General Application Regulations and REACH and innovative guidance was produced for the construction sector. In addition, our re-vamped website and strengthened telephone information system enabled large numbers of people to

access safety and health information easily and quickly. In total over 1 million publications were downloaded from our website over the three year period and on average almost 30,000 calls were received by the Workplace Contact Unit for each of the three years of the strategy.

The recent opinion poll, conducted by the European Agency for Safety and Health at Work, found that 84% of Irish respondents considered themselves very well or fairly well informed about safety and health risks at the workplace. This is the second highest level reported in the EU27 and is considerably ahead of the EU average.

For future strategies it is recommended that there is a focus on the provision of accessible information for small industries as this is the group where there is the potential to achieve maximum impact.

Goal 4: *Enforce occupational safety, health and welfare legislation through targeted and prioritised inspections and through legal action where necessary*

This goal represents a significant activity of the Authority and has proven particularly effective in the safety area. During the lifetime of the strategy there was an increased focus on occupational health aspects in inspections. The overall level of inspection increased from 13,631 to 16,000 between 2007 and 2008 and reached 18,400 in 2009. About 15% of inspections resulted in enforcement activities while more than 70% were advisory including both verbal and written advice. This has been a very effective instrument in achieving improved levels of

voluntary compliance. These activities will continue to form a core element of the work of the Authority.

Particular improvements were achieved in the areas of construction safety, especially in relation to falls from a height and in relation to the safety of road-works and safety and health in local authorities.

Where necessary the Authority prosecuted individuals and companies for breaches of the legislation particularly in the case of serious and fatal accidents. There were a number of high profile prosecutions one of which resulted in a fine of €2 million the largest yet recorded for a breach of safety and health legislation.

Goal 5: *Develop a research programme on current, emerging and future high risk areas in workplace safety, health and welfare which will inform all our actions*

Research has proven to be valuable in establishing baselines and in supporting the optimal deployment of resources. More and better quality research was carried out during this strategy than at any other period in the lifetime of the Authority. Important research projects included the evaluation of our work at heights programme and the review of safety and health among immigrant workers. These projects assisted us in evaluation of the effectiveness of our approach and allocating resources to the important issues.

On-going research is essential in future strategies so that our resources are used most effectively. This will prove particularly challenging over the lifetime of the next strategy.



Goal 6: *Ensure that the Authority, its staff, resources and facilities deliver on our corporate goals in line with best practice and value for money*

This goal focussed on ensuring the Authority was resourced, structured and had appropriate people, processes and systems to support the delivery of the societal goals. The effective implementation of this goal has been a key enabler for the delivery of the strategy and the annual programmes of work.

High levels of probity, value for money and governance have been achieved during the term of the strategy. The Authority also achieved increased productivity and important infrastructural developments were put in place including the provision of new enforcement management systems and new office accommodation.

The dedication and professionalism of the staff of the Authority was recognised in the achievement of a number of national and international awards including: Public Service Excellence Award; Excellence Through People Gold Standard; Customer Contact Association accreditation; Advertising Effectiveness Award, ICT Excellence Award and Innovating Government Award.



*Working to
create a
National Culture
where All Commit to
Safe and Healthy
Workplaces and the Safe
and Sustainable
Management of
Chemicals*

**HEALTH AND SAFETY
AUTHORITY**

Tel. 1890 289 389

International
Callers

00353 1 6147000

Fax. (01) 6147020

www.hsa.ie



**HEALTH AND SAFETY
AUTHORITY**