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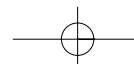
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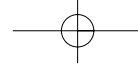
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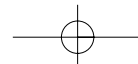
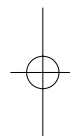
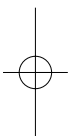
Corporate Plan 2003 - 2007





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CORPORATE PLAN



FOREWORD BY THE MINISTER

The HSA's Corporate Plan 2003-2007 incorporates a range of guiding principles and key goals, and also outlines its strategic aims and priorities. The Corporate Plan is an important step in improving performance and managing the challenges facing the Authority. The aspirations contained therein are at the very core of what the wider public service has been seeking to achieve in recent years through the *Strategic Management Initiative* and the *Public Service Modernisation Programme*.



As Minister, I continue to support the valuable activities of the Authority at every opportunity and I extend my support to the Corporate Plan wholeheartedly.

The Corporate Plan, however, is not an end in itself but will provide clarity and focus to facilitate the effective and efficient discharge of the Authority's functions over the next five years. The Corporate Plan will only become a reality by taking action to achieve key goals. The intrinsic importance of health and safety to all our lives means that best practice, new approaches and fresh thinking must be applied throughout the lifetime of this Plan and beyond.

I would like to compliment the Board and all the staff of the Authority and especially those who contributed to the development of the Plan, and I look forward to its evolution over the next five years.

Frank Fahey

Minister for Labour Affairs, Frank Fahey T.D.



CHAIRMAN'S ADDRESS

This Corporate Plan was prepared within the framework set out by the *Strategic Management Initiative* and *Delivering Better Government*. The programmes set out here reflect the principles which apply across the entire public service. In this context, we have put enhanced corporate governance and accountability, improved service delivery and cost effectiveness at the core of our strategies.



The process of preparing this Corporate Plan gave the Authority an ideal opportunity to focus on its role in achieving safe and healthy working life in this country. Publishing this plan is not the end of the task; rather it is a declaration of how the Authority will build on its strengths, face its challenges head-on and evolve to meet the needs of its customers.

The next phase involves implementation and action, through which this Corporate Plan can become a reality. We will review and amend those actions throughout the lifespan of this plan to facilitate changing circumstances and to ensure that our goals are achieved.

The essence of the plan reflects the combined vision of both Board and staff members, following a series of discussions, workshops and submissions. I acknowledge the commitment, vision and interest of so many people and thank them for the hard work involved.

Frank Cunneen, Chairman

INTRODUCTION

This is the first Corporate Plan produced by the Health and Safety Authority. It outlines the mission, strategic goals and values which will underpin the organisation for the next five years. It identifies key issues that face the Authority and outlines the actions that will shape its future direction.



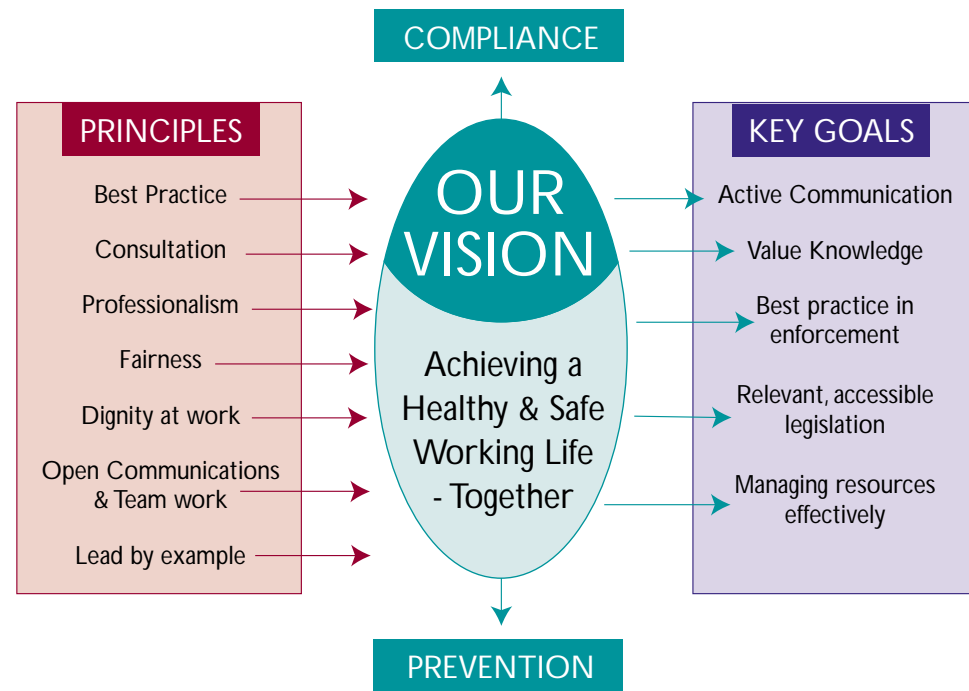
Five strategic objectives have been identified. These set out the priorities of the Authority and outline how we intend to achieve these objectives. Defining our common purpose and direction will, I believe, help us to strengthen the primary functions of the Authority. This plan is ambitious, comprehensive and, of necessity, aspirational. All our activities will be underlined by best practice and innovation, especially so where traditional methods are no longer effective enough.

It is my aim that our staff, customers and all who come into contact with the Authority in the future will see the results of each element of implementation in a positive manner. If after five years we can say that Ireland is a safer place to work in - we will have made a good start.

Tom Beegan, Chief Executive



OVERVIEW OF CORPORATE PLAN 2003-2007



WHO ARE WE AND WHAT WE DO

The Health and Safety Authority is the national body in Ireland charged with responsibility for securing health and safety at work. It is a state-sponsored body, established under the Safety, Health and Welfare at Work Act (1989), and it reports to the Minister for Enterprise, Trade and Employment. Its primary functions are to:

- Monitor and enforce compliance with occupational health and safety law.
- Provide information and expert advice to employers, employees and the self-employed.
- Promote workplace safety, health, welfare, education and training.
- Publish research on workplace hazards and risks.
- Propose new regulations and codes of practice to the Minister.

Our Board sets our overall direction and policy in line with available resources, and consists of eleven members, drawn from employer groups, trade unions and the State, and is supported by the executive.

Our services to customers are provided by a highly trained and committed staff based at offices in Dublin, Athlone, Cork, Galway, Limerick, Sligo and Waterford.



WHO WE SERVE

The Health and Safety Authority operates within the parameters of the complex and changing world of work. The Authority has a number of different customer relationships, principally with:

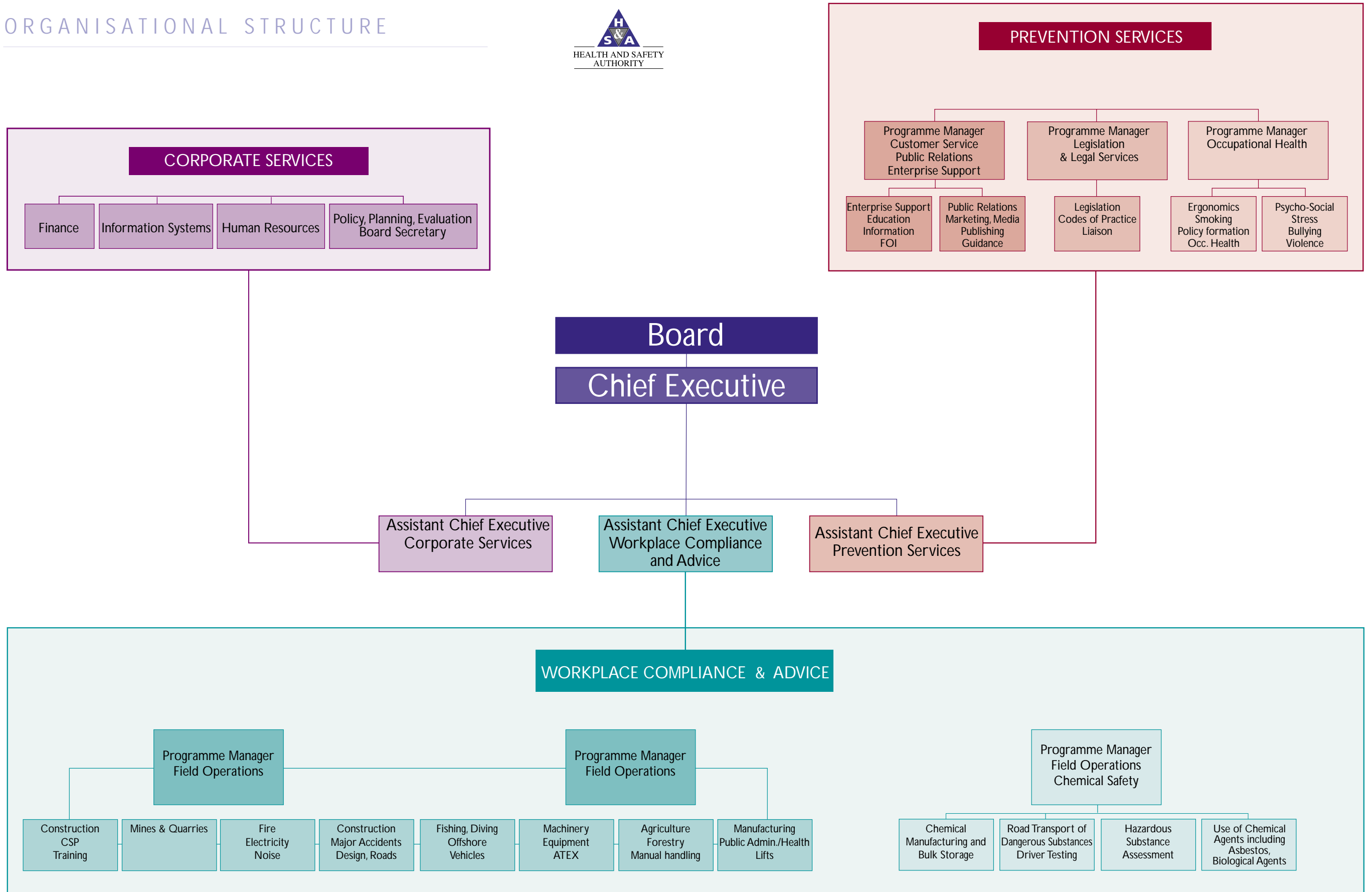
- Workers and their Safety Representatives
- Employers and Safety Officers
- Social partners, including employer groups and unions
- Media organisations and representative bodies
- The Department of Enterprise Trade and Employment and other government departments, state agencies and local authorities in their roles as employers, procurement bodies or bodies with common objectives
- Internal customers, staff and Board members
- The general public

OUR VISION

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ORGANISATIONAL STRUCTURE





OUR PRINCIPLES

The following principles guide us in all our interactions.

We:

- Develop and use best practices and procedures to maintain recognised standards of excellence and quality.
- Consult our customers to identify their needs and develop our services to meet those needs.
- Deal with our customers in a straightforward, polite, helpful, open and professional manner.
- Treat our customers fairly and consistently.
- Value dignity at work.
- Support open communications and teamwork and use performance management in a positive and accountable working environment.
- Lead by example through the provision of good working conditions for our staff.

OUR KEY GOALS

To achieve our vision we have set ourselves the following key goals:

1. Actively communicate with and influence our customers.
2. Value knowledge as a central resource within our organisation.
3. Apply best practice in our inspection, investigation and enforcement processes.
4. Consult on, monitor and review health and safety legislation.
5. Manage our people and resources effectively.



OUR PARTNERS

While we take overall responsibility for the administration and enforcement of health and safety at work in Ireland, we cannot achieve our goals without the help of others, and in this context:

- We work in partnership with those who influence health and safety at work; with state agencies, with employer groups, trade unions, professional representative and voluntary bodies, and with individual employers and employees.
- We will help to create clarity of roles and responsibilities, avoid duplication of effort and create new opportunities for improved effectiveness.
- We contribute to the development and implementation of relevant national, EU and international policy and legislation.

ACHIEVING OUR KEY GOALS

1. ACTIVELY COMMUNICATE WITH AND INFLUENCE OUR CUSTOMERS

We will:

- Give an Assistant Chief Executive overall responsibility for achieving this goal. Work to influence and motivate those with the ability to influence workplace health and safety, including state agencies and representative bodies.
- Design and implement targeted programmes of information, advice and education.
- Develop a public relations strategy to establish and maintain effective relationships with key stakeholders and to help achieve our corporate objectives.
- Produce practical guidance to assist our customers to comply with the law and assist representative bodies to produce sector specific guidance.
- Work to develop and recognise competence in workplace health and safety.
- Make information on our activities publicly available to the greatest extent possible, consistent with the public interest and the right to privacy.
- Develop national strategies on workplace health and safety and associated public safety issues in partnership with bodies that share our objectives.



2. VALUE KNOWLEDGE AS A CENTRAL RESOURCE WITHIN OUR ORGANISATION

We will:

- Give an Assistant Chief Executive overall responsibility for achieving this goal.
- Develop systems for the collection, analysis and sharing of information on:
 - workplace injury and ill-health
 - our performance in meeting our goals
 - our effectiveness in helping to improve workplace health and safety
 - complementary national or international strategies or programmes.
- Develop evidence-based and innovative strategies to deal with existing and emerging hazards or changed methods of working, including psychological health issues and environmental tobacco smoke.
- Conduct research on key health and safety issues in order to develop effective strategies.
- Form strategic alliances to share information with other agencies that have common objectives.
- Ensure relevant information is available to all our staff as required.

3. APPLY BEST PRACTICE IN OUR INSPECTION, INVESTIGATION AND ENFORCEMENT PROCESSES

We will:

- Give an Assistant Chief Executive overall responsibility for achieving this goal.
- Review our capacity to carry out inspection, investigation and enforcement activities.
- Ensure that our inspection, investigation and enforcement policies, procedures and work processes are recognised as meeting best practice standards.
- Use our inspection process to communicate with and influence managers and workers.
- Ensure that our Inspectors maintain a high level of technical competence together with customer service and communications skills.
- Develop and implement annual work programmes of targeted inspections, investigations, enforcement and other workplace interventions.
- Use information, communication and technology systems that enhance the effectiveness of our inspection, investigation and enforcement processes.



4. CONSULT ON, MONITOR AND REVIEW HEALTH AND SAFETY LEGISLATION

We will:

- Give an Assistant Chief Executive overall responsibility for achieving this goal.
- Ensure that legislation is relevant and accessible and protects the public interest.
- Develop our operating systems to support the enhanced provisions of any new safety, health and welfare at work legislation.
- Review existing health and safety law to make it more accessible and to eliminate unnecessary procedures and regulations while protecting the public interest.
- Bring proposals for updated and consolidated legislation to the Minister.
- Identify gaps or areas of concern in the administration and enforcement of health and safety law and make recommendations to address these.
- Provide expert advice on the adequacy of enforcement instruments, including the level of fines.
- Clarify the role of the Authority relative to the roles of other agencies, including areas of public safety, and establish service level agreements or memorandums of understanding with other agencies and organisations.
- Contribute to the formulation of national, EU and international workplace health and safety law.

5. MANAGE OUR PEOPLE AND RESOURCES EFFECTIVELY

We will:

- Give an Assistant Chief Executive overall responsibility for achieving this goal.
- Use best practice in the corporate governance of the Authority.
- Value the competence and commitment of our staff and support them in helping to achieve our goals.
- Obtain independent recognition for the excellence of our service delivery.
- Review and substantially strengthen our business processes.
- Develop and implement a human resources strategy, including a staff training and development strategy.
- Develop our financial management systems to ensure value for money in all our activities and increase our income generating activities.
- Ensure that our information, communication and technology systems support our business processes.
- Develop an action plan on regionalisation, taking into account the *National Spatial Strategy*.



IMPLEMENTATION, MONITORING EVALUATION AND REPORTING

Implementation:

The Corporate Plan will be implemented in accordance with the principles of best practice and corporate governance:

- Strategic objectives and actions will be incorporated into the Unit Business Plans and Work Programme of the Authority.
- Timeframes for objectives and actions will be established through the Performance, Management and Development System.

Monitoring & Evaluation:

Monitoring and evaluation will proceed at unit and Programme Manager level which will aim to:

- Allow the identification of best practice.
- Provide information which may indicate where changes in strategy are required.
- Inform priority actions and plan for subsequent strategies.

An overall evaluation will be conducted as the life-span of the Corporate Plan draws to a conclusion.

Reporting:

Progress on implementing the strategy will be reported internally through the agreed line management structure, on a quarterly basis to the Board of the Authority and in its Annual Report. This will allow for:

- Progress to be recorded and reviewed
- Removal of obstacles to progress where identified
- Revision of priorities or timeframe for actions where required
- Comment and input from stakeholders

CORPORATE PLAN