



Taking Care of Business

Three Year Plan 2011–2013







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Introduction

1. Introduction

This plan sets out the objectives and priority actions for the Health and Safety Authority (HSA) in implementing its service initiative, the three year Taking Care of Business (TCB) programme (2011– 2013).

The concept for this new service was approved by the Board of the Authority in June 2010. Stage 1 of the service, which comprised a substantial launch event including the introduction of an online risk assessment tool for small business (BeSMART – Business electronic Safety Management And Risk assessment Tool), has already been implemented. This paper introduces the full programme through to 2013, building on the successful implementation of Stage 1.

In addition to defining the key parameters, the objectives and the actions to achieve them, the plan and its key goals will serve as a basis for evaluation of the success of this new service for our target group, businesses of approximately less than 50 employees.

2. Executive Summary

Taking Care of Business (TCB) is the name given by the Authority to its latest service initiative. It is based on the fundamental requirements of the role and remit of the Authority and on the health and safety needs of business, especially small business, in current difficult times.

This programme is aligned with the Authority strategy, Programme of Work, government policy and EU Policy on occupational safety and health.

In all workplaces employers are required by legislation to put in place a written programme to ensure the safety health and welfare of employees is protected. This is called a 'safety statement'. Central to any safety statement and any safety management system is the ability to eliminate the risk of harm to employees that arises out of work activities. The process of identifying the potential causes of harm and implementing the measures to protect employees is called 'risk assessment' and is at the core of a safety statement. Furthermore it is found that accident levels are higher among small employers. This creates its own set of risks and costs to business.

Over the past three years, while accidents and injuries in all workplaces remain of significant concern, the country has entered a deep economic recession with small business under extreme pressure with shrinking margins and mounting financial pressure. The focus of the new Programme for Government is on value for money and coming up with new, better and more cost effective ways of achieving more with less through a range of measures such as those set out under the Croke Park Agreement and other initiatives that are developed by organisations who provide services to the public.

There is evidence from the Authority's own inspections that there are significant numbers of small businesses that still do not possess either safety statements or risk assessments. It is against this background that TCB was developed.

So, in summary the twin needs of the Authority and small business are merged in the proposed service:

1. The Authority's need to improve the compliance of small business so that the safety, health and welfare of workers are protected by putting in place the key preventive measures which support this.
2. The need of small businesses to protect the safety, health and welfare of workers in a way which enables the business to continue to grow and to avoid unnecessary administrative costs while complying with regulatory requirements.

Executive Summary

A key element of TCB is BeSMART, a free online tool which enables small businesses to prepare both written risk assessments and safety statements specific to their workplaces. The early available evidence strongly suggests that use of BeSMART will significantly reduce the administrative burden by:

- reducing the amount of time employers spend preparing their risk assessments and safety statements;
- reducing the dependence of many small businesses on costly external assistance for the production of safety documents;
- eliminating the perception many employers have that they are not competent to develop their own safety documentation ;
- increasing small business compliance levels as owners take more responsibility for day to day safety management.

Over the next three years, TCB will be developed for and extensively implemented in the target group businesses employing 50 or less personnel in four sectors:

- Service;
- Retail;
- Hospitality;
- Manufacturing.

The following eight goals have been identified for these four small business sectors along with a series of actions:

1. Reduce the number of occupational accidents/incidents of ill health.
2. Increase the level of health and safety compliance.
3. Increase awareness and competence in health and safety.
4. Reduce administrative costs.
5. Simplify the management of health and safety.
6. Encourage employees to actively participate.
7. Provide overall support and assistance.
(And a final goal set out for the Authority to ensure that TCB can be measured)
8. Develop a set of measurements of performance which can evaluate the effectiveness of TCB as a support service.

Executive Summary cont'd

Over the three years of the plan, progress against goals will be under continuous review, with frequent evaluation against a set of agreed measures. Identifying and selecting the appropriate measures to use is included in the action plan set out below.

Figure 1 below illustrates the component parts of TCB 2011–2013.



Figure1: Taking Care of Business is made up of many parts, but at its core is BeSMART

3. The Business Case

In the period 2001 to 2010 the Authority received reports of more than 583 workplace fatalities and 81,284 non-fatal 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 by the CSO (Central Statistics Office) 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 caused by their work. Conservative estimates put the cost to the economy of these episodes as €3.48 billion annually, based on the 2009 Gross National Income of €139,476m (ref HSA Strategy Statement 2010–2012 and *Report on Economic Impact of the Safety, Health and Welfare at Work Legislation*, Indecon, 2006).

This picture is reinforced by the Occupational Injury Benefit (OIB) scheme, which is administered by the Department of Social Protection. In 2010 there were 11,813 approved claims for OIB representing 423,934 workdays lost; the average length of absence was 35.8 days. In 2009, in the order of €21m was paid to claimants. The CSO data (Labour Force Survey) for workdays lost through illness and injury in 2009 was higher at 746,900.

Table 4, Appendix B, shows the types of injuries that lead to these OIB claims. Figure 2, Appendix B, indicates which body parts received the most injuries according to reports to the HSA in 2010. These two sets of data are consistent with one another.

The latest CSO data (March 2011) gives the total employment figure as 1.823m. Appendix C gives the breakdown of this figure by economic sector.

The continuing high level of accidents in the workplace and the resulting punitive costs to business, have led to concentrated efforts at national and European levels to reduce both.

The Health and Safety Authority's Strategy Statement 2010–2012 identifies the Authority's vision:

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

The European Strategy on Safety and Health at Work refers to the importance of staff health and safety for economic growth:

Under the Lisbon strategy, the Member States have acknowledged the economic costs of problems associated with health and safety at work which inhibits economic growth and affects the competitiveness of businesses in the EU.

Reducing accident rates and the associated costs is made all the more difficult by the current economic downturn. As stated in the new Government's Programme for National Recovery 2011 – 2016:

It is no exaggeration to say that we now face one of the darkest hours in the history of our independent state. To deal with this unprecedented national economic emergency, our country needs an unprecedented level of political resolve.

Supporting business competitiveness in these difficult times while still maintaining the highest standards of health and safety is a challenge for all, but remains an imperative for the wellbeing of all employees and the economic recovery of the country.

The Department of Enterprise Trade and Innovation (DETI) is currently leading a process designed to quantify the burden (time and cost of the administration associated with compliance with legislation) of regulation under its remit including health and safety law. In December 2009 DETI retained EPS Consulting to measure the administrative costs and administrative burden imposed on Irish business by information obligations under health and safety law such as the requirement to produce risk assessments and safety statements in writing. The need to reduce the

The Business Case cont'd

administrative burden on business is a priority at both Irish and EU level with specific targets set by the European Council and adopted in the community strategy on health and safety. In March 2008 the Irish government set a target of a 25% reduction of the administration burden to be achieved by 2012. This objective has been carried forward under the new government.

Table 1 below shows that the estimate of administrative cost to industry in meeting the legal requirement for employers to develop written safety statements and risk assessments under the Safety Health and Welfare at Work Act is €313m. After consultation with relevant stakeholders and industry groups a percentage figure was arrived at to indicate the level of administrative costs that would still be incurred even if the legal requirement was removed – 25% in the case of both safety statements and risk assessments. The resulting burden on industry after retaining the 'Business as Usual' costs was calculated at a little over €234m.

Table 1: Health and Safety Information Obligations – Summary of Costs and Burdens all Business

Information Obligation	Total Administration Costs Across all Sectors	Business as Usual Costs	Total Administrative Burden Across all Sectors
Risk Assessment	€167,104,514	25%	€125,328,386
Safety Statement	€145,993,742	25%	€109,495,306
Total	€313,098,256		€234,823,692

Source: EPS Report for DETE December 2009

4. TCB – A Service Response

It is against this background that in mid-2010 the Health and Safety Authority (HSA), following extensive consultation with stakeholders and business owners, approved the development of the TCB initiative.

The Mission Statement for TCB is:

To make safety and health contribute in a manner that is tailored specifically for a small business so enabling it to reduce the incidence of accidents and ill health; to motivate workers and maintain their involvement and to assist the overall success of the business.

Two stages were agreed for the development of TCB:

Stage 1– Project definition and initial development of TCB , including researching the needs of small business through extensive consultation with business owners and other relevant stakeholders and developing the initial key service responses.

Stage 2 – Ongoing development and implementation of the wider TCB service.

TCB – A Service Response

Stage 1 Definition and initial development

In the six months from July to December 2010 the Authority set up a TCB development team. The team successfully accomplished the following and set the foundation for the growth of the service:

- carried out regional consultations with the business groups and gained a comprehensive understanding of the requirements of small business in relation to safety and health in the workplace and the nature of the support that they require;
- defined and agreed the service offering for small business;
- designed the online risk assessment tool called BeSMART and developed the initial content for this; organised user-testing and website hosting of the interactive tool;
- developed initial drafts of information sheets to provide more detailed guidance to users of BeSMART;
- developed a marketing and communications strategy to publicise this service offering among small businesses and the self employed;
- ran a national TCB exhibition of safety and health for small business and launched the BeSMART tool at this event. Attendance of 2,000 was almost double that initially planned;
- developed a roll-out strategy.

Stage 1 also involved deciding on the initial types of business that should be covered by the BeSMART initiative; the criteria and evidence considered were:

- size of business;
- business type;
- numbers of employments in economic sector;
- OIB claim statistics;
- HSA data on compliance by small business;
- accident data.

It was decided that the initial target group would consist of small businesses employing 50 or less employees in sectors employing large numbers of workers:

- Service;
- Hospitality;
- Retail ;
- Manufacturing.

It is estimated that within these four sectors there are 179,000 employments (companies), employing approximately 909,000 workers (based on CSO's Small Business in Ireland 2008 Edition, which states that "almost 56% of employment is in small workplaces"). Details are available in Appendix D, Tables 6 and 7.

Construction and agriculture businesses are not included in the initial target group as other support initiatives are currently in place in these sectors.

The Business Case cont'd

It was also noted during the analysis that the OIB report for 2010 shows that the majority of claimants work in these particular sectors, (see Table 2 below).

Table 2

Occupations of Workers Injured:- Top 10 Occupations in 2010		
Occupation	2010	%
Health Professional	679	6%
Sales Assistant/Check out Operators	651	6%
Health & Related Occupations	593	5%
Protective Service Officers	572	5%
Road Transport Workers	499	4%
Plant and Machine Operators	470	4%
Routine Process Workers	422	4%
Transport & Machinery Workers/Operators	413	3%
Catering Occupations	319	3%
Domestic Staff/Related Occupations	301	3%
Other	7,195	61%

Source: OIB 2011

Information gathered in HSA inspections suggests that a significant percentage of the business types associated with these occupations do not have adequate safety statements and/or risk assessments. Equally significant is the fact that many businesses with safety statements and risk assessments paid external parties to provide them.

Furthermore, in the target group, which covers 86% of all employments, the potential to reduce the cost to business of the heavy administrative burden in respect of information obligations is up to 156.5 million euro (see Table 3 below).

Table 3: Health and Safety Information Obligations –Estimate of Costs and Burdens for the Target Group

Information Obligation	Total Administration Costs Across Target Group	Business as Usual Costs	Total Administrative Burden Across Target Group
Risk Assessment	€115,234,558	25%	€81,024,299
Safety Statement	€100,676,660	25%	€75,507,495
Total	€215,4911,218		€156,531,794

Source: Based on EPS Report for DETE December 2009

The Business Case cont'd

Assumption: Table 3, includes a reduction of 20% to reflect the likelihood of less health and safety complexity for business with less than 50 employees.

Stage 2 Ongoing development and implementation

Stage 2 of TCB commenced on the 1 January 2011 and will continue for three years. This stage aims to:

- **provide small businesses in the targeted sectors with the support necessary to manage their health and safety responsibilities and to reduce accidents in their workplaces in a comprehensive, user-friendly, low cost manner, while at the same time meeting their legislative responsibilities;**
- **further develop and implement BeSMART into 'business as usual' for the targeted small business sectors;**
- **develop service offerings to promote employee participation in the management of workplace health and safety.**

It is expected that the initial roll out of BeSMART will allow small business users to attain an acceptable level of compliance with their risk assessment and safety statement requirements, while significantly reducing the costs incurred in preparing these. The follow up phase of BeSMART will allow small business to further improve their compliance, thereby reducing the incidence of accidents/ill-health among this group with the benefit of further cost reduction.

TCB and the implementation of BeSMART will also contribute to achievement of the following strategic objectives:

- meeting the declared intent of the new coalition government's programme called "Government for National Recovery 2011–2016", which in relation to supporting SMEs states "we will reduce the cost of Government imposed red- tape on business";
- The Public Service Agreement 2010–2014 (Croke Park Agreement) between the government and trade unions representing public service workers, which was designed to support the continued delivery of excellent public services in at a time of shrinking resources. A key objective is the provision of online services to maximise efficiencies and provide enhanced customer service at reduced cost;
- The Health and Safety Authority's goal, *to enable employers, employees and other duty holders to reduce risks* (Health and Safety Authority Strategy Statement 2010– 2012).

TCB Goals

5. TCB Goals

Eight priority Goals have been identified. These are:

For the selected target groups:

1. Reduce the number of accidents and incidents of occupational ill health
2. Increase the level of health and safety compliance
3. Increase awareness of benefits of and competence in health and safety management
4. Reduce the administrative costs arising from information obligations around health and safety
5. Simplify the management of health and safety in a manner that can be sustained
6. Influence employees to actively participate in and contribute to the management of health and safety in the workplace
7. Support small business in general, providing advice and assistance in regard to relevant health and safety matters and queries and recognising constraints.

The final objective is important for the Authority and other stakeholders to evaluate the initiative

8. Develop a set of performance measures, to accurately evaluate TCB as a support service.



Actions to Meet our Goals

6. Actions to Meet our Goals

The TCB Action Plan below sets out the key areas, objectives and actions – each of which will assist in the achievement of one or more goals.

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
OnLine Tool	Develop an online tool for RAs/Safety Statements for small business.	Design and publish tool for initial launch (stage 1) across 4 sectors and 75 business types.	Measure/Output/Outcomes Complete. BeSMART developed with initial RAs for 4 sectors: Manufacturing; Retail; Services and Hospitality. Hard copy version published. Web access available to business from Feb 2011.	c/o from 2010 to Q1 2011
	Launch BeSMART	Organise BeSMART launch at tailor made TCB major event. Demonstrate tool and enable testing by new users. Promote with TCB event	Complete. Launched on 16 Feb at CCD as key element of TCB Service. Launch included 'try it out' and demonstrations. Web version enables 'guest' usage. Tool received considerable media attention.	Q1 2011 Q1 2011
	Increase the number of <i>business types</i> covered by BeSMART to include as many of the target group as possible to achieve increased usage.	Liaise with industry groups and business owners to identify opportunities to extend the use of BeSMART to more business types within the target group. Define list. Work on the technical development in accordance with plan. Launch extended areas once available.	Incremental expansion: 2011–120 2012– +50 2013– +30	2011–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
	Increase usage of tool to 17% of target group by end of 2013 (30,000 users).	Liaise with industry groups and business owners to promote the use of BeSMART to develop and prepare their own risk assessments and safety statements.	Increased usage of Be SMART across the targeted sectors.	2011– 2013
		Implement a sustained cost effective promotion campaign to enlist more users, including media and web channels.		
		Carry out a series of nationwide seminars each year to promote TCB– approx 6 in 2011 and 10 in 2012 and 2013.		2011–2013
		Set annual targets for usage each year. Upgrade the system's capacity to measure usage /increase registration of users.	Targets: 2011 +5,000 2012 +10,000 2013 +15,000	
		Collate and circulate relevant factual information on the costs associated with non-management of safety and the potential to reduce such costs with use of BeSMART.		2011–2013
		Develop a parallel paper version of BeSMART with guidance, templates and examples for those businesses without access to Internet.		2011-05-04
		Explore way to incentivise more small businesses to use Be SMART.		2012–2013
		Promote usage through inspectors.		2011–2013



Actions to Meet our Goals cont'd



Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
		Use existing partnerships to promote the tool. Prepare promotional materials as appropriate for the groups.		2011– 2013
	Develop BeSMART. Make continuous improvements to design and functionality.	Review processes: hazard identification, preventive controls and actions that minimise risk and are listed in order of importance.	User feedback. Capacity of tool to provide adequate data.	2011–2013
		More user help and additional information such as Hover; Help and Learn More buttons etc.		
		Establish working links with other countries and international bodies with similar tools to share learning on best practice and upgrade the BeSMART provisions accordingly.	Sharing Best Practice discussions taking place with other jurisdictions.	2012
		Eliminate snags and technical issues identified in Stage 1.	All identified snags/bugs removed from BeSMART.	2011–2013
		Set up a user panel and/or focus groups to get feedback and carry out regular content reviews to ensure BeSMART is pragmatic, accurate and consistent. Remove all irrelevant and obsolete content.	User panel and focus groups identified and working/feedback meetings take place.	2012–2013
		Enhance the tool to represent a one stop shop for users, providing essential links to other relevant materials and updates.	Linkages set up from BeSMART.	2012–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
	Ensure that the BeSmart experience delivers results for small business.	Encourage business owners to implement the appropriate controls for their specific workplace identified through the use of BeSMART.	Controls identified through use of BeSMART are implemented by business owners. Analysis of data on accidents/incidents.	2011–2013
		Encourage users to implement control measures by prioritisation based on risk level, taking account of likelihood and severity.	Approach developed to inform and communicate to users on prioritising of control measures.	2011–2013
		Assess through user surveys the value of BeSmart to business users.	User surveys conducted and feedback reviewed.	2011–2013
		Explore the potential to develop norms for the tool so that users can compare their activity to the average in a confidential manner.	Options identified to enable Users to benchmark with other users in similar sectors.	2013
	Maintenance: maintain overall relevance of tool to current legislative framework and best practice.	TCB team will keep content under review to ensure that it is current, accurate and easy to access across all business types. All legislative changes will be reviewed for impact on tool and amendments made as necessary.	Volume of updates. Independent assessment of tool in respect of current legislative framework.	2011–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
Awareness Raising and Competence Building (TCB)	Increase the overall awareness of the small business sector of the benefits of good health and safety management so that they can apply this in their workplace.	Mount three substantial exhibitions over the three-year plan period with emphasis on interaction with large numbers of business owners and representatives. Plan for Dublin 2011; Cork 2012 and Limerick or Galway (tbc) 2013. Overall objective is to increase awareness of benefits; increase BeSMART usage; and establish contact for future support.	Target attendance at each exhibition set and achieved. Feedback following each exhibition. Evidence of learning transfer from one event to next. Surge in usage of tool following each event. Growth in data base of registered users.	2012 Cork Limerick or Galway 2013
		Improve the TCB site on HSA website to address small business frequent problems and provide specific support which improves competence.	Incremental improvements towards excellence by 2013. Business feedback on site and accessibility. Visits to site. Interaction with site.	2011–2013
		Develop an e learning module, (similar to current modules in place) for small business owners which increases their motivation and competence in managing health and safety.	Module in place; users registered, with targets in place for each year. Accessibility through website with technical support in place.	2012 –2013
		Design a training course to be registered with FETAC for the owner/manager for a learning outcome that ensures responsibilities are known and the owner/manager has a plan for competent implementation of a health and safety management system.	Course designed with learning outcomes and standards agreed with FETAC; course accepted by FETAC for delivery by registered training providers. Feedback on value from users.	2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
		Develop and implement a cost effective promotion campaign which emphasises the benefit message and uses all available research data to persuade small business to interact with the HSA.	A multifaceted campaign designed and approved for a three year period encompassing all aspects: media; promotional materials; PR; Events etc. Implementation complete in accordance with targets/milestones.	2011–2013
		Provide for support visits by TCB inspector to assist in areas of particular complexity.	Evidence of demand and value of such support visits.	2011–2013
Data Gathering Research Measurement of Performance	Ensure that adequate, relevant up- -to-date data is available on the following: cost of accidents to small business; comparative data on accidents/ill health in small vs large enterprise; case studies on good practice; compliance by small business with safety and health requirements. Usage of BeSMART tool. BeSMART will provide value for money. Savings achieved.	Commission research study to obtain new data on the current cost of accidents to small business (less than 50 employees) in Ireland.	Provide information on the current context in which the sector addresses health and safety obligations. Informs the direction of future initiatives. Establishes a base line against which TCB can be assessed.	2011–2012
		Identify key performance indicators for TCB goals. Key milestones will also be identified. Collect and monitor relevant data continuously over the course of TCB. Sample indicators include trends in work related injury, accident reporting, safety statement preparation, us of BeSMART tool etc.	These indicators will allow the HSA and others assess the success of TCB and give an early indication if objectives are not being achieved.	2012–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
		Develop functionality of Geosmart system to extrapolate data which provides useful comparisons between small and large business performance and other representative data.	Data available from Geosmart which assists in comparisons with large business etc and informs future service offering.	2012–2013
		Develop a series of case studies of accidents in small businesses which chart the lessons learned and can be used in promotion.	Up to 10 varied case studies developed and in use in promotion and external communications to sell the benefits.	2012
		Improve the capacity of BeSMART to measure the usage by small business of the system.	Usage of the BeSMART tool is transparent and measurable whilst preserving employers' need for the confidentiality of their own record.	2011–2013
		Conduct a simple survey, using survey monkey, to establish impact and perceived cost savings of BeSMART for early users of the system.	Survey conducted in each year (with sample size bigger as usage grows) and results analysed to inform on value of tool.	2011– 2013
		Liaise with other agencies /government departments to analyse data which is available across a number of disciplines. Use this data to establish criteria that will assist in measuring the success of TCB.	Use of existing networks on data sharing.	2012 –2013
Administrative Burden Reduction (TCB only)	Ensure that TCB contributes to solutions in reducing the burden of information obligations on small business.	Assess the potential of BeSMART to produce savings to business using proposed indicators provided by the DETI. Confirm or amend current proposals.	Accurate analysis conducted by HSA using standard cost model. Liaison with DETI to confirm /amend	2011–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
		<p>Identify all other health and safety information requirements for small business sector and propose alternative solutions to reduce the burden through elimination or simplification as appropriate.</p> <p>Liaise with the High Level Group (HLG Admin Burden)) as required on the progress of TCB and participate in any action involving other state organisations in the provision of efficiencies for small business (e.g. the extension of the on line tool to employment law etc)</p>	<p>Systematic review of existing requirements identifies list of possible amendments or eliminations for discussion with key stakeholders – employer and employee representatives.</p>	<p>2012–2013</p> <p>2011–2013</p>
		<p>Review current EU legislation and consider aspects that place a particular onus on small business that may be disproportionate to the benefit achieved. Present a paper to DETI for input on forthcoming review of the health and safety legislation at EU level. (For Irish Presidency.)</p>	<p>This work to be conducted in conjunction with DETI.</p> <p>Preparation of list and review by key stakeholders.</p>	<p>2012–2013</p>

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
Employee Involvement	Influence the behaviours of employees in the sectors to increase their contribution to the reduction of accidents and ill health at work.	Develop a specific campaign aimed at employees in the sector which promotes their involvement and participation from consultation level through to implementation of health and safety management systems at their workplace. Involve employee representatives in design and delivery if possible.	Campaign defined and agreed by employee representatives. Implementation ongoing through three years. Survey to provide employee feedback.	2011–2013
		Develop an e-learning module for the employee which is designed to motivate them to use their influence to bring about improvements in their own workplace.	Module designed; stakeholders consulted. Accessibility through HSA website. Explore option for development of this module for FETAC accreditation.	2012–2013
		Provide useful guide for employees within BeSMART tool including checklists and how to get the most from the consultative process.	New materials included to encourage employee involvement and interest.	2013
HSA Inspection	Implement the inspection process for small business proportionate to risk presented and recognising current constraints.	Emphasise the support and advice aspect of any inspection and ensure that all visits introduce the owner/manager to BeSMART. Produce a written report of all such inspections.	Reports of inspection/visit. Conversion rates to use of BeSMART by businesses visited which previously had an inadequate system.	2011–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
		Consider options to manage compliance only through a telephone monitoring system for those businesses which are registered users of BeSMART. This can be conducted through WCU.	A discussion paper to be presented and agreed for implementation with defined format/objectives etc.	2013
		Advise small businesses at start of each year of inspection plan and the emphasis/outcomes sought by the HSA from these visits.	Published plan as part of annual TCB plan.	2013
		Provide a technical audit service for businesses which will be available to volunteering businesses. It will present them with a summary of their compliance with requirements and those items that it would benefit them to address. This audit service must not be part of the enforcement role of the HSA.	The operation of such a system to be defined and proposal to be piloted. Possible use of third party/outsourced resources.	2013
		TCB team will provide information and training for inspectors to assist their interaction with the sector within the spirit of TCB.	Training sessions conducted and guidance issued.	2011–2013

Actions to Meet our Goals cont'd

Key Service Area	Specific Objective	Actions to Achieve	Measure / Output / Outcomes	Timeframe
HSA– Workplace Contact Unit (WCU)	Ensure a competent high quality back up information service for small business which provides immediate assistance.	Establish a dedicated small business help desk which provides technical support on BeSMART and general advisory support / information on health and safety management.	Plan for this service scoped and defined. Resources allocated with full training as required.	2011–2013
		Build a database of FAQs from this service. Review the operation after six months to ensure that the response format matches the apparent needs.	Six month review should incorporate user (business) and operator (WCU) feedback and analysis.	
		Provide specific training to WCU team members to implement this service.	Training needs identified and delivered.	2011–2013
Business Start up and TCB	Ensure that health and safety is a consideration in start up. Provide assistance at this stage.	Engage with key stakeholders – IDA, EI and CEBs – to develop a starter pack for small business which introduces all aspects of the TCB service.	Proposal submitted to all such support agencies. Draft outline of HSA material to be provided. Full draft in collaboration with partners.	2012–2013
		Promote the proposed e-learning module (above) for business owners to develop competence in the management of health and safety.	Usage level.	

Appendix A

Glossary:

Taking Care of Business is an initiative undertaken by the HSA

To make safety and health contribute in a manner that is tailored specifically for small businesses so enabling them to reduce the incidence of accidents and ill health; to motivate workers and maintain their involvement and to assist the overall success of the business.

The initiative aims to help small business owners and managers understand how effective management of health and safety in their workplaces benefits the overall success of the business.

BeSMART (Business electronic Safety Management And Risk assessment Tool) is a free, easy to use, online tool, developed as part of the Taking Care of Business initiative, to enable small businesses to **generate risk assessments and a safety statement** for their business.

Small Business, in the context of Taking Care of Business, refers to all businesses of less than 50 employees including the self employed and start-up companies.



Appendix B



Table 4

Types of Injury/Illness Suffered: Top 10 Causes in 2010		
Injury/Illness	Claims	%
Back/Neck/Rib/Disc	3,571	30%
Leg/Knee/Ankle	1,455	12%
Hand/Finger/Wrist	1,422	12%
Fracture/Broken Bones	1,142	10%
Shoulder/Elbow/Arm	929	8%
RTA/Multiple Injury	882	7%
Stress	273	2%
Bruise/Cut/Lacerations	270	2%
Foot/Heel	263	2%
Head	201	2%
Other	1,405	13%

Source: OIB 2011

These figures are consistent with HSA data for most injured body parts reported in 2010 as shown in Figure 2 below.

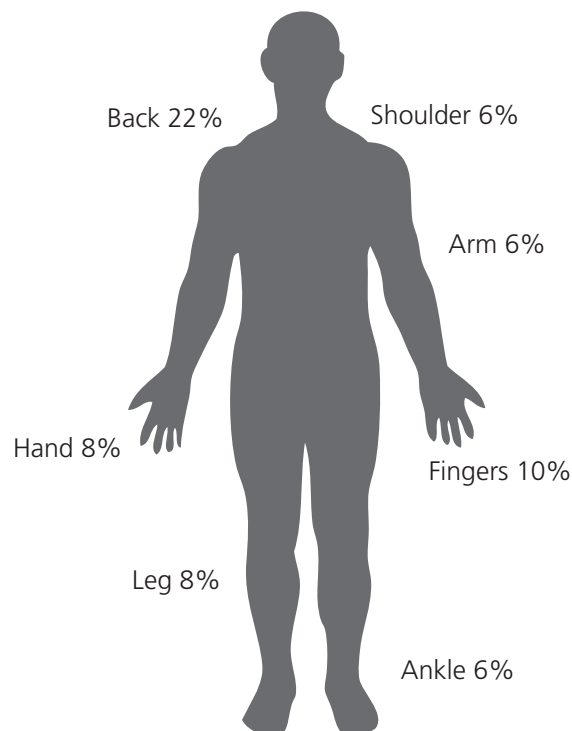


Figure 2: Most injured body parts, all Sectors 2010 (HSA)

Appendix C

Table 5: The Number Employed by Economic Sector for 2010 (Based on CSO Statistical Data Released March 2011)

Economic Sector	Total 2010 CSO	%
Manufacturing/Electricity/Gas/Water Services	238,500	13%
Wholesale and Retail	267,400	15%
Transportation and Storage	95,800	5%
Accommodation and Food Service	112,800	6%
Information and Communication	68,900	4%
Financial, Insurance and Real Estate	97,600	5%
Professional, Scientific and Technical	98,200	5%
Administration and Support Activities	58,800	3%
Public Administration and Defence	104,300	6%
Education	152,400	8%
Human Health and Social Work Activities	234,300	13%
Agriculture, Forestry and Fishing	85,000	5%
Construction	109,900	6%
Other NACE activities	99,400	5%
Total	1,823,300	

Source: CSO March 2011

Appendix D



Table 6

No. of Registered Employers with a Breakdown of Employees	
No. of Employees	No. of Employers
0	49,445
1	42,410
2	26,458
3	16,169
4	11,343
5	8,545
6	6,471
7	5,162
8	4,117
9	3,464
10–19	16,399
20–49	11,162
50–99	3,512
100–149	1,115
150–249	748
250–499	546
500–999	328
>1000	286
Total	207,680

Source: Dept of Finance June 2009

Appendix D cont'd

Table 7

No. of Registered Employers with a Breakdown of Employees	
No. of Employees	No. of Employers
0	49,445
1	42,410
2	26,458
3	16,169
4	11,343
5	8,545
6	6,471
7	5,162
8	4,117
9	3,464
10-19	16,399
20-49	11,162
Total employers less than 50	201,145
Total employers excl Construction and Agriculture (in reference to Appendix C) less than 50	179,019

Source: Dept of Finance June 2009

