

Health and Safety Authority
Modernisation Implementation Plan

This plan has been prepared as part of the Authority's action plan to implement modernisation measures in line with the Croke Park Agreement

Health and Safety Authority

Modernisation Implementation Plan

| Action Category | Action | Timeframe | Benefit | Saving |
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| Efficiencies/ Revised Practices | Develop greater sources of “own income” e.g. through the provision of health and safety services e.g. information seminars in specialist areas, subject to ensuring that there is no conflict with or displacement of the Authority’s enforcement and investigation role. | 2011 | Improved services to employers. Greater income generation to partially offset budgetary reductions | Potentially up to €15,000 but dependant on market demand. |
| | Assess and reduce the amount of information obligations that employers are obliged to submit to Authority e.g. notifications by employers and clients. This may require legislative changes. | End 2011 | Reduce information obligation on employers Reduce administrative workload on Authority staff. | Small reduction in administrative processing of these forms. |
| | Develop new module to GeoSmart inspection system to enable insurance companies to electronically submit Insurance forms -‘report of thorough examination of lifting equipment’ which is a legal requirement. This will require an initial investment of up to €15k. and implementation will be subject to a business case showing adequate savings in administration cost... | Q1 2012 | Reduced administrative workload for both insurance companies and Authority. | Small reduction in administrative processing of these forms will release resources for customer facing activities. |
| | Review the operation of the travel desk that books EU related travel to ensure that the | End2010 | Reduced cost | Potential financial savings |

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| | cheapest flights are obtained and assess the value for money associated with its operation. | | | |
| | Review Divisional Structures | Q1 2011 | to ensure most effective distribution of workload given reductions in staffing | No direct monetary saving |
| | Implement an increased emphasis on making it easier and cheaper for enterprises to comply with legal requirements through a "Taking Care of Business" programme including simple on-line risk assessments | Q4 2011 | Reduced cost to employers, improved compliance in small enterprises. | Improve overall effectiveness of Authority's actions |
| | <p>Role of GI inspectors to be redefined to include greater direct line-management responsibility for GII and GIII inspectors.</p> <p>Role of GII inspectors to be redefined with greater responsibility for managing specific initiatives and the development and sharing of technical expertise.</p> <p>Role of GII inspectors to be redefined including in relation to acting as team leader on specific projects.</p> <p>Role of GIII inspectors to be reviewed and realigned where necessary to take account of any changes made in GI or GII inspector roles.</p> | <p>Consultation with staff unions required target end Q3 2011.</p> <p>Impact has flagged this as an issue requiring consultation and where the details of these proposals may give rise to concerns.</p> | <p>Improved flexibility and responsiveness.</p> <p>Frees inspectors for more customer facing work.</p> <p>Enriches inspector roles</p> | <p>No monetary saving but improves ability of Authority to deliver programmes and to react to staff reductions.</p> |

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| | <p>The span of control of managers and supervisors will be reviewed so as ensure the best balance between managerial and supervisory responsibilities and that each supervisor has responsibility for a viable team.</p> | <p>Consultation with staff unions required target end Q2 2011.</p> <p>Impact has flagged this as an issue requiring consultation and where the details of these proposals may give rise to concerns.</p> | <p>Differentiation between managerial and supervisory roles and posts and better and more consistent administration of performance management, attendance and sick leave systems. Improved information flow.</p> | <p>Improved productivity and consistency. More staff enabled to carry out customer facing activities.</p> |
| | <p>COs to undertake intervention work as a normal part of their role in Workplace Contact Unit.</p> | <p>Consultation with staff unions required Q1 2011.</p> <p>CPSU has flagged this as an area of disagreement</p> | <p>Improved flexibility in staffing to cope with any staff shortages.</p> | <p>No direct saving but will allow more flexible working and improved productivity.</p> |
| | <p>COs to take minutes and perform secretarial role for appropriate internal committees.</p> | <p>Consultation with staff unions required Q1 2011.</p> <p>CPSU has flagged this as an area of disagreement</p> | <p>Improved flexibility in staffing to cope with any staff shortages.</p> | <p>No direct saving but will allow more flexible working</p> |
| | <p>Review flexible working arrangements including use of VRA (voluntary remote access), work-sharing and teleworking to ensure optimum productivity and availability.</p> | <p>End Q2 2011</p> | <p>More efficient use of staff resources and flexibility to cope with any staff shortages.</p> | <p>Increased efficiency</p> |

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| | <p>Introduce “hot-desking” for teleworking staff and for staff using VRA above a set level where this will enable a reduction in office rental costs.</p> <p>Review the requirements of attendance at Authority offices for staff who are working remotely from base and who are work sharing...</p> | <p>End Q2 2011</p> <p>Q1 2011</p> | <p>Potential reduction in rental costs</p> | <p>Potential reduction in rental costs</p> |
| | <p>Review the resource requirements of the Advisory Committees and ensure an appropriate balance between resources and activities.</p> | <p>Mid 2011</p> | <p>Reduction in T&S expenses Matching of administrative load and required activities. .</p> | <p>Modest savings on Potential saving in T&S and staff time.</p> |
| | <p>New sick leave policy put in place that requires managers to conduct a return to work meeting after each absence.</p> <p>All managers to be trained in new procedure.</p> | <p>September 2010</p> | <p>Reduced absence, better identification of work related ill-health in staff.</p> | <p>Reduced absence & increased productivity.</p> |
| | <p>Discontinue Bank Time facility.</p> | <p>Dependant on direction from DoF.</p> | <p>Increased productivity.</p> | <p>0.1 FTE</p> |
| | <p>Introduce a more effective time and activity recording system for all staff.</p> <p>This will require an investment of up to €12k and will be subject to a business case showing the necessary benefits relative to</p> | <p>Target end Q1 2011</p> | <p>Improved staff attendance monitoring, improved activity monitoring and better use of staff resources.</p> | <p>Productivity savings through improved use of staff time</p> |

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| | cost | | | |
| | Upgrade flexi system to allow managers to authorise adjustments online. | Target end Q1 2011 | Replace paper system, quicker, streamlined system, paper reduction. | Small productivity saving |
| | Review reception arrangements for Dublin office. | Q1 2011 | Enable more efficient use of staff resources. | Improved productivity and enable more staff to fulfil customer facing role. |
| | Review of privilege days Central review of privilege days by DoF. | Subject to central decision by DoF | Improved productivity. | 1.7 FTEs |
| | Reduced carry-over of annual leave per year to avoid build-up of large amounts of leave and specifically in relation to senior staff. Review to be carried out by DoF. | Subject to central decision by DoF | Will ensure easier workload balancing. | No monetary saving but will mean that staff availability is better. |
| | Make better use of teleconference and web-based facilities for internal meetings. | End 2010 | Meetings and training can be arranged to suit all calendars even when someone is on VRA. Work-life balance benefit. | T&S saving; staff travel time reduced. |
| | Outlook calendaring to be used for all staff to assist in scheduling meetings, activities and for information on availability and location. | Q1 2011 | More efficient scheduling of activities for all staff – currently used mainly by senior staff. H&S benefit | Productivity saving. |

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| | | | as well as productivity benefit. | |
| | For specialist inspections e.g. chemicals, process and market surveillance, make more use of desktop inspection in combination with and preparatory to on-site inspections. | Q2 2011 | Desk reviews will help focus inspections on priority sites within sectors and enable more effective use of time on site. | T&S saving; focus on helping those most in need of assistance. |
| | Review and make necessary changes to Divisional and unit structures, including enforcement regions. | Consultation with staff unions required target end Q3 2011. | Ensure structures reflect the reality of current and expected staffing changes and improve flexibility. Greater consistency in relation to workloads and responsibilities. | Savings relate to continued efficiency and delivery of inspection in the context of staff reductions. |
| Working more closely together with other bodies | Develop a MOU with NERA setting out respective roles and areas where information can be shared, including in relation to the identification and communication of potentially serious contraventions. | Q1 2011 | Avoidance of duplication. Sharing of information. | No financial saving but better use of resources. |
| | DETI to examine possibility of amalgamating a number of call centres currently operating as stand-alone centres in other DETI agencies with a view to developing a single centre that | Subject to DETI driving concept with its agencies. | A larger call centre should be able to deliver as good a service with fewer staff due to scale efficiencies. | Staffing reduction and “one stop” contact. |

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| | would be capable of providing a single point of contact for a number of agencies. | | | |
| | Agree system with Department of Social Protection where they use data collected for occupational injury benefit claims to fulfill European Commission requirements for annual data files of occupational disease reports from Member States. | Subject to interdepartmental agreement and possibly legislative development. | <p>HSA will use occupational disease data to inform the Programme of Work and will avoid the costs of setting up and implementing a duplicate occupational disease reporting system (potential costs include business analysis costs, contracting medical expertise, development of additional module for GeoSmart system).</p> <p>This proposal would also avoid employers being required to make two different notifications of cases of occupational disease to two separate bodies.</p> | 50000-100000 |
| | Agree system with Department of Social Protection where they forward data collected for occupational injury benefit claims to the Authority. The Authority will use this data to fulfill European Commission requirements for | Subject to interdepartmental agreement and legislative development. | HSA will use occupational injury data to inform the Programme of Work and there will be a reduction in HSA time spent on data | <p>Significant saving on time for employers.</p> <p>Small reduction in</p> |

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| | <p>annual data files of occupational injury reports from Member States. This would remove the current requirement for employers to report injuries to both the DSP and H.S.A. and would halve the information obligation for employers associated with reporting workplace injuries.</p> <p>The DSP would need to invest in an on-line reporting system for employers.</p> | | <p>quality control, maintenance of online reporting functionality, updating reporting system in line with European classifications. Employers will benefit from a reduced reporting requirement.</p> | <p>FTEs for Authority</p> |
| | <p>Action proposed: Agree system with State Claims Agency where they forward relevant accident reports from public sector bodies to the Authority. This is already being discussed with SCA.</p> <p>This will require a change in the accident reporting regulations</p> | <p>Subject to agreement with SCA and funding availability to implement</p> | <p>Public sector employers will benefit from a reduced reporting requirement as reporting to SCA will be deemed to meet all of their reporting obligations.</p> | <p>No financial savings to Authority but savings to other public sector bodies.</p> |
| | <p>Develop Business Support Initiative in consultation with bodies such as IDA, Forfás, Enterprise Boards so that clear information is made easily available to start-up and small companies .This could for example mean that a number of agencies cooperate to develop a start-up pack for new small businesses.</p> | <p>Subject to agreement with relevant agencies</p> | <p>Enable business start-ups to get essential information with less overhead and less requirement for external consultants.</p> | <p>Better integration of initiatives between state agencies.</p> |
| | <p>Review of Departments and public bodies with responsibilities for chemicals and control</p> | | <p>Greater efficiency in managing public resources</p> | <p>Efficiencies, overall staffing reductions</p> |

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| | of substances to eliminate duplication and overlapping responsibilities. For example, the Pesticides Control Services and the H.S.A. currently fulfil similar roles in relation to both pesticides and other chemicals. | | either through amalgamation of functions or through better integration. | may be possible if duplications are eliminated. |
| | Support and actively foster necessary data sharing between agencies that contribute to risk based enforcement and reduced inspection burden on compliant. Organisations. | Implementation may depend on legislative development. | Resource focus increased on non-compliant. Those who are generally compliant across a range of areas could be inspected less frequently than those who are non-compliant. | Increased efficiency due to focus on non-compliant. |
| Cost containment | Review publications process with a view to maximising the downloading of publications and where paper copies are essential to minimise the costs of these. | | Reduce printing and distribution costs. | The Authority already operates a web-only policy for most of its publications so further savings may not be large. |
| | Seek full expenses in relation to investigation costs where guilty verdicts are obtained in prosecutions | Q3 2010 | A greater part of the expenses of investigation is recouped and is borne by those guilty of the offence that gave rise to the investigation. | Potentially up to €50,000 but this is dependent on judgements on costs in specific cases. |
| | Better alignment by DETI and DoF of planning and budgeting processes. Currently the Authority must submit its Draft Programme | Subject to DETI/DoF direction | Enables better budgetary planning. | |

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| | of Work to the Minister by the end of October each year but is not advised of its budget before mid-December. | | | |
| | Improve the Authority's internal budgeting and expenditure monitoring systems. | Q2 2011 | Better financial information available to managers | More efficient use of financial resources |
| | Reduce staff services and consumables for all offices | Q4 2010 | Reduced cost | €7,000 |
| | Deferral of the purchase of certain ICT services and equipment in Q4 2010 to Q1 2011. This is a non-recurring saving. | Q4 2010 | One-time cost saving. | €235,000 (one time only saving in Q4 2010) |
| | Installation of multi-function devices to replace current copiers and printers and control of ink usage. | Q3 2010 | Reduce number of copies printed and cost per copy. | Potential full year savings of €30,000 per annum compared with 2009 costs |
| | Mobile Telephony contract renegotiated during 2010. | Q3 2010 | Reduce costs | €5,000 per annum |
| | Replace obsolete landline telephone system before supplier withdraws service | Q1 2011 | Enable Authority to continue to operate reliable phone services to its customers | No direct saving |
| | Landline Voice Telephony contract to be renegotiated during 2010. | Q22011 | Reduce costs | Potential savings of €10,000 per |

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| | | | | annum |
| Service integration | Responsibility for policy and inspection relating to transport of dangerous goods by road to be integrated with that for air, sea and inland waterways in a single Dept. e.g. Department of Transport | | Ireland has an integrated approach with single point of responsibility. More efficient use of resources. | 0.5 GI FTE 1 GII FTE 3.5 GIII FTE |
| | Cooperate with the development of shared services, particularly in the areas of ICT, HR, Payroll, Pensions, Facilities Management | Dependent on central systems being put in place. | Reduction in the number of corporate services staff needed in each agency. Development of expertise in particular areas e.g. pensions, where small agencies can not develop the required expertise. | Reduced staffing. |
| | Single body with remit for safety and health in the workplace and in other areas. Remit could include worker and environmental safety and health together with air, land, and sea transport safety and health energy safety and pesticides. | | Integrated and common approach would reduce number of safety bodies that employers must deal with. | Economies of scale, in particular in relation to corporate services functions. |
| | Develop Memorandum of Understanding with HIQA in relation to the inspection of healthcare establishments, | | Role clarity, elimination of any duplication and implementation of information sharing method. | Greater efficiency |
| | DETI Liaison Unit and Authority to agree joint priorities in Q1 of each year based on the Authority's and Liaison Units respective work | Q1 2011 subject to agreement with DETI | Improved co-ordination and better utilisation of staff resources | Greater efficiency |

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| | programmes and available resources | | | |
| | Review the role and functions of the DETI liaison unit in the context of an agreed performance framework. | | Better clarity on respective roles of DETI and Authority and potential for staff savings. | Potential staff savings. |
| How work is organized | Further develop standard operating procedures and templates to ensure consistency and quality. | Q2 2011 and ongoing development | Roles and processes more clearly defined, can better cope with staff moves. | Greater staff flexibility as learning process for new roles reduced. |
| Shared Services | Pensions services to be provided by DETI or other Dept./agency with the necessary skills in pensions. Payroll services to be provided by DETI or other Dept./agency | Dependant on DETI being able to facilitate Consultation with staff unions required | Pensions is a complex area and the Authority as a small organisation cannot efficiently develop the internal expertise. Consultants do not generally have an adequate knowledge of public service pensions. The small number of Authority staff could be processed more efficiently by DETI. | 1.0 EO FTE for both payroll and pensions approx. plus payroll package costs |
| | Facilities Management of 7 Authority buildings to be taken over by DETI or OPW. | Dependant on DETI or OPW being able to facilitate | | 0.5 HEO FTE 0.5 EO FTE |

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| | | Consultation with staff unions required | | |
| | GeoSmart Inspection workflow system intellectual property to be made available to other inspection bodies that need to update their systems e.g. to NERA or similar bodies. | Depends on other inspection body being willing to use existing system rather than developing one from scratch. | Avoidance of costs and risk associated with development of new systems. | Savings could be in the order of several hundred thousand depending on amount of customisation required |
| Facilities Management | Surrender a proportion of office space in Kilkenny. This is subject to Govt. decision on Decentralisation. | October 2012 | Cost saving | €60,000 pa |
| | Review the staffing makeup and space requirements of both the Waterford and Kilkenny offices. | End 2012 | Potential cost saving | |
| | Move Limerick offices to lower rent premises. | August 2011 | Cost saving | €18,000 pa |
| | Seek to renegotiate lease for office. | End 2011 dependent on being able to reach agreement with landlord | Cost saving | €50,000 potentially |
| | Investigate possibility of sharing Dublin office space with other DETI or agency staff to make | Dependant on DETI identifying specific need | More efficient use of space to take account of | |

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| | best use existing space. | | staff reductions. | |
| | Renegotiate lease on Athlone office to seek a lower rent | Q3 2010 | Cost saving | Potential of €5,000 to €7,000 |
| | Renegotiate rent on Tipperary storage facility | Q4 2010 | Cost saving | Potential saving of €6k |
| | Number of parking spaces in Cork to be reduced or different parking arrangements introduced. | August 2011 consultation with staff unions required | Cost saving | €10,000 |
| | OPW to dispose of decentralisation site in Thomastown subject to Govt. decision on decentralisation. | Subject to review of Govt. decentralisation strategy – – in OPW ownership | Cost saving | original cost €3m |
| E-Government | Make greater use Webinars in addition to seminars for external events. Use of Webinars for staff briefing sessions | Q2 2011 | Cheaper to reach larger number of people than hotel based seminars Easier for people to attend-no travel involved. Avoids staff needing to travel | No direct cost saving but the cost per head attending such seminars is lower. Some saving in T&S |
| | Continue development of Authority web-site as key information portal for employers and employees with an emphasis on meeting the needs of small employers. | | Cost saving to employers. | No direct additional saving. Existing web enabled services |

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| | | | | such as web-based accident reporting has already resulted in significant productivity savings. |
| Reuse data within the public system and reduce information demands on the citizens and business | See “Working more closely together with other bodies” section | | | |
| | For registered companies have shared access to key relevant data on employer, place of work, NACE and indicators of compliance. | Subject to agreement with bodies and may require legislative development | Reduce/eliminate the need for repeat provision of information to agencies. | Employer regulatory burden reduction and improved efficiency by reduced data input. |
| Service provision online | All publications downloadable online. | | | |
| More risk-based approaches in inspection and enforcement activities will be adopted, with fewer but better targeted inspections through co-operation agreements, joint inspection teams | DETI to initiate an interdepartmental network of enforcement bodies with the aim of developing common principles and approaches and to benchmark best practice. This would help ensure consistency of approach for regulators and improve the transparency of inspection and targeting methods. | | Standardised approach to inspection among enforcement bodies that inspect employers. | Better efficiency and quality. |
| | Participate in the sharing of key compliance indicators between enforcement bodies, may require legislative development | | Improved efficiency in investigation and inspection. | Inspectors more likely to be inspecting non- |

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| and the merger of inspectorates and | Develop further Memoranda of Understanding with enforcement bodies with overlapping or parallel areas of responsibility | | Reduced duplication of effort, better coordination | compliant and therefore productivity saving. |
| Appropriately skilled personnel from outside the Public Service will be recruited to secure scarce and needed skills at all levels | A proportion of all positions are filled on the basis of open recruitment ranging from 100% to 20%. depending on the nature of the position. All Chief Executive and Assistant Chief Executive positions are advertised externally. | | | |
| Significantly improved performance management across all Public Service areas, with promotion and incremental progression linked in all cases to performance | All promotion and incremental progression is linked to performance. | | | |
| Procurement | Train staff who are only periodically involved in procurement in negotiating best value. | Q2 2010 | Staff will have better negotiating skills for dealing with contractors. | Cost Saving |