



HEALTH AND SAFETY
AUTHORITY



Strategy Statement

2016-2018

2016-2018

The background is a solid teal color with a pattern of overlapping circles in a slightly darker shade of teal. The circles are arranged in a grid-like fashion, with some overlapping horizontally and vertically, creating a sense of depth and movement.

Our Vision:
healthy, safe and
productive lives

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Foreword by the Minister for Business and Employment

Every worker in Ireland should be able to return to their family safe and well at the end of the working day. The Health and Safety Authority is the national body with responsibility for protecting our 1.9 million strong workforce from work-related injury and ill health. It also plays a key role in protecting all of us and the environment from the risks arising from the use of chemicals.



This latest strategy from the Authority sets out clearly its mission, values and priorities for the next three years. This is the blueprint for achieving its vision for healthy, safe and productive lives.

During difficult economic times, the Authority has demonstrated its commitment to continuously improving its performance. It has proactively applied the lessons of practical experience and current research to ensuring that its enforcement strategy is targeted to those areas where there is greatest risk and the greatest potential to maximise the impact of its programmes.

Thankfully, we are now in a phase of economic recovery in this country and we are seeing a welcome return to the workforce for many, while many more are joining the workforce for the first time. With more people employed, it is essential that we continue to prioritise the role that good health and safety practice plays in terms of sustaining and growing business, aiding competitiveness, protecting employees and keeping people at work.

The Authority is committed to building on the success of Irish businesses that place best practice in health and safety at the core of what they do, engage actively with their workforce in that endeavour and share that best practice with others. It is equally committed to supporting workers as they strive to meet their obligations to make each workplace a safe and healthy working environment.

The Authority will focus on reducing accidents, fatalities and ill health across sectors and will continue to target high risk sectors such as farming and construction to ensure that the tragedy of workplace deaths becomes a thing of the past. This requires a concerted effort by all stakeholders to raise awareness, standards and compliance rates. Crucially, it also involves behaviour change.

I am pleased to see the Authority's emphasis on supporting small and medium-sized businesses to achieve high levels of compliance in occupational safety, health, welfare and the safe use of chemicals, in a simple and straightforward manner. It continues to develop new means of communication and raising awareness through IT-based tools and social networks. I fully support its efforts to achieve real behavioural change across sectors and I believe that employers and employees will reap the benefits of this.

I endorse the priorities that the Health and Safety Authority has set for itself in its new Strategy and I look forward to working with it to achieve its goals.

Ged Nash TD

Minister for Business and Employment

Introduction

We are pleased to present the Authority's Strategy Statement 2016–2018. This is the fourth statement of strategy prepared by the Authority under the Safety, Health and Welfare at Work Act, 2005.

In developing the strategy, the Authority recognises that we are engaged in a continuous process of improvement. Our vision looks forward to 2024 and this strategy is another step towards realising that vision. We plan this strategy for a period when we expect to see high levels of economic growth and recovery of economic sectors that suffered significant losses during the deepest recession for many decades. These economic, social, technological and environmental changes will have major impacts on the role and work of the Authority. We will play an active part in rebuilding that economy by serving to protect its workforce.

The chief aims of the Authority are to ensure that workers in Ireland and people affected by work return home safely to their families and that everyone is protected from the harmful effects of chemicals. The breadth of our remit spans more than 200 Acts, Regulations and Conventions and means that the Authority has a significant impact right across Irish life and business.

Through our strategy and annual programmes of work, we strive to achieve a continued downward trend in workplace deaths, accidents, injuries and ill health, and to increase the safe use of chemicals. In 2014, we successfully integrated the Irish National Accreditation Board (INAB) into the Authority. Through the work of INAB, we will work to increase the uptake of accreditation in Ireland, to improve standards in organisations, such as healthcare laboratories, environmental testing laboratories, safety and certification bodies.

The Authority will work with employers, employees, representative bodies, government departments and agencies, and other bodies to promote and champion our key messages and activities. We will continue our work to represent Irish interests at EU level and to contribute to the development of practical, proportionate and appropriate solutions and legislation.

This Strategy Statement 2016–2018 sets out the Authority's mandate, mission, vision, priorities and strategic outcomes to the end of 2018.

We will strive to make our vision of *healthy, safe and productive lives* a reality in Ireland.

Michael Horgan
Chairman



Martin O Halloran
Chief Executive Officer



Who we are and what we do

The Authority was established in 1989 under the Safety, Health and Welfare at Work Act 1989¹ and reports to the Minister for Business and Employment under delegated authority from the Minister for Jobs, Enterprise and Innovation.

The Authority has a number of major roles:

The Authority is the national statutory body with responsibility for ensuring that more than 1.9 million workers and those affected by work activity are **protected from work-related injury and ill health**. We do this by enforcing occupational safety and health law, promoting accident and illness prevention, and providing information, education and advice across all economic sectors, including: retail, healthcare, manufacturing, fishing, construction, agriculture, education, waste management and food services.

The Authority has a key role to protect human health (the general public and workers: 4.6 million people) and the environment, **from risks arising from the use of chemicals**. In addition, **as Competent Authority for EU Regulations such as REACH**, we have a role to play in enhancing competitiveness and innovation and ensuring the free movement of chemicals in the EU market. We are the lead national competent or designated authority for a number of chemicals regulations, including REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals), Rotterdam, CLP, Detergents Regulations as well as the Seveso III Directive. The Authority also ensures Ireland's compliance with international conventions on transportation of dangerous goods by road and chemical weapons.

We are a key agency involved in **market surveillance** and ensuring the safety of specific products used in workplaces, homes and in consumer applications. In this context, the Authority has a remit to protect our population of 4.6 million people from unsafe products and articles and to enable the international movement and trade of goods manufactured in Ireland.

The **Irish National Accreditation Body (INAB)** provides the national accreditation service, which assures the quality and standard of Irish products and services. As an internationally recognised mark, accreditation allows Irish companies to market their products and services worldwide. INAB provides a service that responds to market demands within Ireland, and also to the needs of regulators and competent authorities in Ireland, in their implementation of EU legislation. Accredited organisations include hospital laboratories, food, water and environmental testing laboratories, safety, environmental management system certification bodies and inspection bodies.

¹ Replaced by the 2005 Act

	Occupational safety and health	Chemicals	Market surveillance	Accreditation
Legislation	Safety, Health and Welfare at Work Act 2005	Chemicals Acts 2008 and 2010	Relevant EU product safety directives	EU Regulation 765/2008 and Safety, Health and Welfare at Work Act 2005, as amended
Legislative role	Protection of workers from occupational injury and illness	Protection of human health and the environment Enhancing competitiveness and innovation Ensuring the free movement of chemicals on the internal market	Protection of workers and the public from unsafe articles and products	To accredit organisations to international standards for technical competence in testing, calibration, inspection, verification and certification



Health and Safety Authority mandate

The Authority has a very broad mandate as set out in excess of 200 Acts, Regulations and international conventions. The core elements of our mandate are summarised below.

Mandate of the Health and Safety Authority

- To regulate and promote the safety, health and welfare of people at work and those affected by work activities.
- To regulate and promote the safe manufacture, use, placing on the market, trade and transport of chemicals.
- To act as a surveillance authority in relation to relevant single European market legislation.
- To act as the national accreditation body.



Review of Strategy 2013–2015

The Strategy Statement 2013–2015² has been implemented at a time of significant change and challenge to the Authority and to employers and employees. The early part of this period was characterised by lower rates of workplace injury, reflecting the lower levels of economic activity, but the latter part of this period has been characterised by higher levels of economic activity and, unfortunately, by higher rates of workplace death, illness and injury.

The Authority's strategic priorities for the period 2013–2015 are set out below.

Strategic priorities of the Health and Safety Authority 2013–2015

- 1 Enable enterprises to comply with their legal obligations in a practical and reasonable manner.
- 2 Achieve a high standard of compliance with safety, health and welfare and chemical laws.
- 3 Support the Minister in the development of a well-functioning, robust and proportionate regulatory framework.
- 4 Engage and work with people and organisations nationally and internationally to achieve our vision.
- 5 Be a high-performing organisation delivering value to the Irish taxpayer.

The Authority has invested significant resources into enabling enterprises to achieve compliance in the simplest, most cost-effective manner. The Authority's BeSMART.ie risk assessment and management tool for small enterprises was further developed and expanded for the construction industry. The tool now covers 241 unique business types. Take-up by the target audience has been very high, and 15,808 new BeSMART users were gained during this period.

BeSMART take-up is positive evidence of a commitment by these employers to the active management of safety, health and welfare as is the continuing increase in the percentage of employers with safety statements in place. Of employers inspected over the period of the strategy, 74% had safety statements in place – a relatively high level of compliance given that the Authority targets the majority of its inspections at workplaces in more high risk sectors.

Working with the Department of Jobs, Enterprise and Innovation (DJEI), the Authority has co-ordinated the Taking Care of Business One-Stop-Shop events for small business, where, in the six nationwide events since October 2013, over 40 state offices and agencies have presented to over 1,900 small business attendees.

² Health and Safety Authority (2013), Statement of Strategy 2013–2015

The Authority also ran safety awareness campaigns relating to construction, farming, vehicle safety and fishing safety, along with promoting the BeSMART safety management tool to small businesses. We also ran campaigns to alert consumers to the potential dangers from detergent liquid tabs as well as to inform them about the need to read the safety label on chemicals they use in the home. The Authority further developed its own e-learning portal (<https://hslearning.ie>), which provides free online short courses to employers and employees across a range of sectors and to students in primary, post-primary and higher education.

The Authority continued to implement a balanced workplace inspection and enforcement programme across all of its mandates over the period of the strategy. The great majority of inspections and investigations resulted in either verbal or written advice being issued, aimed at achieving voluntary compliance. Enforcement action, up to and including prosecution, was taken where this was necessary to achieve safe and healthy working conditions and the safe use of chemicals. The number of inspections carried out fell over the course of the strategy due to staff reductions and changes in the mix of inspections. The reductions in staffing have also resulted in reduced productivity as the loss of clerical and administrative staff has resulted in inspectors being transferred into administrative roles.

A desired outcome of the strategy was a reduction in the rates of work-related deaths, injuries and ill health. While injury statistics are only available until the end of 2014, they seem to show a trend of being relatively stable in the early period of the strategy. However, as employment growth has picked up, injury and illness rates have increased too. Reported injuries had been steadily reducing between 2010 and 2013, but in 2014 the number of injuries reported to the Authority increased by 13%.

Research³ has shown that new employees are at a significantly increased risk of injury and the increasing levels of employment seem to be associated with increased levels of injury. The CSO has estimated that the number of days lost due to injury and illness increased from 1,186,641 days in 2011 to 1,551,549 days in 2013. More than half of the days lost are due to work-related ill health, which will have clear implications for the strategy period 2016–2018.

One of the aims of the 2013–2015 strategy was improved employee consultation and workplace representation on safety and health. Over the period of the strategy, inspectors noted that over 90% of employers inspected were engaged in some form of consultation with their employees. However, the percentage of inspected employers where a safety representative was appointed fell slightly.

Another aim of the strategy was intervention in relation to key EU proposals that affect Irish interests and the development of proposals for the transposition of EU regulation. The Authority provided advice to the Department of Jobs, Enterprise and Innovation (DJEI) in relation to a range of EU proposals, including the new Pressure Equipment Directive, the Chemical Handling Directive, the proposal for a new EU Regulation on Personal Protective Equipment, and harmonisation of the classification of pressure equipment with the globally harmonised system of classifying chemicals.

The Authority supported the Minister in the further development of the body of safety, health, welfare and chemicals legislation to ensure that a well-functioning, robust and proportionate regulatory framework is in place. Over the course of the strategy, the Authority provided substantial assistance to DJEI in the transposition

³ Trends and Patterns in Occupational Health and Safety in Ireland, ESRI, 2015

into Irish law of 11 directives and the making of four domestic Acts or regulations. In addition, the Authority made submissions to the Minister relating to three other domestic regulations.

The continuing high levels of farm fatalities have been a major concern to the Authority, but we are making progress. All of the key stakeholders in the sector are now fully engaged in working to reduce the number of fatalities. Levels of safety awareness are also at an all-time high in the farming community. The key challenge for all involved will be to translate that awareness into behavioural change.

Throughout the strategy, the chemicals programme dealt with significant resource reductions which required the Authority to continuously prioritise and focus on maximising our efforts where we could do most to enhance protection of man and the environment whilst supporting the competitiveness and innovation of Irish industry. In the REACH and CLP programmes, we supported Irish industry and in particular SMEs as they dealt with two major deadlines, the second registration deadline in REACH in 2013 and the transposition of the CLP requirements to cover not only substances but also mixtures in 2015.

We also supported industry through our helpdesk as well as providing seminars, e-bulletins and workshops. As the Competent Authority for Detergents, we worked with the National Poisons Information Centre to get the European Commission and other Member States to introduce a change in the CLP regulation to protect children from the harmful effects of detergent liquitabs. We provided technical support to the Department of Jobs, Enterprise and Innovation (DJEI) in EU discussions which resulted in 26 different adaptations and amendments to REACH and CLP regulations being made.

We undertook two substance evaluations in the period of the strategy and actively contributed to the development and implementation of the EU 2020 Roadmap on Substances of High Concern (SVHCs).



The 2006 Control of Major Accident Hazards (COMAH) legislation was revoked in 2015 with the introduction of the new Seveso III Directive requirements. In introducing the legislation together with the Department of Jobs, Enterprise and Innovation, the Authority worked with operators and other COMAH authorities to ensure a practical and proportionate regulatory framework was put in place.

During the period of the strategy we hosted a number of international conferences on REACH Occupational Health and Safety as well as the Senior Labour Inspectors Committee Plenary and Thematic Day as part of our EU Presidency role.

The Authority has invested in its staff and systems to ensure that it is a high-performing organisation that delivers value. The Authority has ensured that staff members have received an average of 3.3 days of technical and managerial training per year to make certain that we are a well-managed regulator whose staff members have the necessary competence to perform their roles. We have also invested in our ICT systems to enhance the productivity of staff. ICT projects have helped improve productivity by eliminating paperwork and enabling more efficient data entry, improved security and by delivering innovative tools to businesses and workers. The Authority has also ensured, through good procurement practices, that it gets the best possible value for money.

While much has been achieved, there have been a number of disappointments. The overall capability and capacity of the Authority has been reduced along with the reduction in staffing. This has resulted in a significant reduction in inspection and prevention activities and a number of key areas have been particularly affected. The Authority's capability in the Control of Major Accident Hazards area has been depleted due to staff losses, which it has not been possible to reverse. Ongoing staff losses have also forced the Authority to withdraw from much of its REACH and chemicals agenda and to cease proactive work in a number of key areas, including market surveillance.

In summary, the period 2013–2015 has been a challenging one for the Authority. The Authority has lost capability in a number of key areas and this has had implications for our ability to combat the predicted increase in accident rates that accompanies the increase in economic activity and employment. However, the continued investment of resources throughout the 2013–2015 period has resulted in a well-functioning legislative system in place, together with high-quality information and guidance readily available through the Authority's website www.hsa.ie and Workplace Contact Unit.

Strategy context

The Authority's Strategy Statement 2016–2018 is prepared in the context of significant economic, social, demographic, technological and environmental changes, while maintaining continuity and building on the progress from the earlier Strategy 2013–2015. The strategy has been formulated to the background of the economic impacts of the recession up to 2013 with a brightening economic outlook emerging in 2015 and projected growth continuing for the next number of years.

The following section outlines some of the main issues that will have an impact on the work of the Authority and how we will deliver our mandate for the future.

Economy

Different economic sectors are at different stages of maturity in terms of how they implement safety management systems, chemicals management systems and their accreditation processes. The Authority has therefore developed a strategy capable of responding appropriately to each sector and its particular stage of evolution and development. This will see different approaches being adopted for different sectors. For example, each of the following will require different approaches: multinational organisations, construction companies, farms and agri-business, small and micro industries and the self-employed.

Some sectors are experiencing significant changes. For example, employment levels in the construction sector fell by more than 150,000 during the recession, but have already grown by about 20,000 during the past two years. Research carried out internationally, and specific research commissioned by the Authority and carried out by ESRI⁴, has found that accident and illness rates in this sector rise and fall with activity levels in the sector. Based on this finding, it is projected that there will be an increased risk of death, injury and illness rates in this sector unless there are significant interventions by the Authority.

Agriculture accounts for about one third of workplace fatalities each year, but accounts for only about 6% of employment. Dairy farming is found to be the highest risk subsector in agriculture and the abolition of the milk quotas from April 2015 is likely to lead to increased risks in the sector. This can only be addressed through enhanced partnership and collaborative working between the Authority and all of the parties involved, as reflected in our strategy.

The pharma-chemical, ICT and medical devices sectors are found generally to be high-end performers in workplace and chemical management systems. For many, the management of worker safety, chemical safety and accreditation programmes is integral to their business and their commitment to corporate social responsibilities. These sectors have experienced a difficult period, but there is now evidence of resurgence in the biopharmaceutical, chemical and intellectual capital sectors in Ireland. Such positive developments will place greater demands on the Authority as the international reputation of companies in these sectors is closely aligned with Ireland's international reputation for the quality of its regulation. However, the best practices that can be seen in these sectors can also be used as a lever for positive change in other sectors.

As the economy grows, Irish companies will seek to attain and extend accredited activity in order to open new markets for goods and services.

⁴ Trends and Patterns in Occupational Health and Safety in Ireland, ESRI, 2015

Changing world of work

New or young workers entering employment for the first time, and those re-entering employment or changing employer, face an increased risk of death, injury or ill health arising from work⁵. In this context, Ireland's projected economic growth brings with it a risk to workplace safety and health across most economic sectors. This is addressed in the strategy through a focus on raising awareness, through education and with the commitment of duty holders.

The changes in the workplace may also see increased participation by older workers, changing work patterns such as zero-hours contracts, shorter working hours, shift and night work and multi-jobbing. These working patterns have also been found to contribute to increased injury and illness levels.⁶ Increasing levels of participation by women in the workplace, particularly in areas which were traditionally male-dominated, also changes the risk profile.

New and emerging risks

The nature of work and the associated risks are continuously changing. Significant attention must be paid to issues such as workplace stress and bullying, which are not new, but need to be more widely understood, accepted and addressed as workplace risks. Areas such as nano-technology and carcinogens must also be considered, as must re-emerging risks linked to increased activity, particularly in the construction sector.

The structure of employment relationships has changed, with increased use of sub-contractors and the self-employed, contracts for services and changing patterns of working. It has also been found that the changing workplace demographic is affecting the levels of illness found in the workplace. Work-related illness has surpassed accidents as the largest contributor to loss of working days.⁷

It has been found in Ireland, and throughout the EU, that the human health and social care sectors are emerging as higher risk sectors, mainly related to illness.



⁵ Trends and Patterns in Occupational Health and Safety in Ireland, ESRI, 2015

⁶ Ibid

⁷ Ibid

National and international strategies

The Authority welcomed the publication by the EU Commission of the EU Strategic Framework on Health and Safety at Work 2014–2020. The key strategic objectives of the Framework are broadly in line with the strategic policy being adopted by the Authority in its Strategy Statement 2016–2018. We particularly welcome the focus on providing practical support to small and micro enterprises to help them to comply with safety and health requirements. This is an approach we have developed over recent years using online tools for interactive risk assessments.

The Authority's Strategy Statement 2016–2018 overlaps with the Department of Jobs, Enterprise and Innovation Strategy 2015–2017 and recognises the competitive landscape for business. In addition, we have taken account of the government's Action Plan for Jobs and have specific actions to deliver in this regard. The Authority undertakes to deliver its mandate in a manner that is supportive of business, especially small to medium-sized business and micro enterprises, and strives to minimise administrative burden whilst maintaining high levels of compliance. We will continue to put in place supports and tools to facilitate business in achieving high levels of compliance in occupational safety, health, welfare and the safe use of chemicals.

The Authority will continue with its legislative and policy reform programme to make achieving compliance easier.

Accreditation continues to inform and support the implementation of European and national legislation and policy. Particular trends emerging include requirements for accredited services in healthcare, public health and product safety.

Public sector reform and the HSA

The Authority has been strongly committed to public sector reform and in this context has, through the commitment, dedication and continued engagement of its staff, delivered effective programmes of work with reduced resources (approximately 24% in personnel and budget terms). We have achieved this through prioritisation of programmes, business process re-engineering, organisational structuring, staff development and reskilling, deployment of technology solutions and using innovative ways of working with duty holders, for example, use of social media, paperless communication, audio and video conferencing and webinars.

Our continued development of memoranda of understanding (MOUs) and strategic relationships with other state organisations and representative bodies, as well as the use of online tools, the Authority's e-learning portal, and risk-based resource deployment, are all contributing to greater reach and more effective use of resources. The Authority will continue to explore areas where revenue streams can be generated and costs can be recovered, where possible, to support our work. We will strive to achieve continuous improvement across all our operations.

We will also continue with our research programme to ensure that policies and interventions are evidence-based and evaluated for their effectiveness.

Public consultation

The Authority engaged in a very extensive programme of stakeholder and public consultation during the development of this strategy. This involved surveys, interviews and a series of workshops with employers, employees, representative bodies, government departments and other agencies, our own staff and an open consultation process for the public. This process attracted comment from a large range of individuals and organisations and many of these have been reflected in the strategy.

Particular themes emerging were the:

- continued desire for a collaborative approach to regulation of workplace safety and health,
- desire for more online support and educational tools to facilitate business in achieving compliance,
- emergence of workplace illness as a major factor,
- high fatality rate in the agriculture sector and the need to retain as a key priority,
- need to increase the focus on health and welfare-associated risks in the workplace,
- need to focus on the risks to human safety and health arising from chemicals used at work and by the general public,
- requirement to raise awareness of the need to identify the hazards and assess and manage occupational health risks,
- need to promote positive well-being and mental health,
- importance of the role of the safety representative,
- responsibility to clarify further the role of the Irish National Accreditation Board, and
- need to influence the EU agenda on occupational health laws and policy.

It is against this backdrop that the Authority has prepared the Vision, Mission, Values, Priorities and Goals that make up its Strategy Statement 2016–2018. Our strategic outcomes are laid out and we will strive to achieve them through our programmes of work for the next three years.

Mission, vision and values 2016–2018

Mission

The Authority works to ensure that duty holders meet their legal obligations in relation to workplace safety and health and chemicals. We also strive to motivate and influence behaviour, through providing a combination of promotion, information, education, inspection and enforcement. The Irish National Accreditation Board (INAB) provides a market-led service to accredit organisations for quality and standards in service provision. Our new vision reflects the integration of INAB into the Authority.

Our Mission

We regulate and promote work-related safety, health and welfare and the safe use of chemicals and products. We also provide the national accreditation service.

Vision

Our vision takes us further than the three year period of this strategy. In the longer term we want to realise a safe and healthy working life for people in Ireland. We also want to see that human health is not endangered by the use of chemicals, at work and in the wider population.

Our Vision

healthy, safe and productive lives

Values

We have set out the values that are important to us. They will underpin our behaviours and inform the way we work together and as an organisation externally.

Our Values

- We are committed to making a **positive impact**.
- We treat people with **dignity** and **respect**.
- We act with **integrity** and **impartiality**.
- We hold ourselves **accountable** for what we do.
- We foster and encourage **innovation** and **continuous improvement**.



Strategic outcomes, priorities and goals

The Authority's chief aims are to prevent injuries and ill health caused by work activities and chemicals. We have identified a number of strategic outcomes which will support these overall aims. These outcomes will be measured through a range of quantitative and qualitative measures on a quarterly or annual basis.

Strategic outcomes

The expected outcomes from our strategy are:

- Reduced rates of work-related deaths, injuries and ill health.
- Employers are actively engaged in managing occupational health and well-being.
- Workers are actively engaged in protecting themselves and their colleagues at work.
- Increased awareness among the general public on how to avoid and manage the risks to health arising from chemicals.
- Increased awareness and use of INAB accreditation services.
- People and organisations are proactively engaged and satisfied with Authority programmes, tools and services.
- National interests are represented with proposals for and transposition of EU regulations.
- The Authority is a high-performing organisation evidenced by our high level of staff engagement and motivation, our optimal use of State resources and our positive stakeholder relationships.

Priorities

In order to achieve these outcomes, we have taken into account our extensive stakeholder feedback, the results of internal environmental analysis, public consultation, relevant labour market, CSO and accident/injury data and current research. We have developed five strategic priorities and associated goals that will direct our activity for the period 2016–2018, in order to deliver on our vision.

The five priorities are:

- 1 **Health:** Increase the focus on work-related health risks.
- 2 **Safety:** Maintain and develop the advances achieved in the management of work-related safety risks.
- 3 **Chemicals:** Focus on the risks to human safety and health arising from chemicals used at work and by the general public.
- 4 **Accreditation:** Provide an impartial, internationally recognised accreditation service, responsive to market demands through the Irish National Accreditation Board.
- 5 **How we work:** Continue to change and transform the way we work.

1

Priority

Health: Increase the focus on work-related health risks.

Goals:

- 1 Increase the knowledge and understanding of work-related health and welfare risks.
- 2 Raise awareness of the need to identify the hazards and to assess and manage occupational health risks.
- 3 Promote well-being and positive mental health.
- 4 Ensure legal compliance through proportionate enforcement.
- 5 Influence the EU agenda on occupational health laws and policy.

2

Priority

Safety: Maintain and develop the advances achieved in the management of work-related safety risks.

Goals:

- 1 Promote the adoption of the highest safety standards by duty holders.
- 2 Enable duty holders to raise safety standards through the provision of guidance, information, advice, education and risk management tools.
- 3 Ensure legal compliance through proportionate enforcement and market surveillance.
- 4 Encourage workers to take up the role of safety representative and support their active participation in the workplace.
- 5 Influence the EU agenda on safety laws and policy.

3

Priority

Chemicals: Focus on the risks to human health and safety arising from chemicals used at work and by the general public.

Goals:

- 1 Identify and prioritise for action those chemicals used at work and by the general public which pose a risk to human health and safety.
- 2 Enable duty holders to raise standards in the manufacture, use, trade and transport of chemicals through the provision of the chemicals helpdesk, guidance, information, advice and risk management tools.
- 3 Ensure legal compliance through proportionate enforcement and market surveillance.
- 4 Act as the lead national competent authority and regulatory expert on chemicals.
- 5 Influence in partnership with the Department of Jobs, Enterprise and Innovation, the national and EU agenda on chemical laws and policy, balancing health and environment protection with competitiveness, innovation and market access.

4 Priority

Accreditation: Provide an impartial, internationally recognised accreditation service, responsive to market demands through the Irish National Accreditation Board.

Goals:

- 1 Maintain and grow international recognition as Ireland's national accreditation body.
- 2 Promote and raise the awareness of the benefits of INAB accreditation.
- 3 Maintain and grow services to drive quality and excellence in Irish enterprise.
- 4 Deliver innovative and efficient services through ongoing review of resources, operations, structures and processes.
- 5 Build constructive working relationships with our key clients, assessors and national regulators.

5 Priority

How we work: Continue to change and transform the way we work.

Goals:

- 1 Foster an environment where staff are engaged, valued and motivated, to achieve high levels of performance.
- 2 Deliver all services efficiently and effectively and encourage innovation in the re-design of our business processes and our use of technology.
- 3 Collaborate with stakeholders and influence national and international bodies, government departments and agencies, to achieve our vision.
- 4 Deliver education services in safety and health through the formal education system, in the workplace and for continuous professional development, with an emphasis on e-learning.
- 5 Ensure that our programmes and the allocation of resources are based on evidence, current research, analysis and evaluation.
- 6 Apply the highest standards of governance to the running of the Authority and work to ensure that the Authority is adequately resourced.

Delivering on strategy and measuring our performance

Programmes of work

The Authority will deliver this strategy through the development and implementation of annual programmes of work which will be submitted to the Minister for approval. These programmes will provide details of the specific topics, projects and collaborations across the sectors that will support the achievement of our goals.

Resource planning

To successfully implement our strategy, we are primarily dependent on the annual grant provided by the Department of Jobs, Enterprise and Innovation (DJEI). We will therefore prioritise those areas where there is greatest risk and the greatest potential to maximise our impact. We will continue to focus on delivering value for money to the Irish taxpayer at a time of much-needed economic expansion and growth in employment. We will focus on retaining the key competencies that are essential to achieving our strategy.

Measuring performance

Progress on the annual programmes of work that implement the strategy will be monitored using a range of qualitative and quantitative measures. The Board of the Authority and the DJEI will assess our performance based on quarterly and annual reports. The Authority will agree a service level agreement (SLA) with the DJEI which will form the basis of periodic reports on progress to the Minister.

Changes in behaviour and attitude are required to reflect positively in a reduction in the rates of injury and ill health across all sectors. We will take account of the long-term nature of the cultural changes we hope to achieve and the desired outcomes which will be assessed beyond the three-year period of this strategy. We will also work to supplement our regular updates on fatality, injury and illness rates with other performance measures that more fully capture the range and extent of our activities and impact.

External collaboration

The Authority will continue to work with a wide range of national, European and international bodies to achieve our goals. We will seek to collaborate further in order to enhance and see returns on all our activities across enforcement, legislation, policy-making, education and communications.

At a national level, the Authority has in place more than 20 memoranda of understanding- bi-lateral arrangements or protocols with other state bodies. We also lead or participate in a number of advisory groups (agriculture, construction, healthcare, workplace transport, technical and scientific, regional) that bring together representatives from industry, unions, other state agencies, local authorities and third-level institutions. During this strategy, we recognise that we will need to prioritise those partnerships which best support the delivery of our strategy.

A significant proportion of our work is conducted at European level. Staff from the Authority represent Ireland on strategic committees or working groups in Europe. In the next strategy period we will continue to influence legislation and policy to ensure good decision-making and to represent national interests.

Annex 1 – Submissions to public consultation

The Authority would like to express its thanks to all who responded to the public consultation on our draft strategy. The submissions and the Authority's response to consultation are published under the Public Consultation area of www.hsa.ie.

Submissions were received from the following:

Applegreen Petrogas Group	Irish Farmers' Association
Association for Petroleum & Explosives Administration	Irish Lift and Escalator Association
Communications Workers Union	Kilkenny Education Centre
Construction Industry Federation	Mental Health Ireland
Coombe Women and Infants University Hospital	Mr Aodhan Breen
Mr Aodh Dalton, NUI Galway	Mr Mick McGrath, Envirosafety
Dr Anne Drummond, UCD	Services Industrial Professional and Technical Union
Dr Robert Kerr, Employee Wellbeing Ltd., University of Ulster	Small Firms Association
Electricity Supply Board	SOLAS
Institution of Occupational Safety and Health	Southern Region Safety Forum (Fishermans' Organisation)
Irish Business and Employers Confederation	Dr Richard Wynne, Work Research Centre



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