



HEALTH AND SAFETY
AUTHORITY



Strategy Statement

2019-21

Our Vision:
Healthy, safe and
productive lives and
enterprises





Contents

01	Foreword by Pat Breen TD, Minister of State for Trade, Employment, Business, EU Digital Single Market and Data Protection	2
02	Introduction.....	3
03	Who we are and what we do	4
04	Review of Strategy 2016–2018	6
05	Strategy context and direction	14
06	Mission, vision and values.....	16
07	Strategic outcomes, priorities and goals.....	18
08	Delivering on this strategy and measuring performance.....	23
09	Annex 1 – Public consultation.....	24



Foreword by Pat Breen TD, Minister of State for Trade, Employment, Business, EU Digital Single Market and Data Protection

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.

Pat Breen TD

Minister of State for Trade, Employment, Business, EU Digital Single Market and Data Protection

We are pleased to present the Authority's Strategy Statement 2019–2021. This is the fifth statement of strategy prepared by the Authority under the Safety, Health and Welfare at Work Act 2005.

This strategy will be implemented in an Ireland that has returned to economic success, business growth and full employment. There are, however, uncertainties on the horizon, most notably the UK's exit from the European Union, which could impact not just how businesses in Ireland operate at home and in Europe but also how the Authority operates in the near and longer terms.

New business models are evolving where services and products are exchanged in a global market and where workers are under increasing pressure to perform, often in the face of insecure contracts, increased deliverables and vulnerabilities such as age. The Authority must be fit for purpose and ready to meet citizen expectations in this fast-changing environment.

Ongoing challenges include safety in agriculture and long-term occupational health risks such as stress, manual handling and cancer. In implementing this strategy, the Authority will strive to address all opportunities and challenges while achieving tangible outcomes in occupational health and safety, accreditation, chemicals and market surveillance.

As a regulator, the Authority provides advice and support but also inspects and enforces. We will continue to offer enterprises a range of tools and supports to enable them to meet their compliance obligations and to ensure safe workplaces and business success. We will also continue to inspect those enterprises that we know are not complying and are high risk. Where necessary, the appropriate enforcement action will be taken. A robust system for reporting, data gathering and analysis will be put in place to better target those who are not complying.

Partnership has always been at the forefront of how we ensure compliance, whether through the operation of advisory committees, agreed working programmes or the provision of guidance and advice. We will continue to leverage this goodwill and engagement to empower relevant bodies or groups to drive a culture of positive behaviour in the occupational health and safety, chemicals and market surveillance sectors. With the UK due to leave the EU in the first months of this strategy, developing strong alliances and networks with national and EU colleagues and stakeholders will be a primary focus.

Through the Irish National Accreditation Board, we will promote the value of accreditation in building citizen and business confidence in the quality and integrity of public and private services. We will also develop a national accreditation strategy that meets the needs of enterprises and consumers now and into the future.

As a public body that operates and regulates across a broad and diverse mandate, the Authority plays a unique role in ensuring the safety of workers, services, consumers and products in the private and public sectors. A key element of our strategy implementation will be to ensure that this unique role is demonstrated and communicated to our government and enterprise partners in order to maximise the benefits to society and the economy from accreditation and regulatory compliance.

This Strategy Statement sets out the Authority's mandate, vision, priorities, goals and outcomes for the period 2019–2021.

We look forward to working with individuals, partners and stakeholders to realise our vision of *healthy, safe and productive lives and enterprises* in Ireland.



Tom Coughlan
Chairperson



Dr. Sharon McGuinness
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. Additional functions have been conferred on the Authority since then under the Safety, Health and Welfare at Work Act 2005, the Chemicals Acts 2008 and 2010 and other legislation. In 2014, the Irish National Accreditation Board (INAB) was included under the Authority's functions.

The Authority reports to the Minister of State for Trade, Employment, Business, EU Digital Single Market and Data Protection under delegated authority from the Minister for Business, Enterprise and Innovation.

Our mandate

The Authority has a very broad mandate across the areas of workplace health and safety, chemicals regulation, market surveillance and accreditation as set out in over 200 Acts, regulations and international conventions. The Authority is also a competent and/or designated national authority under several chemical and market surveillance regulations.

The Authority's mandate is:

- To regulate and promote the safety, health and welfare of people at work and those affected by work activities
- To promote improvement in 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 for Ireland

The Authority's legislative role is outlined in the table opposite.

¹ Replaced by the 2005 Act

	Occupational safety and health	Chemicals	Market surveillance	Accreditation
Principal 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
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



Review of Strategy 2016–2018

The Authority's Strategy Statement 2016–2018 was implemented during a period of steadily increasing economic activity. Employment numbers in many sectors, particularly construction and manufacturing, experienced year-on-year increases, and the Authority was able to address the deficit in our own staff numbers for the first time since 2008.

The anticipated outcomes from Strategy Statement 2016–2018 may be summarised as:

- 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 levels of staff engagement and motivation, our optimal use of state resources and our positive stakeholder relationships

Details on the achievement of these outcomes during the period 2016–2018 are provided in the following pages.

Reducing death and injury

Real reductions in work-related death, injury and illness rates were recorded during 2016 and 2017 (figures for 2018 are not yet available). These reductions are very encouraging because they occurred as the economy experienced strong growth in employment, a trend normally associated with increases in both the number and the rate of occupational injury and illness.

Nevertheless, the numbers of deaths and injuries remain unacceptable: 48 people lost their lives in occupational accidents in both 2016 and 2017 and an estimated 68,700 people suffered a work-related injury or illness in 2016 with 1.23 million working days lost as a result. We are mindful of the realities behind these statistics: the people who died or suffered an injury or illness at work, the personal and financial loss to them and/or their families and the economic loss to their employers and the state.

Occupational fatalities

The occupational fatality rate has shown a steady decrease over the period, falling to the lowest level recorded since the foundation of the state, but it remains unacceptably high, particularly in the agriculture sector.

The rate of reported workplace deaths fell from 2.5 per 100,000 workers in 2015 to 1.9 per 100,000 workers in 2017, a reduction of 24%. There were 48 work-related fatalities reported in 2016 and in 2017, compared with the 56 fatalities reported in 2015. The number of fatalities in any given year can vary up or down, but this was a welcome resumption of a trend of falling fatality rates that had been interrupted between 2010 and 2015 when rates rose each year for the first time since 1998.

Fatality rates have halved over the last two decades, with the result that 45 to 50 fewer workers now die each year than would be the case if fatality rates had stayed at 1998 levels.

Occupational injuries and illness

The Central Statistics Office (CSO) is the most reliable source of information on occupational non-fatal injuries and illness. CSO data for 2009 to 2016 mirrors the pattern for fatalities over the same period. Occupational injuries or illness causing more than four days' absence rose from 12.8 per 1,000 workers in 2009 to 20.7 per 1,000 workers in 2010. Rates then plateaued until 2014, when 22.3 workers per 1,000 workers were injured or became ill because of work. The rate has since fallen to 15 workers per 1,000 for 2016 (the latest available CSO data), a reduction of 33% in the rate of injury or illness causing an absence of more than four days.

Although the CSO data reveals changes from one year to the next, there is a great deal of similarity in the overall pattern of both fatal and non-fatal injuries, with both types of injury showing substantial reductions when compared with the previous strategy period.

Engaging with employers, workers and users of Authority services

The Authority committed significant resources to working collaboratively with employers and workers, both individually and through their representative organisations.

We continued our high levels of engagement in key working groups such as the Construction Safety Partnership Advisory Committee (CSPAC), the Farm Safety Partnership Advisory Committee (FSPAC) and in other sectors such as healthcare or when dealing with specific hazards such as work-related vehicle safety.

We also hosted major events, conferences and seminars, including our Farm Safety Village at the National Ploughing Championships, covering topics such as driving for work, chemical safety, ergonomics, safety representatives and quarry safety.

Our customer contact centre continued to deal with queries and complaints, responding to approximately 60,000 inbound customer contacts over the strategy period.

Our website received in the region of one million hits each year as employers, workers and enterprises availed of our wide-ranging levels of advice and support.

We also provided on average 25 different publications each year, including detailed guidance and short information sheets, covering topics as diverse as slips, trips and falls and chemical safety.

A desired outcome of the strategy was to see employers actively engage in managing occupational health and well-being. The Authority's easy-to-use online tools have greatly contributed to achieving this aim. For example:

- The BeSMART.ie online risk assessment and safety management tool has seen significant development and continues to enable enterprises to manage and comply with their health and safety responsibilities. During the course of the strategy, BeSMART.ie expanded into the agriculture and construction sectors. In 2018, BeSMART.ie reached the milestone of 50,000 registered users.
- The number of learners who took courses through our E-learning platform was 17,750 in 2017, and approximately 50,000 courses will have been completed by the end of 2018.
- The Work Positive online stress audit tool was relaunched at the beginning of the strategy period. This tool, which can be used by organisations to meet the Authority's risk assessment for psychosocial hazards requirements (including for work-related stress), was actively promoted and the numbers using the tool grew year on year.

The Authority adopted new ways to engage with employers and employees, particularly in the agriculture sector through the use of Knowledge Transfer Groups (KTGs). Authority inspectors participated in over 100 KTGs aimed at engaging with farmers on a farm and giving them the knowledge to manage safety on their own farms.

A number of high-profile awareness-raising campaigns were developed and successfully launched, including campaigns aimed at the high-risk farming and construction sectors, and cross-sectoral campaigns on work-related stress, vehicles at work, inexperienced workers and the dangers of going on 'autopilot' at work. A range of formats, including TV, radio and print as well as digital and social media platforms, was used.

While the high levels of engagement with and use of advice and tools provided by the Authority are welcome, the Authority needs to see results in terms of higher levels of awareness and compliance. We conducted several targeted health and safety awareness inspection campaigns, focusing on, for example, silica dust, working at heights and work-related vehicle safety in the construction sector and machinery, electricity and animal handling facilities in the agriculture sector. Over three-quarters of employers inspected had safety statements in place – a relatively high level of compliance given that the majority of our inspections involve workplaces in less compliant and high-risk sectors.

In 2016, RedC Research & Marketing conducted an independent survey into the Authority's inspection process. This research involved a representative quota controlled sample of 1,000 organisations who had previously received an Authority inspection. The results indicated that nine out of ten organisations claimed a positive impact from the inspection. For the most part, inspections appear to have increased the focus of the organisations on health and safety, resulting in

safer workplaces – three in four organisations had improved workplace health and safety following the inspection.

One of our strategic goals was to ‘encourage workers to take up the role of safety representative and support their active participation in the workplace’. To promote and achieve this goal:

- The Authority developed a number of relevant publications, including advice on becoming a safety representative and a resource book for those who take up the role. Two checklists to assist safety representatives in carrying out their functions were also launched in 2017, together with a poster to raise the profile of the safety representative in the workplace.
- Online tools were also used to provide advice and materials. A new module giving detailed information on the role of safety representatives was added to BeSMART.ie and an online course for safety representatives was developed for hsalearning.ie.
- Training on the role of the safety representative was also provided to safety representatives and employee groups through other organisations.
- A national conference was held in Croke Park Conference Centre in November with 250 attendees.

In 2017, 18% of all inspections found that a safety representative had been selected and in 24% of these cases the representative accompanied the inspector during the inspection.

Increasing awareness of risks arising from chemicals

In support of the EU aim of ensuring a high level of protection on chemical safety, the Authority continued to focus on risks to the health of workers and the general public from chemicals during the strategy period.

- Checks were carried out on the classification, labelling and packaging of e-liquids used in e-cigarettes and on the presence of restricted chemicals in glues and jewellery.
- Additional scrutiny was placed on the provision of information in the supply chain via compliant safety data sheets for hazardous (carcinogenic, mutagenic, toxic to reproduction and/or respiratory or skin sensitisers) chemicals to ensure that companies, workers and consumers are given the most up-to-date and relevant information on the chemicals they use.
- We promoted the safe use of detergent liquitabs by the general public and undertook a market surveillance campaign to check their compliance with the new safety measures introduced in December 2014.
- Through national and five EU co-ordinated enforcement campaigns under the European Chemicals Agency (ECHA), we monitored, checked and processed a range of chemicals on the IE market to ensure compliance with EU regulations and to ensure that the public and workers are protected from any risks arising. In recognition of our contributions to the effective enforcement of EU legislation such as the REACH Regulation, the IE and Authority nominee to the ECHA Forum on Enforcement was voted as its Vice Chair in 2016.





- We actively participated in EU activities into the identification of substances for particular regulatory action under the EU 2020 Roadmap on Substances of High Concern (SVHC) through screening and discussions with other Member States on the most appropriate regulatory action to take. We also worked with the ECHA to promote greater transparency of EU regulatory activities concerning chemical substances.
- We supported industry through our chemical helpdesk and through the processing of Irish export notification requests to non-EU countries via ECHA's online IT system as well as meeting with sectoral interest groups in respect of substance-specific EU regulatory proposals.
- We supported European initiatives to address health and environmental risks arising from chemicals through our active membership of ECHA committees and in particular through the provision of rapporteur duties in the development of scientific opinions in the Risk Assessment Committee and the Member State Committee.

Increasing awareness and use of INAB accreditation services

By June 2018, INAB had increased the number of accredited organisations to 221. INAB is also dealing with 10 new applications for accreditation with another 10 organisations in the early stages of application; most of these 20 applications can be related to Brexit.

INAB significantly expanded the use of accreditation in the assessment and appointment of notified bodies to support Irish industry over the course of the strategy, with the number of active clients in this field increasing from four to 15.

Representing national interests regarding EU regulations

Over the strategy period, the Authority participated annually in over 70 different EU committees and working groups across all our mandates. This participation involved contributing on technical and policy input either directly through our own engagement or indirectly through support to the Department of Business, Enterprise and Innovation in the development of EU and ultimately national legislation.

The Authority represented Ireland by participating in the Government Interest Group (GIG) of the Advisory Committee on Safety and Health (ACSH) and in the plenary meetings of the ACSH. One of the main areas of focus of the ACSH during this period was the ex-post evaluation of the EU acquis. Ireland participated extensively in this review and worked closely with other Member States to produce a draft opinion for the GIG to consider.

Three opinions on technical updates to the annexes of the Medical Treatment on Board Vessels Directive, the Biological Agents Directive and the Personal Protective Equipment Directive were adopted. Ireland inputted into and supported these and also participated in the Commission's expert group on biological agents.

The Authority hosted the EU Commission's first mutual learning exercise in the area of health and safety. The focus was on a peer review of BeSMART.ie by Member States. We also continued collaboration with EU-OSHA (European Agency for Safety and Health), other Member States and countries such as Norway and Iceland to develop best practice for online risk assessment tools such as BeSMART.ie.

In relation to chemicals and occupational health, Ireland signed up to the EU Roadmap on Carcinogens and actively participated in ongoing EU work in relation to the adoption of opinions on a number of EU occupational exposure limit values (IOELVs) for carcinogens under the Chemical Agents Directive 98/24/EC.

In market surveillance, the Authority contributed to and participated in a range of advisory committees in relation to, for example, lifts, transportable pressure equipment and machinery, with a view to advancing national policy and interests in the product legislation covered.

Nationally, we have worked with the Department of Business, Enterprise and Innovation to produce legislation to transpose the Chemical Handling Directive (2014/27/EU), the Electro Magnetic Fields Directive (2013/35/EU) as well as several EU directives on the harmonisation of the laws of the Member States relating to Potentially Explosive Atmospheres (Directive 2014/34/EU), Lifts (Directive 2014/33/EU) and Pressure Equipment (Directive 2014/68/EU). We also amended and updated a range of domestic legislation to address EU and national requirements in relation to reporting of accidents, illnesses and dangerous occurrences, woodworking, abrasives, diving, mines and quarries. In addition, we produced or updated the codes of practice for agriculture, chemical agents, safety in roof work and working in confined spaces.

The Authority as a high-performing organisation

The Authority continued to invest in our staff and systems. Staff received an average of 3.3 days of technical and managerial training per year to ensure they have the necessary competence and expertise to perform their roles. Investment in our ICT systems helped improve productivity by eliminating paperwork and enabling more efficient data entry and higher security and by delivering innovative tools to businesses and workers. We also use ICT tools and systems to support and advise companies and stakeholders and, over the three years of the strategy, significant investment has gone into our main online tools (BeSMART.ie, Work Positive and hsalearning.ie) as well as our website and social media applications.

The Authority's awareness-raising and communications activities saw a significantly increased focus on the power of social media and digital channels over the strategy's duration. The Authority is now well established on a range of platforms, with an audience of approximately 50,000 on Facebook and 15,000 on Twitter. Due to the nature of these channels, the actual reach from our social media activity can often be a multiple of our direct audience, with individual posts sometimes achieving an audience of six figures. Another key benefit of this approach is that it helps us to build relationships and engage in direct communications with our audience.

The Authority also continued to leverage the power of more traditional media channels such as print, outdoor, radio and TV. As additional funding became available, particularly in the second half of the strategy period, we were in a position to invest in the production of a new farm safety TV campaign supported by radio and digital versions.

Collaboration

We have achieved our strategic goals through effective and direct engagement and collaboration with industry sectors, other regulators and government agencies. We put a significant emphasis on agreed working arrangements with other regulators and government agencies as evidenced by almost 20 different operational agreements in place by the end of 2018. In addition, we put in place several agreed work plans in relation to construction, agriculture, healthcare and work-related vehicle safety, all of which outline how the Authority and other stakeholders will work together to meet our strategic goals and ultimately our vision of healthy, safe and productive lives.

It is worth noting that when preparing our 2016–2018 strategy, the UK was our active partner in Europe in respect of occupational safety and health, chemicals, market surveillance and accreditation. Colleagues in the UK, including Northern Ireland, also worked collaboratively with us on technical and enforcement issues. With the result of the UK's 2016 referendum on EU membership, the nature of this relationship and engagement entered a new phase. Over the course of the strategy, the Authority has had to address these changes, which will materialise in 2019, not just for our own role but also for all companies and stakeholders too. We work closely with colleagues in Britain and Northern Ireland and hope that this can continue in whatever form the new UK–EU relationship takes.

In meeting our strategic objectives, the Authority continued to encourage and support enterprises to take responsibility for their compliance. Where they fail to do so, we took appropriate and proportionate actions in relation to enforcement. We helped enterprises to meet their accreditation needs in order to protect their consumers and grow their business. We played an active part in forming EU and national policies in relation to occupational health and safety, chemicals, accreditation and market surveillance. We worked on our own when needed but more importantly we collaborated to collectively achieve our desired strategic outcomes.



The Authority's strategy for the period 2019–2021 has been developed in the context of a fast-changing economy and workforce as well as the evolving political and social environment in Ireland and within the EU.

The UK's exit from Europe, the impact of which will be felt across many areas of the work of the Authority but most notably in the chemicals, market surveillance and accreditation areas, will happen in the first year of this strategy. We must be ready to support businesses as they are faced with the potential loss of the UK from the EU decision-making arena and the implications this will have on their ability to trade and market freely. We will also have to adapt to the new reality of losing a valued partner nationally and in Europe.

Another concern is the emergence of 'bogus self-employed' patterns in the workplace, particularly in the services sector. Similarly, we are encountering atomisation in the construction sector: where historically there would have been several large companies on a single site, we are now faced with multiples of smaller companies and the self-employed.

We recognise that new entrants are joining the workforce at a rapid pace in several sectors and this brings with it the challenge of protecting these vulnerable workers, who are often young and unskilled. At the other end of the age spectrum, the growing number of farmers over the age of 65 who remain actively working on their farms means an increased risk of fatal accidents among this population.



Mission

The Authority works to ensure that duty holders meet their legal obligations in relation to workplace health and safety, market surveillance and chemicals. We also strive to motivate and inform through a combination of promotion, information, education, inspection and enforcement activities. The INAB provides a market-led service to accredit organisations for quality and standards in service provision.

Our Mission

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



Vision

The Authority's vision looks 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 and to foster an environment where businesses can grow and prosper. We want to see human health protected by the safe use of chemicals in and out of work. We want to ensure that providers of services and products are accredited thereby enhancing the confidence of their customers and clients.

Our Vision

Healthy, safe and productive lives and enterprises

Values

The Authority's values underpin our behaviours and inform the way we work together and perform as an organisation externally.

Our Values

- We consult and collaborate
- We treat people with dignity and respect
- We act with integrity and impartiality
- We hold ourselves accountable
- We drive innovation and continuous improvement
- We respond and adapt to changing circumstances

Strategic outcomes, priorities and goals

The chief aims of the Authority are to prevent injuries and ill health caused by work activities and chemicals and to deliver on our broad mandate across the full scope of our activities. A number of strategic outcomes have been identified to support these aims.

Strategic Outcomes

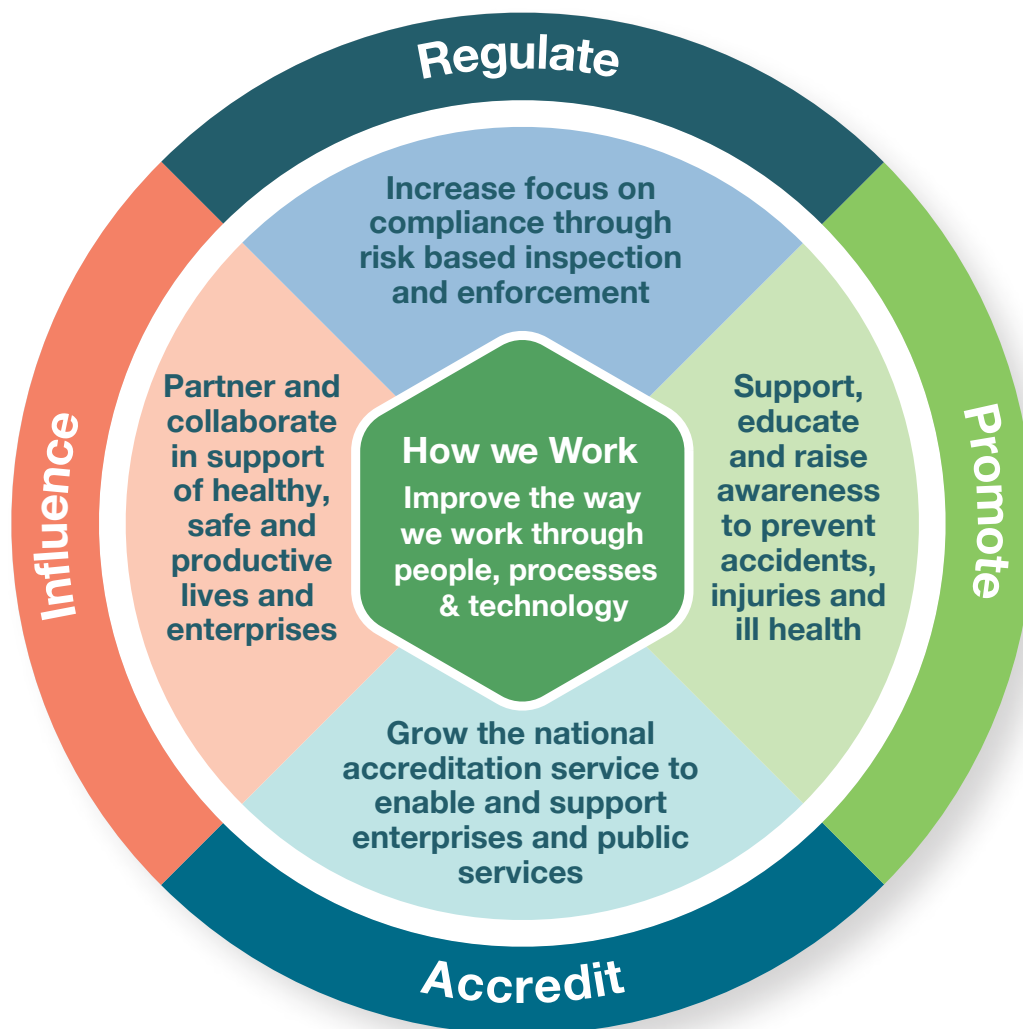
The expected outcomes of this strategy are:

- Reduced rates of work-related deaths, injuries and ill health
- Employers actively engaged in managing occupational health, safety and welfare
- Workers actively engaged in protecting themselves and their colleagues at work
- Increased public awareness of how to avoid and manage the risks to health arising from applicable products and chemicals
- Increased awareness and use of INAB accreditation services to promote business excellence and sustainability and to support regulation in essential areas
- People and organisations proactively engaged and satisfied with Authority programmes, tools and services
- National interests represented during proposals for and transposition of EU directives and regulations
- The Authority to be a high-performing organisation evidenced by high levels of staff engagement and motivation, an ability to adapt to the changing environment, the optimal use of state resources and positive stakeholder relationships
- Active engagement by other organisations in supporting the work of the Authority through memoranda of understanding and service-level agreements
- Effective holding to account of those who fail in their duties under legislation enforced by the Authority

Strategic priorities and goals

Five strategic priorities will direct our activity for the period 2019–2021 and help us to deliver on our vision and achieve our strategic objectives. These priorities and the associated goals set out below take into account the results of extensive stakeholder feedback, internal environmental analysis and public consultation (see Annex 1); relevant labour market, CSO and accident/injury data; and current research.

The five strategic priorities are:



Regulate

The Authority will increase focus on compliance through risk-based inspection and enforcement.

Goals

- Drive increased focus on work-related health and safety
- Increase and broaden the inspection programme, focusing on higher risks, less compliant organisations and vulnerable workers
- Act as the lead national competent authority on chemicals and market surveillance
- Enforce market surveillance requirements of products sold on the Irish market, including those sold to consumers
- Take proportionate enforcement action to encourage and ensure compliance
- Advise and make regulatory and policy proposals to the Minister

Promote

The Authority will support, educate and raise awareness to prevent accidents, injuries and ill health.

Goals

- Increase knowledge and understanding of how to manage work-related health and welfare
- Increase visibility and encourage uptake of the Authority's online tools and services, including BeSMART.ie, hsalearning.ie and Work Positive
- Provide information and guidance to enable duty holders to understand the benefits of proactively managing safety, health and chemicals to the highest standards
- Provide educational resources to the formal education system and for the workplace
- Increase knowledge and awareness of the dangers from applicable products and hazardous chemicals

Accredit

The Authority will grow the national accreditation service to enable and support enterprises and public services.

Goals

- Develop and implement a national accreditation strategy
- Promote the value of independent accreditation in building confidence in the quality and integrity of public and private services
- Prepare and accredit clients operating in evolving areas, including cyber security, data protection and robotics
- Monitor, anticipate and respond to increasing demand arising from the UK's withdrawal from the EU and other regulatory changes
- Maintain the international recognition and reputation of INAB and the IE accreditation services

Influence

The Authority will partner and collaborate in support of healthy, safe and productive lives and enterprises.

Goals

- Co-operate and proactively engage with stakeholders and regulatory bodies to achieve shared aims
- Present objective research-based proposals to government to achieve increased funding for the Authority
- Collaborate and influence the need for better reporting and recording of occupational illness and ill health and develop mechanisms to ensure data is shared
- Engage actively and constructively in the EU agenda and discussions on occupational safety and health, chemicals, market surveillance and accreditation
- Partner with government to provide support to businesses in preparing for and dealing with the UK withdrawal from the EU

How we work

The Authority will improve the way we work through people, processes and technology.

Goals

- Value, engage and develop staff to strengthen organisational capacity and capability
- Adapt our structure, operating model and allocation of resources to target key areas based on evidence, research, analysis and evaluation
- Apply the highest standards of governance to the running of the Authority
- Optimise technology and research to improve efficiencies and services
- Challenge our mandate and strategy annually to ensure we adapt to the changing environment



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 specify the actions and key performance indicators that will support the achievement of our strategic goals. We will focus resources to deliver on our outcomes and make the most impact.

Measuring performance

Progress on the annual programmes of work that implement this strategy will be monitored using a range of qualitative and quantitative measures. The Board of the Authority and the Department of Business, Enterprise and Innovation (DBEI) will assess our performance based on quarterly and annual reports. The Authority will agree an oversight and performance delivery agreement with the DBEI, which will form the basis of periodic reports on progress to the Minister.



Annex 1

Public consultation

During the strategy development process the Authority engaged in an extensive programme of stakeholder feedback and public consultation. The Authority would like to express thanks to all who responded to the public consultation on our draft strategy. The submissions and the Authority's response to the consultation may be accessed through the Public Consultation portal at www.hsa.ie.

The stakeholder engagement process involved interviews, meetings, surveys and workshops with stakeholder groups including employers, employees' representative bodies, government departments and Authority staff. Following this initial phase of consultation, draft strategic priorities and goals were prepared and put out to open public consultation through www.hsa.ie.

The public consultation identified the need to:

- Continue the development of online support and educational tools and platforms to support business in achieving compliance
- Continue to work in collaboration and partnership with all stakeholders
- Continue our work in the area of health and in particular to increase the focus on psychosocial risks and well-being in the workplace
- Continue to provide practical guidance on chemicals and occupational health
- Increase the levels of enforcement
- Increase the number of accredited laboratories and organisations to international harmonised standards
- Increase the level of research to enable better strategic planning and evidence-based interventions by the Authority

Further Information and Guidance:

Visit our website at **www.hsa.ie**, telephone our contact centre on **1890 289 389** or email **wcu@hsa.ie**

Use BeSMART, our free online risk assessment tool at **www.besmart.ie**

Check out our range of free online courses at **www.hsalearning.ie**



*Our Vision:
Healthy, safe and
productive lives
and enterprises*

**Health and Safety
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